

**TOWNSHIP OF SOUTH GLENGARRY
REGULAR MEETING OF COUNCIL
AGENDA**

Monday, January 16, 2023, 7:00 PM
Tartan Hall - Char-Lan Recreation Centre
19740 John Street, Williamstown

	Pages
1. CALL TO ORDER	
2. O CANADA	
3. DISCLOSURE OF PECUNIARY INTEREST	
4. APPROVAL OF AGENDA	
Additions, Deletions or Amendments	
All matters listed under Consent Agenda, are considered to be routine and will be enacted by one motion. Should a Council member wish an alternative action from the proposed recommendation, the Council member shall request that this matter be moved to the appropriate section at this time.	
5. APPROVAL OF MINUTES	
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11. CLOSED SESSION

BE IT RESOLVED THAT Council convene to Closed Session to discuss the following item under Section 239 (2) of the Municipal Act S.O. 2001;

(2) a meeting or part of a meeting may be closed to the public if the subject matter being discussed is:

(c) acquisition or disposition of land

Specifically: potential acquisition

12. CONFIRMING BY-LAW

12.a Confirming By-law 10-2023

405

13. ADJOURNMENT

**TOWNSHIP OF SOUTH GLENGARRY
PUBLIC MEETING MINUTES**

**December 19, 2022, 6:30 p.m.
Tartan Hall - Char-Lan Recreation Centre
19740 John Street, Williamstown**

PRESENT: Mayor Lachlan McDonald, Deputy Mayor Martin Lang,
Councillor Stephanie Jaworski and Councillor Sam McDonell

STAFF GM Planning, Building & Enforcement Joanne Haley, GM
PRESENT: Corporate Services/Clerk Kelli Campeau, CAO Tim Mills,
Deputy Clerk Crystal LeBrun and Executive
Assistant/Communications Coordinator Michelle
O'Shaughnessy

1. CALL TO ORDER

The meeting was called to order by the Chair.

2. APPROVAL OF AGENDA

Moved by: Sam McDonell

Seconded by: Martin Lang

THAT the agenda be approved as circulated.

3. DECLARATION OF PECUNIARY INTEREST

4. NEW BUSINESS

4.1 Zoning By-law Amendment - Tessier

J. Haley explained the purpose of the proposed amendment is to re-zone the subject property from Limited Services Residential (LSR) to Limited Services Residential Special Exception- Twelve (LSR-12) to permit a proposed residential garage to be the main permitted use on the subject property that will be 195.1 square meters in area and to recognize the non-conforming status of the existing garage. All other applicable provisions of Zoning By-law 38-09, as amended, shall continue to apply.

The applicant proposes to construct a 195.1 square meter residential garage in the north-west corner of the property. There is an existing garage that will remain in the south-east end of the property. The property is unserviced and if approved, the garage will serve as the primary use of the subject property.

No written comments have been received to date from members of the public. This Application has been circulated to the RRCA for comment. This zoning amendment application will be subject to a decision of Council. A staff report including a recommendation will be brought to Council for a decision in the near future.

No members of the public commented on the application at the meeting.

5. ADJOURNMENT

The meeting adjourned at the call of the Chair.

Mayor

Clerk

TOWNSHIP OF SOUTH GLENGARRY
REGULAR MEETING MINUTES

December 19, 2022, 7:00 p.m.
Tartan Hall - Char-Lan Recreation Centre
19740 John Street, Williamstown

PRESENT: Mayor Lachlan McDonald, Deputy Mayor Martin Lang,
Councillor Stephanie Jaworski and Councillor Sam McDonell

STAFF CAO Tim Mills, GM Corporate Services/Clerk Kelli Campeau,
PRESENT: GM Finance/Treasurer Suday Jain, GM Infrastructure Services
Sarah McDonald, GM Parks, Recreation and Culture Sherry-
Lynn Servage, GM Planning, Building & Enforcement Joanne
Haley, Fire Chief Dave Robertson, Deputy Clerk Crystal
LeBrun and Executive Assistant/Communications Coordinator
Michelle O'Shaughnessy.

1. CALL TO ORDER

Resolution No. 401-2022

Moved by Deputy Lang
Seconded by Councillor McDonell

BE IT RESOLVED THAT the December 19, 2022 Council Meeting of the
Township of South Glengarry now be opened at 7:01 pm

CARRIED

2. O CANADA

3. DISCLOSURE OF PECUNIARY INTEREST

3.1 Councillor Jaworski - CLOSED SESSION

On a portion of the Closed Session item related to identifiable individuals
as it involves a member of her family.

4. APPROVAL OF AGENDA

Items moved to Items for Consideration from the Consent Agenda:

- 10.a. Disposal of Roads Fleet Assets
- 10.b. Changes to OMERS
- 10.e. Departmental Update - Fire Services

Resolution No. 402-2022

Moved by Councillor McDonell
Seconded by Councillor Jaworski

BE IT RESOLVED THAT the Council of the Township of South Glengarry
approve the agenda as amended.

CARRIED

5. APPROVAL OF MINUTES

Resolution No. 403-2022

Moved by Councillor Jaworski

Seconded by Councillor McDonell

BE IT RESOLVED THAT the Council of the Township of South Glengarry adopt the following meeting minutes, including Closed Session minutes, as circulated:

-December 5, 2022 Regular Meeting

-December 9, 2022 Special Meeting

CARRIED

5.1 Previous Meeting Minutes - December 5, 2022

5.2 Special Meeting Minutes - December 9, 2022

6. PRESENTATIONS AND DELEGATIONS

6.1 Peanut Line Rest Stop Proposal - Christine Lavoie

Ms. Lavoie requested that Council consider establishing a rest stop on the Peanut Line to include signage, a picnic table and planting of trees. Council deferred the request to Administration for follow up and a report.

6.2 Storm Internet Update - Birket Foster

Mr. Foster provided Council with an overview of the CENGN tower project completed in North Lancaster and Bainsville.

7. ACTION REQUESTS

7.1 Request for Additional Funds- Williamstown Santa Claus Parade (S. Jain)

Resolution No. 404-2022

Moved by Councillor McDonell

Seconded by Deputy Lang

BE IT RESOLVED THAT Staff Report 202-2022 be received and that the Council of the Township of South Glengarry approve an additional \$199 of funding for the Williamstown Santa Claus Parade.

CARRIED

7.2 Request for Use of Unopened Road Allowance – Mutual Agreement Drain (S. McDonald)

Resolution No. 405-2022

Moved by Deputy Lang

Seconded by Councillor Jaworski

BE IT RESOLVED THAT Staff Report 200-2022 be received and that the Council of the Township of South Glengarry approves the usage of 600 metres of unopened road allowance, located per the attached image, for the construction of a private ditch and furthermore, that the Township of

South Glengarry is receptive to entering into a Mutual Agreement on this private drain, with all associated costs to the landowners.

CARRIED

8. BY-LAWS

8.1 Boundary Road Agreement – South Stormont (S. McDonald)

Resolution No. 406-2022

Moved by Councillor Jaworski
Seconded by Councillor McDonell

BE IT RESOLVED THAT Staff Report 201-2022 be received and that By-law 89-2022, being a by-law to enter into a Road Maintenance Agreement with the Township of South Stormont be read a first, second and third time, passed, signed and sealed in open council this 19th day of December 2022.

CARRIED

9. ITEMS FOR CONSIDERATION

9.1 CLRC Rooftop Solar Feasibility Study - Tech Memo (S. Servage)

9.2 Support Resolution - VIA Rail Service

Resolution No. 407-2022

Moved by Deputy Lang
Seconded by Councillor Jaworski

WHEREAS the City of Stratford passed a resolution on November 14, 2022 supporting the National Transportation Policy and Section 5 of the *Canada Transportation Act*;

AND WHEREAS the frequency of VIA trains running in Canada has been reduced significantly since 1977, causing a subsequent significant drop in ridership;

AND WHEREAS there is a need for balanced transportation with more using transit and less using automobiles;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of South Glengarry supports the resolution passed by the City of Stratford, attached hereto, and recommends to the Government of Canada to adequately fund and fully support VIA Rail Canada in increasing the frequency, reliability and speed of VIA rail service in 2022 and successive years.

CARRIED

9.3 Disposal of Roads Fleet Assets (Dec 2022)

9.4 Changes to OMERS, Part-time Employee Contributions

9.5 Departmental Update - Fire Services (November 2022)

10. CONSENT AGENDA

Resolution No. 408-2022

Moved by Councillor McDonell
Seconded by Deputy Lang

BE IT RESOLVED THAT the Council of the Township of South Glengarry accepts the Consent Agenda.

CARRIED

- 10.1 Departmental Update – Corporate Services (November 2022)
- 10.2 Departmental Update - Parks, Recreation and Culture Department (November 2022)
- 10.3 Departmental Update - Infrastructure Services (November 2022)
- 10.4 Departmental Update - Planning, Building & Enforcement (November 2022)
- 10.5 Departmental Update - Finance (November 2022)
- 10.6 Resolution - Federal Cannabis Act Review (Township of Malahide)
- 11. CLOSED SESSION

Councillor Jaworski declared a conflict on this item. (On a portion of the Closed Session item related to identifiable individuals as it involves a member of her family.)

Solicitor Tony Fleming joined the meeting electronically at 8:35 pm.

Solicitor Tony Fleming exited the meeting at 9:45 pm.

Councillor Jaworski exited the meeting at 10:40 pm.

Resolution No. 409-2022

Moved by Deputy Lang
Seconded by Councillor Jaworski

BE IT RESOLVED THAT Council convene to Closed Session at 8:09 pm to discuss the following items under Section 239 (2) of the Municipal Act S.O. 2001;

(2) a meeting or part of a meeting may be closed to the public if the subject matter being discussed is;

(b) personal matters about an identifiable individual

Specifically: Committee Applications

(c) acquisition or disposition of land

Specifically: Potential Land Acquisition

(e) litigation or potential litigation

Specifically: Potential Litigation

(f) advice subject to solicitor-client privilege

Specifically: Legal Advice

CARRIED

Resolution No. 410-2022

Moved by Councillor McDonell
Seconded by Deputy Lang

BE IT RESOLVED THAT Council rise and reconvene into open session at 10:44 pm without reporting.

CARRIED

Resolution No. 411-2022

Moved by Deputy Lang
Seconded by Councillor McDonell

BE IT RESOLVED THAT Council direct Administration to carry out all actions as specified in the Closed Session Minutes.

CARRIED

- 12. CONFIRMING BY-LAW
- 12.1 Confirming By-law 90-2022

Resolution No. 412-2022

Moved by Councillor McDonell
Seconded by Deputy Lang

BE IT RESOLVED THAT By-law 90-2022, being a by-law to adopt, confirm and ratify matters dealt with by resolution be read a first, second and third time, passed, signed and sealed in open council this 19th day of December 2022.

CARRIED

- 13. ADJOURNMENT

Resolution No. 413-2022

Moved by Deputy Lang
Seconded by Councillor McDonell

BE IT RESOLVED THAT the Council of the Township of South Glengarry adjourn to the call of the chair at 10:50 pm.

CARRIED

Mayor

Clerk

Cornwall SDG Human Services



December 2022

Cornwall SDG Human Services

General Manager, Mellissa Morgan

Realigned the department in 2022, brought Cornwall and Area Housing Corporation, in house. We renamed the department at that time from the Social & Housing Services Department to the Cornwall SDG Human Services Department.

**Ontario Works
Division**

**Children's Services
Division**

**Housing Services
Division**

- ☐ All programs Provincially Mandated
- ☐ OW-MCCSS, CS-EDU, HS-MMAH
- ☐ Approximate Annual Budget \$68 Million
- ☐ Various Cost-sharing arrangements
- ☐ (Provincial-majority/City/SDG Counties)
- ☐ Total of 112 staff

Cornwall SDG Human Services

Consolidated Municipal Service Manager (CMSM): the City of Cornwall has been delivering Social Services for both the City, and the United Counties of Stormont, Dundas & Glengarry since being designated by the Province in 1998. Cost-sharing arrangements are outlined in the agreement established under By-law #009-2004.

Service Manager Joint Liaison Committee (SMJLC): includes elected representatives of City and SDG United Counties, supported by senior staff from each of the Shared Services. SMJLC receives quarterly updates on Provincial priorities and activities of Human Services.

Mission Statement

Our dedicated municipal team works in partnership with our community to ease the effects of social & economic challenges. Our goal is to promote and create opportunities that support individuals to achieve their true potential.

French Language Services

All programs and services provided in the Social and Housing Services Department are bilingual as mandated by the *French Language Services Act*.

Housing Services Division

Lisa Smith, Manager
613-938-7717 ext. 4320 lsmith@cornwall.ca

**Social
Housing**

**Ten Year Housing
Plan**

**Ministry
Programs**

**Ontario
Renovates**

Rent Supplements

Affordable Housing

**Housing & Homelessness
Prevention**

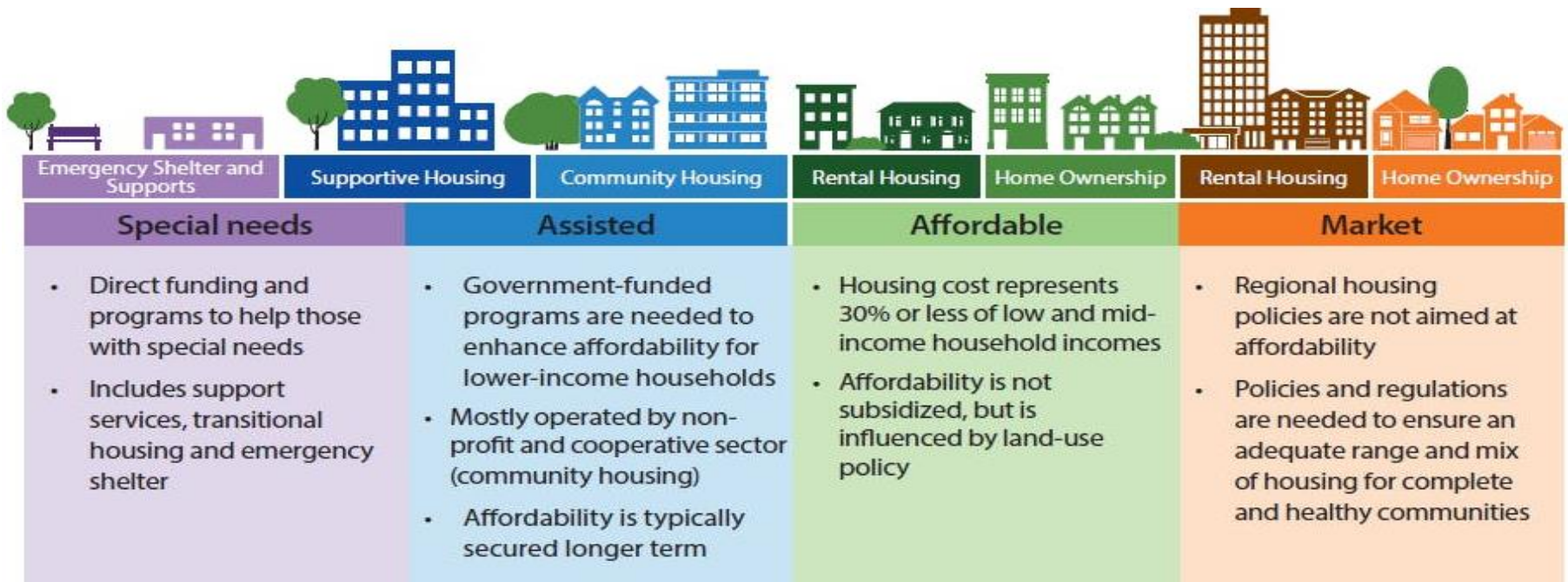
History of Social Housing Devolution

- June 1995: The Ontario Conservative Party is elected on a platform that includes “getting out of housing the business.” Two weeks after taking office, the province cancels all new non-profit and co-op housing developments.
- October 1996: Al Leach, Minister of Municipal Affairs and Housing, promises a Social Housing Advisory Council to plan a reform of Ontario's social housing.
- January 1997: Before the Social Housing Advisory Council has been appointed, the Ontario Government announces that funding and administration of social housing will be devolved to the municipal level. The decision is part of a "Who Does What" exercise that will enable the Province to "upload" education costs without increasing Provincial taxes.
- September 1997: The Social Housing Advisory Council completes its report. In December, 1997, the Minister appoints a Social Housing Committee, comprised of provincial, municipal and social housing representatives, to further develop the Social Housing Advisory Council's recommendations.
- January 1998: The province devolves the majority of its funding responsibilities for social housing to municipal level. Social housing is now paid for through property taxes, although programs are still administered by the province.
- February 1998: The Federal Government decides to devolve its social housing responsibilities to the provincial level of government. Agreements are signed with Saskatchewan, Newfoundland, New Brunswick, Nova Scotia and Alberta. Negotiations begin in Ontario.
- Spring 1998: The province designates 47 Consolidated Municipal Service Managers (now called Service Managers) to administer social housing, Ontario Works and Child Care at the local level.
- October 1998: The Social Housing Committee submits its report to the Minister of Municipal Affairs and Housing.

History of Social Housing Devolution

- November 1999: The Ontario Government and Federal Government sign a Social Housing Agreement that will enable federal social housing to be administered by the province.
- December 2000: The province passes the Bill 128 - Social Housing Reform Act, enabling the province to devolve social housing administration to Service Managers.
- January 2001: Ontario's 84,000 public housing units are devolved to Service Managers. Each Local Housing Authority is newly formed as a Local Housing Corporation. MMHA continues to draft regulations to accompany the Social Housing Reform Act.
- May 2001: Service Managers submit local Transfer Plans to MMAH for approval. These plans demonstrate Service Managers' capacity to take on their new housing administrative responsibilities. Each Service Manager will negotiate its own transfer date with MMAH.
- October 2001: The first social housing units are downloaded, as four Service Managers take over social housing administration.
- May 1, 2002: MMAH devolves the last of its social housing portfolio to the municipal level.
- January 1, 2012: The Housing Services Act replaces the Social Housing Reform Act. The HSA provides greater flexibility to Service Managers to meet local housing needs.

Housing Continuum



Municipal Focus

- | | | | |
|--|---|---|---|
| <ul style="list-style-type: none"> - often municipal subsidy provided to a non-profit provider who operates these entities (some funding provided through the Homelessness Prevention Program which is administered through the municipality) | <ul style="list-style-type: none"> - Deep municipal subsidy in this area either through directly operated community housing or via external providers - Funding through Homelessness Prevention Program administered through the municipality | <ul style="list-style-type: none"> - Programs like these are funded through Homelessness Prevention Program administered through the municipality or with direct financial support from the tax base - Partnership with Habitat for Humanity for home ownership | <ul style="list-style-type: none"> - Some of these priorities are being addressed via the Mayor's Housing Task Force and the A HOME Collaborative - New municipal developments will offer a range of mixed market rentals (Including attainable market) |
|--|---|---|---|

The State of Housing in Cornwall & SDG

A Profile of Core Housing Need

CMHC Data- Housing Standards Ontario (Compiled from 2016 Census Data)

Households Spending In Excess of 30% of Total Household Income for Housing Needs



Of Renters live in Core Housing Need as compared to 13.9 % of Homeowners



3285 Households live in Core Housing Need

27.4%

of Cornwall's housing stock is unaffordable

2016 Census Data – Analyzed by CMAA and Housing Information
(data not available for the Counties)

Comparing Affordable Rent to Incomes

Household Type

Median Household Income

Affordable Monthly Rent
*CMHC definition

AAMR
*Based on bedroom size

One-person Household

\$24,524

\$613

\$1,036

All Households

\$46,564

\$1,179

\$1,791

Compiled from 2016 Census Data

housing affordability

The term “affordable” can be confusing and may vary in meaning depending on context. The two most widely accepted definitions of affordable are:

Shelter Cost to Income

In the scenario, CMHC defines affordability as paying no more than 30% of total household income towards housing costs. Only this definition can measure true affordability.

Alternate Average Market Rent (AAMR)

Average Market Rent (AMR) is determined by CMHC based on rental market analysis. Cornwall uses AAMR based on the approved business case indicating that AMR is set too low by CMHC. Affordability using this benchmark, is rent below AAMR.

Housing First Approach

‘Housing First’ is an approach to ending homelessness that centers on moving people experiencing homelessness into independent and **permanent** housing as a first step. **It provides people with immediate access to permanent housing with no housing ‘readiness’ or compliance requirements, is recovery-oriented and centres on consumer choice, self-determination and community integration.**

It is a rights-based intervention rooted in the philosophy that all people deserve housing, and that adequate housing is a *precondition* for recovery. The approach affirms that stable housing is a primary need, and that issues, such as addictions or mental health, can be better addressed once this need is fulfilled.

AVERAGE MONTHLY COST OF HOUSING SOMEONE WHILE HOMELESS



- Poor housing and homelessness are costly for cities and taxpayers.
 - The average monthly costs of shelter beds are \$1,932, almost ten times higher than the average monthly cost of social housing of \$199.92.

Housing Services Division Overview

Housing Programs

(location - 340 Pitt St)

- **Community Housing Units**
 - Contract with and subsidy external housing providers for rent-geared-to-income units
- **Administer funding through the Homelessness Prevention Program**
 - Rent Supplement Program
 - Domiciliary Program
 - Homelessness Prevention
- **Housing Access Centre**
 - Administration of the centralized waitlist for community housing
- **Administer Federally and Provincially funded programs**
 - Not directly related to subsidizing community housing units (i.e. COCHI, OPHI, COHB, etc.)
- **Maintain By-name List**
- **10 Year Housing Plan**
- **Housing Revitalization Plan**
 - New development (external)

Housing Services (Local Housing Corporation)

(formerly Cornwall and Area Housing Corporation)

(location - 1916 Pitt St.)

- **Community Housing Units**
 - Direct internal provision and maintenance of municipally owned housing units
- **Administer funding through Federally, Provincially and Municipally funded programs**
 - Rent Supplement Program
- **10 Year Housing Plan**
- **Housing Revitalization Plan**
 - New development (internal)
 - A HOME Collaborative

Housing Providers - Cornwall

1932 units of Community Housing are provided in the City of Cornwall and United Counties of SDG.



Provider	# of Senior Units	# of Family Units	# of Single, Non-Senior Units
Beek Lindsay Seniors Residences Cornwall Inc.	60		
Local Housing Corporation	514	446	32
Local Housing Corporation - Rent Supplement Subsidies for units in private buildings		323 *	** these subsidies are a mix of all three types
Logement Marguerite d'Youville Inc.		65	
Religious Hospitallers of St. Joseph Housing Corporation	59		
Royal Oaks Co-Operative Housing Inc.		70	
City Total	623	904	32



*



Housing Providers United Counties of SDG



Municipality	Provider	# of Senior Units (Apt)	# of Family Apt/TH
North Stormont	Finch & District Seniors Housing Corporation	32	
North Stormont	The Township of Roxborough Non-Profit Housing Corp.	26	
South Stormont	Local Housing Corporation (Ingleside)	20	
North Dundas	Local Housing Corporation (Chesterville, Winchester)	61	
North Dundas	Winchester Residence Corporation – Rent Supplements	8	
South Dundas	Local Housing Corporation (Iroquois, Morrisburg)	72	
South Dundas	Williamsburg Non-Profit Housing Corporation	50	
North Glengarry	Local Housing Corporation (Alexandria)	50	15
North Glengarry	The Alexandria Non-Profit Housing Corporation	30	15
South Glengarry	Lancaster & District Non-Profit Housing Inc.	26	
	SDG Total	375	30

Centralized Waitlist (RGI Housing)

Household Type – Applicants	September 2022	Approx. Wait (yrs)
Families	165	1.5
Single/couple (non-Senior)	225	4.3
Seniors	104	1

- 14 are transfers and currently receive RGI housing supports
- 15 are over-housed who are currently receiving rent geared-to-income.
- 148 applicants currently receiving a Rent Supplement of \$100 or \$200 per month.

Definition of Rent-Geared-To-Income

Rent-geared-to-income (RGI) is a **type of housing assistance**. It is truly affordable housing as tenants pay on average 30 per cent of their income for rent. Individuals may be eligible for rent-geared-to-income (RGI) if:

- they can live independently with or without support services.
- they are over 16 years old.
- they are a Canadian citizen, a permanent resident of Canada or a refugee claimant, or you are applying to become a permanent resident.
- they are not under a removal order to leave Canada.
- they do not owe money to any social housing provider in Ontario, or they have an agreement to repay this money.
- their income and assets are within the allowable limits.

Ontario Priorities Housing Initiative (OPHI) / Canada-Ontario Community Housing Initiative (COCHI)

OPHI - The Ontario Priorities Housing Initiative provides flexible funding to all 47 service managers and the two Indigenous program administrators to address local priorities in the areas of housing supply and affordability, including:

- new affordable rental construction
- community housing repair
- rental assistance
- tenant supports
- affordable homeownership

COCHI - The Canada-Ontario Community Housing Initiative This initiative provides funding to service managers to replace the federal Social Housing Agreement funding that expires each year, beginning April 2019. Service managers can use this funding to: repair, regenerate and expand community housing.

Service managers can use this funding to:

- repair, regenerate and expand community housing
- protect affordability support for tenants
- support community housing providers whose original program arrangements are expiring
- help community housing providers become more sustainable

OHPI / COCHI Homeownership Program

- Partnership with Habitat for Humanity Seaway Valley.
- Provides down payment to each qualifying family (averaging 1 new build per year).

OHPI / COCHI Rent Supplement

- Program which provides rent subsidies (up to \$200/Household) to qualified residents in privately owned buildings.
- Funded through Federal and Provincial program initiatives.

Affordable Housing - Ontario Renovates

- Homeowners (assessed value under \$300,900) with low to modest income (currently up to \$67,120 for a Household of 5 people) receive funding for urgent repairs and rehabilitation making their homes safe and more energy efficient (up to \$12,000, ten-year forgivable loan registered on title).
- Modifications are funded for adaptations to increase accessibility (up to \$5,000)



COHB Portable Housing Benefit

This program provides a direct, monthly benefit payment to eligible households to help pay their rent.

The benefit payments are:

- portable, which means you may receive the benefits even when you move to another address
- based on the household income and local market rent.

Eligible households include:

- survivors of domestic violence and human trafficking
- people experiencing or at risk of homelessness
- Indigenous people
- seniors
- people with disabilities

To apply, eligible households must be either:

- on, or eligible to be on, the social housing waiting list of a Service Manager
- living in community housing
- As compared to other rent supplement programs this benefit is tied to the individual not the unit in which the individual lives
- Eligible applicants receive a monthly subsidy based on the difference between 80% of the Average Market Rent of the relevant service area and 30 % of the Adjusted Family Net Income identified on tax returns.

Households who are approved to receive benefits under this program must consent to be removed from the social housing waiting list of their local Service Manager.

Housing And Homelessness Prevention (HHP)

HPP utilizes a Housing First approach to reduce and address homelessness in the community, including eviction prevention assistance to retain housing for those at risk of homelessness. This initiative is solely funded by the Ministry of Municipal Affairs and Housing.

Domiciliary Hostels

- Serves Homeless individuals who require assistance with activities of daily living.
- Agreements with 13 domiciliary hostels within the City of Cornwall and SDG.
- A total of 332 subsidized beds are available.

Crisis Beds

- Provides short term (maximum 5 days) emergency housing to recipients in need.
- Partnership with the Mental Health Crisis Team, the Cornwall Police Department, OPP and a few other local agencies.

Homelessness Prevention

- Provides funds to assist with the prevention of homelessness for the already housed (ie: eviction due to rental arrears and towards energy related emergencies due to utility arrears). Eligibility based on “Low Income Cut-Off” (LICO) set by Statistics Canada.

By-Name List (BNL) And Coordinated Response System

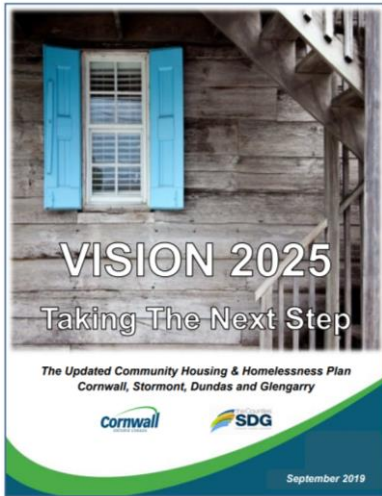
- A BNL is a real-time list of all the known people experiencing homelessness in a community. This data allows for:
 - coordinated access and service prioritization for homeless households and individuals; and an understanding of homelessness and flow through the response system
- October 27th, 2021, we conducted an enumeration magnet event at various locations within Cornwall, Stormont, Dundas, and Glengarry. Approximately 77 individuals indicated they were homeless during this event.
- From that list, we have created and implemented a By-Name List for our area. We are working collaboratively with community partners on further developing this By-Name List, to effectively refer individuals to appropriate resources, match housing solutions, and track the state of homelessness in the community at large to work towards ending it.
- Fall 2022, we have hired two registered social workers to case manage and provide support to residents on the BNL to help move them towards life and housing stabilization.

Ten Year Housing Plan / 5-Year Update

- Developed as mandated by the *Housing Services Act, 2011*.
- Strategies and Targets were identified based on Canada Mortgage and Housing Corporation (CMHC) and Statistics Canada demographic data and projections, existing housing stock, and input from industry partners, City and County Planners, community agencies and the public.
- Annual progress reports will be provided to Province and municipalities with an update required at 5 years.
- The Plan and annual updates are available in English & French on the City's website.

Our Vision for Cornwall SDG

A strong, healthy, sustainable community with a wide range of appropriate and affordable housing options in which individuals and families can thrive



Building on the original vision statement for the Housing and Homelessness plan, the re-framed plan has four additional vision statements which speak to different segments on the housing continuum. These vision statements serve to shape objectives for the re-framed plan, paving the way for specific strategies and actions that are proposed.

The specific vision statements and associated objectives are as follows:

- People experiencing a housing crisis are housed or sheltered
- People who are currently housed but at risk of becoming homeless remain housed
- Suitable existing housing stock is maintained
- The supply of appropriate housing is enhanced

Each vision statement has a definition, objective, strategies and actions for the department to follow as a roadmap to developing the future of housing in Cornwall and SDG.

housing revitalization plan

The purpose of the Plan is two-fold:

1. Review existing social housing sites and explore opportunities for revitalization and redevelopment to allow the Department to plan for and accommodate current and future housing needs.
2. Analyze housing needs within Cornwall, Stormont, Dundas, and Glengarry considering demographics, employment, labour markets, and the need for affordable housing in order to plan for any new housing developments.

The desired outcome of this exercise is to inform long term strategic plans that provides clear and achievable goals to effectively meet the current and future demand for social housing in Cornwall, Stormont, Dundas, and Glengarry. The HRP's objective is to provide directions and recommendations for potential regeneration, refurbishment, and repurposing of existing housing stock, as well as future acquisitions (including new builds).

The housing needs assessment showed that over a ten-year period from 2021 to 2031, approximately 740+ units will be required in the Cornwall and SDG area. Over 40% of the identified housing needs will be in the City of Cornwall.

The total cost of development over the time periods 2021 to 2026 and 2027 to 2031 is estimated to be approximately \$160 million and \$80 million respectively.

Additionally, any regeneration of existing units should be replacement should be done on a one-to-one basis.

Excerpt from Cornwall SD&G Housing Revitalization Plan – Colliers - 2020

Revitalization ^{report} highlights

New Developments

Ninth & McConnell

(partially funded by SSRF 2)

77 1-bedroom units

24 RGI units

24 Median Market Rent Units

28 Attainable Market Units

15 barrier free units at all three rent levels

Housing Services Office located onsite



Pitt St North

(partially funded by SSRF 4)

Shovel ready for 81 Two-Bedroom Stacked Townhouses

27 Units begin construction Fall 2022

This will be a mixed rental community

3 barrier free units are being constructed in each Townhouse complex

Phase One - Occupancy late fall 2023



Morrisburg

(Partially funded by SSRF 5)

- Expands existing Morris Glen Site
- 3 story building
- 17 2-bedroom units
- Occupancy late spring 2024



Cost of Construction

(pre-COVID) development over the time periods 2021 to 2026 and 2027 to 2031 is estimated to be approximately \$160 million and \$80 million respectively.

(currently) the total cost per door

1 – bedroom unit = \$250,000

2 – bedroom unit = \$270,000

Funding developments is 100% tax based

- We leverage all forms of funding (ie, CMHC programs, provincial government programs, etc.
- We have established a housing regeneration reserve to reinvest end of mortgage savings to new developments to offset costs
- The balance of required funding is borrowed
- Debt for housing is considered “good” debt as revenues from rent mostly pay for repayments

Local Housing Plans

In response to the local housing crisis, communities across Cornwall and SDG have developed local housing plans and are listed below:

- Mayors Task Force on Housing, City of Cornwall
- Stormont County Housing Report
- Glengarry County Housing Report
- Dundas County Housing Report

All reports contain recommendations to encourage housing development in our community and respond to the affordability crisis

These reports were the impetus for the development of the A HOME Collaborative to encourage collaborative implementation of these plans

Cornwall SDG Human Services Department Affordable Housing Progress and Development Collaborative

Background

The City of Cornwall and the United Counties of Stormont Dundas and Glengarry are fortunate to have communities that care deeply about housing all members of the community and partners that are aligned, innovative and action oriented.

To effectively support the ambitious goals laid out in the Ministry of Municipal Affairs and Housing (MMAH) approved local Five-Year Update to the Housing and Homelessness Plan (the Plan), the Housing Revitalization Plan, and the 4 separate regional Housing Reports, there was a recognized need to form a Working Group to be tasked with developing and realizing common strategies and priorities related to affordable housing.

Purpose

The purpose of the Affordable Housing Progress and Development Collaborative (A HOME) is to improve service integration, which will promote positive development in the City of Cornwall, Stormont, Dundas and Glengarry housing and homelessness situation.

Membership

To ensure maximum effectiveness of the Collaborative, membership will be comprised of a cross-sector of disciplines from amongst the City and Counties staff, who share the vision of increasing housing opportunities across the region.

Township of South Glengarry Water and Wastewater Service Delivery Review

Doug Thompson, Aureus Solutions
Sean-Michael Stephen, Watson &
Associates Economists Ltd.



Service Delivery Review Objectives

- Identify and discuss sector issues and trends that will influence the Township's decision.
- Review the current state of Township's water and wastewater systems, current service delivery including the management, operation and maintenance practices.
- Identify and evaluate the potential service delivery models available to the Township.
- Provide recommendations

Sector Issues and Trends

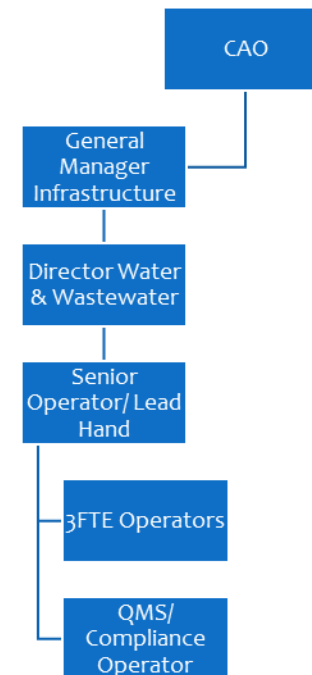
- Governance
- Labour Market
- Legislation and Regulations
- Financial Sustainability
- Capital Planning and Asset Management

Current Operations and Management

- Township Water and Wastewater organizational structure, which is comprised of a Director, and 3 operators is insufficient resources for the system(s)
- Township has had limited success attracting, recruiting and retaining the necessary qualified staff.

Proposed Staffing Compliment

- Addition of a Senior Operator and a Compliance/ Quality Management Coordinator (QMS)



Recommended Additional Staffing Costs

Across the service areas, the annual operating costs (excluding capital related operating costs such as transfers to reserves) total \$1.1 million.

Additional costs for Certified Operators and Compliance/QMS Coordinator to provide adequate day-to-day operations, compliance requirements, and maintenance activities have been included based on cost assumptions below:

Table 2-3
Operating Cost Assumptions

Description	Hourly Rate	Benefits Rate	Hours	Annual Cost
Certified Operator (1 FTE)	\$37.50	30%	2,000	97,500
Compliance/QMS Coordinator (1 FTE)	\$31.00	30%	2,000	80,600
Total				178,100

Staffing Challenges

- The aging of the water and wastewater workforce has led to reduced availability of talent and further exacerbated the existing shortage of certified operators in Ontario.
- The wage range (dependent on certification levels) should be competitive with to current industry standard, but also must be in-line with the Township's salary grid.
- The Senior operator and QMS Coordinator would likely be the highest compensated union staff.

Servicing Option Shared Services/ Partnerships

Municipal Owned Corporation-Scenario 1

Municipal Services Board-Scenario 2

Municipal Services Corporation (MSC)

- An MSC is defined under O. Reg. 599/06 of the Municipal Act, 2001 as a corporation under which: 100 percent of shares owned by one or more municipalities.
- A corporate structure that allows for the joint ownership and operation of assets and systems between municipalities, including those of water and wastewater systems.
- MSC's have higher initial and operating cost, and significantly more time and complexity to setup compared to the JMSB model



Joint Municipal Services Board (JMSB)

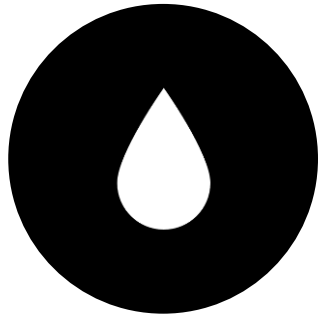
- The structure of Joint Municipal Services Board is mostly straightforward and largely based on an agreement between the participating municipalities giving the Board control and management of the particular service.

Advantages:

- i. Municipalities can delegate control, management, & authority to board
- ii. Does not have significant regulatory requirements to implement
- iii. Does not relatively require significant costs or time



Servicing Option External Operating Agency



ONTARIO CLEAN
WATER AGENCY



PRIVATE OPERATING
AGENCY



ANOTHER
MUNICIPALITY

External Operating Agencies

In cases where a municipality decides to employ an external operating agency, the means to ensure accountability necessarily shifts to the contractual relationship with that agency.



Financial Impacts

- Financial impacts of alternative shared service delivery models have been assessed against the revised current service delivery model (including additional costs to provide adequate day-to-day operations and compliance requirements)
- Annual operating cost changes considered in the context of total annual costs (ie. including budgeted capital costs) to understand order of magnitude billing rate impacts

Scenario 1 – Shared Internal Service Delivery Model

Description	Hourly Rate	Benefits Rate	Hours	Annual Cost	South Stormont Allocation	South Glengarry Allocation	Notes
Additional Costs							
Municipal Service Oversight				20,000	50%	50%	Shared
2 Supervisor Water/Wastewater Treatment	38	30%	2,000	195,000	50%	50%	Shared
5 FTE certified operators (operators Cross	31	30%	2,000	403,000	50%	50%	Shared
1 FTE Compliance/ QMS Coordinator	31	30%	2,000	80,600	50%	50%	Shared
1 FTE Locates, and meter reading	25	30%	2,000	65,000	50%	50%	Shared
2 PTE summer/ co-op student (4 months)	20	n/a	700	13,333	50%	50%	Shared
Overtime				20,000	50%	50%	Shared
Shift Premium	n/a	n/a	n/a	15,000	50%	50%	Shared
Training	n/a	n/a	n/a	20,000	50%	0%	Training costs would already be included in the South Glengarry budget
Communications	n/a	n/a	n/a	8,000	50%	0%	Communications costs would already be included in the South Glengarry budget
Fleet	n/a	n/a	n/a	10,000	50%	0%	Fleet costs would already be included in the South Glengarry budget
Cost Savings							
South Glengarry Current Staffing Costs	n/a	n/a	n/a	579,000	0%	100%	Assumption that \$42,500 costs would not be covered by joint services (same as South Stormont)
South Stormont Current Staffing Costs	n/a	n/a	n/a	91,002	100%	0%	Share of current costs replaced by joint staffing model (\$42,500 not replaced)
South Stormont Current Contract Costs	n/a	n/a	n/a	718,200	100%	0%	Replaced by shared model
Net Increase / (Decrease) in Costs vs. Current Service Delivery Model					(384,235)	(173,033)	

Scenario 2 – Shared External Contractor Service Delivery Model

Description	Hourly Rate	Benefits Rate	Hours	Annual Cost	South Stormont Allocation	South Glengarry Allocation	Notes
Additional Costs							
Shared Contract	n/a	n/a	n/a	1,100,000	50%	50%	Shared
Cost Savings							
Current South Stormont Contract Costs	n/a	n/a	n/a	718,200	100%	0%	
Current South Glengarry Staffing Costs	n/a	n/a	n/a	559,800	0%	100%	Share of costs not replaced by contract (\$75,000 for oversight, meter reading and operations of linear infrastructure)
Net Increase / (Decrease) in Costs vs. Current Service Delivery Model					(168,200)	(9,800)	

Financial Impacts Summary

Lower annual operating costs in Scenarios 1 and 2 would result in lower rate requirements than under the revised current service delivery model.

Water and Wastewater Rate Changes (Compared to Revised Current Service Delivery Model)		
System	Scenario 1 (Shared Internal)	Scenario 2 (Shared Contract)
Glen Walter	-12.7%	-0.6%
Lancaster	-11.8%	-0.6%
Green Valley	-12.5%	-0.5%
Kennedy Redwood	-14.2%	-0.4%

Larger rate reductions would be anticipated under Scenario 1 (Internal Shared Services), due to the greater estimated cost savings.

Recommendations

- Facilitate discussions with South Stormont staff and Council (and other neighboring municipal partners) to explore the potential of entering into a Joint Municipal Services agreement for the provisions of water and wastewater services.
- Seek competitive bids through an RFP process from potential third-party providers for the contract operation and management of the Township's systems.

Questions?

Doug Thompson
dthompson@aurisi.ca
905-396-0086

The logo for Aurisi, featuring the word "aurisi" in a stylized font. The "auri" part is in a teal color and the "si" part is in a dark grey/black color.

Township of South Glengarry

Service Delivery and Process Review

Final Report

—

October 28, 2022

Disclaimer

This report has been prepared by KPMG LLP (“KPMG”) for the Township of South Glengarry (the “Township”, or “Client”) pursuant to the terms of our engagement agreement with Client dated May 25, 2022 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

The information provided to us by Client was determined to be sound to support the analysis. Notwithstanding that determination, it is possible that the findings contained could change based on new or more complete information. KPMG reserves the right (but will be under no obligation) to review all calculations or analysis included or referred to and, if we consider necessary, to review our conclusions in light of any information existing at the document date which becomes known to us after that date. Analysis contained in this document includes financial projections. The projections are based on assumptions and data provided by Client. Significant assumptions are included in the document and must be read to interpret the information presented. As with any future-oriented financial information, projections will differ from actual results and such differences may be material. KPMG accepts no responsibility for loss or damages to any party as a result of decisions based on the information presented. Parties using this information assume all responsibility for any decisions made based on the information.]

No reliance should be placed by Client on additional oral remarks provided during the presentation, unless these are confirmed in writing by KPMG.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report , in either oral or written form, for events occurring after the report has been issued in final form.

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KPMG contacts:

Bruce Peever

Partner

Tel: 905-523-2224

bpeever@kpmg.ca

Sana Malik

Senior Manager

Tel: 905-523-6914

sanamalik@kpmg.ca

Esther Lin

Manager

Tel: 519-747-8291

estherlin@kpmg.ca

Ethan Church

Consultant

Tel: 519-251-5244

ethanchurch@kpmg.ca

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Project Overview

Township of South Glengarry
Service Delivery Review
Final Report

Project Overview



Project Objectives

Township of South Glengarry (the “Township”) sought to conduct a comprehensive evaluation of the services provided by the Township, how those programs and services are delivered, and the level by which they are delivered.

The objective of the review was to create a long-term sustainable framework to ensure the Township has a solution-based plan to meet the increasing complexities of municipal service delivery, such as limited resources, operational challenges, and community expectations.

The recommendations resulting from the review are intended to help the Township become more efficient and effective in its delivery of services to citizens and will also shine light on opportunities for customer service improvement and overall modernization.



Project Principles

The Township looked to evaluate opportunities to streamline operations in all departments, identify efficiencies, reduce costs and expand revenue streams; explore potential shared services with neighboring municipalities or private sector; review the organizational structure, current procedures and systems, and the resources allocated for service delivery; improve communications; and explore new possible services to meet the needs of the community.

Completing the review ensures that residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

We understand that Council has taken a foundational approach to developing a strategic plan have used the information and recommendations from the Review to consider as part of their Corporate and Community Strategic Plans.



Project Timing

The project has been broken down into phases to allow for input and collaboration with the Township's staff and management. The review commenced in May 2022 and will be completed when the final report was presented to Council in November 2022.

Work Plan and Progress

KPMG conducted the project according to the following work plan. The team performed key activities and deliverables using a 5-phased methodology. This report summaries our activities from Phase 1-5 and includes the following:

- 14 interviews with Senior Management Team
- Three interviews with Council, management and key service delivery personnel
- Benchmarking analysis and interview with three comparator municipalities
- 13 process maps
- Development of service profiles
- Working Sessions to develop recommended opportunities









Top 10 Opportunities

Township of South Glengarry
Service Delivery Review
Final Report

Top Opportunities Themes – Legend

Each top opportunity theme was assessed with four key impacts if the Township implements the change based on the information known at the time of issuance of this report and the criteria outlined below. Management should reassess these assessments and update as appropriate.

Assessment Criteria	Definition
FINANCIAL IMPACT 	<p>Opportunity's impact on the Township's operating and capital budgets.</p> <ul style="list-style-type: none"> Green: Positive impact or strongly aligned to operating and capital budget. Yellow: Neutral impact or somewhat aligned to operating and capital budget. Red: Negative impact or not aligned to operating and capital budget.
CITIZEN IMPACT 	<p>Opportunity's impact on municipal service delivery or citizen experience.</p> <ul style="list-style-type: none"> Green: Positive impact or strongly aligned to municipal service delivery or citizen experience. Yellow: Neutral impact or somewhat aligned to municipal service delivery or citizen experience. Red: Negative impact or not aligned to municipal service delivery or citizen experience.
RISKS 	<p>Assessment of the impact of potential barriers/risks to the implementation of the opportunity.</p> <ul style="list-style-type: none"> Green: No barriers/potential risks to the implementation of the opportunity. Yellow: Some barriers/potential risks to the implementation of the opportunity. Red: Multiple barriers/potential risks to the implementation of the opportunity.
STRATEGIC ALIGNMENT 	<p>The opportunity's level of alignment to the Township's strategic priorities.</p> <ul style="list-style-type: none"> Green: Positive impact or strongly aligned to the Township's strategic priorities. Yellow: Neutral impact or somewhat aligned to the Township's strategic priorities. Red: Negative impact or not aligned to the Township's strategic priorities.

Disruption Gauge



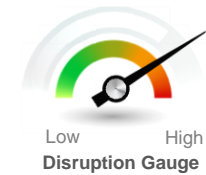
Disruption Gauge

Disruption Gauge:

Overall impact the opportunity would have on operations and services to the Township.

- Green: Positive overall impact to the organization.
- Yellow: Neutral impact to the organization
- Red: Negative impact to the organization.

1. Assess the Business Case of Repurposing or Divesting Under-utilized Buildings



Department	Service Area	Service Type
Office of the CAO	Office of the CAO	Essential

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Based on the review, there is an opportunity for the Township to assess its current real estate portfolio and either repurpose or divest its under-utilized, less functional facilities/properties. Consolidating the real estate portfolio allows the Township to maintain properties in a more sustainable manner.

The Township can concentrate the use of funding to municipal buildings/properties that support community and service needs instead of spreading resources across multiple idle/under-use properties. A consolidated and utilized real estate portfolio will reduce the Township's operating costs, improve operational efficiency, and further enhance asset management.

Repurposing and/or disposing under-utilized, less functional facilities/properties will also generate revenue that can be used to seed a Building Maintenance reserve to fund future capital expenditures for the remaining real estate portfolio.

Assessment Rationale

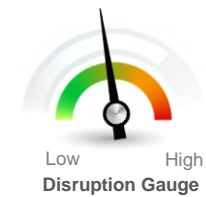
Financial Impact	Citizen Impact
------------------	----------------

<p>This opportunity would have a minor impact to the Township's operating budget. This opportunity will have no capital impact.</p>	<p>The opportunity will have a positive/neutral impact on citizen experience in relation to higher quality of municipal service delivery.</p> <p>There might be some citizens that are attached to certain facilities and may raise concerns to divest/repurpose a property.</p>
---	---

Risks	Strategic Alignment
-------	---------------------

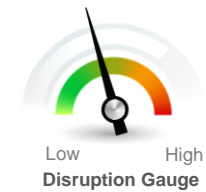
<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of stakeholder buy-in to repurpose/divest properties Insufficient information and data to assess utilization of a facility 	<p>This opportunity is moderately aligned with the Township's strategic priorities of investing in infrastructure and its sustainability.</p>
--	--

2. Develop a Workforce Plan to Address Resourcing Gaps



Department	Service Area	Service Type	Financial Impact	Citizen Impact	Risk	Strategic Alignment
Office of the CAO	Human Resources	Essential				
Assessment Rationale						
Opportunity Description			Financial Impact		Citizen Impact	
<p>Staff capacity was identified as a major concern for municipal stakeholders. When combined with a recent uptick in staff turnover and backfilling, there is a need for effective retention to ensure the staffing complement is consistently equipped to meet service demands.</p> <p>There is an opportunity to:</p> <ul style="list-style-type: none"> Develop a Workforce Plan to address future retirements, including recruiting, retention and talent management strategies. The Township will also need to evaluate the redundancy/backup in staff roles and responsibilities. Document and/or update standard operating policies and procedures that are currently residing with long term staff. Several policies and procedures across the Township are either insufficiently documented or outdated. Finally, the Township could develop an internship program to attract young talent and cultivate the next generation of municipal leaders and professionals. 			<p>This opportunity would have an offsetting impact to the Municipality's operating budget by recruiting and investing in the workforce. At the same time, it avoids cost stemming from personnel turnover, such as:</p> <ul style="list-style-type: none"> Training / replacement of staff knowledge Loss of productivity and accumulation of tasks that are in backlog 		<p>The opportunity will have a positive/neutral impact on citizen experience in relation to higher quality and consistency of municipal service delivery.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Limited support from Council Inability/delay in filling key positions Insufficient planning that may result in more disruption to the organization 		<p>This opportunity is strongly aligned with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization.</p>	

3. Assess the Financial Workflows to Increase Efficiency



Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Opportunity Description
<p>Multiple stakeholders noted that the Finance Department's processes are manual (reliance on excel spreadsheets) and financial information is not readily available for personnel outside of Finance.</p> <p>There is an opportunity to assess the Finance Department's workflows to reduce manual processes (e.g., budgeting, payroll, e-billing, online payment, digital property tax customer portal, reporting tools, etc.). For example:</p> <ul style="list-style-type: none"> • Provide VADIM user training to maximize VADIM functionalities • Improve system reporting of budget vs. actual variances • Implement financial controls to process payroll, such as approval controls or segregation of duties • Improve system integration between VADIM and Cloudpermit of building permit and property data

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale	
Financial Impact	Citizen Impact
<p>This opportunity would have a minor impact to the Municipality's operating budget to provide VADIM training and update procedures. This Township may need minor capital investments to digitize processes.</p>	<p>The opportunity will have a positive/neutral impact on citizen experience with increased efficiency in municipal procedures.</p>
Risks	Strategic Alignment
<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> • Failure of leadership or employee buy-in to move away from previous ways of doing business • Technology integration and implementation challenges • Unsuccessful change management 	<p>This opportunity is strongly aligned with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization and improving internal and external communications.</p>

4. Develop a Long-Term Financial Plan



Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Stakeholders expressed the desire for a more cohesive financial planning process to support decision-making and prioritization of operational and capital needs across the municipality.

The Township could develop a long-term financial plan that guides the Township in setting reserves, debt management, establishing investment policies, and asset management plans, etc. With a relatively low debt per household indicator, the Township has the financial flexibility to explore financing capital projects with debt.

There is also an opportunity to update financial policies and procedures (e.g., procurement, corporate cards) to support the long-term financial plan.

Assessment Rationale

Financial Impact	Citizen Impact
------------------	----------------

This opportunity would have a **minor impact** to the Township's operating budget via periodic investment in conducting long-term financial planning exercises.

The opportunity will have a **positive/neutral impact** on citizen experience in relation to higher quality of municipal services via strategic management of financial resources.

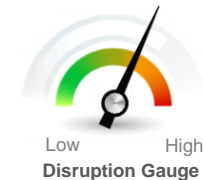
Risks	Strategic Alignment
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There are **minor risks/barriers** associated with implementation of this opportunity. Some risks include:

- Failure of leadership or employee buy-in to move away from traditional ways of doing business
- Unsuccessful change management

This opportunity is **strongly aligned** with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization and improving internal and external communications.

5. Update the Township's Tax Collection Policy



Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

The Township currently has approximately \$3.4M in outstanding/uncollected tax. Historically, the Township has not actively pursued unpaid taxes or initiated the tax arrears process. Certain exemptions were granted to the tax collection policy. The COVID pandemic further contributed to the increase in delinquent tax amounts.

The Township should review and update the tax collection policy to better manage outstanding/delinquent taxes.

In addition, the Township could conduct an assessment base review of tax roll data, transaction activity and other property file information to identify anomalous changes or trends at the individual property level. The review could also assist in identifying errors and omissions of property valuation data. The ultimate goal of the review is to enhance the quality, accuracy, and completeness of managing the Township's tax base.

Assessment Rationale

Financial Impact	Citizen Impact
------------------	----------------

This opportunity would have a **minor impact** to the Township's operating budget to invest in reviewing the tax collection policy and the assessment study. This opportunity will have **no capital impact**.

There will be a positive financial impact to the Township's budget by reducing the amount of delinquent taxes and strengthening tax base management practices.

The opportunity will have a **negative impact on a few clients** as some residents and businesses may have a negative experience in the short-term when repaying outstanding taxes, but will be offset by long-term positive impacts as the revenue contributes to enhanced service delivery.

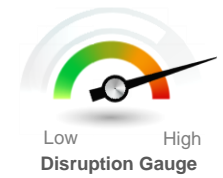
Risks	Strategic Alignment
-------	---------------------

There are **minor risks/barriers** associated with implementation of this opportunity. These include:

- Opposition by residents impacted by the updated tax collection process.

This opportunity is **strongly aligned** with the Township's strategic priorities of enhancing economic growth and prosperity and strengthening the effectiveness and efficiency of the organization.

6. Review the Grant and Donation Policy



Department	Service Area	Service Type
Corporate Services	Legislative Services	Mandatory

Opportunity Description

Based on stakeholder feedback, exceptions to the grant and donation policy are often approved, such as applications submitted after deadlines as well as applications for grants above the maximum threshold. Some applications are submitted directly to Council that are perceived to be prioritized for grant approval. The Township would also like the grant and donation program to support wider and more diversified community groups.

There is an opportunity to:

- Review the grant and donation policy to improve the application process and the impact of the grant/donation. Clarify the procedures pertaining to delegation of authority, roles and responsibilities and approval thresholds.
- Update the municipal website to better communicate the application policy and procedures.
- Delegate administrative work from the Treasurer to the Deputy Treasurer or Clerk's Office to manage the grant and donation process.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact	Citizen Impact
------------------	----------------

Implementation of this opportunity would have **minor financial impact** to the Township's operating budget. This opportunity will have **no capital impact**.

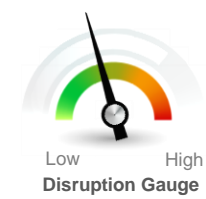
The opportunity will have a **positive/neutral impact** on community groups with municipal funding support to advance their organization's goals and objectives that directly or indirectly support the broader community of South Glengarry.

Risks	Strategic Alignment
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There are **no significant risks/barriers** associated with implementation of this opportunity.

This opportunity is **strongly aligned** with the Township's strategic priorities of improving the quality of life in our community.

7. Digitize Municipal Processes to Improve Customer Service



Department	Service Area	Service Type
Corporate Services	Customer Service	Essential

Opportunity Description

Majority of stakeholders acknowledged that the Township can improve customer service by further digitizing municipal processes. Suggested processes include licenses (business licenses, taxi, lottery, animal licenses), automated water bills and tax bills, and service requests and complaints (e.g., inspections, road repairs, tree removals, etc.). Currently, many processes are handled manually through the use of paper, emails, and phone calls.

Moving towards a digitized system will allow the Township to improve customer service by allowing citizens the ability to access services outside of staff hours. It will also contribute to more organized and seamless data management practices of tracking and retaining files.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact	Citizen Impact
<p>This opportunity would have a minor impact to the Township's operating budget. There will be a one-off capital cost and ongoing operational costs to maintain the digital systems.</p>	<p>The opportunity will have a positive/neutral impact on citizen experience by expanding accessibility of municipal services.</p> <p>There are some concerns that digitization may alienate citizen groups that do not have access to technology (e.g., seniors and rural communities).</p>
Risks	Strategic Alignment
<p>There are minor risks/barriers associated with implementation of this opportunity. Some risks include:</p> <ul style="list-style-type: none"> • Failure of leadership or employee buy-in to move away from traditional ways of doing business • Unsuccessful change management • Technology integration and implementation challenges • Delays or lack of IT support from internal resources or external vendors 	<p>This opportunity is strongly aligned with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization.</p>

8. Enhance the Township's Corporate Website



Department	Service Area	Service Type
Corporate Services	Communications	Essential

Opportunity Description

During stakeholder interviews, multiple staff noted that external communication and public education needs improvement.

There is an opportunity to further enhance the Township's corporate website and the quality and frequency of communications via the various social media channels. Providing timely, accurate, and accessible information reduces public confusion and the need for staff to respond to general public inquiries.

Additional areas to consider to improve website user experience include:

- Accessibility for both disability and language barriers
- Quality of communication in areas, such as application procedures, complaint process, etc.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact	Citizen Impact
------------------	----------------

This opportunity would have a **minor impact** to the Township's operating budget. There will also be a one-off capital cost to update the website.

The opportunity will have a **positive/neutral impact** on citizen experience in relation to obtaining accurate and timely municipal information.

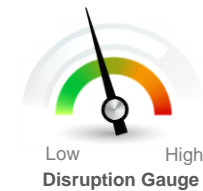
Risks	Strategic Alignment
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There are **minor risks/barriers** associated with implementation of this opportunity. These include:

- Technology integration and implementation challenges
- Delays or lack of IT support from internal resources or external vendors

This opportunity is **strongly aligned** with the Township's strategic priorities of improving internal and external communications.

9. Implement an Asset Management System to Track Asset Data



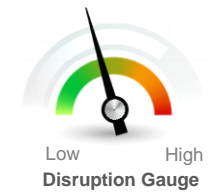
Department	Service Area	Service Type
Finance Infrastructure Services	Financial Management Transportation Water & Wastewater	Mandatory

Opportunity Description
<p>Based on the review, the Township is currently tracking asset data manually in a decentralized model where each department is maintaining their own asset records. The individual departments provide the data to Finance for capital planning purposes.</p> <p>There is an opportunity to implement an asset management system to track asset management data.</p> <ul style="list-style-type: none"> Record building condition assessments in the asset management system (records are currently maintained manually). Develop a strategic funding approach to the Township's asset management program to address new development and aging infrastructure needs (roads, bridges, culverts, storm sewers, water, wastewater, buildings, etc.) and to clarify how capital projects are prioritized. Improve cross-departmental collaboration and information sharing. Establish clear roles and responsibilities between departments. Implement a work order management system to manage and track all operational and maintenance work by asset, including all facility and fleet maintenance activities.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale	
Financial Impact	Citizen Impact
<p>This opportunity will have a small to medium one-time capital cost and implementation costs. There will also be ongoing operational costs to maintain the system.</p>	<p>The opportunity does not directly impact citizens or customers, but will have an overall positive indirect impact in the long term with improved asset management practices and a sustainable infrastructure.</p>
Risks	Strategic Alignment
<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Failure of leadership or employee buy-in to move away from the traditional ways of doing business Lack of staff capacity to implement an asset management system or to timely update asset management data 	<p>This opportunity is strongly aligned with the Township's strategic priorities of investing in infrastructure and its sustainability.</p>

10. Establish a Fleet Management Plan



Department	Service Area	Service Type
Infrastructure Services	Transportation	Essential

Opportunity Description

The Township currently does not have a readily available fleet inventory, utilization and maintenance information. The Township needs a structured approach to managing its municipal fleet by establishing a fleet management plan. The plan will also support procurement, maintenance and replacement decisions.

Elements of the plan include:

- Policies and standards to establish business needs, procurement guidelines, and operations and maintenance standards (e.g., fuel efficiency, GHG emissions etc.)
- Lifecycle management of fleet age, condition, net book value and replacement cost
- Tracking of current fleet inventory, maintenance records, and utilization of vehicles

Having economically well maintained vehicles supports effective and efficient service delivery.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact

Establishing a fleet management plan would have a **minor impact** to the Township's capital budget.

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience by providing higher quality of municipal service.

Risks

There are **no significant risks/barriers** associated with implementation of this opportunity.

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of investing in infrastructure and its sustainability

Summary

The top opportunities

Township of South Glengarry sought to conduct a comprehensive evaluation of the services provided by the Township, how those programs and services are delivered, and the level by which they are delivered. The objective of the review was to create a long-term sustainable framework to ensure the Township has a solution-based plan to meet the increasing complexities of municipal service delivery, e.g. limited resources, operational challenges, and community expectations.

As part of this work, KPMG performed stakeholder engagement, benchmarking, employee survey, process mapping, and developed service profiles. In collaboration with municipal staff, KPMG identified the Townships top ten (10) opportunities that would meet the project objectives. The opportunities include the following:

- | | |
|--|---|
| 1. Assess the business case of repurposing or divesting under-utilized buildings | 6. Review the grant and donation policy |
| 2. Develop a Workforce Plan to address resourcing gaps | 7. Digitize municipal processes to Improve customer service |
| 3. Assess the financial workflows to increase efficiencies | 8. Enhance the Township's corporate website |
| 4. Develop a long term financial plan | 9. Implement an asset management system to track asset data |
| 5. Update the Township's tax collection policy | 10. Establish a fleet management plan |

Each opportunity is supported by an assessment rationale and a recommended priority level. Key considerations for implementation include:



Is the Township ready?

Overall, the Township has initiated steps to increase the efficiency and effectiveness of services through automation, digitization, and process improvement. The work completed as part of this review will serve as a foundation to guide the Township towards a culture of continuous improvement.



Who will lead implementation of recommendations?

The adoption of new ways to doing things will require governance and oversight. The Township will have to determine the key personnel and stakeholders to be involved in the process and leading the change.



Is the implementation of recommendations appropriately funded and resourced?

From our work and engagement with stakeholders, it is apparent that the Township has an ambitious and forward thinking agenda. We found that the Township is committed to excellence in service delivery and improving customer service. Nonetheless the Township will need to review its resourcing model to achieve its ambitious agenda.



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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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Document Classification: KPMG Public





STAFF REPORT

S.R. No. 01-2023

PREPARED BY: Kelli Campeau, GM Corporate Services/Clerk

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Service Delivery and Process Review Final Report

BACKGROUND:

1. In 2022 the Township of South Glengarry was successful in obtaining a Municipal Modernization Program (Intake 3) grant of up to \$152,640 to complete a service delivery review and modernization plan.
2. The objective of the project was to review the Township's administrative practices to develop a modernization program addressing operational inefficiencies, opportunities for improvement, cost savings and risk mitigation.
3. The Township issued an RFP for an independent third-party reviewing to complete this review and as a result, retained KPMG LLP ("KPMG") as a consultant for this project.

ANALYSIS:

4. KPMG completed a comprehensive review, which included interviews with the senior management team and Council, benchmarking and comparative analysis of comparator municipalities, process mapping and the development of service profiles.
5. The final report will be presented to Council by KPMG consultants at the January 16, 2023 regular meeting.
6. The report is appended to this Staff Report for Council's review and it is recommended that the report be received by Council this evening for information purposes.
7. It is important to note that the recommendations presented in the report are opportunities identified by KPMG through their comprehensive review. Implementation of any of these recommendations is subject to Council direction and budget approval (where necessary).

IMPACT ON 2023 BUDGET:

8. There is no impact to the budget as this project is entirely funded by the Municipal Modernization Program – Intake 3.

ALIGNMENT WITH STRATEGIC PLAN:

Goal 3: Strengthen the effectiveness and efficiency of our organization.

Goal 5: Improve internal and external communications.

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 01-2023 be received and that the Council of the Township of South Glengarry receive the KPMG Service Delivery and Process Review Final Report for information purposes.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

Township of South Glengarry

Service Delivery and Process Review

Final Report

—

October 28, 2022

Disclaimer

This report has been prepared by KPMG LLP (“KPMG”) for the Township of South Glengarry (the “Township”, or “Client”) pursuant to the terms of our engagement agreement with Client dated May 25, 2022 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

The information provided to us by Client was determined to be sound to support the analysis. Notwithstanding that determination, it is possible that the findings contained could change based on new or more complete information. KPMG reserves the right (but will be under no obligation) to review all calculations or analysis included or referred to and, if we consider necessary, to review our conclusions in light of any information existing at the document date which becomes known to us after that date. Analysis contained in this document includes financial projections. The projections are based on assumptions and data provided by Client. Significant assumptions are included in the document and must be read to interpret the information presented. As with any future-oriented financial information, projections will differ from actual results and such differences may be material. KPMG accepts no responsibility for loss or damages to any party as a result of decisions based on the information presented. Parties using this information assume all responsibility for any decisions made based on the information.]

No reliance should be placed by Client on additional oral remarks provided during the presentation, unless these are confirmed in writing by KPMG.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report , in either oral or written form, for events occurring after the report has been issued in final form.

Table of Contents

KPMG contacts:

Bruce Peever

Partner

Tel: 905-523-2224

bpeever@kpmg.ca

Sana Malik

Senior Manager

Tel: 905-523-6914

sanamalik@kpmg.ca

Esther Lin

Manager

Tel: 519-747-8291

estherlin@kpmg.ca

Ethan Church

Consultant

Tel: 519-251-5244

ethanchurch@kpmg.ca

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Project Overview

Township of South Glengarry
Service Delivery Review
Final Report

Project Overview



Project Objectives

Township of South Glengarry (the “Township”) sought to conduct a comprehensive evaluation of the services provided by the Township, how those programs and services are delivered, and the level by which they are delivered.

The objective of the review was to create a long-term sustainable framework to ensure the Township has a solution-based plan to meet the increasing complexities of municipal service delivery, such as limited resources, operational challenges, and community expectations.

The recommendations resulting from the review are intended to help the Township become more efficient and effective in its delivery of services to citizens and will also shine light on opportunities for customer service improvement and overall modernization.



Project Principles

The Township looked to evaluate opportunities to streamline operations in all departments, identify efficiencies, reduce costs and expand revenue streams; explore potential shared services with neighboring municipalities or private sector; review the organizational structure, current procedures and systems, and the resources allocated for service delivery; improve communications; and explore new possible services to meet the needs of the community.

Completing the review ensures that residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

We understand that Council has taken a foundational approach to developing a strategic plan have used the information and recommendations from the Review to consider as part of their Corporate and Community Strategic Plans.



Project Timing

The project has been broken down into phases to allow for input and collaboration with the Township's staff and management. The review commenced in May 2022 and will be completed when the final report was presented to Council in November 2022.

Work Plan and Progress

KPMG conducted the project according to the following work plan. The team performed key activities and deliverables using a 5-phased methodology. This report summaries our activities from Phase 1-5 and includes the following:

- 14 interviews with Senior Management Team
- Three interviews with Council, management and key service delivery personnel
- Benchmarking analysis and interview with three comparator municipalities
- 13 process maps
- Development of service profiles
- Working Sessions to develop recommended opportunities









Top 10 Opportunities

Township of South Glengarry
Service Delivery Review
Final Report

Top Opportunities Themes – Legend

Each top opportunity theme was assessed with four key impacts if the Township implements the change based on the information known at the time of issuance of this report and the criteria outlined below. Management should reassess these assessments and update as appropriate.

Assessment Criteria	Definition
FINANCIAL IMPACT 	<p>Opportunity's impact on the Township's operating and capital budgets.</p> <ul style="list-style-type: none"> • Green: Positive impact or strongly aligned to operating and capital budget. • Yellow: Neutral impact or somewhat aligned to operating and capital budget. • Red: Negative impact or not aligned to operating and capital budget.
CITIZEN IMPACT 	<p>Opportunity's impact on municipal service delivery or citizen experience.</p> <ul style="list-style-type: none"> • Green: Positive impact or strongly aligned to municipal service delivery or citizen experience. • Yellow: Neutral impact or somewhat aligned to municipal service delivery or citizen experience. • Red: Negative impact or not aligned to municipal service delivery or citizen experience.
RISKS 	<p>Assessment of the impact of potential barriers/risks to the implementation of the opportunity.</p> <ul style="list-style-type: none"> • Green: No barriers/potential risks to the implementation of the opportunity. • Yellow: Some barriers/potential risks to the implementation of the opportunity. • Red: Multiple barriers/potential risks to the implementation of the opportunity.
STRATEGIC ALIGNMENT 	<p>The opportunity's level of alignment to the Township's strategic priorities.</p> <ul style="list-style-type: none"> • Green: Positive impact or strongly aligned to the Township's strategic priorities. • Yellow: Neutral impact or somewhat aligned to the Township's strategic priorities. • Red: Negative impact or not aligned to the Township's strategic priorities.

Disruption Gauge



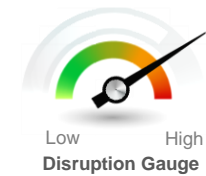
Disruption Gauge

Disruption Gauge:

Overall impact the opportunity would have on operations and services to the Township.

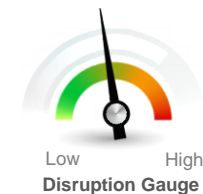
- Green: Positive overall impact to the organization.
- Yellow: Neutral impact to the organization
- Red: Negative impact to the organization.

1. Assess the Business Case of Repurposing or Divesting Under-utilized Buildings



Department	Service Area	Service Type	Financial Impact	Citizen Impact	Risk	Strategic Alignment
Office of the CAO	Office of the CAO	Essential				
Assessment Rationale						
Opportunity Description			Financial Impact		Citizen Impact	
<p>Based on the review, there is an opportunity for the Township to assess its current real estate portfolio and either repurpose or divest its under-utilized, less functional facilities/properties. Consolidating the real estate portfolio allows the Township to maintain properties in a more sustainable manner.</p> <p>The Township can concentrate the use of funding to municipal buildings/properties that support community and service needs instead of spreading resources across multiple idle/under-use properties. A consolidated and utilized real estate portfolio will reduce the Township's operating costs, improve operational efficiency, and further enhance asset management.</p> <p>Repurposing and/or disposing under-utilized, less functional facilities/properties will also generate revenue that can be used to seed a Building Maintenance reserve to fund future capital expenditures for the remaining real estate portfolio.</p>			<p>This opportunity would have a minor impact to the Township's operating budget. This opportunity will have no capital impact.</p>		<p>The opportunity will have a positive/neutral impact on citizen experience in relation to higher quality of municipal service delivery.</p> <p>There might be some citizens that are attached to certain facilities and may raise concerns to divest/repurpose a property.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of stakeholder buy-in to repurpose/divest properties Insufficient information and data to assess utilization of a facility 		<p>This opportunity is moderately aligned with the Township's strategic priorities of investing in infrastructure and its sustainability.</p>	

2. Develop a Workforce Plan to Address Resourcing Gaps



Department	Service Area	Service Type
Office of the CAO	Human Resources	Essential

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Staff capacity was identified as a major concern for municipal stakeholders. When combined with a recent uptick in staff turnover and backfilling, there is a need for effective retention to ensure the staffing complement is consistently equipped to meet service demands.

There is an opportunity to:

- Develop a Workforce Plan to address future retirements, including recruiting, retention and talent management strategies. The Township will also need to evaluate the redundancy/backup in staff roles and responsibilities.
- Document and/or update standard operating policies and procedures that are currently residing with long term staff. Several policies and procedures across the Township are either insufficiently documented or outdated.
- Finally, the Township could develop an internship program to attract young talent and cultivate the next generation of municipal leaders and professionals.

Assessment Rationale

Financial Impact	Citizen Impact
------------------	----------------

This opportunity would have an offsetting impact to the Municipality's operating budget by recruiting and investing in the workforce. At the same time, it avoids cost stemming from personnel turnover, such as:

- Training / replacement of staff knowledge
- Loss of productivity and accumulation of tasks that are in backlog

The opportunity will have a **positive/neutral impact** on citizen experience in relation to higher quality and consistency of municipal service delivery.

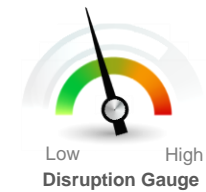
Risks	Strategic Alignment
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There are **minor risks/barriers** associated with implementation of this opportunity. These include:

- Limited support from Council
- Inability/delay in filling key positions
- Insufficient planning that may result in more disruption to the organization

This opportunity is **strongly aligned** with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization.

3. Assess the Financial Workflows to Increase Efficiency



Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Opportunity Description
<p>Multiple stakeholders noted that the Finance Department's processes are manual (reliance on excel spreadsheets) and financial information is not readily available for personnel outside of Finance.</p> <p>There is an opportunity to assess the Finance Department's workflows to reduce manual processes (e.g., budgeting, payroll, e-billing, online payment, digital property tax customer portal, reporting tools, etc.). For example:</p> <ul style="list-style-type: none"> • Provide VADIM user training to maximize VADIM functionalities • Improve system reporting of budget vs. actual variances • Implement financial controls to process payroll, such as approval controls or segregation of duties • Improve system integration between VADIM and Cloudpermit of building permit and property data

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale	
Financial Impact	Citizen Impact
<p>This opportunity would have a minor impact to the Municipality's operating budget to provide VADIM training and update procedures. This Township may need minor capital investments to digitize processes.</p>	<p>The opportunity will have a positive/neutral impact on citizen experience with increased efficiency in municipal procedures.</p>
Risks	Strategic Alignment
<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> • Failure of leadership or employee buy-in to move away from previous ways of doing business • Technology integration and implementation challenges • Unsuccessful change management 	<p>This opportunity is strongly aligned with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization and improving internal and external communications.</p>

4. Develop a Long-Term Financial Plan



Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Stakeholders expressed the desire for a more cohesive financial planning process to support decision-making and prioritization of operational and capital needs across the municipality.

The Township could develop a long-term financial plan that guides the Township in setting reserves, debt management, establishing investment policies, and asset management plans, etc. With a relatively low debt per household indicator, the Township has the financial flexibility to explore financing capital projects with debt.

There is also an opportunity to update financial policies and procedures (e.g., procurement, corporate cards) to support the long-term financial plan.

Assessment Rationale

Financial Impact

This opportunity would have a **minor impact** to the Township's operating budget via periodic investment in conducting long-term financial planning exercises.

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience in relation to higher quality of municipal services via strategic management of financial resources.

Risks

There are **minor risks/barriers** associated with implementation of this opportunity. Some risks include:

- Failure of leadership or employee buy-in to move away from traditional ways of doing business
- Unsuccessful change management

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization and improving internal and external communications.

5. Update the Township's Tax Collection Policy



Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Opportunity Description

The Township currently has approximately \$3.4M in outstanding/uncollected tax. Historically, the Township has not actively pursued unpaid taxes or initiated the tax arrears process. Certain exemptions were granted to the tax collection policy. The COVID pandemic further contributed to the increase in delinquent tax amounts.

The Township should review and update the tax collection policy to better manage outstanding/delinquent taxes.

In addition, the Township could conduct an assessment base review of tax roll data, transaction activity and other property file information to identify anomalous changes or trends at the individual property level. The review could also assist in identifying errors and omissions of property valuation data. The ultimate goal of the review is to enhance the quality, accuracy, and completeness of managing the Township's tax base.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact	Citizen Impact
------------------	----------------

This opportunity would have a **minor impact** to the Township's operating budget to invest in reviewing the tax collection policy and the assessment study. This opportunity will have **no capital impact**.

There will be a positive financial impact to the Township's budget by reducing the amount of delinquent taxes and strengthening tax base management practices.

The opportunity will have a **negative impact on a few clients** as some residents and businesses may have a negative experience in the short-term when repaying outstanding taxes, but will be offset by long-term positive impacts as the revenue contributes to enhanced service delivery.

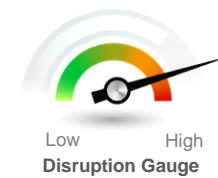
Risks	Strategic Alignment
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There are **minor risks/barriers** associated with implementation of this opportunity. These include:

- Opposition by residents impacted by the updated tax collection process.

This opportunity is **strongly aligned** with the Township's strategic priorities of enhancing economic growth and prosperity and strengthening the effectiveness and efficiency of the organization.

6. Review the Grant and Donation Policy



Department	Service Area	Service Type
Corporate Services	Legislative Services	Mandatory

Opportunity Description

Based on stakeholder feedback, exceptions to the grant and donation policy are often approved, such as applications submitted after deadlines as well as applications for grants above the maximum threshold. Some applications are submitted directly to Council that are perceived to be prioritized for grant approval. The Township would also like the grant and donation program to support wider and more diversified community groups.

There is an opportunity to:

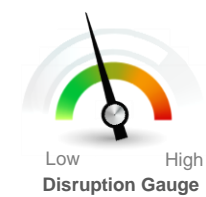
- Review the grant and donation policy to improve the application process and the impact of the grant/donation. Clarify the procedures pertaining to delegation of authority, roles and responsibilities and approval thresholds.
- Update the municipal website to better communicate the application policy and procedures.
- Delegate administrative work from the Treasurer to the Deputy Treasurer or Clerk's Office to manage the grant and donation process.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact	Citizen Impact
Implementation of this opportunity would have minor financial impact to the Township's operating budget. This opportunity will have no capital impact .	The opportunity will have a positive/neutral impact on community groups with municipal funding support to advance their organization's goals and objectives that directly or indirectly support the broader community of South Glengarry.
Risks	Strategic Alignment
There are no significant risks/barriers associated with implementation of this opportunity.	This opportunity is strongly aligned with the Township's strategic priorities of improving the quality of life in our community.

7. Digitize Municipal Processes to Improve Customer Service



Department	Service Area	Service Type
Corporate Services	Customer Service	Essential

Opportunity Description

Majority of stakeholders acknowledged that the Township can improve customer service by further digitizing municipal processes. Suggested processes include licenses (business licenses, taxi, lottery, animal licenses), automated water bills and tax bills, and service requests and complaints (e.g., inspections, road repairs, tree removals, etc.). Currently, many processes are handled manually through the use of paper, emails, and phone calls.

Moving towards a digitized system will allow the Township to improve customer service by allowing citizens the ability to access services outside of staff hours. It will also contribute to more organized and seamless data management practices of tracking and retaining files.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact	Citizen Impact
------------------	----------------

This opportunity would have a **minor impact** to the Township's operating budget. There will be a one-off capital cost and ongoing operational costs to maintain the digital systems.

The opportunity will have a **positive/neutral impact** on citizen experience by expanding accessibility of municipal services.

There are some concerns that digitization may alienate citizen groups that do not have access to technology (e.g., seniors and rural communities).

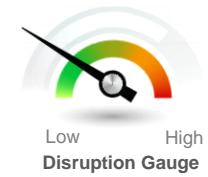
Risks	Strategic Alignment
-------	---------------------

There are **minor risks/barriers** associated with implementation of this opportunity. Some risks include:

- Failure of leadership or employee buy-in to move away from traditional ways of doing business
- Unsuccessful change management
- Technology integration and implementation challenges
- Delays or lack of IT support from internal resources or external vendors

This opportunity is **strongly aligned** with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization.

8. Enhance the Township's Corporate Website



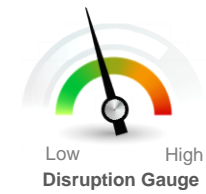
Department	Service Area	Service Type
Corporate Services	Communications	Essential

Opportunity Description
<p>During stakeholder interviews, multiple staff noted that external communication and public education needs improvement.</p> <p>There is an opportunity to further enhance the Township's corporate website and the quality and frequency of communications via the various social media channels. Providing timely, accurate, and accessible information reduces public confusion and the need for staff to respond to general public inquiries.</p> <p>Additional areas to consider to improve website user experience include:</p> <ul style="list-style-type: none"> • Accessibility for both disability and language barriers • Quality of communication in areas, such as application procedures, complaint process, etc.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale	
Financial Impact	Citizen Impact
<p>This opportunity would have a minor impact to the Township's operating budget. There will also be a one-off capital cost to update the website.</p>	<p>The opportunity will have a positive/neutral impact on citizen experience in relation to obtaining accurate and timely municipal information.</p>
Risks	Strategic Alignment
<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> • Technology integration and implementation challenges • Delays or lack of IT support from internal resources or external vendors 	<p>This opportunity is strongly aligned with the Township's strategic priorities of improving internal and external communications.</p>

9. Implement an Asset Management System to Track Asset Data



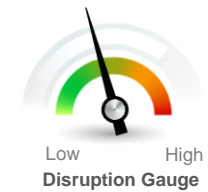
Department	Service Area	Service Type
Finance Infrastructure Services	Financial Management Transportation Water & Wastewater	Mandatory

Opportunity Description
<p>Based on the review, the Township is currently tracking asset data manually in a decentralized model where each department is maintaining their own asset records. The individual departments provide the data to Finance for capital planning purposes.</p> <p>There is an opportunity to implement an asset management system to track asset management data.</p> <ul style="list-style-type: none"> Record building condition assessments in the asset management system (records are currently maintained manually). Develop a strategic funding approach to the Township's asset management program to address new development and aging infrastructure needs (roads, bridges, culverts, storm sewers, water, wastewater, buildings, etc.) and to clarify how capital projects are prioritized. Improve cross-departmental collaboration and information sharing. Establish clear roles and responsibilities between departments. Implement a work order management system to manage and track all operational and maintenance work by asset, including all facility and fleet maintenance activities.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale	
Financial Impact	Citizen Impact
<p>This opportunity will have a small to medium one-time capital cost and implementation costs. There will also be ongoing operational costs to maintain the system.</p>	<p>The opportunity does not directly impact citizens or customers, but will have an overall positive indirect impact in the long term with improved asset management practices and a sustainable infrastructure.</p>
Risks	Strategic Alignment
<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Failure of leadership or employee buy-in to move away from the traditional ways of doing business Lack of staff capacity to implement an asset management system or to timely update asset management data 	<p>This opportunity is strongly aligned with the Township's strategic priorities of investing in infrastructure and its sustainability.</p>

10. Establish a Fleet Management Plan



Department	Service Area	Service Type
Infrastructure Services	Transportation	Essential

Opportunity Description

The Township currently does not have a readily available fleet inventory, utilization and maintenance information. The Township needs a structured approach to managing its municipal fleet by establishing a fleet management plan. The plan will also support procurement, maintenance and replacement decisions.

Elements of the plan include:

- Policies and standards to establish business needs, procurement guidelines, and operations and maintenance standards (e.g., fuel efficiency, GHG emissions etc.)
- Lifecycle management of fleet age, condition, net book value and replacement cost
- Tracking of current fleet inventory, maintenance records, and utilization of vehicles

Having economically well maintained vehicles supports effective and efficient service delivery.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact

Establishing a fleet management plan would have a **minor impact** to the Township's capital budget.

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience by providing higher quality of municipal service.

Risks

There are **no significant risks/barriers** associated with implementation of this opportunity.

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of investing in infrastructure and its sustainability

Additional Opportunities

Township of South Glengarry
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Additional Opportunities – Modernizing Operations

We identified additional opportunities that would require further analysis by the Township for Council consideration.

Number	Opportunity Description	Department	Service Area	Service Type
11	Review and amend bylaws based on application trends to manage planning application volume e.g., minor variance applications.	Planning, Building and Enforcement	Planning Services	Mandatory
12	Partner with the County for a county-wide strategic approach to economic development and tourism. Refresh the Township's Economic Development Strategic Plan.	Office of the CAO	Office of the CAO	Traditional
13	<p>Eliminate paper submission of tender bids and maximize digital functionality of the MERX platform.</p> <ul style="list-style-type: none"> - The Procurement Bylaw could be updated to include online tendering procedures. Last revision was made in 2018. - Explore using MERX to notify bidders of tender results - Explore additional avenues to advertise procurement opportunities to local businesses - Explore more joint tender/joint procurement opportunities with neighboring municipalities 	Corporate Services	Legislative Services	Mandatory
14	Perform a needs assessment to determine if the Township should provide child care services to the community.	Office of the CAO	Office of the CAO	Discretionary
15	<p>Work with Cloudpermit to automate system notifications of pending action items. Currently, the system requires staff additional effort to monitor the system of status changes.</p> <ul style="list-style-type: none"> - Consider using Cloudpermit to schedule inspections. - Improve system integration between VADIM and Cloudpermit for stronger tracking and reporting of building permit and property data - Continue migrating CGIS data into Cloudpermit 	Planning, Building and Enforcement	Building Services	Mandatory
16	Explore opportunities to work with neighboring municipalities on joint tendering, training, and fire prevention activities.	Fire	Fire services	Mandatory

Additional Opportunities – Modernizing Operations

We identified additional opportunities that would require further analysis by the Township for Council consideration.

Number	Opportunity Description	Department	Service Area	Service Type
17	<p>Perform a comprehensive user fee study every three years to balance cost recovery and Council approved subsidization levels (e.g., clerks, parks and recreation services, planning and building services, bylaw fines and penalties, waste collection).</p> <p>Review the current facility rental fee structure once the Recreation Master Plan is completed.</p>	Finance	Financial Management	Mandatory
18	<p>Implement an end-to-end Human Resources Information System solution to increase operational efficiency of managing the Township's workforce needs. Key digitization areas include:</p> <ul style="list-style-type: none"> - Electronic/online timekeeping and scheduling across the Township to reduce manual entries/processes - Payroll processing - Performance management - Learning management - Record management of personnel data - Employee self-service - Tracking of recruiting and on-boarding processes 	Office of the CAO	Human Resources	Mandatory
19	<p>Implement an accounts payable electronic receipt submission process. Currently, the Township has no formal policy or procedure for processing employee reimbursements or credit card payments. Identify a manager for credit card payment approval.</p>	Finance	Financial Management	Mandatory

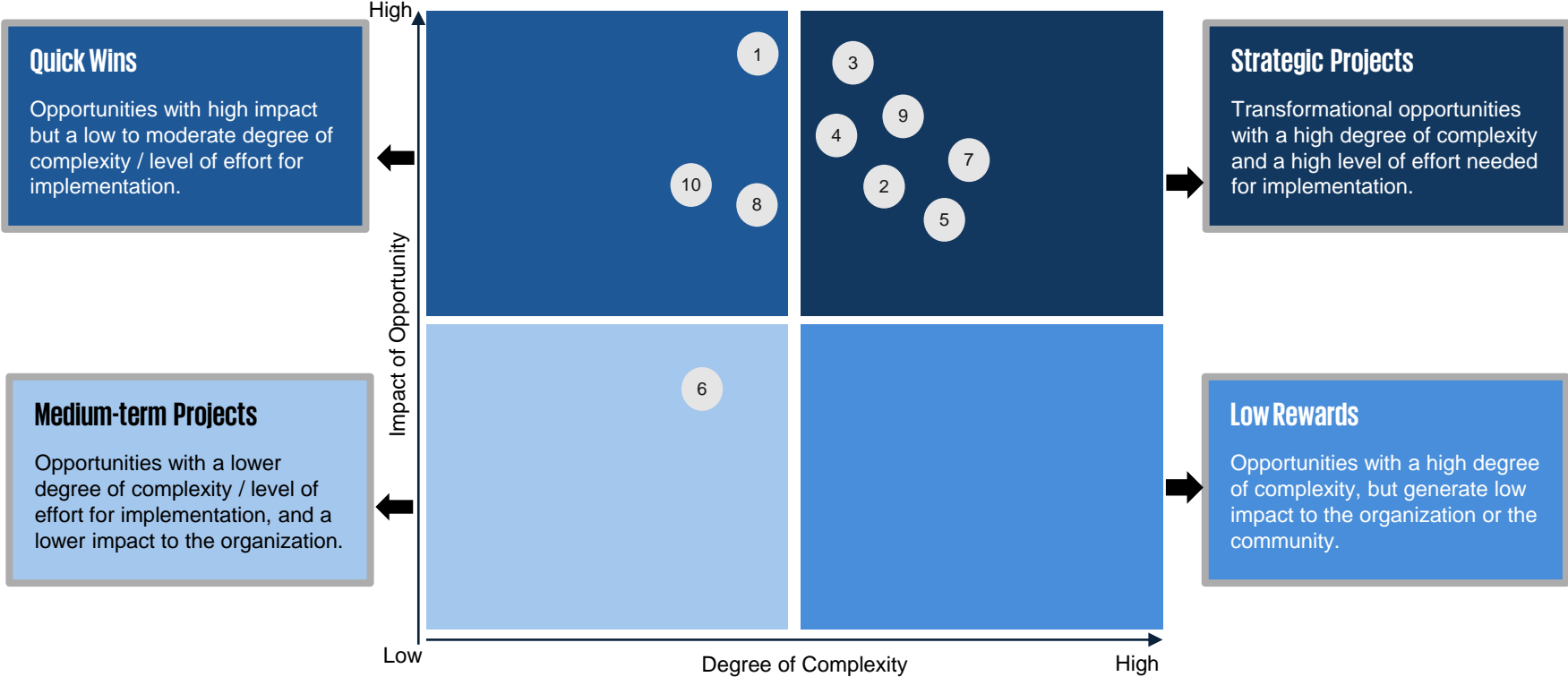
Opportunities Underway

We identified additional opportunities that is already underway.

Number	Opportunity Description	Department	Service Area	Service Type
1	Update the current Corporate Strategic Plan that clearly defines service goals and objectives. Formalize a corporate performance management framework to measure success and progress towards goals; implement strategic KPIs (no more than 6 KPIs) to assist in decision-making. (underway)	Office of the CAO	Office of the CAO	Mandatory
2	Implement an electronic document management system to improve records management and information sharing practices. Corporate Services is implementing a digital records management system Stoneshare, which is a Sharepoint-based program. (underway). Preliminary work being performed - will be put in place in January 2023.	Corporate Services	Legislative Services	Mandatory
3	Implement a work order management system to track infrastructure, facility, fleet, and equipment maintenance activities and to track resolution of complaints. (underway)	Infrastructure Services	Transportation Water & Wastewater	Mandatory
4	Digitize the planning application review process e.g., explore the use of Cloudpermit. (underway)	Planning, Building and Enforcement	Planning Services	Mandatory
5	Implement online booking and program registration system for recreation, facilities, and parks. (underway)	Parks, Recreation and Culture	Recreation & Park Services	Traditional

Prioritization Matrix

Suggested recommendations have been mapped based on *complexity* and *scope* to help prioritize activities. The prioritization categories are outlined below:



Top 10 Opportunities			
1	Assess the Business Case of Repurposing or Divesting Under-utilized Buildings	6	Review the Grant and Donation Policy
2	Develop a Workforce Plan to Address Resourcing Gaps	7	Digitize Municipal Processes to Improve Customer Service
3	Assess the Financial Workflows to Increase Efficiency	8	Enhance the Township's Corporate Website
4	Develop a Long-Term Financial Plan	9	Implement an Asset Management System to Track Asset Data
5	Update the Township's Tax Collection Policy	10	Establish a Fleet Management Plan

Summary

The top opportunities

Township of South Glengarry sought to conduct a comprehensive evaluation of the services provided by the Township, how those programs and services are delivered, and the level by which they are delivered. The objective of the review was to create a long-term sustainable framework to ensure the Township has a solution-based plan to meet the increasing complexities of municipal service delivery, e.g. limited resources, operational challenges, and community expectations.

As part of this work, KPMG performed stakeholder engagement, benchmarking, employee survey, process mapping, and developed service profiles. In collaboration with municipal staff, KPMG identified the Townships top ten (10) opportunities that would meet the project objectives. The opportunities include the following:

1. Assess the business case of repurposing or divesting under-utilized buildings

2. Develop a Workforce Plan to address resourcing gaps

3. Assess the financial workflows to increase efficiencies

4. Develop a long term financial plan

5. Update the Township's tax collection policy
6. Review the grant and donation policy

7. Digitize municipal processes to Improve customer service

8. Enhance the Township's corporate website

9. Implement an asset management system to track asset data

10. Establish a fleet management plan

Each opportunity is supported by an assessment rationale and a recommended priority level. Key considerations for implementation include:



Is the Township ready?

Overall, the Township has initiated steps to increase the efficiency and effectiveness of services through automation, digitization, and process improvement. The work completed as part of this review will serve as a foundation to guide the Township towards a culture of continuous improvement.



Who will lead implementation of recommendations?

The adoption of new ways to doing things will require governance and oversight. The Township will have to determine the key personnel and stakeholders to be involved in the process and leading the change.



Is the implementation of recommendations appropriately funded and resourced?

From our work and engagement with stakeholders, it is apparent that the Township has an ambitious and forward thinking agenda. We found that the Township is committed to excellence in service delivery and improving customer service. Nonetheless the Township will need to review its resourcing model to achieve its ambitious agenda.

Appendix A: Scope of Review

Project Approach

KPMG's approach to this project was divided into five (5) phases. Each phase was focused on the accomplishment of specific tangible objectives and activities. Below is an outline of KPMG's approach for each phase.

Phase 1: Project Initiation	Phase 2: Environmental Scan	Phase 3: Review Current Service Delivery Model	Phase 4: Opportunity Identification and Recommendation	Phase 5: Final Report & Presentation
Met with the Project Team to clarify expectations, refined lines of inquiry, and developed a work program and stakeholder engagement plan for the engagement.	Key activities included: <ul style="list-style-type: none"> Documentation review Stakeholder consultation Benchmarking and leading practice review 	Summarized the different services provided by the Township in service profiles	Identified and prioritized opportunities for innovative service delivery.	Developed a Final Report and implementation plan that incorporates Project Team feedback. Presented Final Report to Council to close out the project.

Documents Reviewed

Throughout the project KPMG reviewed documentation provided by the Project Team and documentation discovered during desktop research to support the analysis. Below is a listing of the documentation reviewed over the course of this project.

Document Title	Document Title	Document Title	Document Title
2022 – Budget – GL Book	Budget by Department – 2012-2019	Chart of Accounts as of June 1, 2022	Current State Assessment – Records Management 2022
Org. Doc. – Budget – Comparison – Taxation Charts – Over the Years	REVISED – Strategic Plan 2019-2022	South Glengarry Organizational Chart	2016 Financial Statements
2017 Financial Statements	2018 Financial Statements	2019 Financial Statements	2020 Financial Statements
Auditors Letter 2020 Financial Statements	2022 Pension Stats		

Stakeholders Engaged

Throughout the project KPMG engaged stakeholders to gain an understanding of the current operating environment and obtain their perspectives regarding the desired future state. Below is a listing of all the stakeholders engaged over the course of this project.

Stakeholders Engaged	Stakeholders Engaged	Stakeholders Engaged	Stakeholders Engaged
Mayor	Two (2) Councilors	CAO	Clerk / General Manager of Corporate Services
Human Resources Advisor	Deputy Clerk	Treasurer	Deputy Treasurer
General Manager of Planning, Building & Enforcement	Director of Development & Chief Building Official	Manager of Municipal Law Enforcement	General Manager of Infrastructure Services
General Manager of Parks, Recreation & Culture	Fire Chief	Recreation Facilitator	Executive Assistant / Communications

Appendix B: Summary of Findings from Consultations

Township of South Glengarry
Service Delivery Review
Final Report

Stakeholder Engagement

As part of the project, 17 interviews were conducted with the following stakeholders:

- Council (three participants)
 - o Mayor
 - o 2 Councillors
- Management Team (14 participants)
 - o CAO
 - o Clerk/General Manager of Corporate Services
 - o Human Resources Advisor
 - o Deputy Clerk
 - o Treasurer
 - o Deputy Treasurer
 - o General Manager of Planning, Building & Enforcement
 - o Director of Development & Chief Building Official
 - o Manager of Municipal Law Enforcement
 - o General Manager of Infrastructure Services
 - o General Manager of Parks, Recreation & Culture
 - o Fire Chief
 - o Recreation Facilitator
 - o Executive Assistant/Communications

Key themes from the interviews are organized into six domains as a means of analyzing and understanding the current state of the Township's services.



01

Governance and Strategy

The manner in which strategic direction is provided throughout the Township and how collaboration between departments and external stakeholders are established and maintained

02

Service Standard

The service standards which dictate how services are delivered; this includes regulatory requirements, Council or management direction and industry best practices.

03

Process and Delivery Model

The core operations, processes, and approaches to deliver Township's services

04

Data and Technology

The information technology required to manage information / data and support service delivery.

05

Equipment and Infrastructure

The equipment and infrastructure that enable operations and processes.

06

People

The structure, reporting and accountability hierarchy, composition, capabilities, and skills of Township employees to meet service standards.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- The Township is in the process of developing a long-term strategic plan
- The Township does not formally measure and track key performance measures

Governance & Strategy

- Leadership has developed or is in the process of developing strategic plans to define action items and implementation road maps to achieve strategic priorities of the Municipality (e.g., Recreation Master Plan).
- The Township does not provide a framework for the departments to create, track, and reflect on Master Plans. The Municipality currently does not formally measure and track performance through KPIs primarily due to staff and time constraints.
- Council recognizes the challenge of balancing strategic service priorities with resource limitations while also trying to meet citizen expectations. There is strong support from Council to streamline procedures, digitize and automate processes and get staffing support at the appropriate positions in the organization.
- Council is supportive of a longer term financial plan that guides Township reserves, debt, asset management plans etc.
- Overall, there is a consistent understanding and agreement on operational priorities; different departments recognize the importance of working together in delivering services. However, many respondents agreed that there could be improvement in cross-departmental collaboration.
- Multiple respondents believed there is a need for more cohesive integration of finance in their respective departments.
- All stakeholders indicated the roles and responsibilities between the upper and lower tier could be better defined.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- The Township is providing service levels at or above expectations
- There are current and future challenges for some service areas

Service Standard

- Almost all interviewees recognized the Township is providing service levels at or above expectations.
- Council members recognize that service levels have either been maintained or improved in recent years without a significant impact on current staffing levels. The Township needs to balance its tax base and resourcing capabilities to deliver services in a long-term and sustainable manner.
- There is a perception in the community that the Township still follows informal procedures (e.g., community members were once able to informally request services without following an application/complaint framework).
- Multiple interviewees advocated for the digitization of services including electronic agenda software, reporting, online payments, and other services which would alleviate the need for a physical presence on behalf of staff or community members.

Interviewees noted services where there are challenges setting and maintaining service levels:

- Road maintenance: The Township currently meets minimum road standards. However, Council members often receive complaints regarding Township roads.
- Asset management: The Township has an asset management plan however the capital requirements and financial implications of the plan are not well defined or understood across the organization.
- Cornwall Regional Airport: With the City of Cornwall wanting to review/renegotiate the airport agreement, stakeholders indicated that this service delivery area will be impacted as and when the decision is made on the future of airport operations.
- Fire services has multiple agreements with other municipalities for efficient service delivery across multiple areas (for example water rescue, water response, mutual aid fire response etc.). However, there is an opportunity to explore more partnerships with neighboring municipalities around procurement, joint tendering, operations, training etc.
- Some Council members believe there may be a need to provide child care services to meet community needs.
- Grant funding: stakeholders identified that there is an opportunity to streamline grant funding applications and tracking.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- Multiple processes require a high degree of manual intervention
- Lack of a consistent processes or workflows to handle citizen complaints
- Communication with residents needs improvement

Process & Delivery Model

- Respondents acknowledged that many processes require a high level of manual intervention. Specific examples include accounts payables, building permit status updates, handling hard-copy or email customer inquiries and complaints, and work orders.
- Online payment options are limited and often require the customer to be present in-person (e.g., in-person signature for permit application whereas payments can be made online).
- Some stakeholders mentioned the need to document SOPs or detailed process flows to better train employees.
- Document storage and records management was identified as an area of concern. The Township is in the process of implementing Sharepoint in 2022.
- The Township website needs improvement to meet accessibility requirements and provide relevant information.
- There is a discrepancy within the complaint tracking process across all departments resulting in an inconsistent customer experience; possibly due to a lack of a formal tracking system.
- Some stakeholders noted that there is an opportunity to embed bilingualism in Township documentation.
- Respondents noted that external communication and public education needs improvement and could enhance process and delivery efficiency. Information is relayed through social media, but many members of the public may be excluded as they might not be digitally savvy. Examples include:
 - Educating public regarding reasonable expectations of the Township's service standard to prevent regular requests for status updates.
 - Ensuring the website is accurately updated with sufficient information to reduce dependency on staff.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- Several digitization projects are underway or being explored
- There are opportunities to adopt and integrate technology to streamline processes and improve efficiency

Data & Technology

- The Municipality identified digital service transformation as a priority in supporting the delivery of strategic objectives. There are some concerns that digitization of services may alienate citizen groups that do not have access to technology (i.e. seniors and rural communities with poor internet access).

Some departments have been proactive in adopting technology. Examples include:

- Building Services has implemented Cloudpermit software to digitize and integrate property and permitting records.
- Planning Department will be using the land use module within Cloudpermit to maintain documents. The long term plan is for users to submit documents/applications through the software.
- Recreation is replacing Activenet with a new system called Book King for streamlining their current processes.
- Fire Services implemented Burn Permit software that has resulted in time savings and operational efficiencies.
- Corporate Services is implementing a digital records management system StoneShare, which is a SharePoint-based program

Departments are looking for more opportunities to digitize processes and services. Some examples of projects mentioned for improvement are:

- Fire Services currently uses a system called “Firehouse” that has reached end of life (used to track properties, staffing, incidents, occupancies, inspections etc.)
- An asset management system that maintains and tracks all municipal assets
- Work order management system
- Digital cloud based records management and reporting for all departments
- Complaint tracking and monitoring system

Stakeholders indicated that each department has a siloed approach to system implementation that be a result of limited interdepartmental communication.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- More investment is needed in asset/infrastructure renewal and replacement
- Some departments could benefit from sharing resources to leverage economies of scale
- Limited staff capacity to keep up with service demand

Equipment & Infrastructure

- Stakeholders indicated that limited availability and condition of key equipment is an obstacle to effective service delivery. Stakeholders pointed out more capital expenditure is needed to maintain infrastructure, which has a significant impact on the financial health of the Township.
- Some interviewees indicated that sharing resources and operating in a more centralized model across departments could result in cost-savings and operational efficiencies.
- The Township is responsible for managing and maintaining multiple buildings and an office space. There is a reactive approach to building maintenance, that is not tracked or included in the asset management plan. There is an opportunity to evaluate the Township's current real estate portfolio.
- The Township commissioned a new Public Works facility in 2021 to improve operational efficiencies for the department.

People

- Stakeholders noted that staff shortages and turnover have challenged efficient service delivery. Areas of focus include staff retirements, reliance on volunteers for service delivery and staff retention.
- Staff turnover and backfilling has also resulted in more time and effort spent on getting new staff onboarded.
- Staff capacity was identified as a major concern for municipal stakeholders. There has been limited growth in the Townships staff complement; however, the demands and needs of the citizens and other stakeholders have increased.
- Interviewees suggested there is room for improvement in professional training and development.
- Some stakeholders believe that roles and responsibilities of certain functions could be further clarified. Some personnel are serving multiple functions while other functions/operations are split between different staff.
- Some key positions are insufficiently backed up (for example in planning, finance, public work departments) to address service demand. There is a retention and succession planning concern.
- Internal communications between departments was raised as an area of improvement. Currently, most communication occurs informally.

Appendix C: Employee Survey Results

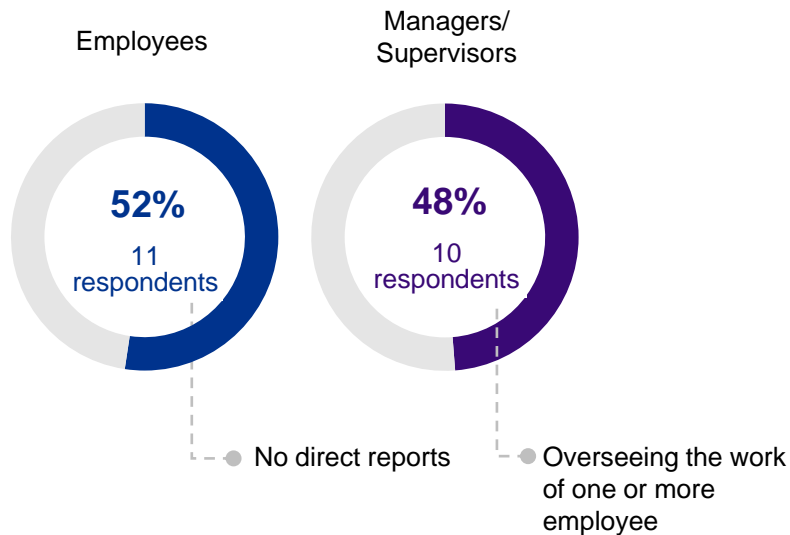
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Employee Survey Results

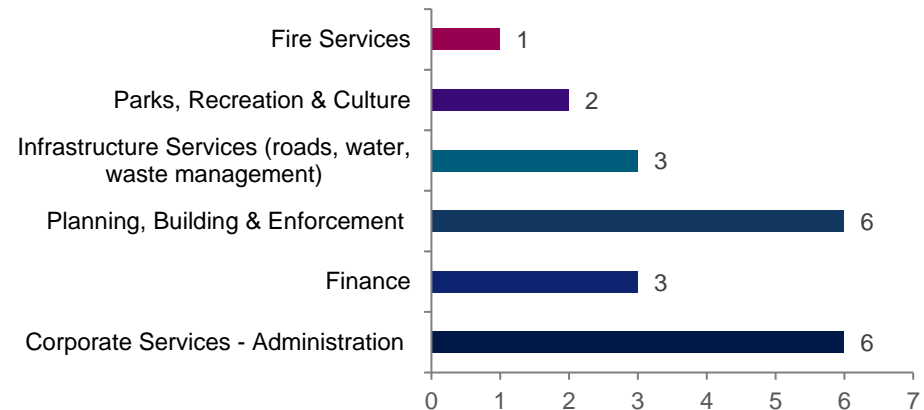
Feedback Summary

An online survey was conducted with Township employees to provide an opportunity to better understand the organizational structure, service delivery approaches and their perspective on roles and responsibilities across the departments. The survey was circulated to 42 staff members and 21 responses were collected (50% response rate).

Survey Demographics



Departments of Respondents



Employee Survey Results

Feedback Summary

Performance against Departmental Key Objectives and Priorities



71% of the respondents felt that their service area was performing adequately against their department's key objectives/priorities



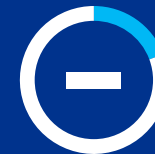
19% of the respondents were neutral about their service level performance



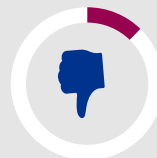
10% of the respondents felt that their service area was not performing adequately against their department's key objectives/priorities



62% of the respondents agreed that the service levels are appropriately set in accordance to the needs of the community and resource capabilities



24% of the respondents were neutral about service levels being appropriately set



14% of the respondents felt that service levels were not appropriately set in accordance to the needs of the community and resource capabilities



A majority of respondents agreed that their service areas were performing adequately against their department's key objectives/priorities.

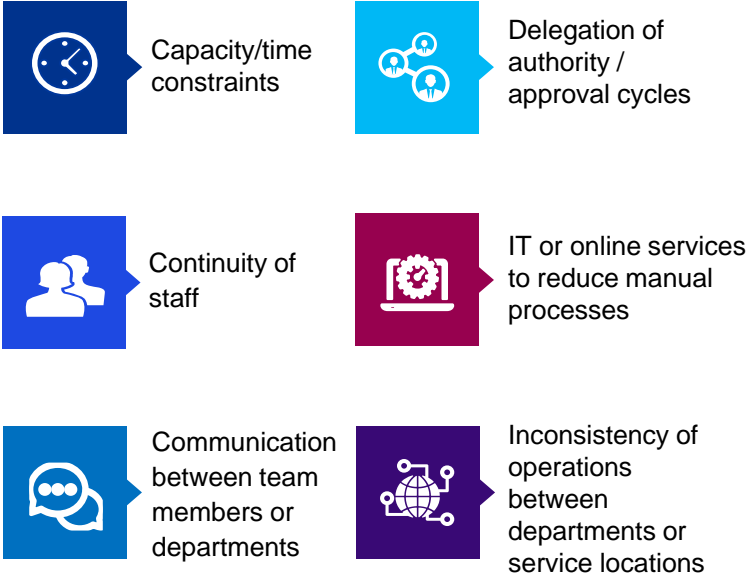
Most respondents also agreed that service areas were aligned with Council's strategic priorities and service levels were set appropriately given the community and Township's resource capabilities. Those that disagreed attributed it to staffing shortages and turnover, limited human resource management, and lack of investment in technological processes and systems to promote efficiency.

Employee Survey Results


Feedback Summary



Top 6 Constraints Employees Encounter in Service Delivery



95% of participants answered this question



Most respondents agreed about working together as needed and were satisfied with the number of upper management staff (Supervisors and Managers) overseeing the departments.

However, there was a lack of consensus with respect to roles and responsibilities and a balanced division of work and responsibilities. 48% of respondents disagreed and 38% of respondents agreed that roles and responsibilities were clear and there was a balanced division of work.

Employee Survey – Summary of Comments

Additional Feedback on Workforce

Staff shortage to adequately fulfil public service delivery needs

More collaboration and communication between departments and upper management

Employees want remote access to data and more Township vehicles

Improve training procedures to equip staff with updated tools and knowledge

Reduce number of meetings and delegate authority

Additional Feedback on Operations

Digitize processes for electronic filing and online services (e.g. payments, complaints)

Township needs to update its technology and equipment

Streamline activities to reduce processing time and retain knowledge

Store historical records in one central location (e.g. property files, building permits)

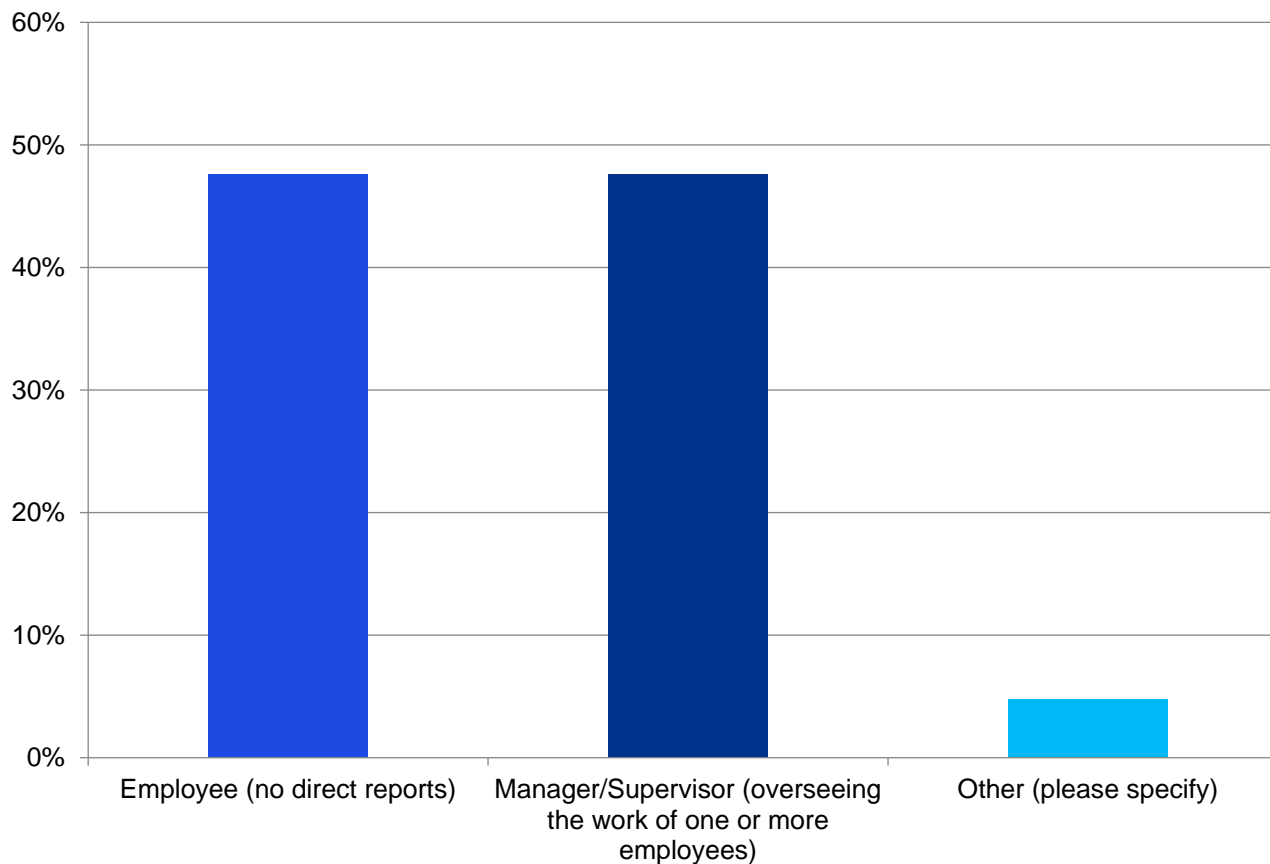
Prioritize work across departments by defining service levels according to staff and resources available

Overall, respondents provided several recommendations to enhance Township services. The most common comments pertained to digitizing processes, staff recruitment, and improving internal communication from management. One suggestion to streamline processes was the implementation of a work order management software system that would address redundancies and inconsistencies.

Employee Survey Results

Q1: What is your current level of responsibility at the Township?

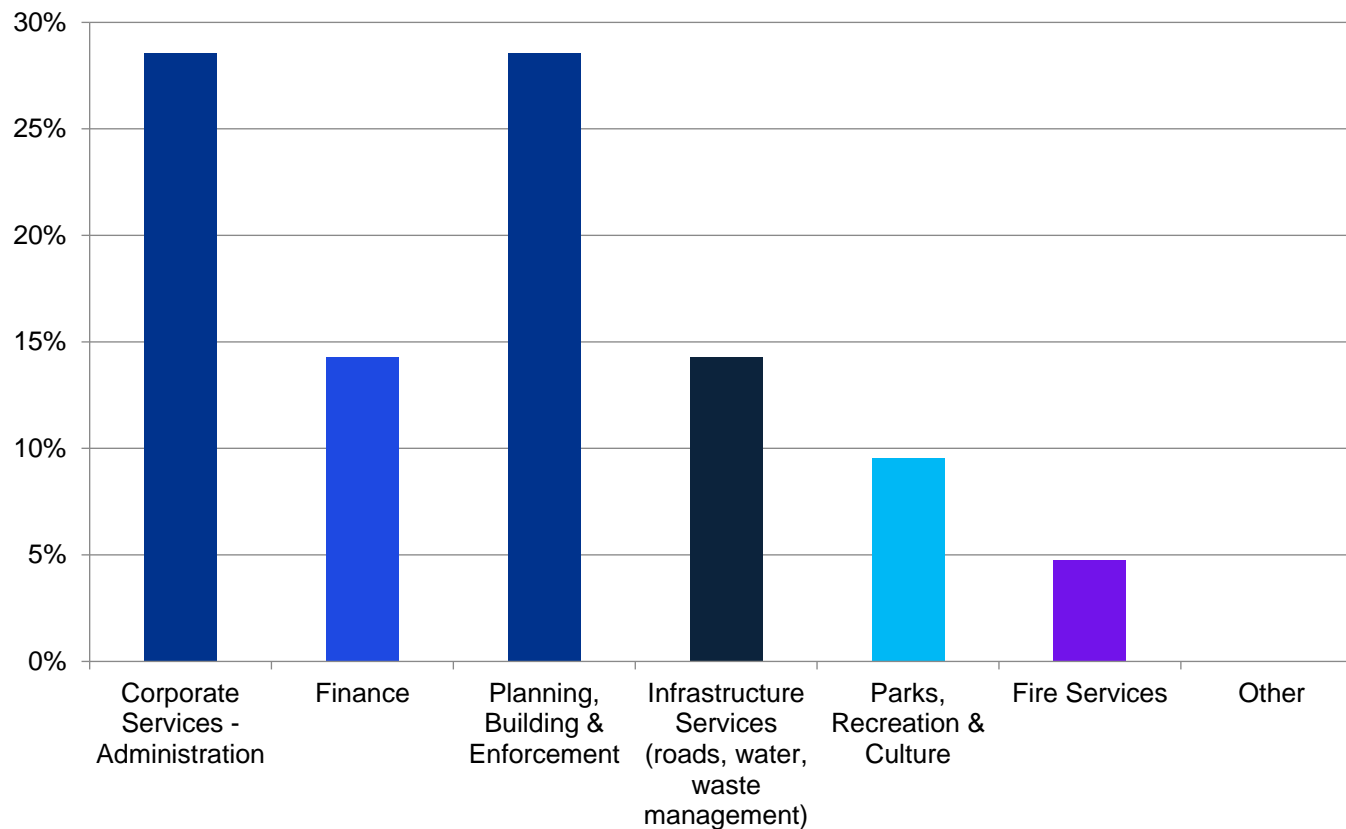
Answered: 21 Skipped: 0



Employee Survey Results

Q2: Please identify your department

Answered: 21 Skipped: 0

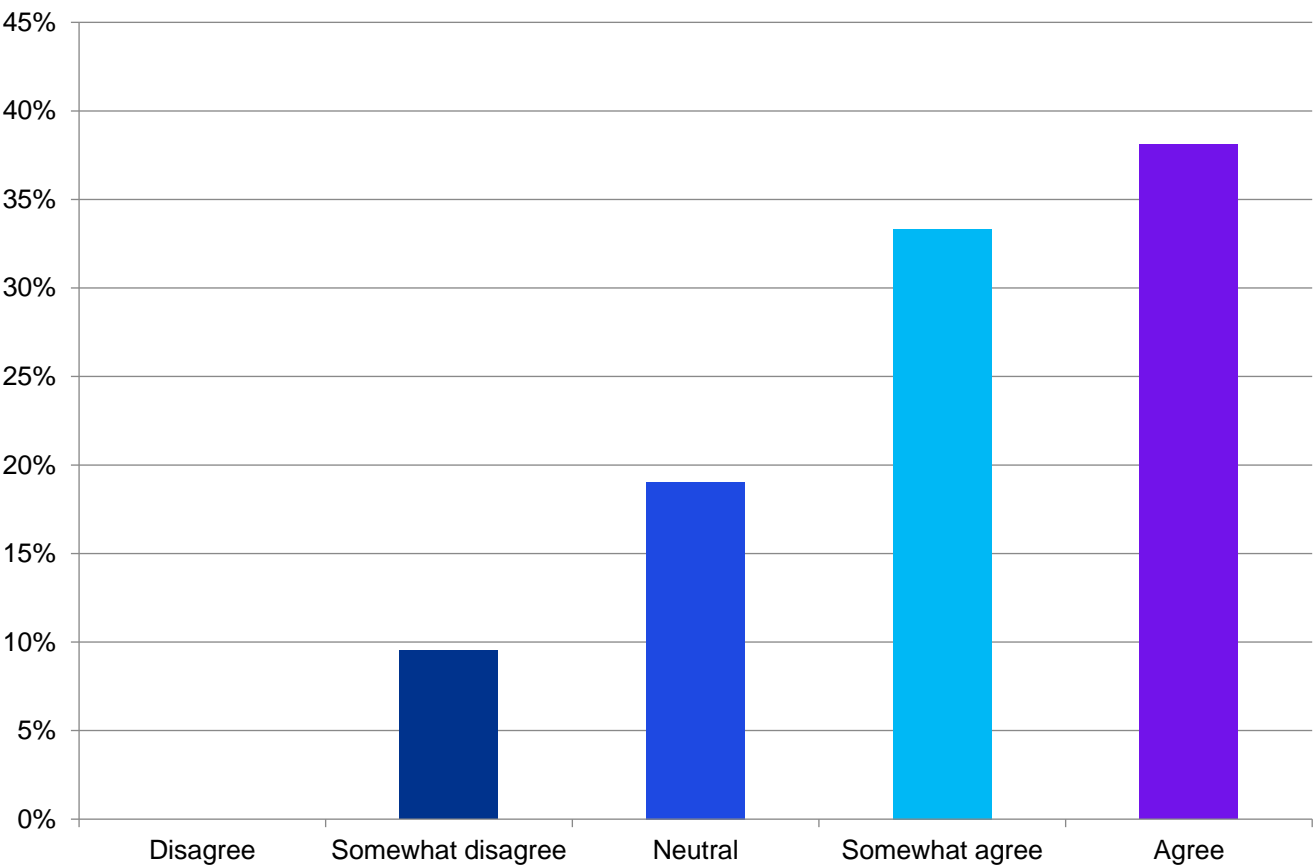


Appendix A – Employee Survey

Employee Survey Results

Q3: Your service area is meeting the Township’s or your department’s key objectives and priorities.

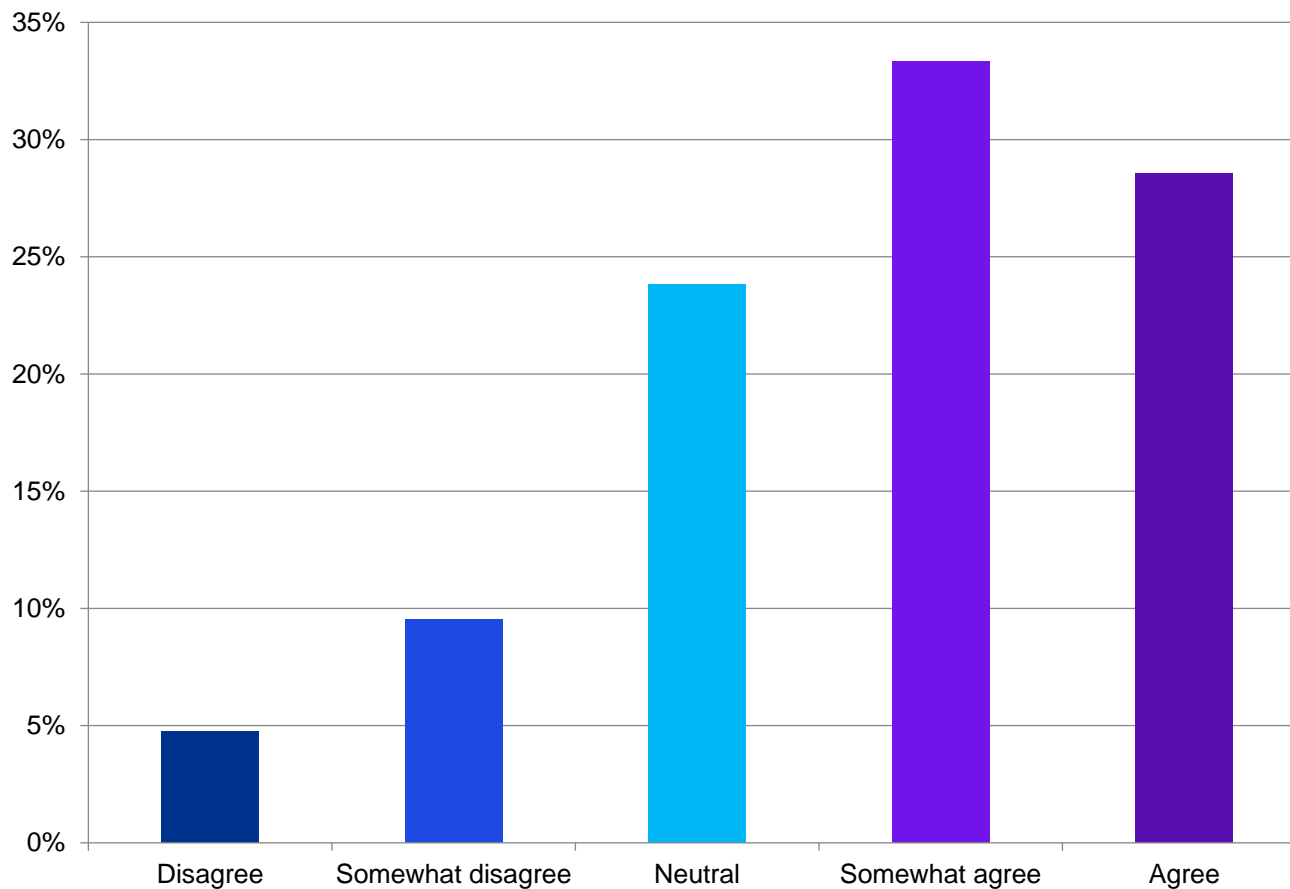
Answered: 21 Skipped: 0



Employee Survey Results

Q5: From your perspective, service levels are set appropriately given the needs of the community and the Township's resource capabilities.

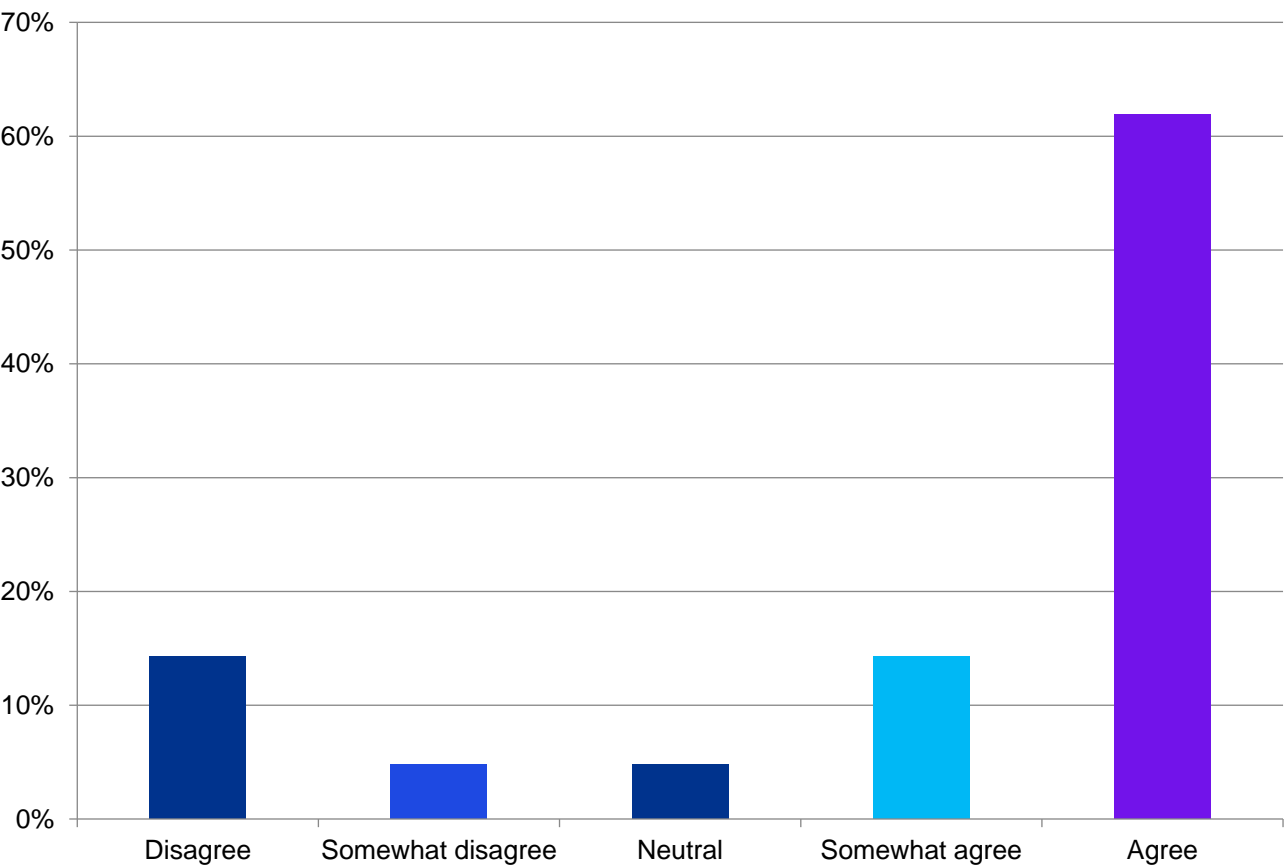
Answered: 21 Skipped: 0



Employee Survey Results

Q6: Your department currently has the right number of supervisors and managers overseeing the department.

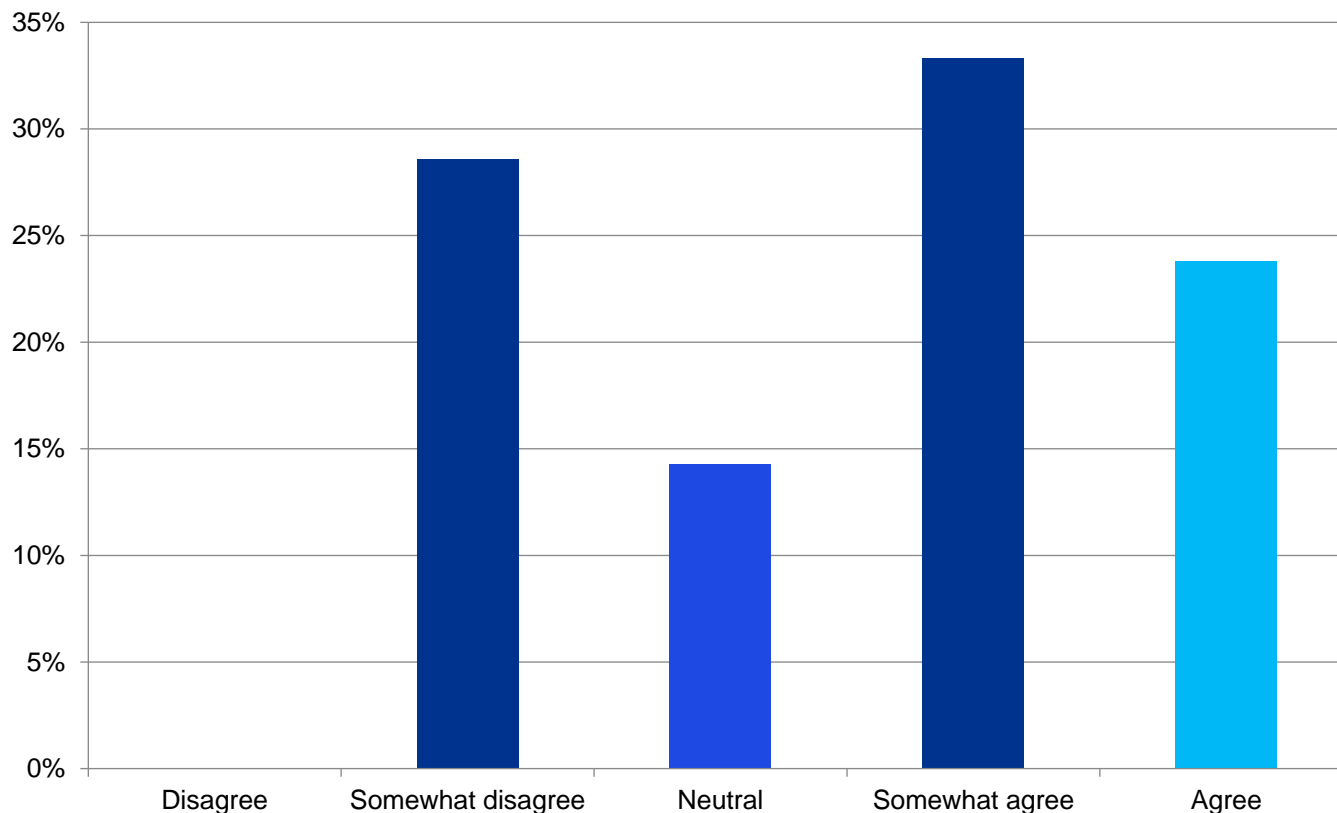
Answered: 21 Skipped: 0



Employee Survey Results

Q7: In the organization, the right positions work together as needed.

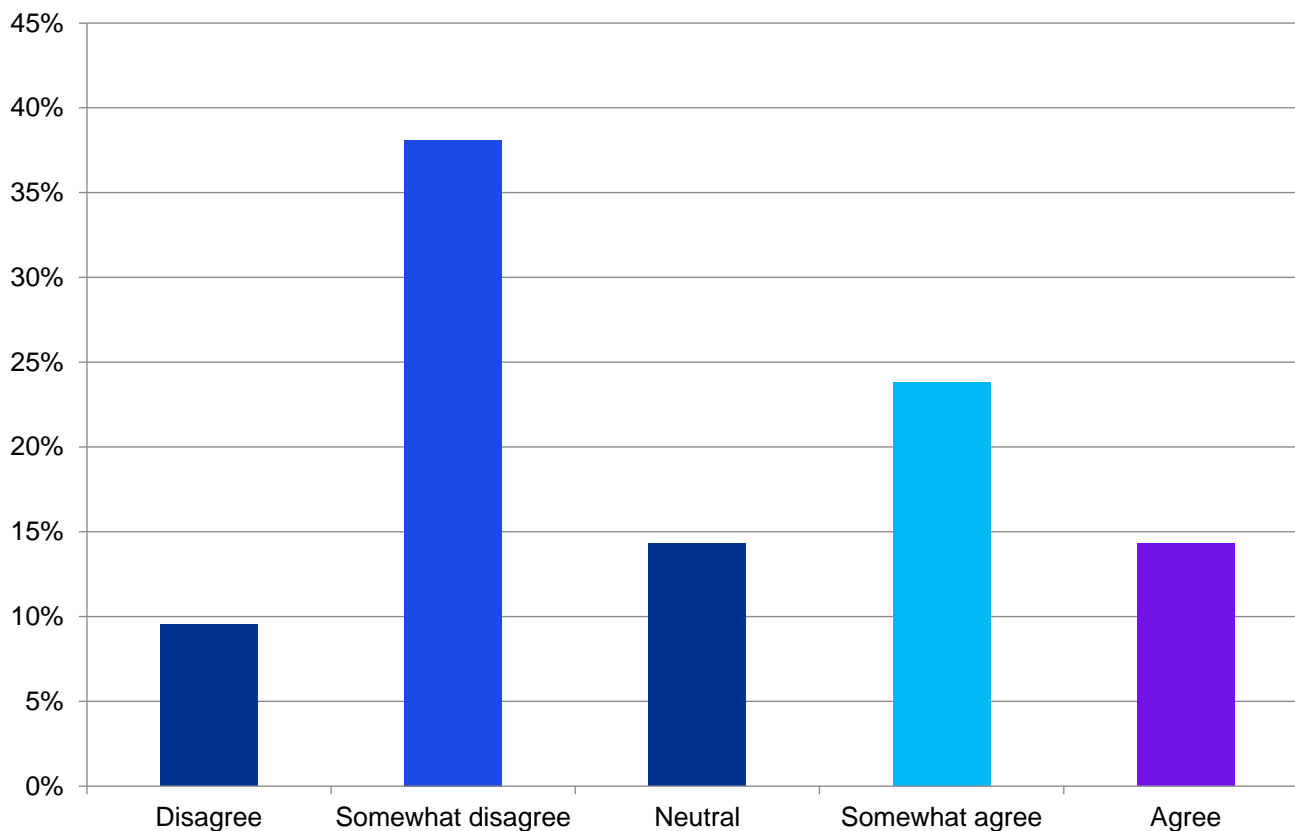
Answered: 21 Skipped: 0



Employee Survey Results

Q8: Roles and accountabilities for different positions are clear. The division and allocation of work and responsibilities are balanced.

Answered: 21 Skipped: 0

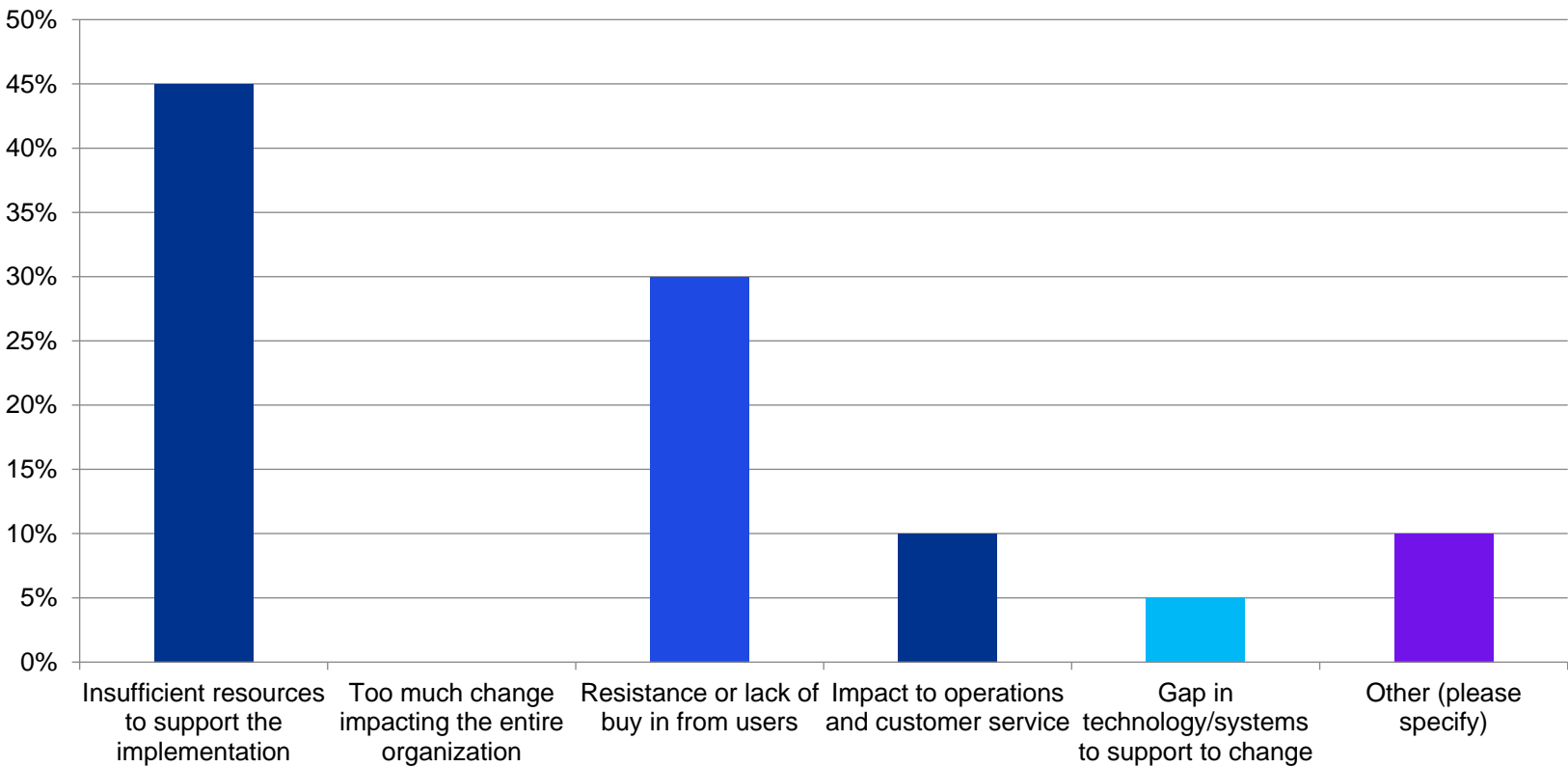


Appendix A – Employee Survey

Employee Survey Results

Q9: What are the key risks the Township should consider if adjusting the overall service delivery approach of your service areas?

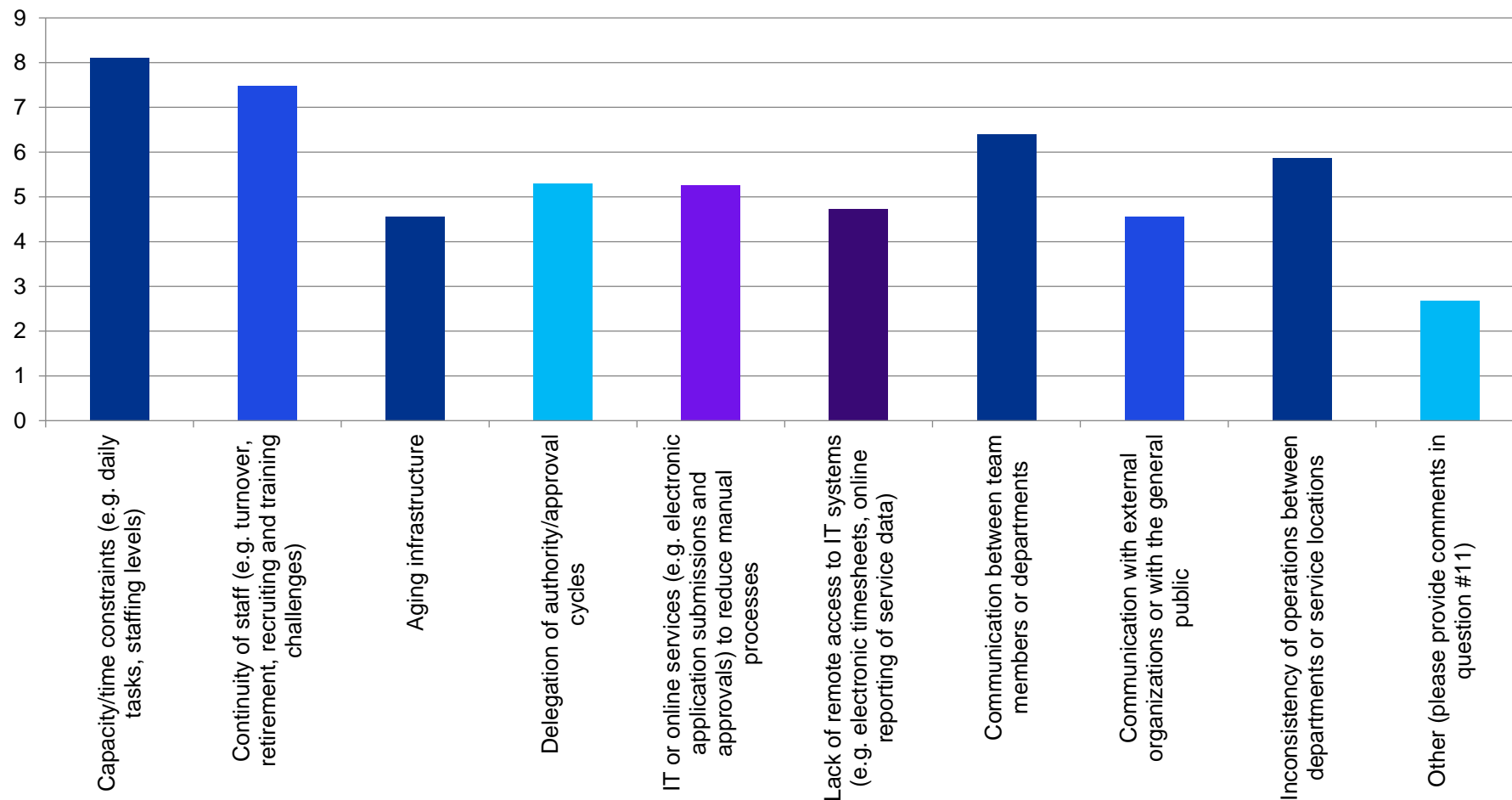
Answered: 20 Skipped: 1



Employee Survey Results

Q10: What is the biggest challenge or constraint in your daily activities for service delivery? Please rank the following options from 1 to 10 with 1 being the most challenging. Please note that each ranking can only be used once.

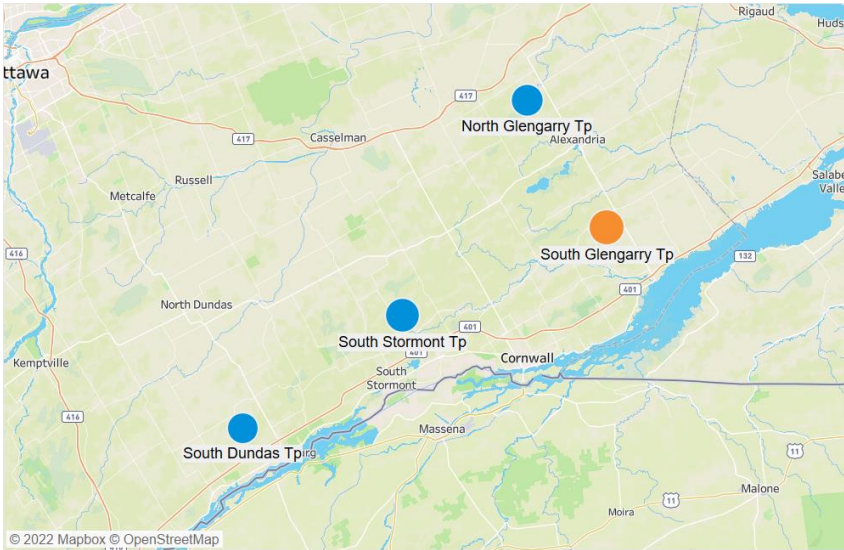
Answered: 21 Skipped: 0



Appendix D: Benchmarking & Performance Perspectives

Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, three comparator communities were selected as municipal comparators by South Glengarry based on population growth, urban/ rural characteristics and geography.



Township	Population ¹	Households ²	Area Square KM ³
Township of South Glengarry	13,150	5,965	605.02
Township of North Glengarry	8,407	4,898	643.40
Township of South Dundas	10,833	4,555	521.54
Township of South Stormont	13,110	5,548	447.71

¹ 2020 FIR population data, which is based on Statistics Canada 2016 census data. 2021 FIR has not been submitted to the Ministry at the time when this report was prepared.

² MPAC data reported in the 2020 FIR

³ Statistics Canada data, Land area in square kilometres, 2021 from Population and dwelling counts: Canada and census subdivisions (municipalities)

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the Township delivers municipal services, for example:

- Communities with similar financial benchmarks/service levels offer insight into operating efficiencies
- Communities with different financial benchmarks/service levels offer opportunities to change existing processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks:

- Provides insight into affordability issues; what a peer Township can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are ‘right’

01

Comparator Interview Summary

Township of South Glengarry
Service Delivery Review
Final Report

Comparator Interview Summary – Strategic Direction

01

South Glengarry

Strategic Goals:

1. Economic growth
2. Infrastructure & sustainability
3. Effectiveness & efficiency
4. Quality of life
5. Communication

In 2021, the Township began work on a new Public Works facility. Multiple departments are in the process of developing/updating master/business plans.

North Glengarry is investing in water and wastewater infrastructure. The Township is focused on aligning capital projects with its Asset Management Plan.

02

North Glengarry

Strategic Priorities:

1. Asset management
2. Improve services
3. Economic growth
4. Financial and resource sustainability
5. Communication

03

South Dundas

Current focus:

Customer service and communication have become a recent priority

South Dundas is undergoing major investment in bridge replacement. Recently completed a water tower rehabilitation project.

Most capital projects pertain to roads and bridge repairs. The Township is seeking funding to upgrade water and wastewater infrastructure.

04

South Stormont

Strategic Goals:

1. Corporate capacity
2. Sustainable infrastructure
3. Economic growth
4. Pride of Place
5. Strong Community



Challenges to meeting objectives

All comparators expressed similar challenges of limited funding and human resources with a need to update infrastructure and digitize processes.

Comparator Interview Summary – Digital Delivery

Current state of technology integration within each comparator municipality including ongoing and future IT projects.

North Glengarry

North Glengarry has an in-house IT resource. Some recent upgrades include:

- Switching all staff to cloud-based reporting which allows remote working
- Radio communication between and within departments

South Dundas

South Dundas has been focused on upgrading outdated IT systems:

- Communications in Transportation department
- Work-order system

Some recent projects include:

- Digitizing records management
- Cloudpermit in building/planning

South Stormont

South Stormont is implementing IT recommendations from Service Delivery Report including:

- HRIS
- Asset management
- Work order management system
- Digitizing planning and building processes

South Glengarry

IT services are provided by upper tier (SDG).

Systems used:

- CGIS
- Cloudpermit
- HR Downloads

Ongoing projects include:

- Implementing new recreation software Book King

- All comparators use VADIM and indicated limitations and challenges using the system.
- All comparators are in the process or have already digitized records management including historical records



Challenges to digital service delivery

All comparators mentioned challenges pertaining to resistance to technology change. This includes both staff struggling with using new technology and the access/willingness of residents to transition from paper to electronic processes.

02

Financial Perspectives

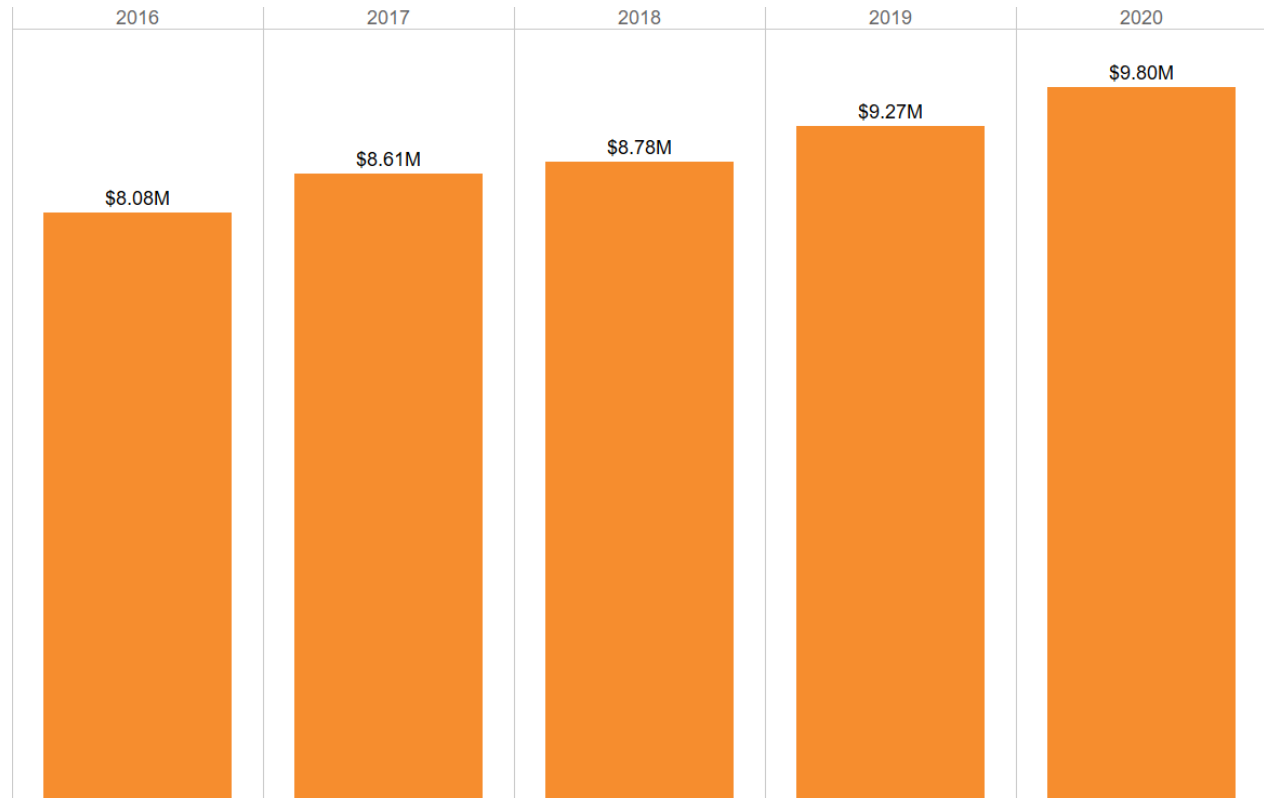
Township of South Glengarry
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Financial Perspectives

Overview of the Township's Financial Performance

Over the period of 2016 - 2020, South Glengarry's total revenue has increased by 21.3%.

In comparison, the Ontario Consumer Price Index increased on average 2.0% annually between 2016 and 2021¹, reflecting the high level of services delivered by the Township and the increased cost of local government services, specifically on maintaining infrastructure.



¹Source – Statistics Canada, Consumer Price Index Ontario, Historical Summary

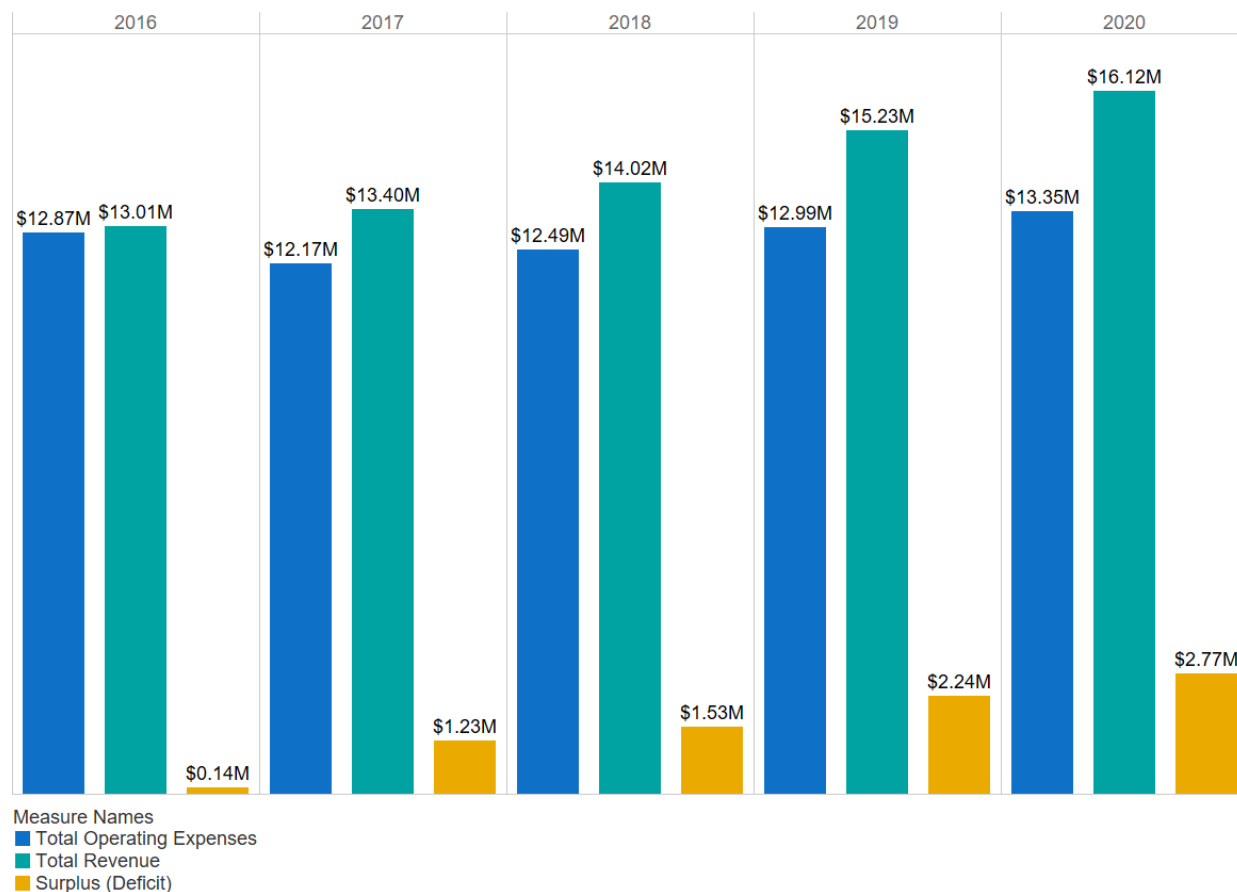
²Source – Municipal Financial Information Returns (Schedule 10)

Financial Perspectives

Reported Operating Results

Municipalities in Canada are not allowed to budget for an operational deficit. Nonetheless, if we look at the operational expenses excluding amortization and other non-cash items, we can understand if capital acquisitions are requiring the Township to incur additional debt or to lower their reserves.

The Township has incurred annual surpluses over the past five years giving South Glengarry greater flexibility when considering investing in operational upgrades or large capital expenditures.



Source: Municipal Financial Information Returns (Schedules 10, 40)

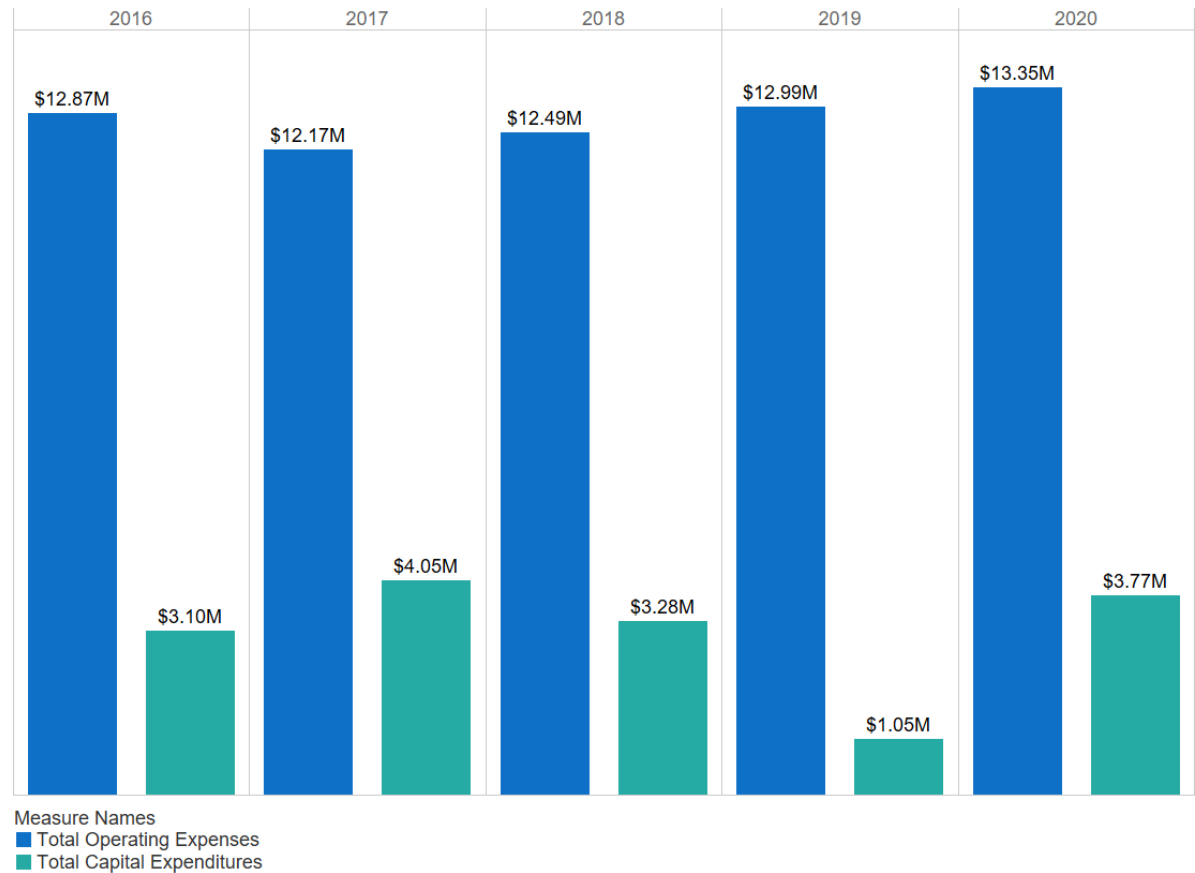
Annual % increase	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
Total Operating Expense	(5.4)%	2.6%	4.0%	2.8%
Total Revenues	3.0%	4.6%	8.6%	5.8%

Financial Perspectives

Operating & Capital Expenditures

Between 2016 and 2020, the Township's operating expenditures have averaged \$12.8M. Over the same period, capital expenditures have averaged \$3.1M.

Capital spending has been focused on executing specific infrastructure projects to carry out the Municipality's Asset Management Plan.



Source: Municipal Financial Information Returns (Schedules 40 & 53)

Annual % increase	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
Operating Expenditure	(5.4)%	2.6%	4.0%	2.8%
Capital Expenditure	30.6%	(19.0)%	(68.0)%	259.0%

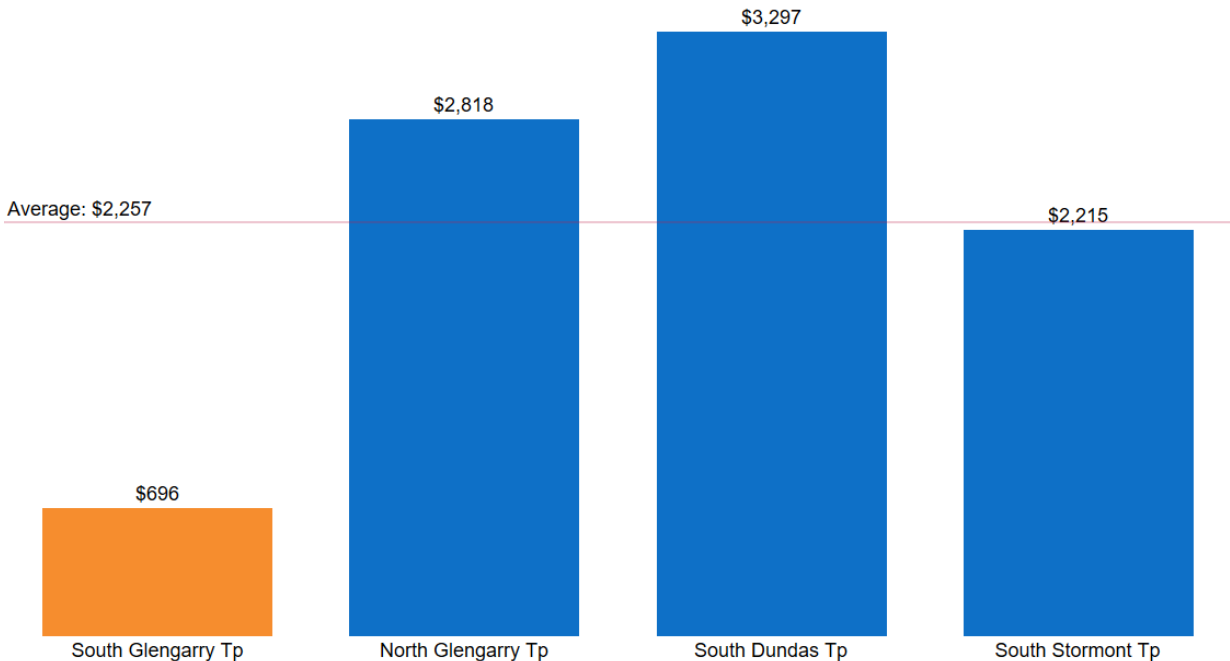
Financial Perspectives

Total Liabilities per Household

This financial indicator provides an assessment of the Township's ability to assume liability and issue more debt by considering the existing debt and liability load on a per household basis. High levels of debt and liabilities may preclude the issuance of additional debt.

The Township of South Glengarry holds the lowest liability per household (\$696) amongst the comparator group. Leadership have noted a reluctance to use debt as a financing tool. South Glengarry should consider developing a borrowing and investment strategy to support future capital projects and resource investments.

The comparator municipalities' higher debt loads represent spending on infrastructure maintenance and rehabilitation projects, such as roads, bridges, water and wastewater system upgrades.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 70 & 74A

Financial Perspectives

Total Reserves per Household – Historic Trend

Total reserve levels have increased significantly in recent years.

The total reserve position illustrated in this graph includes discretionary and obligatory reserves, such as gas tax and development charges.

Increasing total reserves over time is an indicator that the Township has adapted lifecycle asset management and has increased flexibility for financing capital projects. It has also decreased the Township's vulnerability to funding sources outside of its control or influence, both locally and provincially.



Source – KPMG analysis of annual Financial Information Returns, Schedule 60

	2016 – 2017	2017 - 2018	2018 - 2019	2019 - 2020
Annual % increase	0%	10.7%	53.1%	7.8%

Financial Perspectives

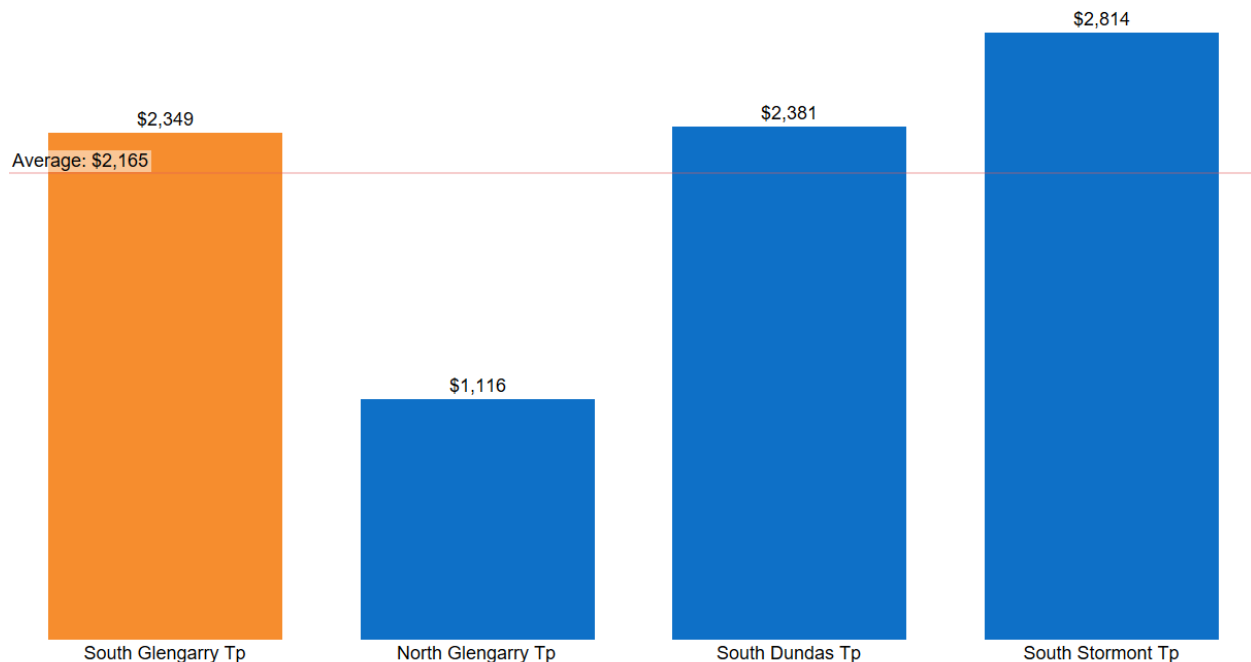
Comparator Reserve Levels

The Township of South Glengarry is on par with total reserves per household (\$2,349) amongst the comparator group. The average was \$2,165.

The total reserve position illustrated in this graph includes discretionary and obligatory reserves, such as gas tax and development charges.

A strong total reserve position allows for greater flexibility in financing options for new infrastructure and applying strategic approaches to fund services.

North Glengarry recently completed water and wastewater infrastructure projects where they used reserves to finance a portion of the projects.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & Schedule 60

Township	Discretionary Res. Funds	Obligatory Res. Funds, Deferred Rev.	Reserves
South Glengarry	\$0.00M	\$0.97M	\$13.05M
North Glengarry	\$1.31M	\$0.41M	\$3.74M
South Dundas	\$4.28M	\$0.43M	\$6.13M
South Stormont	\$0.55M	\$0.94M	\$14.13M

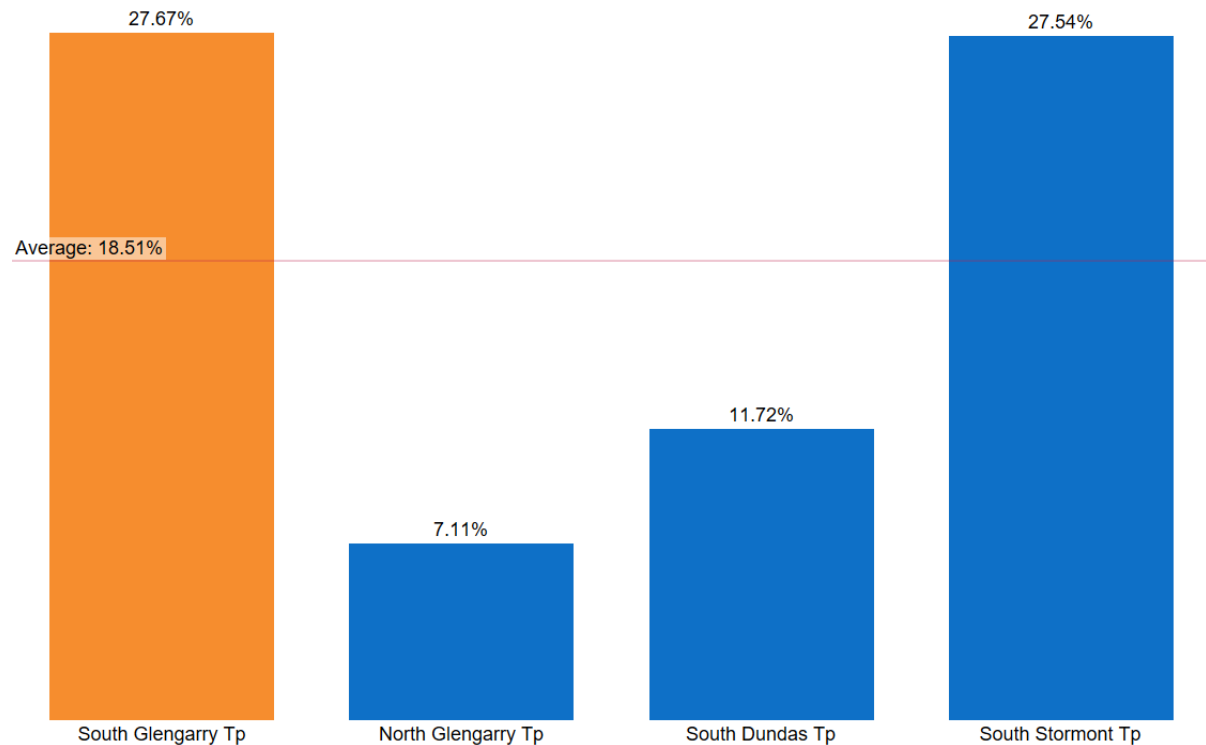
Financial Perspectives

Reserve Position Relative to Tangible Capital Assets

When a Township's total reserve position (obligatory reserve funds, discretionary reserves and reserves) are expressed as a percentage of its tangible capital assets, it provides an indication of its ability to finance the replacement of its tangible capital assets from internal sources.

South Glengarry's total reserve position relative to its tangible capital assets (27.67%) is above the comparator group average. While having the highest reserve position among the comparator group, the Municipality is not in a position to fund all asset needs.

The Township replacement value of core assets is approximately \$236M. The 10-year capital plan has approximately \$30M planned in 2025 and \$25M in 2028 for water and wastewater network upgrades.



Source – KPMG analysis of annual Financial Information Returns, Schedule 51 & 60

*

03

Staffing Perspectives

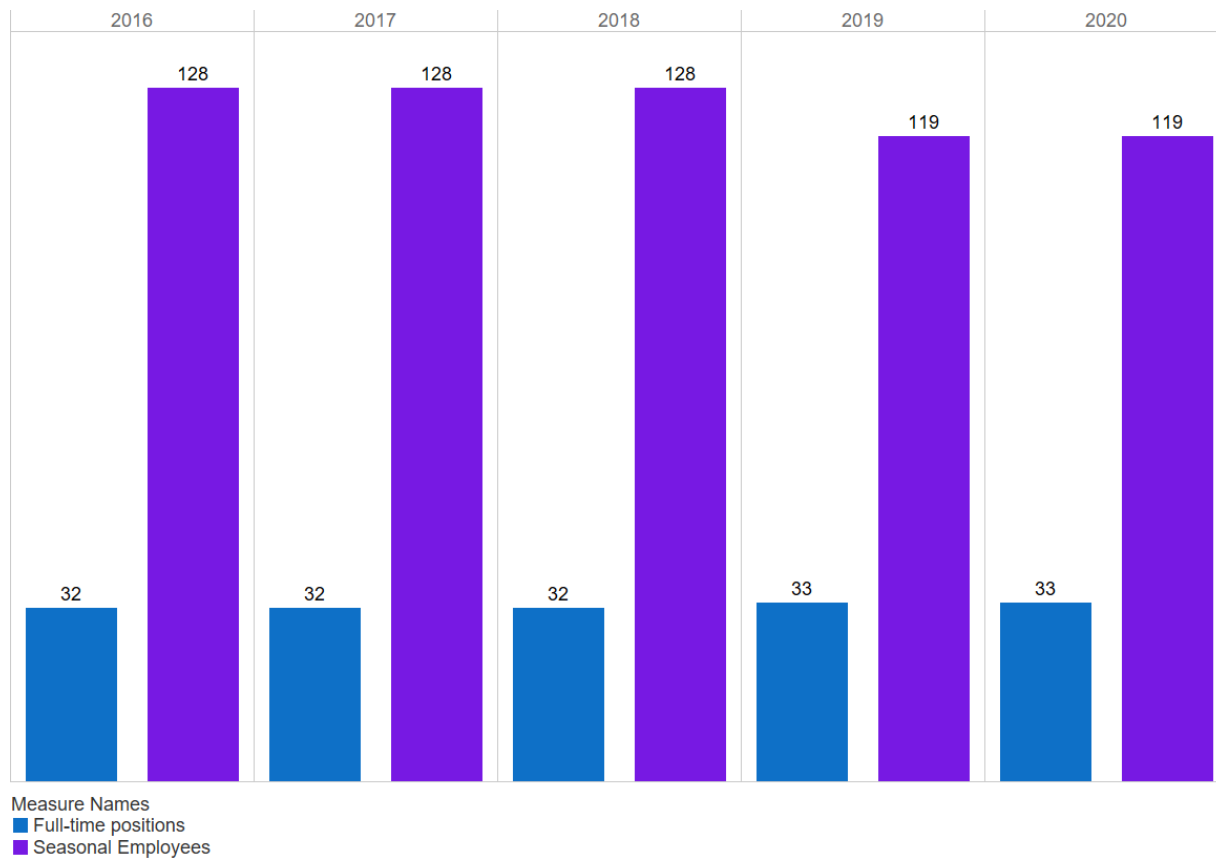
Township of South Glengarry
Service Delivery Review
Final Report

Staffing Perspectives

Historical Staffing Levels

When viewed over the past five years, the staffing levels for full-time employees has been consistent with around 32 to 33 employees, while seasonal staff decreased from 128 to 119 positions.

The Township did not report any part-time staff and volunteer firefighters were reported as seasonal staff in the FIRs.



Source – KPMG analysis of annual Financial Information Returns, Schedule 80A

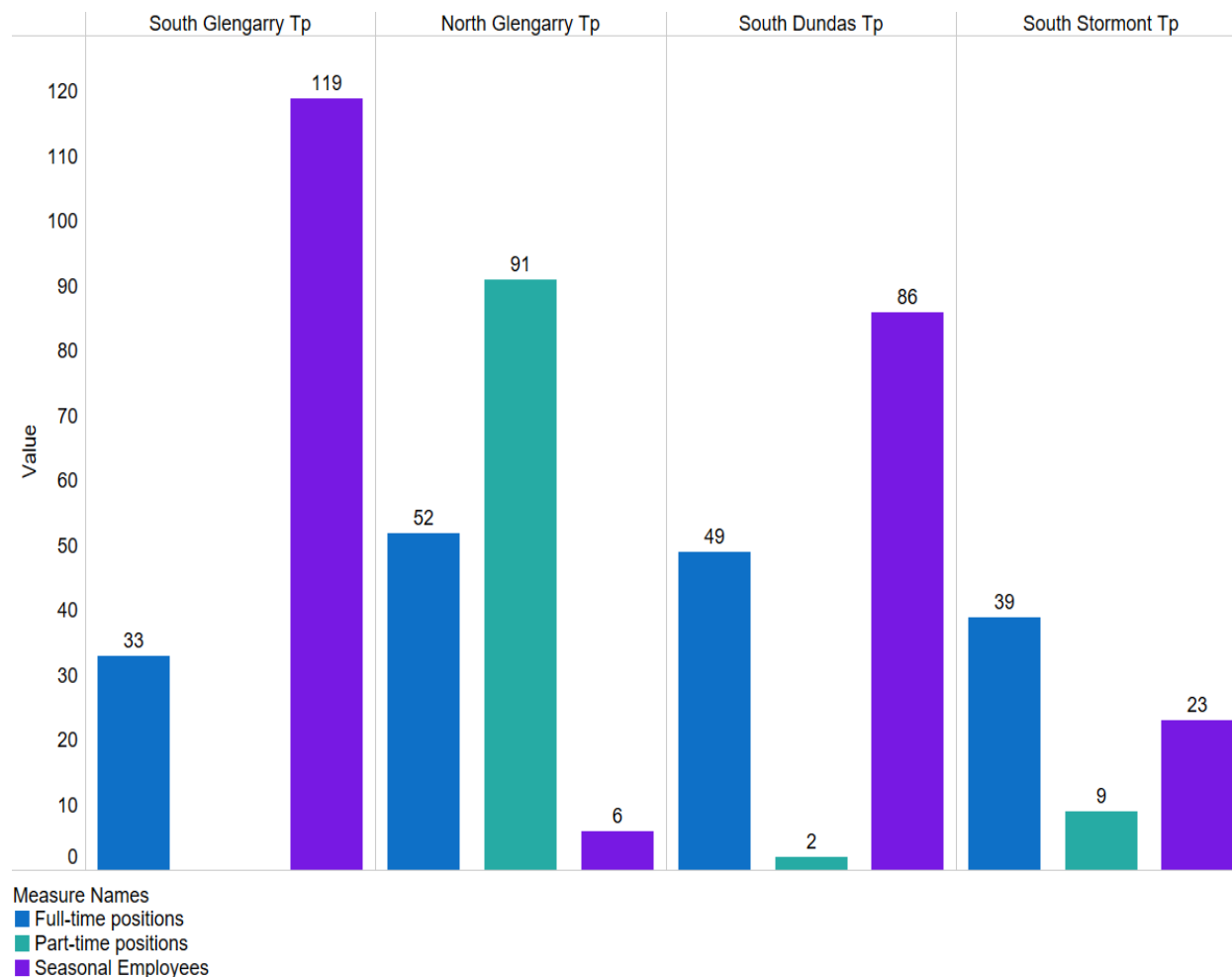
Staffing Perspectives

Comparator Staffing Levels

The size, volume, complexity and suite of services offered by a township impacts its staffing level and approach (i.e. in-house, contract, shared services). Council's strategic service priorities also impact the structure and deployment of its staffing levels and staffing mix.

South Glengarry employs the fewest full time employees amongst the comparator group.

Both South Glengarry and South Dundas reported volunteer firefighters as seasonal staff; North Glengarry reported volunteer firefighters as part-time employees. While South Stormont appears to have the smallest staffing complement, it is because volunteer firefighters have been excluded from their FIR data.



Source – KPMG analysis of annual Financial Information Returns, 2020, Schedule 80A

Full-Time Staffing Positions by Service Areas

The table below illustrates the number of full-time staffing positions by service areas across the comparator group.

	South Glengarry	North Glengarry	South Dundas	South Stormont
Administration	10	8	18	8.5
Fire ¹	1	0	2	2.5
Public Works	11	26	21	17
Health Services	0	0	0	0
Other Social Services ²	0	0	0	0
Parks & Recreation	6	8	8	5.5
Libraries	0	0	0	0
Planning	1	1	0	2.83
Other ³	4	9	0	2.66
FIR TOTAL	33	52	49	39

Note 1: Per FIR Instructions, volunteer firefighters are excluded from FIR reporting.

Note 2: Other Social Services primarily consists of child care services and social services staff, excluding long-term care staff.

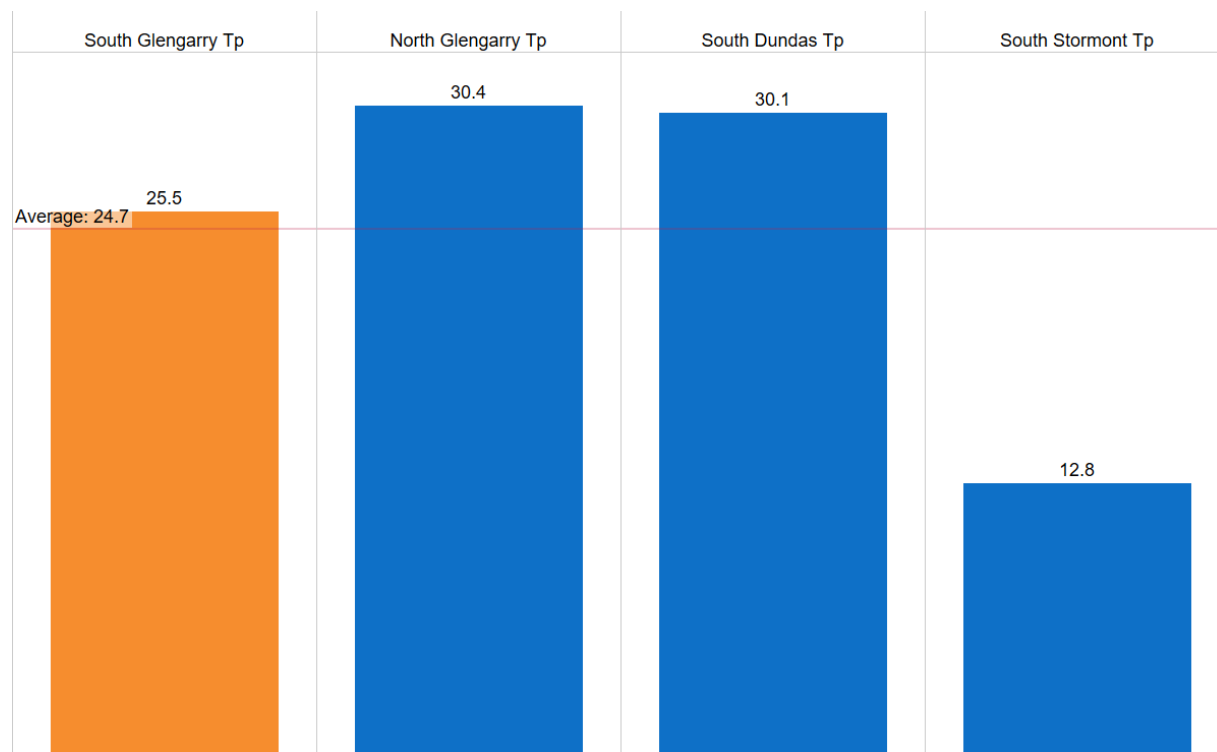
Note 3: Consists of clerical/administrative staff, by-law officers and inspectors not included in any of the above categories.

Staffing Perspectives

Total staffing complement per 1,000 households

Looking at the full time staffing complement per 1,000 households, South Glengarry is at par with the average of the comparator group.

South Stormont is significantly below the average, with 12.8 full-time staff per 1,000 households due to excluding volunteer firefighters from their FIR data.



Source – KPMG analysis of annual Financial Information Returns, Schedule 80A

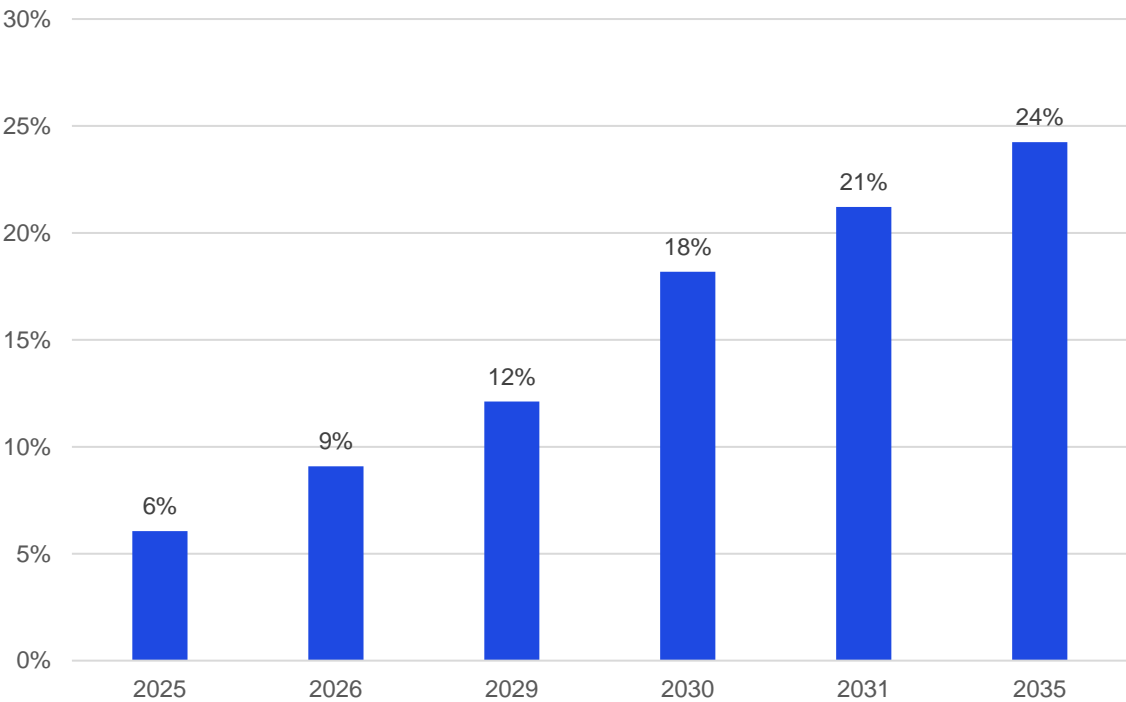
Staffing Perspectives

Retirement Profile

By 2035, a cumulative total of 8 employees will be entitled to retire with unreduced pensions. This number represents approximately 24% of all full-time employees of the Municipality.

This is slightly above our typical finding of approximately 20% when this analysis was conducted for other municipalities, indicating that the Township needs to proactively plan for succession to maintain the current staffing level.

South Glengarry experienced 8 retirements between February 2019 to January 2022, such as retirements of the Director of Infrastructure, Accounts Payable Clerk, Infrastructure Lead Hand, etc. The municipality also faces staffing shortages and recruiting challenges of key positions.



Source: Retirement data provided by the Township.

Note: No retirements in the years 2022 to 2024, 2027 to 2028, and 2032 to 2034 .

04

Benchmarking of Services

Township of South Glengarry
Service Delivery Review
Final Report

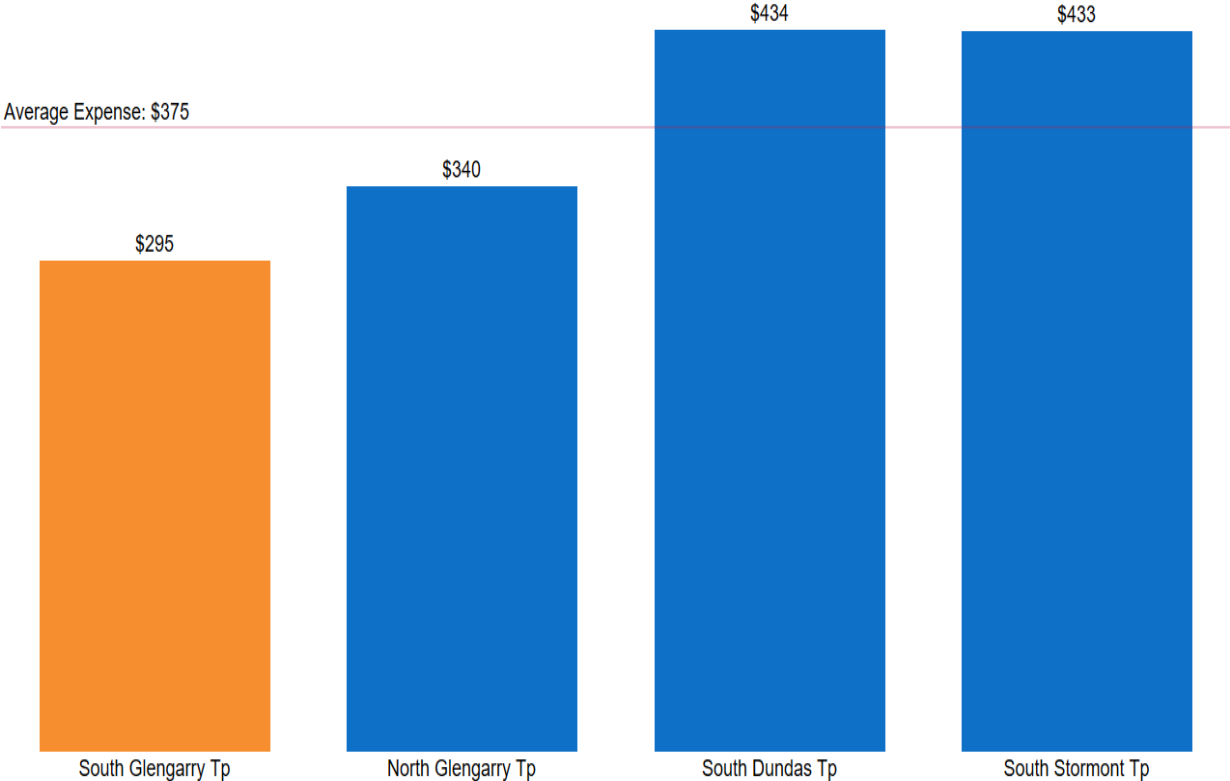
Benchmarking Perspectives

Governance, Corporate Management, and Program Support Cost per Household

The Township of South Glengarry's general government administration expense per household (\$295) is the lowest amongst the comparator group.

Governance costs include costs associated with the Office of the Mayor, Council members and direct administrative staff, council support, and election management.

Corporate Management and Program Support costs reflect cost of the Township's back-office or non-citizen facing services.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

Benchmarking Perspectives

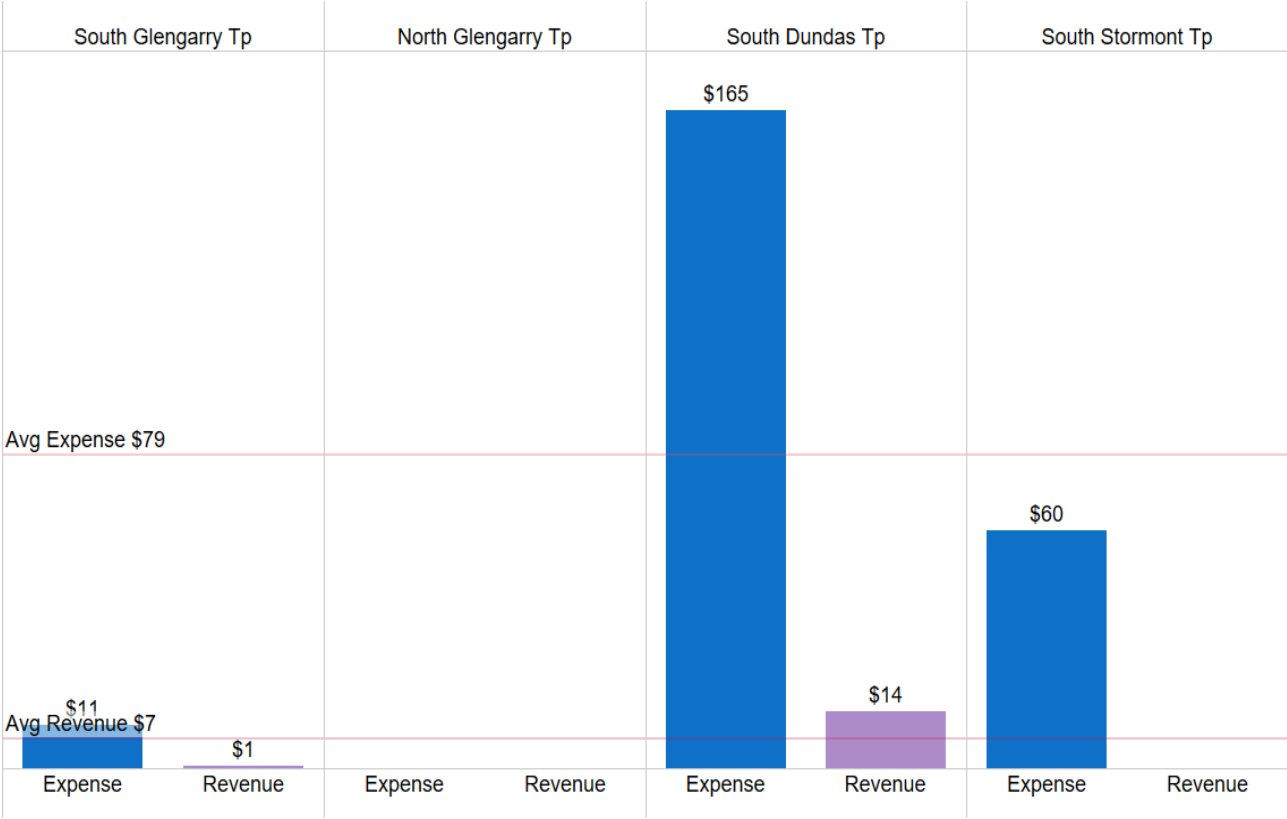
Recreation Programs Revenue and Expense per Household

South Glengarry’s operating expense for recreation programs per household (\$11) is below the average for the comparator group average of \$79 per household.

Revenue for recreation programs per household (\$1) is also the average for the comparator group of \$7 per household.

It should be noted that South Glengarry is in the process of updating the Recreation Master Plan.

North Glengarry did not report recreation program revenue and expenses in their 2020 FIR.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

Benchmarking Perspectives

Recreation Facilities Expense per Household

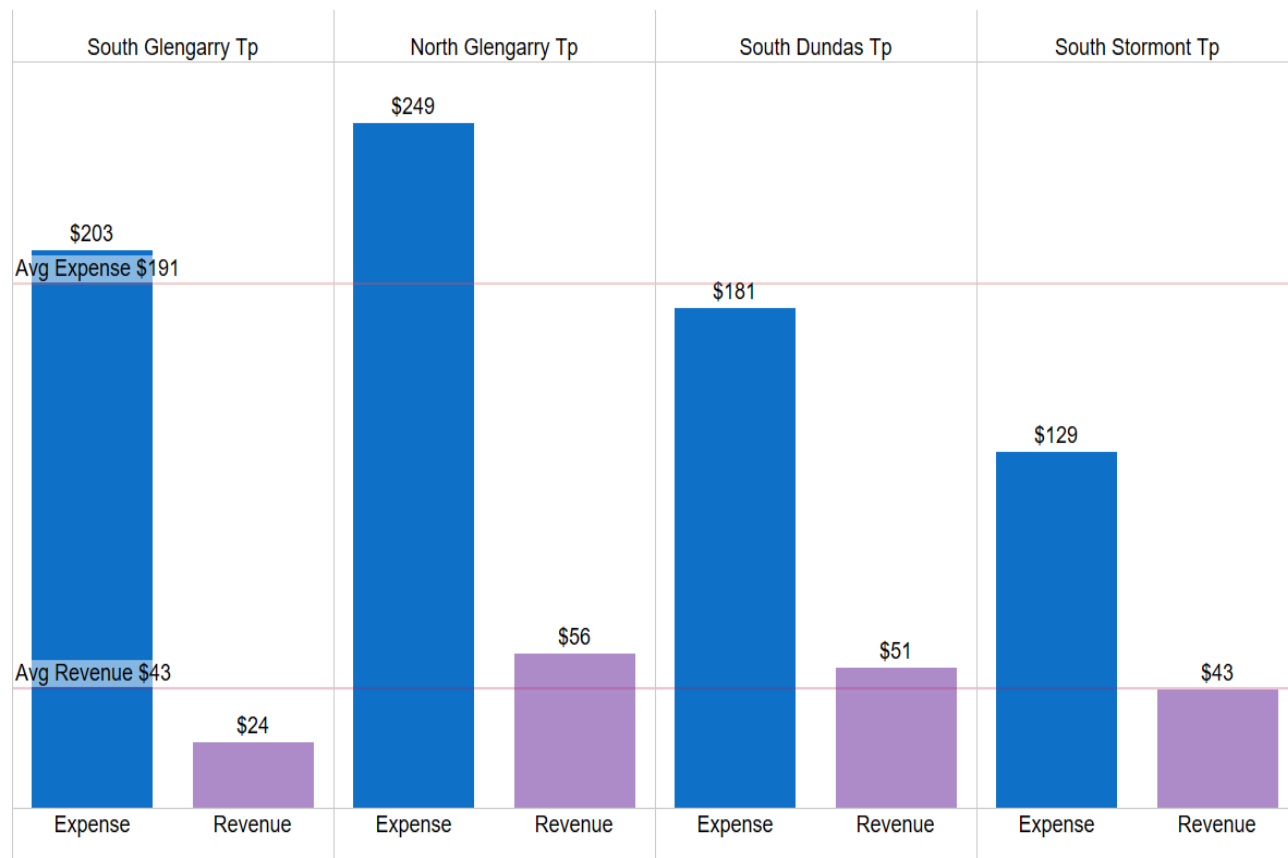
South Glengarry's operating expense for recreation facilities per household (\$203) is slightly above the average for the comparator group average of \$191 per household.

South Glengarry also reported the lowest revenue per household which presents an opportunity to review user fees.

The number and mix of recreation facilities each Township owns and operates, including building condition, impacts the spending level.

Township	Indoor Recreation Facility Space
South Glengarry	3,775 sq. metres
North Glengarry	2,690 sq. metres
South Dundas	16,050 sq. metres
South Stormont	2,829 sq. metres

Source – KPMG analysis of annual Financial Information Returns, 80D



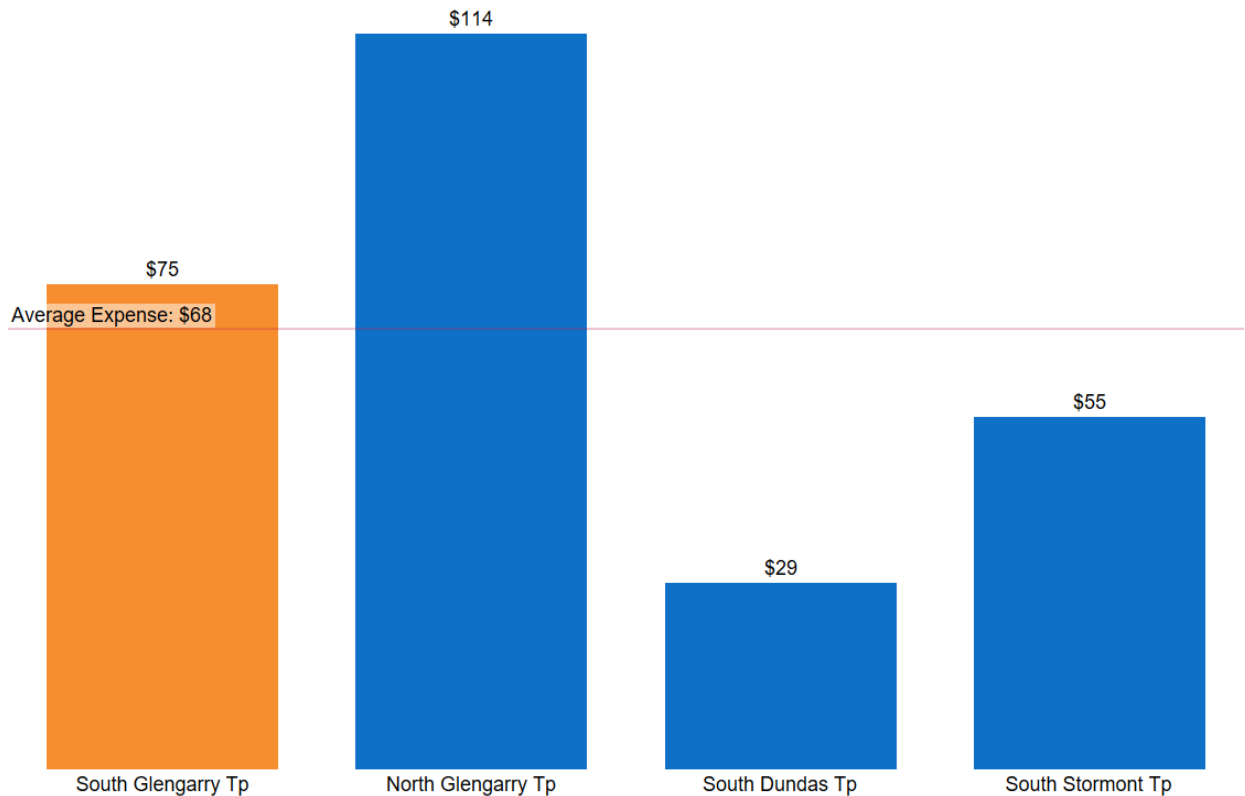
Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & 40

Benchmarking Perspectives

Parks Expense per Household

South Glengarry's operating expense for parks per household (\$75) is within close proximity of the average for the comparator group average of \$68 per household.

Spending level is subject to the amount of park land a Township maintains, its budget, and associated service levels it delivers.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & 40

Benchmarking Perspectives

Planning & Development

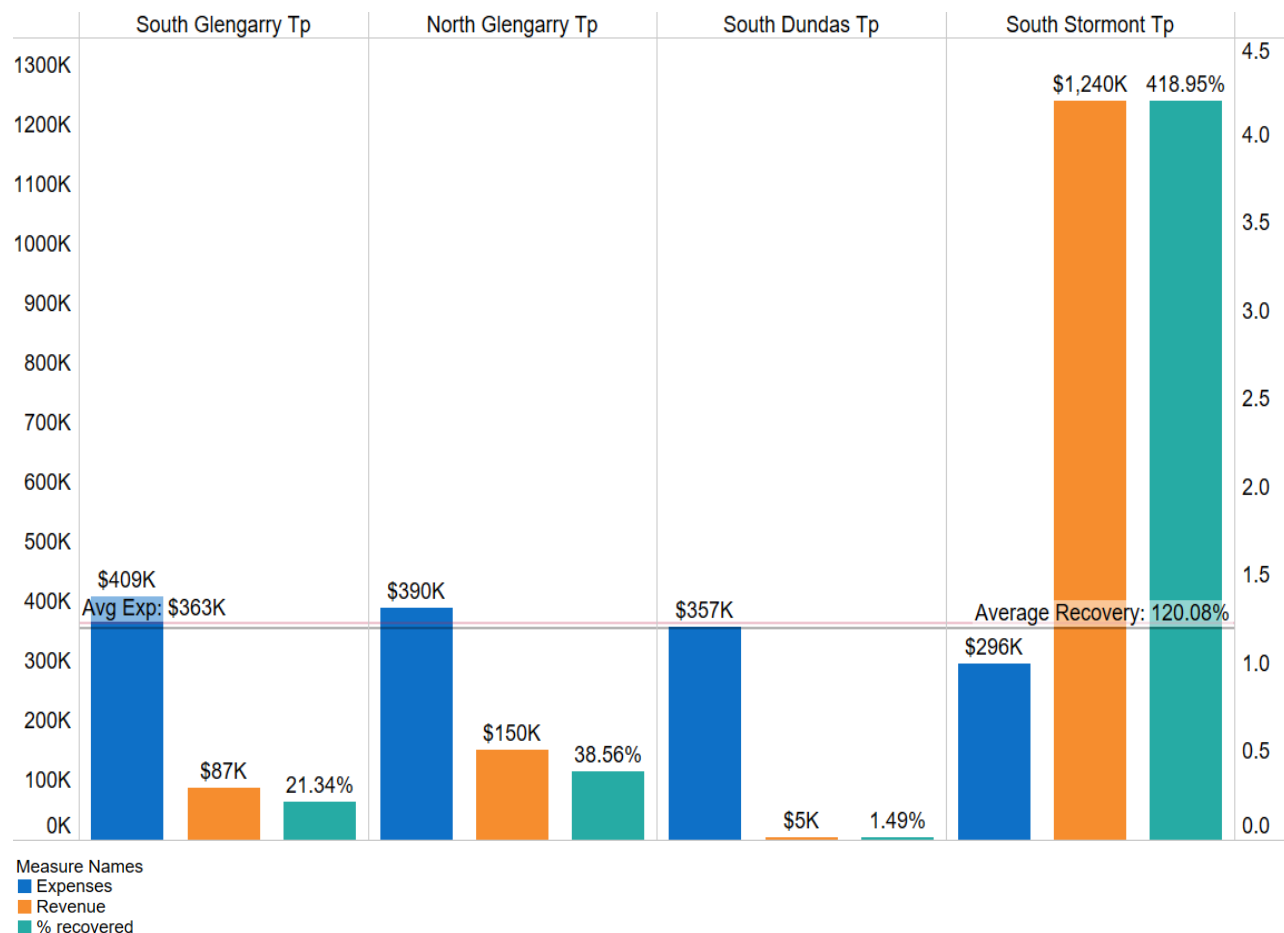
As a percentage of gross Planning and Development expenses incurred, South Glengarry has the second lowest recovery through user fees amongst the comparator group (~21%).

South Stormont sold industrial land in 2020 for development.

Planning and development expenses include planning and zoning, and commercial and industrial expenses.

Township	Land Use Planning – Total Number of Residential Units
South Glengarry	37
North Glengarry	18
South Dundas	28
South Stormont	83

Source – KPMG analysis of annual Financial Information Returns, 80D



Source – KPMG analysis of annual Financial Information Returns, Schedules 02, 12, 40, 80D

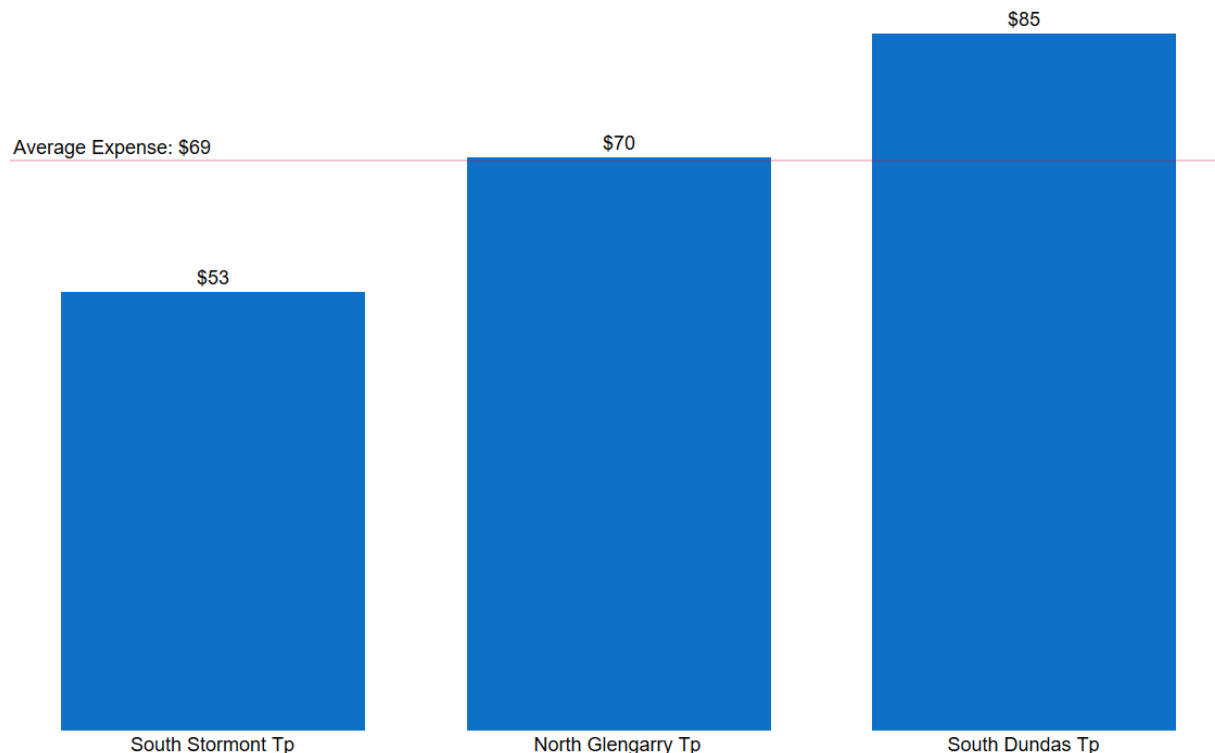
Benchmarking Perspectives

Building Permit and Inspection Services

South Glengarry did not report building permit and inspection expense in the 2020 FIR.

In terms of service volume, South Glengarry processed the second largest amount of building permits in 2020.

Subject to the application type, there is a timing difference between when cost are incurred to process applications and when user fees are collected.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80A

Township	Total Number of Building Permits ¹	Total Building Permit and Inspection Expense	Expense per Building Permit
South Glengarry	263	\$0K	N/A
North Glengarry	201	\$342K	\$1,701
South Dundas	191	\$386K	\$2,022
South Stormont	198	\$296K	\$1,496

1 - 2020 Data

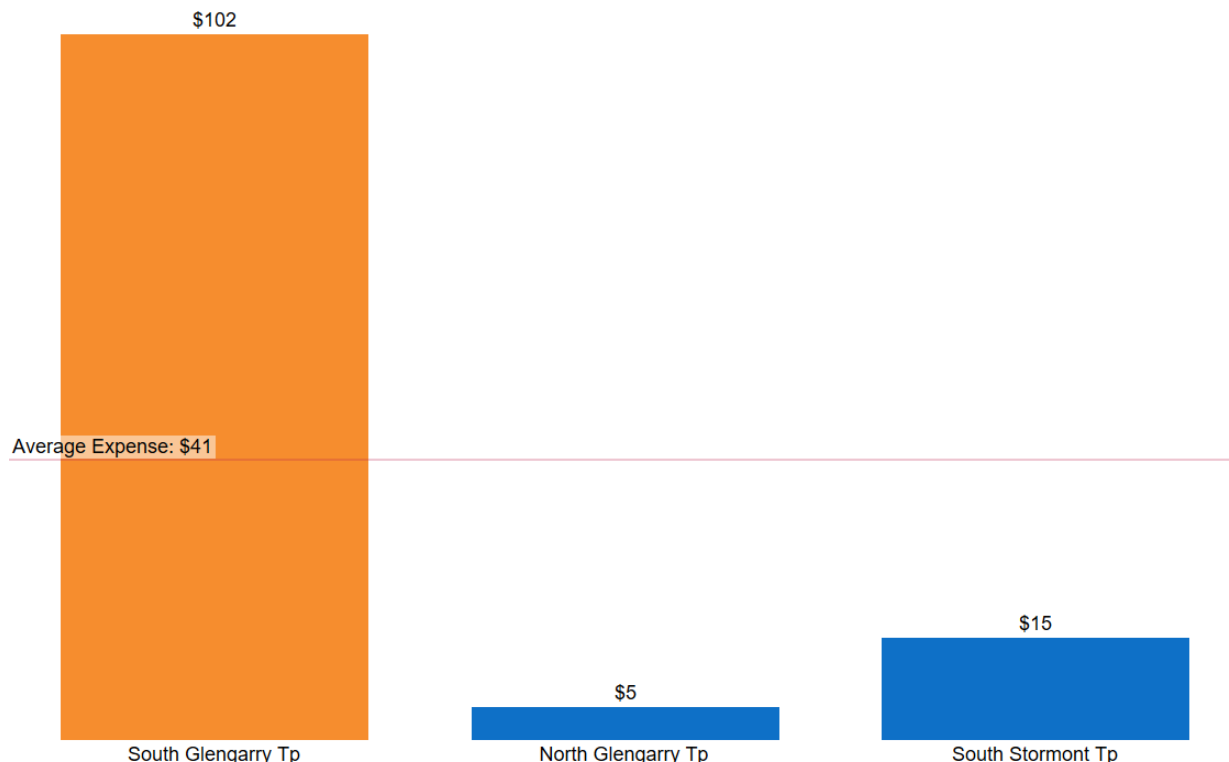
Benchmarking Perspectives

Protective Inspection and Control Expense per Household

While South Glengarry reported no building permit and inspection services in its 2020 FIR (previous slide), it reported the highest protective inspection and control expense per household. It is possible that the expenses for both categories were aggregated here, contributing to a higher expense per household amount for South Glengarry.

Protective inspection and control expenses primarily consists of bylaw enforcement and other enforcement related expenses. Expenditures includes both in-house and contracted resources.

The service delivery approach (in-house vs. contracted resources) impacts the spending level. South Glengarry, North Glengarry and South Stormont have in-house bylaw officers to deliver enforcement services. The Chief Building Official of South Dundas serves as its bylaw officer.



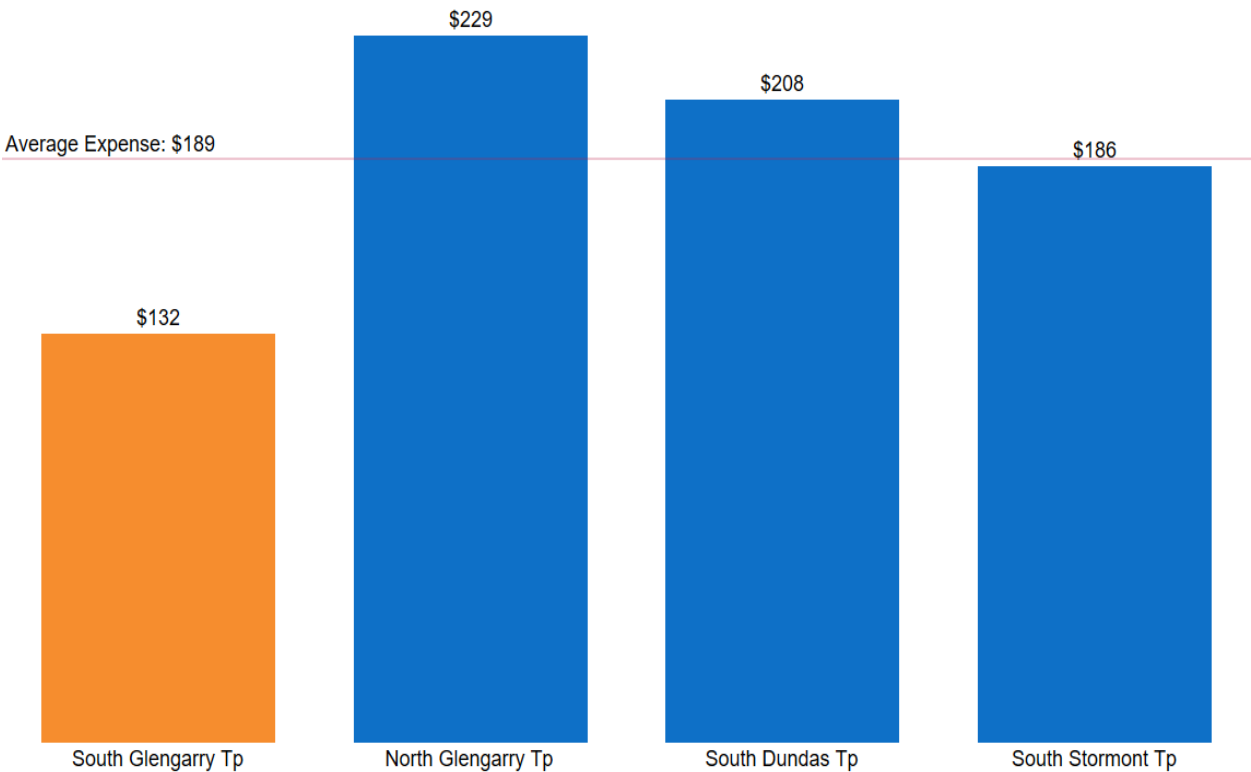
Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

Benchmarking Perspectives

Fire Expense per Household

South Glengarry's fire services expense per household is the lowest amongst the comparator group.

The comparator municipalities deploy a similar volunteer firefighter model. The Fire Chief of North Glengarry is considered part-time. South Dundas and South Stormont have a full time Fire Chief and other full time administrative positions.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40
Source – Municipal websites – Fire & Emergency Services

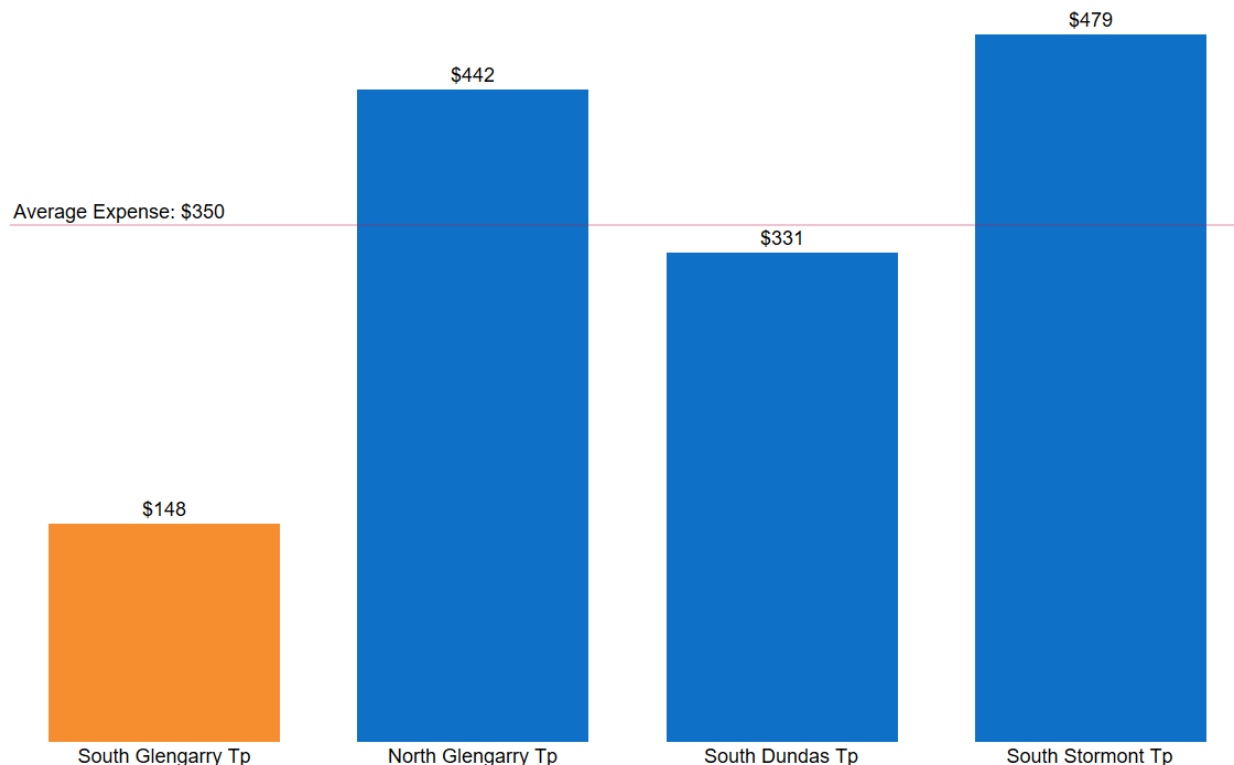
Township	Total number of fire stations
South Glengarry	5
North Glengarry	3
South Dundas	3
South Stormont	4

Benchmarking Perspectives

Water Treatment and Distribution Expense per Household

South Glengarry's total expense per household is below the average of the comparator group. However, the total expense per megalitre of drinking water treated is the 2nd highest of the comparator group.

All comparators have invested in water system upgrades in recent years.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40, 51A - 51C

Township	Total Megalitres of Drinking Water Treated	Total Water Treatment and distribution/transmission expense	Expense per Megalitre
South Glengarry	341.2	\$882K	\$2,586
North Glengarry	612.1	\$2,167K	\$3,539
South Dundas	1,073.7	\$1,509K	\$1,405
South Stormont	1,600.4	\$2,659K	\$1,662

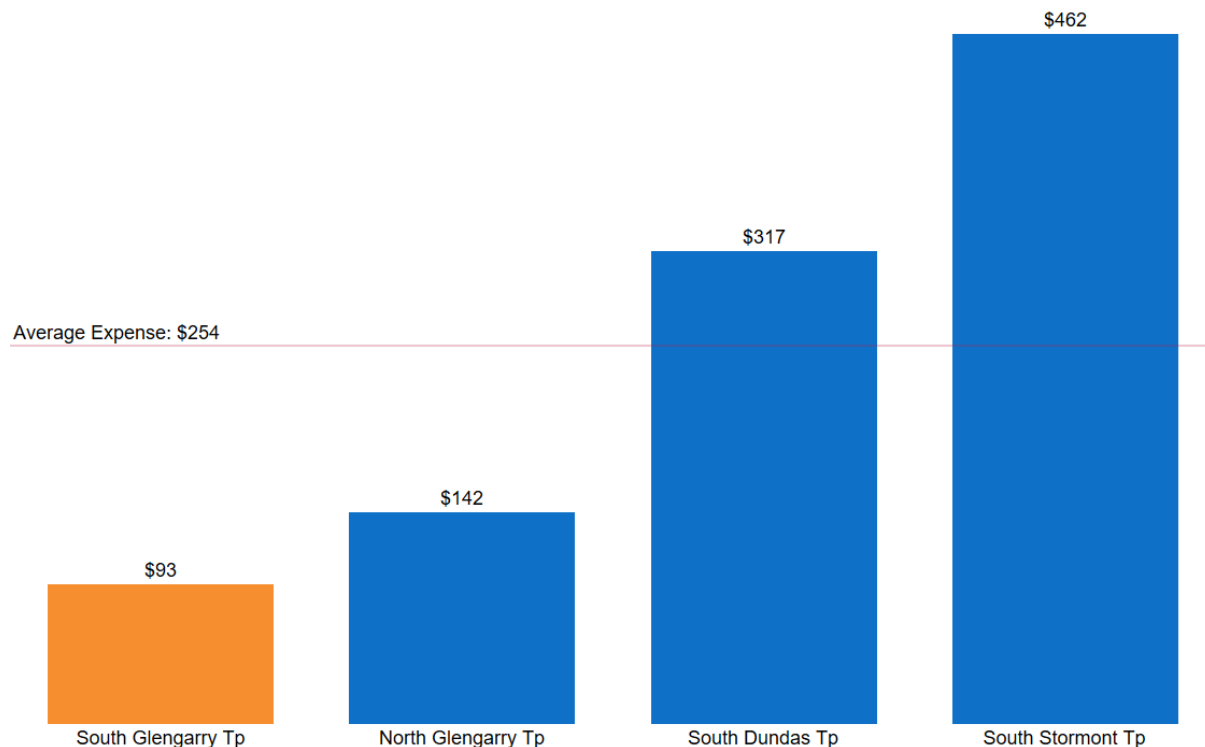
Source – KPMG analysis of annual Financial Information Returns, Schedule 80D, 40

Benchmarking Perspectives

Wastewater Collection and Treatment Expense per Household

The Township's total expense per household is the lowest; the expense per megalitre of wastewater treated is the 2nd lowest amongst the comparator group.

All comparators have invested in waste water system upgrades in recent years.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80D

Township	Total Megalitres of Wastewater Treated	Total Wastewater Treatment and distribution/transmission expense	Expense per Megalitre
South Glengarry	613.3	\$557K	\$909
North Glengarry	1,107.6	\$696K	\$628
South Dundas	1,410.9	\$1,443K	\$1,023
South Stormont	1,967.2	\$2,563K	\$1,303

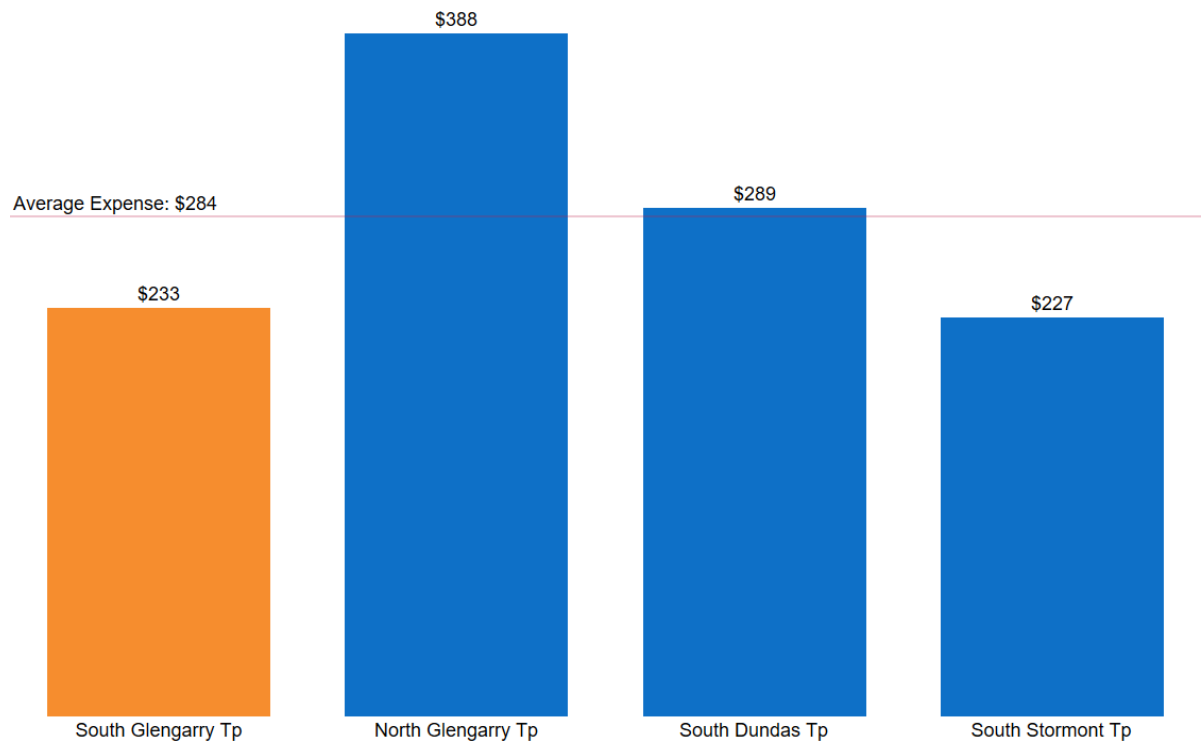
Benchmarking Perspectives

Solid Waste Services Expense per Household

The Township's operating expense per household for solid waste services is the 2nd lowest amongst the comparator group.

Expenses include solid waste collection and disposal, and waste diversion expenses.

All municipalities use contractors to perform solid waste collection and waste diversion services.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

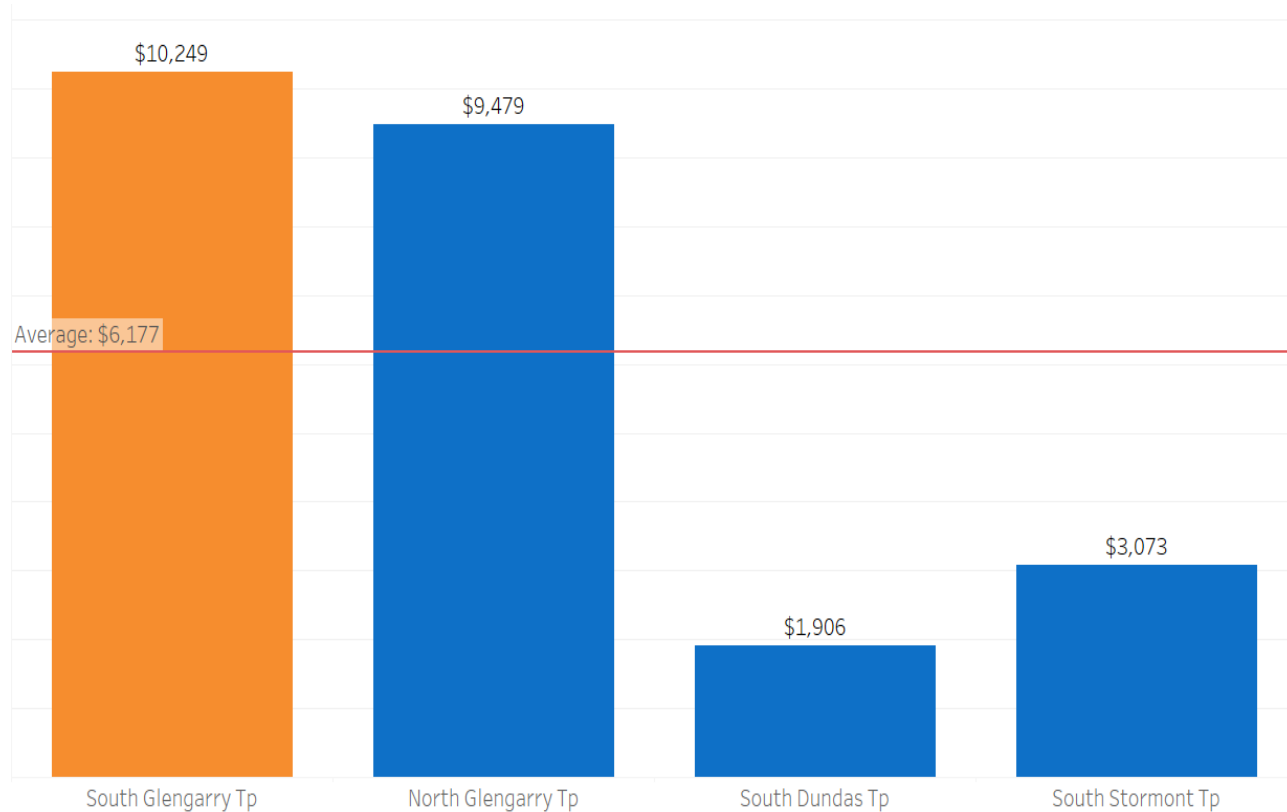
Benchmarking Perspectives

Summer Road Maintenance per Paved Lane Kilometre

A lane kilometer is calculated by multiplying the total number of kilometers in the municipal road network by the number of lanes.

South Glengarry has the highest number of lane kilometres amongst the comparator group and the highest expense per paved lane kilometer.

It was noted that the Township maintains its roads according to the minimum maintenance standards.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80

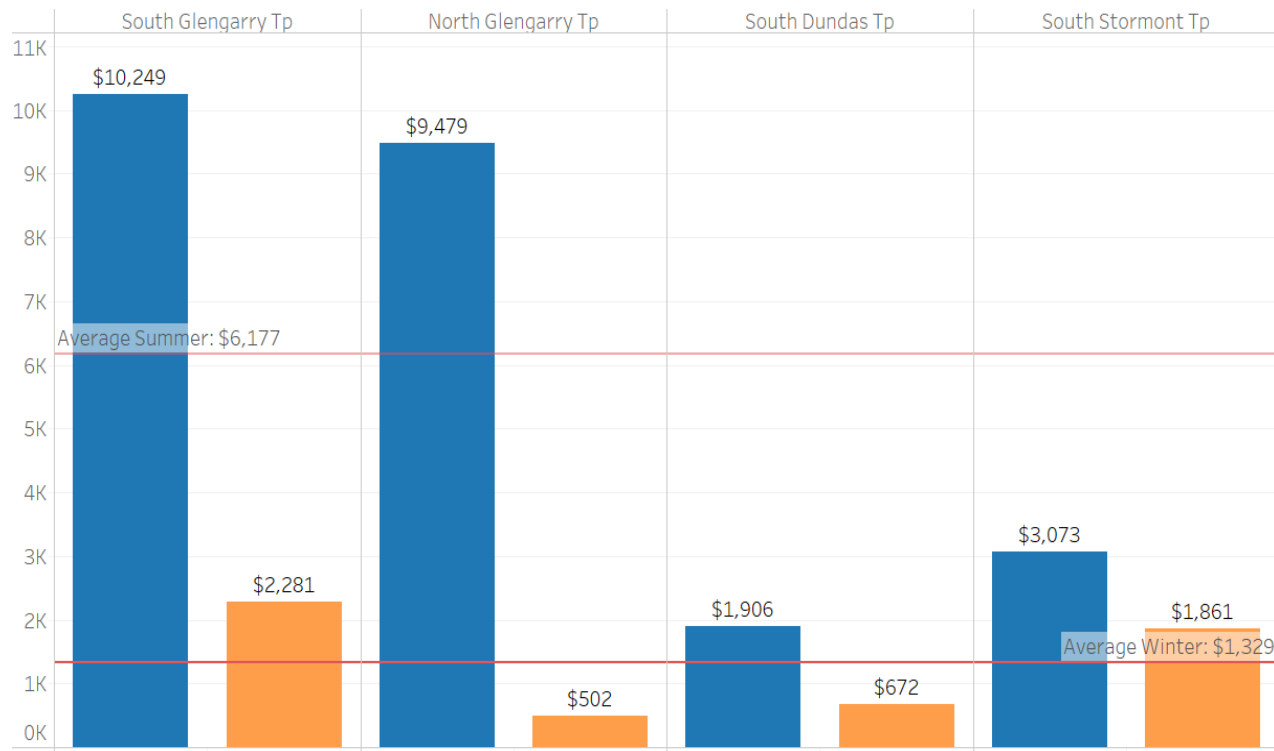
Township	Paved Lane KM	Unpaved Lane KM	Total Lane KM
South Glengarry	394	372	766
North Glengarry	309	417	726
South Dundas	626	77	703
South Stormont	386	208	594

Benchmarking Perspectives

Winter Road Maintenance per Lane Kilometre

Winter maintenance expense per lane kilometre is calculated by taking the total expense for winter maintenance divided by the total lane kilometres of roads maintained during the winter.

South Glengarry's expense per lane kilometre for winter maintenance (\$2,281) is the highest amongst the comparator group. This may be due to different service levels where the comparator Townships maintain all paved and unpaved roads in the winter.



Legend

- Summer Maintenance
- Winter Expense

Source – KPMG analysis of annual Financial Information Returns, Schedule 40, & Schedule 80

Township	Total Lane KM maintained in winter	% of Total Road KM Maintained
South Glengarry	372	49%
North Glengarry	726	100%
South Dundas	680	97%
South Stormont	601*	101%

*South Stormont reported that they maintain 101% of total road KM during winter

Appendix E: Process Observations

Township of South Glengarry
Service Delivery Review
Final Report

Process Mapping

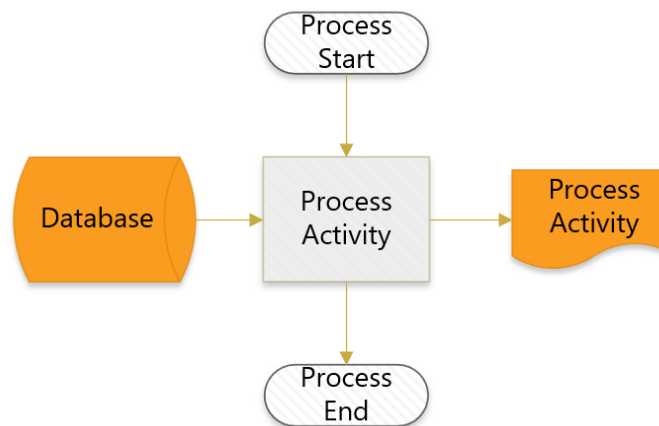
As part of the project, 13 process mapping workshops were completed for the following processes:

1. Processing of payroll
2. Vacation request and management
3. Hiring/onboarding of new staff
4. Procurement process
5. Grant and donation management
6. Processing of payments received
7. Property Ownership Changes
8. Accounts payable
9. Customer Complaints and Service delivery Requests
10. Building permit Application & Approval
11. Minor Variance Applications
12. Facility Rentals
13. Program Registration

Engaging Internal Stakeholders

As part of the project, KPMG held 13 process mapping workshops to understand key processes that span across the Township's departments. The workshops helped to identify process inefficiencies, manual activities, and existing technologies. The process maps are included in Appendix B.

We summarized observations and improvement opportunities by process in the following slides.



Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

	Challenges & Threats	Improvement Opportunities
01 Processing of Payroll	<ul style="list-style-type: none"> There is lack of segregation of duties with limited management oversight. Multiple processes in both payroll and vacation management are highly manual, with limited utilization of available technology. Retirement of HR personnel. Limited documentation of HR procedures. 	<ul style="list-style-type: none"> Implement electronic timesheets and paystubs to reduce manual efforts in recording and managing payroll/vacations. Explore VADIM reporting capabilities to analyze payroll data. Implement employee self-serve functions via HRIS solution to manage requests and monitor scheduling. Document HR procedures and policies; plan for additional staff training.
02 Vacation Request and Management		
03 Hiring / Onboarding of New Staff	<ul style="list-style-type: none"> As part of a wider labour shortage, the Township is experiencing difficulty in attracting talent to apply for vacant positions. The process to track recruiting status and documents is highly manual. 	<ul style="list-style-type: none"> Review the Township's recruitment strategy e.g., investigate alternative sources of labour, assess hiring process. Consider the use of an HRIS system to track and manage recruitment and onboarding process.
04 Procurement Process	<ul style="list-style-type: none"> Some personnel believe paper tender submissions encourage local businesses to bid for work as local vendors may not have access to MERX. These services include grass cutting, collection, and trades. Communication to vendors of the status of their bids is limited. The department often receives requests for updates on bids. Advertising is mostly done through local newspapers and the municipal website but this might not reach the full scope of eligible vendors. 	<ul style="list-style-type: none"> Utilize MERX functionality to receive electronic submissions of tender bids in addition to paper submission. Explore using MERX to notify bidders of tender results. Explore avenues for advertising procurement opportunities to local businesses such as social media and direct mailing. Procurement Bylaw could be updated to include online tendering procedures. Last revision was made in 2018.

Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

Challenges & Threats

Improvement Opportunities

05 Grant and Donation Management

- Exceptions to the grant and donation policy are often approved, such as:
 - Applications submitted after deadlines are often accepted and approved.
 - Applications are awarded grants above the maximum threshold.
- Some applications are submitted directly to Council and are granted priority service.
- The approval of late donation/grant applications threatens the department's ability to plan budget.

- Update the grant and donation policy to clarify the procedures pertaining to delegation of authority, roles, and responsibilities, approval thresholds. Last revision was in 2017.
- Update the municipal website to better communicate application policy and procedures.
- Delegate administrative work from the Treasurer to the Deputy Treasurer or Clerk's Office to manage grant and donation process.

06 Processing of Payments Received

- There are no backups for the receptionist role. In the event of absences, work is completed only when the receptionist returns.
- Landfill service pricing follows an informal process that may not be sustainable in the longer term and creates financial risks for the Township.

- Opportunity to train/recruit another staff member as a backup to the receptionist position.
- Review policies and procedures for landfill pricing and billing to mitigate risks of lost revenues and as part of succession planning.

07 Property Ownership Changes

- Capturing ownership changes in a timely manner to accurately update property and tax assessment data has been difficult due to the high volume of ownership changes recently experienced by the Township.
- The lack of integration between Cloudpermit and VADIM requires personnel from both Building Services and Finance to input ownership changes into each respective system.

- There is an opportunity to review if Paymentus can be integrated with Cloudpermit to avoid manual confirmation of payment between Building and Finance departments.

Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

Challenges & Threats

Improvement Opportunities

08 Accounts payable

Corporate Credit Cards

- There is no formal policy for the use of corporate credit cards. AP Clerk often needs to follow up with users for approval of credit card statements.
- Limited review of credit card transactions with little/no review of statements.

Vendor Payments and Employee Reimbursement

- No Backups to process AP in the event of an extended absence.
- Rush payment requests may expose the municipality to cybersecurity threats e.g., phishing emails, impersonations.

Corporate Credit Cards

- Implement and enforce a corporate credit card policy.
- Implement electronic receipt submission process.
- Consider Deputy Treasurer as approver of credit card payments.

Vendor Payments and Employee Reimbursement

- Consider Deputy Treasurer as backup to AP Clerk.
- Digitize invoice payment records, especially payments over \$50K. Currently retaining physical documents.

09 Customer Complaints and Service Delivery Requests

Customer Complaint & External Service Requests

- There is no formal tracking and reporting of customer complaints and service request activities.
- Few clients submit the complaint form on the municipal website while the others call or email Township Staff and/or Town Hall.
- Complaints directly submitted to CAO/Council are prioritized over other requests.

Internal Service Requests

- Applications and service request are tracked manually. Cloudpermit does not issue notifications to inform staff of action items and requires additional effort by staff to monitor the system.

Customer Complaint & External Service Requests

- Infrastructure is in the process of implementing Access E11 to track maintenance requests. The system will act as a work order management system that integrates with the GIS system.
- Update the municipal website to better communicate the complaint process.

Internal Service Requests

- Evaluate alternative software with adequate notification and request tracking systems.
- Consider use of Cloudpermit to schedule inspections.

Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

Challenges & Threats

Improvement Opportunities

10 Building Permit Application & Approval

- Encouraging applicants to submit applications via Cloudpermit has been a challenge. Approximately 80% of applications are submitted electronically (email) or in-person (paper).
- Cloudpermit does not issue notifications to relevant stakeholders when there are applications updates (e.g., status changes, updated application data, invoice issues, etc.).
- Cloudpermit permit number does not integrate with VADIM property roll number, hence, Finance relies on communication from Building to record permit transactions in VADIM.

- Update the municipal website to better communicate application policy and procedures. Create resources (e.g., templates, flow charts) to inform applicants of the application process.
- Explore how Cloud permit can be better integrated with the financial system.

11 Minor Variance Applications

- The GM of Planning, Building & Enforcement is the only planner at the Township with limited backup support.
- The Township purchased the Land Use Planning module of Cloudpermit but applicants are unwilling or unable to submit their applications through the system; hence, the software is currently used internally to link minor variance applications to building permit applications.

- Recruit/train another planner to complement GM and provide backup.
 - Review and amend Bylaws to reduce volume of minor variance applications.
- Strengths:
- The Planning Department has prepared multiple public resources including application templates and flow charts to help inform applicants before initiating the application process.
 - The department is available to provide consultations by appointment.
 - Legislation requires the process take no more than 60 days, but it typically takes 40-45 days for the Township to complete the process.

Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

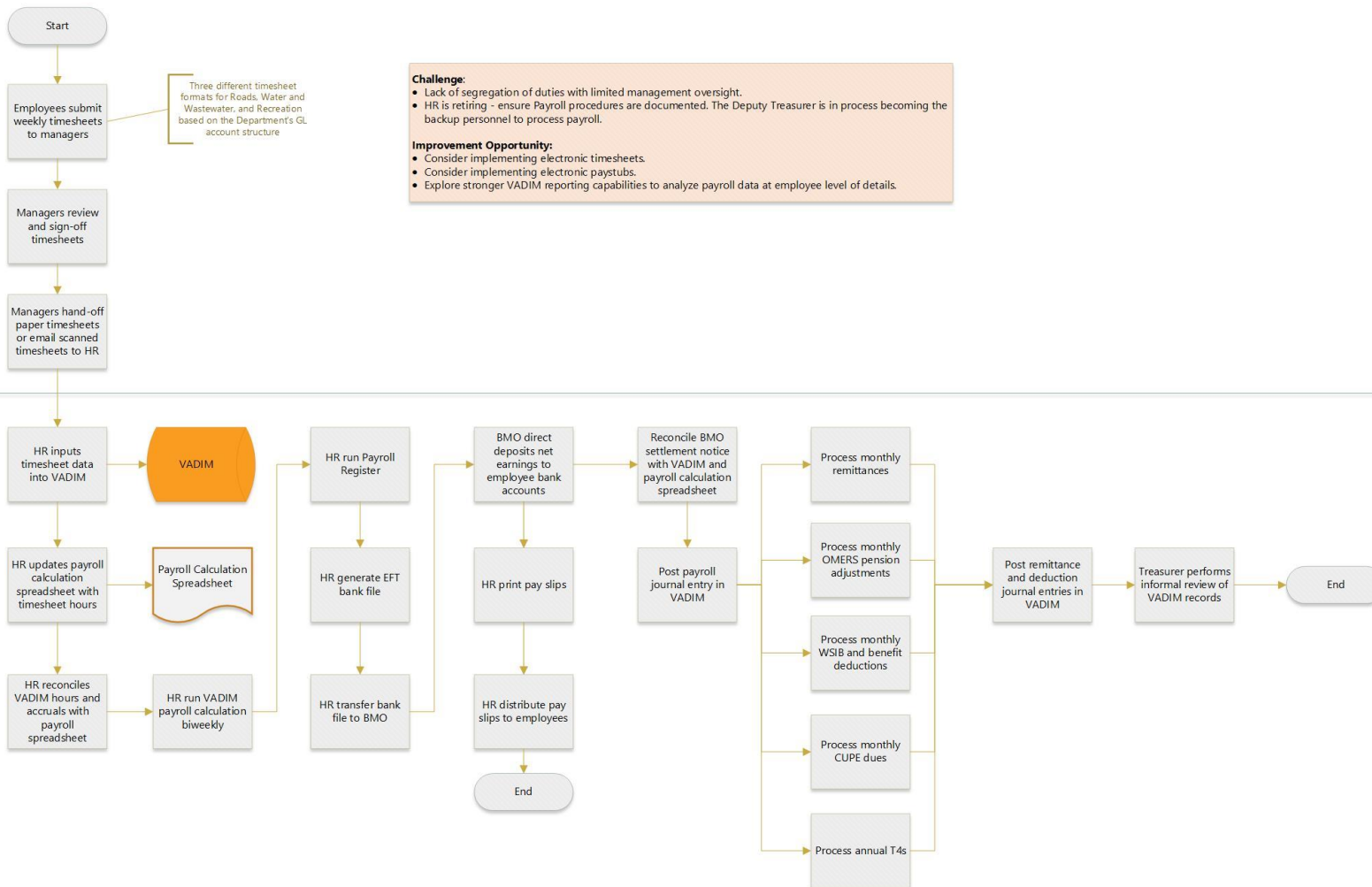
	Challenges & Threats	Improvement Opportunities
12 Facility Rentals	<ul style="list-style-type: none"> The Township provides a high service standard for a one-time rental fee while accommodating special requests without a charge i.e., additional staff are needed to coordinate requests such as bar setup, projectors, speakers, etc. 	<ul style="list-style-type: none"> The Township could review the current rental fee pricing model. After the Department reviews it's Master Plan, the Township intends to review user fees. Consider a stronger presence of seasonal employees to support staff during peak seasons.
13 Program Registration		

Process Maps

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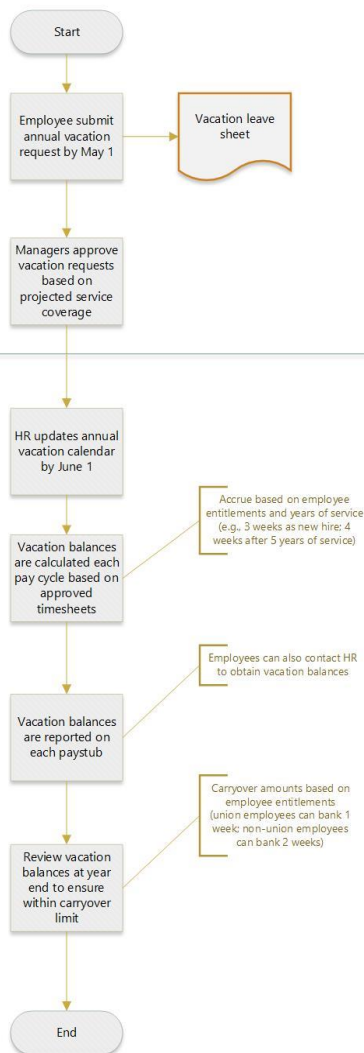
Departments

HR



Departments

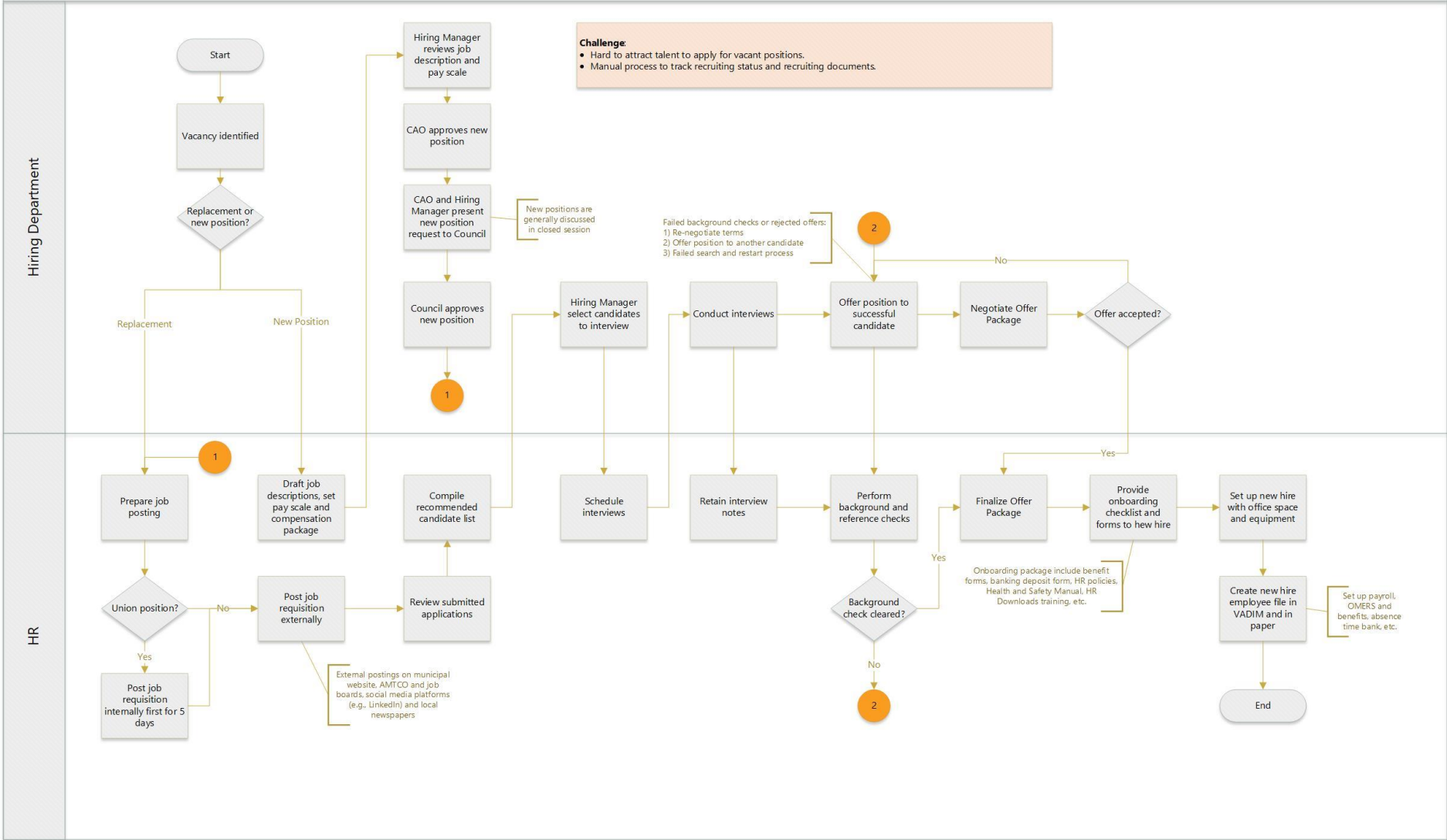
HR

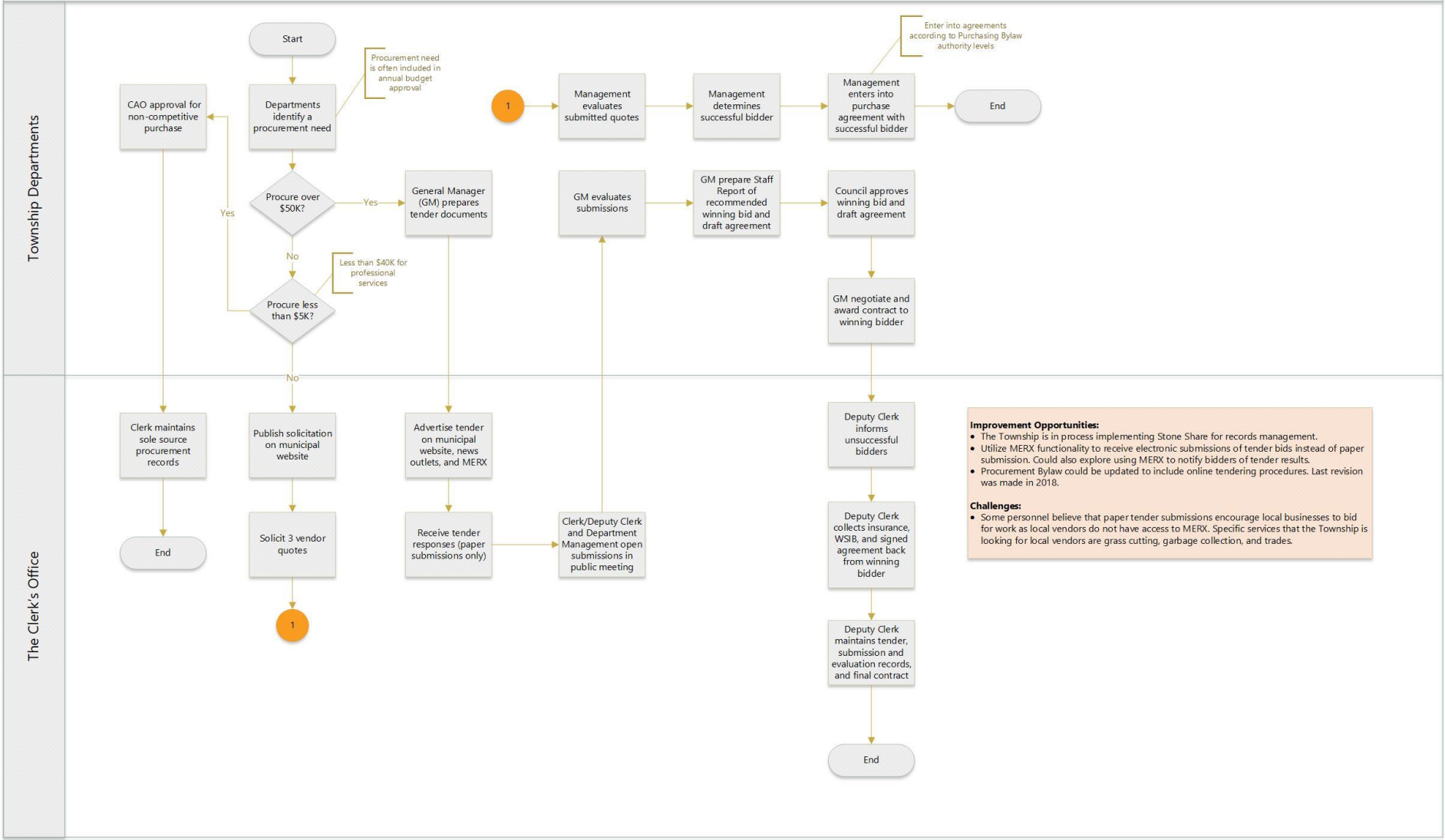


Improvement Opportunity:

- Consider implementing an electronic scheduling tool.
- Consider implementing electronic timesheets.
- Consider implementing employee self-service functions via a HRIS solution.

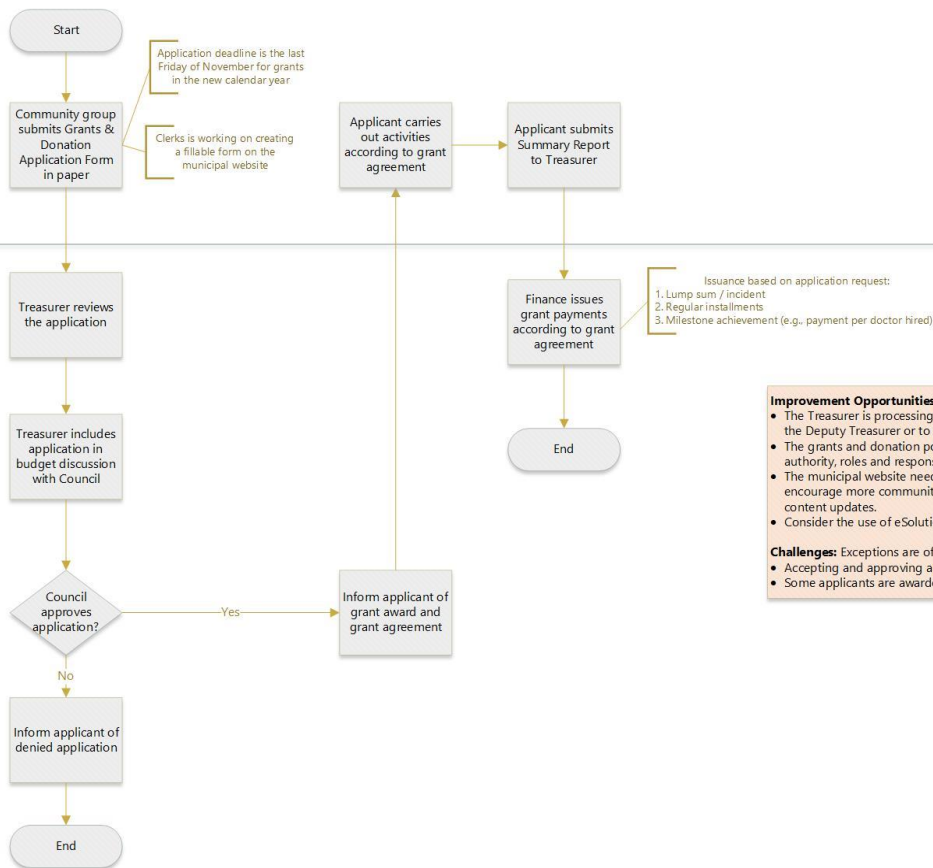
Human Resources - Hiring and Onboarding New Staff





Applicant

Finance



Improvement Opportunities:

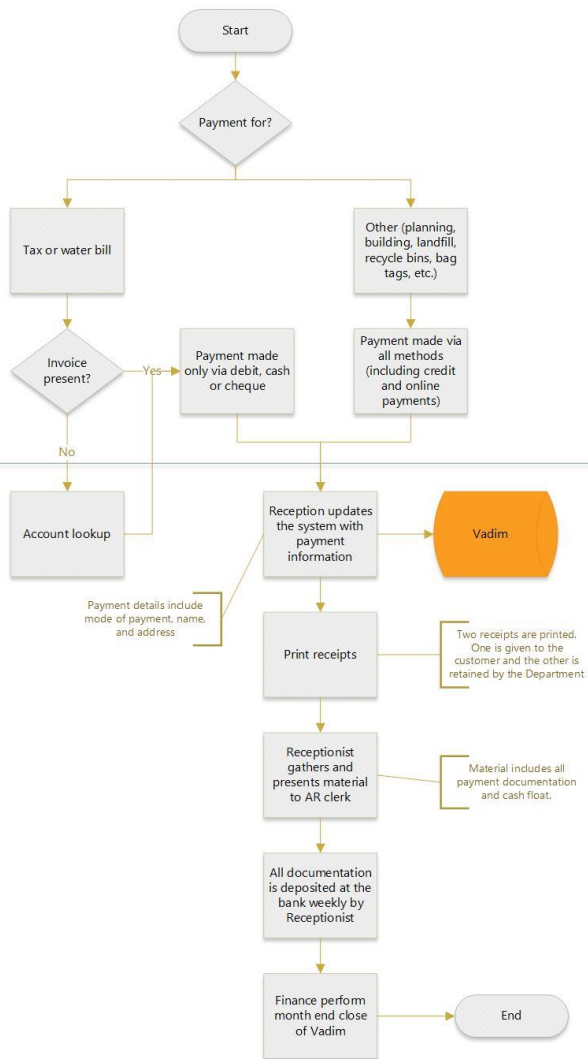
- The Treasurer is processing grants and donation applications. Administrative work could be delegated to the Deputy Treasurer or to the Clerk's Office to manage the process.
- The grants and donation policy should be updated to clarify procedures pertaining to delegation of authority, roles and responsibilities, approval thresholds. Last revision was in 2017.
- The municipal website needs to be updated to better communicate application policy and procedures to encourage more community groups to apply. It is not clear who in the Township is in charge of website content updates.
- Consider the use of eSolutions and eScribe to manage Council meetings.

Challenges: Exceptions are often granted, such as:

- Accepting and approving applications that were submitted after the deadline.
- Some applicants are awarded grants above the policy threshold.

Customers

Reception



- The nature of most payments received are tax and water payments but also include planning payments, building department, land fill site, recycle bins, bag tags, and parks and recreation.

Challenge

- There are no backups for the personnel involved in AR. In the event of absences, the work is completed only when the individual returns. No one else is entering payment information.
- Landfill service pricing is often informal and carried out by one individual (assess service, issue receipt, bring to finance to input in system).

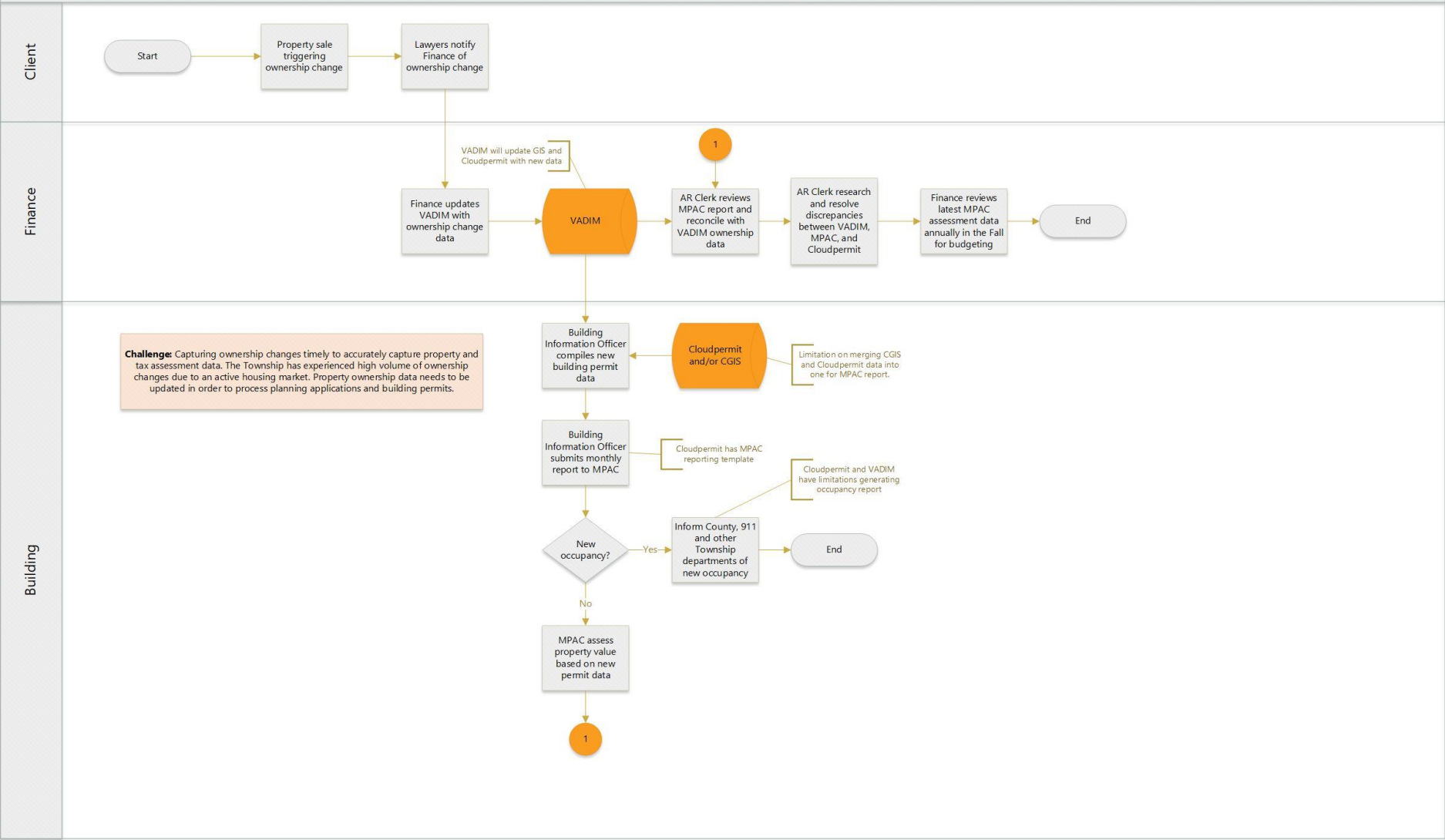
Improvement Opportunity:

- Recruit or train another staff member to act as backup to key positions.
- Review policies and procedures for landfill pricing and billing as part of wider succession planning.
- Expand the payment methods to cover more/all services.

Strength:

- The student is able to oversee some responsibilities of the AR process in the event of a short-term absence.

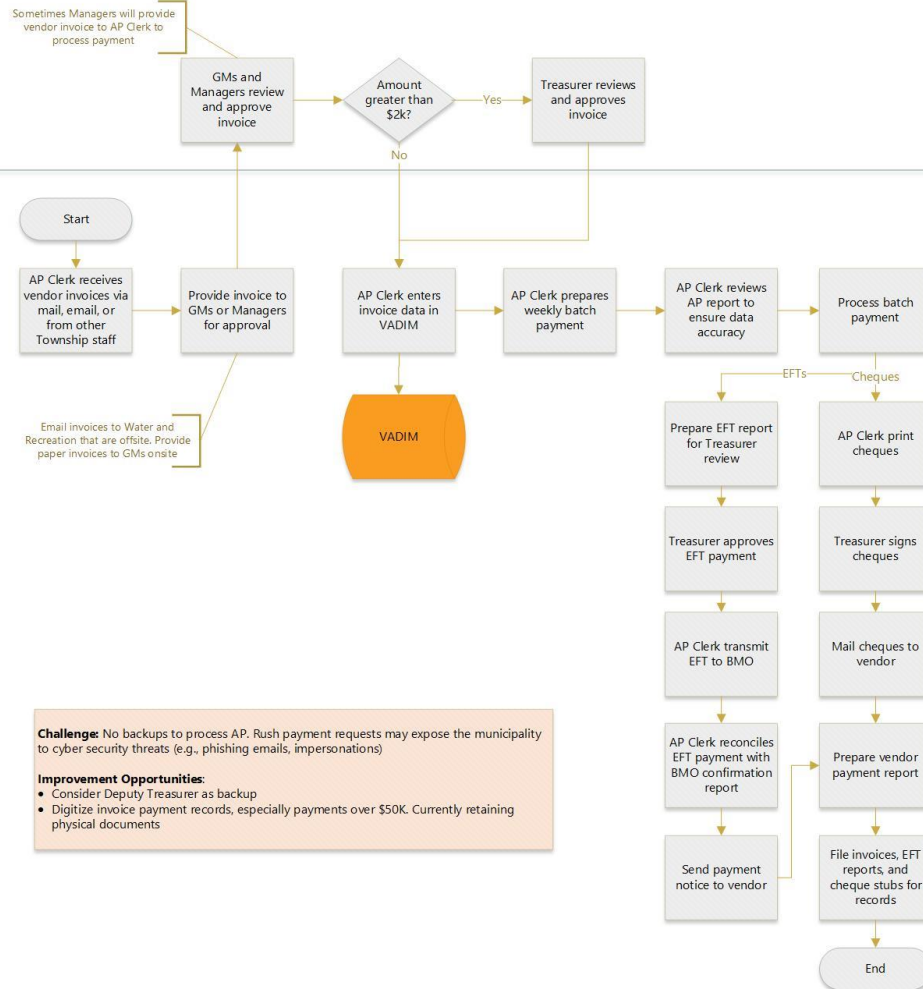
Property Ownership Change



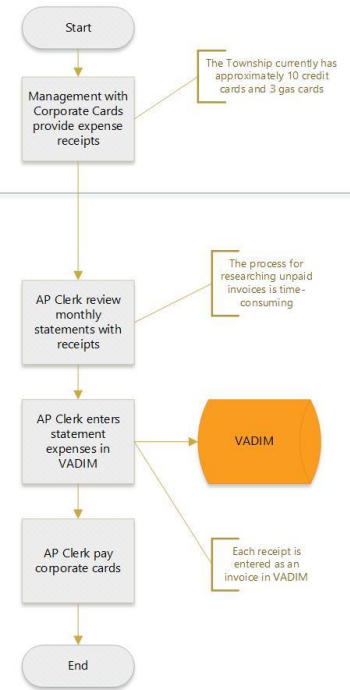
Vendor Payments and Employee Reimbursements

Manager

Finance



Corporate Credit Cards

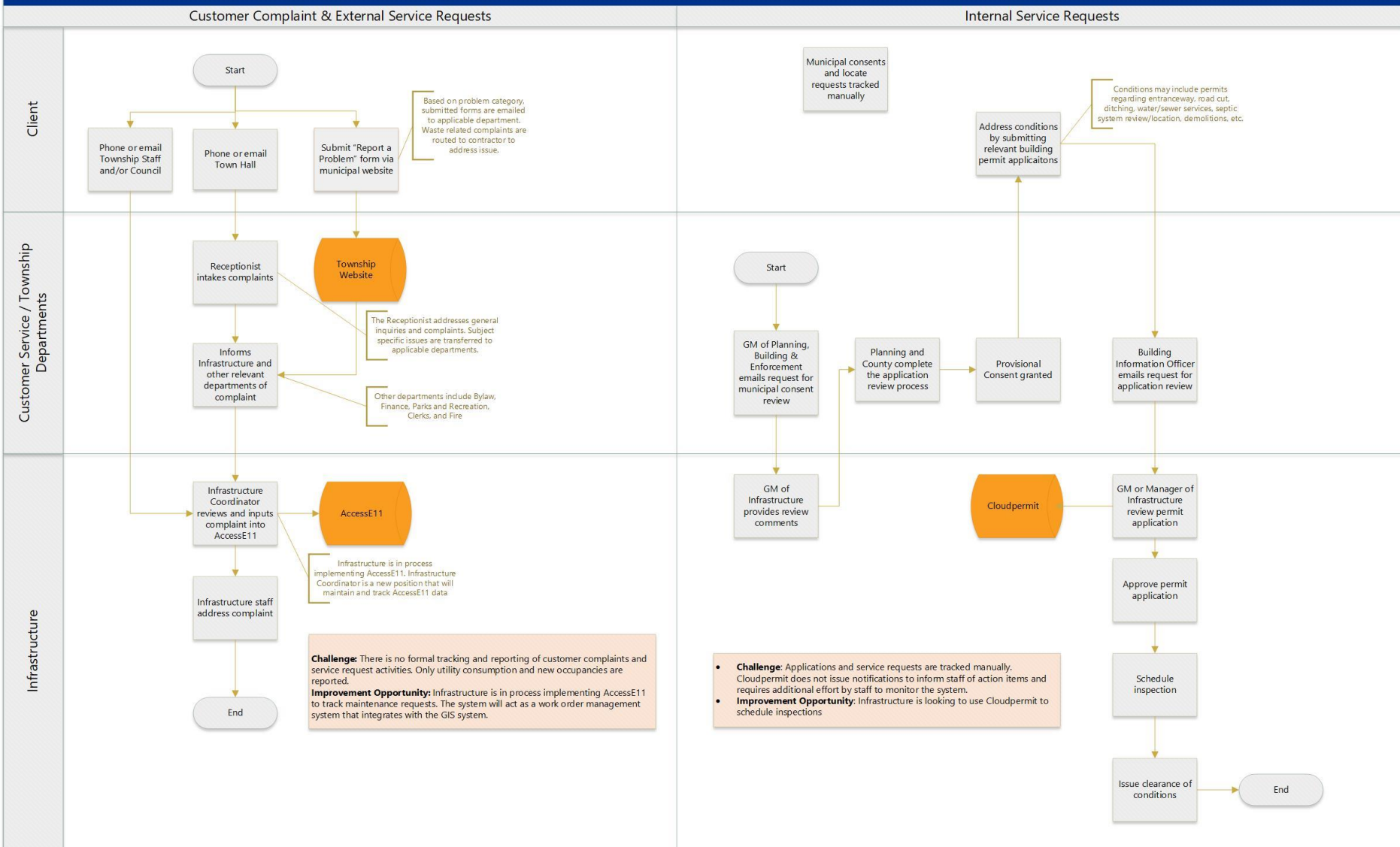


Challenge: There is no formal policy for the use of corporate credit cards. AP Clerk needs to chase receipts to support review of credit card statements

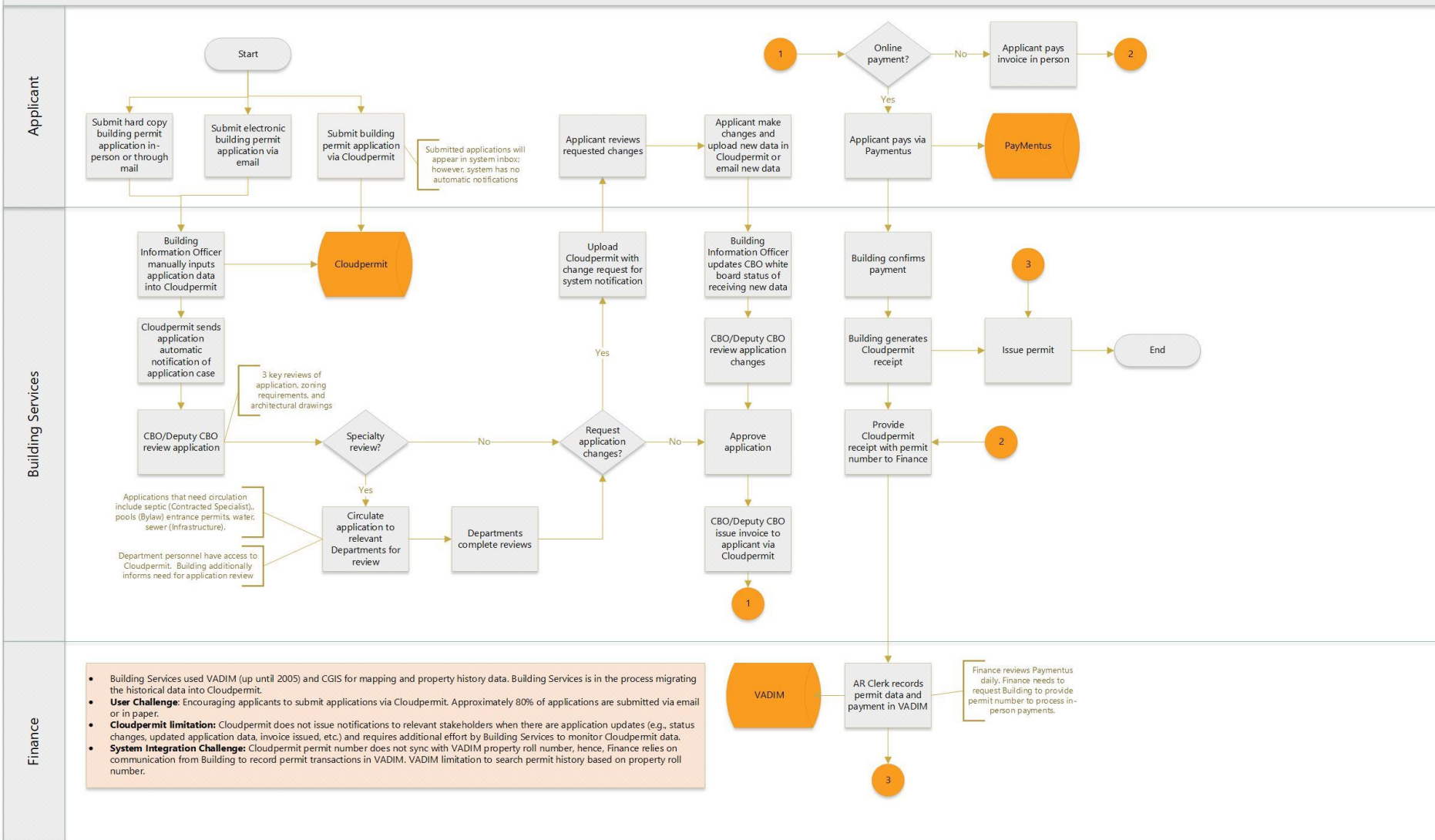
Improvement Opportunities:

- Implement a corporate credit card policy
- Implement electronic receipt submission process
- Consider Deputy Treasurer as approver of credit card payments

Infrastructure Services - Customer Complaints and Service Delivery Requests



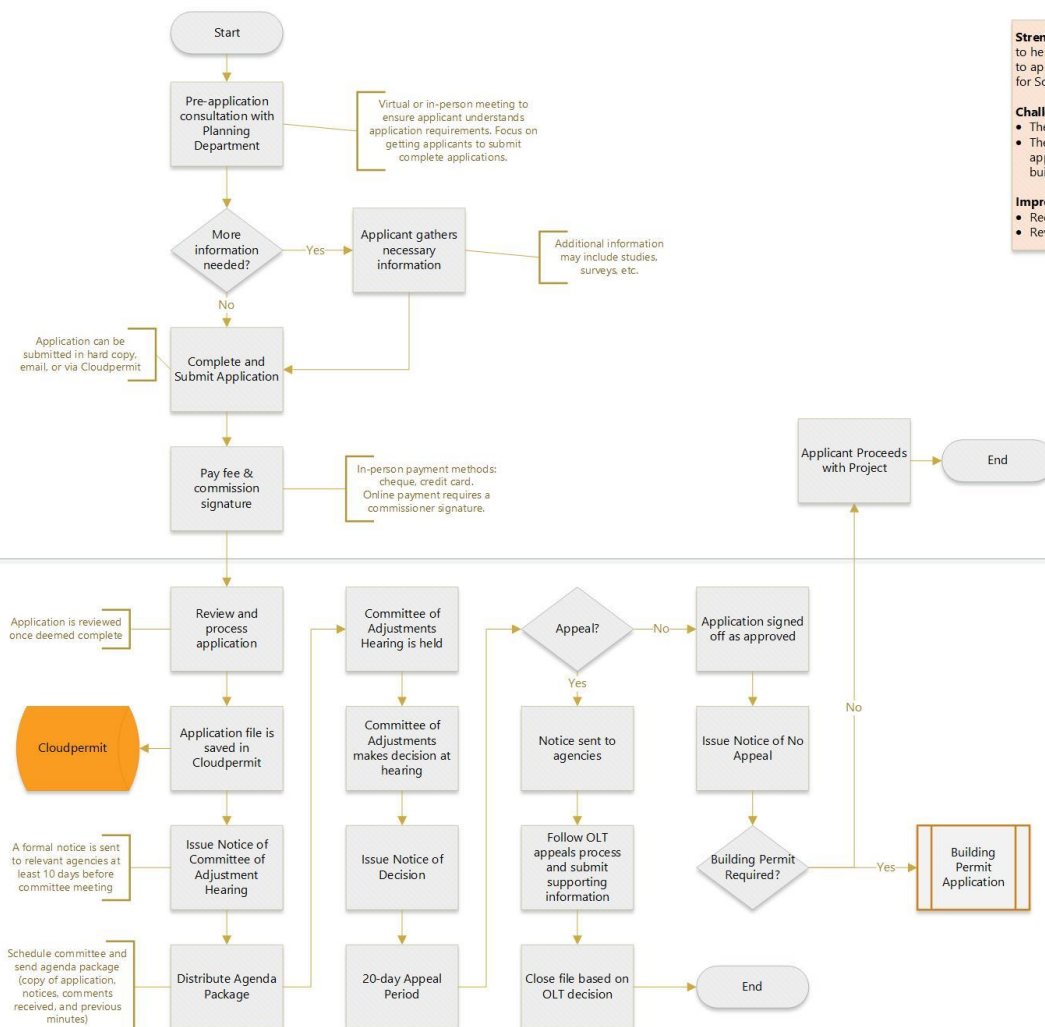
Building Services - Building Permit Application & Approval



Planning Services - Minor Variance Applications

Applicant

Planning



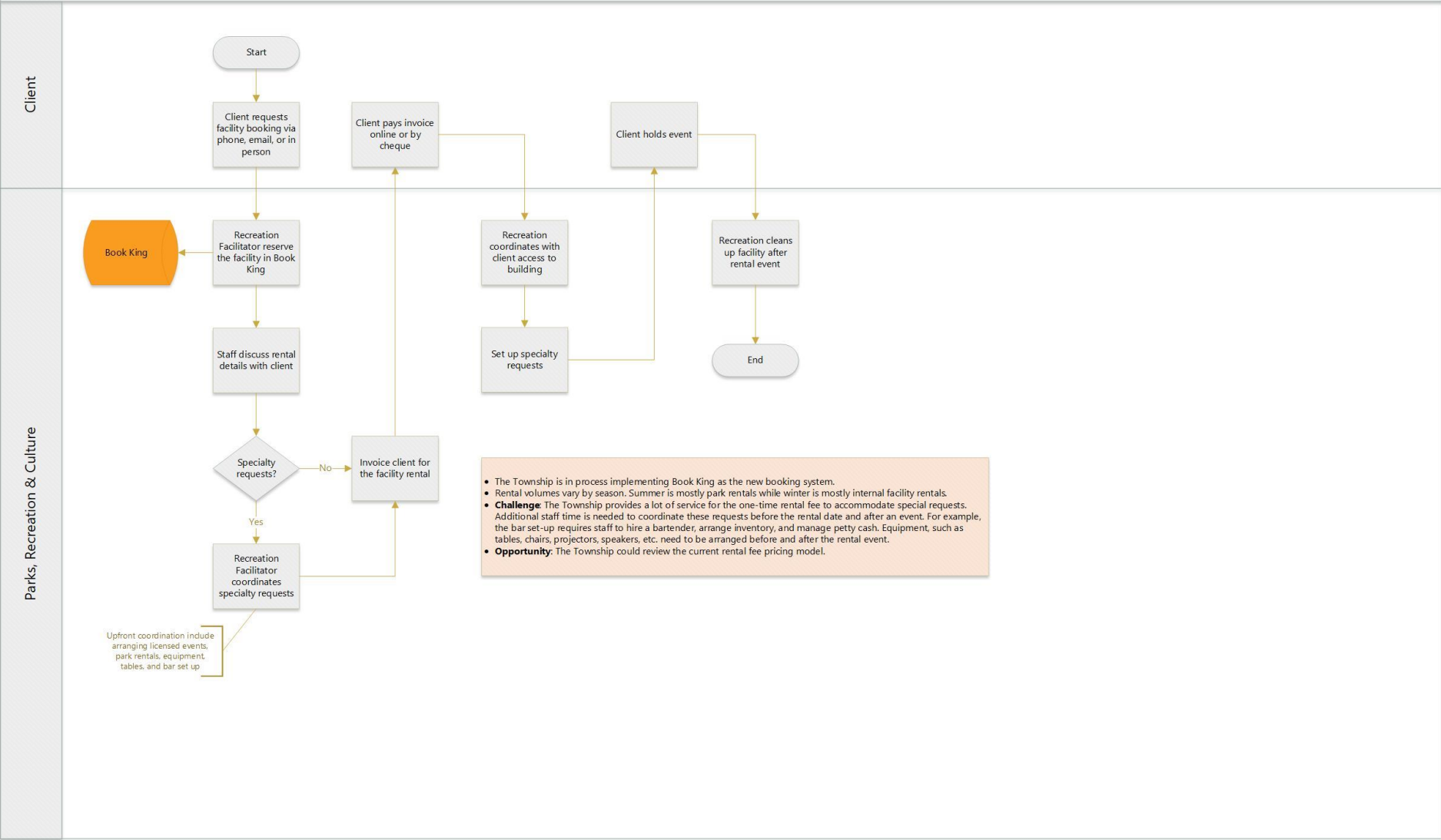
Strength: The Planning Department has prepared multiple public resources including application templates and flow charts to help inform applicants before starting the application process. The department is also available to provide consultations to applicants by appointment. Legislation requires the process to take no more than 60 days, it typically takes 40-45 days for South Glengary to complete process.

Challenge:

- The GM of Planning, Building & Enforcement is the only planner at the Township with limited backup support.
- The Township purchased the Land Use Planning module of Cloudpermit. No applicants are willing to submit their applications through the system; hence, the software is currently used internally to link minor variance applications to building permit applications.

Improvement Opportunity:

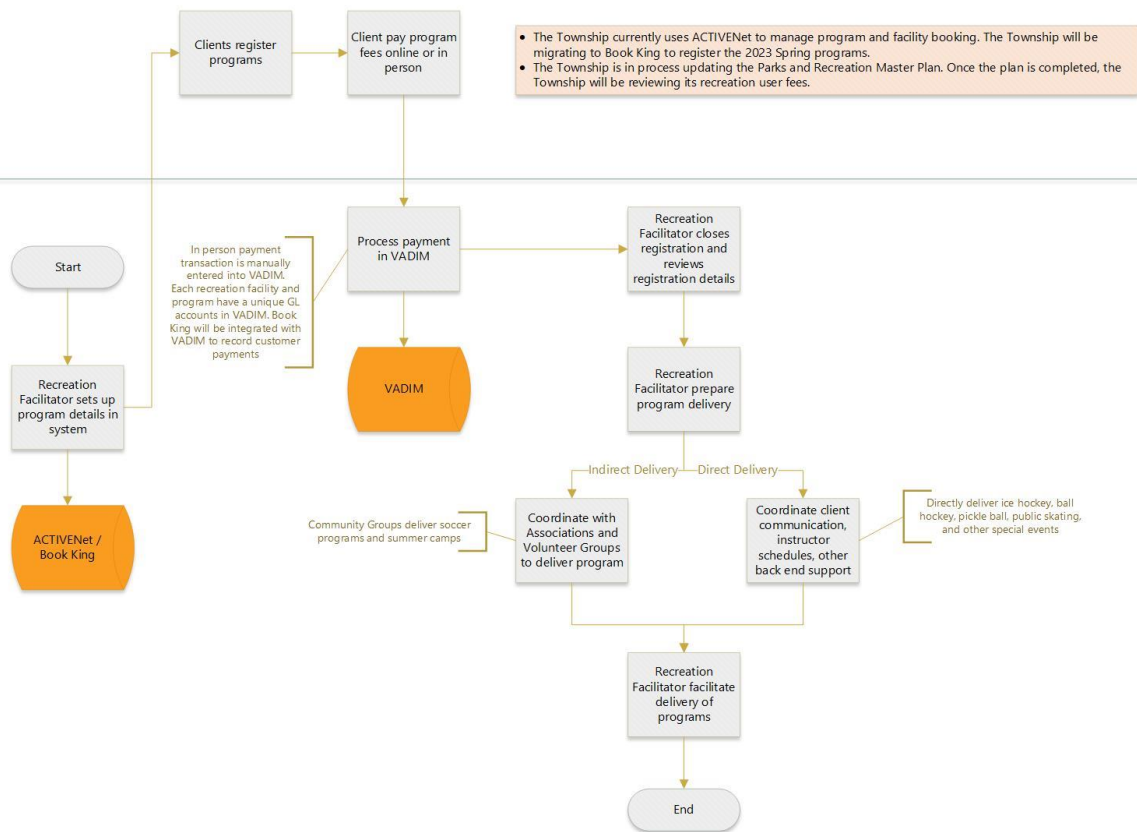
- Recruit or train another planner.
- Review and amend bylaws to reduce volume of minor variance applications.



Parks, Recreation & Culture - Program Registration

Client

Parks, Recreation & Culture



Appendix F: Service Profiles

Service Profiles – Legend

Legend	
Service Type	Description
Mandatory	Service is mandated or required by legislation from a higher order of government. Deemed to be a required service.
Essential	Not legislatively required, but service is necessary for the Municipality in order to operate reasonably. Deemed to be a required service.
Traditional	The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.
Other Discretionary	Service is offered by the Municipality to respond to particular community needs, based on a positive business case, or other specialized purposes. Each service will be further reviewed to determine if the business case is still valid and the service is still required.
*Some departments may deliver a combination of different service types. The main service type is captured in the summary.	
Service Level Assessment	
A qualitative assessment of service levels based on interviews and documentation review of documents provided by individual departments.	
Service profiles are organized by the Municipality's current organizational structure and service delivery approach.	

01

Council

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Elected Representatives

Department		Service Description	
Council		Council is an elected body that conducts regular meetings to address issues facing the Township; representing the public and considering the well-being and interests of the Township, including:	
Service Type		<ul style="list-style-type: none"> Strategic direction of operations and services provided by the Township; Developing and evaluating the policies and programs of the Township, and; Maintaining the financial integrity of the Township. 	
Mandatory		The Township of South Glengarry is currently governed by the Mayor, Deputy Mayor and 3 elected officials.	
Overall Service Level Assessment		At Target	
2022 Budget (\$,000s)			
Compensation & Benefits	\$116		
Material, Operating and Other Cost	\$23		
Transfers	-		
Total Operating Costs	\$139	Sub-Services	Service Description
User Fees and Recoveries	-	Governance and Civic Engagement	Governance and civic engagement includes activities conducted by Council to support public interest and how staff deliver on those interests. Activities include understanding priorities and concerns, and establishing action plans to address public concerns.
Transfers, Grants, Other Funding Sources	-	Council Meetings	The Township of South Glengarry's Council typically meets twice a month.
Total Operating Revenues	-		
Net Levy	\$139		
Capital Budget	-		
Number of Councillors	5		

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Governance and Civic Engagement			
	Council Meetings			





		Service Level Rationale
		<ul style="list-style-type: none"> Elected Representatives is a mandatory service required pursuant to Municipal Act and Municipal Elections Act. Council is operating at the target service level of providing leadership and governance and also serving as the voice of the community.

02

Office of the CAO

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CAO Administration

Department		Service Description			Service Level		
Service Type		Overall Service Level Assessment			Behind Target	At Target	Above Target
Office of the CAO		Provides the overall leadership and direction for all the Township's departments and operational units. This includes strategic planning, execution of strategic initiatives and management of business processes. The Township's senior management team includes the Clerk, the Treasurer, the General Manager of Planning Building & Enforcement, the Fire Chief, the General Manager of Parks, Recreation & Culture, and the General Manager of Infrastructure.		Sub-Services			
Essential							
At Target							
2022 Budget (\$,000s)							
Compensation & Benefits							
Material, Operating and Other Cost							
Transfers							
Total Operating Costs		Executive Leadership		Provides strategic and operational leadership. Key activities include goal setting, strategic thinking and effective execution of strategic initiatives.			
User Fees and Recoveries		Legal and Risk Management		Oversees outside legal counsel services of risk management, insurance and claims management, realty services, litigation support (if any), and legal advice.			
Grants, Other Funding Sources		Corporate Performance Management		Monitoring service delivery and operational performance of the Township's departments and operational units.			
Total Operating Revenues		Strategic Initiatives		Leading the research, planning, implementation and evaluation of strategic programs (e.g., economic development).			
Net Levy							
Capital Budget							
FT Headcount		1					
Sub-Services		Service Description		Service Level Rationale			
				<ul style="list-style-type: none">CAO administration is an essential service that provides strategic direction and support to departments and operational units.Managing infrastructure and developing economic growth is a long-term priority of the Township. There is opportunity for the Township to develop a long-term financial plan to support implementation of strategic priorities.The organization as a whole is performing at target with opportunities for continuous improvement, specifically on monitoring performance management. The organization currently does not formally use performance indicators and does not have a consistent process of tracking and reporting performance. Additional improvement could be made in tracking and analyzing performance measures.			

Human Resources

Department	Service Description
Office of the CAO	Human Resources provides operational human resource management programs and services to support the workforce of South Glengarry and enable the Township to meet its business objectives and regulatory requirements.
Service Type	
Essential	
Overall Service Level Assessment	
At Target	Currently there is one dedicated Human Resource professional to manage workforce needs. The HR Advisor serves as the HR functional team in conjunction with the office of the CAO.
2022 Budget (\$,000s)	The following services are provided:
Compensation & Benefits	<ul style="list-style-type: none"> Payroll Talent acquisition, onboarding, and development Performance management Total rewards (compensation, benefits, and other rewards) Health and safety (incident reporting, disability management) Human resource strategy and workforce management
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	Not separately budgeted
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	1

Sub-Services	Service Description
Workforce Planning and Recruiting	Strategic recruitment and workforce planning support and advice to the Municipality's departments. Also includes recruitment and onboarding activities.
Talent Management	Talent development, leadership development, and succession planning.
Total Rewards	Organizational compensation, job evaluation, benefit administration, and performance management.
Payroll	Manager payroll distribution and reporting.
Health and Safety	Occupational health and safety management. Facilitate processes for incident reporting and disability management.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Workforce Planning and Recruiting			
	Talent Management			
	Total Rewards			
	Payroll			
	Health and Safety			

Service Level Rationale
<ul style="list-style-type: none"> Human Resources is an essential service to support the Township's workforce in terms of creating a healthy and productive workplace environment. Recruiting and retaining talent has been a challenge due to retirements and staff turnover. Stakeholders identified several positions where there is no backup support to deliver services.

03

Corporate Services

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Legislative Services

Department	
Corporate Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$938
Material, Operating and Other Cost	\$411
Transfers	\$25
Total Operating Costs	\$1,374
User Fees and Recoveries	(\$560)
Transfers, Grants, Other Funding Sources	(\$3,445)
Total Operating Revenues	(\$4,005)
Net Levy	(\$2,631)
Capital Budget	-
FT Headcount	3

Service Description	
<p>The Clerk's Office provides support to Council and Committees of Council. Key activities include:</p> <ul style="list-style-type: none"> Council administration and support (agendas, minutes, etc.) Elections Administration of Oaths Freedom of information (FOI) requests Licensing (lottery, marriage) Records management 	
Sub-Services	Service Description
Council Support Services	Provides administrative support for council and committees (e.g., agenda preparation, minutes).
Elections	Support municipal elections including election results and election information. Elections are administered according to the Municipal Elections Act.
Administration of Oaths	Commissioner of Oaths services include a formal signing or sworn statements/documents, such as affidavits.
Freedom of Information	Processing of FOI requests as per the Municipal Freedom of Information and Protection of Privacy Act.
Licensing	Provides lottery and marriage licensing services. Licensing services reviews applications and responds to applicant inquiries and issues licenses as appropriate.
Records Management	Controls the creation, receipt, maintenance, use and disposition of Township records, including processes for capturing and maintaining evidence of and information about service activities and transactions in the form of records.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Council Support Services			
	Elections			
	Administration of Oaths			
	Freedom of Information			
	Licensing			
	Records Management			

Service Level Rationale



- Legislative Services is a mandatory service as aspects of the Clerk's responsibilities are required to be provided by law, for example, the Clerk has authority to deliver municipal elections under the Municipal Elections Act, 1996.
- Services are delivered within legislative requirements; however, processes are still highly manual.
- There is an opportunity to digitize operational processes, such as records management and processing of licenses.

Communications

Department	
Corporate Services	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	1

Service Description
Communications supports the organization by providing strategic and tactical communications to inform the public and employees on municipal matters.
The Township engages in various methods of communication, including the municipal website, social media accounts, print media, corporate emails, and other engagement platforms.
Communications focuses on the following:
<ul style="list-style-type: none"> Enhance communication outside of the organization Support staff in managing and responding to issues effectively Encourage community engagement and participation in the public process of municipal policies and solutions

Sub-Services	Service Description
Strategic Communications	Provide strategic communication of engaging and informing the public, stakeholders, and employees about municipal services and activities.
Media Channels	Maintain corporate website, social media accounts and engagement platforms to ensure effective two-way communication that promotes open and transparent government and services.
	Manages physical and digital graphic design, print production, and corporate publications.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Strategic Communications			
	Media Channels			


Service Level Rationale
<ul style="list-style-type: none"> Communications is an essential service to inform the public of municipal activities. Service levels are set based on Council and management direction. There are opportunities to enhance the Township's corporate website and the quality and frequency of communications via the various media channels. Suggested areas include: <ul style="list-style-type: none"> Accessibility for both disability and language barriers. Quality of communication in areas such as application procedures, complaint process, etc.

Customer Service

Department	
Corporate Services	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	1

Service Description
Customer Service provides citizen-facing customer services primarily at Town Hall and responds to citizen phone calls and emails.
Customer service representatives support citizens with general inquiries, making payments, apply for permits, obtain licenses, rentals bookings and program registration, and request services/information. Individual departments also provide direct customer service for specific subject matters.

Sub-Services	Service Description
Customer Service	Provides front-desk support for citizen inquiries and service requests. Customer service is also offered over the phone. Township information is made available on the Township's website. Specific requests are usually transferred directly to departments for further resolution.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Customer Service			
Service Level Rationale				
<ul style="list-style-type: none">• Customer Service is an essential service to responding to inquiries and ensuring communication between the Township and its citizens and customers.• Services is operating at target for answering calls, emails, and front-desk service needs. Improving the municipal website on service information could direct inquiry traffic to the website.• The Receptionist also serves as an accounts receivable clerk. There is concern that the Township has no backup to record payments received at the front desk when the Receptionist is absent.• Tracking complaints and service delivery requests are done informally with heavy reliance on personnel knowledge, which contributes to inconsistent customer experiences. There is an opportunity to use an Work Order Management system to assist tracking of service requests.				

Service Profiles IT Services

Department	
Corporate Services	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	Outsource
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	

Service Description		
<p>The Township has a contract with a 3rd party service provider to provide IT services and infrastructure support:</p> <ul style="list-style-type: none"> Help desk and routine maintenance support Hardware and software support of devices, networks, servers, databases, applications, and telecommunications Security, back up and recovery services Technical infrastructure and project support 		
Sub-Services	Service Description	
Project Delivery	End-to-end project management and solution delivery for the Township's IT projects.	
IT Infrastructure	Manage and maintain IT Infrastructure.	
System Support	Maintain and manage enterprise and business applications, including implementation of innovative and efficient ways to leverage technology and applications.	
Service Management	Manage end-user devices, and monitoring and mitigation of issues with hardware, software or services.	
Data & Integration	Support data quality and system integration for analytics and decision-making.	
Cyber Security & Risk	Monitoring and assessment of technology usage, advise on technology risks, and provide cyber-security awareness training for all employees.	

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Project Delivery			
	IT Infrastructure			
	System Support			
	Service Management			
	Data & Integration			
	Cyber Security & Risk			

Service Level Rationale	
<ul style="list-style-type: none"> Information technology services are essential to supporting operations across the municipality. The Township currently does not have a Technology Strategic Plan that sets its approach to IT decision making and service priorities across the organization that align with planned investment in digitizing and upgrading IT infrastructure to modernize service delivery. Stakeholders of expressed desire to further digitize processes or improve the use of current technology (VADIM and Cloudpermit). In addition, the Township does not have a dedicated IT professional to manage the 3rd party service provider. The Township has been able to meet service demand with current manual processes; however, these is a concern that current ways of doing things is no longer sustainable. 	

04

Finance

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Financial Management

Department	
Finance	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	5
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	

Service Description	
<p>Finance ensures that the Township's finances are managed in accordance with legislative and contractual requirements, and provides strategic fiscal advice to Council and municipal departments. The team is responsible for operating and capital budgeting and overall financial planning and development of business plans.</p> <p>Manages and coordinates the delivery of the Township's asset management program, including development of asset management plans, maintenance of asset data, preparation of capital forecasts and funding strategies, and assistance with capital projects.</p>	
Sub-Services	Service Description
Financial Planning and Fiscal Policy Management	Develop and oversee corporate fiscal policies, internal controls, annual budget and long-term resourcing approaches to support strategic priorities.
Budgeting	Business support for budget and resource planning, strategic procurement support, and other corporate initiatives.
Accounting and Reporting	Financial accounting and reporting of the Township's financial activities.
Tax Billing, Collection and Assessment Base Management	Preparation, mailing and collection of property taxes (and other corporate revenues). Also includes proactive review of assessment related issues and relationship management with MPAC.
Asset Management	Delivers the corporate asset management program, including development of asset management plans, maintenance of asset management system and asset data, and preparation of capital forecasts and funding strategies.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Financial Planning and Fiscal Policy Management			
	Budgeting			
	Accounting and Reporting			
	Tax Billing, Collection and Assessment Base Management			
	Asset Management			

Service Level Rationale	
<ul style="list-style-type: none"> Financial Management Services are classified as mandatory as they are required under provincial legislation: Municipal Act, Pension Benefits Act, Trustee Act, Excise Tax Act, Retail Sales Tax Act, Procurement, By-Law, Development Charges Act, O.Reg. 588/17, and Grant agreements. The Finance department has experienced turnover in key positions. Additional training is needed to efficiently use VADIM and reduce duplicate data entries (e.g., recording of program registrations) and manual processes. Stakeholders would like better system integration with VADIM to reduce manual workarounds. There is an opportunity to update financial policies and procedures, including clarifying the roles and responsibilities of maintaining asset management data. There is an opportunity to develop a long-term financial plan to strategically align asset and resourcing needs with the Township's financing capabilities. 	






05

Planning, Building & Enforcement

Township of South Glengarry
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Planning Services

Department		Service Description	
Planning, Building & Enforcement		Planning Services is responsible for the planning and coordination of growth within the community. This includes land use planning policy and regulations review, climate change planning, heritage planning, community improvement plans (CIP), zoning administration, and all other development under the Planning Act, including review and approval of development applications.	
Service Type			
Mandatory			
Overall Service Level Assessment			
Behind Target			
2022 Budget (\$,000s)			
Compensation & Benefits	\$137		
Material, Operating and Other Cost	\$129		
Transfers	-		
Total Operating Costs	\$266		
User Fees and Recoveries	(\$38)		
Transfers, Grants, Other Funding Sources	(\$35)		
Total Operating Revenues	(\$73)		
Net Levy	\$193		
Capital Budget	-		
FT Headcount	2		
		Sub-Services	Service Description
		Policy Planning	Establishes strategic priorities and programs to manage the long-term development of the Township. Strategic priorities are aligned to the Official Plan.
		Heritage Planning	Heritage planning services include designating, registering, and protecting heritage properties.
		Urban Design	The development and implementation of urban design plans and policies to make South Glengarry an enjoyable and sustainable place to live and work.
		Zoning Administration	Zoning by-law compliance review for planning, building permit and public applications.
		Development Review and Approval	The review and approval of development applications. Development applications include zone changes, subdivision, and official plan changes.



		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Policy Planning			
	Heritage Planning			
	Urban Design			
	Zoning Administration			
	Development Review & Approval			
Service Level Rationale				
<ul style="list-style-type: none">• An Official Plan is mandated by the Planning Act and is required to be reviewed every 10 years. Development approvals is a mandatory service under the Planning Act.• The Township is in the process implementing Cloudpermit to process and track planning applications.• There is an opportunity to improve communication of planning application procedures and documentation requirements to improve customer service and encourage the use of Cloudpermit.• There is a concern that the Township does not have a backup planner to address development applications and land use issues.				

Building Services

Department	
Planning, Building & Enforcement	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$353
Material, Operating and Other Cost	\$121
Transfers	\$139
Total Operating Costs	\$613
User Fees and Recoveries	(\$247)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	(\$247)
Net Levy	\$366
Capital Budget	-
FT Headcount	5

Service Description
Building Services are responsible for the issuance and inspection of building permits, and ensuring the Township's buildings are compliant to the Ontario Building Code Act, Municipal Act and Planning Act.
Building Services also works with developers on permit processing and approval and educates the public about the Building Code. Services include: <ul style="list-style-type: none"> Accepting, processing and issuing building permit applications Inspecting construction worked proposed under building permits Inspecting unsafe buildings / construction without permits

Sub-Services	Service Description
Building Inspections	Provides building and construction inspections and enforcement; and to exercise powers and perform duties under the Building Code Act in connection with reviewing plans, inspecting construction, conducting maintenance inspections, and issuing orders in accordance with the Building Code Act.
Building Permits	Administration, review and issuance of building permits for construction of residential, industrial, and commercial buildings. All review is performed in-house.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Building Inspections			
	Building Permits			



Service Level Rationale
<ul style="list-style-type: none"> Building Services is a mandatory service guided by the Building Code Act and municipal bylaws. The Department has implemented Cloudpermit to digitize the permit application and approval process. System integration with VADIM could be further improved. Respondents would like Cloudpermit to provide notifications instead of the need to constantly monitor the system for new applications or application status changes.

Bylaw Enforcement

Department	
Planning, Building & Enforcement	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$80
Material, Operating and Other Cost	\$30
Transfers	\$3
Total Operating Costs	\$113
User Fees and Recoveries	(\$3)
Grants, Other Funding Sources	-
Total Operating Revenues	(\$3)
Net Levy	\$110
Capital Budget	-
FT Headcount	1

Service Description
Planning, Building & Enforcement is responsible for the enforcement of Municipal bylaws. Enforcement of the bylaws is governed by the bylaws themselves, the Provincial Offences Act (POA), and the Municipal Act.
The CBO enforces property standards and building-related enforcement issues while the Municipal Law Enforcement handles other bylaw enforcement-related issues.



Sub-Services	Service Description
Bylaw Enforcement	Responsible for the enforcement of various municipal by-laws, such as animal control, noise, littering, property standards, etc.
Animal Control	Enforces the animal control bylaw to regulate the keeping, registration, licensing, control and welfare of certain classes of animals within the Township.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Bylaw Enforcement			
	Animal Control			

Service Level Rationale
<ul style="list-style-type: none"> The Township has the authority to enact a broad range of municipal bylaws pursuant to the Municipal Act and other applicable provincial legislation. Enforcement of bylaws is governed by the Provincial Offences Act, the Municipal Act and other applicable legislation. Bylaw enforcement recently implemented a new software to better track complaints (intake and response).

Economic Development

Department		Service Description	
Planning, Building & Enforcement		Economic Development serves the interests of local businesses by building relationships between businesses and the local government, and creating and developing partnership opportunities. Key activities include:	
Service Type		<ul style="list-style-type: none"> Engaging local businesses on specific subject matters. Managing grant program applications and reviews. Obtaining upper governmental grants and programs on behalf of business owners and the Township. Implementing strategic economic development projects. 	
Traditional			
Overall Service Level Assessment			
Behind Target			
2022 Budget (\$,000s)		The Township recently hired an Economic Development Officer. Prior to that, the GM of Planning, Building & Enforcement was serving as the Economic Development Officer.	
Compensation & Benefits	\$102		
Material, Operating and Other Cost	\$87		
Transfers	\$0		
Total Operating Costs	\$189	Sub-Services	Service Description
User Fees and Recoveries	(\$33)	Business Attraction, Retention and Expansion	Promote South Glengarry as a location for new business investment and facilitate business investment projects. Develop and manage business, organizational and government relationships to foster growth of established businesses. Facilitate business expansion projects through municipal processes.
Grants, Other Funding Sources	\$0	Economic Partnerships	Create, develop and maintain partnerships with community businesses and other external stakeholders that benefit the Township.
Total Operating Revenues	(\$33)		
Net Levy	\$156		
Capital Budget	-		
FT Headcount	0		

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Business Attraction, Retention and Expansion			
	Economic Partnerships			

Service Level Rationale
<ul style="list-style-type: none"> Economic Development is a traditional service that serves as a liaison between local businesses and the municipal government. Services are delivered behind targeted service levels due to limited staff capacity to provide economic development services. There is opportunity for the Township to refresh its Economic Development Strategic Plan.



Service Profiles

Airport

Department	
Planning, Building & Enforcement	
Service Type	
Discretionary	
Overall Service Level Assessment	
Behind Target	
2022 Budget (\$,000s)	
Compensation & Benefits	-
Material, Operating and Other Cost	\$1
Transfers	\$20
Total Operating Costs	\$21
User Fees and Recoveries	\$0
Transfers, Grants, Other Funding Sources	\$0
Total Operating Revenues	\$0
Net Levy	\$21
Capital Budget	-
FT Headcount	Outsource

Service Description
The Cornwall Regional Airport is located in South Glengarry and services the United Counties of Stormont, Dundas and Glengarry and the City of Cornwall. The airport is mostly used for recreational purposes, such as small craft flight training, as well as a base of operations for medical emergency transport, such as search and rescue and police operations.
The airport has been jointly supported by the Township and the City of Cornwall.

Sub-Services	Service Description
Airport Operations	Operate the airport in accordance with Transport Canada regulations. Provide facilities for Canada Border Services Agency to process border control and for small aviation aircraft.
Airport Administration	Management and back office support services such as finance and administration, to support airport operations.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Airport Operations			
	Airport Administration			

Service Level Rationale
<ul style="list-style-type: none"> The airport is a discretionary service, operated to achieve community goals and objectives, largely related to economic development. Service levels are determined by Transport Canada – Certified Airports and Airport Board priority. Services are considered behind target due to the change in of the partnership agreement with the City of Cornwall where the City of Cornwall gave notice of intention to end its agreement with South Glengarry to manage the airport. The airport will be receiving federal funding for infrastructure improvements.

06

Parks, Recreation & Culture

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Recreation & Park Services

Department	
Parks, Recreation & Culture	
Service Type	
Traditional	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$775
Material, Operating and Other Cost	\$750
Transfers	\$136
Total Operating Costs	\$1,661
User Fees and Recoveries	(\$241)
Grants, Other Funding Sources	(\$630)
Total Operating Revenues	(\$871)
Net Levy	\$790
Capital Budget	\$2,270
FT Headcount	6



Service Description	
Responsible for the operation of community facilities, such as arenas and surrounding sports fields and parks.	
Recreation Services also coordinates and manages, in partnership with local recreation groups, the delivery of recreation programs to residents of South Glengarry.	
Other service responsibilities include event management, facility rentals and program registration.	
Sub-Services	Service Description
Recreation Facilities Operations and Maintenance	Operation and maintenance of the Township's recreational facilities.
Recreation Programming	Delivery of recreational programs for children, youth, adults, and seniors.
Facility Bookings and Program Registration	Provide customer service to manage bookings, rentals, and events across all recreational facilities.
Park Maintenance	Responsible for the maintenance of park areas.
Sport Fields and Recreation Surfaces	Responsible for the care, operation, and maintenance of these assets for long-term sustainable use for residents and stakeholders.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Recreation Facilities Operations and Maintenance			
	Recreation Programming			
	Facility Bookings and Program Registration			
	Park Maintenance			
	Sport Fields & Recreation Surfaces			
Service Level Rationale				
<ul style="list-style-type: none">• Recreation and Park Services is a traditional service guided by Council direction, as well as industry maintenance and safety practices.• The Township is in-process migrating to a new booking system, Book King, to manage facility rental and program registration and to improve data integration with VADIM.• Communication of services to the public could be improved (e.g., enhancing the corporate website).• Stakeholders noted that the Township provides high levels of service and there is opportunity to review its user fee structure.				

Corporate Building Maintenance

Department	
Parks, Recreation & Culture	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$0
Material, Operating and Other Cost	\$159
Transfers	\$80
Total Operating Costs	\$239
User Fees and Recoveries	(\$33)
Grants, Other Funding Sources	-
Total Operating Revenues	(\$33)
Net Levy	\$206
Capital Budget	\$20
FT Headcount	0

Service Description	
<p>In addition to the operation and maintenance of recreation facilities, the Department supports the maintenance of municipally owned buildings, such as Town Hall and culture buildings. The team facilitates building condition assessments of municipal facilities.</p> <p>Fire halls and public works garages are maintained by the departments using those buildings.</p>	
Sub-Services	Service Description
Preventive Maintenance	Regular or routine maintenance of corporate buildings.
Reactive Maintenance	Unplanned maintenance activities resulting from unexpected emergencies and downtime.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Preventive Maintenance			
	Reactive Maintenance			
Service Level Rationale				
<ul style="list-style-type: none">Corporate Building Maintenance is an essential service to maintaining the building conditions of municipal facilities.Customer service is a priority; hence, reactive maintenance work often takes priority over preventive maintenance work. The team is proactive in conducting building condition assessments to plan short-term and long-term maintenance needs.There is an opportunity to use a work order management system to manage facility assets and maintenance records.				

07

Infrastructure

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Transportation

Department		Service Description	
Infrastructure Services		Transportation Services is responsible for maintaining and responding to issues related to the Township's road network, winter control program, sidewalks, bridges, culverts, traffic signals, signs, noxious weeds removal, etc.	
Service Type			
Mandatory			
Overall Service Level Assessment			
At Target			
2022 Budget (\$,000s)		Sub-Services	Service Description
Compensation & Benefits	\$1,093	Road Maintenance	Provides repair and maintenance of roads, bridges, and culverts. Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the province.
Material, Operating and Other Cost	\$3,785	Traffic Control and Management	Responsible for traffic control and management of the Township's traffic signals, street signs and pavement markings.
Transfers	\$800	Fleet & Equipment Maintenance	Conducts preventative and reactive maintenance of municipal vehicles and equipment.
Total Operating Costs	\$5,678	Engineering	Oversees vendor performance of engineering services and construction of municipal infrastructure. Key activities include capital project management, site servicing and utility coordination, and infrastructure planning
User Fees and Recoveries	(\$20)	Winter Control	Winter Control Services (ploughing, snow removal, pre-treating, sanding/salting, hand shoveling) along municipal roads.
Grants, Other Funding Sources	(\$2,048)	Drainage and Stormwater Management	Maintenance of the stormwater and drainage system. Respond to and address flooding issues
Total Operating Revenues	(\$2,068)	Crossing Guards	Provision of crossing guard locations along pedestrian routes to public schools to ensure safe student travel.
Net Levy	\$3,610		
Capital Budget	\$569		
FT Headcount	14		

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Road Maintenance			
	Traffic Control & Management			
	Fleet & Equipment Maintenance			
	Engineering			
	Winter Control			
	Drainage and Stormwater Management			
	Crossing Guards			

Service Level Rationale	
<ul style="list-style-type: none"> All maintenance activities are delivered in accordance with Minimum Maintenance Standards (MMS) and Council directions. Transportation Services is operating at target according to legislative requirements. There is opportunity to further modernize operations via the use of technology (e.g. work order and asset management systems). 	

Waste & Recycling Services

Department	
Infrastructure Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$20
Material, Operating and Other Cost	\$1,569
Transfers	\$165
Total Operating Costs	\$1,754
User Fees and Recoveries	(\$142)
Grants, Other Funding Sources	(\$115)
Total Operating Revenues	(\$257)
Net Levy	\$1,497
Capital Budget	-
FT Headcount	Outsource

Service Description
Waste & Recycling Services provide weekly curbside garbage and recycling collection. Services are delivered by a contracted vendor. The Township manages two landfill locations.
The City of Cornwall operates a hazardous waste depot. Yard waste is collected on designated collection dates or can be composted on citizen properties

Sub-Services	Service Description
Solid Waste Collection, Management & Recycling	<p>The collection and management of solid waste and recyclable material. Collection is contracted to a 3rd party vendor and the Department oversees contract performance.</p> <p>Household hazardous waste, electronic waste and bulk waste drop-offs are available at designated locations.</p>

	Service Level		
	Behind Target	At Target	Above Target
Sub-Services	<div> <div>Solid Waste Collection, Management & Recycling</div> </div>		

Service Level Rationale
<ul style="list-style-type: none"> Service levels and rates for waste and recycling services are approved by Council. Services are delivered at target in accordance with municipal bylaws, MECP legislation, ECAs and vendor agreements.

Water & Wastewater Services

Department	
Infrastructure Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$438
Material, Operating and Other Cost	\$810
Transfers	\$0
Total Operating Costs	\$1,248
User Fees and Recoveries	(\$1,358)
Grants, Other Funding Sources	\$0
Total Operating Revenues	(\$1,358)
Net Levy	(\$110)
Capital Budget	\$110
FT Headcount	4

Service Description
Water & Wastewater Services is responsible for providing all residents and businesses of South Glengarry with safe drinking water and the collection and treatment of sanitary wastewater from all connected properties within the Township to the sewage system.
The supply, treatment and distribution of safe drinking water is a mandatory service provided by the Municipality. The Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs, and Municipal by-laws dictate the service level for water treatment and distribution.
Wastewater services must comply with various ECAs, Federal and MECP legislation and municipal bylaws, and adhere to service level standards set by various legislations.

Sub-Services	Service Description
Water Supply, Treatment, and Distribution	The treatment and distribution of clean, safe drinking water to South Glengarry residents. In addition, the department works with neighbouring communities to protect and preserve water resources.
Wastewater Collection and Treatment	The collection and treatment of sanitary wastewater from all connected properties within the Township.
Engineering and Compliance	Oversees water and wastewater infrastructure. Responsible for ensuring water and wastewater services meet minimum compliance and quality standards set out in relevant legislation.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Water Supply, Treatment, and Distribution			
	Wastewater Collection and Treatment			
	Engineering and Compliance			

Service Level Rationale
<ul style="list-style-type: none"> Water Services are delivered in accordance with the Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs, and municipal by-laws. Wastewater Services are delivered in accordance with various ECAs, Federal and MECP legislation and municipal by-laws. Stakeholders believe there is opportunity to further invest in the Township's water and wastewater infrastructure and in-house expertise to maintain assets, improve services, and support development.

07

Protection Services





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Service Profiles

Fire Services

Department	
Protection Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$433
Material, Operating and Other Cost	\$396
Transfers	\$437
Total Operating Costs	\$1,266
User Fees and Recoveries	(\$27)
Grants, Other Funding Sources	(\$1,150)
Total Operating Revenues	
Net Levy	\$
Capital Budget	\$1,126
FT Headcount	1
Volunteer Firefighters	25

Service Description	
<p>Fire Services is responsible for fire suppression, prevention, emergency medical services, investigation and public education. Fire services are delivered as per the Fire Prevention and Protection Act (FPPA) and municipal bylaws.</p> <p>The Township deploys a volunteer firefighter model. The Township has mutual aid agreements with neighbouring municipalities and also works with OPP and Cornwall SDG Paramedic Services to provide emergency response.</p>	
Sub-Services	Service Description
Suppression	Key activities include the response to calls for service of emergency and non-emergency events that include fires, rescue, medical emergencies, hazardous materials and other public inquiries.
Prevention	Fire prevention includes fire investigations; fire inspections on a request or complaint basis; smoke alarm program; distribution of safety information; and a simplified risk assessment of the community fire profile.
Training and Safety	Activities include completing skills maintenance and competency based training and education programs, routine maintenance and equipment checks, public interaction and site/building pre-planning activities.
Emergency Management	Provides the community with action plans and information on how to prepare and react to unexpected emergencies. The GM of Planning, Building & Enforcement serves as the CEMC.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Suppression			
	Prevention			
	Training and Safety			
	Emergency Management			
Service Level Rationale				
<ul style="list-style-type: none">• Fire Services are delivered at the targeted service levels in accordance with FPPA and Municipal bylaws.• Recruiting and maintaining volunteer firefighters has become a challenge. It is also a challenge to coordinate training schedules.• There is opportunity to better use technology, such as a burn permit system to manage data.• New legislated requirements will impact retention and recruiting of volunteer firefighters with increased training cost to meet certification requirements.				



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STAFF REPORT

S.R. No. 02-2023

PREPARED BY: Tim Mills, Chief Administrative Officer
Cyndi Devries, Human Resources Advisor

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Cost of Living Adjustments for Non-Union Employees -
HR-500-03

BACKGROUND:

1. The purpose of the *Cost of Living Adjustments for Non Union Employees HR-500-03* Policy, as outlined in the Human Resources Policies and Procedures Manual is to provide a process for implementing the annual cost of living adjustment increases for all permanent non-union employees, including Volunteer Firefighters and Council.
2. The current process outlined in the policy has facilitated fair and consistent annual salary inflation increases.
3. The Township's full-time non-union salary grid is presently adjusted annually by an inflation factor. The inflation factor is based on the Consumer Pricing Index (CPI) published by the Bank of Canada. The Treasurer adjusts the non-union salary grid to reflect increases of inflation, in January of every year.
4. For many years, the non-union salary grid has been increased based on the CPI for Canada for the preceding year only. Primarily due to the extremely high inflation rate in 2022, coupled with the enactment of a new non-union salary grid in February of 2022, it is recommended that a new method of calculating grid increases be implemented.
5. CPI annual increases:

2022 - 4.38%	2021 - 0.51%	2020 - 1.87%
2019 - 2.20%	2018 - 1.39%	2017 - 1.34%
2016 - 1.03%	2015 - 2.36%	2014 - 0.65%
2013 - 1.16%	2012 - 2.50%	

ANALYSIS:

6. As noted, two factors are contributing to the above recommendation:
 - a. Inflation – Throughout 2022, CPI has been running about 6.5%-7.0% on an annualized basis. While the final CPI number will not be known until late January 2023, this rate of inflation has not been seen for decades and will drive salaries up considerably for 2023 if the policy is not amended.
 - b. Update to the non-union salary grid – In February of 2022, Council approved a new non-union salary grid, based on the result of a comprehensive salary/pay equity review completed by neighboring municipalities. Based on this review, some non-union salaries were increased to ensure market competitiveness and pay equity compliance.
7. Because of the foregoing, the CAO and Treasurer have been researching alternative methods to ensure that salaries remain competitive while at the same time maintaining affordability for Township taxpayers.
8. Note that unionized staff wages are covered under the Collective Agreement for Local 3089 and are negotiated separately as part of the collective bargaining process.

CPI impact on the Non- Union Salary Grid					
2023 Non- Union Annual Salaries	CPI Rates	6.75%	3%	2%	1.5%
	Annual Salary				
\$1,854,474.36	Increase	\$125,177.02	\$55,634.23	\$37,089.49	\$27,817.12
	Total Annual Salary	\$1,979,651.38	\$1,910,108.59	\$1,891,563.85	\$1,882,291.48

OPTIONS AND DISCUSSION:

1. Option 1 – Current Method. The impact to the 2023 budget would include wages increases of approximately \$125,177 with a CPI rate of approximately 6.75%. **Not Recommended.**
2. Option 2 – 3 Year Rolling Average. This method allows for COLA to be smoothed over a 3-year period, maintaining salaries with inflationary increases over a period of time. **Not Recommended.**
3. Option 3 – Fixed Rate. **Not Recommended.**

4. Option 4 – Minimum (1.5%) and Maximum Rate (3%). Although this method is a feasible alternative, there may be years where the CPI is not maintained. However, given the prior information noted above, this is **Recommended**.

IMPACT ON 2023 BUDGET:

9. Option 4 would result in an increase of approximately \$55,634.23 to the 2023 Budget

ALIGNMENT WITH STRATEGIC PLAN:

Goal 3: Strengthen the effectiveness of the organization

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 02-2023 be received and that Policy HR-500-03 of the Township's Human Resources Policies and Procedures Manual be amended as follows:

THAT the Procedures section be deleted in its entirety and replaced with:

"The Township's non-union salary grid will be adjusted annually based on a 1 % minimum and 3% maximum increase for non-union employees. The adjustment will be effective January 1st each year and based on the Consumer Price Index for Ontario for the 3 years immediately preceding the year of the increase. In the event of a negative average, the non-union salary grid will remain unchanged for the ensuing year."

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

STAFF REPORT

S.R. No. 03-2023

PREPARED BY: Sherry-Lynn Servage, GM of Parks, Recreation and Culture

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Green and Inclusive Community Buildings Program

BACKGROUND:

1. In December 2021, EVB Engineering provided a Roof Structural Analysis for the Char-Lan Recreation Centre to determine the pre-engineered roof structure capacity to support a solar panel array. Based on the information provided at the time, the installation of solar panels atop of the Char-Lan Recreation Centre was not recommended given the condition of the roof and reinforcements that would be required. It was noted within this report that the recommendations and condition assessments were limited to the above ground infrastructure.
2. The 2021 Analysis Report highlighted concerns and potential roof maintenance or full replacement in the foreseeable future. In addition to working towards completion of other arena capital projects, Administration continued to investigate solutions for these roof rehabilitation options and potential funding opportunities. Part of the funding research identified that the Green and Inclusive Community Buildings Program (GICB) may support roof rehabilitations when solar panels are included within the project. Administration continued working with EVB Engineering to explore this potential project and gather the necessary information and complete a feasibility study. Background research was required, including an energy model, anticipated energy savings as well as consultation with Hydro One. The findings were completed, and a draft study was presented to staff for review in August 2022.
3. During this phase of research, the Char-Lan Recreation Centre Arena Floor and Dasherboard Project was underway. As Council is aware, during construction it was identified that below ground structural supports for the facility were in a state of disrepair, beyond the original specifications or scope of the project.
4. The concrete piers that were identified to be in unstable condition within the arena floor section of the facility were repaired in order to move the capital project forward. To this date the structural support issues identified in the workshop portion of the facility still require rehabilitation, a concern highlighted as part of the 2021

EVB analysis report. This is set to be completed in the foreseeable future. EVB Engineering identified that the frame of the arena structure would need to be replaced if solar panels were to be installed on the roof.

5. The existing GICB Program is funding project retrofits of existing community buildings ranging in total eligible costs from \$100,000 to \$3,000,000. However, the Class D estimate of the structure replacement required to support solar panels and upgrade the facility would be close to \$6,000,000, in addition to \$500,000 that would be required for the solar panel installation and electrical work, along with approximately \$600,000 for engineering, creating a total project cost of \$7,000,000. Therefore, as a result of the findings of the feasibility study, coupled with the current condition and age of the facility, it was determined that the rehabilitation costs for the facility would become a larger project than what was available for funding through the GICB Program.
6. As of December 5, 2022, the GICB Program launched a second scheduled intake that allows for 80% funding for larger projects ranging in cost from \$3,000,000 to \$25,000,000 with applications due by February 28, 2023. Administration attended an informational webinar in early January 2023 in order to investigate if the Township would be eligible to apply for such funding based on the current studies and information that has been gathered on the facility to this point.

ANALYSIS:

7. In addition to the research that has been completed thus far, further information is required to be obtained in order to apply for the GICB program.
8. As this project would include over a 30% retrofit to the existing facility, it qualifies as a 'new build' project, therefore additional criteria is required to be met for the application process as opposed to retrofit projects.
9. New build projects must be either: built to be net-zero carbon, built to be net-zero-carbon-ready or possibly exempt from requirements and be built to a high energy efficiency standard. In addition, an attestation letter, completed by a qualified registered professional, who can verify which net-zero building design standard of the project is designed to meet. New build projects must also meet the highest published accessibility standards as defined in the Canadian Standards Association Accessible Design for the Built Environment (CAN/CSA B651-18). Climate resiliency and best practices adoption if considered will be scored higher as well as demonstrating a strong risk assessment and mitigation measures. Alternatively, projects that qualify as retrofits as opposed to 'new builds', accessibility and net zero carbon design standards are not required as part of the application or project.
10. In order to apply for the GICB Program, external resources would need to be hired due to the complexity and requirements of the application. As part of the GICB

Program Webinar that staff took part in early January, hiring consultants was recommended as part of the application process, in addition to hiring a field related professional for the specific documentations that are required.

11. As per the Building Condition Assessment for the Char-Lan Recreation Centre completed in 2021, the metal roofing and vapour barrier is recommended to be replaced within the next 3 years. However, if the Township were to continue investigating solar panels atop the roof structure, this would include a retrofit of the structure of the arena including the roof in order to install new piers to support the weight of the solar panels. If the Township were to apply for the GICB program and be successful, the Township would be required to cover 40% of the cost of the project as new build projects qualify for 60% funding. As per EVB Engineering's Feasibility Study that was completed in 2022, the estimated cost of the entire project would be \$7,000,000 therefore the Township would be required to cover approximately \$2,800,000.
12. At this time, Administration is recommending that the Township does not apply for the GICB program as it would require too many additional resources prior to the deadline to submit a completed application.
13. The Township should continue to investigate and strategic plan for future renovations and upgrades to this facility. Creating a long term vision accompanied by concept drawings and construction estimates would put the Township in a better position to be successful in future grant applications. To plan the next project for the arena strategically, a proper business case should be completed with future options of the facility clearly defined and researched.
14. Administration is recommending that further discussions need to take place regarding the facility before applying for large grant programs that will determine the future of this building.

IMPACT ON 2023 BUDGET:

15. There will be no impact on 2023 budget.

ALIGNMENT WITH STRATEGIC PLAN:

Goal 3: Strengthen the effectiveness and efficiency of our organization

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 03-2023 be received and that the Township of South Glengarry does not apply for the Green and Inclusive Community Building Program and that Administration be directed to continue to work on strategically planning for the future of the Char-Lan Recreation Centre facility.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

STAFF REPORT

S.R. No. 04-2023

PREPARED BY: Jennifer Treverton, Economic Development Officer

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Enhanced Boundary Signage Program

BACKGROUND:

1. The Ministry of Transportation has an Enhanced Boundary Signs Program allowing Ontario communities to apply for signs that include the elements of a “basic” sign, plus their logo and a community welcome message or slogan. The current enhanced boundary sign policy from the Ontario Traffic Manual, Book 8 is attached to this report.
2. Below is a local example of a completed enhanced boundary sign project for South Dundas installed along Highway 401.



3. Typically, communities are responsible for all additional costs associated with the manufacturing and installation of this signage. However, subject to available funding, these sign projects can be incorporated into Ministry highway construction projects

in the area, resulting in no costs to the Township of South Glengarry. This would result in a cost savings of \$35,000-\$45,000 per sign.

4. MTO Traffic Supervisor, William Harrett outlined the application and approval process for this signage initiative if we decide to proceed with an application:
 - a. Submit a slogan or welcome message accompanied by a Council Resolution endorsing it. The total text should be limited to 27 characters. This message is optional. As this is a Designated Bilingual Area, the slogan or welcome text must be provided in English and French.
 - b. Provide a community logo (450mm x 450mm) in vector-based image format. A logo is also optional.
 - c. Confirmation on whether to include a population figure on the sign.
 - d. Once all information is received by the MTO, they will draft a sign design detail and return same for Township review and final approval.
 - e. The next step is the MTO designing structural steel supports (including survey and geotechnical work).
 - f. Subject to funding, the MTO will construct the supports, and the manufacturing and installation of the signs can be incorporated into a ministry highway construction project that takes place in the area.

ANALYSIS:

5. The Township of South Glengarry would benefit by participating in the Enhanced Boundary Signs Program. The signs would raise awareness regarding our municipal boundaries and communicate that there are 4 access points into our municipality from Hwy 401. We anticipate that this would increase traffic for service and retail-based businesses located at each access point.
6. Recent quotations secured by MTO Traffic Supervisor William Harrett, indicate that the cost of this signage installation would be between \$60,000 and \$90,000 in total. However, by participating in the current program, the Township would incur no costs for its installation.

IMPACT ON 2023 BUDGET:

7. There will be no impact on the 2023 budget as the MTO will cover all costs from design to installation of this signage.

ALIGNMENT WITH STRATEGIC PLAN:

Goal 1: Enhance Economic Growth and Prosperity

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 04-2023 be received and that the Council of the Township of South Glengarry supports the application for the Enhanced Boundary Sign Program of the Ministry of Transportation, using the slogan “Ontario’s Celtic Heartland | Le Centre Celtique de l’Ontario”.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

Enhanced Boundary Signs

All communities that qualify for boundary signs may choose to participate in the Enhanced Boundary Sign Program.

The communities will be responsible for any additional cost associated with the manufacturing, installation and maintenance of the Enhanced Boundary Sign.

The Enhanced Boundary Sign will include all of the elements of a "basic" Boundary Sign plus any of the following:

- A coat-of-arms or community logo; and/or
- A community welcoming message or slogan profiling a unique feature.

The community logo, crest or coat-of-arms may be shown in colour. This portion of the sign should use contrasting colours and shall be retroreflective. The size of a logo, crest or coat-of-arms shall be limited to that specified in the Master Sign Template. The logo, crest or coat-of-arms shall be placed either to the left or to the right of the community name.

The slogan or welcoming message shall be limited to one line of text, shown at the bottom of the sign using blue text on a white retroreflective background. Letter height and borders shall conform to specifications in the applicable Master Sign Template.

Internet addresses, telephone numbers and other similar messages shall not be permitted on the sign.

Message content is subject to the Charter of Rights and Freedoms.

Messages that attempt to direct or control traffic are not permitted.

Logos cannot be used as a trailblazer symbol to direct road users to a destination within the municipality's boundary.

Commercial content (e.g. sponsorship by, or promotion of, a commercial enterprise) is not permitted.

Messages referencing another community outside the boundaries of the applicable community are not permitted.

The logo, crest, coat-of-arm and/or slogan or welcoming message should be chosen and officially endorsed by Municipal Council.

An equivalent French Language version of the slogan or welcoming message is required in Designated Bilingual Areas.

Hamlets do not qualify for Enhanced Boundary Signs on freeways.

STAFF REPORT

S.R. No. 13-2023

PREPARED BY: Sarah McDonald, P. Eng., GM - Infrastructure

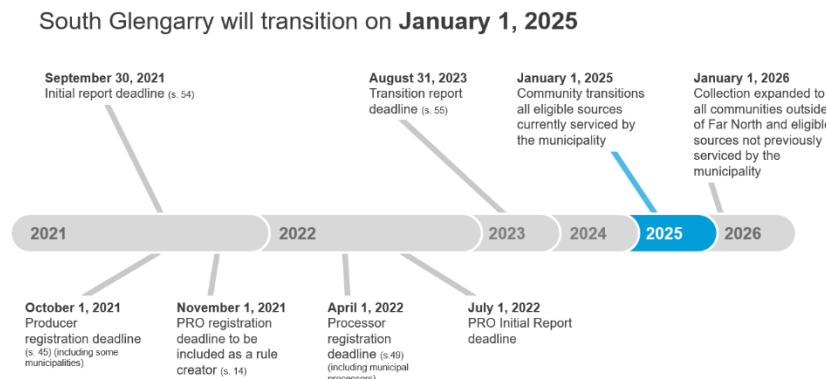
PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Blue Box Transition Period Decision

BACKGROUND:

1. The new Blue Box Regulation (amended April 2022) moves the responsibility for providing recycling services (funding and operation) from municipalities to producers that generate packaging, paper and similar products.
2. Transitioning all of Ontario's existing municipally operated blue box programs to full producer responsibility will occur over a three-year period between July 2023 and December 2025. This includes curbside collection, material sorting and processing of blue box material, in addition to resident education and promotion.
3. The producer-responsible organizations (PROs) will assume responsibility for all blue box programs effective January 1, 2026. The PROs will also implement changes such as a province-wide common material list, grouping municipalities in catchment areas, and the discontinuation of service to institutions and commercial properties.
4. The Council of the Township of South Glengarry had a [Committee of the Whole Meeting](#) at 5pm on January 16, 2023 to review the Blue Box Program Transition to Producer Responsibility; specifically to discuss if the Township's options through the transition period to Producer Responsibility.
5. South Glengarry and surrounding municipalities selected a blue box transition date of January 1, 2025 to provide residents with a consistent and regional approach.



6. During the transition period (January 1, 2025 through January 1, 2026), the Township of South Glengarry can opt-in or opt-out of continuing to provide blue box services (municipal curbside pick-up) to residents through a non-competitive service agreement with Circular Materials Ontario, the majority Producer Responsibility Organization (PRO).

ANALYSIS:

7. If a municipality wants to remain involved, they would have to sign a contract with CMO and revise the contract with their current service provider (HGC Management) based on the requirements determined by CMO in their Master Service Agreement ('MSA').
8. It has been noted in the attached legal review by Borden Ladner Gervais (BLG) and distributed to municipalities through the Ontario Waste Management Association that the liabilities and risks that municipalities would take on by entering into a MSA with CMO would not be offset by the benefits granted to municipalities as a result of the contract. Please note that the MSA and corresponding Statements of Work have been modified since the BLG review, however many of the concerns remain valid when reviewing the November 2022 contract documents.
9. Staff has considered the options of staying involved or withdrawing and are recommending that the Township **withdraw** from management of recycling collection beyond December 31, 2024. Staff reached this conclusion based on the following factors:
 - a. Municipalities and contractors have a number of concerns with the contract that the CMO is asking municipalities to enter into, including how the costs are determined and penalties for certain components. The program is being rolled out quickly and so, at this point in time, staff are uncertain as to the level of negotiating power any one municipality will have.
 - b. The Township's three-year agreement with HGC Management expires November 2024 and that contract would likely have to be revised based on the requirements in the MSA the municipality would have to sign with CMO. This would require us to re-negotiate with HGC and there may be financial implications related to those changes that the Township would not have control over.
 - c. The recycling program generates a significant amount of public complaints that we would no longer have to address nor have full control to resolve.

- d. Unlike some other municipalities, we have no physical assets related to recycling and there would be minimal staffing implications or surplus capital if not remaining involved.
10. It is recommended that delegated authority be approved to enter into any agreements with CMO and associated PROs.

IMPACT ON 2023 BUDGET:

11. There is no impact on the 2023 budget.
12. The blue box transitioning process and financial details are evolving quickly and staff are still working to fully understand the financial impact to the Township. It should be noted that any savings from the recycling transition would be most prudently allocated to funding the landfill closure and post-closure liability, which is estimated at \$2,000,000, of which approximately \$1,500,000 has currently been accrued.
13. The Township currently does not have any formal plan or strategy to be able to fund the landfill closure & post-closure liability in future years without issuing significant amounts of long-term debt.
14. A reminder that the projected end of life for each landfill is:
- a. North Lancaster, year 2028 (surveyed 2021)
 - b. Beaverbrook, year 2033 (surveyed 2020)

ALIGNMENT WITH STRATEGIC PLAN:

This is an operational matter and captured under service delivery. The delivery of recycling programs in the province of Ontario is now affected by this new regulation.

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 13-2023 be received and that Council approve the Township's withdrawal from management of the Blue Box program; that delegated authority be provided to the General Manager of Infrastructure Services to enter into agreements needed to continue transfer of this service; and furthermore, that Council confirm the intent to allocate the post-transition blue box program funding to fund landfill closure and post-closure liability.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

Blue Box Transition Schedule:

Initial version dated June 1, 2021, as amended December 15, 2022

Explanatory Note

Ontario Regulation 391/21 (Blue Box) (the Regulation) made under the *Resource Recovery and Circular Economy Act, 2016* makes producers responsible for the Blue Box Program, including meeting regulated outcomes for providing collection services to local communities, managing blue box materials, and achieving diversion targets to improve diversion, address plastic waste, and recover resources for use in the economy.

The Regulation transitions existing blue box services to producer responsibility in three groups between 2023 and 2025 according to the “Blue Box Transition Schedule” (the Schedule). Part One of the Schedule (see page 3) identifies eligible municipalities and local services board areas and the dates they are to transition. Producers would be responsible for transitioning communities on or before the dates contained in the schedule. Part Two of the Schedule (see page 12) identifies eligible First Nation reserves along with their transition dates.

The first group of communities will transfer responsibility of their programs to producers on July 1st, 2023. By January 1, 2026, producers will be fully responsible for providing Blue Box services provincewide.

Part One: Municipalities and Local Services Board Areas

Part One lists municipalities and local services board areas with Blue Box Programs.

Producers are responsible for transitioning communities in Part One on or before the dates contained in the Schedule.

The ministry developed Part One with a goal of balancing net program costs and materials managed over the three years.

The ministry also considered municipal preferences for the date of transition. The Association of Municipalities of Ontario (AMO) canvassed all municipalities and sought their input on when they would like to transition. To minimize impacts to municipalities, the ministry also considered expiry dates for municipal blue box service contracts and the ability for municipalities to extend current contracts (where this data was available).

Part One does not assign any municipality a transition date that is earlier than their preference, to minimize the potential for breaking contracts.

To promote economies of scale, the ministry considered geographic continuity when assigning municipalities to a given year. The intent of the groupings is to enable producers to contract for geographic catchments to ensure cost-effective planning and delivery of blue box services over the three years.

Part Two: Reserves

The Regulation allows First Nations outside the Far North to opt-in to receive blue box services offered by producers.

The ministry coordinated and engaged with First Nation communities that currently have blue box programs to identify the appropriate transition date to be identified on the Schedule

Part Two lists eligible First Nation reserves, listed by community name and reserve name, and their transition dates.

Producer responsibility organizations (PROs), who will be providing services on behalf of producers, are required to ensure that an offer of service is made to First Nation communities at least six months before the applicable transition date.

This offer will provide details about how the collection services will be provided to the First Nation. Before a PRO can begin to provide the service, the First Nation must accept the offer in accordance with the Regulation.

The reserve names listed are the names as set out on the Government of Canada's "First Nation Profiles" website. That website includes the geographic location of each reserve. Where the ministry is aware of an alternate reserve name used by the First Nation community, that name has also been included in brackets. PROs, in their interactions and agreements with each First Nation community, should make every effort to use the reserve name that is preferred by the community. First Nation communities outside the Far North that are not included in the Transition Schedule will be eligible to receive producer-run blue box services beginning January 1, 2026. First Nation communities interested in receiving producer-run blue box services must first register with RPRA in accordance with the Regulation.

Blue Box Transition Schedule

Part One: Municipalities and Local Services Board Areas

Eligible Community	Transition Date (YYYY-MM-DD)
2023	
Alfred and Plantagenet, Township of	2023-10-01
Amaranth, Township of	2023-07-01
Arnprior, Town of	2023-07-29
Atikokan, Town of	2023-10-01
Aweres, Local Services Board of	2023-09-30
Aylmer, Town of	2023-07-01
Bayham, Municipality of	2023-07-01
Beckwith, Township of	2023-07-01
Carleton Place, Town of	2023-07-01
Casselman, Municipality of	2023-12-31
Central Elgin, Municipality of	2023-07-01
Champlain, Township of	2023-07-01
Chatsworth, Township of	2023-10-01
Clarence-Rockland, City of	2023-07-01
Drummond/North Elmsley, Township of	2023-07-01
Dryden, City of	2023-07-31
Dutton Dunwich, Municipality of	2023-12-31
East Garafraxa, Township of	2023-07-01
East Hawkesbury, Township of	2023-07-01
Emo, Township of	2023-10-01
Enniskillen, Township of	2023-09-01
Fort Frances, Town of	2023-10-31
Georgian Bluffs, Township of	2023-10-01
Goulais Local Services Board	2023-09-30
Grand Valley, Town of	2023-07-01
Grey Highlands, Municipality of	2023-07-01
Hawkesbury, Town of	2023-07-01
Horton, Township of	2023-07-01
Kenora, City of	2023-07-01
London, City of	2023-07-01
Malahide, Township of	2023-07-01
McNab/Braeside, Township of	2023-07-29
Meaford, Municipality of	2023-09-30
Melancthon, Township of	2023-07-01
Merrickville-Wolford, Village of	2023-10-01
Mississippi Mills, Municipality of	2023-07-01
Mono, Town of	2023-07-01
Montague, Township of	2023-07-01

Eligible Community	Transition Date (YYYY-MM-DD)
Mulmur, Township of	2023-07-01
Newbury, Village of	2023-10-01
North Grenville, Municipality of	2023-10-01
Orangeville, Town of	2023-07-01
Ottawa, City of	2023-07-01
Owen Sound, City of	2023-07-01
Petrolia, Town of	2023-10-01
Plympton-Wyoming, Town of	2023-07-01
Point Edward, Village of	2023-07-01
Prince, Township of	2023-07-01
Red Lake, Municipality of	2023-10-01
Renfrew, Town of	2023-07-29
Russell, Township of	2023-07-01
Sarnia, City of	2023-07-01
Sault Ste. Marie, City of	2023-09-30
Shelburne, Town of	2023-07-01
Sioux Lookout, Municipality of	2023-07-01
Sioux Narrows-Nestor Falls, Township of	2023-07-01
Smiths Falls, Town of	2023-07-01
Southgate, Township of	2023-10-01
Southwest Middlesex, Municipality of	2023-07-01
Southwold, Township of	2023-07-01
St. Clair, Township of	2023-07-01
St. Thomas, City of	2023-07-01
Thames Centre, Municipality of	2023-09-16
The Blue Mountains, Town of	2023-10-01
The Nation Municipality	2023-07-01
Toronto, City of	2023-07-01
West Elgin, Municipality of	2023-07-01
2024	
Adelaide-Metcalf, Township of	2024-04-01
Adjala-Tosorontio, Township of	2024-01-01
Ajax, Town of	2024-07-01
Algonquin Highlands, Township of	2024-03-31
Alnwick/Haldimand, Township of	2024-01-01
Amherstburg, Town of	2024-08-28
Asphodel-Norwood, Township of	2024-01-01
Barrie, City of	2024-05-01
Bluewater, Municipality of	2024-04-01
Bracebridge, Town of	2024-11-19
Bradford West Gwillimbury, Town of	2024-01-01
Brampton, City of	2024-10-01

Eligible Community	Transition Date (YYYY-MM-DD)
Brighton, Municipality of	2024-01-01
Brock, Township of	2024-07-01
Brooke-Alvinston, Municipality of	2024-04-01
Caledon, Town of	2024-10-01
Cambridge, City of	2024-03-02
Carling, Township of	2024-07-01
Cavan Monaghan, Township of	2024-01-01
Central Huron, Municipality of	2024-04-01
Chatham-Kent, Municipality of	2024-01-01
Clarington, Municipality of	2024-07-01
Clearview, Township of	2024-01-01
Cobourg, Town of	2024-01-01
Collingwood, Town of	2024-01-01
Conmee, Township of	2024-07-01
Cramahe, Township of	2024-01-01
Dawn-Euphemia, Township of	2024-04-01
Douro-Dummer, Township of	2024-01-01
Dysart et al, Municipality of	2024-01-01
Essa, Township of	2024-01-01
Essex, Town of	2024-08-28
Fort Erie, Town of	2024-01-01
Georgian Bay, Township of	2024-11-19
Gillies, Township of	2024-07-01
Goderich, Town of	2024-04-01
Gravenhurst, Town of	2024-11-19
Grimsby, Town of	2024-01-01
Haldimand County	2024-01-01
Hamilton, Township of	2024-01-01
Hastings Highlands, Municipality of	2024-01-01
Havelock-Belmont-Methuen, Township of	2024-01-01
Highlands East, Municipality of	2024-01-01
Howick, Township of	2024-06-30
Huntsville, Town of	2024-11-19
Huron East, Municipality of	2024-04-01
Innisfil, Town of	2024-01-01
Kawartha Lakes, City of	2024-04-01
Kingsville, Town of	2024-08-28
Kitchener, City of	2024-03-02
Lake of Bays, Township of	2024-11-19
Lakeshore, Municipality of	2024-08-28
Lambton Shores, Municipality of	2024-04-01
LaSalle, Town of	2024-08-28
Leamington, Municipality of	2024-08-28

Eligible Community	Transition Date (YYYY-MM-DD)
Lincoln, Town of	2024-01-01
Lucan Biddulph, Township of	2024-04-01
Marathon, Town of	2024-07-01
McDougall, Township of	2024-07-01
McKellar, Township of	2024-07-01
Middlesex Centre, Municipality of	2024-04-01
Midland, Town of	2024-01-01
Minden Hills, Township of	2024-10-01
Mississauga, City of	2024-10-01
Morris-Turnberry, Municipality of	2024-04-01
Muskoka Lakes, Township of	2024-11-19
Neebing, Municipality of	2024-01-01
New Tecumseth, Town of	2024-01-01
Niagara Falls, City of	2024-01-01
Niagara-On-The-Lake, Town of	2024-01-01
Norfolk, County	2024-09-28
North Dumfries, Township of	2024-03-02
North Kawartha, Township of	2024-01-01
North Middlesex, Municipality of	2024-04-01
North Perth, Municipality of	2024-04-01
O'Connor, Township of	2024-01-01
Oil Springs, Village of	2024-04-01
Oliver Paipoonge, Municipality of	2024-07-01
Orillia, City of	2024-01-01
Oro-Medonte, Township of	2024-01-01
Oshawa, City of	2024-07-01
Otonabee-South Monaghan, Township of	2024-01-01
Parry Sound, Town of	2024-01-01
Pelee, Township of	2024-08-28
Pelham, Town of	2024-01-01
Penetanguishene, Town of	2024-01-01
Perth East, Township of	2024-04-01
Perth South, Township of	2024-04-01
Peterborough, City of	2024-01-01
Pickering, City of	2024-07-01
Port Colborne, City of	2024-01-01
Port Hope, Municipality of	2024-01-01
Ramara, Township of	2024-01-01
Scugog, Township of	2024-07-01
Seguin, Township of	2024-07-01
Selwyn, Township of	2024-01-01
Severn, Township of	2024-01-01
Shuniah, Municipality of	2024-07-01

Eligible Community	Transition Date (YYYY-MM-DD)
South Huron, Municipality of	2024-04-01
Springwater, Township of	2024-01-01
St. Catharines, City of	2024-01-01
St. Marys, Town of	2024-04-01
Stratford, City of	2024-05-01
Strathroy-Caradoc, Municipality of	2024-04-01
Tay, Township of	2024-01-01
Tecumseh, Town of	2024-08-28
Terrace Bay, Township of	2024-07-01
The Archipelago, Township of	2024-07-01
Thorold, City of	2024-01-01
Thunder Bay, City of	2024-07-01
Tiny, Township of	2024-01-01
Trent Hills, Municipality of	2024-01-01
Trent Lakes, Municipality of	2024-01-01
Uxbridge, Township of	2024-07-01
Wainfleet, Township of	2024-01-01
Warwick, Township of	2024-04-01
Wasaga Beach, Town of	2024-01-01
Waterloo, City of	2024-03-02
Welland, City of	2024-01-01
Wellesley, Township of	2024-03-02
West Lincoln, Township of	2024-01-01
West Perth, Municipality of	2024-04-01
Whitby, Town of	2024-07-01
Whitestone, Municipality of	2024-07-01
Wilmot, Township of	2024-03-02
Windsor, City of	2024-08-28
Woolwich, Township of	2024-03-02
2025	
Addington Highlands, Township of	2025-01-01
Admaston/Bromley, Township of	2025-07-01
Armour, Township of	2025-01-01
Armstrong, Township of	2025-04-01
Arran-Elderslie, Municipality of	2025-12-31
Ashfield-Colborne-Wawanosh, Township of	2025-04-01
Assiginack, Township of	2025-04-01
Athens, Township of	2025-07-01
Augusta, Township of	2025-06-01
Aurora, Town of	2025-12-31
Baldwin, Township of	2025-04-01
Bancroft, Town of	2025-07-01

Eligible Community	Transition Date (YYYY-MM-DD)
Belleville, City of	2025-07-17
Billings, Township of	2025-01-01
Black River-Matheson, Township of	2025-01-01
Blandford-Blenheim, Township of	2025-12-31
Blind River, Town of	2025-01-01
Bonfield, Township of	2025-04-01
Bonnechere Valley, Township of	2025-01-01
Brant, County of	2025-01-01
Brantford, City of	2025-01-01
Brethour, Township of	2025-01-01
Brockton, Municipality of	2025-12-31
Brockville, City of	2025-01-01
Bruce Mines, Town of	2025-12-31
Brudenell, Lyndoch and Raglan, Township of	2025-12-31
Burk's Falls, Village of	2025-01-01
Burlington, City of	2025-04-01
Callander, Municipality of	2025-01-01
Calvin, Municipality of	2025-04-01
Carlow/Mayo, Township of	2025-01-01
Casey, Township of	2025-04-01
Central Frontenac, Township of	2025-01-01
Central Manitoulin, Municipality of	2025-01-01
Centre Hastings, Municipality of	2025-07-17
Centre Wellington, Township of	2025-07-01
Charlton and Dack, Municipality of	2025-04-01
Chisholm, Township of	2025-04-01
Cobalt, Town of	2025-04-01
Cochrane, Town of	2025-01-01
Coleman, Township of	2025-04-01
Cornwall, City of	2025-01-01
Deep River, Town of	2025-01-01
Deseronto, Town of	2025-01-01
East Ferris, Township of	2025-09-01
East Gwillimbury, Town of	2025-12-31
East Zorra-Tavistock, Township of	2025-12-31
Edwardsburgh/Cardinal, Township of	2025-02-01
Elizabethtown-Kitley, Township of	2025-01-01
Elliot Lake, City of	2025-05-31
Englehart, Town of	2025-01-01
Erin, Town of	2025-07-01
Espanola, Town of	2025-04-01
Evanturel, Township of	2025-01-01
Faraday, Township of	2025-01-01

Eligible Community	Transition Date (YYYY-MM-DD)
French River, Municipality of	2025-04-01
Front of Yonge, Township of	2025-01-01
Frontenac Islands, Township of	2025-07-01
Gananoque, Town of	2025-03-31
Gauthier, Township of	2025-04-01
Georgina, Town of	2025-12-31
Greater Madawaska, Township of	2025-07-01
Greater Napanee, Town of	2025-01-01
Greater Sudbury, City of	2025-04-01
Guelph, City of	2025-01-01
Guelph/Eramosa, Township of	2025-07-01
Halton Hills, Town of	2025-04-01
Hamilton, City of	2025-04-01
Hanover, Town of	2025-01-01
Harley, Township of	2025-04-01
Harris, Township of	2025-01-01
Head, Clara and Maria, Townships of	2025-01-01
Hearst, Town of	2025-01-01
Hilliard, Township of	2025-12-31
Hilton Beach, Village of	2025-04-01
Hudson, Township of	2025-10-01
Huron Shores, Municipality of	2025-06-27
Huron-Kinloss, Township of	2025-12-31
Ingersoll, Town of	2025-12-31
James, Township of	2025-10-01
Jocelyn, Township of	2025-06-01
Johnson, Township of	2025-12-31
Kapuskasing, Town of	2025-01-01
Kearney, Town of	2025-10-01
Kerns, Township of	2025-10-01
Killaloe, Hagarty, and Richards, Township of	2025-07-01
Killarney, Municipality of	2025-10-31
Kincardine, Municipality of	2025-12-31
King, Township of	2025-12-31
Kingston, City of	2025-07-01
Kirkland Lake, Town of	2025-09-30
Laird, Township of	2025-10-01
Lanark Highlands, Township of	2025-01-01
Larder Lake, Township of	2025-10-01
Latchford, Town of	2025-10-01
Laurentian Hills, Town of	2025-07-15
Laurentian Valley, Township of	2025-03-28
Leeds and the Thousand Islands, Township of	2025-07-01

Eligible Community	Transition Date (YYYY-MM-DD)
Limerick, Township of	2025-07-01
Loyalist, Township of	2025-07-01
Macdonald, Meredith & Aberdeen Additional, Township of	2025-10-01
Machar, Township of	2025-10-01
Madawaska Valley, Township of	2025-12-31
Madoc, Township of	2025-07-17
Magnetawan, Municipality of	2025-01-01
Mapleton, Township of	2025-07-01
Markham, City of	2025-12-31
Marmora and Lake, Municipality of	2025-07-17
Matachewan, Township of	2025-10-01
Mattawa, Town of	2025-10-01
Mattice-Val Cote, Township of	2025-01-01
McGarry, Township of	2025-10-01
McMurrich/Monteith, Township of	2025-10-01
Milton, Town of	2025-04-01
Minto, Town of	2025-07-01
Moonbeam, Township of	2025-01-01
Nairn & Hyman, Township of	2025-01-01
Newmarket, Town of	2025-12-31
Nipissing, Township of	2025-10-01
North Algona Wilberforce, Township of	2025-03-28
North Bay, City of	2025-01-01
North Dundas, Township of	2025-01-01
North Frontenac, Township of	2025-07-01
North Glengarry, Township of	2025-01-01
North Huron, Township of	2025-04-01
North Stormont, Township of	2025-01-01
Northeastern Manitoulin and the Islands, Town of	2025-10-01
Northern Bruce Peninsula, Municipality of	2025-12-31
Norwich, Township of	2025-12-31
Oakville, Town of	2025-04-01
Papineau-Cameron, Township of	2025-01-01
Pembroke, City of	2025-03-28
Perry, Township of	2025-03-01
Perth, Town of	2025-06-01
Petawawa, Town of	2025-03-28
Plummer Additional, Township of	2025-12-31
Powassan, Municipality of	2025-09-16
Prescott, Town of	2025-01-01
Prince Edward, County of	2025-07-17
Puslinch, Township of	2025-07-01
Quinte West, City of	2025-07-17

Eligible Community	Transition Date (YYYY-MM-DD)
Richmond Hill, City of	2025-12-31
Rideau Lakes, Township of	2025-03-01
Ryerson, Township of	2025-01-01
Sables-Spanish Rivers, Township of	2025-06-01
Saugeen Shores, Town of	2025-12-31
South Bruce Peninsula, Town of	2025-12-31
South Bruce, Municipality of	2025-12-31
South Dundas, Municipality of	2025-01-01
South Frontenac, Township of	2025-07-01
South Glengarry, Township of	2025-01-01
South River, Village of	2025-01-01
South Stormont, Township of	2025-01-01
South-West Oxford, Township of	2025-12-31
Spanish, Town of	2025-02-28
St. Charles, Municipality of	2025-12-31
St. Joseph, Township of	2025-07-01
Stirling-Rawdon, Township of	2025-07-17
Stone Mills, Township of	2025-07-01
Strong, Township of	2025-01-01
Sundridge, Village of	2025-01-01
Tarbutt, Township of	2025-06-01
Tay Valley, Township of	2025-01-01
Temagami, Municipality of	2025-10-01
Temiskaming Shores, City of	2025-01-01
Thessalon, Town of	2025-12-31
Thornloe, Village of	2025-12-31
Tillsonburg, Town of	2025-12-31
Timmins, City of	2025-01-01
Tudor & Cashel, Township of	2025-01-01
Tweed, Municipality of	2025-07-17
Tyendinaga, Township of	2025-07-17
Vaughan, City of	2025-12-31
Wellington North, Township of	2025-07-01
West Grey, Municipality of	2025-01-01
West Nipissing, Municipality of	2025-07-01
Westport, Village of	2025-09-01
Whitchurch-Stouffville, Town of	2025-12-31
Whitewater Region, Township of	2025-07-01
Wollaston, Township of	2025-07-01
Woodstock, City of	2025-12-31
Zorra, Township of	2025-12-31

Part Two: Reserves

Eligible Community		Transition Date (YYYY-MM-DD)
First Nation	Reserve Name(s)	
2023		
Aamjiwnaang First Nation	Sarnia 45	2023-07-01
Bingwi Neyaashi Anishinaabek	Sand Point First Nation	2023-07-01
Dokis First Nation	Dokis 9	2023-07-01
M'chigeeng First Nation	M'Chigeeng 22	2023-07-01
Wikwemikong Unceded Territory	Wikwemikong Unceded Reserve / (Wikwemikong Unceded Indian Reserve)	2023-07-01
2024		
Alderville First Nation	Alderville First Nation	2024-01-01
Atikameksheng Anishnawbek	Whitefish Lake 6	2024-04-01
Batchewana First Nation	Goulais Bay 15A	2024-04-01
Batchewana First Nation	Obadijwan 15E	2024-04-01
Batchewana First Nation	Rankin Location 15D	2024-04-01
Chippewas of Rama First Nation	Chippewas of Rama First Nation	2024-01-01
Chippewas of the Thames First Nation	Chippewa of the Thames First Nation Indian Reserve	2024-04-01
Curve Lake First Nation	Curve Lake First Nation 35	2024-01-01
Garden River First Nation	Garden River 14	2024-04-01
Mississauga #8 First Nation	Mississagi River 8	2024-04-01
Mississaugas of Scugog Island First Nation	Mississauga's of Scugog Island	2024-07-01
Moose Deer Point First Nation	Moose Point 79	2024-11-19
Rainy River First Nations	Manitou Rapids 11 Reserve	2024-01-01
Red Rock Indian Band	Lake Helen 53A	2024-07-01
Sagamok Anishnawbek First Nation	Sagamok	2024-04-01
Serpent River First Nation	Serpent River 7	2024-04-01
Wahta Mohawks	Wahta Mohawk Territory	2024-11-19
2025		
Algonquins of Pikwakanagan First Nation	Pikwakanagan	2025-07-01
Chippewas of Georgina Island First Nation	Chippewas of Georgina Island First Nation	2025-12-31
Matachewan First Nation	Matachewan 72	2025-01-01
Mississaugas of the Credit First Nation	New Credit 40A	2025-09-30
Mohawks of the Bay of Quinte	Tyendinaga Mohawk Territory	2025-07-17
Saugeen First Nation	Chief's Point 28	2025-12-31

Eligible Community		Transition Date (YYYY-MM-DD)
First Nation	Reserve Name(s)	
Saugeen First Nation	Saugeen 29	2025-12-31
Six Nations of the Grand River	Six Nations 40	2025-01-01
Wahnapitae First Nation	Wahnapitae First Nation	2025-04-01

June 8, 2022

Allen Langdon, President & CEO
Circular Materials Ontario
800-1881 Yonge Street
Toronto, ON M4S 3C4
Emailed to: allen.langdon@circularmaterials.ca

Re: Master Service Agreement

Dear Mr. Langdon:

As recently discussed and following our initial letter of May 24, 2022, I am pleased to provide some additional input regarding Circular Materials Ontario's (CMO) proposed Master Service Agreement (MSA) for several services related to the Blue Box transition.

For detailed explanation of our concerns regarding key provisions in the agreement, we encourage you to refer to the enclosed analysis provided to us by OWMA's legal counsel (Borden Ladner Gervais LLP), in their memo dated June 7, 2022.

A summary of these key concerns include the following:

- Excess discretion on the part of CMO to determine whether the municipalities as contractors are meeting their obligations under the MSA (s. 2.1)
- The shift of legislatively-imposed risks and liabilities from producers back onto municipalities during the Transition Period.
- Commercially unreasonable conditions that could assess costs and penalties against municipalities at CMO's sole discretion (s. 5.10(b); s. 7.2).
- The imposition on municipalities of costs of extensive record-keeping and reporting requirements with respect to Blue Box materials collected, delivered and received (s. 5.8) (s. 5.10).

I would be pleased to discuss any of this input in more detail in the coming days. We appreciate your willingness to consider the feedback of municipalities and waste service providers on this matter and look forward to working with you to support a successful transition of the Blue Box system.

Sincerely,



Mike Chopowick
Chief Executive Officer

Encl. Review of Circular Materials Ontario's Master Services Agreement for Services
Related to Blue Box Material, June 7, 2022

Denisa Mertiri
T: 416-367-7245
dmertiri@blg.com

Jonathan Cocker
T: 416-367-7283
jcocker@blg.com

Borden Ladner Gervais LLP
Bay Adelaide Centre, East Tower
22 Adelaide Street West
Toronto ON M5H 4E3
Canada
T 416-367-6000
F 416-367-6749
blg.com



File No. 021773.000010

June 7, 2022

Delivered by Email: mchopowick@owma.org

Mike Chopowick
Ontario Waste Management Association
2005 Clark Blvd., Unit 3
Brampton, ON L6T 5P8

Dear Mike,

**Re: Review of Circular Materials Ontario's Master Services Agreement for Services
Related to Blue Box Material**

This letter provides our summary analysis of the Circular Materials Ontario (CMO) Master Services Agreement (the “MSA”) for Blue Box Services for the *transition period* to be entered into between CMO and various Ontario municipalities. This period is defined by Ontario regulation 391/21 (the “**Blue Box Regulation**”) under the *Resource Recovery and Circular Economy Act, 2016*, (the “**RRCEA**”) as “the period beginning on July 1, 2023 and ending on December 31, 2025” (the “**Transition Period**”).

BACKGROUND

We understand that during the Transition Period, CMO will be entering into contracts with Ontario municipalities. The aim of these contracts is to ensure that current Blue Box programs are maintained and service delivery is not interrupted in the communities where it is currently offered. The goal is to also allow current municipal contracts with various service providers and with terms expiring anytime from now until 2026 to come to the end of their terms. These municipal contracts were generally entered into by municipalities pursuant to procurement processes.

Pursuant to the Blue Box Regulation, the legislative burden for Blue Box programs shifts from municipalities to producers on July 1, 2023. Producers are defined as brand-holders, importers or retailers per sections 9 and 10 of the Blue Box Regulation. As of July 1, 2023, municipalities and First Nation communities start transitioning their Blue Box programs to the framework created by the Blue Box Regulation. On that date, Blue Box producers will become fully accountable and financially responsible for collecting and recycling their Blue Box materials.

According to the *RRCEA* at s. 2, it is in the provincial interest that Ontario have a system of resource recovery and waste reduction that aims to: “(f) hold persons who are most responsible for the design

of products and packaging responsible for the products and packaging at the end of life;” and “(h) minimize the need for waste disposal.” Any contractual arrangement that seeks to undermine the provincial interest as set out in this section will be in violation of the legislative burdens imposed by the *RRCEA* and the Blue Box Regulation on producers.

According to the Made in Ontario Environment Plan, the new producer responsibility model “means transitioning costs of the Blue Box Program away from municipal taxpayers and making producers of products and packaging fully responsible for the litter they create”.¹ Particularly, the goal of the transition is “taking the cost burden off municipalities and allowing producers to innovate.”² The MSA as currently drafted provides cause for concern that it does not comply with the intention of the *RRCEA* and the Blue Box Regulation.

SUMMARY OF MSA OBSERVATIONS

The MSA proposed by CMO contains some commercially reasonable terms around the arbitration, standard conditions or notification provisions, to mention a few. Despite this, the MSA does not consider the nature of the contracting party in this case, that being municipalities with contracts validly entered into pursuant to procurement processes and with likely unionized labour obligations.

Until these municipal contracts (the benefits of which CMO now seeks) come to term, they cannot be renegotiated by municipalities without exposing municipalities to liability for breach of contract. Moreover, due to the number of obligations and costs the MSA imposes on both municipalities and their contractors, it is doubtful that municipal contractors will agree to renegotiate contracts that have not yet come to term. Lastly, the renegotiation of these contracts is not recommended due to the cost to municipalities to renegotiate these contracts particularly given that the MSA as drafted does not guarantee a minimum amount of work or tonnage, a specific term, or exclusivity.

Most concerning is the fact that the MSA as proposed shifts legislatively-imposed risks and liabilities from producers back onto municipalities during the Transition Period, where the clear legislative intent of the *RRCEA* and the Blue Box Regulation is that costs be borne by producers. Further details on those concerns are specified below.

SPECIFIC CONTRACTUAL CONCERNS

Discretion and Commercially Unreasonable Terms.

The MSA places too much discretion on CMO to determine whether the municipalities as contractors are meeting their obligations under the MSA. This discretion is not balanced by an appropriate number of benefits to municipalities thus resulting in too much risk and uncertainty for municipalities who decide to enter into the MSA.

CMO, for example, retains sole discretion to decide when statements of work will be extended to municipalities (s. 2.1) thus not guaranteeing a minimum contract term. Nor does it guarantee

¹ Environment and Energy Ontario, “A Made-in-Ontario Environment Plan”, *Protecting Our Environment*, online: <<https://www.ontario.ca/page/waste-management#section-1>>.

² Environment and Energy Ontario, Waste Management, online: <<https://www.ontario.ca/page/waste-management#section-1>>.

exclusivity or a minimum or maximum amount of work (s. 3.2). CMO will also determine whether the work delivered meets the conditions in the MSA (s. 7.8(a)). If it does not, costs and penalties can be assessed as against municipalities also at CMO's sole discretion (s. 5.10(b); s. 7.2). These costs can be unilaterally subtracted from amounts that CMO owes to municipalities under the contract (s. 6.2(h)). The MSA indicates that no interest will be paid on late payments (s. 6.7). These provisions are not commercially reasonable.

It is hard to determine the financial benefit to municipalities from entering into this contract, if any, particularly in light of the Transition Period. The contract requires not only all the labour, equipment and materials required to perform the work (s. 3.3), but also a great deal of administrative cost and labour for municipalities to draft a number of policies (ss. 5.4-5.6) that are to be approved *only if* CMO is satisfied that the policies meet its standards. It would be more reasonable for CMO to provide its policies as it relates to ss. 5.4 to 5.6 to allow municipalities to assess the costs associated with complying with CMO's standards prior to entering into the contract. Additionally, the costs of extensive record-keeping and reporting requirements with respect to Blue Box materials collected, delivered and received (s. 5.8) and monitoring by CMO (s. 5.10) are to be borne by municipalities.

Lastly, the MSA also either fails to consider, or requires that there be interference with, municipalities' current contractual arrangements. The MSA requires that municipalities obtain CMO's approval to subcontract work (s. 8.10(e)), stipulates that no exclusive arrangements exist with any subcontractor that obliges municipalities to utilize that subcontractor in the work (s. 4.1(e)), allows CMO to determine what terms should be stipulated in contracts with subcontractors including their termination (s. 5.9), grants CMO a right to "take possession" of work and materials of municipalities (s. 7.6(b)(i)), makes equipment and facilities available to CMO in case of contractor default for up to six months, and requires that leases, contracts and other transactions be submitted to CMO for review and approval (s. 8.7). These rights cannot be granted to CMO where contracts are already in place that have determined rights and obligations as between their parties. Municipalities cannot agree to these provisions to without running the risk of incurring liability for breach of their contracts.

Requirements for CMO decision-making over contractor's personnel (s. 5.1) treat municipal or subcontractor personnel as if they were employees of CMO when this is not the case. The discipline and discharge (s. 5.1(f)) of municipal personnel that is unionized will be subject to both labour relations laws and collective agreement terms. Thus it cannot be agreed upon pursuant to the MSA.

Shifting Legislative Obligations.

Various provisions of the MSA attempt to shift the cost of compliance with the regulatory obligations on producers back onto municipalities. The contamination percentage obligation as well as other penalties and costs attempt to circumvent the legislative intention of the *RRCEA* and the Blue Box Regulation that costs be borne by producers rather than taxpayers during the Transition Period and after at several provisions.

The Statement of Work issued by CMO indicates that collected Blue Box Material may not contain more than four percent (4%) by weight of Non-Blue Box Material, making loads with more than 4% contamination subject to rejection (s. 3.7, Eligible Community Residence and Facility Statement of Work). This will result in offending loads entering municipal waste streams thus affecting municipal costs. As of July 1, 2023, it will not be municipalities' obligation to ensure that the Blue Box program

results in minimal contamination as collection, management and promotion and education duties will shift to producers under the Blue Box Regulation at Parts IV, VI and VIII. As such, the costs of contamination should be borne by producers and remediation plans (s. 3.7(d), Statement of Work) should also be producers' responsibility in line with the clear legislative intent of the *RRCEA* and the Blue Box Regulation.

CMO also gives itself discretion to define obligated Blue Box material for the purposes of the MSA as opposed to relying on the definition provided by the Blue Box Regulation (s. 1.1). The MSA also requires municipalities to maintain records related to arranging, establishing or operating a collection system and records related to arranging, establishing or operating a promotion and education program (s. 8.6(a)). This is legislatively the obligation of producers and cannot be shifted to municipalities during the Transition Period as well as after.

Lastly, the MSA stipulates an odd force majeure event: "the quantity of Blue Box Material collected or received differs from the Contractor's expectations" (s. 7.5(b)(iv)). We have not previously encountered such a provision in any contract containing force majeure clauses. This provision is also not properly a "force majeure" event, which refers to an event of overwhelming force that is not within the control of either of the parties. In this case, "the quantity of Blue Box Material collected or received" is within the control of CMO as a representative of the producers that supply Blue Box materials in Ontario.

CONCLUSION

The MSA proposes an imbalance of contractual power and discretion that is not commercially reasonable, particularly in light of the Transition Period. More problematically, certain provisions of the MSA aim to shift regulatory obligations back onto municipalities in violation of the spirit and intent of the *RRCEA* and the Blue Box Regulation. Overall, the risks and liabilities that municipalities would take on by entering into this contract would not be offset by the benefits granted to municipalities as a result of the contract. Risks would not be limited to work shortages, costs, penalties and termination under the MSA but also include commercial risks with municipal contractors and labour and employment risks with employees.

At the very least, a minimum amount of work should be stipulated for municipalities to take responsibilities and risks under the MSA. If a minimum amount is not stipulated, that will affect municipalities' ability to secure labour, equipment and materials for the work, and may result in a breach of municipalities' own contracts if those contracts stipulate minimum and maximum volumes of materials to be received by their contractors.

As the legislative burdens and risks are on producers to operate a collection system in about a year, municipalities are under no obligation to enter and accept the terms of the MSA as currently proposed. BLG advises that the MSA's terms be renegotiated to establish a better balance of power, rights and obligations to the parties to the contract keeping in mind existing contractual arrangements by municipalities whose benefit CMO is seeking by entering into this contract. Additionally, the balance of rights and obligations must reflect the rights and obligations imposed on those parties pursuant to the *RRCEA* and the Blue Box Regulation as of July 1, 2023.

Note that this letter provides a general overview of the contract. This letter's failure to refer to a section of the MSA does not imply the acceptability of that section. For example, although confidentiality provisions are acceptable as between private contracting parties, they do not consider municipal obligations to disclose otherwise confidential information pursuant to the authority of the Ontario *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56.

—

We would be pleased to discuss this matter further at your convenience.

Yours truly,

A handwritten signature in blue ink, appearing to read 'Denisa Mertiri', with a large, stylized initial 'D'.

Denisa Mertiri

A handwritten signature in blue ink, appearing to read 'Jonathan Cocker', with a stylized initial 'J'.

Jonathan Cocker



STAFF REPORT

S.R. No. 05-2023

PREPARED BY: Suday Jain, Treasurer and GM of Finance

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: 2023 Interim Taxation By-law

BACKGROUND:

1. Under Section 317 of the *Municipal Act*, a Council of a local municipality is authorized to, “pass a by-law, prior to the adoption of estimates for the year, levying amounts on the assessment of property in the local municipality that is rateable for local municipality purposes.”
2. This by-law means that the first tax bill may be prepared prior to the passing of the budget and allows the municipality to collect funds to address our short-term cash needs.

ANALYSIS:

3. The levying and collection of interim taxes permits the municipality to maintain an adequate cash flow to address its short-term needs and will greatly reduce the potential of having to borrow funds to maintain ongoing operations.
4. It is proposed that the Interim tax due dates be March 31st and May 31st, 2023.
5. Once the taxation rates are set through the budget process, Administration will prepare a Final Taxation By-law which will set the final due dates on August 31st and October 31st, 2023.
6. Approximately 25% is due at each due date.

IMPACT ON 2023 BUDGET:

7. Allows for the collection of 2023 taxation revenue to fund Township operations.

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff report 05-2023 be received and that By-law 01-2023, being a by-law authorizing the levying of interim taxes be read a first, second and third time, passed, signed and sealed in Open Council this 16th day of January 2023.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 01-2023
FOR THE YEAR 2023**

BEING A BY-LAW TO PROVIDE FOR AN INTERIM TAX LEVY AND TO PROVIDE FOR THE PAYMENT OF INTERIM TAXES FOR THE YEAR 2023.

WHEREAS, the *Municipal Act, 2001*, c.25 S 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act 2001*, c. 25 S. 5(3) provides that the powers of every council are to be exercised by by-law;

WHEREAS Section 317 of *The Municipal Act* provides that the Council of a local Municipality may pass a By-law to impose an interim levy on the assessment roll for taxation in the current year for properties in the Municipality rateable for local Municipality purposes;

AND WHEREAS Section 317 of *The Municipal Act*, provides a set of rules for determining the interim tax payable, which are also subject to the Municipality's discretion under Section 317 (9) of the *Municipal Act* to decrease or increase the interim tax payable, where it is felt that the interim amount would otherwise be too high or too low in relation to the total taxes that are anticipated to be levied on the property in the year;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:

1. THAT interim tax levies are hereby imposed on the whole of the assessment for real property for all property classes according to the assessment roll for taxation in the current year and shall be in the amount equal to approximately fifty per cent (50%) of the final 2022 taxes on the property taking into account that certain assessments have been lowered or increased since 2022.
2. The said interim tax levy shall become due and payable in two instalments due and payable on the 31st day of March 2023 and the 31st day of May 2023 and non-payment of the amount on the dates stated in accordance with this section shall constitute default.
3. The Treasurer of the Township of South Glengarry shall add to the amount of all taxes due and unpaid, interest at the rate of 1.25 percent per month or fraction thereof, being fifteen (15) percent per annum, and all by-laws and parts of by-laws inconsistent with this paragraph are hereby superseded.
4. Interest added on all taxes of the interim tax levy in default shall become due and payable and shall be collected forthwith as if the same had originally been imposed and formed part of such unpaid interim tax levy.

5. The Treasurer shall cause to be mailed to the residence or place of business of such person indicated on the last revised assessment roll, a notice specifying the amount of taxes payable.
6. A failure to receive the aforesaid notice in advance of the date for payment of the interim levy or any instalment does not affect the timing of default or the date from which interest shall be imposed.
7. The Treasurer of the Township of South Glengarry may accept part payment on account of any taxes due, but such acceptance shall not affect interest under Section 3 of this By-law.
8. This by-law shall be deemed to come into force and effect on January 1, 2023 and shall apply to properties on the assessment roll for taxation in the current year as listed on that date or which were added to the roll after that date, including properties added after the date this by-law is passed.

READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND SEALED IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.

MAYOR:

CLERK:



STAFF REPORT

S.R. No. 06-2023

PREPARED BY: Suday Jain, Treasurer & GM of Finance

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: 2023 Temporary Borrowing By-law

BACKGROUND:

1. The Township may be required to engage in borrowing of funds on a short-term basis to meet the current expenditures of the Township prior to taxes being collected.
2. The Temporary Borrowing By-law authorizes the Treasurer to borrow funds to meet current payables and repay the sum as soon as it is permitted by cash inflows.
3. Under the *Municipal Act*, the Township is limited to a percentage of its current estimate revenues, while operating on a descending line of credit.
4. There has been no requirement to borrow since 1998.
5. In 2022, the Township's bank account balance ranged from approximately \$8.3 million to \$12.6 million. This is in addition to the uncollected tax arrears of approximately \$3.3 million (2021, audited).

ANALYSIS:

6. Administration's recommendation is to approve a temporary borrowing by-law in the amount of **\$8,995,442**.
7. This amount is calculated to be able to meet 25% of estimated operating revenues (~\$20.1M), 25% of estimated payments to the County (~\$11.8M), 25% of estimated payments to schoolboards (~\$4.2M), and 100% of debt servicing costs (\$0).

IMPACT ON 2023 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 06-2023 be received and that By-law 02-2023, being a by-law to establish borrowing to an upset limit of \$8,995,442 in 2022, be read a first, second, and third time, passed, signed, and sealed in open council this 16th day of January 2023.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 02-2023
FOR THE YEAR 2023**

BEING A BY-LAW TO PROVIDE FOR BORROWING TO MEET, UNTIL THE TAXES ARE COLLECTED, THE CURRENT EXPENDITURES OF THE CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY FOR THE YEAR.

WHEREAS the *Municipal Act 2001*, c.25 S 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act 2001*, c. 25 S 5 (3) provides that the powers of every council are to be exercised by by-law;

AND WHEREAS the Council of the Corporation deems that it may be necessary to borrow the sum of **\$8,995,442** to meet, until the taxes are collected, the current expenditures of the Corporation for the year;

AND WHEREAS the total of amounts previously borrowed under Section 407 of the *Municipal Act*, 2001 as amended from time to time, (the "Act"), that have not been repaid are **\$0** dollars;

AND WHEREAS the amount of the estimated revenues (as defined and interpreted in the Act) of the Corporation as set out in the estimates adopted for the current year and not yet collected (or, if the same have not yet been adopted, the amount of the estimated revenues of the Corporation as set forth in the estimates adopted for the next preceding year) is **\$20,100,000**;

AND WHEREAS the amount to be borrowed under this By-law and the amounts of borrowings that have not been repaid does not in the aggregate exceed from January 1st to September 30th of the year, 50% of the total, and from October 1st to December 31st, 25% of the total of the estimated revenues of the Corporation as set out above;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:

1. **THAT** the Mayor and Treasurer of the Corporation are hereby authorized on behalf of the Corporation to borrow from time to time, by way of promissory note or banker's acceptance, from **Bank of Montreal**, a sum or sums not exceeding in the aggregate **\$8,995,442** to meet, until the taxes are collected, the current expenditures of the Corporation for the year, including the amounts required for the purposes mentioned in subsection (1) of the said Section 407, as amended, from time to time, and to give, on behalf of the Corporation, to the Bank a promissory note or notes, sealed with the corporate seal and signed by them for the moneys so borrowed, and such other documentation as may be

requested by the Bank therefore, with interest at a rate not exceeding **prime per cent per annum**, which may be paid in advance or otherwise.

- 2. **THAT** all sums borrowed from the said Bank, for any or all of the purposes mentioned in the said Section 407, as amended from time to time, shall, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year and for all preceding years, as and when such revenues are received.
- 3. **THAT** the Treasurer is hereby authorized and directed to apply in payment of all sums borrowed pursuant to the authority of this By-law, as well as all the other sums borrowed in this year and any previous years, from the said Bank for any or all of the purposes mentioned in the said Section 407, as amended from time to time, together with interest thereon, all of the moneys hereafter collected or received on account or realized in respect of the taxes levied for the current year and preceding years and all of the moneys collected or received from any other source, which may lawfully be applied for such purpose.

READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND SEALED IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.

MAYOR: _____ ***CLERK:*** _____



STAFF REPORT

S.R. No. 07-2023

PREPARED BY: Kelli Campeau, GM Corporate Services/Clerk

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Appointment of Committee Members

BACKGROUND:

1. At the beginning of each Council term, Council appoints members to its various committees, boards, and commissions.
2. Members of the public were invited to submit applications to sit on various committees of Council, including:
 - Accessibility Advisory Committee of SDG
 - Agricultural Resource Committee
 - Community Improvement Plan Advisory Committee
 - Connectivity Committee
 - Environment Committee
 - Fence Viewers
 - Heritage Advisory Committee
3. An insufficient number of applications was received for the CIP Advisory Committee and Heritage Advisory Committee. A second call for applications specific to those committees will be re-issued and they will be appointed at a later date.

ANALYSIS:

4. Council reviewed the applications for committees at the December 19, 2022 Regular Meeting in Closed Session.
5. Based on the direction provided by Council, a by-law to appoint members to committees of Council is attached hereto for approval this evening.

IMPACT ON 2023 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

Goal 3: Strengthen the effectiveness and efficiency of our organization.

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 07-2023 be received and that By-law 03-2023, being a by-law for the appointment of positions and committees of Council be read a first, second and third time, passed, signed and sealed in open council this 16th day of January 2023.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 01-2023
FOR THE YEAR 2023**

***BEING A BY-LAW FOR THE APPOINTMENT OF COUNCIL
COMMITTEES AND POSITIONS.***

WHEREAS, the *Municipal Act, 2001*, c.25 S 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act 2001*, c. 25 S. 5(3) provides that the powers of every council are to be exercised by by-law;

AND WHEREAS it is necessary for Council to pass a by-law for the appointment of Municipal Officers, Agents and Committees of Council as referenced in the *Municipal Act*.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:**

- 1. **THAT** Council hereby appoints the Officers, Agents and Committee Members contained in Schedule ‘A’ attached hereto and forming part of this by-law.
- 2. **THAT** the appointments shall remain in effect for the duration of the present Council term.
- 3. **THAT** this by-law shall come into force and take effect upon its final passing.

***READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND
SEALED IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.***

MAYOR: _____ ***CLERK:*** _____

SCHEDULE 'A' TO BY-LAW 01-2023

COMMITTEES, OFFICERS AND AGENTS APPOINTED BY COUNCIL

The Mayor shall be an ex officio Member of all Committees.

Committee, Board, Commission or Position	Appointee(s)
Accessibility Advisory Committee of SDG	- Ian MacDonald
Agricultural Resource Committee	- Aodin Macdonell - David Grant - Duncan Ferguson - Jerome MacDonell - Melanie Trottier - Rob McDonald - Scott Kinloch Council Representatives: - Martin Lang - Sam McDonell
Connectivity Committee	- Corey Kalsi - Ron Brennan Council Representatives: - Trevor Bougie - Sam McDonell
Environment Committee	- Angela Parker - Aodin Macdonell - Michael Madden - Michael Seguin - Rebecca Luck - Shelley MacPherson Council Representatives: - Martin Lang - Stephanie Jaworski
Fence Viewers	- Bernard St, Denis - Blain McMath - Marc Carriere - Steven Smart

STAFF REPORT

S.R. No. 08-2023

PREPARED BY: Joanne Haley, GM Planning, Building and Enforcement

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Stop Up and Close Road Allowance - Williamstown

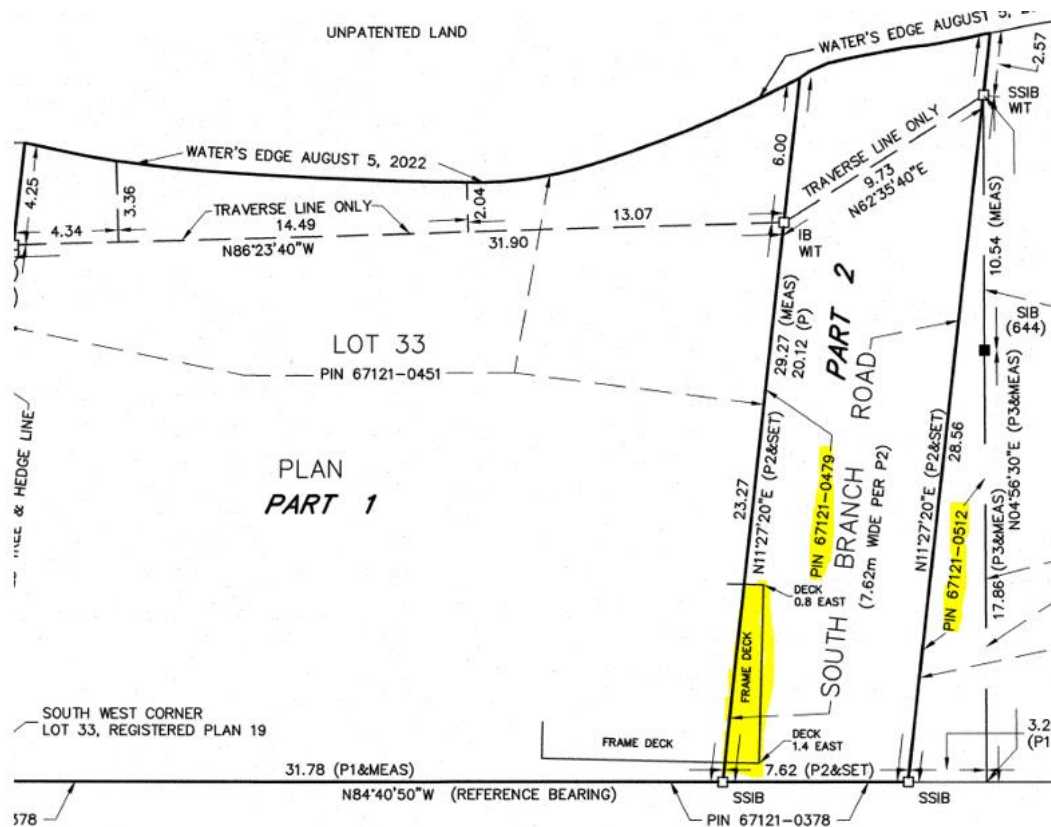
BACKGROUND:

1. In mid-September 2022, Administration and Council received a request from South Glengarry property owners Todd and Wendy Rozon requesting to purchase an unopened road allowance located at the intersection of County 19 and William Street in Williamstown just south of the Raisin River.
2. The proposed purchasers recently bought the property to the west of the unopened road allowance addressed as 19679 William Street. Their goal is to redevelop this property and a survey that was recently completed revealed that a portion of the existing dwelling is located on the subject unopened road allowance.



Subject Unopened Road Allowance

3. The purpose of this request is to purchase approximately 229 square meters of land that will merge with 19679 William Street. This will allow all the land located beneath the existing dwelling, including an adequate setback, to be owned by the property owner. This will also allow a building permit to be issued to reconstruct the existing dwelling.
4. Part 2 on the image below represents the portion of the unopened road allowance and the highlighted frame deck represents the portion of the existing dwelling that is located on the unopened road allowance.



5. At the November 7 and November 21, 2022 Council meetings, Council agreed to sell the land at a value of \$10,000.00 plus HST and directed Administration to transfer the said lands.

ANALYSIS:

6. The Township's solicitor for this matter, Paul Syrduk, informed the municipality that a by-law is required to be passed to stop up and close the former road allowance so that the land can be transferred to the Razon's and used for residential purposes.
7. The attached by-law, once passed, will stop up and close the roads and will be registered on title.

IMPACT ON 2023 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 08-2023 be received and that By-law 04-2023, being a by-law to stop up and close the road allowance being comprised of PIN 671210479, that is described as all of South Branch Road, north side of William Street, Registered Plan 19, Williamstown, in the geographic Township of Charlottenburgh, now in the Township of South Glengarry be read a first, second and third time, passed, signed and sealed in Open Council this 16th day of January, 2023.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 04-2023
FOR THE YEAR 2023**

***BEING A BY-LAW TO STOP UP AND CLOSE ALL OF SOUTH
BRANCH ROAD ON THE NORTH SIDE OF WILLIAM STREET.***

WHEREAS, the *Municipal Act, 2001*, c.25 S 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act 2001*, c. 25 S. 5(3) provides that the powers of every council are to be exercised by by-law;

AND WHEREAS the *Municipal Act, 2001*, c. 25 S 27 (1) provides that a municipality may pass by-laws in respect of a highway if it has jurisdiction over the highway.

AND WHEREAS it is deemed expedient and in the interest of the Corporation of the Township of South Glengarry that the road set out and described below be stopped up and closed.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:**

1. **THAT** all of South Branch Road on the north side of William Street, Registered Plan 19, Williamstown, being comprised of PIN 671210479 Registered Plan 19, Williamstown, in the geographic Township of Charlottenburgh, now in the Township of South Glengarry, County of Glengarry be stopped up and closed.
2. **THAT** the Mayor and Clerk be authorized to sign all applicable documents in connection therewith.

***READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND
SEALED IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.***

MAYOR: _____ CLERK: _____



STAFF REPORT

S.R. No. 09-2023

PREPARED BY: Joanne Haley, GM Planning, Building and Enforcement
Maxwell Irwin, Community Planner

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Delegation of Authority By-law for Land Use Planning

BACKGROUND:

1. Bill 13, the *Supporting People and Businesses Act, 2021*, included changes to the Planning Act that allow local municipalities to delegate the authority to pass by-laws under Section 34 (Zoning), that are minor in nature to a committee of Council and/or an individual who is an officer, employee, or agent of the Municipality.
2. In order to delegate this authority, the municipality's Official Plan must include policies that specify what type of by-laws may be delegated. On August 22, 2022, the United Counties Council of Stormont, Dundas, and Glengarry (SDG) passed Official Plan Amendment 13 (OPA-13) - Minor Zoning Amendments, that permits the lower tier municipalities to pass a delegation of authority by-law - this OPA conforms to Bill 13.
3. OPA-13, created a policy that allows for the delegation of authority of minor zoning amendments which includes:
 - Garden suites - to permit
 - Surplus dwelling consent - to prohibit residential construction on the retained land
 - Zoning amendments that are required as a condition of a consent
 - To remove a holding symbol
 - Temporary Use
4. OPA 13 also included the ability to delegate authority for part lot control by-laws and to permit alternative notice procedures for Community Improvement Plans (no longer need to have a public meeting), disposal of surplus dwellings consents and consents that require a zoning amendment as a condition as public notice requirements may be completed through the Consent process.

ANALYSIS:

5. The proposed Delegation of Authority By-law for Land Use Planning (see attached) implements OPA-13 whereby the above listed processes are proposed to be delegated to the General Manager of Planning, Building & Enforcement or an officer, employee, or consultant of the Township designated by the Chief Administrative Officer.
6. At any time, if the General Manager of Planning, Building & Enforcement deems it in the best interest of the public they may redelegate, in writing, approval authority delegated to them in this By-law to Council after receipt of a complete application and fee for any land use planning process listed above.
7. The proposed delegation by-law also includes the authority to recommend to the United Counties to extend the lapsing period for draft plan approved subdivisions and condominiums as well as authority is delegated to the CAO to refund any land use planning fees as set out in the approved planning tariff of fees by-law.
8. This delegation by-law for land use planning processes does not change the requirements of the process in terms of public notification, rights to appeal etc. Administration is obligated to process the applications as per the Ontario Planning Act and applicable regulations.
9. The delegation of these matters will make more efficient use of Council and Administration's time and will improve service delivery to the applicants and development community. Streamlining the review and approval process for certain types of straightforward applications will allow for development to ultimately proceed in a timelier fashion.

IMPACT ON 2023 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

Goal 3: Strengthen the effectiveness and efficiency of our organization.

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 09-2023 be received and that By-law 05-2023, being a by-law to delegate authority for land use planning processes, be read a first, second and third time passed, signed and sealed this 16th day of January, 2023.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**



STAFF REPORT

S.R. No. 10-2023

PREPARED BY: Joanne Haley, GM Planning, Building and Enforcement
Maxwell Irwin, Community Planner

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Zoning By-law Amendment - Cannabis Cultivation,
Production and Processing

BACKGROUND:

1. On October 17, 2018, recreational cannabis was legalized by the Canadian Government. This has sparked a lot of interest from the public to find locations within South Glengarry for the growing and production of cannabis including medical marijuana.
2. Cannabis is defined as: a cannabis plant, including the phytocannabinoids produced by or found in such a plant regardless of whether that part has been processed or not, and any substance or mixture of substances that contains or has on it and part of such a plant and any substance that is identical to a phytocannabinoid produced by or found in such a plant regardless of how the substance was obtained. Marijuana shall have the same definition.
3. On November 2, 2020 Council directed Administration to prepare an interim control by-law to prohibit any new or expanding Cannabis cultivation, production and processing facilities throughout the entire Township of South Glengarry.
4. The Township is given authority to pass and extend an interim control by-law by Section 38 of the Ontario Planning Act as explained above, the Provincial Policy Statement and the United Counties of Stormont, Dundas and Glengarry Official Plan. On November 15, 2021, Council passed By-law 77-2021 which extended the interim control by-law for an additional year.

ANALYSIS:

5. JM Planning Services was retained to complete a Land Use Study on the Impacts and Methods of Regulating Cannabis Production and Processing in South Glengarry. Following the completion of the study, the zoning by-law housekeeping amendment was commenced in October 2022 to regulate where cannabis facilities can be located and the required general provisions for this use.

Summary of Zoning By-law Amendment

6. Several new definitions will be introduced into Zoning By-law 38-09, which will assist in defining and regulating cannabis cultivation, production, and processing facilities. These definitions are listed below. The complete definitions can be found in the attached by-law:
 - Adverse Effects
 - Air Treatment Control
 - Cannabis
 - Cannabis Cultivation and Production Facility- Licensed
 - Greenhouse Cannabis
 - Marijuana
 - Sensitive Land Use
7. Cannabis cultivation, production and processing facilities will be permitted to be located in the following zones:
 - Rural
 - Agricultural
 - Light Industrial
 - Rural Industrial
 - Heavy Industrial
8. Part 3 of Zoning By-law 38-09 will be amended to provide general provisions when creating a cannabis cultivation, production and processing facility; see attached by-law.

Planning Rationale

Planning Policy Framework:

9. This amendment is subject to the following policy framework:
 - a. The Provincial Policy Statement (PPS) 2020
 - b. The United Counties of Stormont, Dundas and Glengarry Official Plan (OP)

Provincial Policy Statement

10. The Provincial Policy Statement (PPS) 2020 provides policy direction on matters of provincial interest relating to land use planning and development. This policy provides for appropriate development, while protecting resources of provincial interest, public health and safety and the quality of the natural and built environment. All land use planning decisions must be consistent with the PPS.

The PPS policies that apply to this proposed zoning amendment are as follows:

- c. 1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns

- d. 1.2.Coordination
- e. 1.3 Employment
- f. 2.3 Agriculture

11. Section 1.1.4.1 of the PPS states that healthy, integrated and viable rural areas should be supported by providing opportunities for economic activities in prime agricultural areas, in accordance with policy 2.3.
12. The proposed by-law amendment will be supporting and providing economic opportunities in agricultural areas as it will permit new cannabis cultivation, production, and processing facilities to operate in agricultural zones.
13. Section 1.1.5.2 of the PPS states that on rural lands located in municipalities, permitted uses are agricultural uses, agriculture-related uses, on-farm diversified uses and normal farm practices, in accordance with provincial standards.
14. The proposed cannabis cultivation, production, and processing land uses permitted by the proposed by-law would constitute agricultural and agricultural-related uses and would be permitted uses in rural lands under the current PPS, 2020.
15. Section 1.2.6.1 of the PPS addresses land use compatibility. “Major facilities and sensitive land uses shall be planned and developed to avoid, or if avoidance is not possible, minimize and mitigate any potential adverse effects from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term operational and economic viability of major facilities in accordance with provincial guidelines, standards and procedures”.
16. The proposed zoning by-law amendment addresses the land use compatibility concerns between cannabis production and processing facilities, which are classified as a major facility use, and sensitive land uses to address this section of the PPS.
17. Section 1.3.2.1 of the PPS states that planning authorities shall plan for, protect and preserve employment areas for current and future uses and ensure that the necessary infrastructure is provided to support current and projected needs.

18. The proposed by-law amendment will preserve the use of employment areas as cannabis cultivation, production, and processing facilities such as greenhouses, converted warehouses, processing facilities, etc. will be permitted in industrial zones which are part of the employment district and the SDG Official Plan.
19. Section 2.3.3.1 of the PPS states that in prime agricultural areas, permitted uses and activities are: agricultural uses, agriculture-related uses and on-farm diversified uses.
20. Cannabis cultivation, production, and processing facilities would be considered agricultural and agriculture-related uses and would be permitted to operate in an agricultural zone and the proposed by-law.

The United Counties of Stormont, Dundas and Glengarry Official Plan

21. The proposed by-law amendment conforms to The United Counties of Stormont, Dundas and Glengarry Official Plan

Public Consultation:

22. A public meeting was held on November 21, 2022. There were no members of the public in attendance at the public meeting and no written comments were received from the public. A member of Council expressed concerns about the possibility of the lack of power supply to service proposed cannabis facilities/operations and the impact to the surrounding landowners. This has been addressed by including the following in the General Provisions section of the proposed By-law:

“The owners will be required to provide confirmation that adequate power supply is available and can service the subject property without negatively impacting adjacent property owners. The purpose of this requirement is to ensure adequate power supply is available in the surrounding area for existing and proposed uses.”

Recommendation

23. This proposed Zoning By-law housekeeping amendment is being recommended to be approved by Council as it is consistent with the PPS, 2020 and it conforms to the United Counties Official Plan.

IMPACT ON 2023 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 10-2023 be received and that By-law 06-2023, being a by-law to amend By-law 38-09, the Comprehensive Zoning By-Law for the Township of South Glengarry, to permit and regulate cannabis cultivation, production and processing in South Glengarry, be read a first, second and third time, passed, signed and sealed in open Council this 16th day of January 2023.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**



Township of South Glengarry
Land Use Study on the Impacts and Methods
of Regulating Cannabis Production and
Processing

Background Research

October 2022

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Background

The Federal Government decriminalized Cannabis in October of 2018. The passing of the *Cannabis Act* created a legal framework for legal access to cannabis and control and regulation for cannabis production, distribution and sale.

The Federal Government through Health Canada maintains the oversight to review and approve licences for Cannabis facilities whereas provinces are responsible for distribution and sales of cannabis products. Local municipalities implement the *Ontario Planning Act* through official plans and comprehensive zoning by-laws which identify policies and regulations for land use. With three levels of government involved in the control and regulation of cannabis production, distribution and sales, a complex framework exists with respect to land use planning.

South Glengarry Council received an information report on December 17, 2018 regarding cannabis legislation and retail stores. Council was informed that if they chose to "opt out" of having private cannabis retail stores within the Township then a resolution was required to be passed on or before January 22, 2019. Council verbally informed administration at the December 17, 2018 meeting that they would be supporting of cannabis retail stores within the Township so therefore no resolution was required to be passed.

In November 2020, South Glengarry Council passed an interim control by-law directing that a land use study be undertaken to examine the land use impacts and methods of regulating cannabis cultivation, production and processing on all lands within the Township of South Glengarry. The interim control by-law was extended in November 2021 to ensure that any cannabis production and processing facilities would be appropriately situated and regulated within the Township.

South Glengarry is one of six lower tier municipalities within the United Counties of Stormont, Dundas and Glengarry (SDG) which is the planning approval authority. In August 2022, the County of SDG passed Official Plan Amendment (OPA #14) to address cannabis production and processing. Local municipalities are working towards updating zoning by-laws to be consistent with the SDG County Official Plan.

Purpose and Approach

This study will undertake a review of the cannabis framework to understand the size and scale of cannabis operations that are licensed by the Federal Government.

This study will also review existing studies of municipal policies and zoning by-law regulations in Ontario and literature pertaining to cannabis facilities in order to understand the land use impacts and approaches currently being undertaken with respect to cannabis cultivation, production and processing.

This study will provide recommended options for the location and regulation of cannabis facilities in South Glengarry.

This study was informed by a comprehensive review conducted by the Township of North Grenville¹ and customized for the context and geographic location of South Glengarry. Specific focus will include the current context and approaches of municipalities within the County of SDG which is responsible for the implementation of the 2018 County Official Plan.

Federal Framework

Prior to the passing of the *Cannabis Act*, cannabis was an illegal substance with exemptions for medical consumption and production. The *Cannabis Act* permits individuals to grow up to four cannabis plants for personal use. Personal growth of Cannabis will not be considered as part of this study.

The Federal government has created the following classes of licensing:

- Cultivation
- Processing
- Sale for Medical Purposes
- Testing
- Research

It is important to note that the Federal Government does not licence the commercial retail sale of cannabis. The regulation of retail sales of cannabis is controlled by Provincial Governments. The Government of Ontario passed the *Cannabis Licence Act* in 2018, creating the framework for the retailing of Cannabis products in Ontario.

This study does not address the zoning for retail stores associated with the sale of cannabis, as the Provincial Government has removed the authority to do so through the *Cannabis Licence Act*. This study also does not address the growing of up to four (4) plants for personal consumption.

¹ Municipality of North Grenville Cannabis Land Use Study. 2020. Martin, A., Acting Director of Planning and Development.

Federal Licensing Classification

As identified above, there are five licence classifications pertaining to cannabis. Cultivation and processing are further broken down into sub-licence categories based on the size and scale of the proposed operation. As per the guidelines of Health Canada, individuals may apply for a combination of or subclass of licences in relation to one site. Figure 1 details the licensing classes and subclasses of Cannabis Licences. Of interest to local

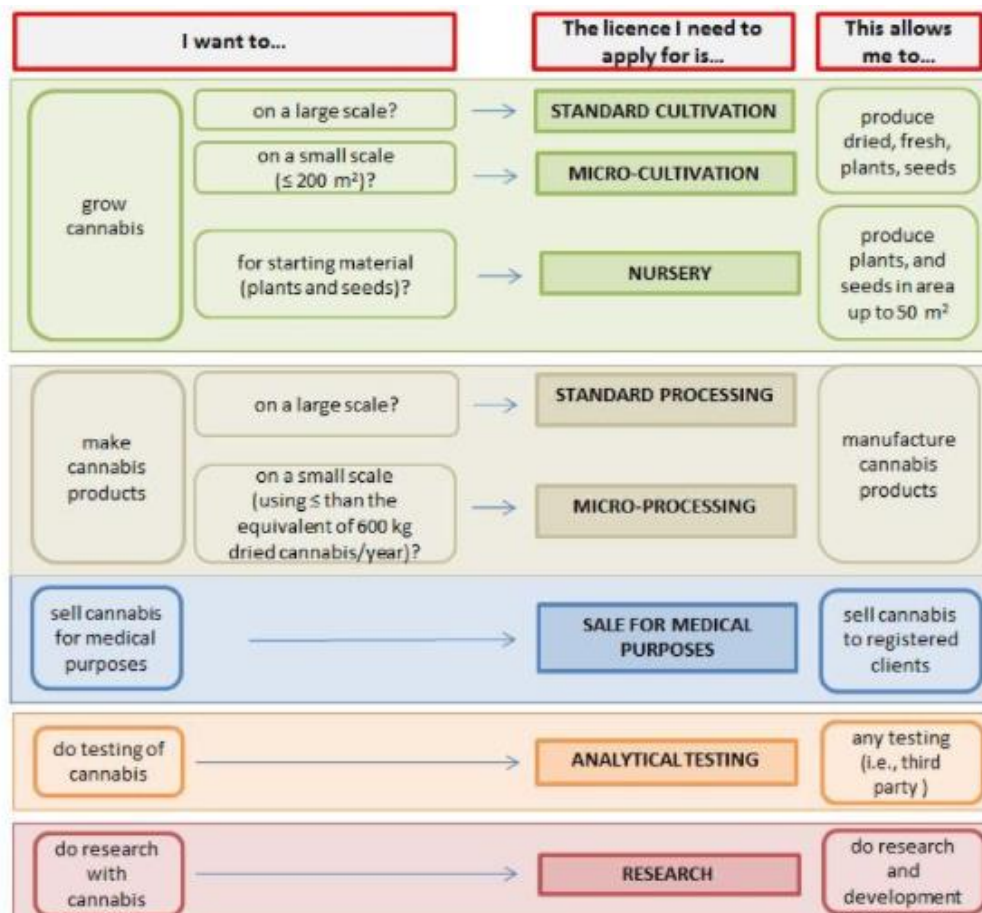


Figure One – Cannabis Licence and Sub-Licence Categories

Source: Government of Canada. <https://www.canada.ca/en/health-canada/services/drugs-medication/cannabis/industry-licensees-applicants/licensing-summary/guide.html#a5.2>

municipalities is the different scales of growing and processing licenses which may require different treatment for policy and zoning application.

Cannabis Act and Regulations

Location

The Cannabis Act and Cannabis Regulations provide stringent requirements for the licensing of a cannabis facility. A review of the Act was undertaken to better understand the requirements of Health Canada and their licensing process. The licensing regulations address matters such as location, security and air filtration.

In regard to addressing the use of lands for cannabis, the Cannabis Regulations, Part 2 Section 7, requires that the applicant provide notice to authorities in the area where the site will be located, including the local government, fire authority and police force. The same requirement for notification applies for amendments or alteration of a Cannabis licence.

The regulation requires that information such as the individual's name, date application is expected to be made, class and subclass of licensing being sought, activity that the person expects to conduct under the licence and an indication that the activity will be conducted in relation to cannabis, as well as the address of the site where the proposed activities are to be conducted, and if applicable, each building on the site (Cannabis Act, 2018, Cannabis Regulation Part 2 Section 7(2)).

Security

The Cannabis Regulations dedicate an entire Part of the regulation to addressing security measures, specifically for licences for standard cultivation and standard processing, license for sale that authorizes the possession of cannabis and cannabis drug licence.

It is the responsibility of the licensee to ensure that all securities measures are complied with. To summarize the requirements of Part 4, Section 63 to 72 of the Act:

- Sites must be designed in a manner that prevents unauthorized access (Section 63)
- The perimeter of the site must be monitored by visual recording devices at all times (64)
- The perimeter of the site must be secured by means of an intrusion detection system at all times (Section 65)
- Proper documentation including the date and time of occurrence and measures taken should an intrusion be detected (66)
- Storage areas must:
 - Restrict access to individuals whose presence is required by their duties

- Record the identity of every individual who accesses a storage area (68)
- Each operation and storage area must be surrounded by a physical barrier that prevents unauthorized access (69) and monitored at all times by a visual recording device (70, 71)
- Visual recordings are required to be maintained for at least one year after the date they are made or where there has been an occurrence or intrusion, at least two years after the date of the event (72)

To obtain a licence from Health Canada, an applicant needs to demonstrate that they have satisfied the requirements of the Federal Government by providing a secure facility.

For micro-cultivation, micro-processing and nurseries, the Cannabis Regulations require the security measures are less stringent. Sites are required to be designed to be secure and prevent unauthorized access, provide a physical barrier that prevents unauthorized access, provide a physical barrier around storage areas to prevent unauthorized access and restrict who can access storage areas (Part 4, Division 2, Section 74).

Air Filtration and Ventilation

Air filtration and ventilation are general requirements in the Cannabis Regulations in that:

“Any building or part of a building where cannabis or anything that will be used as an ingredient is produced, packaged, labelled, stored or tested must be equipped with a system that:

- a) Filters air to prevent the escape of odours associated with cannabis plant material to the outdoors;*
- b) Provides natural and mechanical ventilation with sufficient air exchange to provide clean air and to remove unclean air in order to prevent the contamination of the cannabis or thing that will be used as an ingredient;*
- c) Is accessible and if necessary for its cleaning, maintenance or inspection is capable of being disassembled;*
- d) Is capable of withstanding repeated cleaning; and*
- e) Functions in accordance with its intended uses. (Part 5, Subsection 85)*

Air filtration is not required in respect of any building or part of a building where only cultivation, propagation or harvesting of cannabis or anything used as an ingredient takes place.

The Cannabis Regulations further address operational matters such as qualified individuals, preventative control plans, and quality assurance.

[Access to Cannabis for Medical Purposes](#)

In addition to the regulations for licenced cultivation and processing, the Cannabis Regulations provide for the production of cannabis for medical purposes.

Section 321 (1) states that "A registered person who is registered to produce cannabis for their own medical purposes is, in accordance with the registration and the provisions of this Division, authorized to:

- (a)** obtain by cultivation, propagation and harvesting at the production site a quantity of cannabis plants that does not exceed the maximum number of plants that is specified in the registration certificate under paragraph 313(2)(m)

Section 322 (1) states that "A designated person is, in accordance with the registration and the provisions of this Division, authorized to

- (a)** obtain by cultivation, propagation and harvesting at the production site a quantity of cannabis plants that does not exceed the maximum number of plants that is specified in the document that the designated person receives under subsection 313(3);

A formula for determining the specific number of plants permitted to grow is included in the regulations and is dependent on the medical prescription which includes a maximum. A designated person can only produce for a maximum of two individuals, including him/herself.

With respect to security measures, the registered or designated person must take reasonable steps to ensure the security of the cannabis and the certificate. For example, a home alarm system may be installed. If growing outdoors, the registered or designated person must confirm on the application (312) that the growing location is not near a school, playground, daycare or public spaces frequented by minors.

[Provincial Policy](#)

[Farming and Food Production Protection Act](#)

Often referred to as the 'Right to Farm' legislation, the *Farming and Food Production Protection Act*, R.S.O. 1998 defines an agricultural operation as 'an agricultural, aquacultural, horticultural or silvicultural operation that is carried on in the expectation of gain or reward'.

Section 6 of the *Farming and Food Production Protection Act* provides that *'No municipal by-law applies to restrict a normal farm practice carried on as part of an agricultural operation'*.

Cannabis production and processing that occurs as part of an agricultural operation could be protected under the *Farming and Food Production Protection Act* if deemed to be a normal farm practice. The Municipality would not have the ability to regulate the use of land when the use is associated with an agricultural operation should it be deemed to be a normal farm practice.

Provincial Policy Statement

All matters pertaining to land use planning must conform to the policies of the Provincial Policy Statement (PPS). The PPS guides municipal land use planning in prioritizing economic opportunities in rural areas while ensuring land use compatibility and protection of prime agricultural land and agricultural uses.

The importance of rural areas for the economic success of the province is noted in Section 1.1.4.1 (f) of the PPS. *Healthy, integrated and viable rural areas should be supported by promoting diversification of the economic base and employment opportunities through goods and services, including value-added products and the sustainable management or use of resources.*

Section 1.2.6.1 of the PPS addresses land use compatibility outlining that *major facilities and sensitive land uses shall be planned and developed to avoid, or if avoidance is not possible, minimize and mitigate any potential adverse effects from odour, noise and other contaminants, minimize risk to public health and safety and ensure the long-term operational and economic viability of major facilities in accordance with provincial guidelines, standards and procedures.*

The Province also requires that the Municipality identify lands to support employment-based growth. Section 1.3 of the PPS requires that Planning authorities promote economic development and competitiveness by:

- a) Providing for an appropriate mix and range of employment, institutional and broader mixed uses to meet long-term needs;*
- b) Providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of the existing and future businesses;*

- c) Facilitating the conditions for economic investment by identifying strategic employment sites, including market-ready sites, and seeking to address potential barriers to investment;*

The PPS requires that Municipalities plan, protect and preserve employment areas for current and future uses and ensure that the necessary infrastructure is provided to support current and projected needs (1.3.2.1).

In regards to agricultural lands, the PPS stipulates that *prime agricultural areas shall be protected for long-term use for agriculture (2.3.1) and all types, sizes and intensities of agricultural uses and normal farm practices shall be promoted and protected in accordance with provincial standards (2.3.3.2).*

Public Health Ontario – Evidence Brief

Public Health Ontario issued an evidence brief in April of 2018 regarding odours from cannabis production. The key findings of the brief concluded that:

- No studies on health effects associated with exposure to cannabis odours were identified in the scientific or grey literature;
- Odours can result in annoyance and complaints from nearby residents. Current practices recommend the use of appropriate ventilation and filtration systems at cannabis production/cultivation facilities to mitigate the release of substances that may result in odours; and
- A system to report and track odours could help inform on timing and extent of the occurrence of odour to assist local authorities to remedy potential problems.²

The evidence brief identified that processing of cannabis and production of cannabis products can result in odour emissions. The study also identified that disposal of cannabis waste products was not expected to contribute to odour as the proper disposal involves rendering the waste unusable by grinding and combining with other waste product which will mask or dilute odour producing compounds.

In regard to health effects, the evidence brief did not identify any studies on health effects associated with exposure to cannabis odours. The brief states that most substances responsible for odours in the outdoor air are not present at levels that can cause long-term health effects. It was identified

² Public Health Ontario, “Evidence Brief: Odours from Cannabis Production,” 2018, <https://www.publichealthontario.ca/-/media/documents/eb-cannabis-production-odours.pdf?la=en>

that unpleasant odours may affect an individual's quality of life and sense of well-being.

The evidence brief also identified that the release of volatile organic compounds (VOC) is broadly comparable to VOC's emitted by other agricultural operations.

Impacts of Cannabis Cultivation and Processing Facilities

In addition to the concerns regarding odour from cannabis production facilities, other concerns include lighting, noise, setback distances, landscaping and buffering, security and crime and land use compatibility. Depending on the category of licence which determines the scale of the operation, the impacts could vary. Likewise, the impacts associated with licensed producers compared to designated growers may create scenarios where the impacts are more profound on a smaller scale³.

Lighting

Lighting has been a source of concern when greenhouses are utilized as cannabis production facilities. Although the *Cannabis Act* allows for growing indoors or outdoors, most of the production and cultivation of cannabis occurs indoors. Where green houses are utilized as the production facility, the impacts from the lighting cannot be contained within the facility. As Raeburn, 2020 points out, in some municipalities, designated growers have been acquiring existing structures, like greenhouses, and repurposing them for large growing operations, which are not built to the same standards as purpose-built buildings.

Alternative building design methods should be employed to reduce the impact of light pollution. For instance, Canopy Growth in British Columbia has installed shades on the sides of their greenhouses to reduce the impact from the green house lights ⁴.

Noise

The production of cannabis requires environmental controls to create the ideal micro-climate for growing. This includes heating and cooling systems as well as HVAC and ventilation equipment. Ancillary noise can also be associated with alarms, machinery and delivery vehicles.

³ Chloe Raeburn, "The Cannabis Quandry: Exploring the Provincial Role in Regulating Cannabis Production as a Land Use in Ontario." A Master's Report submitted to the School of Urban and Regional Planning in partial fulfillment of the requirements for the degree of Master of Urban and Regional Planning, 2020.

⁴ Emily Robertson, "Greenhouse Light Pollution is Affecting Prey, Migration, and Humans," 2019, <https://www.rxleaf.com/greenhouse-light-pollution-is-affecting-prey-migration-and-humans/>

The Province of Ontario, through the D6 Series Guidelines provides guidelines to prevent or minimize future land use problems due to the encroachment of sensitive land uses and industrial land uses on one another. Adequate buffering of incompatible land uses is intended to supplement, not replace, controls which are required by legislation⁵.

Setback Distances

Setbacks from sensitive land uses, such as residential or institutional uses, to mitigate the impact from odours is a key land use planning concern. Municipal zoning and regulations can apply controls with respect to setbacks. A review of Zoning By-laws throughout South-Western Ontario identified that establishing setbacks for facilities with appropriate air treatment controls and for those without was one measure to further reduce the impact to sensitive land uses. The Ontario Ministry of Agriculture, Food and Rural Affairs regulates odours from livestock facilities, through the Minimum Distance Separation (MDS) guidelines and a similar principle could be applied to ensure adequate separation distances from cannabis production facilities.

The Cannabis Regulations require that designated growers must indicate on the application that the growing site is not adjacent to a school, public playground, daycare facility or other public place frequented mainly by young persons.

Landscaping and Visual Buffering

The Cannabis Regulations require that all large scale (i.e., standard licences) Cannabis Production and Processing Facilities to have security measures to restrict access. The security requirement is often instituted through fences with barbed wire which can create a visual discord with other uses within the area, especially in the agricultural and rural areas of a municipality where rural character can be a key consideration for land use planning proposals. Consideration needs to be given with visually screening and buffering to reduce the institutional look of security fencing/measures.

Security and Crime

Concerns have been raised across the Province regarding the association of security and crime and cannabis production facilities. The Cannabis Regulations require strict security measures for standard licences for cannabis production facilities, including fencing and video monitoring. Micro-

⁵ Government of Ontario. Environmental Land Use Planning Guidelines – D-6 Series Guidelines. <https://www.ontario.ca/page/d-6-compatibility-between-industrial-facilities>

processing and cultivation licenses and designated growers are also responsible for security measures but not to the same degree.

Land Use Compatibility

Communication between North Grenville and the County of Norfolk⁶ planning officials, identified that land use compatibility was a major concern when locating Cannabis facilities. This was particularly important in areas outside of lands designated for industrial land uses, such as within the agricultural community or where existing buildings were being converted to facilitate a cannabis production facility. Repurposing existing facilities for designated growers was also identified by Raeburn, 2020 as a concern for municipalities because they are not held to the same federal standards as licenced facilities.

With regard to large-scale greenhouses in rural and agricultural settings or outdoor growing operations, consideration needs to be given to the establishment of cannabis production as a normal farm practice. There remains ambiguity on whether cannabis production is a normal farm practice. This matter is being considered by the Normal Farm Practices Protection Board in the case of Burnstown Farms Cannabis Company v. Township of Beckwith, however no decision has been rendered on this matter⁷. Clarity is required to ensure that zoning by-laws do not restrict normal farm practices.

United Counties of Stormont, Dundas and Glengarry Official Plan

The County of SDG Official Plan, approved February 4th, 2018, provides local policy direction for land use change and development for a 20-year period (2017-2037). The Official Plan includes land use designations that may provide for various categories of cannabis licences, including Employment District, Rural District and Agricultural Resource Lands. The Official Plan also contains policies that direct local municipalities on the considerations for zoning by-law amendments, servicing requirements and sensitive land uses.

In August 2022, the United Counties of SDG passed Official Plan Amendment (OPA #14) to allow local municipalities to permit a licensed cannabis cultivation and production facility in the Rural District, Agricultural Resource Lands designation and/or the Employment District. According to the OPA, a licensed cannabis cultivation and production facility shall be directed away from mixed-use corridors including areas with tourism and highway

⁶ North Grenville Interview with Scott Wilson. County of Norfolk. October 16, 2020.

⁷ Burnstown Farms Cannabis Company v Township of Beckwith, 2019 CanLII 57318 (ON NFPPB), <<http://canlii.ca/t/j14sl>>, retrieved on 2020-10-21

commercial uses. The OPA noted that adverse impacts that could be generated by noise, dust, odour, light and traffic should be appropriately managed, as demonstrated by the required studies.

Site Plan Control is identified as a tool for applicable studies for new and/or existing licensed facilities for cannabis production or processing.

Agricultural Use

Agricultural policies within the Official Plan recognize the value of agriculture and farm related businesses and industries as important economic generators for the local and regional community. The Official Plan sites the PPS definitions for agricultural use and agricultural related uses both of which are permitted uses within this designation.

Agricultural uses include grow crops; raising livestock and animals for food, fur or fiber; aquaculture; apiaries; agro-forestry; maple syrup production; and associated on-farm buildings and structures, including accommodation for full- time labour when the operation requires additional employment.

The Official Plan states that, “agriculture-related uses are farm-related commercial and industrial uses directly related to farm operations in the area that support agriculture, and benefit from being close to farm operations. This can include home industries, and uses that produce value added agricultural products such as custom meat shops, wineries, pick-your-own operations, produce market, and packing operations, or a grain drying handling and storage facility.”

OPA #14 states that, “Where a Licensed Cannabis Cultivation and Production Facility is proposed as an agricultural use, only new purpose-built facilities will be permitted, and any retrofit or use of existing agricultural buildings of structure is prohibited unless a change of use permit is obtained.” Mitigation measures to address adverse impacts and sensitive land uses are noted along with establishing setbacks, required studies and waste management plans.

Where cannabis processing is proposed as an agricultural use, OPA #14 states that the Licensed Facility must meet the Guidelines on Permitted Uses in Ontario’s Prime Agricultural Areas, satisfying criteria for: farm-related commercial/industrial use; compatibility with surrounding agricultural operations; directly related to farm operations in the area; supports agriculture; provides direct products and/or services to farm operations as a primary activity; and benefits from being in close proximity to farm operations.

OPA #14 also directs that, “A Licensed Cannabis Cultivation and Production Facility shall not be considered an On-Farm Diversified Use or Home Occupation, unless specifically listed as a permitted use in the local municipality’s zoning by-law.”

Industrial Use

As noted in OPA #14, where cultivation of cannabis is proposed as an industrial use, the Licensed Facility is required to demonstrate conformity to the Land Use Compatibility Guidelines prepared by the Ministry of the Environment, Conservation and Parks.

South Glengarry Comprehensive Zoning By-law 38-09

The zoning by-law for the Township of South Glengarry is a tool to implement development requirements, defining the permitted uses on a property and establishing development standards like setbacks, lot coverage, landscaping etc.

The current zoning by-law for South Glengarry does not contain specific provisions or restrictions related to the production or processing of cannabis. There are several general provisions in place to address odour, noise, nuisance, lighting, land use compatibility, separation distances and buffering from planned development in all zones. Site Plan Control is also a tool used in conjunction with the zoning by-law to control the impacts of development.

With respect to definitions, the zoning by-law defines sensitive land uses, greenhouses, agricultural uses and agricultural industry. Important to note is that the definition of agricultural use does not include facilities such as commercial activities related to agriculture such as manufacturing and processing activities. Likewise, the definition of agricultural industry does not include any manufacturing, assembling, processing or warehousing uses.

The industrial and rural zones contain development standards and permitted uses that may address varying scales of cannabis production and processing and associated impacts. The industrial zoning (Part 8) includes light, heavy and rural industrial zones which all permit agricultural industry. The rural zoning (Part 10) includes rural and agricultural zones both of which permit agricultural uses and greenhouses. The zoning by-law contains many exception zones in Part 10 for uses that are not listed as permitted.

Interim Control By-law

The Interim Control By-law, passed by the Township of South Glengarry in 2020, includes the following definitions:

- 1.1 “Cannabis” means a cannabis plant, including the phytocannabinoids produced by or found in such a plant regardless of whether that part has been processed or not, and any substance or mixture of substances that contains or has on it and part of such a plant and any substance that is identical to a phytocannabinoid produced by or found in such a plant, regardless of how the substance was obtained. Marijuana shall have the same definition.
- 1.2 “Cannabis Production Facility” means any land, building or structure used for growing, producing, cultivating, processing, testing, destroying, storing, packaging and/or shipping of cannabis, licensed by Health Canada under the Cannabis Act. A Cannabis Production Facility does not include the growth, production or processing of four or fewer cannabis plants on a lot for personal use and does not include the retailing of cannabis or cannabis products under a retail operator license issued under the Cannabis License Act, 2018.

[Municipal Examples of Zoning for Cannabis Facilities](#)

As noted by Martin, 2020, there have been varying approaches to addressing cannabis facilities and ancillary uses associated with the production of cannabis, including cultivation. Appendix 1 provides examples of zoning by-laws that have included provisions for cannabis facilities.

Within the County of SDG, the Townships of South Stormont, North Glengarry and North Dundas have established definitions and direction for cannabis facilities in their respective zoning by-laws.

[South Stormont](#)

The Township of South Stormont amended the zoning by-law prior to the County of SDG OPA #14. The zoning by-law permits cannabis production and processing in Industrial Zones, including Rural Industrial with the following setbacks:

- 70 metres from any residential or institutional zones and 150 metres from any sensitive land use when air treatment control is used
- 300 metres from any residential or institutional zone or sensitive land use when there is no air treatment control

The following definitions are provided in South Stormont,

Cannabis Production and Processing shall mean lands, buildings, or structures used for producing, processing, testing, destroying, packaging

and/or shipping cannabis authorized by a federally issued license or registration.

- (i) Standard shall mean cannabis production and processing with no established municipal restrictions on operation size;
- (ii) Cannabis Production and Processing, Micro-Cultivation shall mean cannabis production and processing that is limited to 200m² of gross plant surface area;
- (iii) Cannabis Production and Processing, Nursery shall mean cannabis production and processing that is limited to 50m² of gross plant surface area or “canopy” and is intended to allow for the creation of “starter” plant material, production of seeds and to develop new plant varieties.

Air Treatment Control shall mean the functional use of an industrial grade multi-stage carbon filtration system, or similar technology, to reduce and/or treat the emission of pollen, dust and odors expelled from a facility and sized accordingly in comparison to the facility it serves as designated by qualified persons.

South Stormont amended the definition of **Agricultural Use** noting that Agricultural Use does not include Cannabis Production and Processing.

Additional references to cannabis are found in amended definitions for Garden Nursery, Greenhouse Commercial, Accessory buildings and parking requirements.

North Glengarry

Zoning by-law amendments related to cannabis production and processing were presented to Council in June 2020, prior to the County of SDG OPA #14. As such, several of the common definitions in the zoning by-law differ from neighbouring municipalities in SDG including:

Cannabis Production and Processing shall mean lands, buildings or structures used for producing, processing, testing, destroying, packaging and/or shipping cannabis authorized by a federally issued license or registration.

Sensitive Land Use shall mean any building, structure, use or associated amenity area (indoor or outdoor) where humans may be adversely affected by adjacent industrial-type land uses including, but not limited to residential uses, day care facilities, places of worship, schools, or playgrounds.

Amended definitions are provided for:

Agricultural Use was amended to include Cannabis Production and Processing subject to General Provisions 3.34

Additional provisions related to cannabis facilities are similar to the Township of South Stormont for accessory buildings and structures being permitted within the required front yard setback for security purposes. Parking requirements have also been amended. With respect to separation distances, cannabis production and processing setbacks are the same as both South Stormont and North Dundas within the General Industrial Zone, Rural Industrial Zone and the General Agricultural Zone.

North Dundas

The Township of North Dundas has amended zoning by-laws in 2022, to be consistent with the County of SDG OPA #14 for Licensed Cannabis Cultivation and Production Facilities permitted within Industrial, Rural and Agricultural Zones. The following definitions have been included in the zoning by-laws:

Air Treatment Control: Shall mean the functional use of an industrial grade multi-stage carbon filtration system, or similar technology, to reduce and/or treat the emission of pollen, dust and odours expelled from a facility and sized accordingly in comparison to the facility it serves as designed by a qualified person.

Cannabis: Shall mean a genus of flowering plants in the family Cannabaceae. Synonyms include, but are not limited to, marijuana and marihuana. This definition does not include the industrial or agricultural production of hemp.

Licensed Cannabis Cultivation and Production Facility: Shall mean a building or land used for the cultivation, processing, testing, destruction, packaging and/or shipping of cannabis in accordance with the Cannabis Act.

Licensed Cannabis Micro Cultivation and Production Facility: Shall mean a licensed Cannabis Cultivation and Production Facility that is limited to 22m² of gross plan surface area.

Licensed Cannabis, Micro- Production: Shall mean the manufacturing of cannabis or cannabis products, up to a maximum of 600 kg of dried cannabis in 1 calendar year as permitted by the Cannabis Act of Canada. For clarity, this definition includes a facility used for the cultivation, producing, processing, destroying, packaging, storage, distribution, or analytical testing

and research of cannabis and cannabis products but does not include the retail sale of cannabis.

Licensed Cannabis Nursery, Production and Processing Facility: Shall mean cannabis production and processing that is limited to 50 m² of gross plan surface area or canopy and is intended to allow for the creation of starter plant materials, production of seeds, and to develop new plant varieties.

Greenhouse-Cannabis: Shall mean a building whose roof and sides are made largely of glass or other transparent or translucent material for the growing of cannabis plants in which the temperature and humidity can be regulated for the cultivation of cannabis for subsequent processing and sale.

Adverse Effects: as defined in the Environmental Protection Act, means one or more of:

- i) Impairment of the quality of the natural environment for any use that can be made of it;
- j) Injury or damage to property or plant or animal life;
- k) Harm or material discomfort to any person;
- l) An adverse effect on the health of any person;
- m) Impairment of the safety of any person;
- n) Rendering any property or plant or animal life unfit for human use
- o) Loss of enjoyment of normal use of property; and,
- p) Interference with normal conduct of business

The Township of North Dundas also passed amendments to the General Provisions of the zoning by-laws focused on licensed cannabis cultivation and production, permitted within Industrial, Rural and Agricultural Zones. Several provisions are included to address storage, loading, security, noise, odour, glare, dust, and emissions. The setbacks are the same as in the South Stormont and North Glengarry Zoning By-laws and additional provisions include any applications being subject to Site Plan Control; Cannabis cultivation and production facilities will not be permitted as a Home Occupation; and water and sewage servicing requirements for private and public systems.

Implementation Recommendations

Municipalities have implemented a wide array of approaches that best address their individual situations. Municipalities with well-defined Industrial areas have had less of a reaction compared to Municipalities who have more rural/agricultural landscapes. The conversion of greenhouses from

traditional agricultural crops in Southwestern Ontario continues to raise concerns over the impact of Cannabis Production Facilities within the context of rural and agricultural communities. This situation is unlikely in South Glengarry as there are a limited number of existing greenhouses in the municipality.

The following analysis provides a variety of options and considerations that can be implemented through a Zoning By-law Amendment for the Township of South Glengarry to address licensed cannabis production and processing facilities. In addition to zoning requirements, all proposed cannabis facilities must comply with the Ontario Building Code. In situations where designated growers for medical use have applied for a change in use, municipal controls can be used to address impacts, but if no change in use or other land use planning process is triggered, designated growing facilities may be out of municipal control.

Definitions

The Comprehensive Zoning By-law will require the adoption of definitions for a Cannabis Processing and Production Facility. Additional definitions can be considered as they relate to Cannabis facilities, such as defining a Cannabis Greenhouse and air treatment control.

Recommended Existing Definitions: The definition of **Cannabis** from the Interim Control By-law should be adopted in the zoning by-law.

Recommended New Definitions: Adopt the same definitions that are included in the Township of North Dundas Zoning By-law to maintain consistency with local municipalities and County OPA #14. The definitions identify the various categories of cannabis licenses according to the *Cannabis Act* and regulations. The following definitions would be new additions:

- **Air Treatment Control**
- **Licensed Cannabis Cultivation and Production Facility**
- **Licensed Cannabis Micro Cultivation and Production Facility**
- **Licensed Cannabis, Micro- Production**
- **Licensed Cannabis Nursery, Production and Processing Facility**

Considerations for Modified Definitions: Depending on the approach for permitting cannabis facilities in the agricultural zone, definitions for agricultural use, agricultural-related use and agricultural industry will need to be reviewed and possibly modified. The definition of **Sensitive Land Use** could be modified to include reference to 'playgrounds' and 'places of worship'.

Identifying the Appropriate Zoning Category

The review of Ontario municipal zoning by-laws conducted by North Grenville outlines the variations of zones where cannabis facilities have been permitted. The United Counties of SDG, in OPA #14 have provided the policy framework for local municipalities to permit cannabis facilities in rural and employment districts and agricultural resource lands. To date, South Stormont, North Glengarry and North Dundas have identified industrial and rural zones as locations to permit licensed cannabis production and processing facilities. North Dundas and North Glengarry have also identified cannabis production and processing as permitted uses in agricultural zones, whereas South Stormont has not.

Recommended Option: Industrial Zone

It is recommended that South Glengarry permit Cannabis Production and Processing Facilities within an Industrial Zone. These land use designations are in areas that are further away from residential areas, and more ideal for the establishment of industrial and manufacturing facilities. Light and Heavy Industrial zones currently permit uses like warehouse and manufacturing and are in serviced areas of the municipality. The Rural Industrial zone does not contain servicing and therefore is not recommended for proposed industrial uses of licensed cannabis production and/or processing facilities. Outdoor storage prohibitions for cannabis facilities are common in the industrial zone and can also be addressed in general provisions for all cannabis facilities.

Option 1: Agricultural Zone

Even if not considered a normal farm practice, the Municipality can allow for Cannabis Production and Processing Facilities through site specific zoning by-law amendments for properties zoned agriculture. Site specific zoning by-law amendments are common practice in this zone, allowing for development controls on a specified proposed land use.

Option 2: Rural and Agricultural Zone

The Municipality can consider permitting smaller scale cannabis production and processing in the agricultural and rural zones which is consistent with the County Official Plan and in line with the approach taken in North Dundas and North Glengarry.

Smaller scale cannabis production, such as micro-processing and micro-cultivation may be appropriate in the Rural Area where they are less likely to have an impact on neighbouring land uses. Micro-processing and micro-

cultivation are limited in scale and size and are required to follow the same measures as standard cultivation and standard processing licences when it comes to ventilation.

[Sensitive Land Uses and Required Setbacks](#)

Regulating setback from sensitive land uses is a widely accepted practice for agricultural industries that require setback from sensitive receptors. There is no one single approach that has been consistently used. Setbacks vary from 70 metres up to 300 metres, depending on whether air treatment control measures are implemented.

Recommended Option: Setbacks

Establish setback requirements consistent with local municipalities in the County of SDG requiring that Cannabis Production and Processing facilities be setback:

- 70 metres from any residential or institutional zones and 150 metres from any sensitive land use when air treatment control is used; and
- 300 metres from any residential or institutional zone or sensitive land use when there is no air treatment control.

[Site Plan Control](#)

Site Plan Control is an effective tool that South Glengarry uses to regulate the development of land. Although Site Plan Control cannot dictate the method and standard of construction, there is an ability to influence the look and feel of a building as it relates to the surrounding area. Site Plan Control can be effective for new and establishing facilities which could include retrofits for medical cannabis producers who are growing on a smaller scale.

Recommended Option: Site Plan Control

Strengthen the use of Site Plan Control for renovations or retrofits pertaining to the establishment of Cannabis Production and Processing Facilities. Adapting the wording to require all establishing facilities to go through site plan control would permit the Municipality to address matters such as lighting, security, and landscaping and buffering.

[Concluding Remarks](#)

The Interim By-law for Cannabis Production and Processing provided time for South Glengarry to consider options for how to regulate cannabis facilities within the Township. Since the establishment of the Interim By-law many municipalities in Ontario have established standards and regulatory controls which are useful to inform the approach in South Glengarry. This study

focused on the relevant aspects of the federal and provincial framework and the current municipal approaches to zoning.

The United Counties of SDG have adopted Official Plan Amendment #14 to provide a framework for cannabis production and processing. The recommended options proposed herein are consistent with OPA #14 and generally with the neighbouring municipalities in SDG.

Appendix 1: Zoning By-law Review – Cannabis Production Facilities

Municipality	Cannabis Production Facility Definition	Permitted Zoning	Setbacks	Additional Provisions
Ajax	Not defined, considered as an Agriculture Use or Industrial use based on the size and scale of the activity. Associated activities with the operation determine what zoning category would apply.	AG (growing), Employment Zones (manufacturing and warehousing)	No additional setbacks are defined	None
Armour Township	Cannabis Production Facility means the use of land, buildings or structures for the cultivation, processing, testing, destruction, packaging and shipping of marijuana used for medical purposes as approved and regulated by Health Canada	Prohibited unless permitted through a site-specific Zoning By-law amendment	None defined	None defined
Arnprior	Cannabis Related Facility means an establishment where the cultivation, processing, analytical testing and/or research of cannabis occur as authorized by a licence by the government of Canada. The retail sale of cannabis is not permitted in conjunction with a cannabis related facility.	Employment Zone	100 metre setback from residential and institutional uses	Residential units cannot be located on same lot, loading spaces and storage must be located in building, no retail sales
Aurora	Medical Marihuana Production Use: the use of lands, buildings or structures for the purpose of growing, cultivating, drying, harvesting, packing, processing, testing, treating, storing, shipping and/or selling 'marihuana' 'dried marihuana' or cannabis as defined by health Canada under regulation SOR/2013-119 and includes facilities used for such purposes.	Employment Business Park Zone	150 metres from a zone other than an Employment Business Park, 150 metres from any sensitive land use, 150 metres from any other marijuana facility,	Retail is prohibited, only medical marijuana use is permitted on the lot, advertising is prohibited, activities to be within the building, including loading spaces.
Barrie	Medical Marihuana Production Facility - a wholly enclosed building, structure or part thereof, used to process, produce, sell, provide, ship, deliver, transport or destroy marihuana or cannabis by a licensed producer authorized by health Canada under regulation SOR/2013-119 or any successor thereto, through a Licence issued by the City of Barrie, as required.	Industrial Zone	10 metre setback from residential zones, 3 metre buffer	Barrie will be updating their by-law this fall to change Medicinal Marihuana Facility to Cannabis Production Facility
Beckwith	Defines a Medical Marijuana Facility	Industrial, Rural Industrial, Ag and Rural Areas	150 metres from any existing residential dwelling, 150 metres from an institutional use, must be setback 70 metres from property line, no open storage	Beckwith will be updating their zoning by-law to address Cannabis Production Facilities, report anticipated in August
Belleville	Currently has a Medical Marihuana Definition	Industrial	Setbacks as per industrial zoning	Recently entertained a site-specific amendment for a Cannabis Production Facility - By-law could not be found online
Brantford	Defined as Medical Marijuana Facility	Industrial, Ag	70 metres from residential and institutional zone/use when located in an Industrial zone, 150 metres from residential/institutional/open space when in Ag zone	operations and loading spaces must be wholly enclosed in building, no open storage, subject to site plan control, does not permit MV's, will only accommodate deviations through a ZBLA.
Brighton	No Definition available	Industrial	70 metres to a residential, commercial, open space, future development and community facility uses	9 metre vegetative buffer strip required to a non-industrial use
Burlington	Defined as a Medical Marijuana Facility	Employment Zone	70 metres from residential/institutional use	Must be wholly enclosed in the building, no outdoor storage, loading spaces enclosed in building, fencing required

Municipality	Cannabis Production Facility Definition	Permitted Zoning	Setbacks	Additional Provisions
Caledon	Medical Marihuana definition	Industrial Zone	150 metres from residential/institutional, lots within a settlement area	No advertising, no open storage, loading spaces in rear yard, requires site plan,
Cambridge	Defined as Medical Marijuana Facility	Industrial Zone	15 metre setback from an industrial use to a residential use	No special provisions were found
Central Hastings	Site Specific Definition	Rural Industrial - Exception Zone	150 metre setback to a dwelling, cannot be located within 70 metres of a residential zone, institutional zone or open space zone	completely located inside the building, no open storage, loading spaces must be completely located within the building, caps the size of a greenhouse to 560 sq m, warehouse to 162 sq m
Clarence Rockland	Cannabis Production Facility means the medical and non-medical commercial production, cultivation, synthesis, harvesting, altering, propagating, processing, packaging, storage, distribution or scientific research of cannabis or cannabis products as permitted by the Access to Cannabis for Medical Purposes Regulations (ACMPR) and the Cannabis Act S.C. 2018, c.16, and any subsequent regulations or acts which may be enacted henceforth, but excludes the growing of cannabis by an individual for their personal use and consumption.	General Industrial and Rural Industrial	150 metre setback from a property line abutting residential, institutional and open space	Located completely within a building, no outside storage
Cornwall	Medical Marijuana Facility means federally licensed facility pursuant to Section 25 of the Marihuana for Medical Purposes Regulations under the Controlled Drug and Substance Act, used for the growing, processing, testing, destruction, packaging or distribution of marihuana used only for medical purposes, as permitted under the Federal government's Marihuana for Medical Purposes Regulations, or any additional legislation which may be enacted regarding this land use. Marihuana (Cannabis) means the substance referred to as "Cannabis" in sub item 1 (2), Schedule II to the Controlled Drug and Substance Act, S.C. 1996, c. 19 as	Manufacturing Zones	150 metres from institutional/residential zones, cannot be within 150 metres of another medical manufacturing facility	located entirely indoors, no outside storage, not permitted within a private dwelling, must be fenced and subject to SPC, notice must be provided to City, May be permitted on a site specific basis in the 'new' business park
Sudbury	A <i>building</i> or <i>structure</i> or part thereof that is used for growing, producing, processing, testing, destroying, storing, packaging or shipping of marihuana or cannabis authorized by a license issued by the Federal Minister of Health under the <u>Controlled Drugs and Substances Act</u> SC 1996, c 19, as amended but shall not include any other establishment or use as may be defined or classified in this By-law.	Industrial Zoning	Must be 150 metres from any lot in the Residential, commercial, Rural and Other zones	No other specifications identified.
Innisfil	Medical Marihuana Production Facility means a building used for growing, producing, processing, testing, destroying, storing or distribution of medical marihuana or cannabis authorized by a license issued by the federal Minister of Health, pursuant to Section 25 of the Marihuana for Medical Purposes Regulations, SOR/2013-119, under the Controlled Drugs and Substances Act, SC 1996, c 19, as amended, or any subsequent legislation which may be enacted in substitution thereof. For purposes of clarification, no part of this operation, whether accessory or not, may be located outdoors. In the interpretation of this definition, cannabis means the substance set out in Item I of Schedule II to the Controlled Drugs and Substances Act, SC 1996, c 19, as amended; and marihuana means the substance referred to as "Cannabis" in sub-item I(2) of Schedule II to the Controlled Drugs and Substances Act, SC 1996, c 19, as amended.	Industrial Zoning	70 metre setback from a lot in a residential zone, community service zone and from any lot containing a school, park, community centre or day nursery	Not permitted within a residential zone or on a lot with an existing dwelling, no outdoor advertising, site plan approval required, preference for facility to be on municipal services,

Municipality	Cannabis Production Facility Definition	Permitted Zoning	Setbacks	Additional Provisions
King Township - Proposed By-law	Industrial Cannabis Facility means lands, buildings or structures used for producing, processing, testing, destroying, packaging and/or shipping of cannabis which is authorized by a licence issued by the Federal Minister of Health, pursuant to the Access to Cannabis for Medical Purposes Regulations, SOR/2016-230, to the Controlled Drugs and Substances Act, SC 1996, c. 19 as amended from time to time or any successors thereto.	Industrial/Employment zones	150 metres if there is an air treatment control, 300 metres if there is no air treatment control to a residential, institutional or open space zone.	no open storage, subject to site plan control
Mississauga	Medicinal Product Manufacturing Facility means a building, structure or part thereof, used for altering, assembling, fabricating, finishing, inspecting, making, processing, or producing medical products, including medical marihuana or herbal and natural medicines, that may use living organisms or parts of living organisms used in the manufacturing process, either by hand or through the use of machinery and may include the temporary on-site storage of commercial motor vehicles (i.e. Trucks, tractors, and/or trailers) for freight handling including the pick-up, delivery and transitory storage of goods incidental to motor freight shipment directly related to the permitted use(s). Medical Marihuana means Marihuana, cannabis or its constituent or derivative forms, produced, tested, stored, distributed and/or sold pursuant to the Marihuana for Medical Purposes regulations, SOR/2013-119, as amended from time to time.	Employment	Uses existing setbacks established in the Employment zone - 30 metres front yard and 15 m side and rear to a residential use	marijuana growing area limited to 20% of gross floor area of building, building can only be used for such purpose, requires Health Canada Licensing, no signage, must certify that notice has been provided to Pell Regional Police and Mississauga Fire Services
North Dundas	<p>Licensed Cannabis Cultivation and Production Facility: Shall mean a building or land used for the cultivation, processing, testing, destruction, packaging and/or shipping of cannabis in accordance with the Cannabis Act.</p> <p>Licensed Cannabis Micro Cultivation and Production Facility: Shall mean a licensed Cannabis Cultivation and Production Facility that is limited to 22m² of gross plan surface area.</p> <p>Licensed Cannabis, Micro- Production: Shall mean the manufacturing of cannabis or cannabis products, up to a maximum of 600 kg of dried cannabis in 1 calendar year as permitted by the Cannabis Act of Canada. For clarity, this definition includes a facility used for the cultivation, producing, processing, destroying, packaging, storage, distribution, or analytical testing and research of cannabis and cannabis products but does not include the retail sale of cannabis.</p> <p>Licensed Cannabis Nursery, Production and Processing Facility: Shall mean cannabis production and processing that is limited to 50 m² of gross plan surface area or canopy and is intended to allow for the creation of starter plant materials, production of seeds, and to develop new plant varieties.</p>	Industrial Rural Agricultural	70 m from any residential or institution zones and 150 metres from any sensitive land use when air treatment control is used, 300 metres from any residential or institutional zone or sensitive land use when there is no air treatment control	<p>General provisions included to address storage, loading, security, noise, odour, glare, dust and emissions.</p> <p>Cannabis cultivation and production facilities not permitted as a Home Occupation.</p> <p>Applications subject to water and dwage servicing requirements for private and public systems.</p>

Municipality	Cannabis Production Facility Definition	Permitted Zoning	Setbacks	Additional Provisions
North Glengarry	Cannabis Production and Processing shall mean lands, buildings or structures used for producing, processing, testing, destroying, packaging and/or shipping cannabis authorized by a federally issued license or registration.	General Industrial Rural Industrial General Agricultural	70 metre setback from a residential zone, institutional zone or open space zone when located in an industrial zone when there is air treatment control, 150 metre setback when located in an agricultural zone when there is air treatment control. When there are no air treatment control setbacks are 150 m setback when located in an industrial zone and 300 metre setback when in an Agricultural zone	Accessory buildings and structures permitted within the required front yard setback for security purposes. Parking requirements amended. Agricultural Use definition amended to include Cannabis Production and Processing subject to General Provisions.
Norwich	CANNABIS PRODUCTION AND PROCESSING means lands, buildings or structures used for producing, processing, testing, destroying, packaging and/or shipping of cannabis authorized by an issued license or registration by the federal Minister of Health, pursuant to the Access to Cannabis for Medical Purposes Regulations, SOR/2016-230, to the Controlled Drugs and Substances Act, SC 1996, c 19, as amended from time to time, or any successors thereto.”	Industrial, light industrial, rural industrial, agricultural zone	70 metre setback from a residential zone, institutional zone or open space zone when located in an industrial zone when there is air treatment control, 150 metre setback when located in an agricultural zone when there is air treatment control. When there are no air treatment control setbacks are 150 m setback when located in an industrial zone and 300 metre setback when in an Agricultural zone	Excluded Cannabis Production and Processing Facility from the definition of a farm, no open storage
Russell Township	Medical Marijuana Production Facility shall mean a federally-licensed facility used for the cultivation, processing, testing, destruction, packaging or shipping of marijuana used for medical purposes as permitted under the federal government’s Access to Cannabis for Medical Purposes Regulations or any subsequent legislation which may be enacted in substitution thereof.	Industrial Park Zone, Agricultural Industrial Zone	150 metre setback from a residential, institutional or rural residential zone or within 50 m of a lot used principally for residential purposes.	located completely within a building, no outdoor storage, no dwellings permitted on property
South Stormont	“CANNABIS PRODUCTION AND PROCESSING” shall mean lands, buildings or structures used for producing, processing, testing, destroying, packaging and/or shipping cannabis authorized by a federally issued license or registration. “AIR TREATMENT CONTROL” shall mean the functional use of an industrial grade multi-stage carbon filtration system, or similar technology, to reduce and/or treat the emission of pollen, dust and odours expelled from a facility and sized accordingly in comparison to the facility it serves as designed by a qualified person(s).	Industrial Zones including Rural Industrial	70 m from any residential or institution zones and 150 metres from any sensitive land use when air treatment control is used, 300 metres from any residential or institutional zone or sensitive land use when there is no air treatment control	Accessory buildings and structures permitted within the required front yard setback for security purposes. Parking requirements amended. Agricultural Use definition amended to exclude Cannabis Production and Processing.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 06-2023
FOR THE YEAR 2023**

BEING A BY-LAW TO AMEND BY-LAW 38-09, THE COMPREHENSIVE ZONING BY-LAW FOR THE TOWNSHIP OF SOUTH GLENGARRY TO ESTABLISH PROVISIONS TO REGULATE CANNABIS CULTIVATION, PRODUCTION AND PROCESSING.

WHEREAS, the *Municipal Act, 2001*, c.25 S 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act 2001*, c. 25 S. 5(3) provides that the powers of every council are to be exercised by by-law;

AND WHEREAS pursuant to the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, as amended, Council of the municipality may enact by-laws regulating the use of lands and the erection of buildings and structures thereon;

AND WHEREAS the Council of the Township of South Glengarry deems it advisable to amend By-law 38-09, a by-law that regulates the use of land and the use and erection of buildings and structures, as thereafter set forth.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:

THAT By-law 38-09 is hereby amended as follows:

1. That Part 2 - Definitions be amended to add new definitions in alphabetical order as follows:

ADVERSE EFFECTS: As defined in the Environmental Protection Act, means one or more of:

- a) Impairment of the quality of the natural environment for any use that can be made of it;
- b) Injury or damage to property or plant or animal life;
- c) Harm or material discomfort to any person;
- d) An adverse effect on the health of any person;
- e) Impairment of the safety of any person;
- f) Rendering any property or plant or animal life unfit for human use
- g) Loss of enjoyment of normal use of property; and,
- h) Interference with normal conduct of business

AIR TREATMENT CONTROL Shall mean the functional use of an industrial grade multi-stage carbon filtration system, or similar technology, to reduce and/or treat the emission of pollen, dust and odours expelled from a facility and sized accordingly in comparison to the facility it serves as designed by a qualified person.

CANNABIS means a cannabis plant, including the phytocannabinoids produced by or found in such a plant regardless of whether that part has been processed or not, and any substance or mixture of substances that contains or has on it any part of such a plant and any substance that is identical to a phytocannabinoid produced by or found in such a plant, regardless of how the substance was obtained.

CANNABIS CULTIVATION, PRODUCTION AND PROCESSING FACILITY- LICENSED Shall mean a building or land used for the cultivation, processing, testing, destruction, packaging and/or shipping of cannabis in accordance with the Cannabis Act.

GREENHOUSE-CANNABIS Shall mean a building whose roof and sides are made largely of glass or other transparent or translucent material for the growing of cannabis plants in which the temperature and humidity can be regulated for the cultivation of cannabis for subsequent processing and sale.

MARIJUANA see **CANNABIS**

SENSITIVE LAND USE means buildings, amenity areas, or outdoor spaces where routine or normal activities occurring at reasonably expected times would experience one or more adverse effects from contaminant discharges generated by a nearby facilities and includes a dwelling, day nursery, playgrounds, places of worship and an educational or health facility.

- 2. That Part 3 - General Provisions be amended to add a new section for Cannabis Cultivation, Production and Processing provisions immediately following Part 3.6 as follows:

3.7 CANNABIS CULTIVATION, PRODUCTION AND PROCESSING- LICENSED

The following provisions shall apply within the Industrial, Rural, and Agricultural Zones only:

3.7 (1) A Licensed Cannabis Cultivation, Production, and Processing facility shall only be permitted within the Industrial, Rural and Agricultural zones.

i) No Licensed Cannabis Cultivation, Production, or Processing Facility shall have an adverse effect on its surroundings regardless of size or zone.

ii) In addition, within Industrial, Rural and Agricultural Zones, a Cannabis Cultivation, Production, and Processing Facility may be permitted provided that the following provisions are met:

- 1. A Cannabis Cultivation, Production, and Processing Facility must be in a fully enclosed building;
- 2.Outdoor storage is not permitted with a Cannabis Cultivation, Production, and Processing Facility;
- 3. Loading spaces for a Cultivation, Production, and Processing Facility must be in a fully enclosed building;

4. Security fencing must be installed around the Cannabis Cultivation, Production, and Processing Facility;
5. No use shall produce dust or other emissions that exceed standards set by provincial legislation without written authorization from the appropriate provincial agency;
6. No use shall produce odour, glare, or noise that creates a nuisance;
7. A lot with a Cannabis Cultivation, Production, and Processing Facility with air treatment control must be at least 70 metres from a lot in:
 - a. A residential zone
 - b. An institutional zone
 - c. A commercial zone
8. A lot with a Cannabis Cultivation, Production, and Processing Facility with air treatment control must be at least 150 metres from a lot in:
 - a. A Open space zone
 - b. A daycare/nursery
 - c. A place of worship
 - d. Recreational/Community Centre Spaces
 - e. Public parks
 - f. Private parks/conservation areas
 - g. Public/private schools
9. A lot with a Cannabis Cultivation, Production, and Processing Facility without air treatment control must be at least 300 metres from a lot in a:
 - a. Residential Zone
 - b. Commercial zone
 - c. Open Space Zone
 - d. Institutional Zone
 - e. A daycare/ nursery
 - f. A place of Worship
 - g. Recreational/ Community Centers Spaces
 - h. Public parks
 - i. Private parks/conservation areas
 - j. Public/Private schools
10. Any Cannabis Cultivation, Production and Processing Facility regardless of size, location, zone, new construction, expansion, or building conversion will be subject to site plan control.
11. Cannabis Cultivation, Production and Processing Facilities shall not be permitted as a Home Occupation.
12. On private water supply the owner(s) will be required to provide confirmation that there is sufficient water for daily usage and adequate fire suppression as per O. Reg. 332/12: Building Code (Ministry of Environment water taking permit may be required). On a private septic system or other on-site disposal

system the owner(s) will be required to confirm that discharge from facilities can be safely treated. If discharge or treatment of product requires off site handling the owner(s) will provide documentation of agreement(s) with approved waste handlers.

13. On public water supply and wastewater collection, the owner will be required to provide a site servicing study to ensure the site can be adequately serviced without impacting municipal water and wastewater capacity and facilities.

14. The owners will be required to provide confirmation that adequate power supply is available and can service the subject property without negatively impacting adjacent property owners. The purpose of this requirement is to ensure adequate power supply is available in the surrounding area for existing and proposed uses.

3. That Part 8.1 “PERMITTED USES IN INDUSTRIAL ZONES” is hereby amended by adding “Cannabis Cultivation, Production and Processing”

USES	ZONES			
	Light Industrial	Heavy Industrial	Rural Industrial	Airport Industrial
	ML	MH	MR	MA
Cannabis Cultivation, Production and Processing	✓	✓	✓	

4. That Part 10.1 “PERMITTED USES IN RURAL ZONES” is hereby amended by adding “Cannabis Cultivation, Production and Processing after Cabin.

USES	ZONES		
	RURAL	AGRICULTURAL	ESTATE RESIDENTIAL
Cannabis Cultivation, Production and Processing	✓	✓	

THAT all other applicable provisions of By-law 38-09, as amended, shall continue to apply.

THAT This by-law shall come into force and take effect on the day of final passing thereof.

READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND SEALED IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.

MAYOR: _____ **CLERK:** _____

STAFF REPORT

S.R. No. 11-2023

PREPARED BY: Joanne Haley, GM Planning, Building and Enforcement
Maxwell Irwin, Community Planner

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Tessier Zoning By-Law Amendment

BACKGROUND:

Site Location:

1. Part of Lot 24, Concession 1, in the geographic Township of Lancaster, now in the Township of South Glengarry, County of Glengarry, located on the north side of Willow Drive, Westley's point, Lancaster



Owner/Applicant:

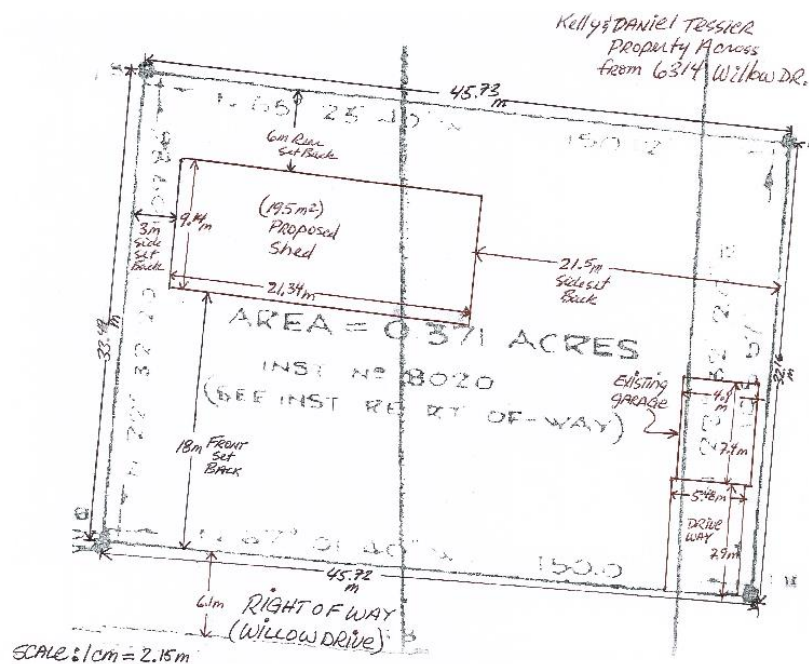
2. Daniel & Kelly Tessier

Description of Site and Surroundings:

3. The subject property is located south of County Road 2 on the north side of the private road known as Willow Drive. It is approximately 0.35 acres in size. The subject property currently contains a garage in the southwest corner and a residential garage is proposed to be built as a primary use on the subject property.
4. The surrounding lands are characterized as residential to the North, East, South, and West containing single family homes

Summary of Requested Zoning Proposal:

5. On November 17th, 2022, the Township accepted the zoning amendment application; said application was deemed complete on the same day. The purpose of this Amendment is to rezone the subject property from Limited Service Residential (LSR) to Limited Services Residential Special Exception – Twelve (LSR-12) to permit a proposed residential garage to be the main permitted use on the subject property that will be 195.1 square meters in area and to recognize the non-conforming status of the existing garage. All other applicable provisions of Zoning By-law 38-09, as amended, shall continue to apply.



ANALYSIS:

Planning Rationale:

Planning Policy Framework:

6. This application is subject to the following policy framework:
 - a. The Provincial Policy Statement (PPS) 2020
 - b. The United Counties of Stormont, Dundas and Glengarry Official Plan (OP)
 - c. The Township of South Glengarry's Zoning By-Law

Provincial Policy Statement

7. The Provincial Policy Statement (PPS) 2020 provides policy direction on matters of provincial interest relating to land use planning and development. This policy provides for appropriate development, while protecting resources of provincial interest, public health and safety and the quality of the natural and built environment. All land use planning decisions must be consistent with the PPS. The PPS policies that apply to this proposed zoning amendment are as follows:
 - a. 1.0 Building Strong Communities, 1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns.
8. Section 1.1.1. of the PPS states that "Healthy, liveable and safe communities are sustained by:
 - b. accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs.
9. This proposed amendment is consistent with this section of the PPS as the proposed site-specific zoning amendment is not eliminating the ability to construct a single detached dwelling. If approved, it will allow the existing detached residential garage to remain as the main use and will still permit a single detached dwelling to be constructed in the future, providing there is sufficient space and subject to the ability of being able to service the dwelling with an approved septic system while meeting all applicable zoning standards that will still apply.
10. The subject property is located within the Rural Area, Section 1.1.4.1 of the PPS states that "Healthy, integrated and viable rural areas should be supported by:
 - d. encouraging the conservation and redevelopment of existing rural housing stock on rural lands."

This proposed amendment is consistent with this section of the PPS as this amendment will permit a single detached dwelling to be constructed in the future subject to the ability of being able to service the dwelling with an approved septic system while meeting all applicable zoning standards that will still apply.

Official Plan Designation:

11. The subject property is designated Rural District. Table 3.5 of the Official Plan identifies the permitted uses in different designations. The Rural District permits low density housing which would also include accessory uses such as residential garages. This proposed amendment conforms to the Official Plan as this amendment will permit a residential garage to be the main use.

Zoning By-law:

12. The subject property is currently zoned Limited Services Residential in the Township's Zoning By-Law 38-09.
13. The Township's Zoning By-Law 38-09 conforms to the United Counties of SDG Official Plan and is consistent with the Provincial Policy Statement (PPS), 2020.

Public Consultation:

14. The proposed Amendment was circulated to the neighbouring property owners within 120 metres of the proposed site; it was also advertised in the Glengarry News. A public meeting was held on November 21, 2022. There were no members of the public in attendance at the public meeting and no written comments were received from the public.
15. The proposed Amendment was also circulated to the Raisin Region Conservation Authority (RRCA). The RRCA has provided the following comments:
 - a. "The RRCA has reviewed the location of the Zoning By-Law Amendment and does not have any objections.

The area is located outside of the Flooding Hazard.

The area is located within 120m of a Provincially Significant Wetland (approximately 96m); however, the nature of the development and the existing intervening development is not likely to have an adverse impact on the hydrologic function of the wetland.

Further, the RRCA regulation policies (7.4.7) state that:

A wetland impact study may not be required in an area of interference situated between 30 and 120 metres from a provincially significant wetland if, in the opinion of the RRCA, the potential hydrologic impacts of the proposed development are negligible. This includes but is not limited to, single-family residences, additions, and accessory structures for which less than one (1) hectare is required for grading.”

16. The Ontario Planning Act requires all complete zoning Amendment applications to be processed and a decision to be made within 90 days of receipt of a complete application. This process will be completed within the prescribed timeframe as a decision will be made on day 60.
17. If approved, the subject property will be rezoned from Flood Plain Holding to Limited Services Residential Special Exception – Twelve (LSR-12) to permit a proposed residential garage to be permitted to be the main permitted use on the subject property.
18. This proposed Zoning By-law amendment is being recommended to be approved by Council as it is consistent with the PPS, 2020 and it conforms to the United Counties Official Plan.
19. Council also has the option to defer the application. Applications may be deferred if Council requires additional information, further staff review, or other reasons. Should Council wish to defer the applications, reasons for the deferral and direction to Staff will be required so that Staff can prepare an updated Staff Report for future consideration.
20. Council also has the option to refuse the applications. Should Council wish to refuse the applications, reasons for the refusal are required including a written explanation of the refusal.

IMPACT ON 2023 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 11-2023 be received and that By-law 07-2023, being by-law to amend By-law 38-09 to rezone the property legally described as Part of Lot 24, Concession 1, in the geographic Township of Lancaster, PIN 671360690, now in the Township of South Glengarry, County of Glengarry, located on the north side of Willow Drive, Westley's point, Lancaster, from Limited Services Residential to Limited Services Residential Special Exception – Twelve (LSR-12) to permit a proposed residential garage to be the main permitted use on the subject property that will be 195.1 square meters in area and to recognize the non-conforming status of the existing garage, be read a first, second and third time, passed, signed and sealed in open Council this 16th day of January 2023. The Council of the Township of South Glengarry confirms that no comments from the public were received on this application therefore there was no effect on the decision.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 07-2023
FOR THE YEAR 2023**

BEING A BY-LAW TO AMEND BY-LAW 38-09, THE COMPREHENSIVE ZONING BY-LAW FOR THE TOWNSHIP OF SOUTH GLENGARRY.

WHEREAS, the *Municipal Act, 2001*, c.25 S 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act 2001*, c. 25 S. 5(3) provides that the powers of every council are to be exercised by by-law;

AND WHEREAS pursuant to the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, as amended, Council of the municipality may enact by-laws regulating the use of lands and the erection of buildings and structures thereon;

AND WHEREAS the Council of the Township of South Glengarry deems it advisable to amend By-law 38-09, a by-law that regulates the use of land and the use and erection of buildings and structures, as thereafter set forth.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:

1. **THAT** the area affected by this by-law is legally described as Part of Lot 24, Concession 1, in the geographic Township of Lancaster, now in the Township of South Glengarry, County of Glengarry, located on the north side of Willow Drive, Westley's point, Lancaster, as indicated on Schedule "A" attached hereto and forming part of this by-law.
2. **THAT** the property located at Part of Lot 24, Concession 1, in the geographic Township of Lancaster, now in the Township of South Glengarry, County of Glengarry, located on the north side of Willow Drive, Westley's point, Lancaster. (PIN # 671360690) be rezoned from Limited Services Residential to Limited Services Residential Exception – Twelve (LSR-12) to permit a proposed residential garage to be the main permitted use on the subject property that will be 195.1 square meters in area and to recognize the non-conforming status of the existing garage.
3. **THAT** all other applicable provisions of By-law 38-09, as amended, shall continue to apply.
4. **THAT** this by-law shall come into force and effect pursuant to the provisions of the *Planning Act*, R.S.O. 1990, amended.

READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND SEALED IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.

MAYOR: _____ ***CLERK:*** _____

BY-LAW 07-2023
EXPLANATORY NOTE

The purpose of this Amendment is to rezone the subject property from Limited Services Residential (LSR) to Limited Services Residential Special Exception-Twelve (LSR-12) to permit a proposed residential garage to be the main permitted use on the subject property that will be 195.1 square meters in area and to recognize the non-conforming status of the existing garage. All other applicable provisions of Zoning By-law 38-09, as amended, shall continue to apply.

Schedule “A”



Lands to be zoned to Limited Services
Residential Special Exception Twelve
(LSR-12)

**This is Schedule “A” to By-law 07-2023
Adopted this 16th Day of January, 2023.**

**Township of
South Glengarry**

Mayor

Clerk



STAFF REPORT

S.R. No. 12-2023

PREPARED BY: Sarah McDonald, P. Eng., GM Infrastructure Services

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: SDG Counties/Friends of the Summerstown Trails
Memorandum of Understanding

BACKGROUND:

1. The Summerstown Trails are located within the Summerstown Forest owned by the United Counties of Stormont, Dundas and Glengarry. The Summerstown Trails are located on County Road 27, approximately 1,500m north of Highway 401.
2. The existing Memorandum of Understanding (MOU) between the United Counties of SDG and the Friends of the Summerstown Trails (FOTST) has recently expired. The Township of South Glengarry will be entering into the new agreement to provide an understanding of the services that the Township is able to provide in the ongoing maintenance and operations of the Summerstown Trails.
3. The FOTST is a community, not-for-profit corporation that promotes interest in outdoor recreation, physical fitness, health, and the appreciation of nature in the community. The volunteers who run the FOTST are dedicated and passionate community members.
4. The Township of South Glengarry currently owns and is responsible for the annual maintenance of the two snowmobiles used by the FOTST to groom their trails. The FOTST undertakes minor maintenance during the winter season to keep the snowmobiles in operation. The Township currently pays for fuel for the snowmobiles during the winter season.
5. In 2022, the Township of South Glengarry had the following direct expenditures related to the Summerstown Trails as requested by the FOTST (\$6,450):
 - a. Parking lot clearing, contracted out for \$1,400
 - b. Snowmobile maintenance and fuel for \$1,620
 - c. Outdoor toilet rental for \$3,430
6. In addition to the direct expenditures, the Township of South Glengarry has historically provided the following in-kind services to the FOTST:

- a. Brush clearing during the autumn (Roads)
 - b. On-demand backhoe services (Roads)
 - c. Weekly garbage collection (Recreation)
 - d. Promotion and support of programs (Recreation and Corporate Services)
7. The draft MOU has been reviewed by all three parties. The MOU is being considered by [County Council](#) on Monday January 16, 2023.

ANALYSIS:

8. The County has granted the FOTST permission to use the Summerstown Forest (attached map) to develop and maintain organized recreational trails for non-motorized outdoor activities (cross-country skiing, biking, snowshoeing, hiking, etc.) in accordance with the new Memorandum of Understanding.
7. The FOTST in partnership with the County and the Township of South Glengarry will maintain a network of nature trails in the Summerstown Forest with assigned responsibilities to each the are outlined in MOU.
8. This Memorandum of Understanding shall commence on the date of signing and shall remain in effect until April 30th, 2027. Thirty (30) days written notice shall be required prior to termination of the MOU by any party. Minor amendments may be made to this MOU with agreement in writing by staff of the County, Township, or FOTST executives inclusively. Review and renewal of this agreement is the responsibility of the County

IMPACT ON 2023 BUDGET:

9. Potential reduction in Roads and Recreation operating budgets of up to \$6,500.

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 12-2023 be received and that By-law 08-2023, being a by-law to enter into a Memorandum of Understanding between the Township of South Glengarry, the United Counties of SDG, and the Friends of the Summerstown Trails be read a first second, and third time, passed, signed and sealed in open council this 16th day of January 2023.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**



**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 08-2023
FOR THE YEAR 2023**

***BEING A BY-LAW TO ENTER INTO A MEMORANDUM OF UNDERSTANDING
BETWEEN THE CORPORATION OF THE TOWNSHIP OF SOUTH
GLENGARRY, THE UNITED COUNTIES OF STORMONT, DUNDAS AND
GLENGARRY AND THE FRIENDS OF THE SUMMERSTOWN TRAILS INC.***

WHEREAS the *Municipal Act, 2001*, c. 25 s. 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act, 2001*, c. 25 s. 5 (3) provides that the powers of every council are to be exercised by by-law;

AND WHEREAS Council of the Township of South Glengarry deems it necessary and in the best interest to enter into a Memorandum of Understanding with the United Counties of Stormont, Dundas and Glengarry and the Friends of the Summerstown Trails Inc.

***NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:***

1. **THAT** the Memorandum of Understanding attached hereto as Schedule “A” shall form part of this by-law.
2. **THAT** the Mayor and Clerk be authorized to sign all applicable documents.
3. **THAT** this by-law shall come into force and take effect on the date of its final passing.

***READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND SEALED
IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.***

MAYOR: _____ ***CLERK:*** _____

Memorandum of Understanding

This Memorandum of Understanding is made this ___ day of January, 2023

BETWEEN: **The United Counties of Stormont, Dundas and Glengarry**

(hereinafter called the "County")

AND: **Friends of the Summerstown Trails Inc.**

(hereinafter called "FOTST")

AND: **The Township of South Glengarry**

(hereinafter called the “Township”)

Witnesses that:

The County grants to the FOTST permission to use the Summerstown Forest (as described in Section 1) to develop and maintain organized recreational trails for non-motorized outdoor activities (cross-country skiing, biking, snowshoeing, hiking, etc.) in accordance with the following:

SECTION 1, PARTIES

FOTST – A community, not-for-profit corporation that promotes interest in outdoor recreation, physical fitness, health, and the appreciation of nature in the community. This organization, in partnership with the County and the Township of South Glengarry, maintain a network of nature trails in the Summerstown Forest.

The County – An upper-tier municipality that owns and manages the County Forests, which includes the subject property.

The Township– A local municipality that provides support to the FOTST’s recreational programs and services at the Summerstown Forest.

SECTION 2, LOCATION

A) Property Description – Summerstown Forest

This MOU includes those lands owned by the County in the United Counties of Stormont, Dundas, and Glengarry, as per the map attached as Exhibit A, hereinafter called the “Summerstown Forest” and described as:

COMPARTMENTS	LOT(S)	CONCESSION(S)	FORMER TOWNSHIP	APPROXIMATE AREA (HECTARES)
30, 31, 32, 39, 40, 41, 42	Pt. 14, 15, 16, 17, 18, 19, 20	III Front	Charlottenburgh	249.3

The County retains legal ownership of all permanent buildings and infrastructure located within the parcels described above.

B) Existing Trails

The term “existing trails” refers to trails as shown on the map attached as Exhibit A.

SECTION 3, RESPONSIBILITY

FOTST agrees that all its members will be made aware of the conditions of this agreement and that they are expected to abide by the terms herein. FOTST is encouraged to contact the County should they encounter anyone engaged in activities that are not permitted in the County Forest.

The County and the Township agree to assist in the promotion of FOTST activities on the Summerstown Forest, including maintaining accessibility to the trail network.

Responsibilities of the County:

- 1) Property administration including but not limited to: MOU’s, By-Laws, encroachment issues, permitting, and costs associated with capital projects as identified by County staff.
- 2) Annual inspection of trail network, buildings, facilities, and infrastructure.
- 3) Tree and vegetation management as required.
- 4) Cost of Hydro Services.
- 5) Promotion of programs and events through social media networks.
- 6) Implement trail closures based on conditions deemed to be hazardous, or where continued use will result in further damage to County Forest.
- 7) Final approval on proposed activities, improvements, etc. as outlined in Section 6.

Responsibilities of the Township:

- 1) Supply of contracted services, in-kind services, and joint tender opportunities where feasible and approved by the Township.
- 2) Garbage collection.
- 3) Supply of two snowmobiles for FOTST use.
- 4) Promotion of programs and events through social media networks.

Responsibilities of the FOTST:

- 1) General maintenance of buildings and facilities, trails, signage, and infrastructure
- 2) Organization of events, programs, and rentals.
- 3) Promotion of programs and events through social media networks.

SECTION 4, TERM

This Memorandum of Understanding (hereinafter referred to as “MOU”) shall commence on the date of signing and shall remain in effect until April 30th, 2027. Thirty (30) days written notice shall be required prior to termination of the MOU by any party. Minor amendments may be made to this MOU with agreement in writing by staff of the County, Township, or FOTST executives inclusively. Review and renewal of this agreement is the responsibility of the County.

SECTION 5, RIGHTS OF USE

The County reserves the right to use and to make alterations to the Summerstown Forest consistent with meeting its Forest Use Policy, 20-year Management Plan and 5 year Operating Plan. The County also reserves the right to refuse permission for an activity that, in the County’s opinion, has or will have a negative impact on the Forest or is not consistent with the Forest Use Policy. The County also reserves the right to utilize the building and associated infrastructure for external meetings, courses, and training through confirmation of availability / schedule with the FOTST.

FOTST agrees that this MOU bestows no exclusive rights to access and use of the Summerstown Forest and that no fees can be levied by them for this use.

SECTION 6, PERMITTED ACTIVITIES

A) The County agrees that FOTST is permitted to engage in the following activities on the Summerstown Forest without requesting permission from the County:

- 1) Placing garbage cans in the parking lot for use by the trail users.
- 2) Installing a portable toilet along the trail, behind the gate.
- 3) Installation of a portable storage unit in the parking lot.
- 4) Use of existing trails for permitted recreational activities.
- 5) Grooming of existing trails for non-motorized recreation using a properly insured and licensed snowmobile and grooming attachment (note: this shall be considered an “authorized motorized vehicle”).

- 6) Using non-mechanical means to maintain existing trails to a maximum width of 4 metres.
- 7) Installation and removal of trail markers along existing trails and other County-approved signage.

B) FOTST agrees to provide detailed plans and to obtain permission from the County at least one week prior to engaging in the following activities:

- 1) Organized events that will be held in the Summerstown Forest.
- 2) Installation or relocation of structures that would not otherwise require a building permit per the Ontario Building Code
- 3) Maintenance of existing trails requiring the use of mechanical equipment (e.g., chainsaw, backhoe, ATV, brush cutter, etc.). FOTST must provide, to the County’s satisfaction, proof of appropriate training / certification and insurance. Note that, in the case of an emergency, such as a storm or excessive wind, that results in debris that might be unsafe for trail users, FOTST will complete the Work Plan provided by the County prior to remedial work.
- 4) The establishment of new trails.
- 5) Trail maintenance or construction work that will involve the exposure of mineral soil (i.e., removal of all vegetation and organic matter) in or within 30 meters of watercourses, wetlands or other sensitive areas (generally identified on Exhibit A). The non-mechanical removal of brush from existing trails is excluded from this condition, provided mineral soil is not exposed.

SECTION 7, ITEMS OR ACTIVITIES NOT PERMITTED

FOTST agrees that the following are not permitted in the Summerstown Forest unless approved by the county.

- 1) Camping.
- 2) Vendors or businesses operating on County Forest property.
- 3) Fires unless in designated area, supervised, and in accordance Municipal By-laws.
- 4) Construction of buildings, bridges, boardwalks, or structures unless approved by the County.
- 5) Motorized vehicle-use other than as specified in SECTION 6.
- 6) Cutting of trees other than as specified in SECTION 6.

SECTION 8, REGULATIONS

All activities carried out by FOTST shall be conducted in accordance with all laws, by-laws and regulations affecting such activities.

SECTION 9, PERMITS

FOTST agrees to obtain, at their expense, all permits from public authorities that may be required for activities performed under this MOU and to comply with all municipal, provincial, federal and other laws, statutes, by-laws and requirements.

SECTION 10, SAFETY

FOTST agrees to conduct all activities in a safe manner in compliance with the provisions of the Occupational Health and Safety Act. FOTST is responsible for ensuring compliance to the O.H.S.A. of all persons involved in FOTST activities, including contractors that may be hired by FOTST to perform work in the Summerstown Forest.

SECTION 11, INSURANCE

FOTST shall, at its expense, obtain and maintain until the termination of the agreement or otherwise stated, insurance as described herein:

Commercial General Liability Insurance

Commercial General Liability Insurance issued on an occurrence basis for an amount of not less than \$2,000,000 per occurrence / \$5,000,000 annual aggregate relating to its obligations under this Agreement. Such insurance shall include, but is not limited to bodily injury and property damage including loss of use; personal injury; contractual liability; premises, property & operations; non-owned automobile; broad form property damage; broad form completed operations; owners & contractors protective; occurrence property damage; products; employees & volunteers as Additional Insured(s); employers Liability including voluntary compensation; contingent employers liability; tenants legal liability; cross liability and severability of interest clause.

Such insurance shall add the United Counties of Stormont, Dundas, & Glengarry and The Township of South Glengarry as Additional Insured. This insurance shall be non-contributing with and apply as primary and not as excess of any insurance available to the County or the Township.

SECTION 12, HOLD HARMLESS

FOTST agrees to indemnify and save harmless the County and the Township from all claims, demands, loss, costs, damages, actions, suits or other proceedings by whomsoever made, brought or prosecuted for any damage or injury to persons or property occasioned in the carrying on the operations of FOTST under this agreement or by any neglect, misfeasance, or nonfeasance on FOTST's part or on the part of persons employed by FOTST or under its control.

FOTST agrees to release the County and the Township from any and all claims for injury or damage to property, however caused, which may be sustained by FOTST of their members while carrying out operations under this MOU.

SECTION 13, COST

FOTST agrees to pay any costs incurred for its administration and operation and/or any activities undertaken by FOTST in the Summerstown Forest, unless otherwise arranged with the County. The County is not obliged to incur expenditures in excess of that which is approved in the County Council budget.

SECTION 14, CONDITION OF THE SITE

FOTST agrees that its activities shall not, in the opinion of the County, have a negative impact on the Summerstown Forest.

SECTION 15, FOTST'S REPRESENTATIVE(S)

FOTST will appoint one or more Directors as the primary liaison(s) with the County for the purposes of this MOU. It will be the responsibility of FOTST to inform the County which Director(s) will represent FOTST for the purposes of this MOU and also of changes in personnel as they occur.

SECTION 16, ANNUAL MEETING

FOTST and the County agree to meet annually, no later than October 15th each year, to summarize the previous season's activities and to discuss proposed activities for the upcoming year.

IN WITNESS WHEREOF, the Parties hereto have hereunto set their hands and seals

on this ____ day of December, 2022.

Witness

United Counties of Stormont, Dundas, and
Glengarry

Witness

Friends of the Summertown Trails Inc.

Witness

The Township of South Glengarry

The County’s Address:

26 Pitt Street
Cornwall, ON
K6J 3P2
Phone : (613) 932-1515 ext. 219

FOTST Address:

235 Fourth Street East
Phone : (613) 933-5140
Cornwall, ON
K6H 2J1

The Township of South Glengarry Address :

6 Oak Street,
P.O. Box 220,
Lancaster, ON
K0C 1N0
Phone : (613) 347-1166





STAFF REPORT

S.R. No. 14-2023

PREPARED BY: Sarah McDonald, P. Eng. – Infrastructure Services

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: January 16, 2023

SUBJECT: Sapphire Estates Phase 5 – Public Road

BACKGROUND:

1. A Preliminary Certificate of Acceptance of the Works (PCAW) was provided to Seaway Prestige Homes Ltd. on November 21, 2022 for:
 - a. **Roads** - initial acceptance upon completion of base course asphalt
 - b. **Site Works** – preliminary acceptance excluding stormwater management pond
2. The preliminary acceptance triggered a security release of 65%. Final acceptance of the works is anticipated after secondary acceptance of the roads (top course asphalt placed at Township's authorization) followed by completion of the maintenance and warranty obligations for both the roads and site works components. Neither are imminent.
3. The Township has received a request from the Developer to open a portion of Sapphire Drive through this subdivision as a public road.
4. The Subdivision Agreement does not appear to provide triggers or thresholds for opening the road for public use; however, building permits cannot be issued on a lot that does not have public road frontage for this type of land use (namely, a public subdivision).
5. A quirk of the Subdivision Agreement (S23) is that winter road maintenance is the responsibility of the Developer prior to final acceptance of the works and subject to the Agreement's security requirements. Therefore, by opening the road as public prior to the final acceptance, the Township is not necessarily taking responsibility for ongoing maintenance.
6. There is precedent within the Township of the Township undertaking winter maintenance of an opened public road prior to final acceptance while active construction is underway AND final acceptance of the works is anticipated in a

reasonable amount of time. Most recently, [James Crescent](#) in Summerstown Estates, which was opened as a public road in September 2021 prior to final acceptance of the works and with only the first lift of asphalt having been applied.

7. The Subdivision Agreement (S38) notes that *“The approval of the plan by the Township or the acceptance by the Township of the works shall not be deemed to have given any assurance that the Municipal building permits, when applied for, will be issued in respect of the lots or blocks shown on the plan.”* The requirements for issuing building permits, as prescribed in the subdivision agreement are:
 - a. All relevant development charges have been paid.
 - b. All roads in the subdivision have been connected to a Township street.
 - c. The whole of such portion of the mass earth moving or general grading as required by good engineering practice has been completed to the satisfaction of the Township Engineer.
 - d. Roads to granular base stage and drainage works including, stormwater management pond, top soiling and hydro seeding are complete and preliminarily approved.
 - e. A grading plan of each individual lot for which a building permit is sought has been submitted and approved by the Township.
 - f. Utilities (i.e. Bell, Hydro, Gas, Cable and Lighting) have been installed and lots are ready for service.

ANALYSIS:

8. In terms of assuming the northern 310m of Sapphire Drive, located north of the future Coral Drive and south of the future Ruby Drive, as a public street, there are no operational objections from Administration. Administration, specifically Infrastructure Services, would prefer to complete the winter maintenance for the 2023 and 2024 winter seasons to assure the Township meets the minimum maintenance requirements.
9. In terms of the ability to issue building permits, which is often a Developer's impetus for requesting the Township to open a road as public, the Developer will need to satisfy the above requirements of the Subdivision Agreement for each permit request.
10. With respect to earth moving, the acceptances within the Agreement (Schedule 'D') are tied to drainage items (swales and ditches) and not to general lot grading. Prior to final acceptance, and in accordance with Section 33 of the agreement, the Developer is required to fill and grade all abutting lots and open lands which construction has not been commenced, as necessary to provide positive drainage and maintained at the Developer's expense.

IMPACT ON 2023 BUDGET:

11. Additional winter maintenance costs associated with plowing, sanding, and salting an additional 310m of Sapphire Drive. These costs will be limited as the additional roadway is a straight extension of existing service.

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 14-2023 be received and that By-law 09-2023 being a by-law to assume the northern portion of Sapphire Drive, located north of the future Coral Drive, south of the future Ruby Drive, and identified as PIN 671290758, as a public street be read a first, second and third time, passed, signed and sealed in open council this 16th day of January 2023.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 09-2023
FOR THE YEAR 2023

*BEING A BY-LAW TO ACCEPT CERTAIN LANDS AS ROAD ALLOWANCE
WITHIN THE TOWNSHIP AND TO DEDICATE SAME TO THE PUBLIC USE
AS PUBLIC HIGHWAY (SAPHIRE DRIVE).*

WHEREAS, the *Municipal Act*, 2001, c.25 S 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act*, 2001, c. 25 S. 5(3) provides that the powers of every council are to be exercised by by-law.

AND WHEREAS the *Municipal Act*, 2001, c. 25 S. 31(4) provides that a municipality may by by-law assume a road allowance, highway, street or lane shown on a registered plan of subdivision.

**THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH
GLENGARRY ENACTS AS FOLLOWS:**

1. **THAT** the Corporation of the Township of South Glengarry accepts the conveyance to assume the northern portion of Sapphire Drive, located north of Coral Drive and south of Ruby Drive, identified as PIN 671290758.
2. **THAT** the conveyance of Sapphire Drive between Coral Drive and Ruby Drive, PIN 671290758 is hereby accepted as road allowance and dedicated to the public use as Public Highway.

***READ A FIRST, SECOND, AND THIRD TIME, PASSED, SIGNED, AND
SEALED IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.***

MAYOR:

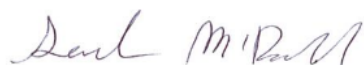
CLERK:

PRELIMINARY
CERTIFICATE OF ACCEPTANCE
OF THE WORKS

Owner:	Seaway Prestige Homes Ltd.
Subdivision Name:	Sapphire Estates
Phase / Stage:	Phase 5
Description:	Part of Lots 33 & 34, Registered Plan 101 now designated as Lots 1 through 24 and Blocks 25, 26, 27, 28, and 29

A Preliminary Certificate of Acceptance of the Works is hereby issued by the General Manager of Infrastructure Services in accordance with the subdivision agreement for the above noted development for the following work:

Type of Works	Scope of Works Completed	Portion of Security Released	Date Accepted
Roads	Initial Acceptance upon completion of base course asphalt	65%	November 21, 2022
	Secondary Acceptance upon completion of top course asphalt	-	-
	Completion of maintenance and warranty obligations	-	-
Site Works	Preliminary Acceptance site works excluding the stormwater management pond	65%	November 21, 2022
	Preliminary Acceptance of stormwater management pond	-	-
	Completion of maintenance and warranty obligations	-	-



Sarah McDonald, P. Eng.
General Manager of Infrastructure Services

November 21, 2022
Date



CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY

MOVED BY Trevor Bougie

RESOLUTION NO 367-22

SECONDED BY Stephanie Jaworski

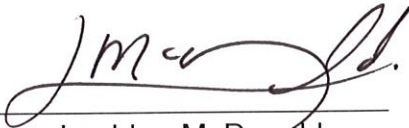
DATE November 21, 2022

BE IT RESOLVED THAT Staff Report 180-2022 be received and that the Council of the Township of South Glengarry acknowledge the initial acceptance of the road works and preliminary acceptance of the site works for Sapphire Estates Phase 5, excluding the Storm Water Management Pond, in accordance with the Subdivision Agreement dated October 17, 2016.

☒ CARRIED

☐ DEFEATED

☐ POSTPONED



Mayor Lachlan McDonald

Recorded Vote:	Yes	No
Mayor McDonald	___	___
Deputy Lang	___	___
Councillor Jaworski	___	___
Councillor McDonell	___	___
Councillor Bougie	___	___

Certificate of Conformance

File	Contract	Contract No.
521670	Sapphire Hill Estates Subdivision Phase 5 Township of South Glengarry	N/A
Date	Contractor	Owner
November 4, 2022	Iron Fort Construction & Renovation Inc.	The Corporation of the Township of South Glengarry

Description of Works Inspected

- Top of base asphalt elevations at centreline of road
- Road cross slopes
- Bottom of ditch elevations (for roadside ditches, west ditch, and east ditch)
- Depth of ditches
- Culverts
- Intersection Curbs
- Width of asphalt roadway
- Width of gravel shoulders
- SWM facility
- SWM facility outlet structure
- Dead-end signage
- Hydro poles

Notification

Tatham Engineering Limited hereby notifies the Owner that based upon our inspection of the Works and to the best of our knowledge and judgement the following are true:

General Observations:

1. Top of base asphalt elevations at centreline of road are in general conformance with contract drawings.
2. Base asphalt cross slopes are generally within +/-1% of the specified 3% cross slope specified on the contract drawings which was found acceptable. A cross slope of 1% was observed on the left side of River Road at Station 2+021. Asphalt placed at this location was initially too thin, and consequently, asphalt was added to rectify the issue and meet the minimum 50mm thick asphalt base layer requirement.

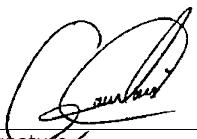
Drainage is not expected to be negatively impacted due to River Road running slope.

3. The roadside ditch alignments generally follow the road alignments. Roadside ditch depths and flow directions are in general conformance with contract drawings. Bottom of west and east ditch elevations (rear yard ditches) differ from contract drawings as existing elevations along property limits shown on drawings differ from actual existing condition; however, as directions of flow are in general conformance with contract drawings, there are no major concerns at this time. In addition to the above, bottom of ditch siltation was observed in specific locations, which is to be expected (due to rainfalls, etc.) prior to landscaping. Tatham recommends cleaning out and reshaping the ditches as necessary prior to completing the landscaping works currently scheduled for 2023. Cleaning out and reshaping portions of ditch at the current time may not be beneficial, as additional siltation will likely occur in the spring (or following snowmelt). The ditches will be stabilized upon completion of the landscaping works.
4. All culverts have been installed. An additional 450mm diameter CSP culvert, crossing the south leg of the Sapphire Drive and Winchester Drive intersection, has been installed to prevent water from ponding in the roadside ditch at the southeast corner of the intersection (as the actual existing condition in this area differs from contract drawings). The Sapphire Drive cross culvert inverts at Station 0+011 differ from the contract drawings; however, are in general conformance with the design intent and provide positive drainage. In anticipation of the landscaping works scheduled for 2023, following any necessary ditch reshaping and/or cleanout, Tatham will confirm any culvert-end extension requirements at that time (if any).
5. All intersection curb & gutters have been formed. Gutter outlets have been placed at gutter low points. Additional asphalt has been placed along the curbs, up to edge of gutter, to prevent potential damage from snowplough, etc.
6. Width of asphalt roadway is 7.0m wide, in accordance with contract drawings.
7. Width of left gravel shoulder on Winchester Drive, south of Sapphire Drive, is wider than necessary (ex.: 2.4m wide at Station 1+040); however, it does not negatively impact the functionality of the road or ditch. Overall, the gravel shoulders are approximately 1.5m wide and in general conformance with the contract drawings. Shouldering has been completed up to top of base course asphalt layer. Shouldering will be completed up to top of surface asphalt layer when top lift is laid in 2023.
8. The SWM facility has experienced some siltation and erosion in specific areas, which is to be expected prior to landscaping. Tatham recommends reshaping the SWM facility as necessary prior to completing the landscaping works currently scheduled for 2023. The SWM facility will be stabilized upon completion of the landscaping works.

9. The SWM facility outlet structure was manufactured and installed in general conformance with the contract drawings. Iron Fort notified Tatham prior to the site visit that stormwater entering the SWM facility was backing up into the upstream ditches. This was caused due to errors in the contract drawings. As such, adjustments to the SWM facility's outlet structure will be necessary. In an effort to ensure the outlet structure functions as intended in SAI Engineering's Stormwater Management Report, Tatham has discussed a potential solution with Iron Fort which consists of coring a 300mm diameter hole in the front (southeast side) of the concrete structure with the invert at the permanent pool elevation of 50.25, relocating the inlet control device (currently located within the structure over the inlet of the 300mm diameter outlet pipe) over the 300mm diameter opening at the front of the structure also with the invert at the permanent pool elevation of 50.25, and installing a galvanized steel plate over the bottom end of the structure's grate cover (which will act as a weir) with the top end of the plate at the 100yr ponding elevation of 51.27. A grate is also recommended to be mounted over the ICD at the front of the structure. It is our understanding Iron Fort will provide relevant details pertaining to the above-mentioned items and installation methods for commenting and our/the Township's records.
10. For safety reasons, a temporary road barrier with dead-end sign was installed at the end of the dirt pathway, just outside the northeast corner of site.
11. Hydro poles have been installed. Hydro pole shown on contact drawings between Lot 16 and 17 has been installed between Lot 17 and 18 per hydro contractor recommendations.
12. The above reflects work completed up until November 4, 2022.

Approval

Guillaume Courtois
Signing Authority


Signature

November 4, 2022
Date

Photograph 1: Winchester Drive, Looking East



Photograph 2: Winchester Drive, Looking West



Photograph 3: Winchester Drive Ditch, Left Side, Looking West



Photograph 4: Sapphire Drive, Looking South



Photograph 5: Sapphire Drive, Looking North



Photograph 6: Rive Road, Looking West



Photograph 7: River Road North Ditch, Looking West



Photograph 8: River Road, Looking Northwest



Photograph 9: West Ditch, Looking South



Photograph 10: East Ditch, Looking North (at High Point)



Photograph 11: Berm between East End of River Road and East Ditch (Separating Drainage Areas)



Photograph 12: East Ditch Outlet



Photograph 13: Ditch South of SWM Facility



Photograph 14: SWM Facility, Forebay



Photograph 15: SWM Facility, Wet Cell



Photograph 16: SWM Facility Outlet Structure ICD (to be relocated)



Photograph 17: SWM Facility Overflow Channel



Photograph 18: Dead End Sign at End of Path Near Northeast Corner of Property



INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: 2022 Land Use Planning Activity Summary

PREPARED BY: Joanne Haley, GM Planning, Building and Enforcement

Please see below a summary of planning applications and files that were processed and reviewed in 2022 with a comparison for the previous 12 years.

PLANNING PROCESSES	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Consents	49	40	44	43	25	43	33	32	23	24	30	39	30
Zoning Amendments	13	12	8	10	7	8	4	6	13	15	18	18	22
Official Plan Amendments	1	0	0	1	1	0	1	0	0	0	0	1	2
Minor Variances	14	19	15	22	18	22	20	23	28	19	42	27	29
OLT Hearings	0	2	2	1	0	0	1	2	2	1	2	2	1

Site Plan Control	2	3	12	13	5	6	16	6	14	6	13	8	10
Part Lot Control	0	0	0	0	1	1	0	1	1	0	0	0	1
Removal of Holding	0	4	2	3	0	1	0	1	3	1	2	3	1
Temporary Use By-Law	0	0	0	0	0	1	1	1	0	0	1	2	2
Interim Control By-Law	0	0	0	0	0	0	0	0	0	0	1	1	0
Deeming By-Law	0	1	0	1	1	0	0	0	0	0	0	0	0
Totals	79	81	83	94	57	82	76	72	85	66	109	102	97

Draft Plan Approved and Registered Subdivisions/Condominiums- 2022

Name	Number of Lots	Status
Place St. Laurent Subdivision-Phase 5	20	Final Approval
South Beech Street	7	Draft Plan Approved
Lumley Vacant Land Condominium	9	Draft Plan Approved

INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: 2022 Fourth Quarter Building Permit Activity

PREPARED BY: Chris Raabe, Director of Development & Chief Building Official

This report is intended to provide an update regarding permit activity for the fourth quarter of 2022.

The table below shows issued permits from January 1st to December 31st for the 2022 and a comparison to the previous 3 years for the same period.

For Period Ending March 31 Construction Class	Issued Permits			
	2019	2020	2021	2022
Institutional	4	8	0	4
Commercial	15	9	5	9
Agricultural	15	14	11	11
Residential				
New Dwelling	32	37	58	47
Addition/Renovation	67	43	41	27
Accessory Buildings & Other	35	37	49	61
Water/ Sewer	N/A	N/A	16	15
Wood Stove	2	1	0	2
Demolition	13	21	12	13
On-site Sewage Systems	49	65	76	48
Tents	13	3	10	10
Swimming Pool	18	25	25	32
TOTAL	263	263	303	279
Total Construction Value	\$21,194,462.14	\$23,340,689.00	\$40,495,783.71	\$44,702,239.96
Total Permit Fees	\$240,933.73	\$265,659.60	\$535,117.44	\$550,080.57

INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: Year End Report 2022- Enforcement

PREPARED BY: Veronique Brunet- Manager of Municipal Law Enforcement

BY-LAW ENFORCEMENT ACTIVITIES YEAR END REPORT

The Township of South Glengarry strives to provide services which focus on public safety and a balanced quality of life in our community.

The Enforcement department is responsible for the investigation and enforcement of municipal by-laws. Once a complaint is received, Administration investigates to determine if there is a violation(s) and will take the necessary steps to ensure the violation(s) is corrected and compliance is achieved. The 2022 year was a record year for By-law Enforcement, not only in complaints received but also in voluntary compliance.

KEY HIGHLIGHTS INCLUDE THE FOLLOWING:

By-law Enforcement managed 176 complaints in the 2022 calendar year. The following demonstrates the categorization by infraction:

Animal Control	44
Burn	5
Civic Blade	2
Clean Yards	43
Fence	2
General Inquiry	3
Nuisance	12
Pool Enclosure	5
Property Standards	20
Zoning	40
Total Counts	176

The following represents the last 5 years of complaints received per year:

	2018	2019	2020	2021	2022
Total number of Complaints per year	89	150	152	149	176

During the calendar year 2022, the Township received a total of 176 complaints. In 2021 the Township had received 149 - the number of complaints increased slightly.

SUMMARY OF BY-LAW ADMINISTRATION:

- 137 complaints were brought into compliance by the respective property owners following a discussion.
- 4 complaints were brought into compliance by the respective property owners following an informal or formal notice (see further breakdown below).
- 15 complaints required an order to meet compliance (see order breakdown below).
 - 2 of which required the Township to do the work.
- 24 complaints are still open working with the property owners to gain compliance.
- 1 complaint from 2021 is actively in Court.

NOTICE COMPLIANCE SUMMARY:

The Township was required to issue informal and formal notices for the following reasons;

Over 5-year history	1
No compliance following verbal notice	1
Result of Animal Attack Report	2

ORDER COMPLIANCE SUMMARY:

Only 11 orders (excluding Animal Attack Report Investigations) were required in order to meet compliance compared to 14 orders from 2021. Of the 11 orders, 3 owners received 2 orders each.

Reason Orders were issued:

Multiple repetitive occurrences	2
Dangerous Dog Orders	2
Over 5-year history	4
No compliance following notice	2
Township did the work	3
Result of Animal Attack Report	2

The numbers reflected above demonstrates a 91% compliance rate without using a formal method of enforcement (orders).

DOG ATTACKS

The year 2022 saw 14 reported dog attacks compared to 2021's 11 reports. The outcome of the investigations led to the issuance of 2 Dangerous Dog Orders, 2 Orders to Comply, and 2 Notice of Violations.

ANIMAL CONTROL ACTIVITIES YEAR END REPORT 2022:

The Township of South Glengarry has an independent contract with Kevin Casselman for Animal Control, specifically Dog's At Large, needs throughout the year.

Mr. Casselman is available by phone 24/7, 365 days a year. He operates a pound out of South Dundas where any dog obtained while on patrol is brought to and assessed. When he receives a report regarding a dog roaming at large he responds to the location and when possible, obtains the dog. These numbers will be provided to Council at a later date.

INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: Utility Locates

PREPARED BY: Sarah McDonald, P. Eng. – GM Infrastructure
Dillen Seguin, Director Water & Waste Water

What is a Locate?

Locates are ground markings identifying the position of utility lines based on records or electronic locating equipment, and the associated necessary documentation such as a locate sheet. Ground markings consist of different colours that are used to reflect each type of infrastructure (gas, hydro, water / wastewater, sewer, etc.).

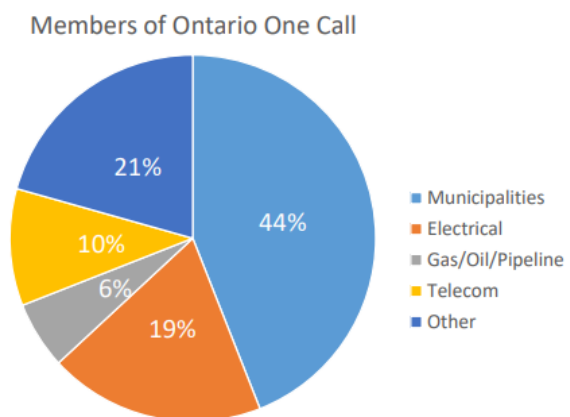
Ontario One Call requires a minimum of five business day's notice to allow infrastructure owners enough time to complete their response.

Ontario One Call - High Level Responsibilities

Ontario One Call – communication link between those who want to dig and those who own underground infrastructure

Excavator – required to request a locate through Ontario One Call before they excavate and can only excavate if they have received valid locates or clearances from Notified Members

Member – underground infrastructure owners must be members and **all municipalities are members of Ontario One Call**



South Glengarry and Locates

South Glengarry receives over 320 locate requests each year. We are required to review and action each locate request. Underground infrastructure owned by the Township includes water, wastewater, and stormwater. The process for reviewing and actioning a locate includes:

1. An initial review to determine if the locate can be cleared (end of review) or if the process needs to continue
2. Desktop review of the as-built drawings to locate the underground infrastructure
3. Site visit to mark / clear locate
4. Paperwork to draw the locate and submit to the Excavator.
5. Close locate request for compliance through Ontario One Call

The time to complete a locate is dependent on complexity and size of the locate. A single locate can easily surpass the assumed average with multiple operators working together to complete the work. Two examples of non-standard locate requests include:

- Lancaster Bridge Project - marked and remarked every 90 days for the 3-year project duration
- Glen Walter Gas Line Expansion - 1.3 km of pipe work and services located

South Glengarry's 2022 Locate Statistics

All locates received by the Township of South Glengarry need to be reviewed since locates are only sent to the municipality by Ontario One Call if they are in an area with potential services. During 2022, the Township received 370 locate requests, 163 were cleared through an initial desktop review and 207 required a detailed review / field work.

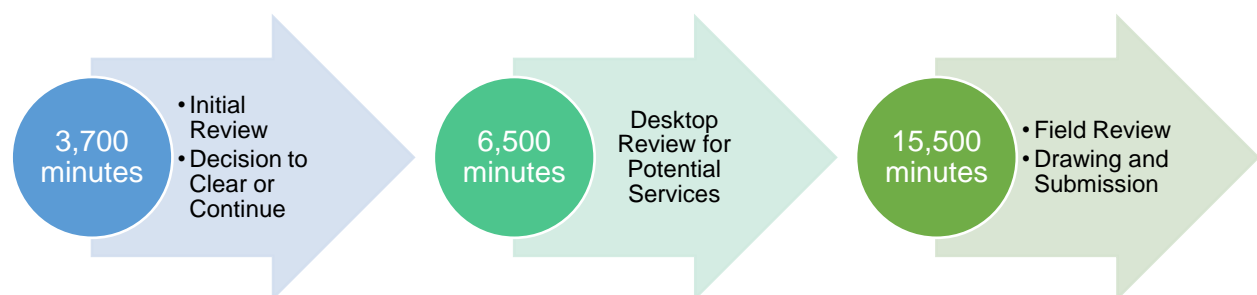
Table 1. 2022 South Glengarry Locate Summary

Locates	2020	2021	2022
Received	322	377	370
Cleared from Desk	Unknown		163
Field Review			207

The estimated time spent during 2022 by the Water Division reviewing locates was:

430 hours or 10 weeks

The estimated time allocation for locate requests during 2022 (assuming one operator performing each locate once) is shown in the figure below.





REGULATION CHANGES AND BEST PRACTICES FOR UNDERGROUND LOCATES

**Municipal Engineers Association
Board Presentation - November 15, 2022**





WHO IS ONTARIO ONE CALL?

- Established under the Ontario Underground Infrastructure Notification System Act, 2012 (Bill 8, 'One Call Act')
- Not-for-profit company with Board representation from various industry sectors: Municipal & Gov't, Telecom, Gas & Oil, Electricity, Excavators and other Property Owners
- Operate Notification System – communication link between those who want to dig and those who own underground infrastructure
- Education and promotion of best practices
- Monitor locate performance of members and assign penalties





HIGH-LEVEL RESPONSIBILITIES

Excavator

- Required to request a locate through Ontario One Call before they excavate.
- Can only excavate if they have received valid locates (field markings & paperwork) or clearances from all Notified Members

Member

- Underground Infrastructure owners must be Members and provide mapping of their underground infrastructure
- Members must provide locates when notified by Ontario One Call of an excavation and update Ontario One Call's 360 Feedback upon completion within the legislated timeframes

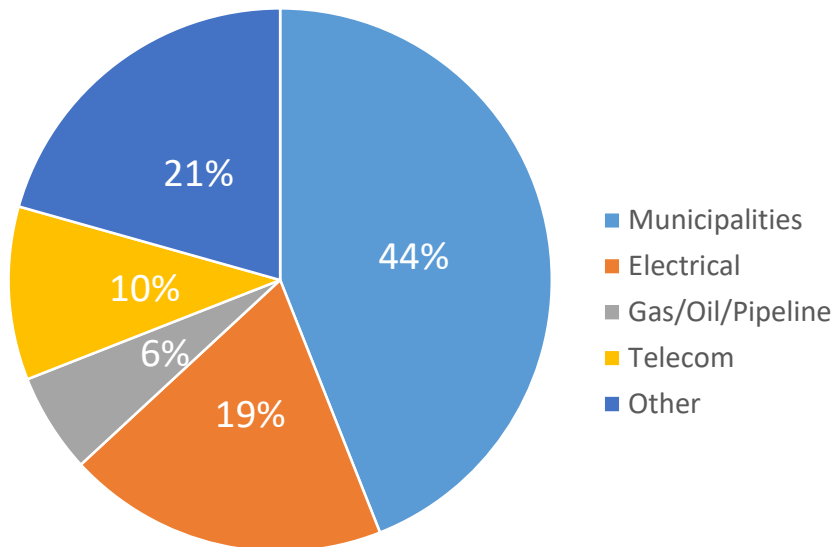




MEMBERS OF ONTARIO ONE CALL

Members of Ontario One Call

- All Municipalities are Members of Ontario One Call
- Municipalities represent 44% of Ontario One Call's Membership





REGULATION CHANGES

GETTING ONTARIO CONNECTED ACT

- Bill 93, the Getting Ontario Connected Act, received royal assent on April 14th, 2022, and significantly updated One Call Act
 - Schedule 1 – Amends Building Broadband Faster Act, 2021
 - Schedule 2 – Amends the Ontario Underground Infrastructure Notification System Act, 2012
- Main Reasons
 - Enable faster delivery of broadband projects
 - Remove barriers for the timely delivery of locates, enhance governance and oversight
 - Improve compliance tools





REGULATION CHANGES...

GETTING ONTARIO CONNECTED ACT

- **Schedule 1 – Amends Building Broadband Faster Act, 2021**
 - Advance notification requirements, 60 day compliance timeline for works required to support broadband projects
 - Municipal service and right of way access application timelines:
 - 10 business day response for projects 30 kms or less
 - 15 business day response for projects more than 30 kms
 - Data sharing timelines: within 15 days of notification for infrastructure within 10 metres of a broadband project
 - Prescribed use of Dedicator Locator for broadband projects with some exceptions for main transmission lines of Gas, Oil & Hydro





REGULATION CHANGES...

GETTING ONTARIO CONNECTED ACT

- **Schedule 2 - Amends the Ontario Underground Infrastructure Notification System Act, 2012**
 - Mandated use of Dedicated Locator for certain projects w/ 90 days notification – excludes main transmission lines of Gas, Oil & Hydro
 - New penalty/compensation mechanisms for excavators/members
 - Prohibitions including locate requests 30 days prior to an excavation planned start and ticket dumping
 - Locate sharing permitted
 - Minimum locate validity period of 60 days
 - Requirements for publishing member Locate Performance
 - Mandatory MOU and Ministry input on Board Composition





PENDING REGULATIONS...

- Draft Regulations which outline Ontario One Call's Administrative Penalty Regime:
 - Strengthen enforcement
 - Promote compliance
- The regime would allow for daily penalties to be imposed for the prescribed contraventions.
 - For example, if a standard locate is delayed beyond the legislated five business days, each day the locate is delayed could be subject to \$500 daily penalties for this contravention. Total penalty amount for a contravention would not exceed \$10,000.
- One Call would be responsible for determining which compliance and/or enforcement tools it exercises in a particular situation.
- The Proposed Regulation is on Ontario's Regulatory Registry and Feedback is due by November 21, 2022





BEST PRACTICES TO BE COMPLIANT

1. **Update Mapping with Ontario One Call.** Not providing accurate, up-to-date, or refined mapping could create over notifications.
 - Establish and use pre-clearance criteria to reduce field locates
 - Less Notifications = More available resources to improve locate delivery services
2. **Use Dedicated Locator Model for Municipal projects** – one locate service provider (DSLPP) for all Member Locates for the entirety of the project
 - Speeds up Municipal projects – keeps them on-time and in-budget
 - More efficient use of locator resources
3. **Accurate Locate Request Submissions** – Have the contractors who work for you become certified Locate Administrators, via the Professional Locate Administrator Course (PLAC)
 - Improve locate requests and reduce delays
 - Mitigates suspended tickets
 - Avoid misuse and abuses of the system





DEDICATED LOCATOR COMPONENTS

Project Owner

- Selects Dedicated Locator Provider
- Pays for Service
- Submits 90 day Project Notice to Ontario One Call
- Enters Agreement with DLSP

Ontario One Call

- Communication link
- Identify Members in the vicinity of work area
- Notify affected Members of proposed Dedicated Locator Project
- Liaison with Project Owner, Members, and DLSP

Infrastructure Owners (ON1Call Members)

- Required to be part of Dedicated Locator Program
- Enters Agreement with DLSP
- Provides records/mapping within 10 business days of project notification

Dedicated Locator Service Provider (DLSP)

- Single resource providing all locates for DL project
- Enters Agreements with Infrastructure Owners and Project Owner
- Complete all locates within 10 business days or as instructed by Project Owner





MORE INFO:

- Ontario One Call: www.ontarioonecall.ca
- Dedicated Locator Model: <https://www.ontarioonecall.ca/dl/>
- Professional Locate Administrator Course (PLAC):
 - Self-guided online course available 24/7 (\$96)
www.ontarioonecall.ca/plac/
- General Inquiries: Solutions@OntarioOneCall.ca



INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: Departmental Update – Corporate Services
(December 2022)

PREPARED BY: Kelli Campeau, GM Corporate Services/Clerk

CAO'S OFFICE

- Attended Council, budget and committee meetings.
- Met with and addressed various constituent concerns and complaints.
- Attended and facilitated management team meetings.
- Managed various HR matters.
- Participated in departmental budget meetings.
- Continued work on various legal files.
- Continued work on various files for the Cornwall Regional Airport Commission.
- Completed Safe Drinking Water Act training.
- Attended Provincial Offences panel meeting.
- Attended Cornwall Economic Development Year in Review meeting.
- Attended St. Vincent Food Drive donation event.

CLERK'S OFFICE

- Council and committee agenda/meeting preparation, facilitation and wrap-up.
- Attended management team meetings.
- Preparation of Staff Reports and by-laws for Council meetings.
- Provided Commissioner of Oath and licensing services (marriage and lottery).
- Completed AMCTO Corporate Workshop – Civil Marriage Solemnization
- Work on various Freedom of Information files, including appeal mediation.
- Participated in departmental budget meeting.
- Completed year end filing.
- Participated in kick-off meeting for StoneShare EDRMS project.
- Assisted with administration and financials for Cornwall Regional Airport Commission.
- Provided backup reception coverage as needed.

COMMUNICATIONS

- Daily preparation of website and social media content.
- Responded to general inquiries received through website and social media.
- Assisted with the implementation of Voyent! Alert public portal.
- Management of Council meeting technology and livestream.
- Continued implementation of Recycle Coach app.
- Implementation of Be Prepared emergency management social media campaign.
- Preparation of Council Meeting newsletters.

COMMUNICATIONS STATS

- YouTube Stats:
 - +11 subscribers
 - 566 video views
 - Most watched videos:
 - December 5, 2022 Regular Meeting (144 views)
 - December 19, 2022 Regular Meeting (96 views)
 - December 9, 2022 Special Budget Meeting (92 views)
- Website – Most Popular Searches:
 - Asset management plan (9)
 - 2023 Calendar (5)
 - Landfill sites (4)
 - Committee applications (3)
 - Marriage licence (3)
- Facebook Stats – Posts with Highest Reach
 - Highway 401 Closure – Plane (11.5K)
 - Holiday Waste Collection Info (11.1K)
 - Char-Lan Thank You Training Props (9.6)
 - Winner – Light Up South Glengarry (6.3K)
 - Winter Road Condition Update (5.4K)

INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: Departmental Update – Finance (December 2022)

PREPARED BY: Suday Jain, Treasurer & GM of Finance

AR Activity:

- Completed final 2022 water/wastewater billings
- Sent out pre-authorized payment letters to inform residents of new monthly amounts; added residents to pre-authorized payments program
- Sent out property tax reminder notices
- Ensured mortgage companies are up-to-date on property taxes
- Processed severances

AP Activity

- Continued payment of invoices, keeping our suppliers current
- Reviewed AP processes with Treasury to ensure that proper signatures are collected before cheques and EFTs are released for payment

Treasury Activity

- Continued preparation of 2023 Draft Operating Budget for Council adoption
- Continued preparation of 2023 Airport Operating Budget, finalized 2021 Airport financials, began year-end preparation for 2022 Airport financials and 2022 Airport audit
- Reviewed AP processes and initiated the implementation of Digital Cheque Services with BMO to mitigate risk of cheque fraud
- Engaged with tax consultant to initiate review of HST rebate postings
- Reviewed responses to External Auditing Services RFP
- Reviewed year-end process for municipal drains with Drainage Superintendent
- Ongoing review of tax arrears and tax arrears policy

INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: Departmental Update – Parks, Recreation and Culture (December 2022)

PREPARED BY: Sherry-Lynn Servage, GM of Parks, Rec and Culture

ADMINISTRATION:

- Facility bookings and coordination
- Book King Set Up – Financials
- Green and Inclusive Community Building Grant – ongoing
- Grant Funding Coordination and Reporting – ongoing
- Peanut Line maintenance
- Lancaster Library – Lease Agreement
- Decorative Snowflakes – coordinating with Hydro One
- Budget Planning 2023
- 2023 Project Planning sheets
- CLRC Bell Fibe coordinating – installation, electrician, IT
- Char-Lan Recreation Centre Drainage Research – ongoing
- Char-Lan Recreation Centre – workshop column repairs
- RFQ 24-2022 – Tree and Stump Removal
 - Implementation
- Char-Lan Recreation Centre Floor and Dasher Board Project
 - Net Extension
 - Lift gate chain repairs
- External Meetings
 - Parks Canada – Cairn Future Interpretation Site
 - Fed Dev Ontario –Grant
 - ICIP Culture – Grant
 - Bainsville Recreation Association – New Chair introduction
 - Lancaster Legion - Insurance
- Internal Meetings
 - Finance Dept. and CAO – budget planning - ongoing
 - Departmental Team Meetings – ongoing

- Management meetings – ongoing
- Emergency management – storm preparation

OPERATIONS

- Addressing ongoing vandalism at parks and facilities
- Outdoor rink preparations
- Lancaster Library – snow guard installed
- Recreation facility prep, cleaning and maintenance - ongoing
- Schedules – Facility Operators and students
- Tree management – ongoing
- Refrigeration plant monitoring during ice storm
- Ongoing maintenance requests
 - Lancaster Library
 - Lan-Char Medical Centre/Dentist
 - Main Office
 - Loyalist and Nor'Westers Museum
- Park and Peanut Line inspections and maintenance
- Garbage pickup

HEALTH AND SAFETY

- Building and site inspections continue.
- Facility lift and fall arrest inspections

INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: Departmental Update – Fire Services
(December 2022)

PREPARED BY: Dave Robertson, Fire Chief

OPERATIONS AND RESPONSES:

- Motor Vehicle Collisions: 8
- Alarms: 5. Medical: 6
- Burn Complaint / Unauthorized Burns: 1
- Fire – Structural: 2, Brush / Grass: 1, Vehicle: 2, Other:
- False 1: Public Hazard: 1
- Rescue: 2
- Incidents of note.
 - Aircraft collision on Hwy 401
 - Commercial structure fire, 2nd Line Rd
 - Residential structure fire, Robertson Rd

TRAINING:

- Medical Training
- Fire behaviour
- SCBA refill station system
- Decontamination equipment
- Gear washing procedures
- Firefighter II exams

FIRE PREVENTION:

- Fire investigations
- Property inspections and public assistance.

HEALTH AND SAFETY:

- Building inspections continue

ADMINISTRATION:

- Fire Chief attended Canadian Association of Fire Chief's Government Relations meetings in Ottawa. (Personal time)
- Budget preparations

- Meeting with Counties Fire Chiefs, the Ontario Fire Marshal's office and the OPP regarding suspicious fires within Glengarry and Stormont.
- 2023 Recruitment interviews
- Continued discussions with Parks Canada on joint water storage project in Williamstown.

INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry



MEETING DATE: January 16, 2023

SUBJECT: Departmental Update – Planning, Building and Enforcement (December 2022)

PREPARED BY: Joanne Haley, GM Planning, Building and Enforcement

Planning

- Received, processed and reviewed consent, minor variance, site plan control and zoning amendment applications
- Prepared staff reports and information reports for Council meetings
- Conducted pre-consultation meetings with members of the public for planning inquiries
- Worked on subdivision files in various stages
- Participated in biweekly/weekly Management Meetings
- Reviewed draft staff/info reports
- Prepared staff reports and info reports
- Conducted site visits
- Attended and organized public meetings
- Attended Council meetings
- Worked on Capital Budget
- Attended Provincial Offences Court
- Worked on an extensive FOI request
- Worked on land acquisition and disposition

Building

- Received and processed building permit applications
- Conducted pre-consultation sessions with members of the public for building permit inquiries
- Attended various walk-in appointments with the public
- Conducted building inspections
- Completed Site Plan Control reviews
- Prepared work order reports for lawyers
- Conducted septic system file searches
- Prepared statistical reports for Tarion, MPAC, CMHC, and Statistics Canada
- Received applications for and assigned civic addresses
- Ordered and distributed civic address signs and posts

- Applied, reviewed, and issued building permits via Cloudpermit
- Assigned civic addresses to new residential dwellings
- Inspected open legacy building permits as a result of work order requests
- Addressed reports and internal sightings of residents building without permits
- Attended SD&G Building Officials meeting
- Attended provincial offences court

GIS & Planning

- Performed duties as Building Information Officer (BIO).
- Filed in TOMRMS zoning by-laws, site plan control, subdivision, consents.
- Prepared mailed out and mailed minor variance and zoning amendment notices along with minutes and decisions.
- Provide owner information for waste disposal mailout.
- Provide review for FOI request.
- Prepared maps for staff as required (Building, Planning).
- Commissioned documents as required.
- Prepare updated snow plow routes maps (ongoing).
- Prepare AssetID, municipal drain and culvert map for GM – Infrastructure. (ongoing)
- Update year end Minor Variance layer in GIS.
- Complete base map for future use.

By- Law

- Responded and investigated By-law complaints.
- Arranged and attended meetings with the public.
- Responded to inquiries from the public.
- Attended Court for rendering of decision.
- Attended MLEOA Board Meeting virtually.

Economic Development

- Designed, advertised, and promoted the “Eat Local” campaign
- Attended a local EDO event with guest speakers (OMAFRA, OFA, MEDJCT, BDC & ACC Futures)
- Communicated and provided support to businesses for new funding programs
- Responded to general inquiries from existing and potential business owners
- Presented EDO 2022 Activity Report to CAO
- Responded to real estate and developer inquiries

Emergency Planning

- Monitored all EMO situation reports and updates
- Completed update to the Emergency Plan
- Completed Provincial Annual Compliance Report
- Monitored and attended meetings during December 24, 2022 power outage and storm



Corporation of the United Counties of Stormont, Dundas and Glengarry
REGULAR COUNCIL MINUTES

December 19, 2022, 9:00 a.m.

Council Chambers, Suite 321, 26 Pitt Street, Cornwall

Members Present: Warden T. Fraser, Councillors T. Bergeron, J. Broad, S. Densham, A. Guindon, F. Landry, M. Lang, J. MacDonald, L. McDonald, B. McGillis, M. St. Pierre, C. Williams

Staff Present: CAO Simpson, Clerk Casselman, Director de Haan, Director Franklin, Director Russell, Director St-Onge, Director Young, Manager of Infrastructure Jans, Communications Coordinator Lihou, Tourism Coordinator Belanger, Manager of Economic Development Kirkpatrick

1. Call Meeting to Order by Resolution

Resolution No. 2022-211

Moved by Councillor Bergeron

Seconded by Councillor Broad

THAT the meeting of the Council of the United Counties of Stormont, Dundas and Glengarry be hereby called to order.

CARRIED

2. Adoption of Agenda

Resolution No. 2022-212

Moved by Councillor Broad

Seconded by Councillor St. Pierre

THAT Council approve the agenda.

CARRIED

3. Disclosure of Pecuniary Interest and General Nature Thereof

4. Adoption of Minutes

4.1 October 17, November 21 & December 2, 2022

Resolution No. 2022-213

Moved by Councillor Landry

Seconded by Councillor McGillis

THAT the minutes of the meetings, including the in-camera minutes, of the Council of the United Counties of Stormont, Dundas and Glengarry, held October 17, November 21 and December 2, 2022, be adopted as circulated.

CARRIED

5. Delegations

5.1 OPP Detachment Commander Marc Hemmerick

OPP Detachment Commander Hemmerick and Outpatient Manager of Clinical Services Quesnel, from the Cornwall Community Hospital, provided a presentation on the Mobile Crisis Response Program that was launched in 2020. DC Hemmerick requested permanent funding to support the program.

5.2 The St. Lawrence River Institute - Dr. Jeff Ridal, Executive Director, Dr. Brian Hickey, Program Leader for Education

Dr. Ridal and Dr. Hickey from the St. Lawrence River Institute provided an overview of key projects and requested funding support for research and education initiatives in 2023.

6. Action Requests

6.1 Corporate Services

a. 2022 Cost of Living Adjustment

Moved by Councillor Densham

Seconded by Councillor Bergeron

THAT the Council of the United Counties of Stormont, Dundas and Glengarry approve that Article 13.7 of the County's Personnel Policy Manual be deleted in its entirety and replaced with the following:

"The County's non-union salary grid will be adjusted annually based on a 3-year rolling average of the Consumer Price Index for Ontario. The adjustment will be effective January 1st each year and based on the 3-year average of the Consumer Price Index for Ontario for the 3 years immediately preceding the year of the increase. In the event of a negative average, the non-union salary grid will remain unchanged for the ensuing year."

The following amendment to the main motion was put forward:

Resolution No. 2022-214

Moved by Councillor Broad

Seconded by Councillor Lang

THAT the main motion be amended by proceeding with report Option 4.

CARRIED

Resolution No. 2022-215

Moved by Councillor Densham

Seconded by Councillor Bergeron

THAT the Council of the United Counties of Stormont, Dundas and Glengarry approve that Article 13.7 of the County's Personnel Policy Manual be deleted in its entirety and replaced with the following:

"The County's non-union salary grid will be adjusted annually between 1% and 3%, provided that the Consumer Price Index (CPI) for Ontario falls within those parameters. If the actual CPI for the preceding year is less than 1%, an increase of 1% will be provided. If CPI for the preceding year is greater than 3%, an increase of 3% will be provided."

CARRIED

b. South Nation River Conservation Board of Directors – Public Representative, Minister’s Exception Request

Resolution No. 2022-216

Moved by Councillor Broad

Seconded by Councillor St. Pierre

WHEREAS The United Counties of Stormont, Dundas and Glengarry is apportioned three (3) members of the twelve (12) member South Nation River Conservation Authority Board of Directors in accordance with Order in Council 316-96; and

WHEREAS the majority of the Township of North Dundas is within the South Nation River Conservation Authority jurisdiction and as per past practice has appointed one (1) of the three (3) members; and

WHEREAS the *Conservation Authorities Act* now requires a participating municipality of a conservation authority to ensure that at least 70 percent of its appointees are selected from among the members of municipal council; and

WHEREAS the *Conservation Authorities Act* allows a participating municipality to apply to the Minister of Natural Resources and Forestry to appoint a public member representative; and

WHEREAS Bill Smirle of the Township of North Dundas has served on the South Nation River Conservation Authority Board of Directors for twelve (12) years with a majority of his terms spent on the executive.

THEREFORE BE IT RESOLVED THAT the Council of the United Counties of Stormont, Dundas and Glengarry authorizes the Chief Administrative Officer to request a Minister’s exception under subsection 14 (1.2) of the *Conservation Authorities Act* for Mr. Bill Smirle of the Township of North Dundas to serve on the South Nation River Conservation Authority Board of Directors as a representative of the United Counties of Stormont, Dundas and Glengarry for a four year term (2023-2026).

CARRIED

6.2 Financial Services

a. Occupational Accident Insurance Renewal

Resolution No. 2022-217

Moved by Councillor Broad

Seconded by Councillor McGillis

THAT the Council of the United Counties of Stormont, Dundas and Glengarry accept the proposal from Chubb Insurance Company of Canada for the January 1, 2023, renewal of the Occupational Accident Insurance Policy at a premium of \$7,343 plus tax; and the Excess Workers' Compensation Indemnity Policy at a premium of \$45,293 plus tax; and

THAT the Director of Financial Services/Treasurer be authorized to sign all necessary documents to give effect to the contracts.

CARRIED

Council took a brief recess at 10:24 a.m. The meeting resumed at 10:33 a.m.

6.3 Transportation

a. 4-yr Resurfacing Plan

Resolution No. 2022-218

Moved by Councillor Bergeron

Seconded by Councillor Densham

THAT the Council of the United Counties of Stormont, Dundas and Glengarry endorse the attached 4-Year Resurfacing Plan as prepared by CD Watters Engineering Ltd.

CARRIED

b. Assumption of a New County Road – Long Sault Logistics Village Development

Resolution No. 2022-219

Moved by Councillor Densham

Seconded by Councillor Landry

THAT the Council of the United Counties of Stormont, Dundas and Glengarry support in principle the assumption of the proposed Long Sault Logistic Village Road as a County Road subject to final confirmation through the impending Road Rationalization Review.

CARRIED

6.4 Planning

a. Pre-Budget approval – Floodplain Mapping for the South Branch of the South Nation River

Resolution No. 2022-220

Moved by Councillor McGillis

Seconded by Councillor Bergeron

THAT the Council of the United Counties of Stormont, Dundas and Glengarry approves SDG's contribution of \$93,200 towards floodplain mapping of the South Branch of the South Nation River and directs staff to include \$46,600 towards the project in the 2023 Budget.

CARRIED

b. Bill 23 Implications for SDG

Resolution No. 2022-221

Moved by Councillor Broad

Seconded by Councillor McGillis

THAT the Council of the United Counties of Stormont, Dundas and Glengarry receive the "Bill 23 Implications for SDG" report; and

THAT Council confirms that SDG will continue to require public meetings for plans of subdivision/condominium applications to hear from affected residents and stakeholders; and

THAT Council direct staff to develop a public consultation policy in consultation with local municipalities to determine the effective format for public consultation for plans of subdivision / condominium.

CARRIED

6.5 Court Services

6.6 County Library

6.7 IT Services

7. Tenders and Quotations

8. By-laws

8.1 CAO Appointment By-Law

Resolution No. 2022-222

Moved by Councillor St. Pierre

Seconded by Councillor Densham

THAT By-Law No. 5380, being a by-law to appoint Maureen Adams as Chief Administrative Officer/Deputy-Clerk for the United Counties of Stormont, Dundas and Glengarry effective January 3, 2023, be read and passed in Open Council, signed and sealed.

CARRIED

8.2 Official Plan Amendment No. 16- Heinrich & Getruda Bartsch

Resolution No. 2022-223

Moved by Councillor Bergeron

Seconded by Councillor St. Pierre

THAT By-law No. 5381, being a by-law to adopt Official Plan Amendment No. 16 to the Official Plan of the United Counties of Stormont, Dundas and Glengarry, be read and passed in Open Council, signed and sealed.

CARRIED

9. Consent Agenda

Resolution No. 2022-224

Moved by Councillor St. Pierre

Seconded by Councillor Densham

THAT all items listed under the Consent Agenda section of the agenda be received for information purposes.

CARRIED

9.1 Monthly Activity Summaries

9.2 Monthly Financial Summary

9.3 SDG Library Branch Reports

10. Boards and Committees

Clerk Casselman stated that the various appointments to board and committees would be finalized at the January meeting.

11. Key Information

11.1 2023 Council Meeting Dates

Clerk Casselman provided the 2023 meeting dates and highlighted that 2023 budget meetings were scheduled for February 15 and 16, 2023.

11.2 Use of SDG 1 and SDG 18 an Alternative EDR (2023)

Director de Haan presented information on the proposed alternate Highway 401 Emergency Detour Route on County Road 1 and County Road 18 in order to facilitate critical infrastructure work being completed by the Township of Edwardsburgh Cardinal.

11.3 Community Forest Working Group and Forest Use Policy

Director de Haan provided Council with a draft Terms of Reference for the proposed Community Forest Working Group.

11.4 Bridges and Large Culverts - Funding Risks

Manager of Infrastructure Jans provided an overview of the investment required for upcoming bridge and culvert work in 2023.

11.5 Street Lighting Review at the Intersection of County Road 30 and County Road 22

Director de Haan presented the results of the streetlight installation review for intersection of County Road 30 and County Road 22. Director de Haan also noted that Council may want to consider reviewing Policy 2-8 "Traffic Control Signals, Flashing Beacons and Illumination" in the future.

Resolution No. 2022-225

Moved by Councillor MacDonald

Seconded by Councillor McGillis

THAT staff be directed to install a streetlight at the intersection of County Road 30 and County Road 22 in North Glengarry; and;

THAT staff also be directed to review the streetlight policy and bring it back in the new year for review by Council.

CARRIED

Council took a recess for lunch at 12:01 p.m. The meeting resumed at 12:40 p.m.
Councillor L. McDonald left the meeting at 12:40 p.m.

11.6 Presentation of Findings and Recommendations, SDG 43 and SDG 7

Chris Redden, Parsons, presented the findings of the safety review conducted at the intersection of County Road 7 and County Road 43. A variety of major and minor interventions to improve safety were presented. Council directed staff to gather additional data on daytime collisions and report back to Council on the proposed recommendations.

11.7 Upcoming Official Plan Amendments

Director Young provided information to Council on upcoming Official Plan amendments.

11.8 Economic Development and Tourism - Activities Report - Dec 2022

Manager of Economic Development Kirkpatrick provided an update on recent economic development activities. Key highlights included business expansion, support, and outreach initiatives, the regional incentives program and the Date My County contest.

Tourism Coordinator Belanger provided an overview of key tourism activities. This included feature videos and commercials highlighting local business and attractions that encouraged tourists to visit SDG.

11.9 SDG Historic Tour Update - December 2022 Update

Communications Coordinator Lihou provided an update on the first phase of the SDG Historic Tour plaque project. Three plaques will be installed in

each of the six local municipalities in the spring of 2023. In addition, the featured artwork of the plaques were printed as wall calendars available for purchase. Additional phases of the project will be investigated further in 2023.

12. Motions and Notices of Motions

13. Petitions

14. Miscellaneous Business

15. Unfinished Business Summary

16. Closed Session

Resolution No. 2022-226

Moved by Councillor Landry

Seconded by Theresa Bergeron

THAT Council proceed in-camera pursuant to Section 239(2)(e) of the Municipal Act, 2001 - litigation or potential litigation including matters before administrative tribunals, affecting the municipality or local board: Legal Matter.

CARRIED

Resolution No. 2022-227

Moved by Jason Broad

Seconded by Councillor McGillis

THAT Council rise and reconvene without reporting.

CARRIED

17. Ratification By-law

Resolution No. 2022-228

Moved by Theresa Bergeron

Seconded by Councillor Landry

THAT By-Law No. 5382, being a by-law to adopt, confirm and ratify matters dealt with by resolution, be read and passed in Open Council, signed and sealed.

CARRIED

Each member of County Council provided congratulatory remarks to CAO Simpson on his retirement.

18. Adjournment by Resolution

Resolution No. 2022-229

Moved by Councillor Landry

Seconded by Councillor McGillis

THAT Council adjourn to the call of the Chair.

CARRIED

Warden

Clerk

December 19, 2022

MINUTES OF
COMMITTEE OF ADJUSTMENT

Township of South Glengarry

A meeting of the Committee of Adjustment was held at 6:00pm on December 19, 2022 via a public meeting and zoom webinar.

Committee Members present were: Mayor Lachlan McDonald (Chairperson), Deputy Mayor Martin Lang, Councillor Stephanie Jaworski, Councillor Sam McDonell, Councillor Trevor Bougie, Deputy Clerk Crystal Lebrun, and Secretary-Treasurer Joanne Haley

MOVED BY: Stephanie Jaworski

SECONDED BY: Martin Lang

BE IT RESOLVED THAT the Committee of Adjustment meeting of November 7, 2022 is hereby called to order.

CARRIED

Meeting was called to order at 6:00pm

Chair Mayor Lachlan McDonald confirmed that there were no additions to the agenda.

Approval of Agenda

MOVED BY: Stephanie Jaworski

SECONDED BY: Sam McDonell

BE IT RESOLVED THAT the Agenda of the December 19, 2022 meeting be approved as presented.

CARRIED

Approval of Minutes

MOVED BY: Sam McDonell

SECONDED BY: Martin Lang

BE IT RESOLVED THAT the Minutes of the November 7, 2022 meeting be approved as presented.

CARRIED

Declaration of Pecuniary Interest

None

Members of the public that participated in this meeting via zoom or in person were as follows:

- Lynn Lafave – 19698 Warren St – A-28-22 – owner/applicant
- Todd & Wendy Rozon – A-29-22 – owner/agent

Review of Application:

1. Application A-28-22-Lafave

- **Subject Property:**
 - Part of Lot 8, Registered Plan 19, in the Geographic Township of Charlottenburgh, now in the Township of South Glengarry, County of Glengarry, located at 19698 Warren Street, Williamstown.
 - The subject property is 0.19 acres in area.
- **Proposed Minor Variance:**
 - The owner has commenced construction of a residential detached garage that is located closer to the front lot line than approved therefore, the following relief from the Zoning By-Law 38-09 is requested:
 - Part 6.2- To reduce the front yard setback from 6 meters to 2.04 meters and to increase the lot coverage from 20% to 35.35%.
- **Planning:**
 - The property is designated Rural Settlement Area in the County Official Plan. This application conforms to the general intent of the Official Plan.
 - The property is zoned Residential One (R1) and conforms to the general intent of the Zoning By-law.
- **Consultation:**
 - This application was circulated to the Raisin Region Conservation Authority (RRCA) and I have received the following comments:
 - The RRCA has reviewed the minor variance notice for A-28-22.
 - The RRCA has had the opportunity to previously review the location of the structure in question. Our main concern was the distance from the watercourse. We have been able to come to an agreement with the property owner and the Township on the watercourse setback to the satisfaction of the RRCA.
 - The RRCA does not object to this minor variance as presented with regards to the front yard setback and lot coverage.
 - This application was circulated to all abutting property owners within 60 meters and applicable municipal staff; I have not received any written or verbal comments to date.
 - Planning and Building Departments support this application and recommend it to be approved.

Discussion:

Member Stephanie Jaworski asked if there are any issues with the construction being closer to the road, does it have any affect on the road.

Mrs. Joanne Haley explained the application was circulated to the roads department however the roads department did not have time to respond. In terms of the application, 2 meters is not

uncommon in some of the village settings. The preference would be to meet the 6-meter set back to allow space to manoeuvre a car or park a car.

Mrs. Lynn Lafave explained how they measure the setback and apologized for the error.

MOVED BY: Martin Lang

SECONDED BY: Sam McDonell

CARRIED

This application has been **Approved** as the variance is considered minor in nature and desirable for the use of the land. No public comments were received regarding this application that resulted in the need to refuse the application; therefore, the committee **approves** the application.

2. Application A-29-22-Rozon (Rozon)

- **Subject Property:**

- Part of Lot 33, Registered Plan 19, in the Geographic Township of Charlottenburgh, now in the Township of South Glengarry, County of Glengarry, located at 19679 William Street, Williamstown.
- The subject property is 0.26 acres in area.

- **Proposed Minor Variance:**

- The owners propose to demolish the existing single detached dwelling and to construct a new detached dwelling, most of the dwelling will be constructed on the identical footprint with a few exceptions, therefore the following relief from the Zoning By-Law 38-09 is requested:
 - Part 6.2- To reduce the front yard setback from 6 meters to 0.80 meters to the proposed covered deck.
 - Part 3.37 (7) (c) To reduce the Watercourse Setback from 30 meters to 10.96 meters to the northwest portion of the proposed dwelling and to 9.17 meters to the northeast portion of the proposed deck.

- **Planning:**

- The property is designated Rural Settlement Area in the County Official Plan. This application conforms to the general intent of the Official Plan.
- The property is zoned Residential One (R1) and Natural Hazard (HZ). The proposed addition conforms to the general intent of the Zoning By-law.

- **Consultation:**

- This application was circulated to the Raisin Region Conservation Authority (RRCA) and I have received the following comments:
 - The RRCA has reviewed the site plan for this Minor Variance.
 - Based on the existing dwelling's footprint, the RRCA does not object to the reduction in watercourse setback.
 - A significant concern at this location is slope stability. The geotechnical report contains recommendations that should be followed to ensure the safety of the new dwelling.
 - The RRCA will also be able to provide comments and conditions in the O. Reg. 175/06 permit required for this building under the Conservation Authorities Act.

- This application was circulated to all abutting property owners within 60 meters and applicable municipal staff. To date I have no written or verbal comments from the public.
- Planning and Building support this application and recommend it to be approved.

Discussion:

Member Stephanie Jaworski asked Mrs. Joanne Haley for clarification on the watercourse setback and the previous building envelope if they are the same.

Mrs. Joanne Haley explained that they are essentially the same. For watercourse setback the Township looks at if they are building on an established footprint or if there is a new portion of the dwelling that is within the established building line. In this case there is no new portion of the dwelling going closer to the water than what is there now.

Member Sam McDonell is happy with moving this forward.

Mr. Todd Rozon explained who the previous owner was and what their intentions were and the decision to tear it down to have everything square and working as it is supposed to do. In addition to rebuilding a wrap around porch on the west side, and an addition however all on the same footprint. It will look similar to the houses around, so it fits in in the village.

MOVED BY: Sam McDonell

SECONDED BY: Stephanie Jaworski

CARRIED

This application has been **Approved** as the variance is considered minor in nature and desirable for the use of the land. No public comments were received regarding this application that resulted in the need to refuse the application; therefore, the committee **approves** the application.

Next Meeting date: January 16, 2023

Adjournment

BE IT RESOLVED THAT the meeting of December 19, 2022 be adjourned to the call of the Chair @ 6:19pm

From: Coelho, Sanjay (MECP) <Sanjay.Coelho@ontario.ca>
Sent: December 23, 2022 3:35 PM
To: MECP Land Policy (MECP)
Subject: Decision on Excess Soil Regulation Amendments

Greetings,

I am reaching out to share that Ontario has finalized amendments to O. Reg. 406/19: On-Site and Excess Soil Regulation ("Excess Soil Regulation") and the Rules for Soil Management and Excess Soil Quality Standards (Soil Rules). These amendments make the Excess Soil Regulation more practical and focused on higher-risk movements of soil by removing requirements for low-risk projects and by providing more flexibility when storing excess soil.

In 2019, we finalized a new Excess Soil Regulation, supported by risk-based soil reuse standards, to make it easier and safer for industry to reuse more excess soil. The Excess Soil Regulation is being phased in over several years. In April 2022, to help provide more time for understanding and refining the regulation, we paused provisions related to registration, sampling and analysis and tracking of excess soil. The requirements that were paused come back into effect on January 1, 2023.

To help ensure the regulation and Soil Rules document are effective and practical, we have finalized amendments which include the following:

- Providing that the reuse planning requirements are not triggered for projects on low-risk project areas, being a property at which the current or last property use was agricultural or other, residential, parkland or institutional (as defined under O. Reg. 153/04), that would otherwise have been triggered to complete reuse planning requirements as a result of being located within an area of settlement and removing at least 2,000m³ of excess soil. Other triggers for reuse planning may still apply. This will come into effect on January 1, 2023.
- Provision of more flexibility for the storage of soil by removing the limit on the maximum size of soil storage piles (previously 2,500m³). Other soil storage rules would continue to apply, including the requirement to prevent any adverse effects.

Some clarification amendments have also been made to the regulation and Soil Rules document, including clarification that drainage works under the *Drainage Act* are a type of infrastructure and that the sampling frequencies provided in the Soil Rules document apply to areas of potential environmental concern (APECs), as determined both horizontally and vertically.

More information on these amendments may be found in the [decision notice](#) posted on the Environmental Registry.

The amendments that have been finalized are found partly in the Excess Soil Regulation and partly in the Soil Rules. These two documents combine to set out the rules related to management of excess soil and both have the force of law. In general, the Excess Soil Regulation sets out core responsibilities or requirements and the Soil Rules set out additional detailed rules related to the requirements in the Excess Soil Regulation. They build on each other and are intended to be read together.

Links to these documents as well as existing internal and external guidance to help understand these combined requirements can be found on MECP's [Handling Excess Soil website](#). MECP will be developing and posting additional guidance in the near future. For information on using the Excess Soil Registry, please refer to the [Resource Productivity and Recovery Authority website](#).

Please pass this information along to colleagues, members of your organization, other organizations and anyone else that may be interested.

We would like to thank everyone who took the time to share input on this proposal.

If you have any questions or would like to discuss these amendments, please contact Reema Kureishy or Sanjay Coelho at MECP.LandPolicy@ontario.ca.

Sincerely,

Original Signed by:

Robyn Kurtes
Director, Environmental Policy Branch
Ministry of the Environment, Conservation and Parks

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto (Ontario) M7A 2J3
Tél. : 416 585-7000



Ontario

234-2022-5422

January 4, 2023

Dear Heads of Council,

I'm pleased to share an update on key initiatives underway at my ministry to help meet our government's goal of building 1.5 million new homes over the next 10 years.

The legislature recently passed our government's *More Homes Built Faster Act, 2022* which takes bold action to ensure that all communities can grow with a mix of ownership and rental housing types to meet the needs of all Ontarians.

Our government knows that building inspectors play a critical role in ensuring that new homes meet the public safety requirements set out in Ontario's Building Code. However, the capacity of municipal building departments has been impacted by recruitment challenges and the increasing number of building inspectors retiring from the profession. That's why, earlier this year, we took action to help municipalities address labour supply shortages in the building sector by amending the Building Code to provide a new model for municipal building departments to design and administer internship programs for building inspectors.

Effective July 1, 2022, municipal building departments can establish program entry criteria for interns that meet their own local recruitment and enforcement needs. This new internship model supports public safety by continuing to require that a qualified building inspector or Chief Building Official supervises the work of interns. The interns must also pass ministry technical and legal exams before being able to practice independently as building inspectors.

In the coming months, the ministry will develop guidance materials to support municipalities that are interesting in launching local programs to recruit new intern building inspectors. We look forward to working with municipalities to implement local internships.

Additionally, the ministry has engaged a consultant to identify opportunities for enhancements to the qualification program for building practitioners. We are seeking input from the public, including municipalities, building inspectors, designers, septic installers and building professionals not regulated by the ministry. This feedback will help guide future decisions on new approaches to qualification.

For more information and to review the discussion paper, please visit the Environmental Registry of Ontario (ERO) website at <https://ero.ontario.ca/notice/019-6433>.

.../2

In addition to this ongoing work, the ministry is modernizing the provincial Qualification and Registration Tracking System (QuARTS). QuARTS is used by over 7,000 building practitioners to update their qualification and registration information online and to help the government regulate safety and compliance in the Ontario building industry.

Modernizing QuARTS will create a more efficient and user-friendly system, allowing building officials to spend more time on the important task of reviewing and issuing building permits to support the government's key priority of increasing housing stock.

Finally, the ministry made the 2012 Building Code Compendium freely available in Adobe PDF format through the website (<https://www.ontario.ca/page/request-digital-copy-2012-building-code-compendium>). Since its launch in March 2022, the ministry has provided free copies to over 5,000 building professionals to reduce barriers and help accelerate the construction of new homes across the province. This initiative has enabled inspectors to access Building Code requirements while performing their work onsite in a more convenient format. Additionally, candidates studying for the ministry's exams are able to access and learn Building Code content in an easy to navigate, user-friendly manner.

As part of the plan to build 1.5 million homes over the next 10 years, the government looks forward to continuing consultations with municipalities, the building industry and the public to investigate further changes to Ontario's Building Code in order to create more housing and support public safety.

If you are interested in learning more about any of the ministry's initiatives related to the transformation of Building Code services in Ontario, please contact us at BuildingTransformation@ontario.ca.

Thank you for your continued partnership as we work together to get more homes built faster for all Ontarians.

Sincerely,



Steve Clark
Minister

c: Municipal Clerks



On behalf of Ontario's 2700 sheep farmers, I am reaching out to begin a dialogue with your municipality on the increasing challenge livestock farmers face in dealing with problem predators, and the role that Livestock Guardian Dogs (LGD) and your municipal dog control bylaws play in helping our farmers protect their sheep.

Problem predators are an increasing challenge and cost for Ontario livestock farmers requiring considerable effort and resources on the part of farmers and the Ontario Sheep Farmers (OSF). The financial cost of predation not only costs farmers, in terms of preventative measures, such as fencing and LGD; it also costs Ontario taxpayers, with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) paying farmers over \$717,000 in the 2021 FY for losses of livestock caused by wildlife. This cost does not include the cost borne by municipalities and OMAFRA in sending investigators out to farms and administering the program. Nor does this cover the costs of veterinarians to help those maimed by predators to recover, the production losses of animals who are stressed from predation and the mental health toll predation takes on the farmer. Without being able to properly protect livestock from predation, taxpayers should expect to see an increased incidence of predation and increased costs.

Livestock guardian animals are one of the most common forms of predation prevention control used by Ontario sheep producers. These include Livestock Guardian Dogs (LGDs), donkeys, and llamas, with LGD being the most popular choice. However, there are instances when municipal by-laws hinder the efficient use of LGDs on farming operations as the by-laws are intended primarily for dogs kept for companionship, breeding, or non-working purposes. We have reviewed work done by several Ontario municipalities where LGDs have been specifically addressed when creating or revising existing by-laws. Below are some of the primary areas of concern and suggested options for consideration by your municipality.

Add Definition of Livestock Guardian Dogs (LGDs) and Herding Dogs to by-laws

We propose that:

"Livestock Guardian Dog" (LGD) be defined as a dog that works and/or lives with domestic farm animals (e.g. cattle, sheep, poultry) to protect them while repelling predators and is used exclusively for that purpose.

"Herding Dog" means a dog that has been trained and is actively being used in a bona fide farming operation for the purposes of controlling livestock on the farm.

There are different breeds of LGDs of which the most popular breeds in Ontario include Great Pyrenees, Akbash, Kuvasz, Maremma and Anatolian Shepherd and crosses between these breeds. Although not an exhaustive list, dogs generally used for herding include Border Collies, Australian Shepherds, Blue & Red Heelers and Huntaways.



OntarioSheep.org

130 Malcolm Road, Guelph, Ontario N1K 1B1 T 519.836.0043 E admin@ontariosheep.org

Dog Registration/Licensing Requirements

Paying annual dog registration/license fees for numerous working farm dogs can become a significant cost for sheep producers. We would encourage municipalities to exempt LGDs and herding dogs from annual license fees as is done in many jurisdictions for assistance/service dogs and working police dogs. The definition of

Requirement for Dogs to Wear a Collar and Tag

LGDs' instincts are to guard and follow the flock, sleeping and working outdoors in all kinds of weather. Collars can become snagged on branches or fences and become a skin irritant in hot or wet weather. We suggest that municipal by-laws allow owners to remove the collar and license tag (if applicable) from a guardian or herding dog while the dog is being actively used in farming practices provided that the owner uses an alternative means of identification linking the animal to the name and address of the owner, e.g. either a tattoo or microchip containing the required information.

Requirements for Kennel Licensing and/or Limitation on Number of Dogs Kept

In some areas bylaw requires a person with more than three dogs at the same premises to secure a kennel license. Coyotes are very smart and will lure the dogs away while the remaining coyotes kill the sheep or lambs from behind or will attack the dogs directly. It is not uncommon for farmers to have more than two LGDs, especially when they are training younger dogs. This is especially true in areas where there is heavy predation. As well, larger sheep flocks in Ontario (several over 1500 animals), require numerous dogs to provide adequate protection especially where higher numbers of predators are present.

We would propose for your consideration that a person may keep more than three dogs at a premise without obtaining a kennel license provided:

- the person is keeping sheep (or other livestock) upon the same premises.
- the premises is on land that is zoned rural and agricultural.
- the person provides proof of producer registration issued in the name recorded by the Ontario Sheep Farmers, Beef Farmers of Ontario, Ontario Goat,
- the dogs are registered/licensed annually in accordance with relevant municipal by-laws (if required)
- and that the dogs are LGDs and or herding dogs.

Running At Large

A dog shall not be running at large if it is a LGD and is on their leased or owned property.

Barking Restrictions

LGD are exempt from barking restrictions if actively engaged in guarding livestock against predators. Under the Farming and Food Production Protection Act farmers are protected from nuisance complaints made by neighbours provided they are following normal farming practices. The use of LGD on sheep farms is a widely used practice in Ontario and other sheep producing jurisdictions.



Aggressive/ Dangerous Dog designation

LGD act aggressively and show aggression towards things they view as a threat to the livestock they are protecting. As such, an exemption, like that for police dogs should be considered.

OSF wishes to work cooperatively with you to ensure that municipal bylaws take into consideration the use of LGD when developing their bylaws. We would be pleased to communicate with the appropriate municipal officials to review with you Ontario sheep producers' needs and concerns in this area.

Thank you for your attention to this matter and we look forward to working with you.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Hemsted", with a stylized flourish at the end.

John Hemsted,
Chair



Ministry of Natural Resources and Forestry

Resources Planning and Development
Policy Branch
Policy Division
300 Water Street
Peterborough, ON K9J 3C7

Ministère des Richesses naturelles et des Forêts

Direction des politiques de planification et d'exploitation des ressources
Division de l'élaboration des politiques
300, rue Water
Peterborough (Ontario) K9J 3C7

To: Conservation authorities and participating municipalities, Conservation Ontario and the Association of Municipalities of Ontario

From: Jennifer Keyes, Director

Date: December 28, 2022

Subject: Legislative and regulation changes affecting conservation authorities

Good afternoon,

I am writing to provide you with information on amendments to the *Conservation Authorities Act* made as part of the *More Homes Built Faster Act, 2022*, as well as two regulations that have been approved by the province in support of Ontario's Housing Supply Action Plan, both of which will come into effect on January 1, 2023. In addition, the Minister of Natural Resources and Forestry has issued a direction regarding fees that will be distributed separately from this letter. A notice will be posted to the Environmental Registry of Ontario (ERO) in the coming weeks regarding these decisions.

Legislative Amendments

As you are likely aware, the *More Homes Built Faster Act, 2022* was passed this Fall, receiving Royal Assent on November 28, 2022. Several changes were made to the *Conservation Authorities Act* that are intended to further focus conservation authorities on their core mandate, support faster and less costly approvals, streamline conservation authority processes, and help make land suitable for housing available for development.

Notably, one part of the *More Home Built Faster Act, 2022* which came into effect upon Royal Assent were changes to Section 28.0.1 of the *Conservation Authorities Act*, which include provisions to require a conservation authority to issue a permission or permit where a Minister's Zoning Order has been made under section 47 of the *Planning Act*. This section was amended to also apply to orders made under section 34.1 of the *Planning Act*, otherwise known as the "community infrastructure and housing accelerator" tool, in addition to some other minor changes.

Other changes, which will come into effect on January 1, 2023, include:

- Updates to Section 21 of the Act so that a disposition of land in respect of which the Minister has made a grant under section 39 requires authorities to provide a notice of the proposed disposition to the Minister instead of requiring the Minister's approval. Authorities will also be required to conduct public consultations before disposing of lands that meet certain criteria.
- Sections 21.1.1 and 21.1.2 of the Act which provide that authorities may not provide a program or service related to reviewing and commenting on proposals, applications, or other matters under prescribed Acts.
- A new section 21.3 that enables the Minister to issue temporary direction to a conservation authority preventing the authority from changing the amount of a fee it charges under subsection 21.2 (10) of the Act.

Remaining legislative changes regarding conservation authority development regulations will not come into effect until proclaimed, following the creation of a new Minister's regulation with supporting regulatory details. This regulation is currently being consulted on until December 30th on the ERO, #019-2927: [Proposed updates to the regulation of development for the protection of people and property from natural hazards in Ontario.](#)

New Regulatory Requirements

Following the passing of these legislative amendments, the government has proceeded with making two regulations, both of which will come into effect on January 1, 2023.

Amendments were made to [Ontario Regulation 686/21: Mandatory Programs and Services](#) to require conservation authorities to identify conservation authority lands suitable for housing. This requirement is part of the preparation of the land inventory required to be completed by conservation authorities by December 31, 2024, and certain considerations for identifying whether or not lands are suitable for housing are listed.

A new Minister's regulation (Ontario Regulation 596/22: Prescribed Acts – Subsections 21.1.1 (1.1) and 21.1.2 (1.1) of the Act) was also made to focus conservation authorities' role when reviewing and commenting on proposals, applications, or other matters related to development and land use planning. Under this regulation, conservation authorities are no longer able to provide a municipal (Category 2) or other (Category 3) program or service related to reviewing and commenting on a proposal, application, or other matter made under the following Acts:

- | | |
|---|--|
| • The <i>Aggregate Resources Act</i> | • The <i>Niagara Escarpment Planning and Development Act</i> |
| • The <i>Condominium Act, 1998</i> | • The <i>Ontario Heritage Act</i> |
| • The <i>Drainage Act</i> | • The <i>Ontario Water Resources Act</i> |
| • The <i>Endangered Species Act, 2007</i> | • The <i>Planning Act</i> |
| • The <i>Environmental Assessment Act</i> | |
| • The <i>Environmental Protection Act</i> | |

This regulation does not affect conservation authorities' provision of mandatory programs or services (Category 1) related to reviewing and commenting on a proposal, application, or other matter made under those Acts.

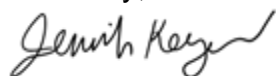
An administrative update to the "Determination of Amounts Owed Under Subsection 27.2 (2) of the Act" regulation (O. Reg. 401/22) was also made to update the methods of determining amounts owed by specified municipalities for operating expenses and capital costs related to mandatory the *Clean Water Act, 2006* and *Lake Simcoe Protection Act, 2008* programs and services to enable use of a benefit-based apportionment method.

I appreciate that with these most recent amendments, along with changes made over the last number of years, this is a time of significant transition for conservation authorities and their member municipalities. Throughout this time, conservation authorities have continued to deliver on their important roles in protecting people and property from natural hazards, conserving and managing lands, and drinking water source protection.

The ongoing efforts of conservation authorities to implement these changes is acknowledged, including initiatives led by conservation authorities and Conservation Ontario that have contributed to the Government's objectives of improving accountability and transparency and supporting timely development approvals to help address Ontario's housing supply crisis.

If you have any questions, please reach out to the Ministry of Natural Resources and Forestry at ca.office@ontario.ca. I look forward to working with you in the coming year.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jennifer Keyes".

Jennifer Keyes

Director, Resources Planning and Development Policy Branch
Ministry of Natural Resources and Forestry



Raisin Region Conservation Authority

18045 County Road 2, P.O. Box 429, Cornwall, ON K6H 5T2

Tel: 613-938-3611 Fax: 613-938-3221 www.rrca.on.ca

MEMORANDUM

To: Township of South Glengarry, CAO and Clerk
From: Lisa Van De Ligt, Team Lead, Communications and Stewardship
Date: December 21, 2022
Subject: RRCA Forestry Update

In 2023, the Raisin Region Conservation Authority (RRCA) is gearing up to plant 55,000 trees on private and public properties, adding to the over 1.1 million trees planted by the RRCA since 1994 within its watershed jurisdiction in the City of Cornwall, and Townships of South Glengarry, North Glengarry, South Stormont, and North Stormont. Below is an update on the RRCA's various forestry programs and services:

Full-Service Tree Planting

For projects over 500 trees, the RRCA offers full-service tree planting to the community, with considerable cost savings. This includes consultation, site preparation, seedling purchase and planting, and follow-up assessments. Through a partnership with Forests Ontario, the RRCA can offer significant tree planting subsidies to property owners. Next spring, nearly 40,000 trees will be planted through this program.

Over-the-Counter Tree Seedling Sales

For smaller projects, the RRCA offers native tree and shrub seedlings sales to the community at a discounted price. An online order form on the RRCA website allows property owners to select a variety of species before picking up their seedlings in the spring at Gray's Creek Conservation Area. Orders will be accepted until March 31, 2023. There are 10,000 trees reserved under this program.

Annual Tree Giveaways

Next spring, the RRCA will be holding its 24th annual Tree Giveaway, providing over 2,500 free trees to residents in the RRCA's jurisdiction. Currently, 500 white spruce are reserved to distribute to residents in your municipality in April 2023. **Should your municipality be interested in financially contributing to this initiative to increase the total trees distributed to residents, contact Jessica Herrington, RRCA Stewardship Coordinator, at Jessica.Herrington@rrca.on.ca by January 20th, 2023.**



Chevaliers de Colomb - Knights of Columbus

Conseil St-Joseph Council No. 8715

B.P./P.O. Box 69
Lancaster, ON K0C 1N0



December 22, 2022

The Township of South Glengarry
6 Oak Street
P.O. Box 220
Lancaster, ON
K0C 1N0



On behalf of the Knights of Columbus, Council 8715, I would like to thank you for participating in the Food Bank for the less fortunate during the Holiday Seasons.

Your kind gesture will certainly be appreciated by those who will receive.

A special thank you for those who participated in this event.

I take this opportunity to wish you all a Merry Christmas and a Happy New Year 2023.

Yours truly,

Denis Poirier
Food Bank Co-Chairman



December 15, 2022

VIA E-MAIL

Please be advised that during the regular Council meeting of December 12, 2022 the following motion regarding the expansion of Bill 3 described as "An Act to amend various statutes with respect to special powers and duties of heads of Council" was carried:

RESOLUTION: 22-396

Date: December 12, 2022

Moved by: Councillor Budge

Seconded by: Councillor Donovan

WHEREAS the Government of Ontario has enacted Bill 3 which is described as "An Act to amend various statutes with respect to special powers and duties of heads of Council;

AND WHEREAS this Bill will initially apply to the City of Toronto and the City of Ottawa but, according to a statement made by the Premier at the 2022 AMO annual conference, will later be expanded to include other municipalities;

AND WHEREAS this will give Mayors additional authority and powers, and correspondingly take away authority and powers from Councils and professional staff, and will include giving the Mayor the authority to propose and adopt the Municipal budget and to veto some decisions of Council;

AND WHEREAS this Bill will give authority over professional staff to the Mayor, including that of the Chief Administrative Officer;

AND WHEREAS these changes will result in a reduction of independence for professional staff including the CAO, who currently provide objective information to the Council and public and will now take direction from the Mayor alone when the Mayor so directs;

AND WHEREAS these surprising and unnecessary changes to the historical balance of power between a Mayor and Council, and which historically gave the final say in all matters to the will of the majority of the elected Council;



NOW THEREFORE BE IT RESOLVED THAT Council of the Corporation of the Municipality of Greenstone passes this resolution to petition the Government of Ontario:

1. **THAT** these changes to the *Municipal Act, 2001*, are unnecessary and would negatively affect the Municipality of Greenstone; and
2. **THAT** if the Ontario Government deems these changes necessary in large single-tier municipalities such as Toronto and Ottawa, that such changes should not be implemented in smaller municipalities; and
3. **THAT** the Ontario Government should enact legislation clarifying the role of Mayor, Council and Chief Administrative Officer, similar to those recommended by the Ontario Municipality Administrator's Association and those recommended by Justice Marrocco in the Collingwood judicial inquiry of 2022; and
4. **THAT** if the stated goal of this legislation is to construct more housing in Ontario that this can be accomplished through other means including amendment of the Planning Act and funding of more affordable housing;

AND BE IT FURTHER RESOLVED THAT a copy of this resolution be provided to the Premier of Ontario, the Minister of Municipal Affairs and Housing, Lise Vaugeois, MPP, Kevin Holland, MPP, and the Association of Municipalities of Ontario and all municipalities in Ontario.”

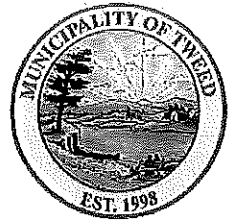
CARRIED.

Sincerely,

Kristina Miousse
Clerk

c.c. Hon. Doug Ford, Premier of Ontario, premier@ontario.ca
Hon. Steve Clark, Municipal Affairs and Housing, Minister.mah@ontario.ca
MPP Lise Vaugeois (Thunder Bay-Superior North), lvaugeois-QP@ndp.on.ca
MPP Kevin Holland (Thunder Bay – Atikokan), kevin.holland@pc.ola.org
Association of Municipalities Ontario, resolutions@amo.on.ca
All Ontario Municipalities

**Municipality of Tweed Council Meeting
Council Meeting**



Resolution No. 1763
Title: Resolution Re: Natural Gas Prices
Date: Wednesday, December 14, 2022

Moved by J. Flieler
Seconded by J. DeMarsh

WHEREAS the price of natural gas is critical to the day-to-day cost of living for many residents of Ontario;
AND WHEREAS the price of natural gas plays a large role in establishing a competitive business climate;
AND WHEREAS some residents in Ontario consistently experience higher natural gas bills that are a result of transporting fuel and forecasted pricing models;
AND WHEREAS the Ontario Energy Board (OEB) has the authority to regulate natural gas prices;
NOW THEREFORE BE IT RESOLVED that the Council for the Municipality of Tweed hereby petitions the Ontario Energy Board to regulate natural gas bill costs to levels that are affordable and profitable as in jurisdictions within Ontario that have lower costs;
AND FURTHER, that Council directs the Clerk to ensure that a copy of this Resolution be provided to the Premier of Ontario, the Minister of Energy, all Ontario Municipalities (for support), the Ontario Energy Board, Enbridge Gas Inc., and the Association of Municipalities of Ontario (AMO);
AND FURTHER, that all Resolutions of support received by the Municipality of Tweed be submitted to the Ontario Energy Board (OEB) and Enbridge Gas Inc.

Carried

Don Dotenara
Mayor

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW NUMBER 10-2023
FOR THE YEAR 2023**

***BEING A BY-LAW A BY-LAW TO ADOPT, CONFIRM AND RATIFY
MATTERS DEALT WITH BY RESOLUTION.***

WHEREAS s.5 (3) of the *Municipal Act, 2001*, provides that the powers of municipal corporation are to be exercised by its Council by by-law; and

AND WHEREAS it is deemed expedient that the proceedings, decisions and votes of the Council of the Corporation of the Township of South Glengarry at this meeting be confirmed and adopted by by-law;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:**

1. **THAT** the action of the Council at its regular meeting of January 16, 2023 in respect to each motion passed and taken by the Council at its meetings, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate by-law; and;
2. **THAT** the Mayor and the proper officers of the Township of South Glengarry are hereby authorized and directed to do all things necessary to give effect to the said action, or to obtain approvals where required, and except where otherwise provided, The Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf and to affix the corporate seal of the Township to all such documents.
3. **THAT** if due to the inclusion of a particular resolution or resolutions this By-law would be deemed invalid by a court of competent jurisdiction then Section 1 to this By-law shall be deemed to apply to all motions passed except those that would make this By-law invalid.
4. **THAT** where a “Confirming By-law” conflicts with other by-laws the other by-laws shall take precedence. Where a “Confirming By-law” conflicts with another “Confirming By-law” the most recent by-law shall take precedence.

***READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND
SEALED IN OPEN COUNCIL THIS 16TH DAY OF JANUARY 2023.***

MAYOR: _____ **CLERK:** _____