



Municipality of Mississippi Mills

# SPECIAL COUNCIL AGENDA

Tuesday, December 11, 2018

8:30 a.m.

Council Chambers, Municipal Office

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**PLEASE REMEMBER TO SET YOUR CELL PHONE TO SILENT AND THAT NO RECORDING DEVICES ARE PERMITTED.**

**A. CALL TO ORDER**

**B. ATTENDANCE**

**C. APPROVAL OF AGENDA**

**D. OPENING REMARKS BY MAYOR**

**E. PRESENTATIONS**

8:45 Administration – Shawna Stone, Jeanne Harfield	Pages 2-11
9:15 Finance – Rhonda Whitmarsh	Pages 12-20
10:00 Roads and Public Works – Guy Bourgon	Pages 21-33
10:30 Building and Planning – Niki Dwyer	Pages 34-47

*Break*

11:15 Recreation – Calvin Murphy	Pages 48-57
11:45 Cultural & Economic Development – Tiffany MacLaren	Pages 58-71

*Lunch*

12:45 Halpenny Insurance – Carolyn Corkery	
1:15 Fire – Scott Granahan	Pages 72-80
1:45 Mississippi Valley Conservation Authority – Paul Lehman	

*Break*

2:45 Auditor – Howard Allan & Carole Fuller	
3:30 Daycare – Karen Kane	Pages 81-87
4:00 Library – Christine Row	Pages 88-99

**F. CONFIRMATORY BY-LAW – 18-104**

**G. ADJOURNMENT**



Mississippi  
Mills

MUNICIPALITY OF  
MISSISSIPPI MILLS

# THE CHIEF ADMINISTRATIVE OFFICER & CLERK'S DEPARTMENT



## WHO WE ARE AND WHERE TO FIND US

The following is a listing of the Administration Staff complete with the necessary contact information:

### ADMINISTRATION – CAO & CLERK’S DEPARTMENT

Shawna Stone  
Acting Chief Administration Officer  
T: (613) 256 2064 ext.226  
E: [sstone@mississippimills.ca](mailto:sstone@mississippimills.ca)

Jeanne Harfield  
Acting Clerk  
T: (613) 256 2064 ext.225  
E: [jharfield@mississippimills.ca](mailto:jharfield@mississippimills.ca)

Jennifer Russell  
Acting Deputy Clerk  
T: (613) 256 2064 ext.208  
E: [jrussell@mississippimills.ca](mailto:jrussell@mississippimills.ca)

Dawn McDonald  
Customer Service Representative  
T: (613) 256-2064 ext.221  
E: [dmcdonald@mississippimills.ca](mailto:dmcdonald@mississippimills.ca)

### PARTNER SERVICES

By-law Enforcement and Animal Control  
Municipal Law Enforcement Services  
T: 613-809-7048

Integrity Commissioner:  
Tony Fleming, Cunningham Swan  
Contact through Clerk's Office

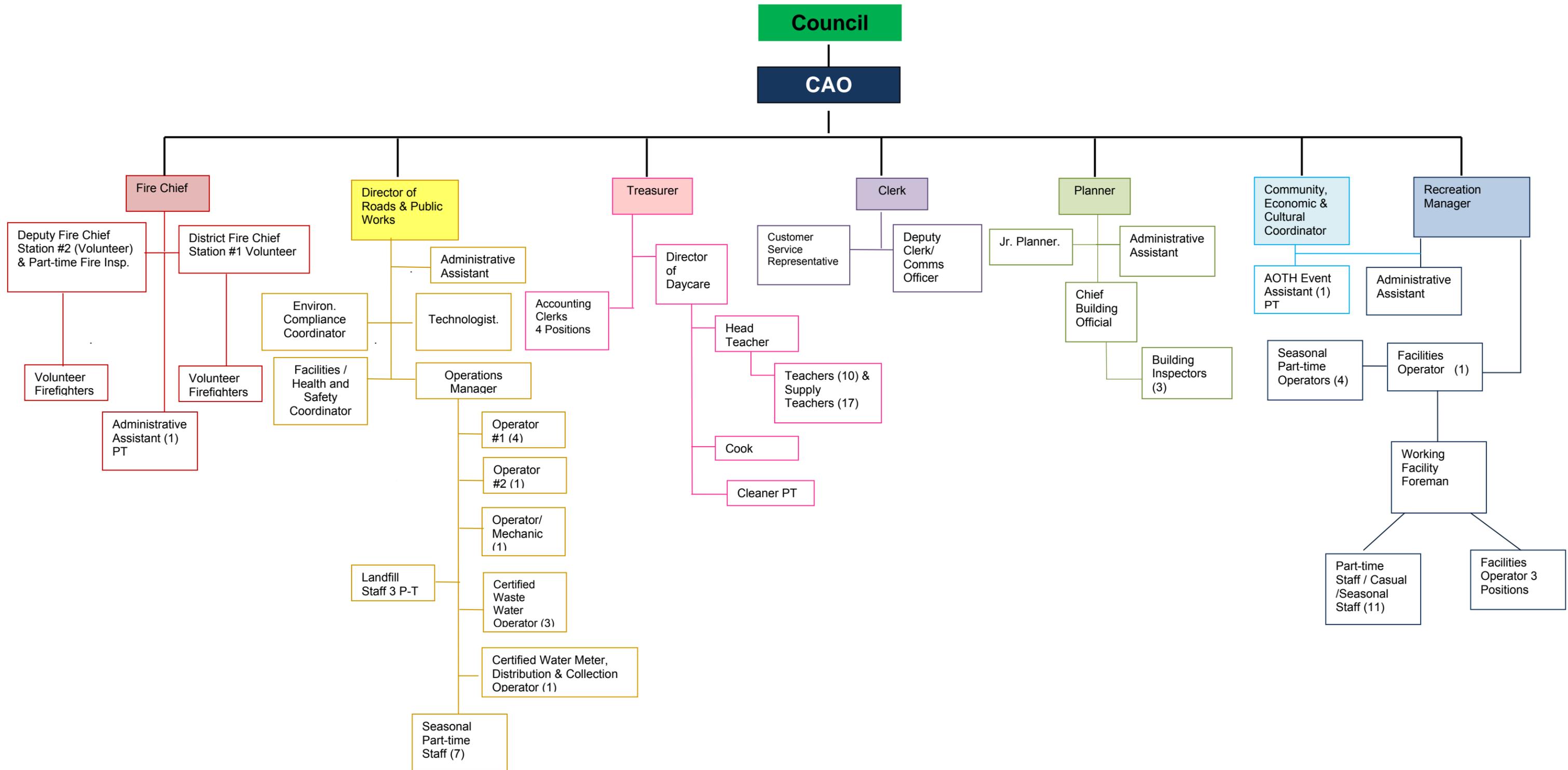
Closed Meeting Investigator:  
Local Authority Services (LAS)  
Contact through Clerk's Office

### OFFICE LOCATION

Municipal Offices  
3131 Old Perth Road  
Almonte, ON  
K0A 1A0

T: 613-256-2064  
F: 613-256-4887  
E: [town@mississippimills.ca](mailto:town@mississippimills.ca)

# MUNICIPALITY OF MISSISSIPPI MILLS ORGANIZATION CHART 2018



## ROLES AND FUNCTIONS

### **Chief Administrative Officer**

The role of the Chief Administrative Officer (CAO) is to administer the business affairs of the Corporation in accordance with the policies and plans established and approved by Council.

The objective of the CAO is to lead, direct, and co-ordinate the department heads of the Corporation in developing, implementing, and administering the objectives, policies, and programs as established and approved by Council in accordance with all applicable by-laws and regulations.

The CAO is responsible for:

- All municipal administration
- All municipal operations
- Communication of operations to Council
- Facilitate implementation of all policies/procedures
- Budgeting
- Legal Affairs
- Risk Management / Litigation
- Procurement (tenders, contracts, and RFPs)
- Human Resource Management (compensation plan, benefits, succession planning, labour relations, health and safety, EAP)
- Policy Development
- Special projects assigned by Council

### **Clerk**

The Clerk is responsible for performing all statutory duties under the *Municipal Act* and is responsible for the provision of all corporate and administrative services to ensure compliance with policies and statutes.

In addition, the Clerk is responsible for the smooth operation of Council proceedings. The administration staff also play an important role in organizing the municipal elections every four years and ensuring that proper procedures are followed by candidates, third party advertisers and election staff.

The Clerk is responsible for:

- Freedom of Information requests
- Coordination with the Integrity Commissioner
- Processing complaints and Closed Meeting Investigation requests
- Death/Marriage registrations
- Lottery and other licensing (seasons stands, dog tags, kennel registration, etc.)
- Records Management
- Preparation of Council Agendas

- Minutes of Council and Committee of the Whole
- Municipal Elections
- Fence Viewing Legislation
- Tile/Municipal Drain applications
- Drafting and administering by-laws
- Developing new policies and procedures
- Commissioner of Oaths
- AODA Compliance
- Alternate Community Emergency Management Coordinator

**Deputy Clerk/Communications Officer**

The Deputy Clerk assists the Clerk and assumes all of the powers and duties of the Clerk under the *Municipal Act* or any other Act as necessary and/or in the absence of the Clerk. In addition, the Deputy Clerk coordinates communications for the Corporation including the coordinate the implementation of communications policies and procedures, prepare press releases, and assist departments with key messaging.

**STRATEGIC PLAN**

In 2016, a strategic planning exercise was undertaken which resulted in Vision 2020 - a shared vision of success; an identification of strengths and key challenges; strategies for moving forward; and an action plan to guide implementation.

<b>Vision 2020 (high level summary)</b>	<b>Challenges</b>	<b>Strategic Directions</b>
<p><b>Social Impact</b></p> <ul style="list-style-type: none"> <li>• Culture and Heritage Identity</li> <li>• Attractive to Young Families</li> <li>• Age-Inclusive Community</li> <li>• Healthy Community</li> </ul> <p><b>Economic and Environmental Impact</b></p> <ul style="list-style-type: none"> <li>• Business Retention and Expansion</li> <li>• Vibrant and Active Downtown(s)</li> <li>• Evidence of Environmental Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Working with demographic realities</li> <li>• Balancing strategic focus and discipline with being responsive</li> <li>• Aligning organizational capabilities with goals and resources available</li> <li>• Constructive community engagement and building a collaborative network</li> <li>• Aligning community assets and working across silos to improve the bottom line</li> </ul>	<ul style="list-style-type: none"> <li>• Attract, welcome and engage young(er) families and youth in the development of the community.</li> <li>• Municipality leads by example as a welcoming organization, welcoming community.</li> <li>• Build organizational capacity and increase organizational effectiveness.</li> <li>• Partner with community groups and organizations to promote active living and a healthy community.</li> <li>• Build on community assets and initiatives</li> </ul>

<p><b>Improved Organizational Capacity</b></p> <ul style="list-style-type: none"> <li>• Residents well-informed and engaged</li> <li>• Strong, respectful governance partnership</li> <li>• Integrated, prioritized project/program management</li> </ul>		<p>related to culture, wellness, environmental stewardship, and welcoming, as a core economic development strategy.</p> <ul style="list-style-type: none"> <li>• Support organizational effectiveness and community relationship building through strategic communications.</li> </ul>
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## CLERK’S DEPARTMENT RESPONSIBILITIES

The Clerk’s Department is responsible for a number of key municipal functions such as:

1. Formal Requests: Freedom of Information, Closed Meetings, Integrity Commissioner, and Formal Complaints
2. Compliance with Provincial Legislation
3. Municipal Policies and By-laws
4. Procedural By-law
5. Committees
6. Communications Plan
7. Municipal Elections

### Formal Requests

#### Freedom of Information Requests

*The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* provides individuals with a right of access to certain records and personal information under the custody or control of the Municipality. Once a FOI is received, the Clerk’s Department must reply within 30 days. Individuals wishing to file an FOI are required to complete the prescribe form and pay the \$5.00 request fee.

#### Closed Meeting Requests

Individuals have the right to request a closed meeting investigation if they believe that Council, a Committee or Board did not comply with the closed meeting rules contained within section 239 of the *Municipal Act*.

All closed meeting investigation requests must be filed with the Clerk who will compile the necessary information and forward the request and all relevant background information to the Closed Meeting Investigator.

## Integrity Commissioner

An Integrity Commissioner is an independent and impartial person who acts as a confidential advisor to the Mayor and Council regarding situations pertaining to the Code of Conduct and Conflict of Interest. In 2018, the Clerks in Lanark County issued a joint RFP to hire an Integrity Commissioner and Tony Flemming from Cunningham Swann was selected.

The role of the Integrity Commissioner is to investigate complaints received from any person regarding a breach of Code of Conduct by Council members. The process will follow the formal complaints protocol set out in the Council Code of Conduct. The Clerk's Department will receive any formal complaints and then forward the complaint onto the Integrity Commissioner and notify Council by way of confidential internal communication that a complaint has been filed.

Once the investigation is complete the Investigation reports will be published on the Municipal website and the report will be made available to all members of Council or local boards.

Annual reports will be also be published on the municipal website.

## Formal Complaints

In 2017, Council adopted a new complaints policy that outlines the process of how individuals may file complaints about service provided by the municipality. This policy was developed to ensure the appropriate handling of complaints, continuous improvement, fairness, and accountability. The objective is to have complaints resolved at the informal stage before being elevated to the formal process which includes an investigation as outlined in the policy. The Clerk's Department is responsible for ensuring that the policy is followed and that the appropriate individual conducts and completes the investigation.

## **Compliance Provincial Legislation**

There have been a number of changes to Provincial Legislation during the past four years namely Bill 8 - *Public Sector & MPP Accountability and Transparency Act*, Bill 68 - *Modernizing Ontario's Municipal Legislation Act*, and Bill 181 - *Municipal Elections Modernization Act*.

Municipal policies, procedures and by-laws have been implemented and/or updated in order to be compliant with these Acts.

- Changes to policies on how Freedom of Information requests are handled
- Complaints Policy
- Unreasonable Behaviour Policy
- Overhaul to election manual and policies and forms
- Election Sign By-law
- Appoint Integrity Commissioner

- Re-draft Council Code of Conduct
- Re-draft Staff Code of Conduct
- Re-draft Council-Staff Relations Policy
- Development of a Conflict of Interest Registry

### **Municipal Policies and By-laws**

- Accountability and Transparency By-law 07-77
- Unreasonable Behaviour Policy
- Council Code of Conduct
- Council Staff Relations
- Communications Policy
- Social Media Policy
- Procedural By-law
- Election Policies (Election Sign By-law)
- Fence Viewers
- Municipal Drain (Drainage Act)

### **Procedural By-law**

The Procedural By-law 17-03 sets out the rules for all Council and committee meetings and how they shall be conducted. It is imperative that all Members of Council are well-acquainted with the Procedural By-law.

The Procedural By-law 17-03 was passed in January 2017 to include provisions to enhance transparency, provide greater flexibility to meetings, and to align municipal procedures with best and existing practices. The by-law has since been updated to reflect new provincial legislation and changes to council composition.

### **Committee Structure**

Currently, Council and Committee of the Whole (COW) are combined in one meeting and generally meet the first and third Tuesday of every month. In addition to the Council/COW meetings, there are also a number of advisory committees and boards that include Council representation. The role of advisory committees is to provide advice to council on various action items set by the new council. It is important that Council effectively utilize their advisory committees to further Council's overall long and short term vision. A new advisory committee structure was approved in 2018 with the intention to act as a starting point for new Council as well as reduce the large number of advisory committees.

In addition to advisory committees, community driven working groups will also be utilized to further engage with residents on priorities and visions.

Below is a list of advisory committees, boards and working groups.

<b>Advisory Committees</b>
<ul style="list-style-type: none"><li>- Community and Economic Development Advisory Committee (CEDC)</li><li>- Parks and Recreation Advisory Committee</li><li>- Transportation and Environment Advisory Committee</li><li>- Accessibility Advisory Committee</li><li>- Emergency Management Community Control Group</li><li>- Community Policing Advisory Committee</li><li>- Heritage Advisory Committee</li><li>- Committee of Adjustment &amp; Property Standards</li></ul>
<b>Boards/Other Organization</b>
<ul style="list-style-type: none"><li>- Mississippi River Power Corporation</li><li>- Mississippi Valley Conservation Authority</li><li>- Ottawa River Power Corporation Board</li><li>- Mississippi Mills Public Library Board</li><li>- Joint Cost Sharing Recreation Committee</li><li>- Carleton Place Library (1 Mississippi Mills representative)</li></ul>
<b>Working Groups</b>
<ul style="list-style-type: none"><li>- Beautification (reports to Parks and Rec)</li><li>- Agriculture (reports to CEDC)</li><li>- Riverwalk Expansion (reports to CEDC)</li></ul>

## **Communications Plan**

In 2017, the Municipality drafted and approved a comprehensive communications plan with the objective of the plan to formalize a strategy to increase openness and transparency, as well as effectively and proactively communicate with key stakeholders in a consistent, clear and professional manner.

In addition to the development of a communications plan, a communications survey was completed to garner input from residents, staff and council on how they like to receive information and in what format and frequency. The results from the survey directly led to the recommendations and priorities of the communications plan.

At the time, the role of Communications Officer was added to the Deputy Clerk position. Since then a number of initiatives that have been introduced to increase communications:

- By-law 101 series
- Council recaps
- Broader use of social media
- Development of a communications and social media policy

In 2019, the intention is to further utilize communications tactics to broaden reach. Some initiatives include: live streaming, website updates, and newsletters. All are dependent on the 2019 budget and resource availability.

## **Municipal Elections**

According to the *Municipal Elections Act* (MEA), Clerks shall create and implement any policies and procedures that are necessary to conduct an election in a manner that reflects the principles of the MEA and its Regulations. The Clerk's Department developed the 2018 Elections Manual which outlined policies and procedures that were followed during the election.

## **WHERE ARE WE GOING?**

There are a few projects that the Administration Department would like to see initiated and completed over the next term, including:

- Strategic Planning
- Expansion of Business Park Phase 3
- Community Engagement Strategies
- Service Delivery Review
- Long-term HR Plan
- Live stream Council meetings
- Update Municipal Website
- Routine Disclosure Policy
- Online Records Management
- Online Meeting Manager



MUNICIPALITY OF  
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# FINANCE



## WHO WE ARE AND WHERE TO FIND US

The following is a listing of the Administration and Finance Staff complete with the necessary contact information:

### FINANCE

Rhonda Whitmarsh, CPA, CA  
Treasurer  
T: (613) 256 2064 ext.262  
Email: [rwhitmarsh@mississippimills.ca](mailto:rwhitmarsh@mississippimills.ca)

Joanne Silieff  
Accounting Clerk-Tax and Water  
T: (613) 256 2064 ext. 224  
Email: [jsilieff@mississippimills.ca](mailto:jsilieff@mississippimills.ca)

Liz Syme  
Accounting Clerk – Accounts Payable  
T: (613) 256 2064 ext. 222  
Email: [lsyme@mississippimills.ca](mailto:lsyme@mississippimills.ca)

Susie Smithson  
Accounting Clerk – Accounts Receivable  
T: (613) 256 2064 ext. 223  
Email: [ssmithson@mississippimills.ca](mailto:ssmithson@mississippimills.ca)

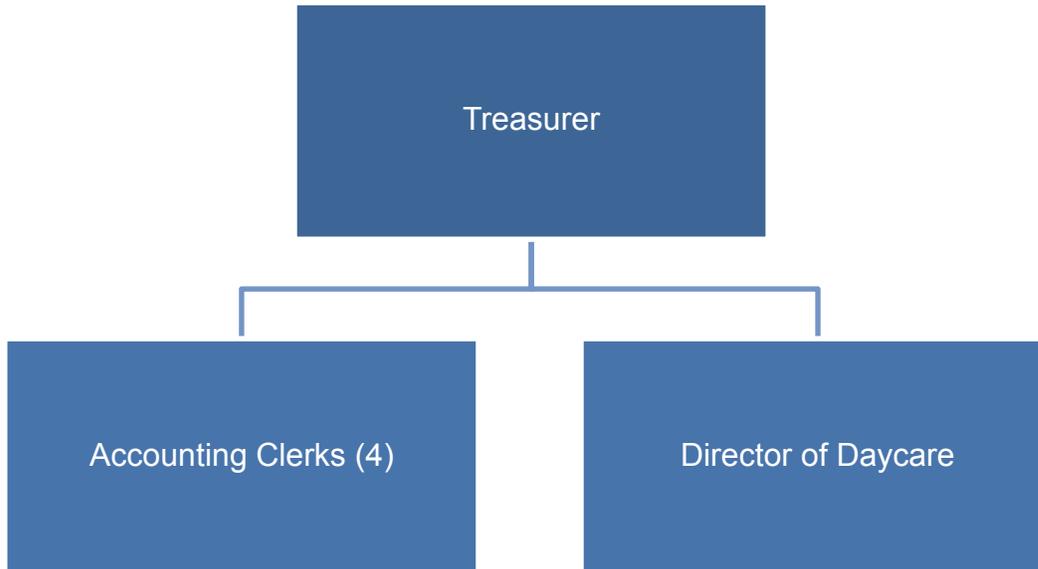
Sheila Vagner  
Accounting Clerk – Payroll Administrator  
T: (613) 256 2064 ext. 227  
Email: [svagner@mississippimills.ca](mailto:svagner@mississippimills.ca)

### OFFICE LOCATION

Municipal Offices  
3131 Old Perth Road  
Almonte, ON  
K0A 1A0

T: 613-256-2064  
F: 613-256-4887  
Email: [town@mississippimills.ca](mailto:town@mississippimills.ca)

## ORGANIZATION CHART



## ROLES AND FUNCTIONS

### **Treasurer**

The Treasurer's key role is the effective management of public funds with which it is entrusted according to provincial statutes and municipal by-laws. Treasurer administers the Municipality's assets and liabilities and provides financial analysis and advice to Council, staff, various committees and departments. The Treasurer is responsible for or plays a key role in the following:

- Taxes and water
- Tax collection under the Municipal Act including tax registration/sale
- Accounts Payable – payment of municipal expenses
- Accounts Receivable - collection of all revenues
- Budget preparation
- Payroll Administration
- Purchasing and Tendering
- Year end audit preparation
- Financial reporting
- Insurance
- Payments in Lieu of Taxes (Federal / Provincial properties)
- Development Charges
- Letters of Credit and other forms of security
- Financing / Borrowing on behalf of the municipality
- Reserves and Reserve funds
- Investments
- Tangible Capital Assets / Asset Management
- Long Term Financial Planning
- Water and Wastewater Rate Study and Financial Plan

- Annual reporting to the Province - Financial Information Return , Development Charges Reserve Fund, Council Expenses, Annual Financial Statements and Tax Rate By-law

## FINANCE DEPARTMENT RESPONSIBILITIES

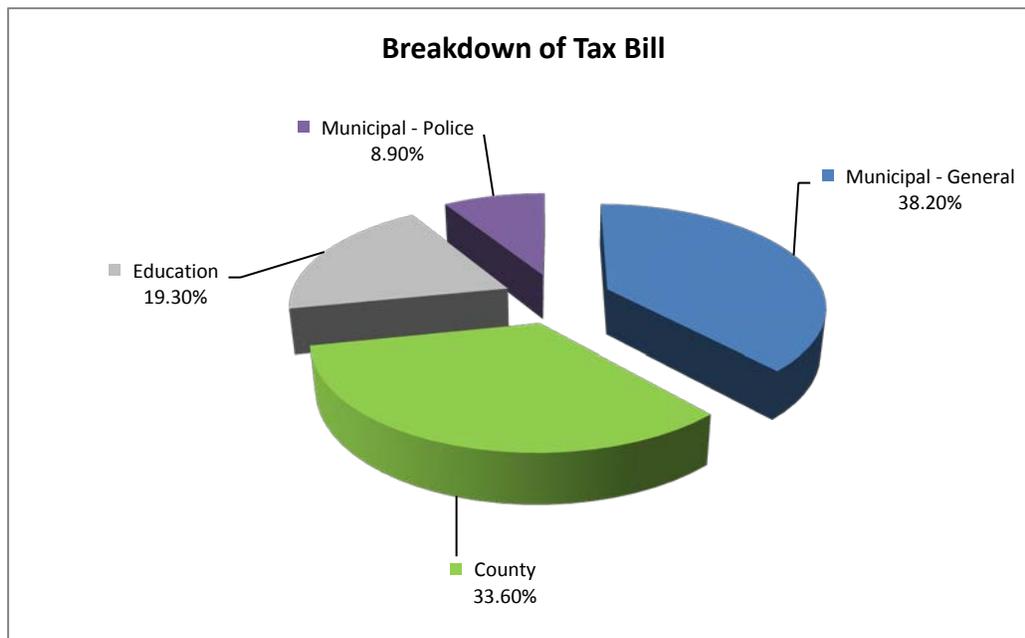
The Finance Department is responsible for a number of key municipal functions such as:

1. Taxes
2. Processing payments and payables
3. Municipal Budgets
4. Long Term Financial Plan
5. Asset Management Plan
6. Financial Statements/Audit Process
7. Capital Assets
8. Annual Repayment Limit
9. Heritage Tax Relief

### Taxes

#### Tax Bill Breakdown

The Municipality of Mississippi Mills must levy and collect taxes on behalf of the County of Lanark, the School Boards and for its own purposes. In 2018, the breakdown of the tax bill in terms of funds raised was as follows:



## Tax Due Dates

The interim tax billing (worth 40% of the previous year's tax rate) is payable in one installment due in the month of February each year.

The final tax billing (the current year's taxes less the interim billing) is payable in two equal installments due in the months of July and September each year, unless delays created by legislated changes occurs.

## Water Bills

Water bills are issued every second month. The bill is comprised of a base charge (flat fee) and a consumption charge per 1,000 gallons of water used. The water rates are reviewed annually during budget deliberations.

## **Processing payments and payables**

The Municipality of Mississippi Mills offers various methods to pay:

- Payment by mail – Mail all payments P.O. Box 400, Almonte, ON K0A 1A0
- Payment by bank – Payable at most financial institutions
- Interac – Payments can be made with a debit card at the Municipal Office.
- In Person – At the office located at 3131 Old Perth Road, Almonte, is open 8:30 a.m. to 4:30 p.m. Monday to Friday.
- After Hours – a mail slot is located at the rear door of the Municipal Office. Please feel free to place your payment in the mail slot at any time.
- Post Dated Cheques - Are gladly accepted.
- Telebanking/Internet – Available at most financial institutions.
- Preauthorized Payment for Tax and Water  
(For taxes, equal amounts will be withdrawn monthly. For water, the full amount will be withdrawn on the due date. This option is only available for accounts not in arrears. Contact Liz Syme at 256-2064 ext. 222 for enrollment information.)

Penalty or interest is calculated at 1.25% on the outstanding principal balance of tax arrears and is added to past due taxes on the 1<sup>st</sup> day of each calendar month. For water, a 10% penalty is applied once when an account is past due. For all other accounts, a penalty of 1.25% is added monthly. Payments sent by mail must be received on or before the due date.

## Insurance Carrier

The Municipality has been insured with Halpenny Insurance since 2013. An RFP for insurance services was issued in 2018 with no change in the insurance provider for the Municipality.

## Municipal Budgets

Although the Finance Department is responsible for the coordination of all the departmental budgets, there are some budgets that are prepared by this department for the municipality. The budgets prepared by Finance are as follows:

<b>BUDGET AREA</b>	<b>2018 BUDGET AMOUNT</b>
Members of Council	\$281,525.00
General Administration	\$1,202,045.00
General Administration – Buildings	\$463,417.00
Protection to Persons & Property – Police	\$1,874,320.00
Protection to Persons & Property	\$294,040.00
Other Cultural-Municipal Grants	\$30,500.00
Payments in Lieu	\$262,252.00
Revenues	\$24,547,170.00
Tax Rate Calculations	

### Budget schedule

The budget process usually begins in July of the previous year. The budget is circulated to managers and is due back by the end of August. Staff uses the approved long term financial plan results as the target expenditure allocation. Also provided to managers is 5 years' worth of actual expenditure data so that averaging can be completed where appropriate. The first draft also includes capital items that are known to be proceeding in the budget year as well as items carried over from the previous year.

### **Long Term Financial Plan**

In 2010, Council approved the completion of a long term financial plan for the municipality by BMA Consulting. The plan was subsequently updated and approved in 2012. Highlights of the plan include:

- Projects operating and capital requirements to 2030
- The capital program is phased in for the first five years until the appropriate investment in infrastructure is established
- Projects taxation levels, debt levels and reserve allocations to 2030
- Tax revenue increases projected to be 7% per year to 2018 and 2.5% thereafter to address the backlog of capital replacement and rehabilitation
- No new debt is projected after 2018
- The plan is used as the foundation for the Municipality's asset management plan

## **Asset Management Plan**

The asset management plan was completed in 2016 for the majority of municipally owned assets. In 2017, a new Asset Management Regulation was passed requiring municipalities to prepare asset management plans and policies by specified dates and with prescribed contents. In the future, federal/ provincial funding will be dependent upon approved asset management plans. An asset management plan includes:

- Inventory/condition/age and replacement value/timing of municipally owned assets
- Target levels of service i.e. benchmarking, efficiency and effectiveness measures
- Asset management strategy
- Financing strategy

## **Financial Statements / Audit Process**

Each year, the Municipality is required to complete an external audit and publish the audited financial statements for the previous year within 60 days of receipt of same from the Auditor. The Municipality's fiscal year is the calendar year (January 1 – December 31) unlike the Provincial and Federal Governments whose fiscal year is April 1 – March 31.

Currently, the Municipality's auditor is Howard Allan of Allan & Partners, Inc. out of Perth. He has been the Municipality's auditor since amalgamation January 1, 1998. The Municipality is required to seek proposals on its audit services every five years. The last RFP was issued in 2013

There are two components to the annual audit, the interim in the fall and the final in February of the year following. The financial statements are usually prepared and provided to the Municipality in May each year.

In addition to the Financial Statements, the Municipality is required by the Province of Ontario to complete a Financial Information Return and Municipal Performance Measurements by May 31<sup>st</sup> each year.

## **Tangible Capital Assets**

The Canadian Institute of Chartered Accountants (CICA) made several changes to the way that municipalities record and report financial information. These changes came into effect January 1, 2009.

The most significant of these changes is the requirement that municipalities record their tangible capital assets on their balance sheets and depreciate these assets over time. The CICA requires that these assets be valued at historical cost meaning the cost to construct or purchase the asset initially. In some instances, with roads for example, this could be 100 years ago. Previously, municipalities expensed their assets in the year they were constructed or purchased.

The result for the Municipality of Mississippi Mills was a total asset value at December 31, 2017 (at historical cost) of approximately \$110 million and annual depreciation of about \$3.01 million.

### **Annual Repayment Limit**

Each year, the Municipality receives a report from the Ministry of Municipal Affairs and Housing entitled “Annual Repayment Limit Under Ontario Regulation 403/02”. This limit represents the maximum amount the municipality has available to commit to payments related to debt and financial obligations.

For 2018, the repayment limit provided by the Province \$2,764,356 which translates to long term financing of \$29.3 million (20 years at 7%) or \$34.4 million (20 years at 5%). At the end of 2018, it is projected that the municipality will have long term financing in the amount of \$22.3 million of which \$8.2 million is for water and sewer projects.

### **Heritage Tax Relief**

A Heritage Property Tax Relief by-law was passed by Council to improve access to financial support for the maintenance and preservation of heritage properties.

Instead of focusing on large-scale renovations, the program focuses on ongoing annual maintenance and preservation. For property owners who enter into an easement maintenance agreement with the Municipality, they may be eligible to receive an annual rebate of 25% of municipal and school board taxes (this does not include the County tax portion of the tax bill). The program is subject to availability of funding and Council has committed to an annual allocation for this program in the budget.

## **ADDITIONAL RESOURCE MATERIALS**

The following documentation is available on the municipality’s website:

- Development Charges Background Study and By-law
- 2018 Tax Rate By-law
- 2018 Fees and Charges By-law
- 2018 Water and Sewer Rate By-law
- 2018 Waste Management Charge By-law
- Water and Sewer Rates Study and Financial Plan
- Asset Management Plan
- Long Term Financial Plan
- Municipal Grant Policy
- Heritage Tax Relief By-law
- 2017 Audited Financial Statements

## WHERE ARE WE GOING?

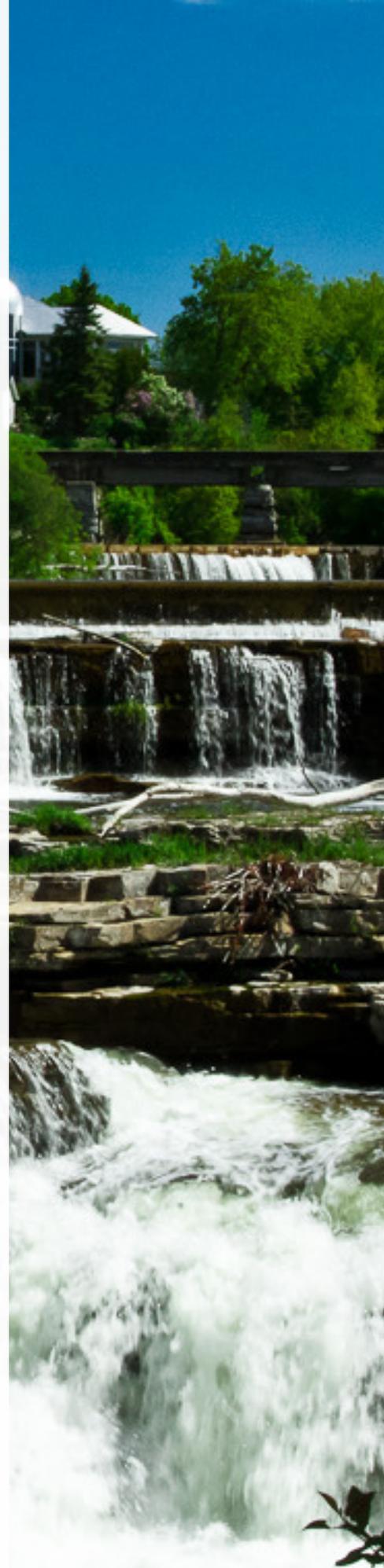
There are a few projects that the Finance Department would like to see initiated and completed over the next term, including:

- Review of the Municipality's Long Term Financial Plan
- Completion of an Asset Management Plan per the Regulation
- Continue to pursue electronic options for bill payments/collections
- Move towards electronic billings for tax/water and daycare (e-billing)
- Implement point of sale at main reception (Municipal Office)



MUNICIPALITY OF  
MISSISSIPPI MILLS

# ROADS & PUBLIC WORKS



## WHO WE ARE AND WHERE TO FIND US

The Roads and Public Works Department includes 6 full time administration, 10 full time staff, 8 part time/seasonal/casual staff and one contract employee. An overall list of the department staff are provided below complete with the key contact information:

### FULL TIME ADMINISTRATION (NON-UNION)

Guy Bourgon

Director

T: (613)256-2064 ext. 233

E: [gbourgon@mississippimills.ca](mailto:gbourgon@mississippimills.ca)

Rod Cameron

Operations Manager

T: (613)256-2064 ext. 232

E: [rcameron@mississippimills.ca](mailto:rcameron@mississippimills.ca)

Cory Smith

Technologist

T: (613)256-2064 ext. 229

E: [csmith@mississippimills.ca](mailto:csmith@mississippimills.ca)

Trish Petrie

Environmental Compliance Coordinator

T: (613)256-2064 ext. 235

E: [tpetrie@mississippimills.ca](mailto:tpetrie@mississippimills.ca)

Cindy Hartwick

Administrative Clerk

T: (613)256-2064 ext. 258

E: [chartwick@mississippimills.ca](mailto:chartwick@mississippimills.ca)

Robert Kennedy

Facilities/Health & Safety Coordinator

T: (613) 256-1077 ext. 26

E : [rkennedy@mississippimills.ca](mailto:rkennedy@mississippimills.ca)

### FULL TIME STAFF

Ben Kipp

Mechanic

Lornie Munro

Operator I – Lead Hand, Ramsay

John Gleeson

Operator I – Lead Hand, Pakenham

Dan Blackburn

Operator II

Brian Syme

Operator I

Rich Potter

Operator I

Gary Gardiner

Operator I – Water and Sewer

Rod Giles

Operator II – Water and Sewer

Geoff Timmins

Operator II – Lead Hand, Water and Sewer

Gregg Shaw

Water Meter, Distribution and Collection - Water and Sewer

### SEASONAL/ PARTTIME/ CASUAL STAFF

Eric Migneault

Seasonal – Operator II

Tim Henderson

Seasonal – Operator II

Kevin Stoodley

Seasonal – Operator II

Bruce Metcalfe

Seasonal – Operator II

JP Gleeson

Seasonal – Operator II

Lorna Ladouceur

Part Time – Waste Site Attendant/ Howie Road

Corrie Lang

Part Time - Landfill Attendant/Pakenham

Keith Drynan

Casual – Operator I

### CONTRACT

Glen Gordon

Drainage Superintendent (Drainage Act)

## **AFTER HOUR EMERGENCIES**

The Department maintains a rotation of “on call” staff at all times outside of regular office hours of 7:00 a.m. to 3:30 p.m. Emergency on-call staff can be reached through the emergency pager number **(613) 256-3167**.

## **OFFICE LOCATIONS**

The Roads and Public Works Department administers three (3) office and garage locations:

### **Ramsay Garage**

3131 Old Perth Road  
Almonte, ON K0A 1A0

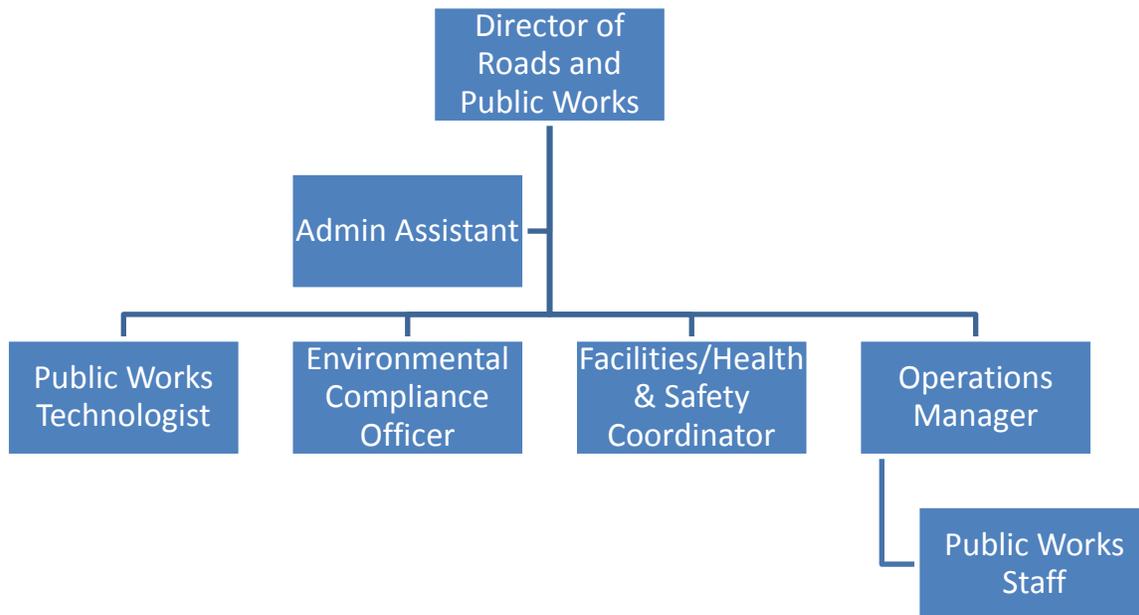
### **Pakenham Works Garage**

Five Arches Drive  
Pakenham, ON K0A 2X0

### **Almonte Garage (Waterworks/Storage)**

Wolfe Grove Road  
Almonte, ON K0A 1A0

## ORGANIZATIONAL STRUCTURE



## ROLE AND FUNCTION

### Director of Roads and Public Works

The Director of Roads and Public Works is responsible to the CAO and Council for the overall management and appropriate performance of the Roads and Public Works Department, which includes the planning, operation, maintenance and capital replacement of the municipality's infrastructure assets. Infrastructure works include but are not limited to: water distribution and treatment, sewage collection and treatment, drainage, roads, bridges, waste management, traffic signals, street lighting, etc.

The Director of Roads and Public Works is also responsible for key administration of management functions which include:

- Provide advice and technical guidance to the CAO and Council regarding infrastructure matters;
- Monitoring and ensuring compliance with government legislation (Safe Drinking Water Act, Environmental Assessment Act, Occupational Health and Safety Act etc...)
- Directing the operations of the Department including maintenance and construction activities;
- Developing policies and procedures regarding departmental operations;
- Human Resources within the department including hiring, promotions, pay adjustments, and disciplinary action in accordance with Municipal Policies;
- Develop and monitor the department's budget and make proactive adjustments to the annual work program where necessary to remain within Council approved targets;

- Supervise consultants and contractors retained by the Municipality for related projects;
- Review, on behalf of Council, all site plan agreements, subdivision agreements, consultant agreements and meet with developers, planners and consulting engineers regarding land development matters.
- Respond to public inquiries and concerns in accordance with procedures and guidelines established by Council

### **Operations Manager**

- Supervision, training and scheduling for all Roads and Public Works Staff (union);
- Responsible for duties of Director of Public Works in absence of director;
- Responsible for implementing all works included in the Operations Budget – Transportation and Water/Sewer;
- Ensures that roads are patrolled and maintained in accordance with Minimum Maintenance Standards O Reg 239/02
- Respond to public inquiries and concerns
- Responsible for Winter Operations

### **Public Works Technologist**

- Project management for new capital works projects (main focus – roads/water/sewer/bridges);
- Review and day to day administration of land development (inspections, scope changes, as-built security reductions etc.)
- Respond to Public inquiries and concerns.

### **Environmental Compliance Coordinator**

- Review and implement all legislative, policy and training requirements relating to water and sewer;
- Liaison with Ontario Clean Water Agency for day to day regulatory matters (treatment plant, septage receiving, biosolids, compliance matters);
- Provides oversight on the Quality Management System for the Water Distribution System – Safe Drinking Water Act;
- Day to day administration of Waste Management Programs;
- Responsible for the development of public education, safety and risk management programs;

### **Facilities/Health & Safety Coordinator**

- Responsible to Senior Management for the coordination and project management of capital works associated with the various municipally-owned facilities;
- Coordinates day-to-day maintenance activities with senior management at their facilities;
- Responsible for day-to-day building security including alarm codes and the issuance of access fobs;
- Review and implement all legislative, policy and training requirements relating to Health and Safety;

- Responsible for keeping the Municipality's Health and Safety Policy and associated policies current and up-to-date based on the most recent legislation.

#### **Administrative Clerk**

- Provides frontline services which include handling public inquiries (phone/in person), service requests, contractor inquiries on permits/approval, municipal addressing, advertising, office supplies and web updates;
- Prepares and codes all timesheets for the Department and tracks training records, overtime, leave, time in lieu, vacation etc.;
- Completes journal entries for tracking of fuel, machine time etc.. for the Department;
- Prepares correspondence and formats bylaws, tenders, reports, and maintains records;
- Prepares and tracks external invoicing and also codes all accounts payable items for payment in accordance with approved budget accounts.

## ROLE OF DEPARTMENT

The Roads and Public Works Department is responsible to Council for all aspects of the planning, design, construction, and operation & maintenance of the municipality's various infrastructure assets. Overall, these responsibilities are divided into three main budget areas which include:

1. Transportation Services
2. Water and Sewer
3. Environmental Services – Waste Management

## TRANSPORTATION SERVICES

### OUR ASSETS

The Department's objective in the administration of the transportation system is to ensure that a safe, reliable and sustainable transportation network is maintained (roads, bridges, traffic signals, etc.). In 2018, the approved budget for Transportation Services was \$4.63 million dollars.

Currently, the Department administers approximately 379 km of roadways in the wards of Ramsay, Almonte and Pakenham. This inventory includes 186 km of gravel (loose top) roads and 193 km of hardtop roads, which includes paved roads and surface treated roads.

The Public Works fleet presently includes 6 pick-up trucks, 10 heavy trucks (single axle and tandem units), 3 graders, 2 backhoes, 2 loaders, 1 tanker unit and 3 sidewalk plows.

The Transportation Services area of responsibility is quite extensive and includes the following:

- Facilities Management (3 garages, 6 out buildings)
- Street lighting, traffic signals (2) and pedestrian signals (3)
- Drainage and flood control
- Maintenance of municipal drains as per requirements of the Drainage Act
- Roadside brushing
- Road sweeping
- Grading and dust control
- Gravel resurfacing
- Tree maintenance and removals (road corridors only)
- Bridges and large structure maintenance
- Roadside grass mowing and ditch maintenance
- Catchbasin, storm sewer and culvert maintenance
- Hardtop maintenance
- Shoulder maintenance
- Winter control (plowing, sanding, salting and snow removals)
- Fleet - operation and maintenance of 30 units

## KEY LEGISLATION

**Occupational Health and Safety Act** – Safety committees, personal protective equipment, trenching and excavations, traffic control plans, working in heat, confined space dangers etc...

**Highway Traffic Act** – Governs traffic speed and warning signs, pavement markings, community safety zones, commercial vehicle inspection records, commercial vehicle operator hours, traffic signals etc...

**Municipal Act** – Minimum Maintenance Standards outline the frequency for patrolling and addressing maintenance obligations for roads, bridges and lighting. MMS also covers the legislated targets for summer and winter road operations;

**Drainage Act** – Legislated procedures for the planning and assessment of costs for improvements on Municipal Drains (by petition)

**Environmental Assessment Act** – Defined public processes for the assessment, evaluation and implementation of capital infrastructure renewal projects;

## ASSET MANAGEMENT

Beginning in 2013, the Roads and Public Works Department completed asset management plans for bridges, roads, and storm sewers. Key findings in these service areas are noted below:

- **Bridges** - The Municipality owns and maintains 15 bridges and 11 large structures that have a span of 3m or greater. Every two years the Municipality must carry out mandatory inspections on these facilities addressing the requirements of the Ontario Structure Inspection Manual. All bridges are inspected by a professional engineer and assigned a Bridge Condition Index (BCI) rating that follows Ministry of Transportation standards. A BCI rating of 0 to 100 is then calculated with 100 being the best possible condition rating. Bridge ratings of poor (0-60), fair (60-70) and good (70-100) are then applied. At the end of 2013, the Municipality had 10 bridges rated poor and 5 large structures rated poor. Many of these structures were constructed in the 1940's and 1950's, and are reaching the end of their useful service life. Staff has undertaken significant rehabilitation on many of these structures so that at the end of 2018, the Municipality only has 5 bridges rated poor, of which only the Levi Bridge will require significant superstructure work, while the other four bridges will require less costly maintenance work (e.g. bridge surface, guard rails, etc.). Similarly, only 2 large structures are rated poor by the end of 2018.
- **Road Assessments** – The Roads and Public Works Department has completed a pavement condition survey for all of the paved and surface treated roadways in the community. A Ride Condition Index (RCI) of 0 to 10 has been assigned for each roadway with a rating of 10 being a road in excellent condition. At the end of 2018, of the 193 km hard-surfaced network, 50 km of the asphalt roads and 43 km of the surface treated roads are in good condition; conversely, 12.5 km of the asphalt roads and 37 km of the surface treated roads are in poor condition. There remains a deficit of \$4.6 million required to repair asphalt roads in poor condition, and \$3.9 million required to repair the surface-treated roads currently in poor condition.

- **Storm Sewers** - The Municipality owns and maintains 24km of piped storm sewer systems. Storm sewers generally have a service life of 80 years and the average age of the system is generally low at 33 years. Over the short term, it is not expected that there will be major pressures in this service area.
- **PW Facilities** - The Roads and Public Works Department operates and maintains 3 garages and 6 out buildings (e.g. storage sheds, sand dome, etc.) In 2013, the Municipality hired AECOM Canada Architects Ltd to assess the condition of these facilities and document the capital needs for the current, 5, 10 and 15 year time horizons. Staff has been undertaking the recommended short term repairs to the buildings (the bulk of which are associated with the Ramsay and Pakenham garages) over the past 5 years and will continue to do so in 2019.

## WATER AND SEWER (ALMONTE WARD)

### OUR ASSETS

The Department oversees the administration of the water distribution system and the sewage collection system in accordance with the compliance requirements set out by the Clean Water Act, Safe Drinking Water Act and the Ontario Water Resources Act. The operation and maintenance of the Corporation's water treatment system comprised of five municipal wells and a 2.8 mega litre elevated water storage tower are contracted out to the Ontario Clean Water Agency (OCWA). Additionally, OCWA also oversees the operation and maintenance of the Municipality's eight sewage pump stations and the wastewater treatment plant on Wolf Grove Road.

A staffing contingent of 4 workers presently maintains the municipality's 37 km of water distribution lines and 34 km of sanitary collection lines. The water and sewer fleet includes a one ton unit, a van and a three ton service truck. Annual activities involved in the maintenance of the system include but are not limited to:

- Water meter reading, installations, and repairs;
- Water and sewer installations and repairs;
- Water main – spring and fall flushing program;
- Valves – exercising valves once annually;
- Fire hydrant and valve maintenance and repairs;
- Maintenance of legislated record requirements;
- Sanitary sewers – all sewers are cleaned and camera inspected on a four year cycle;
- Inspection and coordination for new construction (capital funded and subdivision works);

In 2018, the approved budget for Water and Sewer was \$3.5 million dollars.

## KEY LEGISLATION

**Safe Drinking Water Act** – Governs the licensing and operations of public drinking water systems including: water quality, testing requirements, operator certifications, training, annual reporting, financial plans etc.

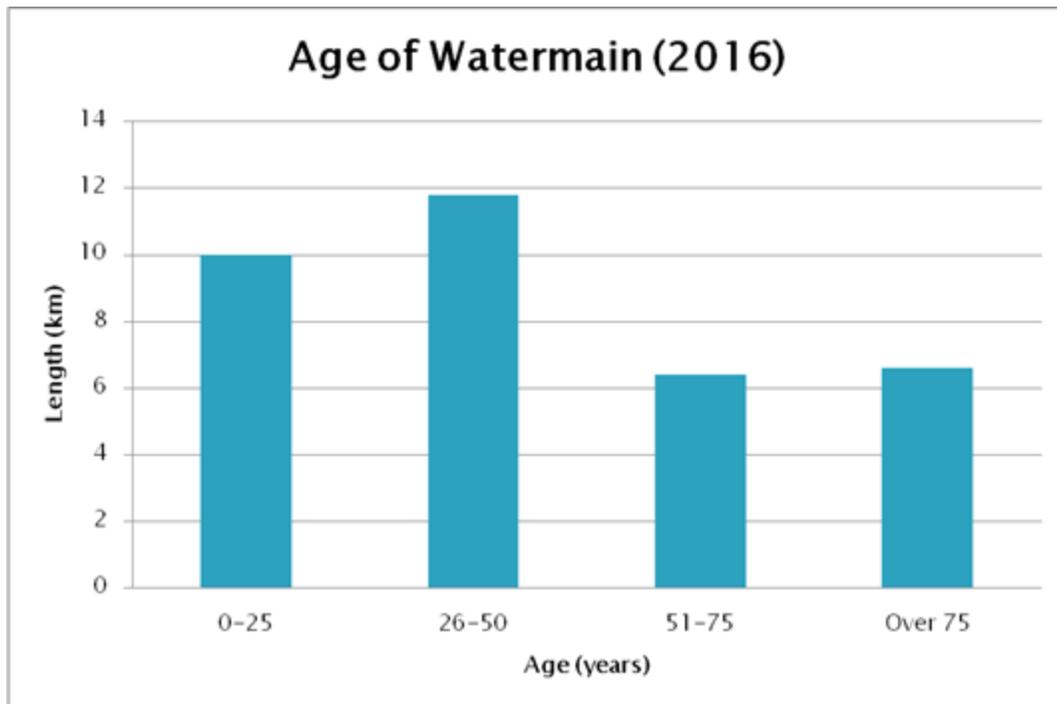
**Clean Water Act** – Governs the management and protection of source water protection areas including risk management, owner responsibilities, land use management, enforcement etc.

**Ontario Water Resources Act** – Governs the operations of public sewer systems including: testing requirements, operator certifications, training, reporting etc. This regulation also governs the approval and reporting for groundwater takings relating to the drinking water system.

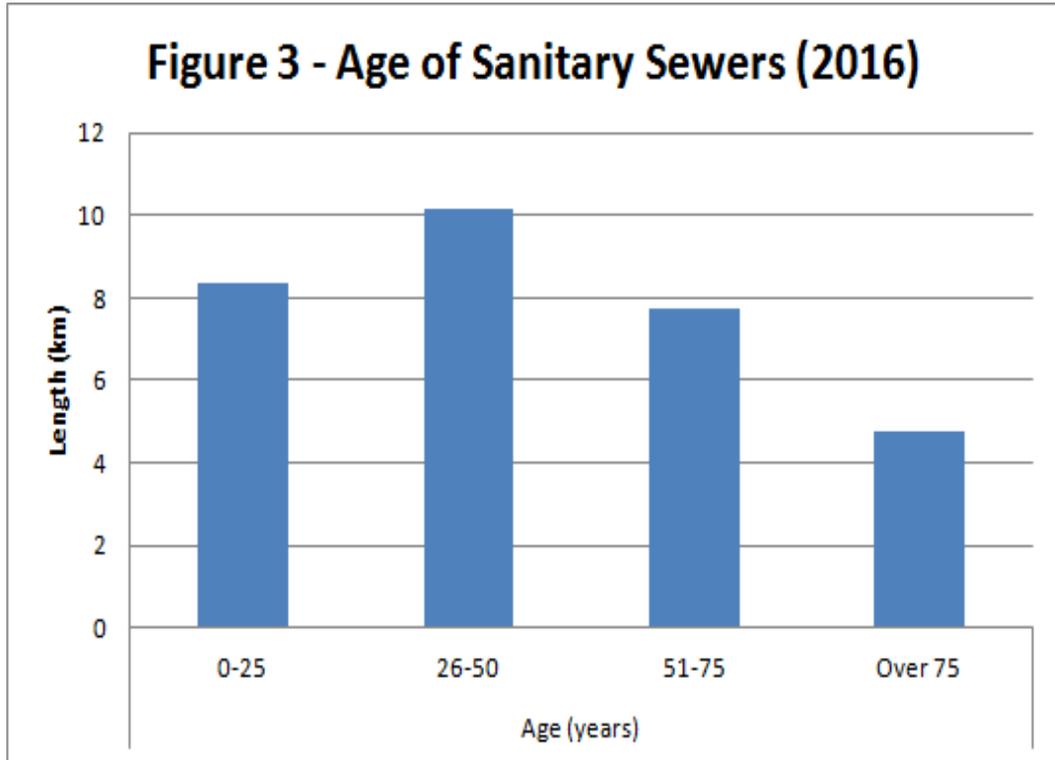
## ASSET MANAGEMENT

The Roads and Public Works Department completed asset management plans for the Municipality's linear water and sewer networks. Key findings in these service areas are noted below:

- **Water Mains** - The Municipality owns and maintains 37 km of piped public water mains. Water mains generally have a service life of between 50 and 80 years. Replacements are prioritized based on break history, age, material, soil conditions, risk and growth related needs. Approximately 7km (19%) of system is now past the end of its useful life based on age/material.



- Sanitary Sewers** - The Municipality owns and maintains 34 km of gravity sanitary sewers. Sanitary sewers generally have a service life of between 50 and 80 years. Replacements are prioritized based on age, material, camera inspections, soil conditions, risk and growth related needs. Approximately 5km (15%) of system is now past the end of its useful life based on age/material



## LONG TERM PLANNING

In 2012, the Municipality retained J. L. Richards & Associates to complete a Water and Wastewater Master Plan (WWMP) for the Almonte Ward. The WWMP was subsequently updated in 2018 by JLR to reflect changes over the past 6 years. This study included condition assessments for the Municipality’s wells facilities, water tower, and sewage pump stations and linear water and sewer assets and provided recommendations for capital works for the current, 5, 10 and 15 year time horizons. This study also provided recommendations for the necessary upgrades for the Municipality’s water and sewer infrastructure to meet the projected growth needs over the next twenty years. An electronic copy of the master plan report and update may be obtained by contacting the Roads and Public Works Department.

## **ENVIRONMENTAL SERVICES – WASTE MANAGEMENT**

In 2018, the approved budget for Environmental Services – Waste Management was \$1.57 million dollars.

### **OUR ASSETS AND SERVICES**

#### **LANDFILLS**

The Department oversees the administration of the three waste management sites which include: the Howie Road Recycling Depot (former landfill), Pakenham Recycling Depot (former landfill) and the former Ramsay landfill (closed).

- Howie Road (1470 Howie Road, Ottawa) is open Wednesdays afternoons and Saturday mornings in the summer and Saturday mornings only during the winter months. Materials received at this facility include: white goods, scrap metal, tires and cardboard. Organics such as brush, leaves and yard waste are also received at this site.
- The Pakenham Recycling Depot located at 580 Barr Side Road is open on Saturdays from 8 a.m. to noon throughout the year. Materials received at this facility include: white goods, scrap metal, tires and cardboard. Organics such as brush, leaves and yard waste are also received at this site.
- The Ramsay landfill located on Concession 5A is currently closed and there are no active operations at this site.

All three landfill sites are subject to mandatory ground water sampling programs subject to review by the Ontario Ministry of the Environment. Programs for Howie Road and Ramsay are annual whereas the post-closure monitoring in Pakenham is every three years.

#### **CURB SIDE COLLECTION PROGRAMS**

Mississippi Mills also provides garbage collection and blue box services to approximately 6000 residential homes in all three wards.

Weekly garbage collection is facilitated under a contract to Waste Management Inc. which will expire in May 31<sup>st</sup>, 2020.

Blue Box collection is currently carried out by GFL Environmental (formerly Matrec Inc.) and is facilitated in partnership with neighbouring municipalities in order to obtain the most competitive collection cost and highest yield on recycled materials sent to market. The contract with GFL is currently set to expire on May 31<sup>st</sup>, 2020.

## **WASTE DISPOSAL PROGRAMS**

In 2013, the Municipality of Mississippi Mills entered into a 15 year (5/5/5), fixed price contract for the disposal of waste at the Carp Waste Transfer Facility operated by Waste Management Inc. All curbside waste that is collected weekly is disposed of at the Carp facility.

Individual residents who wish to dispose of large items that cannot be placed at curbside may use a Municipality issued 500 kg pass or alternatively pay cash for waste disposal services at the water transfer facility located at 9271 Cavanagh Road, operated by GFL Environmental. GFL in turn will invoice the Municipality for any waste redeemed at the site using the Municipality issued passes.

## **HOUSEHOLD HAZARDOUS WASTE**

Mississippi Mills also partners with neighbouring municipalities in the Household Hazardous Waste (HHW) diversion program. This program is offered on a set schedule at the Carleton Place Hazardous Waste Site located at Patterson Crescent.

## **LONG TERM PLANNING**

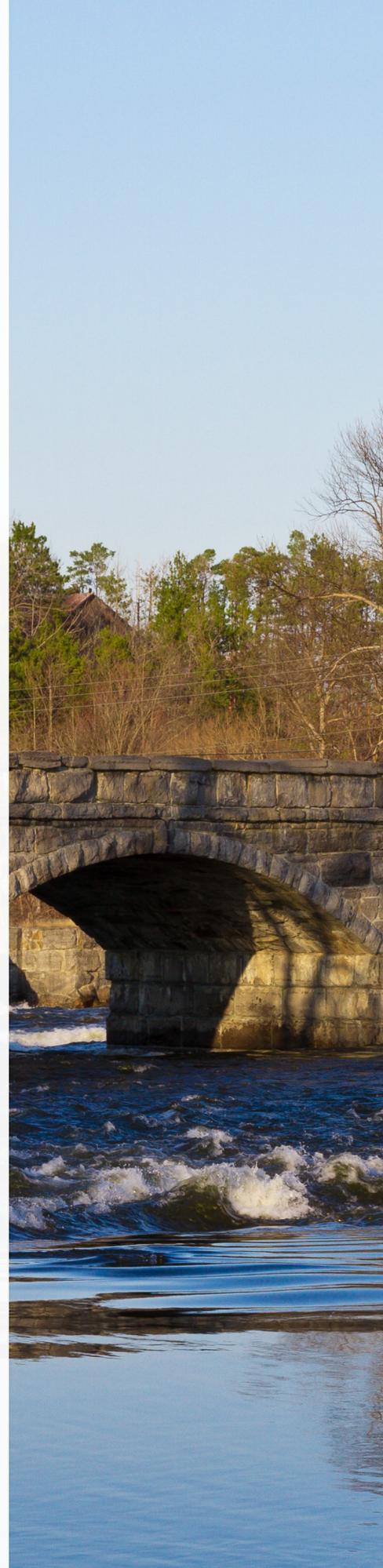
In the fall of 2011, the Municipality of Mississippi Mills retained EXP Services Inc. to review the Municipality's waste and recycling programs and consult the community on ways to improve services, address the needs of growth, and otherwise increase the performance of the Municipality's waste diversion programs. In May of 2012, Council approved the final Solid Waste Management Strategy report which set out a series of goals and objectives for the community over the next 20 years. An electronic copy of the master plan report may be obtained by contacting the Roads and Public Works Department.



Mississippi  
Mills

MUNICIPALITY OF  
MISSISSIPPI MILLS

# BUILDING & PLANNING



## WHO WE ARE AND WHERE TO FIND US

The following is a listing of the Building & Planning Staff complete with the necessary contact information:

### PLANNING STAFF

Niki Dwyer, MCIP, RPP  
Director of Planning  
T: (613) 256 2064 ext.259  
E: [ndwyer@mississippimills.ca](mailto:ndwyer@mississippimills.ca)

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Junior Planner / Planning Coordinator  
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### BUILDING STAFF

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Building Inspector  
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Shane Atkinson  
Building Inspector  
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Dave Norton  
Building Inspector  
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### OFFICE ADMINISTRATION

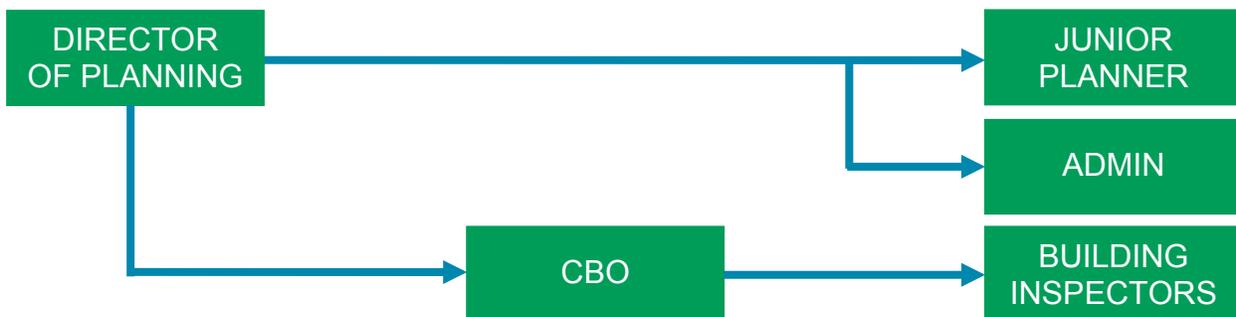
Roxanne Sweeney  
Building & Planning Clerk  
T: (613) 256 2064 ext. 260  
E: [rsweeney@mississippimills.ca](mailto:rsweeney@mississippimills.ca)

### PARTNER SERVICES

Nancy Carpenter  
Public Health Inspector – CBO  
Leeds, Grenville, & Lanark District Health  
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Julie Stewart, MCIP, RPP  
County Planner  
Lanark County  
T: (613) 267 4200 ext. 1520  
E: [jstewart@lanarkcounty.ca](mailto:jstewart@lanarkcounty.ca)

## ORGANIZATIONAL STRUCTURE



## THE PLANNING DEPARTMENT

Land use planning means managing our land and resources in a sustainable and locally conscious way. It helps our community establish goals about how to grow and work out ways of reaching those goals while keeping important social, economic and environmental concerns in mind. It aims to balance the interests of individual property owners with the wider interests and objectives of the whole community.

Good planning leads to orderly change and the efficient provision of services. It touches all of us and helps us build the community we want. To do so requires taking on a number of responsibilities, which include:

- making local planning decisions that will determine the community's future;
- preparing planning documents, such as Official Plans, Zoning By-laws, and Secondary Plans that provide a framework/guide for future development; and
- ensuring that local planning decisions and documents are consistent with the County Official Plan and Provincial Policy Statement.

In 1999, the Municipality of Mississippi Mills introduced in-house planning services with the hiring of a full-time planner. Over the last 19 years the Planning Department's role has evolved from a clerical function to a more active position that assists local residents in the growth and development of the Municipality, economic development, conflict resolution, and special project development.

The functions of the Municipality's Planning Department are vast, ranging from day-to-day interaction with the public to high level policy development to meet provincial and local needs. Planners have a primary responsibility to define and serve the interests of the public. Accordingly, planners aim to:

- practice in a manner that respects the diversity, needs, values, and aspirations of the public;
- acknowledge the inter-related nature of planning decisions and their impacts on natural and human environments;
- provide full, clear, and accurate information to decision makers and members of the public; and
- identify and promote opportunities for meaningful and transparent participation in the planning process to all interested parties.

## THE PLANNING LEGAL FRAMEWORK

There are several pieces of legislation that frame how planning matters within the Province of Ontario can or should be addressed. As such, councillors and staff must be aware of the rules and regulations that impact decisions, both large and small.

At the centre of it all is the [Planning Act](#), which enacts provincial policies and establishes requirements for municipalities to pass and amend their own planning documents.

## THE PLANNING ACT, R.S.O. 1990, c. P.13

The Planning Act is the provincial legislation that sets out the ground rules for land use planning in Ontario. It describes how land uses may be controlled, and who may control them. The purpose of the Act is to:

- promote sustainable economic development in a healthy natural environment;
- provide for a provincial policy led land use planning system;
- integrate matters of provincial interest into planning decisions by requiring that all decisions be consistent with the Provincial Policy Statement;
- provide for planning processes that are fair by making them open, accessible, timely, and efficient;
- encourage co-operation and coordination among various interests; and
- recognize the decision-making authority and accountability of municipal councils in planning.

## PROVINCIAL POLICY STATEMENT, 2014

Under the Planning Act, the Minister of Municipal Affairs may issue statements on matters related to land use planning that are of provincial interest, organized as the [Provincial Policy Statement](#) (PPS). The PPS applies provincewide and contains overall policy directions related to land use planning and development. The PPS promotes a policy-led planning system that recognizes the complex interrelationships among and between environmental, economic, and social factors of land use planning. The Province published the most recent iteration of the PPS in 2014.

When decision-makers (e.g. Council) exercise any authority that affects planning matters, the Planning Act Section (3) requires that they “**shall be consistent with**” the PPS. This means that a decision-maker must ensure that the policies in the PPS are applied as an essential part of the local land use planning decision-making process. It is expected that Council will implement the PPS in the context of local circumstances and planning objectives.

### Policy statements

*3 (1) The Minister, or the Minister together with any other minister of the Crown, may from time to time issue policy statements that have been approved by the Lieutenant Governor in Council on matters relating to municipal planning that in the opinion of the Minister are of provincial interest.*

## MUNICIPAL TIERS

The Planning Act defines a municipality as either being single-, lower-, or upper-tier. The tier indicates the authority of the government body and its relationship with other jurisdictions.

The Municipality of Mississippi Mills functions as a lower-tier municipality. This means that all planning applications, unless otherwise delegated, must receive approval from a higher authority, also known as the upper-tier municipality. [Lanark County](#) serves as

Mississippi Mills' approval authority and renders decisions on official plan and subdivision matters.

Single-tier municipalities (i.e. Smiths Falls) have the authority to approve planning applications without the need for another jurisdiction. All decisions rendered, regardless of the tier, can be appealed by the Ministry of Municipal Affairs and Housing (MMAH).

**Table 1 – Approval Authorities for Planning Applications**

Application Type	Final Approval by County (Upper Tier)	Final Approval by Municipality (Lower Tier)
Official Plans & Amendments	X	
Zoning By-laws & Amendments		X
Subdivisions	X	
Consents (Severances)	X	
Minor Variances		X

## OFFICIAL PLANS

An official plan, known locally as the [Community Official Plan](#) (COP), describes the policies of municipal council on how land in the community should be used. It is prepared with input from the community and helps to ensure that future planning and development will meet specific needs. Furthermore, an official plan:

- helps community members understand how their land may be used now and in the future;
- provides a framework for establishing municipal zoning bylaws to set local regulations and standards;
- provides a way to evaluate and settle conflicting land uses while meeting local, regional and provincial interests; and
- articulates Council's intentions for the future growth of the community.

It is expected by the Province that Council will regularly update an official plan to ensure that it implements any changes to the PPS or applicable provincial plans. An official plan update is also an opportunity to ensure that Council continues to address local priorities and changing community needs.

Once established, Council and municipal officials must follow the official plan, and all by-laws, including zoning, must be in conformance. However, an official plan is not set forever. A plan can be amended as the community's needs change.

Lanark County has their own official plan, known as the Sustainable Communities Official Plan (SCOP). As the lower-tier municipality, Mississippi Mills must be consistent with the SCOP.

## ZONING BY-LAWS

The [Zoning By-law](#) regulates the use of land in the community. It puts an official plan into effect and provides for its day-to-day administration. It states how land may be used; where buildings and structures can be located (e.g. setbacks); and how land can be designed (e.g. required lot sizes, building heights, landscaping requirements, and parking requirements).

Zoning by-laws contain specific requirements that are legally enforceable. Construction or new development that does not comply with a zoning by-law is not permitted. As a whole, the purpose of a zoning by-law is to:

- implement the objectives and policies of the Municipality's official plan;
- provide a legal way of managing land use and future development; and
- in addition to the official plan, protect the community from conflicting and possibly dangerous land uses.

## LOCAL PLANNING APPEAL TRIBUNAL (LPAT)

People do not always agree on how their communities should develop or change. Disputes often arise over land use planning issues, such as where industry should be located, where roads and infrastructure should be built, or how to protect forests and farmlands.

When people are unable to resolve their differences on community planning issues, or have disputes with their municipal council that cannot be settled, the [Local Planning Appeal Tribunal](#) (LPAT) provides a forum to resolve those disputes.

The LPAT is an independent administrative tribunal responsible for hearing appeals on a variety of contentious municipal matters. LPAT members are appointed by the Lieutenant Governor in Council and typically include lawyers, architects, planners and public administrators. The LPAT operates under the Local Planning Appeal Tribunal Act, 2017, as well as its own rules of practice and procedure. It reports administratively, through the Environment and Land Tribunals Ontario, to the Ministry of the Attorney General.

## PLANNING RESPONSIBILITIES

The work of the Planning Department can be organized into three main functions, organized by priority: (1) application processing, (2) day-to-day operations, and (3) policy development.

## APPLICATIONS

### OFFICIAL PLAN AMENDMENTS

An official plan amendment is a formal application that changes a policy or land use designation within the municipality's official plan. Changes may be appropriate to respond to an evolving community need, to align with provincial interests, or to facilitate

new types of development. The latter is predominantly spearheaded by individuals (i.e. residents, developers, or community groups).

Regardless of the applicant type, Council must ensure that official plan amendments are consistent with and conform to provincial policies.

## ZONING BY-LAW AMENDMENTS

If you want to use or develop your property in a way that is not permitted or contemplated by the zoning bylaw, you may apply for a zoning change, also known as a zoning bylaw amendment. When considering a zoning bylaw amendment, Council evaluates it against various criteria, including but not limited to:

- conformity with the official plan and compatibility with adjacent uses of land;
- suitability of the land for the proposed purpose, including the size and shape of the lot(s) being created;
- adequacy of vehicular access, water supply, sewage disposal;
- the risk of flooding; and
- consistency with the Provincial Policy Statement.

## MINOR VARIANCES

If a proposed change does not conform exactly to the zoning bylaw, but follows its general intent, individuals can apply for a minor variance. For example, an individual may wish to locate a building on a property but they are unable to meet the minimum setback requirements because of the shape of the lot.

Minor variance applications are reviewed and voted on by the local [Committee of Adjustment](#), appointed by Council at the beginning of each term. To obtain a minor variance, an applicant must demonstrate that the request is permitted under the powers granted to the Committee under the Planning Act and that it meets the four tests, being:

- Is the application minor in nature?
- Is it appropriate and desirable development for the area?
- Is it in keeping with the purpose and intent of the Zoning By-law?
- Is it in keeping with the purpose and intent of the Official Plan?

## SITE PLAN CONTROL

To ensure development is built in a way that maintains the requirements of a zoning bylaw and is sympathetic to its neighbours and neighbourhood, municipalities use Site Plan Control. Specifically, it provides a safeguard so that:

- developments are built and maintained in the way that Council has approved;
- new developments meet certain standards of quality and appearance;
- there is safe and easy access for pedestrians and vehicles;
- the design of buildings, and their sustainable design, are satisfactory;
- there is adequate landscaping and drainage; and
- nearby properties are protected from incompatible development.

## SUBDIVISIONS

When you divide a piece of land into two or more parcels and offer one or more for sale, you are subdividing property. There are two means of subdividing land, being: a severance (typically intended for one or two lots) or a plan of subdivision. When considering a plan of subdivision, the approval authority (Lanark County) evaluates the merits of the proposal against various criteria, including but not limited to:

- conformity with the official plan and compatibility with adjacent uses of land;
- compliance with local zoning bylaws;
- consistency and conformity with the Provincial Policy Statement
- suitability of the land for the proposed purpose, including the size and shape of the lot(s) being created;
- adequacy of vehicular access, water supply, sewage disposal; and
- the need to ensure protection from potential flooding and natural hazards.

The local Municipality is involved in the pre-consultation, screening and commenting on the application. Planning staff prepare a technical report and recommend certain conditions of approval to the County Planning Department for inclusion in the final decision of the application by County Council.

## CONSENT

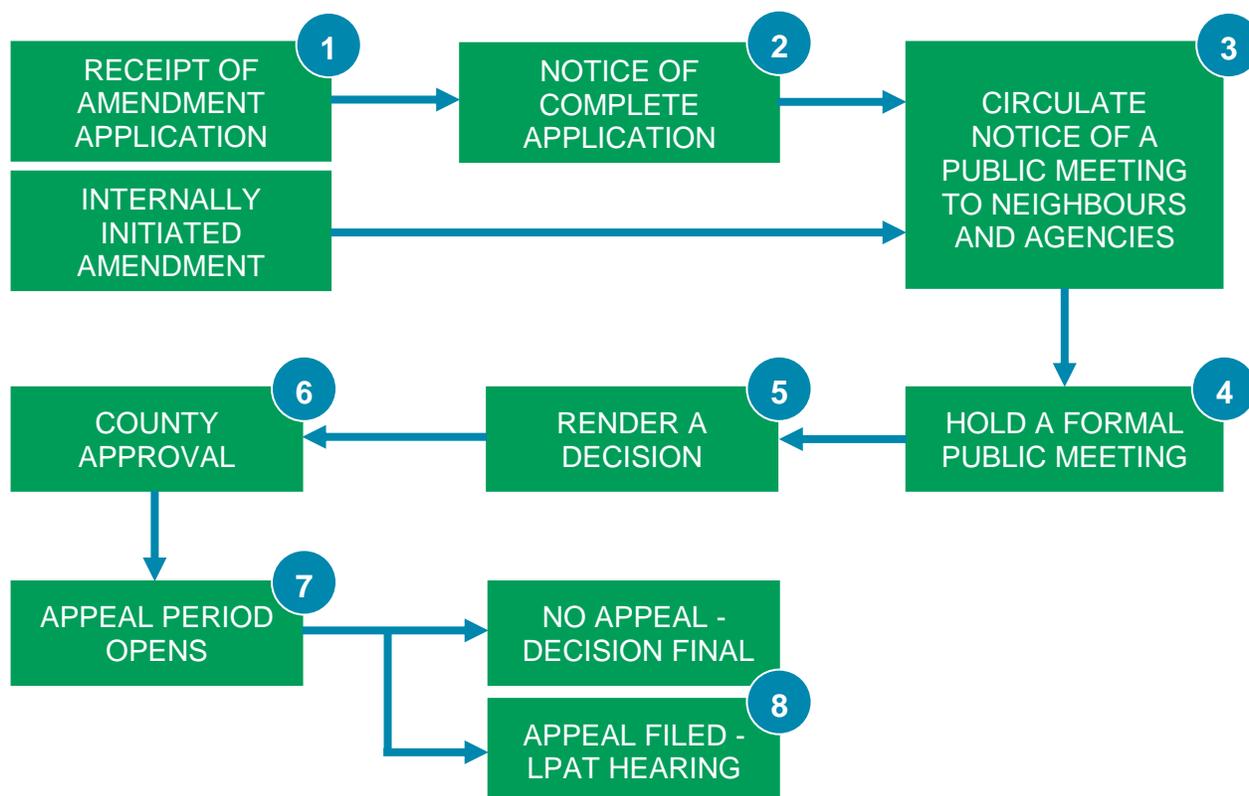
A land severance is the authorized separation of a piece of land to form a new lot or a new parcel of land. This is commonly known as a “consent.” It is required if you want to sell, mortgage, charge or enter into any agreement (for at least 21 years) for a portion of your land.

If the two parts are split already, by a road or railway for example, consent is not needed. In addition to the division of land, rights-of-way, easements and any change to your existing property boundaries also require land severance approval.

When considering each application for land severance, the consent-granting authority (Lanark County) evaluates the merits of each proposal against the same criteria as a subdivision. Once a severance has been approved, the new land parcels may be sold or resold without further approval.

The local Municipality is involved in the pre-consultation, screening and commenting on the application. Planning staff prepare a technical report and recommend certain conditions of approval to the County Planning Department for inclusion in the final decision of the application by County Council.

## LOCAL APPLICATION TIMELINES



	Official Plan Amendment	Zoning By-law Amendment	Minor Variance	Site Plan Control
1	Includes signed application, fees, and supporting documents (as determined through consultation with Planning staff)			
2	If all documents are received and are satisfactory, staff provide notice to the applicant that the application is complete.			
3	Notification given to properties within 120m	Notification given to properties within 120m	Notification given to properties within 60m	No notice required
4	Meeting must be at least 20 days after notice circulated	Meeting must be at least 20 days after notice circulated	Meeting must be at least 10 days after notice circulated	No meeting required
5	Decision made within 210 days	Decision made within 180 days	Decision made within 30 days	Decision made within 30 days
6	County decision made within 210 days	Not required	Not required	Not required
7	The applicant or the public have 20 days to file an appeal with the Municipality after a Notice of Decision is circulated			
8	Appeal sent to the Local Planning Appeal Tribunal (LPAT) for case management and subsequent hearing scheduling			

## DAY-TO-DAY OPERATIONS

The policies and regulations passed by Council have a direct impact on the members of the Mississippi Mills community. As such, staff serve as the primary contact for understanding and navigating municipal processes. The Planning Department aims to provide timely, informative, accommodating, and transparent responses to concerns and inquiries to enable people to make the best decisions possible about their properties. Day-to-day responsibilities include:

- Responding to general property inquiries (e.g. zoning requests);
- Producing property compliance letters for land purchases;
- Working with community groups on initiatives;
- Pre-consulting with individuals/parties about planning applications;
- Educating the public on municipal processes and regulations;
- Providing GIS analysis and systems updating;
- Tracking and monitoring development activity and trends;
- Reviewing technical plans and reports for future development; and
- Supporting other municipal staff members.

## POLICY DEVELOPMENT

In order to adapt to a growing Mississippi Mills, address community needs, and remain consistent with provincial interests, the Municipality must update its guiding document – the Community Official Plan. The range of possible new or amended policies is vast. Ultimately, it is Council’s decision to approve or refuse projects or policy; whereas, it is staff’s responsibility to conduct in depth, timely research and provide correct, concise, and communicable recommendations so Council can make well informed decisions.

As a result of the most recent Community Official Plan update, outgoing Council proposed a list of recommended policies that should be further examined – compiled through their interaction with residents. Examples of recommended policy projects and their underlying issues are:

- Affordable Housing – identifying specific metrics and accountability targets for the provision of social and affordable housing;
- Rural Lot Creation – whether the date and maximum lot requirements should be re-examined to become more flexible;
- Density – adjust density targets for low and medium density housing (and potentially add a high-density classification) to modernize expected growth patterns for the urban areas;
- Public Consultation – developing new community engagement practices to facilitate information sharing for all stakeholders;
- Pakenham Boundaries & Servicing – developing a Secondary Plan for the Village of Pakenham that examines the social, economic, and geographic needs of the community; and

- Land Evaluation and Area Review (LEAR) – modernize mapping of agricultural lands to accurately represent available lands via soil mapping and historical trends.

*Council will need to consider if the above policy projects remain consistent with the new corporate Strategic Plan for the next four years or if other policy objectives are more pressing.*

## **THE BUILDING DEPARTMENT**

The Building Department, like Planning, is a multi-function unit of the Municipality. At its core, it provides information and expertise to the public pertaining to a variety of building issues. The Chief Building Official (CBO) and the Building Inspectors' primary role is to uphold and enforce the Building Code Act and the Ontario Building Code, using the authority provided to them under said legislation.

As such, Council **does not have the authority** to amend, change, or ignore matters prescribed by the Building Code Act and Ontario Building Code.

The CBO and Inspectors are responsible for review of building applications and conduct of inspections on issued permits. Types of work include new construction, change of use, demolition, renovation of existing buildings, occupancy, plumbing, heating and ventilation, and sign permits. The administrative aspects of the department are dealt with under a Municipal Building By-law and include permit classification, fee structure, stages of construction, and plan requirements.

Between 2014 to 2018, the Building Department issued 1622 building permits, including 581 new dwelling units. Total construction value of submitted projects during that time was \$157,295,479. As a result, the Building Department collected \$1,832,651 of building permit fees.

Permit fees are the sole revenue source for the Department, which does not use municipal taxes. Revenue collected by the Building Department must be reserved for offsetting the cost of operating the Department and is not compiled within the General Ledger of the Municipality.

## **THE BUILDING LEGAL FRAMEWORK**

There are several pieces of legislation that dictate how buildings are designed and built within the Province of Ontario. Building Department staff must be knowledgeable of the rules and regulations that impact municipal, resident, and developer projects. Specifically, staff must be prepared to uphold and enforce the Building Code Act and Ontario Building Code.

### **THE BUILDING CODE ACT, 1992**

The [Building Code Act](#), 1992, governs the construction, renovation, change of use, and demolition of buildings. It also provides specific powers for inspectors and rules for the inspection of buildings, and allows municipalities to establish property standard by-laws.

## ONTARIO BUILDING CODE

The [Ontario Building Code](#) (OBC) is a regulation made under the Building Code Act. It focuses primarily on ensuring public safety in newly constructed buildings, but also supports the government's commitments to energy conservation, barrier-free accessibility, health and safety, fire protection, and economic development. Specifically, the OBC:

- sets out objectives and requirements for new construction;
- establishes the qualification and registration requirements in Ontario for certain building practitioners; and
- does not provide standards for existing buildings, except for small on-site sewage systems, required sewage system maintenance, and for property standards.

The OBC continues to evolve – the most recent publication being the 2012 Ontario Building Code, which came into effect on January 1<sup>st</sup> 2014. The Ministry provides amendments generally every 6 to 12 months.

## BUILDING CODE STATUTE LAW AMENDMENT ACT, 2002 (BILL 124)

In 2005, the Ministry of Municipal Affairs & Housing implemented the [Building Code Statute Law Amendment Act, 2002](#) (known as Bill 124) as a response to long-standing concerns from various groups including builders, municipalities, building inspectors, and citizens. Key reforms impacting municipalities included:

- mandatory examinations for municipal building officials to ensure proper qualifications and education regarding code compliance;
- time limit requirements for building application decisions; and
- standardized building permit application forms.

## APPLICABLE LAWS

Although the Building Department deals primarily with the Building Code Act and Ontario Building Code, Building Officials and Inspectors must review applications for compliance with various other pieces of legislation, otherwise known as applicable law. Such legislation includes, but is not limited to, the:

- [Conservation Authorities Act](#);
- [Planning Act](#);
- [Environmental Protection Act](#);
- [Clean Water Act](#); and
- [Nutrient Management Act](#).

## **BUILDING RESPONSIBILITIES**

The work of the Building Department can be organized into three main functions: (1) permit processing, (2) enforcement, and (3) day-to-day operations.

### **PERMIT PROCESSING**

The primary function of the Department is the review, issuance, and inspections of building permit applications. A building permit is a document issued by the body responsible for enforcing Ontario's Building Code, being the Municipality's Building Department. A building permit is necessary when a person plans to construct, renovate, demolish or change the use of a building. In the case of on-site sewage systems, the Municipality utilizes the services of the [Leeds, Grenville, Lanark District Health Unit \(LGLDHU\)](#).

Building permits allow the Municipality to protect the interests of both individuals and the community as a whole. By reviewing and approving building permit applications before any work is done, the Municipality can ensure that building designs comply with the Ontario Building Code, local zoning bylaws and other planning controls, and other applicable legislation.

The permit process involves the examination of the plans and details of construction projects against the requirements of the Ontario Building Code and applicable laws, followed by the inspection at various stages of construction of the project. The plan examination and inspection by the staff of the municipal Building Department is undertaken to reduce the risk to the health and safety of the public and the people who use and occupy buildings.

### **ENFORCEMENT**

Section 3(1) of the Building Code Act requires the municipalities enforce the act. Furthermore, 3(2) requires municipalities to appoint a CBO and such inspectors as are necessary for the enforcement of this act. As such, Building Inspectors are appointed as By-law Enforcement Officers to provide enforcement services for the Municipality on a range of municipal regulations. Consequently, the Building Department is responsible for responding to many of the concerns/complaints submitted by residents.

#### **Enforcement by municipalities**

*3 (1) The council of each municipality is responsible for the enforcement of this Act in the municipality, except where otherwise provided by this Act.*

#### **Chief building official, inspectors**

*(2) The council of each municipality shall appoint a chief building official and such inspectors as are necessary for the enforcement of this Act in the areas in which the municipality has jurisdiction.*

## DAY-TO-DAY OPERATIONS

The Ontario Building Code and related legislation impact all members of the Municipality. As such, Building Department staff serve as the primary contact for navigating the construction processes. The Department works in conjunction with Planning and also aims to provide timely, informative, accommodating, and transparent responses to concerns and inquiries to enable people to make the best decisions possible about their properties. Day-to-day responsibilities include:

- Responding to general Ontario Building Code inquiries;
- Producing property compliance letters for land purchases;
- Responding to resident concerns and complaints;
- Pre-consulting with individuals/parties about permit applications, including the review of building plans;
- Educating the public on municipal/provincial processes and regulations; and
- Supporting other municipal staff members.



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# RECREATION



## WHO WE ARE AND WHERE TO FIND US

The following is a listing of the Recreation and Culture Staff complete with the necessary contact information:

### RECREATION AND CULTURE

Calvin Murphy  
Recreation Manager  
T: (613) 256-1077 ext: 24  
Email: [cmurphy@mississippimills.ca](mailto:cmurphy@mississippimills.ca)

Tiffany MacLaren  
Community Economic & Cultural  
Coordinator  
T: (613) 256-1077 ext: 22  
Email: [tmaclaren@mississippimills.ca](mailto:tmaclaren@mississippimills.ca)

Ken Fisher  
Facility Foreman-Stewart Community  
Centre, Pakenham  
T: (613) 229-0075  
Email: [kfisher@mississippimills.ca](mailto:kfisher@mississippimills.ca)

Bonnie Ostrom  
Administrative Assistant  
T: (613) 256-1077 ext: 21  
Email: [bostrom@mississippimills.ca](mailto:bostrom@mississippimills.ca)

Gavin Donnelly  
AOTH Events Assistant  
T: 613-229-0692

### RECREATION FACILITIES OPERATORS

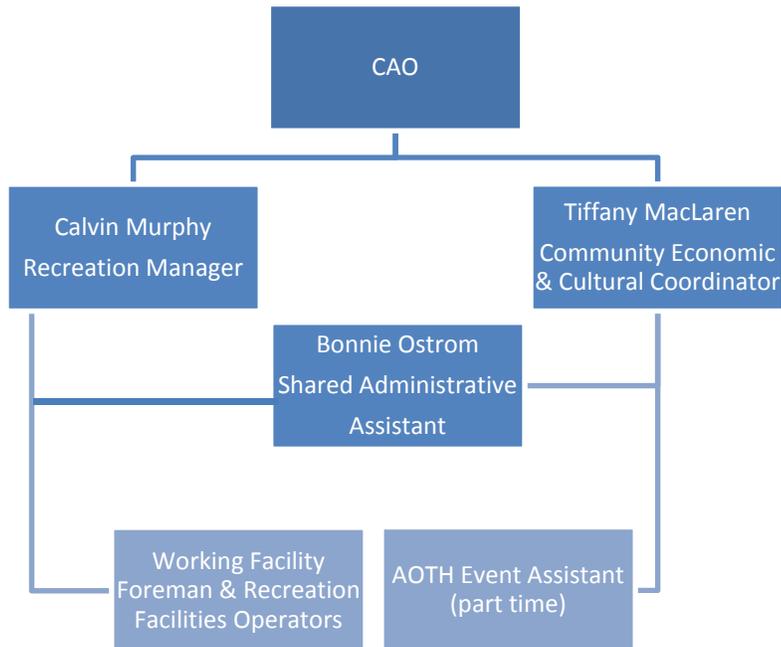
**Almonte and District Community Centre:**  
Brian Hickey, Dwayne Kennedy and Chris Latham

**Stewart Community Centre, Pakenham:**  
Tyler Dodge

### OFFICE LOCATION

Almonte Old Town Hall  
14 Bridge Street  
Almonte, ON  
K0A 1A0

# ORGANIZATIONAL CHART



## ROLES AND FUNCTIONS

### Recreation Manager

The Recreation Manager provides leadership, direction and coordination in developing, implementing and administering the recreational objectives, policies and procedures of the Department in accordance with applicable by-laws and regulations.

Key responsibilities include:

- Administration including policy development, reporting to Council, and preparation of reports for Council's consideration.
- Personnel management including hiring, training and completing annual performance reviews.
- Keeping current on all Federal/Provincial grants and programs available, ensuring all beneficial grants are applied for.
- Implements, monitors and reviews all agreements as they pertain to recreation.
- Financial management including the preparation of the annual operating and capital budgets, monitoring the monthly financial statement and reporting to committee, preparation of tender documents and request for proposals.
- Facilities management including life cycle planning in conjunction with budget preparation, ensuring facilities are safe for staff and the public in conjunction with government legislation and municipal policies and procedures.

- Marketing, promotions and program development including the implementation of the Department's operational review as well as the development of specific marketing strategies for facilities and programs.
- Recommends to Council rental rates and user fees for the Almonte Community Centre, Stewart Community Centre upper hall and arena ice, and administers these fees once approved.
- Recommends the acquisition of new equipment for both the facility and new programs. Responsible for tendering these items in accordance with the Municipality's procurement policy.
- Identifies the community's recreational needs by conducting research and surveys of residents and user groups, liaising with various recreational organizations and agencies, and evaluating existing programs.
- Establishes specific goals and objectives for each recreational program.
- Identifies recreational facility problems and issues for Council's review.
- Recruits and works with volunteers and community groups to assist with recreational programs.
- Reviews inspection reports of all recreation facilities and equipment and provides input into reports for presentation to Council.

### **Community Economic & Cultural Coordinator**

The Community Economic & Cultural Coordinator provides leadership, direction and coordination in developing, implementing and administering the cultural and community objectives and policies of the Department in accordance with applicable by-laws and regulations.

Key responsibilities include:

- Responsible for the overall efficient operation and administration of community and cultural programs and facilities.
- Verifies all community, cultural and festival expenditures of Recreation and Culture and Community & Economic Development Committee funds for all purchases, fees and charges in accordance with the approved annual budget and procurement policy.
- Develops the community, cultural and economic development annual capital and operating budgets in consultation with the Roads and Public Works Technologist, Chief Building Official, and the Community & Economic Development Committee.
- Makes recommendations to Council on rental rates and user fees for the Almonte Old Town Hall and administers, once approved.
- Develops, implements and monitors adherence to administrative policies, directives and guidelines approved by Council and/or the Parks and Recreation Committee and Community & Economic Development Committee.
- Keeps current on all Federal/Provincial grants and programs available, ensuring all beneficial grants are applied for.

- Implements, monitors and reviews all agreements as they pertain to community, culture and economic development.
- Facility manager for Almonte Old Town Hall.
- Ensures that all equipment is in working order by referring to the daily logs and maintains an equipment inventory.
- Recommends the acquisition of new equipment for both the facility and programs and responsible for tendering these items in accordance with the Municipality's procurement policy.
- Makes recommendations to Council for facility improvements based on input from user groups.

### **Recreation Administrative Assistant**

The Recreation Administrative Assistant is responsible for:

- Processes bookings for the Community Centre halls, ice facilities/slabs, Almonte Old Town Hall auditorium and meeting rooms, Cedar Hill School House, ball diamonds, soccer fields and other facilities, as required.
- Processes registrations for programs and events, festivals and educational programs.
- Responds to all email, telephone and personal inquiries or directs calls to appropriate personnel.
- Develops and maintains the department's filing system.
- Ongoing maintenance of the Recreation and Culture website with relevant data, news items, calendar of events, minutes, reports, etc.
- Maintains an equipment rental inventory to ensure accountability of items and in preparation for upcoming events.
- Under the guidance of staff, prepares documentation such as contracts, tenders, RFPs, letters and bulk mailings as necessary.
- Agenda preparation and minute taking for various committees.

### **Working Facility Foreman**

The Working Facility Foreman is responsible for supervising and assisting in the maintenance of all recreation facilities. Key responsibilities include:

- Supervising, training and scheduling full-time and part-time staff.
- Supervising and assisting with the installation, maintenance and removal of arena and curling ice.
- Supervising and assisting with the maintenance of equipment such as refrigeration and grass cutting machinery.
- Supervising and assisting with maintenance such as janitorial duties and necessary repairs associated with all recreation building facilities, structures, parks and playing fields.
- Supervising and assisting with grass cutting of all municipally owned property.
- Establishing maintenance schedules for facilities, parks and equipment.

- Assisting with the development of both operational and capital budgets.
- Assisting with the development of policies and procedures.
- Administrative functions such as preparation of time sheets on a bi-weekly basis, bar inventory and the preparation of facility reports.

### **Recreation Facility Operators**

The four full-time Recreation Facility Operators are responsible for assisting with the maintenance of all recreation facilities. Key responsibilities include:

- Installing and maintaining arena and curling ice.
- Maintenance of equipment such as refrigeration and grass cutting machinery.
- Maintenance such as janitorial duties and necessary repairs associated with all recreation building facilities, structures, parks and playing fields.
- Grass cutting of all municipally owned property.

### **AOTH Events Assistant**

To oversee the use of the community rental spaces (i.e. auditorium and multi-purpose room) with respect to bookings, asset usage and security. Key responsibilities include:

- Based on booking information obtained from users, prepares the set up of chairs, curtains, and other equipment (i.e. sound, lighting, etc.) for events at the facility.
- Perform light janitorial duties as required.
- Perform inspections of the facility pre and post event and log observations.
- After events are held, put away chairs, curtains and other equipment.
- Work with users of the facility to assess time and asset requirements and arrange for the rental of user assets as required.
- Arrange for any required technical assistance (i.e. lighting operator).

## **RECREATION AND CULTURE DEPARTMENT DETAILS**

The Department's main focus and role is one of service delivery. The following areas fall under Recreation and Culture Department:

- Arena facilities
- Curling facilities
- Parks facilities
- Recreational Programs and Agreements
- Special Events
- Recreation policies and procedures
- Liaison with community organizations, associations and clubs
- Almonte Old Town Hall Usage and Maintenance
- Grounds maintenance of all municipally owned property

## BUDGET

The Recreation and Culture Department operates on an annual budget of approximately \$1,798,428. The goal in terms of budgeting is to achieve a 60/40 split – that is, 40% operational funding from the municipality and 60% through revenue generation. It has become increasingly difficult over the years to achieve this.

The 60/40 split is achieved in the following ways:

- User fees for all recreation facilities
- Program registration fees
- Profits from department's special events
- Bar operations
- Donations

The Department's User Fee Policy is based on the same 60/40 formula. The applicable user fee fund 60% of the department's cost to maintain a particular area.

### Cost Sharing Agreement

The Municipality currently has an agreement with the Town of Carleton Place and the Township of Beckwith for the sharing of costs for recreational and cultural services. The original agreement came into effect on September 28, 1987 between the Town of Carleton Place and the former Township of Ramsay. The former Town of Almonte also had a similar agreement, however, it was specific to use of the pool owned and operated by the Town of Carleton Place.

## FACILITIES INVENTORY

### ALMONTE WARD

#### Facilities

- Almonte and District Community Centre  
(consists of a single pad ice surface, curling rink with four sheets and community hall)
- Almonte Old Town Hall  
(consists of an Auditorium, two community meeting rooms, the offices of: Larry Gaines (Architect), Risk Logic, and the Recreation and Culture Department.
- Old Registry Office (currently holds corporate records and archives)

#### Parks

- Gemmill Park  
(consists of a lighted ball diamond, one soccer field, play structure, splash pad, skate park, 400 m track, washroom facilities, canteen, outdoor concert area, walking trails, tennis courts and horseshoe pits and disc golf)

- Snedden-Casey Park  
(consists of a lighted baseball diamond)
- Passive Parks  
(Wylie Street, Augusta Street, Meadowglen, James Street, Don Maynard, Metcalfe GeoHeritage and McIntosh, Riverfront Estates parks)
- Almonte Ward Community Beach  
(located on the grounds of the North Lanark Agricultural Society)
- Parks Maintenance Agreements
  - North Lanark Agricultural Society Fairgrounds
  - Almonte Civitan Club Soccer Field

## **PAKENHAM WARD**

### **Facilities**

- Stewart Community Centre  
(consists of a single pad ice surface and community hall)
- Cedar Hill School House

### **Parks**

- Pakenham Community Park- Fred Millar Park  
(consists of one ball diamond, canteen, washrooms and waterfront area)
- Pakenham Bridge Park
- Parks Maintenance Agreements
  - Pakenham Conservation Park

## **RAMSAY WARD**

### **Parks**

- Jake Lubber's Memorial Park  
(consists of soccer fields)
- Appleton Bay Park  
(Consists of a play structure)
- Eleanor Wright Park
- Munro Meadows Park
- R.W. MacGregor Memorial Ball Park and Soccer Fields
- Houston and Methodist Cemeteries
- Parks Maintenance Agreements
  - Clayton Taylor Lake Access Point owned by the Ministry of Natural Resources

## PROGRAM INVENTORY

The following is a listing of the programs the Recreation and Culture Department currently offers:

- Seniors shuffleboard
- Seniors aerobic classes
- Line dancing (daytime and evening classes)
- Swimming at Almonte and Pakenham Ward beaches
- Babysitting course
- Soccer program
- Recreational hockey
- Badminton
- Volleyball
- Soccer

## COMMUNITY EVENTS

The Department sponsors numerous special events throughout the year as well as in conjunction with other community organizations. The following is a listing of special events organized by the Department and funded by the Recreation Budget:

- Canada Day Celebrations
- Mississippi Mills at a Glance
- Light Up The Night
- St. Patrick's Celebrations
- Pakenham Fall Fair
- Santa Claus Parades in Almonte & Pakenham
- Volunteer Appreciation Event
- Thursday Night Movies in the Park – August
- Business Appreciation Event (funded under CEDC)
- Business Breakfasts (4 annually) funded through CEDC & attendees
- Family Day Events

The Department also assists with the following festivals and events:

- Almonte Celtfest
- Highland Games
- Almonte Fair
- Naismith 3 on 3
- Remembrance Day Ceremonies
- Arbour Week Events
- Mill Seasonal Street Markets
- Pakenham Country Christmas

## WHERE ARE WE GOING IN THE FUTURE?

In 2013, Stantec Consulting was contracted to complete a Recreation Master Plan. The final report was received by Council complete with a number of recommendations for consideration over the next ten years.

Mill Run Subdivision park to begin development over the next year.

In 2018, a service delivery review of the Recreation and Culture Department was initiated. It is anticipated that the findings of that review and recommendations are to come forward to Council in the Spring of 2019.



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# CULTURE & ECONOMIC DEVELOPMENT



## WHO WE ARE AND WHERE TO FIND US

The following is a listing of the Culture and Economic Development Staff complete with the necessary contact information:

### CULTURE AND ECONOMIC DEVELOPMENT STAFF

Tiffany MacLaren  
Community Economic & Cultural Coordinator  
T: (613) 256-1077 Ext: 22  
E: [tmaclaren@mississippimills.ca](mailto:tmaclaren@mississippimills.ca)

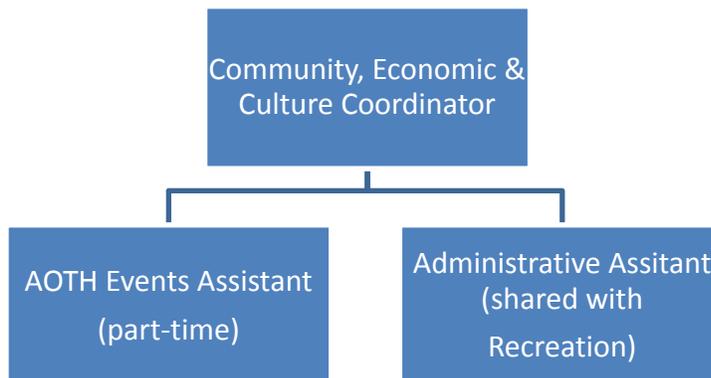
Bonnie Ostrom  
Administrative Assistant  
(shared with Recreation)  
T: (613) 256-1077 Ext: 21  
E: [bostrom@mississippimills.ca](mailto:bostrom@mississippimills.ca)

Gavin Donnelly  
Almonte Old Town Hall Events Assistant  
(part-time)  
T: (613) 229-0692

### OFFICE LOCATION

Almonte Old Town Hall  
14 Bridge Street  
Almonte, ON  
K0A 1A0

## ORGANIZATIONAL STRUCTURE



## ROLES AND FUNCTIONS

### Community Economic & Cultural Coordinator

The Community Economic and Cultural Coordinator reports directly to the Chief Administrative Officer. This position is responsible for a number of activities which includes the coordination of matters pertaining to economic development within the Town. The Community Economic and Cultural Coordinator provides support, direction and coordination in developing, implementing and administering the objectives, policies and procedures of the Community and Economic Development Committee in accordance with applicable by-laws and regulations.

### What is Community Economic Development?

*"It's a process - a community uses resources to attract capital and increase physical, commercial and business development and job opportunities for its residents."*

OMAFRA

### Why engage in Community Economic Development

*"Rural communities are engaging in community economic development in order to improve the lives of their families' friends and neighbours"*

*Guide to Rural Community Economic Development*

### Why Culture?

Whether you love classic cars, take in live music, go to the fairs, treasure local history or love to skateboard, our diverse culture is one of the things that makes Mississippi Mills such a special place to call home!

According to the Community Foundations of Canada, 99.7% of Canadians participated in at least one arts, culture or heritage activity in 2010. "Canadians who rate arts, culture, and leisure in their city or town as 'excellent' are nearly three times more likely to report a 'very strong' sense of belonging. This link is particularly strong in rural areas and small villages."

Stakeholders and community groups we work with to achieve Mississippi Mills Community and Economic Development Goals:

- Mississippi Mills Community & Economic Development Advisory Committee
- Mississippi Mills Beautification Working Group
- Riverwalk Walk Working Group
- Mississippi Mills Agricultural Advisory Committee Working Group
- Museum Group (informal museum staff and board members)

- Festival Organizing Committees
- Lanark County Tourism
- Lanark County Tourism Association
- Ontario Highlands Tourism Association
- Valley Heartland Community Futures
- The Small Business Advisory Centre
- Destination Almonte (informal BIA for Downtown Almonte)
- Pakenham Business & Tourism (informal BIA for Pakenham Area)
- Carleton Place Chamber of Commerce (Mississippi Mills does not currently have a Chamber of Commerce)

## **COMMUNITY & ECONOMIC DEVELOPMENT**

From the Community & Economic Development Strategy, Mississippi Mills Moving Forward:

Mississippi Mills is a thriving region filled with passionate inhabitants who care deeply for the land, the people, the heritage and the beauty of their beloved hometown. As our population continues to increase, the need for a strategic economic plan has become vital. It will allow us to better focus our limited resources in the areas that will bring us closer to our goal of being a joyful, healthy and supportive community in which to live, work and play.

Our strategy as a Community and Economic Development Committee has followed a 3-prong approach: get people to visit, show them the quality of life here, and get them to return and invest in the community. The credit for this successful strategy goes to the local community who, through producing festivals, events and just plain day-to-day living, exemplify the quality of life here. Visitors have recognised this quality. This success has left us with a desire for more. The 3-pronged approach has a narrow focus and has therefore lead us to explore what other areas could be folded into an expanded strategy.

Going forward we will continue to embrace the success of the 3-pronged approach as a means of addressing Business Retention & Expansion (BR&E), while adding to it in areas where we feel opportunities for continued development will bring economic prosperity to the community. A dozen areas to work on may sound like a daunting task, but the fact is many of these initiatives are already in progress. The benefit of the strategy comes from the communication between the 3-pronged approach and the new initiatives. It will be the responsibility of the Community and Economic Development Committee to monitor and facilitate the communication and completion of this strategy.

Simply put, the collective aim of the dozen new strategies is to make our quality of life the best possible, and “live”, “work” and “play” are all part of our quality of life.

## LANARK COUNTY BR&E PROJECT (Business Retention & Expansion)

Mississippi Mills is an integral part of the ongoing Lanark County BR&E project that came about as an action of the Lanark County Economic Development Strategic planning. (The recently finalized Lanark County Economic Development Strategic Plan is included in the "Additional Resources" section at the back of this Orientation binder).

While the BR&E is county wide, 26% of the businesses to be surveyed come from Mississippi Mills. This is a fantastic opportunity for us to receive valuable feedback from our businesses with the bulk of the costs being covered by Lanark County with funding from OMAFRA and Valley Heartland.

Business Retention & Expansion (BR+E) built on the idea that majority of new jobs in a community come from existing businesses and that those businesses need to be nurtured and supported:

- Investment attraction is important but expensive and difficult due to high volume of competition –
- It's important to recognize that 74% - 90% of new jobs come from existing businesses
- In Lanark County (2016), 85% of employment comes from Small Businesses that employ <5 people, and over 91% when including Small Businesses that employ <10 people

### PROJECT TIMELINE (Preparation Phase to wrap up in December)



Lower Tier	Total Businesses	% of total	Minimum # of business surveys
<b>Mississippi Mills</b>	<b>1451</b>	<b>26.7</b>	<b>25</b>
Beckwith	404	7.4	7
Montague	240	4.4	4
Carleton Place	936	17.2	16
Drummond North Elmsley	518	9.5	9
Tay Valley	503	9.3	9
Perth	799	14.7	14
Lanark Highlands	581	10.7	10
<b>TOTAL</b>	<b>5432</b>	<b>100.0</b>	<b>94</b>

To-date, we've had a great response to our appeal for volunteers and for businesses to participate. Mississippi Mills has been well represented at information sessions to date.

## MISSISSIPPI MILLS TOURISM

Tourism for Mississippi Mills is coordinated by the Economic Development Department:

- Tourism and Information Office located at Almonte Old Town Hall
- Summer Tourism Staff
- Booths at local community events
- Development and distribution of [Mississippi Mills Visitor Guide](#)
- Content support for Lanark County Festival Guide
- Tourism Website – [www.exploremississippimills.ca](http://www.exploremississippimills.ca)
- Social Media, Facebook, Instagram, Twitter
- Business Profile videos
- Annual Tourist at Home Fam Tours
- Festival & community event volunteer committee support
- Museum support
- Development and printing of misc. tourism collateral, maps, walking tours brochures etc.
- Development of Lanark County Sip and Savour Tour – as Lanark County Tourism Association member
- General beautification, banners, baskets, etc.

## **LANARK COUNTY TOURISM STRATEGIC PLAN**

*(ongoing Fall 2019)*

Like the Lanark County Tourism Marketing Plan, the Lanark County Tourism Strategic Plan is a communication tool for the fundamental purpose of sharing strategic priorities of the Lanark County Tourism Department with its municipal partners.

This plan will outline methods of the Lanark County Tourism Department that benefit municipal partners within Lanark County that contribute financially to the tourism budget and direct activities through the annual budget process: Beckwith, Carleton Place, Drummond/ North Elmsley, Lanark Highlands, Mississippi Mills, Montague, Perth, Tay Valley and the separated Town of Smiths Falls.

The Lanark County Tourism Strategic Plan will directly support regional plans for Destination Development, and complement the upcoming Destination Development Planning Process. It is anticipated that the Destination Development Plan will be developed in partnership with Tourism Industry Organizations and will identify the alignment of resources by multiple organizations and the business community for regional tourism development.

Anticipated outcomes of the Lanark County Strategic Plan:

- Opportunities for collaboration with and between municipal partners for the advancement of tourism in Lanark County will be identified based on statistical research and best practices
- Priorities among these opportunities will be proposed based on findings of the consultation process
- Outline methods that will leverage the unique selling propositions of each municipal partner

## **VOLUNTEERISM**

A strong volunteer base is crucial for small rural communities.

- Volunteer Recruitment for Events
- Volunteer Appreciation Event (Volunteer Week)
- Volunteer thank-you advertising
- Volunteer Information Fairs

## **COMMUNITY DEVELOPMENT**

- Movies in the Park – a grass route project to engage neighbourhood volunteers to help coordinate free outdoor movies in parks across the municipality. We awarded and helped arrange for seven movie nights in August 2018.

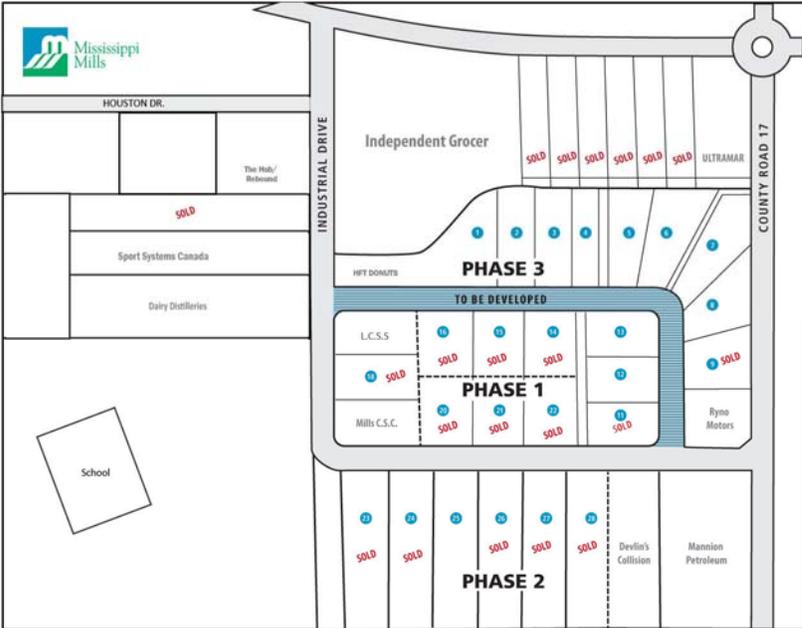
- Neighbourhood Micro Grants - \$2,000 in grants of \$150 or less awarded per year. Past recipients have included: street parties, quilting bee, community garage sales, antique car show, perennial gardens in a park, free yoga in the park.

**BUSINESS SUPPORT AND RETENTION**

- Business support to new and existing business owners, provide resources, make connections.
- Work with business support group to assist local business through co-hosting training opportunities, meeting space, etc.
- Coordinate and host Mississippi Mills Business Breakfast (4 times a year)
- Destination Almonte Support
- Pakenham Business and Tourism Association Support
- Mississippi Mills at a Glance (program registration)
- Mississippi Mills Long Term Business Recognition Event (third event this October, with over 50 businesses recognized since 2016)
- Membership with Town Folio to provide vital statistics and information to potential business people at request.
- Encourage collaboration among local businesses

**MISSISSIPPI MILLS BUSINESS PARK**

In 2018, ten lots were sold in the Business Park and there continues to be interest from local businesses looking to expand. Future plans could include developing Phase 3 to be business ready.



## AGRICULTURAL BUSINESS SUPPORT

Agriculture economic development is this point where municipalities, community leaders and volunteer partners all come together to focus on the viability and prosperity of the agriculture sector. Agriculture is not only about farmers – communities large and small have an important role to play as well. This role varies from promoting local agriculture, connecting key stakeholders, providing educational opportunities, creating an enabling environment for agricultural entrepreneurs and businesses to thrive and organizing and implementing supportive initiatives or infrastructure. In so doing, traditional economic development principles and practices are tailored to focus on agriculture as a sector-specific strategy to influence the growth, well-being and quality of life in a community.

Mississippi Mills support for agricultural economic development:

- Agricultural Working Group support, under CEDC
- Creation of communications (Wild Parsnip Info Sheet)
- Agricultural Luncheon (first event held in 2018, plans for future events)
- Work towards using OMAFRA's new Agriculture Economic Development Resource
- Budget for this work would come under the Economic Development budget

## BEAUTIFICATION

Beautification budget falls under Community and Economic Development.

Beautification projects are coordinated and executed by Community Economic & Cultural Coordinator, the Recreation Administration Assistant and volunteers including:

- Pitch In – promotion and liaison with schools
- Downtown Basket Program (Summer and Christmas)
- Arbour week (walks, talks, awards)
- Liaison with Horticultural Societies, yard of the week support – annual grant
- Municipal gardens, planters
- Banners in downtown areas
- Riverwalk Maintenance
- Christmas Decor in downtowns (sourcing and contracting installation)
- Murals installation, refurbishment
- Tree plantings (honorary and other)
- Daffodils along Highway 29
- Fruit Tree maintenance – Almonte, Clayton, Appleton, Blakeney, Pakenham
- Supervision and coordination of beautification students (water, weed, paint, litter clean up in parks and downtowns, assist with festivals)

## CULTURAL SUPPORT

The Mississippi Mills Cultural Plan was finalized in Spring 2014.

### Vision

By 2025, implementation of the Mississippi Mills Municipal Cultural Plan will have contributed to the following changes in the community:

- Mississippi Mills is recognized as a leading municipality integrating culture into all facets of planning and decision-making.
- Cultural resources and activities are essential ingredients in the quality of life that is attracting new residents of all ages to the community.
- A vibrant cultural life has also become a magnet for increased investment and an expanding business community.
- Mississippi Mills is recognized across Ontario as a unique and popular tourism destination.
- The vitality of downtown areas has made them thriving social, economic and cultural hubs in the community. Broadened community awareness and participation in cultural activities has increased community support for existing and emerging cultural groups.
- Culture and heritage are a source of identity for individual communities as well as a shared identity for the Town as a whole.

### Mission

Celebrating and leveraging Mississippi Mills' unique cultural resources to enhance quality of life and grow a prosperous economy for all residents.

## MISSISSIPPI MILLS MUSEUMS

Mississippi Mills has four community museums: the James Naismith Museum (JNM); the Mississippi Valley Textile Museum (MVTM); the North Lanark Regional Museum (NLRM); and the R. Tait McKenzie Memorial Museum (RTMMM).

In 2015, we assisted with a review of these museums which resulted in the development of:

- *Mississippi Mills Museum Profiles*, a document providing an overview of the current status of each of the four museums; and
- *Toward Sustainability for Mississippi Mills Museums*, a report summarizing issues faced by local community museums, presenting data on recent academic thinking and approaches with respect to museum sustainability, and recommending actions on how local community museums can move toward sustainability.

## MISSISSIPPI MILLS FESTIVAL AND EVENT SUPPORT

Graphic design for most Mississippi Mills community events coordinated by the Municipality is done internally which is an enormous cost saving and allows for quicker turn around. However it can be time consuming and needs to be planned.

In 2014, the Mississippi Mills worked with our local festival organizing groups worked to apply for grant from Ontario Cultural Development Fund to undergo a Festival Review. We were successful and are working through the deliverables and objectives outlined in the application.

Thanks to this funding we developed a Mississippi Mills Festivals Functional Review and Festival and Event Profiles. This review was the first step towards achieving the following objectives:

- Make Strategic Use of New Media & Social Media
- Create Effective Collaborations & Partnerships
- Improve Planning, Financial & Digital Capabilities
- Develop Stronger Boards and Advisory Groups

While the project funding has run its course the Mississippi mills economic development department continues to support local festival groups through collaboration, equipment loans, joint promotion, and general coordination assistance and support when required.

## ALMONTE OLD TOWN HALL

The Community Economic & Cultural Coordinator manages the Almonte Old Town Hall:

- Supervision of Event Assistant
- Liase/supervise the contracted general maintenance staff
- Purchase of materials, cleaning supplies tables etc.
- Ongoing maintenance, upgrades and repairs (through contractors) elevator etc.
- Rental of auditorium and multipurpose room through Recreation Assistant
- Client/rental support
- Tech support for presentations etc.
- Contract and make recommendations for lighting and sound for events
- Staff contact for AOTH Working Group

### **2018 revenue approx. \$60,000**

The Almonte Old Town Hall is a venue for music, dance, craft shows, community theater, community socials, educational sessions, public meetings, awards evenings, movie nights, community conversations about public issues and more.

The activities and events that reflect the people and interests in our community continue to evolve to enrich the lives of the residents of Mississippi Mills.

In addition, the events hosted at AOTH often attract first time visitors to our area who have the opportunity to visit and spend tourism dollars in the municipality.

### Regular Users of Almonte Old Town Hall

<b>Auditorium</b>	
Folkus	Concerts (4/year)
Standing Room Only	Dance with Band (4/year)
Celtfest	Lessons during Festival Weekend
Almonte in Concert	Concerts (4/year)
Almonte Taekwondo	Saturday morning classes
Margret Morris Dance	Recitals
Carleton University	Meetings/Classes Occasional
Almonte in Concert Youth Group	Concert and lessons
Music Works	Concert/Recital
Cheerfully Made	Christmas Craft Show
Rachelle Ellie	Variety Shows (4-6/year)
Misc. Private Users	Weddings, Christmas Parties, Private Dances, Stags
Cathy Giles	Piano Recitals
Fiddlers Friends	Concerts - Occasional
Puppets Up Presents	Productions – Occasional
Ken Friesen	Concert/ Recording Sessions - Occasional
Misc. Municipal Departments	Public Meetings, Open Houses, Training
Mills Community Support	Events, Meetings etc.

<b>Multi Purpose Room</b>	
Jennifer Noxon	Choir
Sandra Collins	Yoga
Recycled Frog	Business Booking
Jennifer Laale	Drama / Coaching
Bobbi McDougall	Yoga
Melissa Cornnacchia	Dance Lessons
Mills Community Support	Line Dancing etc.
Misc. Private Users	Birthday Parties,

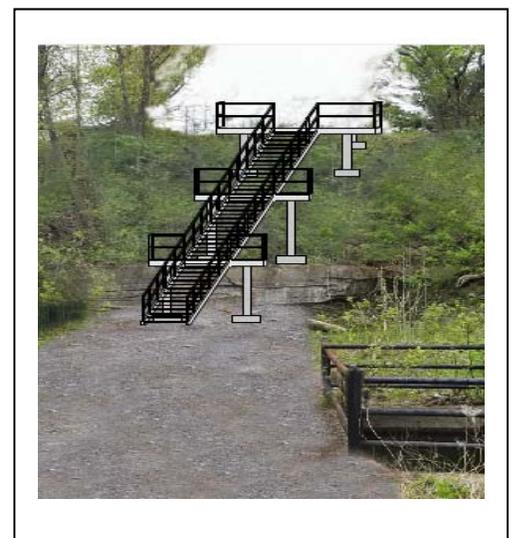
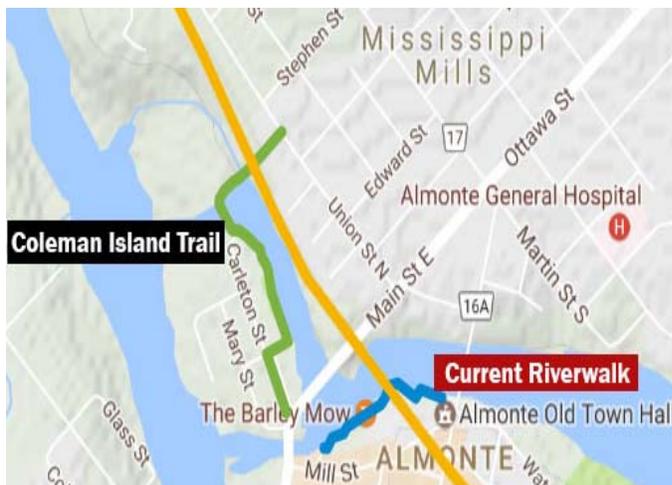
<b>Building Tenants</b>	
Larry Gaines Architect – First Floor	
Risk Logic – Second Floor	

Meeting Room	
Small Business Advisory Centre	Meetings with local business people
Folkus	Board Meetings – Monthly
Celfest	Board Meetings – Monthly
Puppets Up Presents	Occasional Board meetings
Almonte in Concert	Board Meetings
Almonte Old Town Hall Advisory	Advisory Committee Meetings
Arts and Culture Advisory	Advisory Committee Meetings
Museum Working Group	Meetings
Beautification Committee	Advisory Committee Meetings
Misc. Private companies	Legal Meetings Counselling Services
Misc: Library Board, Hub etc.	Meetings or private space

### Almonte Riverwalk Phase Two Project

The first phase of the Riverwalk was largely completed by 2010. The Riverwalk Advisory Working Group have been working towards a second-phase expansion of the Riverwalk, which will extend the Riverwalk onto Coleman Island and feature the replacement of the former Mill Workers’ Staircase with a new 9.5 metre steel staircase.

The extension, is indicated on the map below as the Coleman Island Trail (CIT in green). It will be a scenic path that follows the Mississippi River from Wellington St., crossing the bridge at the end of Carleton St. and the MRPC earthen dam to the location of the new staircase. It will extend across the old CPR line, now the Ottawa Valley Recreation Trail (OVRT in yellow), and down the Bank St. sidewalk, formerly called the workers’ walk, to Union St. The OVRT is an ongoing Lanark County project, which will be a trail following the former railway trestle over the Mississippi and the CPR line from Ann St. to Carss St. Adding the CIT complements the OVRT and the existing Riverwalk (in blue), and will enhance the walking experience in old Almonte, offering a valuable heritage and recreational asset.



## **ADDITIONAL INFORMATION**

For additional information on Cultural and Economic Development items please visit the “Additional Resources” section of this binder to view the following items:

1. Mississippi Mills Festivals and Events Functional Review, 2014
2. Mississippi Mills Festivals and Events Profiles 2016
3. Mississippi Mills Museum Profiles 2015
4. Toward Sustainability for Mississippi Mills Museums, Final Report 2015
5. Municipal Cultural Plan 2014
6. Lanark County Economic Development Strategy 2018-2020



MUNICIPALITY OF  
MISSISSIPPI MILLS

# FIRE DEPARTMENT



## WHO WE ARE AND WHERE TO FIND US

The following is a listing of the Fire Department Staff complete with the necessary contact information:

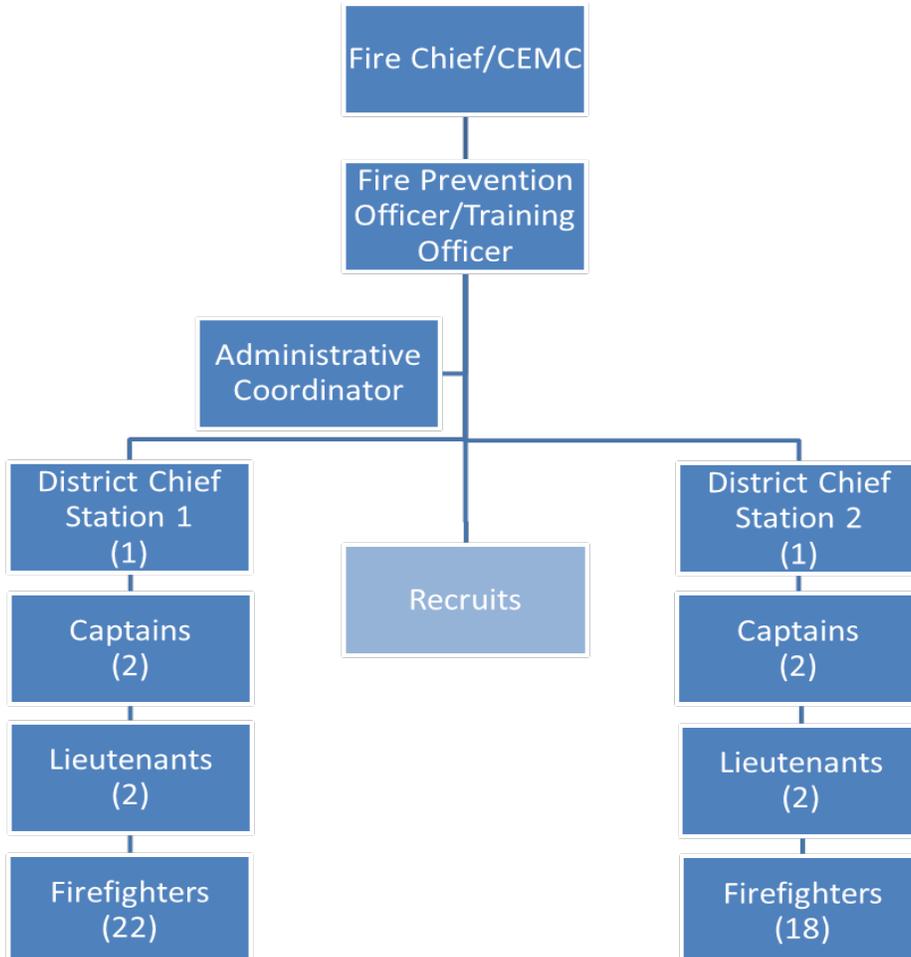
### FIRE DEPARTMENT STAFF

Scott Granahan  
Fire Chief/CEMC  
T: (613) 256-1589 ext. 1  
Email: sgranahan@mississippimills.ca

Vacant  
Fire Prevention/Training Officer  
T: (613) 256-1589 ext. 2

Stephanie Tuffin  
Administrative Assistant  
T: (613) 256-1589 ext.4  
Email: fireadmin@mississippimills.ca

## ORGANIZATIONAL CHART



Note: Number of firefighters shown above at each Station includes recruits

## MISSISSIPPI MILLS FIRE DEPARTMENT

The Mississippi Mills Fire Department (MMFD) is a highly skilled municipal fire service that offers a dynamic group of services based on the needs determined by historical call data, current as well as forecasted needs, these services are evaluated on an annual basis and training programs are developed to match the needs.

The Province of Ontario and the Office of the Fire Marshal and Emergency Management have determined three areas of focus and have prioritized them as shown below:

1. Fire and Life Safety Education (public education)
2. Fire Safety Standards and Enforcement (fire prevention inspections/enforcement)
3. Emergency Response (listed in the Municipal “Establishing and Regulating By-law”)

### Municipality of Mississippi Mills

Population: 13,163 (2016)

Population percentage change: increased by 6.3% compared to a provincial increase of 4.6%

Private Dwellings (2016 Stats Can): 5536

Land area: 519.53 km<sup>2</sup>

Average population density: 25.3 person's p/square kilometer (2016 Stats Can)

Average Age of the Population 44.5 (2016 Stats Can) – 41.0 Provincial Average Age

Median Age of the population 47.9 (2016 Stats Can) – 41.3 Provincial Median Age

### STATION # 1 (Almonte/Ramsay)

Station 1 is an eight bay station that is served by 27 firefighters and offers a training room, kitchen, controlled bunker gear room, administrative offices and an office designated for the exclusive use of the OPP. The administrative offices include the Administrative Coordinator, Fire Prevention/Training Officer and Fire Chief.

Station 1 is also the primary location for the Emergency Operations Centre (EOC) which is activated in the event of an emergency which could vary from a non-declared local event to a declared emergency within Mississippi Mills or larger.

District Chief 1 – Currently Vacant

Captains: 2

Lieutenants: 2

Firefighters: 18

Recruit Firefighters 4

### STATION # 2 (Pakenham)

Station 2 is a four bay station served by 23 firefighters and offers a training room, kitchen and small office area that allow command staff to complete reports as well as managing training and public education event records.

District Chief 1 – Currently Acting

Captains: 2

Lieutenants: 2 – 1 Currently Vacant

Firefighters: 14

Recruit Firefighters 4

## RECRUITMENT

The Mississippi Mills Fire Department is currently training the eight newest members of the department in a joint program with our Lanark County fire partners; upon completion of the 2018/2019 recruit class, each member will be tested to the NFPA 1001 standard and certified. After completing the NFPA 1001 Level I they will begin working towards their NFPA Level II in the 12 months following the recruit period.

## VEHICLES & EQUIPMENT

The Mississippi Mills Fire Department operates from two stations, vehicles and equipment is serviced based on provincial requirements along with requirements found within industry standards accepted as best practice such as several from the NFPA (National Fire Protection Association) that is recognized internationally.

Fire department apparatus service periods are suggested by Fire Underwriters Survey (FUS) with front line apparatus at 15 years and exceptions allowing for longer periods of time based on the size and greatest population density, while these are recommendations it must be understood that they are highly regarded as industry standard.

Currently, all fire protection apparatus designed for structural firefighting are within the parameters of FUS chart with the exception of the pumper in station 2 which is at twenty-one years but is supported by a new pumper/tanker that fulfills the "First Line" requirement. The pumper then falls into the "Second Line" with acceptable status based on Reserve 2 and section 4 of the FUS chart.

### **Station # 1 Almonte/Ramsay**

- 510 100' Aerial Truck
- 520 Pumper
- 524 Pumper Tanker
- 580 Wildland/Forestry Firefighting Crew Cab
- Side by Side Wildland/Forestry and Rescue w 16' Enclosed Response Trailer
- Rescue 2 Lanark County Heavy Rescue

### **Station # 2 Pakenham**

- 521 Pumper
- 531 Pumper Tanker
- 581 Wildland/Forestry Firefighting Crew Cab
- 551 Rescue/Rehab/Command

### **Administrative**

- 570 Fire Chief/CEMC
- 571 Fire Prevention/Training Officer

## FIRE UNDERWRITERS APPERATUS CHART

Apparatus Age	Major Cities <sup>3</sup>	Medium Sized Cities <sup>4</sup> or Communities Where Risk is Significant	Small Communities <sup>5</sup> and Rural Centres
0 – 15 Years	First Line	First Line	First Line
16 – 20 Years	Reserve	2 <sup>nd</sup> Line	First Line
20 – 25 Years <sup>1</sup>	No Credit in Grading	No Credit in Grading Or <i>Reserve</i> <sup>2</sup>	No Credit in Grading Or <i>Reserve</i> <sup>2</sup>
26 – 29 Years <sup>1</sup>	No Credit in Grading	No Credit in Grading Or <i>Reserve</i> <sup>2</sup>	No Credit in Grading Or <i>Reserve</i> <sup>2</sup>
30 Years <sup>1</sup>	No Credit in Grading	No Credit in Grading	No Credit in Grading

1. All listed fire apparatus 20 years of age and older are required to be service tested recognized testing agency on an annual basis to be eligible for grading recognition (NFPA 1071)
2. Exceptions to age status may be considered in a small to medium sized communities and rural centre conditionally, when apparatus condition is acceptable and apparatus successfully passes required testing
3. Major cities are defined as an incorporated or unincorporated community that has:
  - a. a populated area (or multiple areas) with a density of at least 400 people per square kilometre; AND
  - b. a total population of 100,000 or greater.
4. Medium Communities are defined as an incorporated or unincorporated community that has:
  - a. a populated area (or multiple areas) with a density of at least 200 people per square kilometre; AND
  - b. a total population of 1,000 or greater.
5. Small Communities are defined as an incorporated or unincorporated community that has:
  - a. no populated areas with densities that exceed 200 people per square kilometre; AND
  - b. does not have a total population in excess of 1,000.

## FIRE DEPARTMENT ACTIVITIES INCLUDE:

- Information on fire prevention, supporting local and provincial initiatives
- Public education in schools, senior homes, day cares and service groups
- Annual Fire Prevention week activities and education
- Fire prevention inspections of residential, industrial, and public buildings
- Smoke alarm and Carbon Monoxide (CO) alarm inspection programs
- Fire extinguisher training for industries, public buildings and service groups
- Fire suppression (including structures, vehicles, grass, brush)
- Technical Rescue locally and throughout the county
- Support to the Ontario Provincial Police
- Support to Lanark County Paramedic Service
- Hazardous material detection and response

## **Emergency Response Information**

### **Annual Call Counts**

- 2018 - 194 emergency calls (as of November 22, 2018)
- 2017 - 177 emergency calls
- 2016 - 205 emergency calls

### **Call Types**

In 2017, the MMFD received 177 emergency calls categorized as follows:

- 23% "Other Responses" i.e. assist police, assist of agency, public service, mutual aid
- 28% "False Alarms"
- 10% "Rescues" such as vehicle, water/ice
- 6% "Fires"
- 15% "Public Hazard" such as gas leak, power line down
- 6% "Medical Responses"
- 7% "Pre Fire Condition" such as pot on stove, burned toast overheated appliance etc.
- 5% "Open Air Burning"

### **Mutual Aid Agreements**

Mutual aid is an agreement among emergency responders to lend assistance across jurisdictional boundaries when requested. This occurs when an emergency response exceeds local resources or the need to back fill a municipal fire station to assist in maintaining their fire protection services.

The MMFD is a member within the Lanark County mutual aid group that is a no cost reciprocal agreement where requested apparatus are also available by the requesting department.

## **AUTOMATIC AID AGREEMENTS**

Automatic aid is a predetermined level of assistance dispatched automatically through a contractual agreement between two or more communities to improve response times and public safety. MMFD has the following automatic aid agreements in place:

- MMFD responds to White Lake area of the Township of Lanark Highlands as requested
- Carleton Place responds to certain Mississippi Mills areas which are closer to their department

## **EMERGENCY MANAGEMENT**

- The Fire Chief oversees emergency management for the Municipality as the Community Emergency Management Coordinator (CEMC). The emergency management program is risk-based and includes municipal department heads and or designates and outside agencies that would be called upon in the event of an emergency (police, ambulance, hospital etc.).
- The Municipality has two Community Emergency Response Volunteer teams (CERV) that are comprised of local volunteers. They have an important role in emergency situations to assist professional responders and support services.

## TRAINING

- Annual Training program that meets the services within the E&R as well as specific training needs as they arise throughout the training year.
- Minimum training requirements to meet the currency requirements
- Station #1 meets on the second and last Thursday of each month
- Station #2 meets on the first and third Wednesday of each month
- An effort to increase the quality and intensity of training and associated lesson and safety plans followed by an increased level of record retention will be implemented for the start of the 2019 training calendar.

### Training Centre

- Built at Station #1 in Almonte in 2003 with a \$5000 grant from Agri-Spirit Canada, \$4000 donation from both firefighter associations plus several hours of volunteer time to design and build the training centre.
- The training centre has been utilized for live fire training up to this recruit class but will be repurposed after an intensive cleaning and interior improvements in the spring that will see the facility used as a search and rescue facility that will also offer opportunities for firefighter survival and Rapid Intervention Team training.
- A plan to utilize more of the space at the training centre site will allow for better training options for the MMFD members along with our county partners. This plan will include a larger gravel footprint to allow for increased apparatus and pump training as well as standalone props.
- Opportunities are being explored to also include training props for our local utility partners that would also provide an increased level of related training to the MMFD membership.

## COMMUNITY INVOLVEMENT

- Medical care for local fairs and festivals
- Boot Drive - Muscular Dystrophy
- Canada Day events
- Mississippi Bike Race
- 3-on-3 Basketball Tournament
- Annual MMFD Pancake Breakfast
- Auto extrication competitions
- Firefighter Games
- Preparation of outdoor rinks
- Light Up the Night
- Pakenham and Almonte Christmas Parades

## CURRENT CONSIDERATIONS

### Fire Prevention and Public Education

- Fire Prevention Plan based on a Community Risk Assessment (CRA) will be developed and implemented in 2019
- Pre-incident planning and associated training will be developed and implemented in 2019

- Vulnerable occupancies will be managed to ensure annual compliance
- Smoke alarm and CO alarm programs will be developed and implemented in 2019
- Increased involvement in school age programming with a focus on demographic needs
- Increased involvement within the vulnerable population with a focus on specific needs determined through our CRA and community partners

### **Replacement Forecast for Equipment**

- Bunker gear, helmets and boots (10 years or as required based on wear and turnover)
- Portables, pagers (7-10 years) and batteries (2 years)
- Hose and firefighting appliances (as required)

### **Required Testing**

- Ground ladders (annual)
- Aerial Testing (1 and 5 year compliance schedules apply)
- Fire hoses (attack and supply for both structural and wildland)(annual)
- Bunker gear wash and testing (annual)
- Fire apparatus pump testing (annual)
- Self-contained breathing apparatus (SCBA)(annual)
- Hydrostatic testing of air cylinders (every 5 years and as repaired)
- FIT testing of firefighter SCBA masks (annual)
- Commercial truck inspections (annual)
- Auto extrication equipment (annual maintenance and testing)

### **Building Upgrade and Maintenance**

- Station 2 upgrades required relating to the training room furniture and the installation of air conditioning.
- Station 2 requires work to an interior wall of the east bay area that limits access to apparatus and poses a “slips, trips and falls” hazard to members attempting to load and unload themselves and equipment.
- Training centre site improvements

### **Administrative**

- Operating guidelines will continue to be developed and maintained to match the needs of the MMFD
- Improvements to the records and documentation management system will also include a capital investment for a fireproof file cabinet to ensure critical documentation related to fire prevention, training, personnel files and emergency management are maintained
- Inspection, training records and operational documents will be formalized to ensure functionality and will include quality control measures
- Succession planning is a critical aspect of the fire service and will be a focus for the command team in 2019 with a short and long term forecast



MUNICIPALITY OF  
MISSISSIPPI MILLS

# DAYCARE



## WHO WE ARE AND WHERE TO FIND US

The following is a listing of the Childcare Staff complete with the necessary contact information:

### MANAGEMENT STAFF

Karen Kane, R.E.C.E.  
Child Care Director  
T: (613) 256-3833 ext. 10  
E: [kkane@mississippimills.ca](mailto:kkane@mississippimills.ca)

Tammy Costello, R.E.C.E.  
Head Teacher  
T: (613) 256-3833 ext. 11  
E: [tcostello@mississippimills.ca](mailto:tcostello@mississippimills.ca)

### EMPLOYEES

Almonte Daycare Centre

- 14 program staff
- 3 support staff

Naismith School Before and After Program

- Angie Giles R.E.C.E. Supervisor and 2 program staff

Holy Name of Mary Before and After Program

- Rachael Costello R.E.C.E. Supervisor and 3 program staff

R. Tait McKenzie Before and After Program

- Emily McPhail, R.E.C.E. Supervisor and 3 program staff

## LOCATIONS

### Daycare

Almonte Daycare Centre  
208 State Street  
Almonte, Ontario  
(613) 256-3833

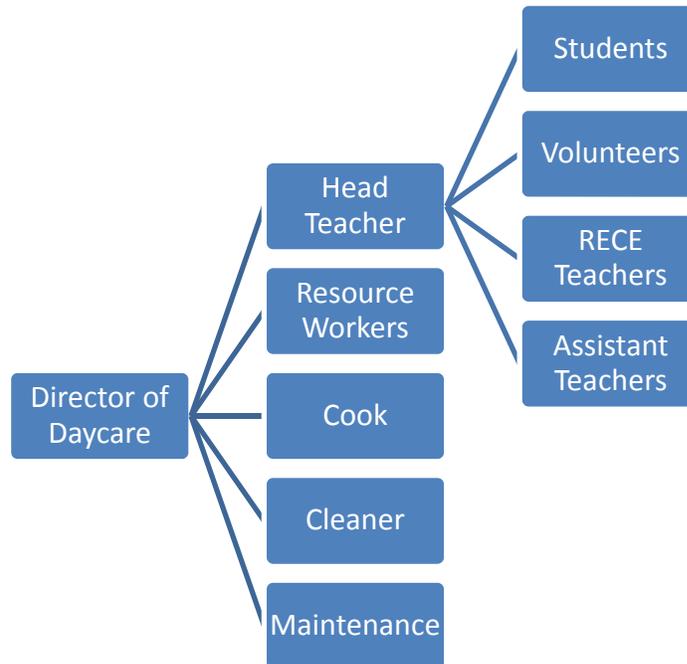
### Before and After School Programs

Holy Name of Mary  
110 Paterson Street  
(613) 978-3253

R. Tait McKenzie School  
175 Paterson Street  
(613) 978-3255

Naismith Public School  
260 King Street  
(613) 978-3254

## ORGANIZATIONAL STRUCTURE



## ORGANIZATION

- Each program is licensed on an annual basis by the Ministry of Education, Early Years Division
- Adheres to the province of Ontario Child Care and Early Years Act 2014 (177 pages)
- Report to Ministry on Child Care Licensing System
- Contracts with both School Boards to operate Before and After Care
- The Director employed by the Municipality is responsible for the day to day operations and must be approved by the Ministry of Education and in good standing with the College of Early Childhood Educators
- The County of Lanark became the delivery agent for provincial grants, wage subsidy funding and needs testing in 1999
- Reached the Bronze Level of the Childcare accreditation program in 2009, Silver Level in 2010 followed by the Gold Level in 2011
- Programs are using the Framework “Early Learning for Every Child Today” or (ELECT) which was developed to ensure consistency and quality in programming in all centre’s and is the groundwork for “How Does Learning Happen?” 2014 Ontario’s Pedagogy for the Early Years (understanding how learning happens and the methods and practice for teaching)

The Director currently sits on the Lanark County Child Care Committee as well as the Algonquin College Early Childhood Education Advisory Committee. Recently has sat as

Licensed Childcare Representative on the Best Start Committee from 2010-2014, is a member of the College of Early Childhood Educators, Lanark Early Learning Childcare Association (LELCA) and the Association of Early Childhood Educators.

### **Hours of Operation**

The Daycare Centre is open from 6:30 a.m. to 6:30 p.m. Monday through Friday.

The School Age Programs are open from 6:30-9:00 a.m. and 3:00-6:30 p.m. Full day care is provided on all school holidays including PA days, Christmas vacation and March Break.

The Summer Camp program runs from 6:30 a.m. to 6:30 p.m. from July 2<sup>nd</sup> to August 31<sup>st</sup>.

All programs are closed for Statutory and Municipal Holidays with the exception of Remembrance Day.



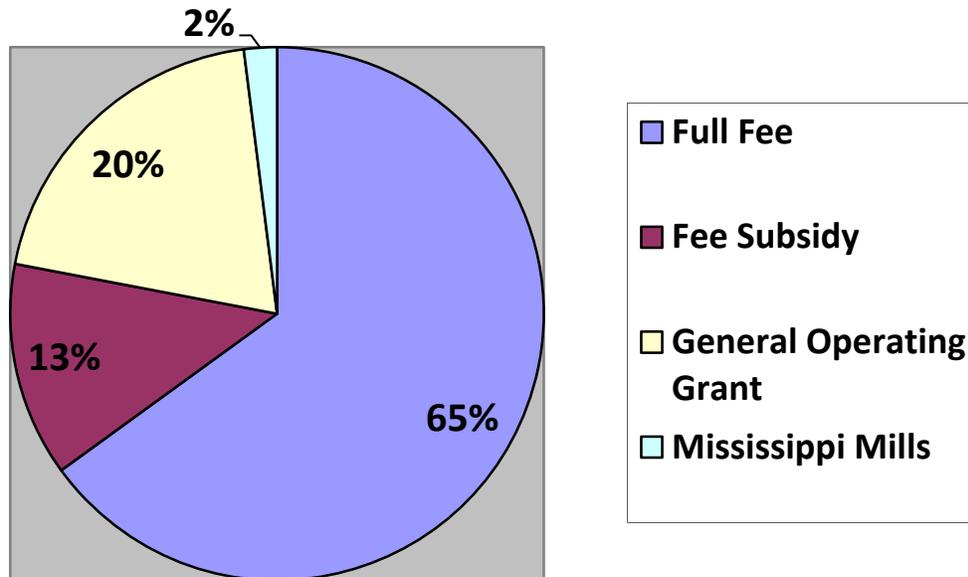
### **BUDGET**

The Daycare Centre's proposed annual operating budget for 2019 is \$2,150,044.

- 65% full fee charged to parents
- 20% General Operating Grant (Provincial)
- 13% full or partial fee covered by subsidy through the County of Lanark (Provincial)
- 2% municipal grant, reserves and miscellaneous

The capital portion proposed for 2019 is an additional \$ 70,000. Funding for capital projects is received from the County of Lanark, Mississippi Mills and/or Daycare reserves.

This represents 1% of the Municipality's total budget.



## HISTORY

- Opened in 1972, licensed for 35 children between the ages of 2 and 6
- In 1986 expanded license to include ten toddlers (18 months - 2 years)
- Before and After School program moved from the arena to the Daycare creating 24 School Age spaces in 1988
- October 1999 the Centre was renovated to expand the School age program and include a new infant program (6 spaces)
- September 2004 the School Age program moved into the 3 local elementary schools. The Daycare expanded the Infant, Toddler, Preschool and Kindergarten Programs.
- September 2010 Holy Name of Mary School and Naismith School introduce "Full Day of Learning" followed by R. Tait McKenzie School in 2012. The loss of the Kindergarten programs had a huge financial impact on all Daycare programs.
- The Municipality was approached by the CDSBEO late 2016 regarding the construction of a 63 space Daycare Centre to be opened in 2018/2019

## PROGRAMS

### Almonte Daycare Centre

Program	Age of Children	Licenced Spaces	Ratio
Infant	6 weeks to 18 months	10	1:3
Toddler	18 - 30 months	15	1:5
Preschool	2-4 years	48	1:8

### Before and After School Programs

	Program	Age of Children	Licenced Spaced	Ratio
<b>Holy Name of Mary</b>	Kindergarten	4-6 years	26	1:13
	School Age	6-12 years	30	1:15
<b>R. Tait McKenzie</b>	Kindergarten	4-6 years	26	1:13
	School Age	6-12 years	30	1:15
<b>Naismith</b>	Kindergarten	4-6 years	26	1:13
	School Age	6-12 years	30	1:15

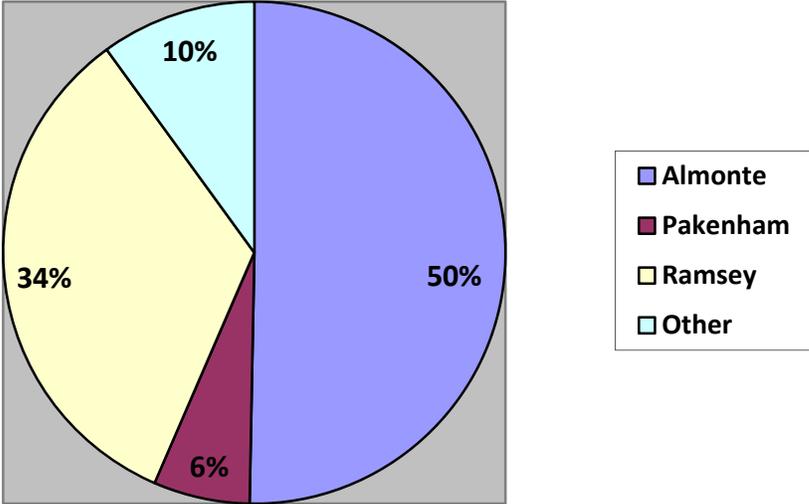
### New Daycare 2019 – Holy Name of Mary

Program	Age of Children	Licenced Spaces	Ratio
Toddler	18 - 30 months	15	1:5
Preschool	2-4 years	48	1:8

# GENERAL INFORMATION

- The Centre presently provides services to 166 families or 275 children
- 53 children receive full or partial subsidy through the County of Lanark or Ontario Works
- The Daycare Centre is used as a training facility for Algonquin College, Notre Dame and Almonte District High School
- Special Services such as Lanark Early Integration Program, Language or Behavior Therapy etc. can be accessed through the Centre. At this time there are 4 children with extensive special needs attending programs, 12 with mild to moderate behaviour issues and 10 with mild to moderate medical issues.
- Communicate with parents through “Hi Mama” a childcare app
- All staff are required to provide a Vulnerable Criminal Sector Check and be trained in CPR and First Aid
- Early Childhood Educators are required to become members of the College of Early Childhood Educators.

The following graph represents families served in the municipal wards.



Goals for 2019:

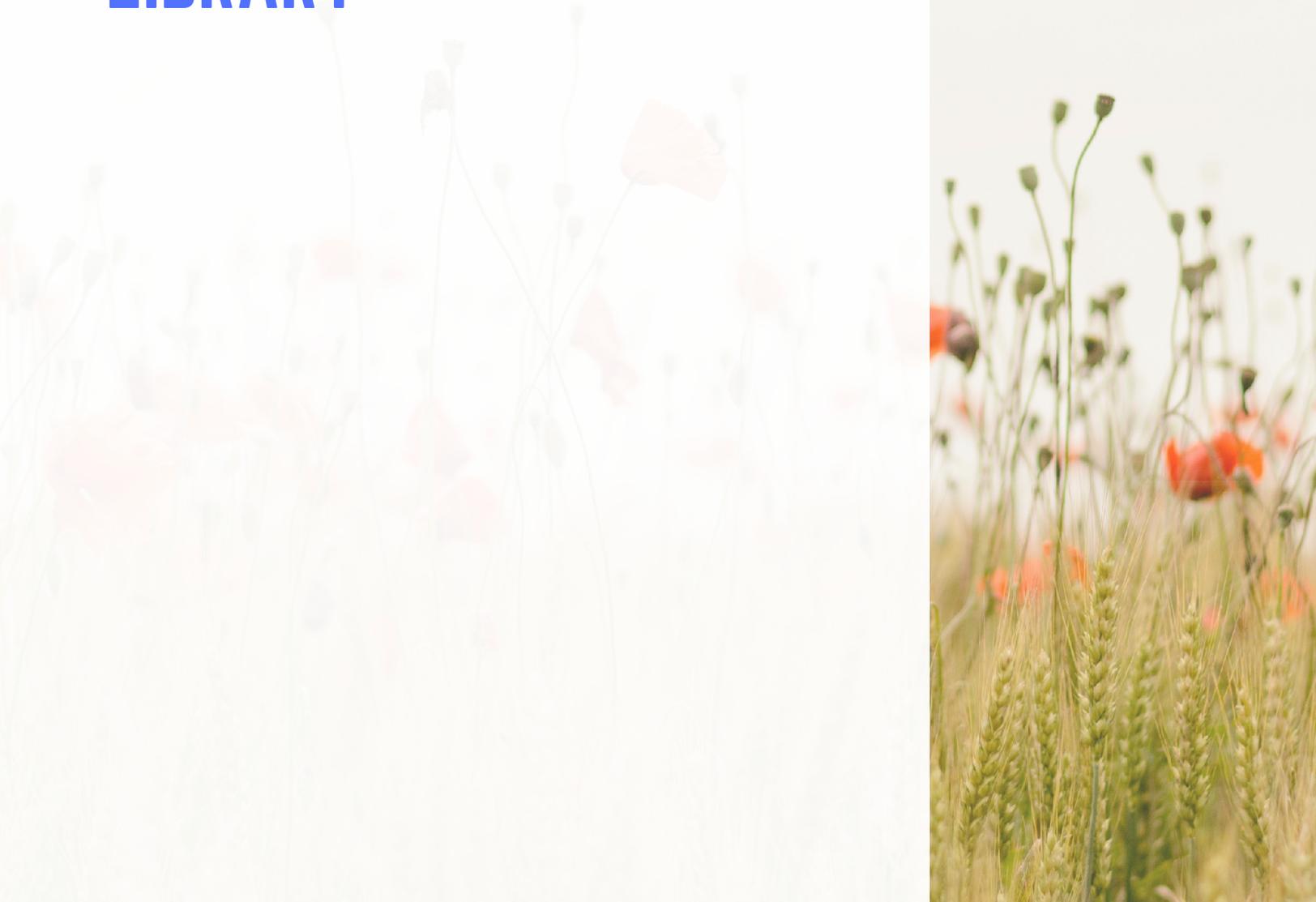
- Open and License a new 63 space Daycare Centre
- Update Policies and Procedures Manual
- Investigate closure of schools between Christmas and New Years
- Adjust program hours from a 6:30 p.m. closure to a 6:00 p.m. closure



Mississippi  
Mills

MUNICIPALITY OF  
MISSISSIPPI MILLS

# LIBRARY



## WHO WE ARE AND WHERE TO FIND US

The following is a listing of the Library Staff complete with the necessary contact information:

### MANAGEMENT STAFF

Christine Row,  
CEO/Chief Librarian  
T: (613) 256-1037  
Email: [crow@mississippimills.ca](mailto:crow@mississippimills.ca)

### ALMONTE BRANCH STAFF

- Monica Blackburn, Deputy Librarian
- Margo Hay-Goodings, Library Assistant
- Heather Hahn, Processing Assistant
- Berta Madrigal Aboroa, Processing Assistant
- Jill McCubbin, Processing Assistant
- Rhonda Surette, Processing Assistant
- Bev Guay, Almonte cleaner
- Rick Waddell, courier
- Greg Young, Tech Assistant

### PAKENHAM BRANCH STAFF

- Katherine Pillsworth, Manager of Branch Services
- Karen Kiddey, Processing Assistant
- Brenda Woodhall, Processing Assistant
- Sheila Robertson, Processing Assistant
- Kim Pelton, Pakenham cleaner

### LIBRARY BRANCHES

#### **Almonte Branch**

Box 820, 155 High Street  
Almonte, ON K0A 1A0  
613-256-1037

#### **Pakenham Branch**

Box 59, 128 Macfarlane Street  
Pakenham, ON K0A 2X0  
613-624-5306

## LIBRARY BOARD MEMBERS

- Mary Lou Souter-, Chair –msouter@bell.net
- George Seibel
- Micheline Boucher
- Anne Mason
- Betty Mears
- Danielle Wojtyniak
- Amanda Pulker-Mok
- Val Wilkinson

## MMPL RELEVANT LEGISLATION

- The *Public Libraries Act*, R.S.O. 1990, Chapter P.44 is the legislation that gives municipalities the power to establish a local public library board (<https://www.ontario.ca/laws/statute/90p44>).
- *Accessibility for Ontarians with Disabilities Act, 2005*
- *Municipal Act, 2001*
- *Corporations Act*
- *Freedom of Information and Protection of Privacy Act*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Child and Family Services Act*
- *Copyright Act*

## BUDGET

The 2018 budget is approximately \$617,000 which includes salaries & benefits, administration and material costs, and building operation costs for both branches. The municipal levy is \$555,014. Additional revenue comes from the annual provincial grant (\$31,848), miscellaneous grants and self-generated funds (donations, fundraising, fines, photocopying, room rentals and membership fees).

## OPERATIONS

General Information:

- open 78 hours a week
- currently have 6,546 patrons
- had 75,800 library visits in 2017
- circulated 104,026 items (2017)

Programming:

- offered 426 programs to 5,697 people

Programs include: Sustainable Living Talks, Cookbook Book Club, Author readings, Book clubs, Travelogue Series, Wednesday Afternoon Films, Teen Advisory Group (TAG), Pop-in Storytime, Baby Time at the Library, Drop-in Baby Talk, TD Summer Program, Seed Exchange Library, Elizabeth Kelly Summer Literacy Program, Special interest workshops, Seasonal events.

Technology at the library:

- provided over 350 hours of tech help (Nov 2017-Nov 2018)
- served over 11,800 internet connections

## 2017 VALUE OF SERVICES

<b>2017</b>			
<b>Quantity of Use</b>	<b>Library Services</b>	<b>Retail Value</b>	<b>Value of Services</b>
38,231	Adult books	\$30.00	\$1,146,930
19,730	Children's books	\$20.00	\$394,600
32,727	DVDs	\$20.00	\$654,540
2,937	CDs	\$22.00	\$64,614
8,453	ebook/audio downloads	\$8.00	\$67,624
1,379	Magazines	\$8.00	\$11,032
541	Museum Family Pass	\$60.00	\$32,460
240	Meeting Room Use (includes all programs)	\$30.00	\$7,200
5,697	Programs Attended	\$12.00	\$68,364
375	Tech Help per Hour	\$30.00	\$11,250
11,800	Internet Access	\$5.00	\$59,000
	<b>Total Value</b>		<b>\$2,517,614</b>

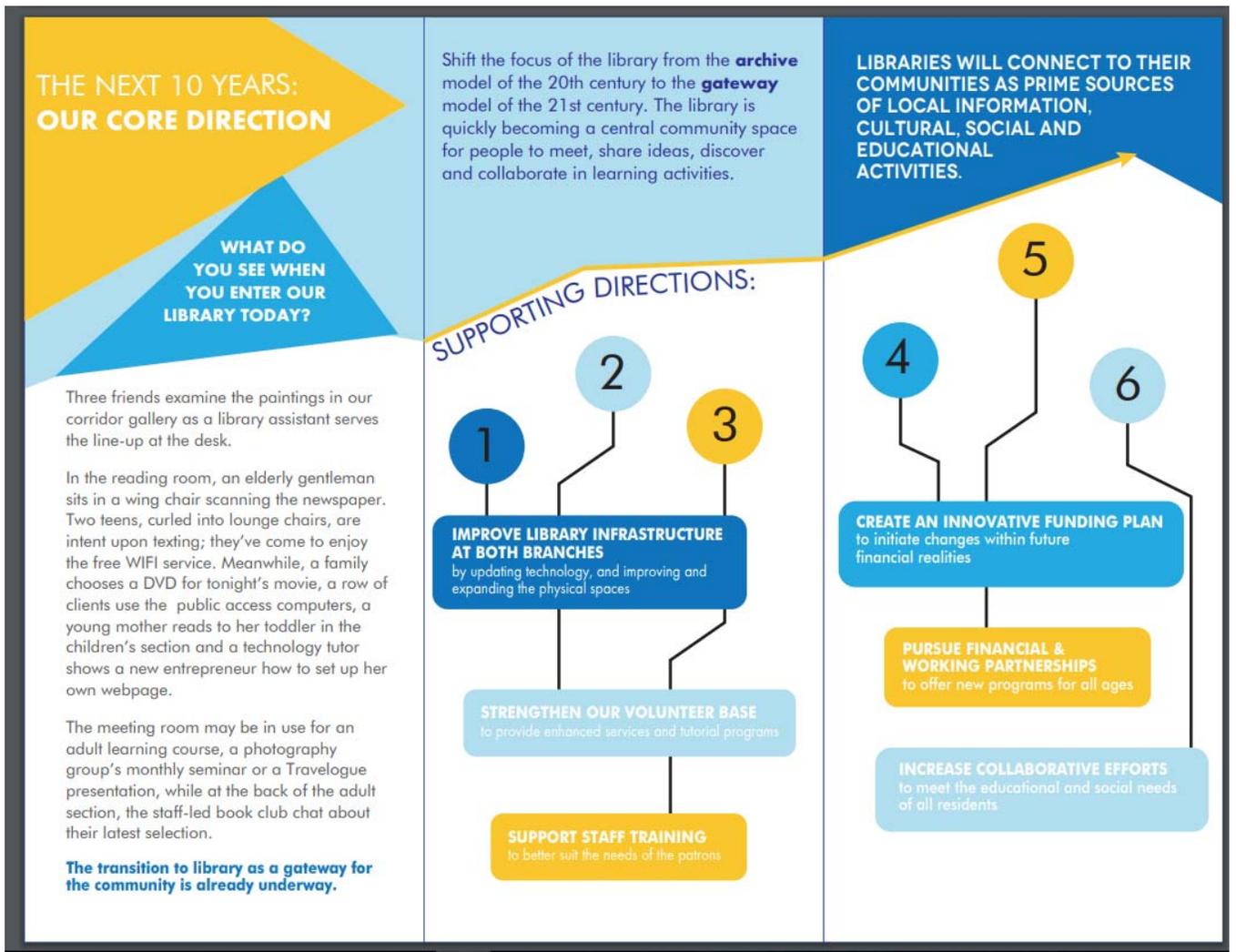
## 2017-2026 STRATEGIC PLAN

### Mission:

To inspire lifelong learning, provide equitable access to information, advance knowledge and strengthen our community

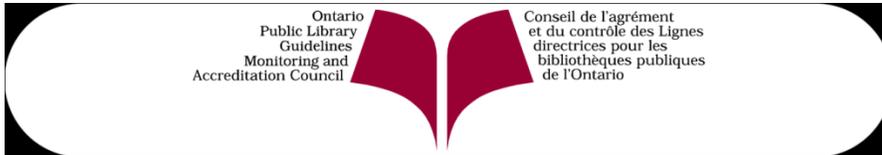
### Vision:

An informed, engaged, creative & connected community



## RECENT ACHIEVEMENTS

On November 12<sup>th</sup>, the Library was successfully accredited by the Ontario Public Library Guidelines Monitoring and Accreditation Council.



Board Chair, Mary Lou Souter, has been chosen to be the 2019 recipient of the OLA President's Award for Exceptional Achievement.



### [OLA President's Award for Exceptional Achievement](#)

The President's Award for Exceptional Achievement acknowledges an outstanding action or contribution that has in a major or unique way enhanced or furthered librarianship in Ontario. The selection is at the full discretion of the President of the OLA. Awards are only given if there is something of true historic significance to recognize.

## GOALS AND PROJECTS FOR 2019

- migrate to a new integrated library system (ILS)
- complete a needs assessment for the Almonte Branch
- organizational review (Strategic Plan)

# Spotlight on Ontario

# Public Libraries

## What you need to know as a municipal councillor

### Congratulations!

Whether this is your first election to municipal office, or your fifth, on behalf of Ontario's public libraries, we thank you for giving your time and energy to your community. We wish you every success in your new responsibilities.

The purpose of this handout is to brief you on the governance of public library service in Ontario and the important role your local library plays in the life of your community. The public library can help you be successful in achieving your municipal priorities.

Today's public library is a community service that benefits everyone. It changes lives and strengthens communities in important ways. Increasingly, the public library is recognized as a vibrant community hub where residents study, research, attend events and simply enjoy gathering and connecting with one another.

### Much More than Books!

If you've not visited your local library recently, do so! You will witness one of the best used resources in the community, meeting a variety of needs:

- An unemployed man uses a library computer to update his resume and look for work
- A local entrepreneur uses the library's business information for research
- A newcomer learns English
- A student works at her laptop
- A new resident consults bulletin boards for community information
- A young family reads together.

Invisible to you will be the individuals accessing the library's online resources from their homes and offices. Far from replacing libraries, technology makes libraries more important than ever, offering crucial access to a world of information.

### Boards and Councils Working Together

These services are only possible because of responsible stewardship by Library Boards and the ongoing support of municipalities, aided by the Province of Ontario. By working together, Library Boards and Municipal Councils provide responsive and innovative library service that meets the needs of their community.

Ontario boasts 72 million visits a year to its public libraries.

- 99.5% of Ontarians have access to public library service
- 415 municipalities offer public library service through 1,141 service outlets
- 4.6 million Ontario residents have active library cards
- 125 million items are borrowed every year
- 12,000 public computer workstations and hundreds of online resources are available in public libraries across the province.<sup>1</sup>

Find out just how many residents in your municipality have library cards or visit the library on a regular basis. You will be pleasantly surprised!

“Whether you connect in person or online, your public library offers you enjoyment and resources unavailable anywhere else. The return on your investment is potentially unlimited!”

Nigel Bellchamber,  
Municipal Consultant & Former CAO

<sup>1</sup> Statistics taken from 2016 *Ontario Public Library Statistics*. Ontario Ministry of Tourism, Culture and Sport <http://www.mtc.gov.on.ca>.

# What is your role in providing public library service?

## Public Library Governance in Ontario

The Public Libraries Act, R.S.O. 1990, CHAPTER P.44 (the Act) is provincial legislation that gives municipalities the power to establish a local public library. The Act also allows a municipality to enter into a contract for library service with a neighbouring public library board, instead of establishing its own library.

Once a public library is established, Municipal Council is then required to appoint members to the Public Library Board. Council and Board terms are concurrent.

At the first meeting in its new term, Council is required to appoint a minimum of five members to the Library Board, some of whom, but not a majority, may be elected officials; if it is a county system a bare majority may be councillors.

Appointment of qualified individuals and ongoing Council representation on the Library Board form the basis for an important partnership between Municipal Council and the Board.

## Appointments to the Library Board

The Act stipulates that members of the public must be given notice and the opportunity to apply for openings on the Library Board. The outgoing Library Board and library CEO can provide useful advice regarding the skills and experience needed. Council then makes the appointments.

The Library Board needs members who are representative of the community, committed to library service, and prepared for responsible stewardship and ongoing collaboration with Municipal Council.

Councillors appointed to the Library Board are key to maintaining a two-way flow of communication and a good working relationship between Board and Council. As a member of the Library Board, a Municipal Councillor has the same rights and responsibilities as any other member of the Library Board. At a Board meeting, a Municipal Councillor is obligated to vote as a member of the Library Board, not as a member of Council.

## Library Board Obligations and Responsibilities

Your Public Library Board is a separate, independent corporation with the legal duty to provide “a comprehensive and efficient public library service that reflects the community’s unique needs” (PLA, 20a).

As such, the Library Board has the authority to enter into contracts, engage employees and contractors, and do the other things it deems necessary for the provision of library service.

The Public Libraries Act requires that the Board appoint a treasurer who shall receive, account for, deposit and disburse the money as directed by the Board. Some aspects of the library’s financial operations, such as payroll, may be integrated into the municipality’s financial systems, provided all legal requirements are met, including a separate bank account in the name of the Library Board.

The Library Board is required to hold regular meetings once a month for at least 10 months every year. Board meetings must be open to the public, unless a closed meeting is warranted as prescribed in the legislation.

“ In Haldimand County, we encourage a culture of organizational cooperation. Libraries and municipalities are natural partners. We respect the Board’s legal autonomy, but recognize that we serve the same community and have compatible objectives. Wherever possible – in formulating budgets, in developing policies, or in delivering programs – we work together to provide value-added service to our customers. ”

Don Boyle,  
CAO, Haldimand County



## The Board as Employer

The Library Board is the employer of all library staff. This includes the library's Chief Executive Officer (CEO). The appointment of a CEO by the Library Board is a requirement of the legislation. The CEO has general supervision over and direction of the operations of the library and its staff, attends all Board meetings, and has other powers and duties as assigned by the Board.

Notwithstanding its autonomy, the Library Board and the municipality can benefit from a close relationship. Developing a rapport can be beneficial on many levels, including the sharing of policies, practices and procedures in such areas as physical and human resources. A close relationship can result in the library CEO being considered a valued member of the municipal management team. This does require that everyone understand that the CEO still reports to and takes direction from the Library Board. This level of communication and collaboration serves the community well.

## Library Service is Free

The Public Libraries Act specifies that most library services be offered free of charge. A Library Board may not charge for admission to a public library, or for use of its materials while in the library. The Act also prescribes an extensive list of material types that must be lent free of charge; information services must also be free.

The Board may impose fees for use of library services by non-residents and for room rental.

This requirement to provide free public library service makes the library different from other community services which may generate revenue in the form of user fees.

## How Are Libraries Funded?

Municipal taxpayers are the primary source of operating funds for public libraries in Ontario. Provincial per household grants do not make up a large portion of most boards' revenue.

The Public Libraries Act gives Municipal Council absolute discretion over the amount of funds it provides. In effect, Council may control the Board's budget to the degree that it chooses.

Common practice is for Council to establish budget guidelines and for the Library Board to prepare a budget that reflects these guidelines. Council then approves, or amends and approves the budget, giving careful attention to the advice of its Library Board which will also have taken significant care in developing its budget. This process tends to work well, ensuring accountability and the wise and prudent use of tax dollars.

Should Council restrict its contribution, the Board's ability to find other revenue is extremely limited. Ontario public libraries do seek additional funding in the form of grants, Development Charges, and fundraising for enhancements and capital projects.

Public library boards also have a strong tradition of group purchasing, leading to significantly reduced costs.

In summary, 21st century library service is not possible without a strong commitment on the part of Municipal Council.

“In our community the library not only promotes literacy and maintains a high profile as a provider of educational, research and cultural services, it is also an economic engine and key partner in our municipal strategies.”

Chris Cummings,  
Smiths Falls Municipal Council

**As a member of Municipal Council, you have an important voice in determining the quality of public library service in your community. We encourage you to learn more about your local library and to lend your support to this vital community service.**



## Helping Communities Thrive in a Changing World

As someone who cares enough about your community to take on the demands of public life, you are, no doubt, aware of the enormous challenges facing communities in these uncertain times. An aging population and growing cultural diversity, the changing nature of economic development, and a diminished tax base, are just some of the forces making the future unpredictable.

Strong municipalities are key to Ontario's economic vitality. We need communities with healthy local economies and flourishing downtowns. Residents need access to coordinated workplace development programs, a variety of learning and retraining opportunities, and a robust technology infrastructure. Ontario needs communities that support small businesses and creative ventures.

Regardless of the particular challenges facing your community, the public library can play an important role in supporting municipal strategies that build and strengthen communities. It is not a stretch to say that communities cannot afford to be without good public library service.

The public library helps communities achieve:

- Informed and involved citizens
- Skilled workers
- Creatively engaged teens and young adults
- A level playing field for literacy, lifelong learning and access to technology
- An inclusive, culturally diverse society
- A strong sense of community identity and well-being.

Residents rely on the public library to provide what they need to be productive, engaged members of the community.

## The Importance of Intellectual Freedom

Universal access to information and intellectual freedom are fundamental human rights and cornerstones of a functioning democracy. The public library is committed to protecting these rights by making it possible for all members of society to access the information and ideas they need to conduct their lives.

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### For more information:

- [The Public Libraries Act](http://www.e-laws.gov.on.ca)  
[www.e-laws.gov.on.ca](http://www.e-laws.gov.on.ca)
- [Ontario Ministry of Tourism, Culture and Sport](http://www.mtc.gov.on.ca)  
[www.mtc.gov.on.ca](http://www.mtc.gov.on.ca)
- [Southern Ontario Library Service](http://www.sols.org)  
[www.sols.org](http://www.sols.org)
- [Ontario Library Service - North](http://www.olsn.ca)  
[www.olsn.ca](http://www.olsn.ca)
- [Ontario Library Boards Association](http://www.accessola.com)  
[www.accessola.com](http://www.accessola.com)
- [The Federation of Ontario Public Libraries](http://www.fopl.ca)  
[www.fopl.ca](http://www.fopl.ca)

And, of course, you'll want to check out your local library's website.



Revised August 2018

**Southern Ontario Library Service**

1 Yonge St., Suite 1504, Toronto, ON M5E 1E5

Toll Free: 1.800.387.5765 Tel: 416.961.1669

[www.sols.org](http://www.sols.org)

*Financial Support from the Province of Ontario is gratefully acknowledged.*

CHARITABLE REGISTRATION NUMBER:  
1077 98167 RR0001

# Understanding Ontario's Public Libraries Act

## Some Key Aspects



*“A library outranks any one thing a community can do to benefit its people. It is a never failing spring in the desert.” – Andrew Carnegie (1835-1919)*



### Libraries and a Prosperous Community

A strong library system is a cornerstone of a strong community. It contributes to education, literacy and life-long learning for Ontario residents.

### Achieving Equality and Universal Access

Ontario's Public Libraries Act (PLA) is the key piece of legislation governing Ontario's public libraries. It supports the provision of equal and universal access to information and establishes free public library services in Ontario through governance and regulations.

### Library Boards

Under the PLA, public libraries in Ontario must be operated under the management and control of a public library board. The board has the authority to formulate policies concerning the operations and services of the public library.

Once established by municipal by-law, a public library board is responsible for the operation of its library system. Boards and municipalities should work in cooperation toward common goals.

Under the PLA municipalities can:

- appoint members of the library board for the same term as Council
- give or withhold consent regarding real estate property
- annually approve the board's estimates of all sums required by the board
- make a grant in money, lands or buildings to a library board

### Public, Union and County Library Boards

*Public library boards* are composed of at least five members. The number of municipal councillors on the board may not exceed one less than a majority.

*Union public library boards* are established when two or more municipalities agree on creating a union library. Once again, councillors on a union board must not exceed one less than a majority.

*County public library boards* are established when at least two-thirds of a county's municipalities request that the county establish a county library. The appointing council cannot appoint more of its own members to a board than the number that is a bare majority of the board.

### Boards: Powers and Duties

Boards provide:

- a comprehensive and efficient public library service that reflects the unique needs of the community they serve, in co-operation with other boards;
- French language and special services as appropriate; and
- services in accordance with the PLA.

Boards are required to:

- fix times and places for board meetings, call and conduct them and ensure full and correct minutes are kept; and
- supply an annual report to the Minister of Tourism, Culture and Sport, along with any other reports and any other information required by the PLA or by the Minister from time to time.

## Board Member Eligibility

A board member must be:

- a member of the appointing council; or
- a Canadian citizen;
- at least eighteen years old;
- a resident of the municipality where the board is established or – in the case of a county library cooperative board – the area served by the board, as long they are not an employee of the board or the municipality ;
- a resident of a municipality or a local services board area that contracts with the library board for service;
- a member of an Indian Band that has a contract with the library board for service; or
- a person who is a member of a second board that has entered into a contract with the board to purchase library services for the residents of the second board.

## CEO Appointments

A public library board has the power to appoint a library chief executive officer (CEO). The CEO is a library board employee and not a municipal employee. The CEO reports to the board and not to the municipality. The CEO does not report in a dual relationship to both the board and the municipality.

## Library Finances

The PLA requires public library boards to appoint a treasurer who:

- receives and accounts for all the board's money;
- opens an account or accounts in the name of the board in a chartered bank, trust company or credit union approved by the board;
- deposits all monies received by the board to the credit of the board's account; and
- disburses the money as the board directs.

The municipality has the right to administer board finances. For example, a municipality can periodically transfer funds from the public library bank account to a municipal bank account to pay public library board bills. In such cases, the library board remains responsible for public library operations and services – including finances – but delegates day-to-day financial administration to the municipality.

## Fees

Under the PLA a board cannot charge for:

- admission to a public library
- for the in-library use of materials
- reserving and borrowing circulating materials and the use of reference and information services the board considers practicable.
- the use of inter-library loan services, as long as the materials borrowed fall within the classes of materials prescribed under the PLA.

Fees cannot be imposed for the use or borrowing of:

- books
- periodicals
- newspapers
- audio materials designed for the handicapped
- sound recordings
- audio and video cassettes
- tape recordings
- video discs
- motion pictures
- film strips
- film loops
- micro materials in all formats
- computer software
- multi-media kits

A board may impose fees for:

- services not referred to under the Act;
- the use of the parts of a building that are not being used for public library purposes; and
- the use of library services by persons who do not reside in the area of the board's jurisdiction.

## First Nation Public Libraries

First Nation bands can establish their own public library. They may also contract for public library services with a public library board, union board or county library board. Library services are provided according to the terms and conditions set out in the agreement.

## Disclaimer

*This pamphlet is intended to help Ontario's public library stakeholder understand the general principles behind the establishment, administration and funding of public libraries as set out in the Act. The information contained in this pamphlet is not legal advice. For further questions relating to the PLA or your particular circumstances, you must consult with your own legal advisors.*

## For further information

Visit the ministry's website: [www.ontario.ca/libraries](http://www.ontario.ca/libraries)

Visit Ontario's e-Laws website: [ontario.ca/g018](http://ontario.ca/g018)

## Contact:

Rod Sawyer

Phone: (416) 314-7627

E-mail: [rod.sawyer@ontario.ca](mailto:rod.sawyer@ontario.ca)

Adam Haviaras

Phone: (416) 314-7158

E-mail: [adam.haviaras@ontario.ca](mailto:adam.haviaras@ontario.ca)