



The Corporation of the City of Temiskaming Shores
Regular Meeting of Council
Tuesday, December 7, 2021 – 6:00 p.m.
City Hall – Council Chambers – 325 Farr Drive

Agenda

Land Acknowledgement

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

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

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

6. Review and adoption of Council Minutes

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

- a) Regular Meeting of Council – November 16, 2021.

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

None

8. Question and Answer Period

9. Presentations / Delegations

- a) Randall Kober, Master Lecturer - McEwen School of Architecture - Laurentian University

Re: Wabi River Active Travel Bridge

10. Communications

- a) Jennifer Astrologo, Director of Council Services/ Clerk – Town of LaSalle

Re: COVID-19 Testing Requirement at Land Border, 2021-11-15

Reference: Received for Information

- b) Ontario Public Transit Association (OPTA)

Re: Keeping Transit Running: What's Happened and What's Ahead

Reference: Referred to the Transit Committee

- c) Earleton-Timiskaming Regional Airport Authority (ETRAA)

Re: ETRAA Managers Report and Financials for July 2021; August 2021, and September 2021

Reference: Received for Information

- d) Kirby Seymour and Judy Seymour, Residents

Re: Clarification for Laneway between 116 Lakeshore Road and Broadwood Avenue, 2021-11-25

Reference: Received for Information

- e) Town of Georgina

Re: Lack of Recycling Options, Agriculture Bale Wrap and Twine, and Boat Shrink Wrap, 2021-11-29

Reference: Received for Information

- f) Bonnie Nistico-Dunk, City Clerk – City of St. Catharines

Re: National Childcare Program, 2021-12-01

Reference: Received for Information

- g) Fred Hahn, President of CUPE Ontario

Re: Concerns with the Ontario Municipal Employees Retirement System (OMERS) Investment Performance

Reference: Received for Information

- h) OMERS Bulletin

Re: Response to letter from CUPE Ontario regarding OMERS investment performance

Reference: Received for Information

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

11. Committees of Council – Community and Regional

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

- a) Minutes of the Age Friendly Committee meeting held on October 5, 2021;
- b) Minutes of the Climate Change Committee meeting held on October 26, 2021;
- c) Minutes of the Committee of Adjustment meeting held on August 25, 2021;
- d) Minutes from the Earleton-Timiskaming Regional Airport Authority meeting held on September 23, 2021;
- e) Minutes from the District of Timiskaming Social Services Administration Board meetings held on October 20, 2021 and on November 4, 2021; and
- f) Minutes of the Temiskaming Shores Accessibility Advisory Committee meeting held on November 3, 2021.

12. Committees of Council – Internal Departments

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

- a) Minutes of the Building Maintenance Committee meeting held on October 20, 2021;
- b) Minutes of the Corporate Services Committee meeting held on October 20, 2021;

- c) Minutes of the Protection to Persons and Property Committee meeting held on October 20, 2021;
- d) Minutes of the Public Works Committee meeting held on October 20, 2021; and
- e) Minutes of the Recreation Committee meeting held on November 8, 2021.

13. Reports by Members of Council

14. Notice of Motions

15. New Business

- a) Municipality of Mattice – Val Cote - Request to Provincial Government to reconsider postponement of MPAC property assessment updates**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas Council for the Municipality of Mattice - Val Cote adopted a resolution requesting the province to reconsider postponement of the MPAC property assessment updates at its meeting held on November 8, 2021; and

Whereas the government of Ontario recently announced the continued postponement of the province-wide assessment update for the 2022 and 2023 taxation years, and;

Whereas this means that property values will continue to be based on the January 1, 2016 valuation date until at least 2024, and;

Whereas the continued postponement of property valuation translates into a significant loss of taxation revenue for Municipalities.

Therefore be it resolved that Council for the City of Temiskaming Shores hereby supports the Municipality of Mattice - Val Cote's request to the Government of Ontario to reconsider its decision and to direct MPAC to proceed with a province-wide assessment update for Ontario municipalities to collect property taxes based upon actual property values; and

Further that a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario; John Vanthof, MPP - Timiskaming Cochrane; MPAC; AMO; and the Municipality of Mattice – Val Cote.

b) Approval of Council Meeting Schedule – January 2022 to July 2022

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas By-law 2008-160, as amended indicates that Regular Meetings of Council shall be held on the first and third Tuesdays of each month commencing at 6:00 p.m. unless otherwise decided by Council; and

Now therefore be it resolved that Council does hereby confirm the following schedule of meetings for the months of January 2022 to July 2022:

Tuesday, January 18, 2022	Regular Meeting
Tuesday, February 1, 2022	Regular Meeting
Tuesday, February 15, 2022	Regular Meeting
Tuesday, March 1, 2022	Regular Meeting
Tuesday, March 15, 2022	Regular Meeting
Tuesday, April 5, 2022	Regular Meeting
Tuesday, April 19, 2022	Regular Meeting
Tuesday, May 3, 2022	Regular Meeting
Tuesday, May 17, 2022	Regular Meeting
Tuesday, June 7, 2022	Regular Meeting
Tuesday, June 21, 2022	Regular Meeting

c) Memo No. 042-2021-CS – Annual Accessibility Status Report

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 042-2021-CS; and

That Council for the City of Temiskaming Shores receives the Accessibility Status Report 2021 for information, and directs staff to post on the City's website.

d) Memo No. 043-2021-CS – Integrity Commissioner Agreement Extension

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 043-2021-CS; and

That Council directs staff to prepare the necessary by-law to amend By-law No. 2021-141, being a by-law to appoint an Interim Integrity Commissioner for the City of Temiskaming Shores, to extend the contract term to January 5, 2022, for consideration at the December 7, 2021 regular meeting.

e) Memo No. 044-2021-CS – Municipal Accommodation Tax

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 044-2021-CS;

That Council supports in principle the recommendation of the Temiskaming Shores Economic Development Corporation to implement a Municipal Accommodation Tax at the rate of 4% to be charged to overnight visitors of our local accommodations as of January 1, 2023; and

That Council directs staff to meet and consult with stakeholders in early 2022 to develop the program and report back to Council.

f) Memo No. 045-2021-CS - Great Northern Ontario Roadshow

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 045-2021-CS for information purposes.

g) Memo No. 046-2021-CS – Deeming By-law for Rivard – Southeast corner of Rorke Avenue and Arnold Street

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas the owners of a vacant property located at the southeast corner of Rorke Avenue and Arnold Drive in Haileybury would like to merge lots on title through the adoption of a deeming by-law in compliance with the Planning Act in order to create one property with one Roll number; and

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

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby directs staff to prepare the necessary by-law to deem PLAN M128NB LOTS 77,78 PCL 23461SST PT to no longer be Lots on a Plan of Subdivision; and

Further that Council hereby directs staff to prepare the necessary deeming by-law for consideration at the December 7, 2021 Regular Council meeting.

h) Administrative Report PW-025-2021 – FCM Grant Agreement - Municipal Asset Management Plan

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-025-2021; and

That Council directs staff to prepare the necessary by-law to enter into a funding agreement with the Federation of Canadian Municipalities (FCM) for the delivery of the Asset Management Program Grant (\$50,000) to assist with the purchase of Asset Management software under the Municipality's Asset Management Plan, for consideration at the December 7, 2021 Regular Council meeting.

i) Administrative Report RS-019-2021 – Active Transportation Plan Final Report

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-019-2021; and

That Council directs staff to prepare the necessary By-law to adopt the Active Transportation Plan for consideration at the December 7, 2021 Regular Council meeting.

16. By-laws

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that:

By-law No. 2021-177 Being a by-law to amend By-law No. 2021-141 to appoint an Interim Integrity Commissioner for the City of Temiskaming Shores

By-law No. 2021-178 Being a by-law to designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed as not a registered plan of subdivision Arnold Drive (Roll No. 54-18-030-005-253.02)

By-law No. 2021-179 Being a by-law to authorize the entering into a funding agreement with the Federation of Canadian Municipalities (FCM) under the Municipal Asset Management Program for Asset Management Software

By-law No. 2021-180 Being a by-law to adopt an Active Transportation Plan for the City of Temiskaming Shores

be hereby introduced and given first and second reading.

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that:

By-law No. 2021-177;

By-law No. 2021-178;

By-law No. 2021-179; and

By-law No. 2021-080;

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

17. Schedule of Council Meetings

a) Special Meeting – Tuesday, December 14, 2021 at 6:00 p.m. (Budget)

b) Regular Meeting – Tuesday, December 21, 2021 at 6:00 p.m.

18. Question and Answer Period

19. Closed Session

None

20. Confirming By-law

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that By-law No. 2021-181 being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Regular meeting held on **December 7, 2021** be hereby introduced and given first and second reading.

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that By-law No. 2021-181 be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

21. Adjournment

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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



The Corporation of the City of Temiskaming Shores
Regular Meeting of Council
Tuesday, November 16, 2021 – 6:00 p.m.
City Hall – Council Chambers – 325 Farr Drive

Minutes

Land Acknowledgement

Mayor Kidd began the meeting by observing the following Land Acknowledgement:

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

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

1. Call to Order

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

2. Roll Call

Council: Mayor Carman Kidd; Councillors Jesse Foley, Patricia Hewitt (electronic), Doug Jelly, Jeff Laferriere, Mike McArthur, and Danny Whalen

Present: Logan Belanger, Clerk
Christopher Oslund, City Manager
Kelly Conlin, Deputy Clerk
Shelly Zubych, Director of Corporate Services
Mathew Bahm, Director of Recreation
Steve Langford, Fire Chief
James Franks, Economic Development Officer
Brad Hearn, IT Administrator
Steve Burnett, Manager of Environmental Services
Jennifer Pye, Planner

Regrets: N/A

Media: 1, Blake McChristie, CJTT FM

Members of the Public: 1 (electronic)

3. Review of Revisions or Deletions to Agenda

None

4. Approval of Agenda

Resolution No. 2021-481

Moved by: Councillor Foley

Seconded by: Councillor Laferriere

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

Carried

5. Disclosure of Pecuniary Interest and General Nature

No members of Council declared a pecuniary interest.

Christopher Oslund, City Manager noted that Closed Session Item 19 (c): Proposed or pending acquisition or disposition of land by the municipality – 468 Georgina Avenue, relates to a request from the Haileybury Heritage Museum. As Mr. Oslund is affiliated with this organization, he will not be attending or participating in the Closed Session.

6. Review and adoption of Council Minutes

Resolution No. 2021-482

Moved by: Councillor Whalen

Seconded by: Councillor Laferriere

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

a) Regular Meeting of Council – November 2, 2021.

Carried

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

None

8. Question and Answer Period

None

9. Presentations / Delegations

- a) Mr. Justin Jones, Consultations Lead + Programs and Policy – WSP Canada Inc.

Re: Active Transportation Plan

Mr. Justin Jones began the Active Transportation Plan (ATP) presentation with team member introductions for those who collaborated to create the plan, and thanked Council and City Staff for their dedication to the development of the ATP.

Mr. Jones explained that the purpose of the ATP is to 1) identify a continuous active transportation network that builds upon existing routes within the City, such as the STATO Trail, and connects to all communities within the City (New Liskeard, Dymond and Haileybury); 2) expand education and promotion to raise awareness of active transportation and normalize walking and cycling as everyday travel options; and 3) ensure the community's interests are addressed in a plan that outlines short and long term actions. It is a long-term vision and a flexible asset and communication tool/ implementation guide to support existing initiatives and future plans. As such, the ATP is not a prescriptive document and does establish a financial commitment from the City. The Vision of the ATP is "Active Transportation in Temiskaming Shores will be safe and accessible and contribute to a healthy, sustainable, and supportive community where people of all ages and abilities can participate." To support the vision, five objectives were developed, each discussed in detail throughout the presentation: 1) enhance safety; 2) improve maintenance; 3) raise awareness; 4) improve transportation equity; and 5) create connectivity.

Mr. Jones outlined and reviewed the project schedule; the themes from public and stakeholder engagement; the existing conditions within the City; desktop and field investigations, the application of the OTM Book 18 related to traffic; key design principles; suggested design treatments; and infrastructure and

amenities improvements, including safety, accessibility, and addressing problem areas.

Mr. Jones reviewed the network costing for short-term priorities (0-5 years), for long-term (5+ years) priorities, and the overall costs, including funding opportunities. Lastly, the project phases were reviewed, to prioritize the different programming recommendations.

Mayor Kidd thanked Mr. Jones for the presentation and inquired if members of Council had any questions. Councillor Whalen commented on the importance of integrating the City's Asset Management Plan with the Active Transportation Plan, to ensure when capital projects are slated, both plans are taken into consideration.

10. **Communications**

- a) The Honourable Sylvia Jones, Solicitor General

Re: Community Safety and Well-Being (CSWB) Plans, 2021-10-14

Reference: Received for Information

- b) James Pearce, Director, Municipal Programs Branch – Ministry of Transportation

Re: Fall Economic Statement (Gas Tax Program and Safe Restart Agreement Funding), 2021-11-05

Reference: Referred to the Treasurer and the Transit Committee

- c) Lori McDonald, Director of Corporate Services/ Clerk – Town of Bracebridge

Re: Request for Action Related to "Renovictions", 2021-11-08

Reference: Received for Information

- d) Canadian Mental Health Association (CMHA) - Cochrane Timiskaming Branch

Re: Proclamation - National Addictions Awareness Week from November 21 to November 27, 2021, 2021-11-10

Reference: Motion Presented Under New Business

- e) Guylaine Coulombe, CAO/Clerk – Municipality of Mattice – Val Cote

Re: Request to provincial government to reconsider postponement of MPAC property assessment updates, 2021-11-10

Reference: Received for Information

Note: Councillor Laferriere requested item 10 e) be returned for Council consideration.

Resolution No. 2021-483

Moved by: Councillor Jelly

Seconded by: Councillor Laferriere

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

Carried

11. Committees of Council – Community and Regional

Resolution No. 2021-484

Moved by: Councillor Foley

Seconded by: Councillor Jelly

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

- a) Minutes of the Temiskaming Shores Climate Change Committee meeting held on September 28, 2021;
- b) Minutes of the Temiskaming Shores Development Corporation meeting held on October 20, 2021; and
- c) Minutes of the Temiskaming Shores Police Services Board meeting held on October 18, 2021.

Carried

12. Committees of Council – Internal Departments

Resolution No. 2021-485

Moved by: Councillor McArthur

Seconded by: Councillor Laferriere

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

- a) Minutes of the Recreation Committee meeting held on October 18, 2021.

Carried

13. Reports by Members of Council

Councillor McArthur reviewed a notice posted by the Timiskaming Health Unit (THU) related to a potential exposure to COVID-19 on Temiskaming Transit. Councillor McArthur read the following:

“The Timiskaming Health Unit is working closely with Temiskaming Transit management and all necessary COVID-19 prevention measures are being followed.

Anyone who used Temiskaming Transit on Saturday November 13 during the following times should self-monitor for symptoms:

- Northbound between Cobalt and downtown New Liskeard from 9-11 a.m.
- Route A between downtown New Liskeard and the Temiskaming Hospital from 9-11 a.m.

If symptoms develop, reach out to your local Assessment Center for testing. You do not have to go for testing if you do not have symptoms. If you are unsure of whether or not you should be tested, call the Timiskaming Health Unit for screening at 1-866-747-4305, extension 7.”

14. Notice of Motions

None

15. New Business

a) Proclamation - National Addictions Awareness Week from November 21 to November 27, 2021

Resolution No. 2021-486

Moved by: Councillor Jelly
Seconded by: Councillor Foley

Whereas the purpose of Addictions Awareness Week is to highlight solutions to help address harms related to alcohol and other drugs; and

Whereas Addictions Awareness Week provides an opportunity for Canadians to learn more about prevention, to talk about treatment and recovery, and to bring forward solutions for change; and

Whereas the theme for the 2021 National Addictions Awareness Week is Driving Change Together; and

Whereas this year's theme, Driving Change Together, celebrates community partnerships and initiatives that work together to create positive, lasting change within our communities.

Therefore be it resolved that Council hereby proclaims November 21st to November 27th, 2021 as "Addictions Awareness Week" in the City of Temiskaming Shores.

Carried

b) January to October 2021 Year-to-Date Capital Financial Report

Resolution No. 2021-487

Moved by: Councillor Laferriere
Seconded by: Councillor Whalen

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt the January to October 2021 Year-to-Date Capital Financial Report for information purposes.

Carried

c) Memo No. 039-2021-CS – Deeming By-law for Daniil Subbotin and Sara Worth – 604 Brewster Street

Resolution No. 2021-488

Moved by: Councillor McArthur

Seconded by: Councillor Foley

Whereas the owners of 604 Brewster Street would like to merge lots on title through the adoption of a deeming by-law in compliance with the Planning Act, in order to create one property with one Roll number; and

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

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby directs staff to prepare the necessary by-law to deem PLAN M54NB LOTS 33 TO 35 PT LOT 77 PLAN M37NB PT LOT 116 PT LANE AND RP 54R4188 PARTS 1 TO 4 RP 54R5366 PART 4 PCL 4159 3415 1030 24666 and PLAN M54NB LOT 78 PCL 23867SST to no longer be Lots on a Plan of Subdivision; and

Further that Council hereby directs staff to prepare the necessary deeming by-law for consideration at the November 16, 2021 Regular Council meeting.

Carried

d) Memo No. 040-2021-CS - Appoint Wildlife Control Agent

Resolution No. 2021-489

Moved by: Councillor Whalen

Seconded by: Councillor Laferriere

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 040-2021-CS; and

That Council directs staff to prepare the necessary by-law to appoint Larry Durling as a Wildlife Control Agent for the City of Temiskaming Shores, for consideration at the November 16, 2021 Regular Council meeting.

Carried

e) Memo No. 041-2021-CS - Parts III and IX of Provincial Offences Act (Ontario) Interim Transfer Agreement

Resolution No. 2021-490

Moved by: Councillor Jelly

Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 041-2021-CS; and

That Council directs staff to prepare the necessary by-law to authorize the execution of the Parts III and IX of Provincial Offences Act (Ontario) Interim Transfer Agreement between Her Majesty the Queen in Right of Ontario as represented by the Attorney General and The Corporation of the City of Temiskaming Shores, for consideration at the November 16, 2021 regular meeting.

Carried

f) Administrative Report CS-045-2021 – Site Plan Agreement: Haileybury Fire Hall, Rorke Avenue

Resolution No. 2021-491

Moved by: Councillor Laferriere

Seconded by: Councillor Jelly

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-045-2021;

That Council agrees to enter into a Site Plan Agreement with CGV Builders Inc. for the property described as PLAN M128NB LOTS 147 148 150 152 154 156 158 160 162 PT FOURTH ST PCL 3393NND 4120TIM 5396SST; and

That Council directs staff to prepare the necessary by-law to enter into a Site Plan Agreement with CGV Builders Inc. for the property described as PLAN M128NB LOTS 147 148 150 152 154 156 158 160 162 PT FOURTH ST PCL 3393NND 4120TIM 5396SST, for consideration at the November 16, 2021 Regular Council meeting.

Carried

g) Memo No. 013-2021-RS – Age Friendly Program Update

Resolution No. 2021-492

Moved by: Councillor Foley

Seconded by: Councillor Laferriere

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 013-2021-RS, regarding the Age Friendly Program update for information purposes.

Carried

16. By-laws

Resolution No. 2021-493

Moved by: Councillor Jelly

Seconded by: Councillor Whalen

Be it resolved that:

- By-law No. 2021-171 Being a by-law to authorize the Execution of a Memorandum of Understanding with the Ontario Northland Transportation Commission for the cost sharing of the 2021-2022 Rail Safety Improvement Program (Radley Hill Road Railway Right-of-Way)
- By-law No. 2021-172 Being a by-law to designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed as not a registered plan of subdivision 604 Brewster Street (Roll No. 5418-030-001-053.00 and 5418-010-001-082.02)
- By-law No. 2021-173 Being a by-law to amend By-law No. 2010-111, as amended, to appoint agents for the purposes of wildlife control (Larry Durling)
- By-law No. 2021-174 A By-law to authorize the execution of a Parts III and IX of Provincial Offences Act (Ontario) Interim Transfer Agreement between Her Majesty the Queen in Right of Ontario as represented by the Attorney General and The Corporation of the City of Temiskaming Shores
- By-law No. 2021-175 Being a by-law to authorize the execution of a Site Plan Control Agreement with CGV Builders Inc. for the New Haileybury Fire Hall (Roll No. 5418-030-012-086.00)

be hereby introduced and given first and second reading.

Carried

Resolution No. 2021-494

Moved by: Councillor Foley

Seconded by: Councillor Laferriere

Be it resolved that:

By-law No. 2021-171; By-law No. 2021-174; and
By-law No. 2021-172; By-law No. 2021-175;
By-law No. 2021-173;

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

Carried

17. Schedule of Council Meetings

- a) Regular – Tuesday, December 7, 2021 at 6:00 p.m.
- b) Regular – Tuesday, December 21, 2021 at 6:00 p.m.

18. Question and Answer Period

None

19. Closed Session

Resolution No. 2021-495

Moved by: Councillor Laferriere

Seconded by: Councillor Foley

Be it resolved that Council agrees to convene in Closed Session at 7:15 p.m. to discuss the following matters:

- a) Adoption of the October 19, 2021 and November 2, 2021 Closed Session Minutes;

- b) Under Section 239(2)(b) of the Municipal Act, 2001 – Personal matter (identifiable individual) – Human Resources Update; and
- c) Under Section 239 (2) (c) of the Municipal Act, 2001 – Proposed or pending acquisition or disposition of land by the municipality – 468 Georgina Avenue.

Carried

Resolution No. 2021-496

Moved by: Councillor McArthur

Seconded by: Councillor Whalen

Be it resolved that Council agrees to rise with report from Closed Session at 7:32 p.m.

Carried

Matters from Closed Session

Adoption of the October 19, 2021 and November 2, 2021 – Closed Session Minutes

Resolution No. 2021-497

Moved by: Councillor Jelly

Seconded by: Councillor Foley

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

- a) Closed Session Minutes from the Regular meeting of Council on October 19, 2021, and on November 2, 2021.

Carried

Under Section 239(2)(b) of the Municipal Act, 2001 – Personal matter (identifiable individual) – Human Resources Update

Staff provided Council with an update.

Under Section 239 (2) (c) of the Municipal Act, 2001 – Proposed or pending acquisition or disposition of land by the municipality – 468 Georgina Avenue

Staff provided Council with an update.

20. Confirming By-law

Resolution No. 2021-498

Moved by: Councillor Laferriere

Seconded by: Councillor Foley

Be it resolved that By-law No. 2021-176 being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Regular meeting held on **November 16, 2021** be hereby introduced and given first and second reading.

Carried

Resolution No. 2021-499

Moved by: Councillor Laferriere

Seconded by: Councillor Jelly

Be it resolved that By-law No. 2021-176 be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

Carried

21. Adjournment

Resolution No. 2021-500

Moved by: Councillor McArthur

Seconded by: Councillor Foley

Be it resolved that Council hereby adjourns its meeting at 7:34 p.m.

Carried

Mayor

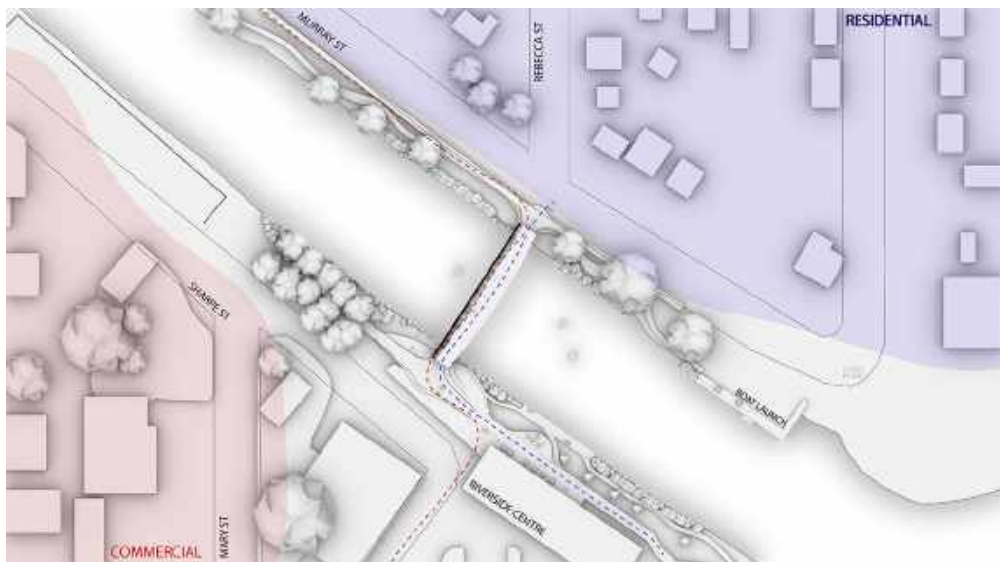
Clerk

December 3, 2021

The Wabi River Bridge

The Wabi River brings life. Its waters flow south through a clay valley, into a vast boulder strewn widening of the river, before changing course, joining with other arteries, and heading east towards Ottawa. The water at the widening of this river into Lake Temiskaming is never still. The unique geology and soil formations of the land around the Wabi have sculpted it, to create a winding waterway with accompanying views facing every direction. The relationship between the behaviour of this water across the landscape and the settlement patterns of the area's earliest peoples are inherently linked.

Fulfilling a desire of the Temiskaming Shores recreational Master Plan to extend the STATO trail along the lakeshore and join New Liskeard's commercial centre with the residential neighborhood on the opposite bank, the *Wabi River Bridge* is sited near the mouth of the river. By connecting the STATO trail near the lake shore the new bridge allows users to navigate around the heavily traveled vehicular bridge upstream in the centre of the city core. The bridge is designed to allow pedestrians and cyclists to fluidly traverse the river while enjoying views of the lake and the downtown. It provides for a safer, more pleasant path to the Riverside Centre. The approaches of the bridge extend the outdoor space of the community centre to create a unique, secondary space that can be programmed for multiple uses throughout the changing seasons.



Site Plan

Multiple approaches and varying speeds of users gently determine the form of a human scaled infrastructure of paths, ramps, and the bridge itself. The south approach has a small amphitheatre where benches flair off from the movement along the paths. On the west side seating is oriented towards the downtown skyline and on the east side towards the Wabi as it reaches Lake Temiskaming. These approaches are designed with accessible slopes for ease of access and a gentle connection to the river banks. These new pocket parks meld the bridge with the river, its banks and the path system. Farther down the river's south shore along the existing boardwalk a terrace and dock extending from the Riverside Centre are proposed to access the water or ice for year-round activities including swimming and fishing in the summer, and skating and snowmobiling in the winter. The layers of spaces add to make the place of and around the bridge a point of civic gathering.



View from Riverside Centre

The bridge itself is designed to celebrate its place in the North as a point of interest for visitors and a point of civic pride for the citizenry. If realized it could become a symbol of the community, an image that could take a place alongside Lake Temiskaming, Devil's Rock and sailboat representing the community, an icon.

It is primarily a wooden construction. Two glue laminated arches that span the river below the deck & overhead are supported by concrete abutments, while smaller bent glulam ribs are integrated with a network of cross bracing to provide for lateral stability. The bentwood ribs act as the support structure for a roof that continues along the length of the bridge. The roof shelters the structural members and the users, but also begins to afford them of certain vistas that are present around the site. A place to walk and watch in all weather conditions, all seasons.

The structure is a contemporary take on the historic covered wooden house bridges that can be found in the area. It owes its reliance on bentwood to Indigenous precedents of the longhouse and the snowshoe. It also tips its hat to the hockey stick. By gluing multiple boards together to create larger framing members the structure uses the smaller cross section of the trees common to the Boreal forest to advantage. While referring to the past this unique structure firmly places Temiskaming Shores in the mass timber vanguard and looks to the future.



View towards Riverside Centre

Designed by the Graduate Craft Studio 21F, Sudbury; Harman Bassan, Livingston Boyd, James Bursa, Mackenzie Cameron, Catherine Daigle, Maxwell Funk, Brook-Lynn Roy, Thomas Vanderkruk, Brett Walters and Professor Randall Kober with Moses Structural Engineers, Toronto; Mary Alexander & David Moses.



Corporation of the Town of LaSalle

5950 Malden Road, LaSalle, Ontario N9H 1S4
Phone: 519-969-7770 Fax: 519-969-4029 www.lasalle.ca

November 15, 2021

The Right Honourable Justin Trudeau
Prime Minister of Canada
House of Commons
Ottawa, Ontario K1A 0A6
justin.trudeau@parl.gc.ca

Dear Prime Minister Trudeau,

Re: COVID-19 Testing Requirement at Land Border

At the November 9, 2021 Regular Meeting of Council, Town of LaSalle Council gave consideration to correspondence received from a resident, dated November 2, 2021, regarding the COVID-19 testing requirement for travelers crossing the land border into Canada.

The following points were considered:

- The vast majority of the population of Essex County, including the Town of LaSalle, is fully vaccinated against COVID-19;
- Essex County, including the Town of LaSalle, has strong economic and social ties to Metropolitan Detroit and southeast Michigan;
- The United States has opened their land border to fully vaccinated Canadians without COVID-19 testing requirements; and
- The City of Windsor has asked the federal government to remove COVID-19 testing as a requirement for fully vaccinated travelers crossing the land border into Canada.

At the Meeting, the following Resolution was passed:

698/21

Moved by: Councillor Renaud

Seconded by: Councillor Carrick

That the Corporation of the Town of LaSalle requests that the Federal Government remove the requirement for Canadian Travelers to be tested for COVID-19 when using a land border crossing into the United States and then returning to Canada after the November 8, 2021 re-opening.



Your favourable consideration of this request is respectfully requested.

Yours Truly,



Jennifer Astrologo
Director of Council Services/Clerk
Town of LaSalle
jastrologo@lasalle.ca

cc. The Honourable Doug Ford
Chris Lewis, MP, Essex
Taras Natyshak, MPP, Essex
Gary McNamara, Warden, County of Essex
All Members of Parliament
All Members of Provincial Parliament
All Ontario Municipalities



Keeping transit running: What's happened and what's ahead



Keeping transit running

Since Covid began, Ontario transit systems have responded. We've reduced and reallocated service to respond to ever-changing demands, while continuing to get a million Ontarians a day where they need to go.

Over the next year, ridership is expected to rise to about 70% of pre-Covid levels from about 55% today. **Without extended operating support, most systems are also considering the need to cut service—likely pushing riders away at the very moment demand is rising.** If that happens in the first half of 2022 as people are returning to offices and campuses, it could have long-term impacts on travel patterns and farebox revenue.

With all the variables, ridership forecasts will be imprecise. This is everyone's first pandemic. But 35 Ontario systems responded to our survey in October 2021. What follows is how they've responded so far, their educated estimates about what's next, and the harmful impacts we can expect if operating support is not extended.

We've seen long-term effects before



Before presenting the results, it's important to remember what happened the last time lower revenue led to service reductions.

When the cuts came in the early 1990s, it took 16 years for ridership to recover.

Avoiding another long-term decline depends on largely replacing revenue lost to Covid and keeping service levels relatively high.

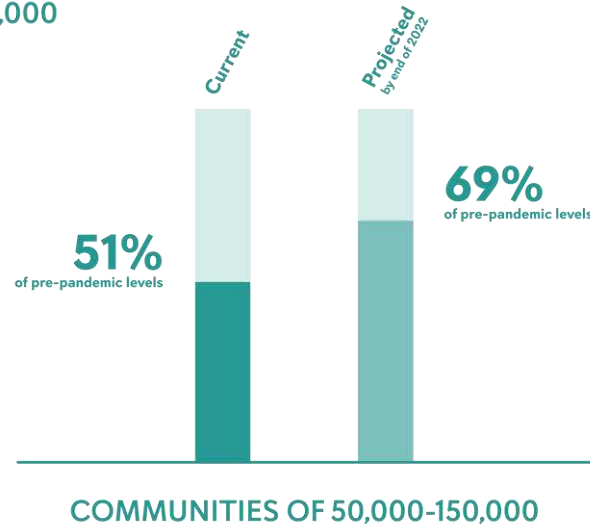
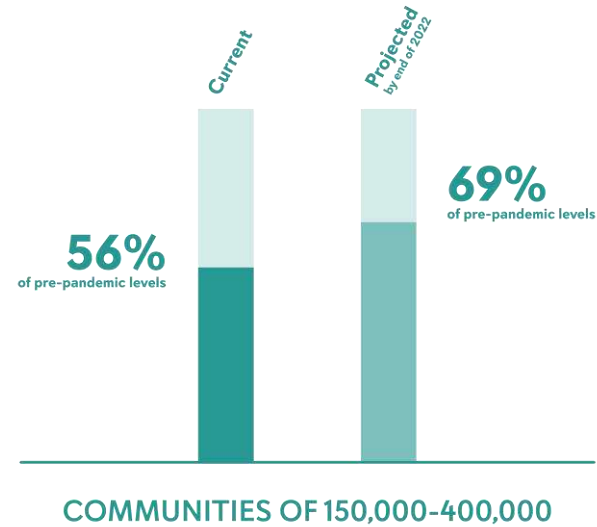
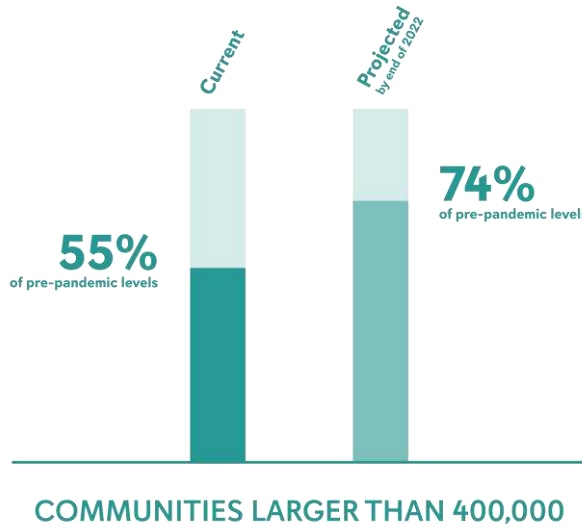
System and route ridership

From mid-2021, transit systems have experienced an increase in ridership, which they expect to continue into 2022 as the following slides show. But they also expect actual post-pandemic ridership patterns won't be fully known until a “new normal” emerges, likely sometime in 2023.

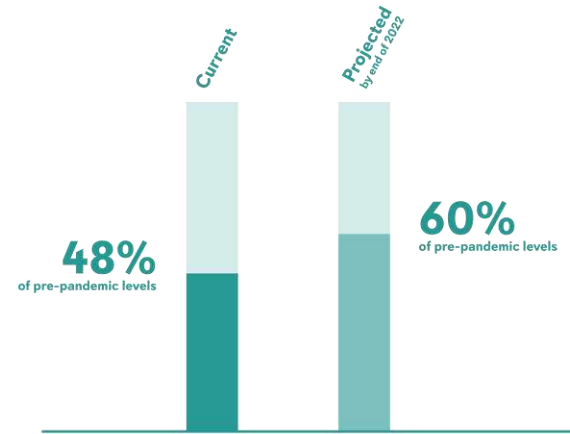
As important as the overall numbers are, every system also has to anticipate route-specific ridership, and since the pandemic began have made adjustments at this level. Maintaining service for institutions, such as hospitals, that continued to operate while reducing it on routes to campus or an airport. And now increasing it to distribution facilities or as post-secondary students return.

Most of the reduction in service on the following slides was on low-ridership routes. The longer it remains, the more likely riders who can afford it will be to find alternatives—perhaps permanently.

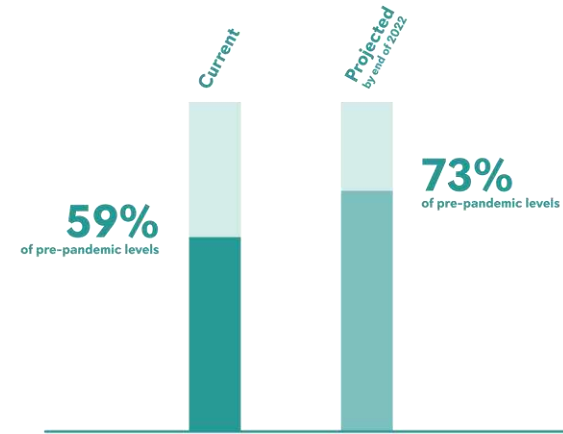
Current & projected ridership by system size



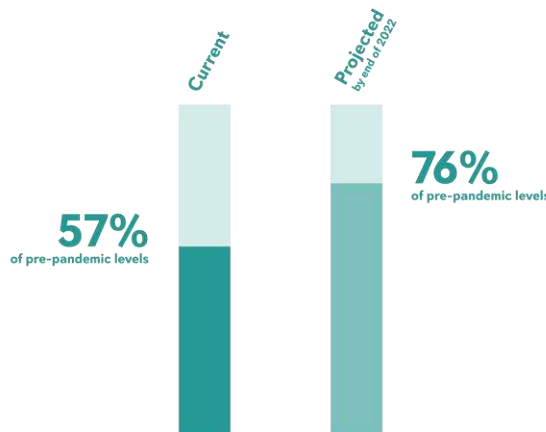
Current & projected ridership by region



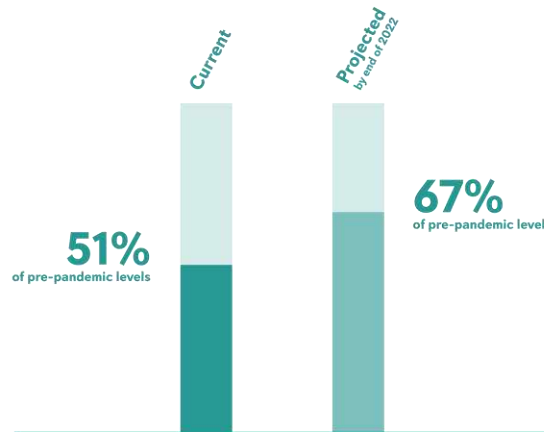
NORTHERN ONTARIO



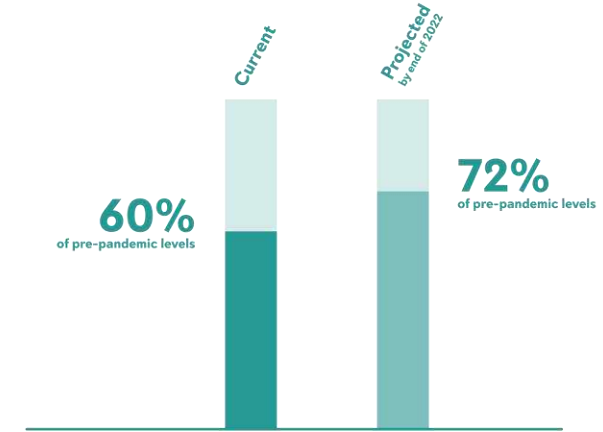
CENTRAL ONTARIO



EASTERN ONTARIO



GTHA

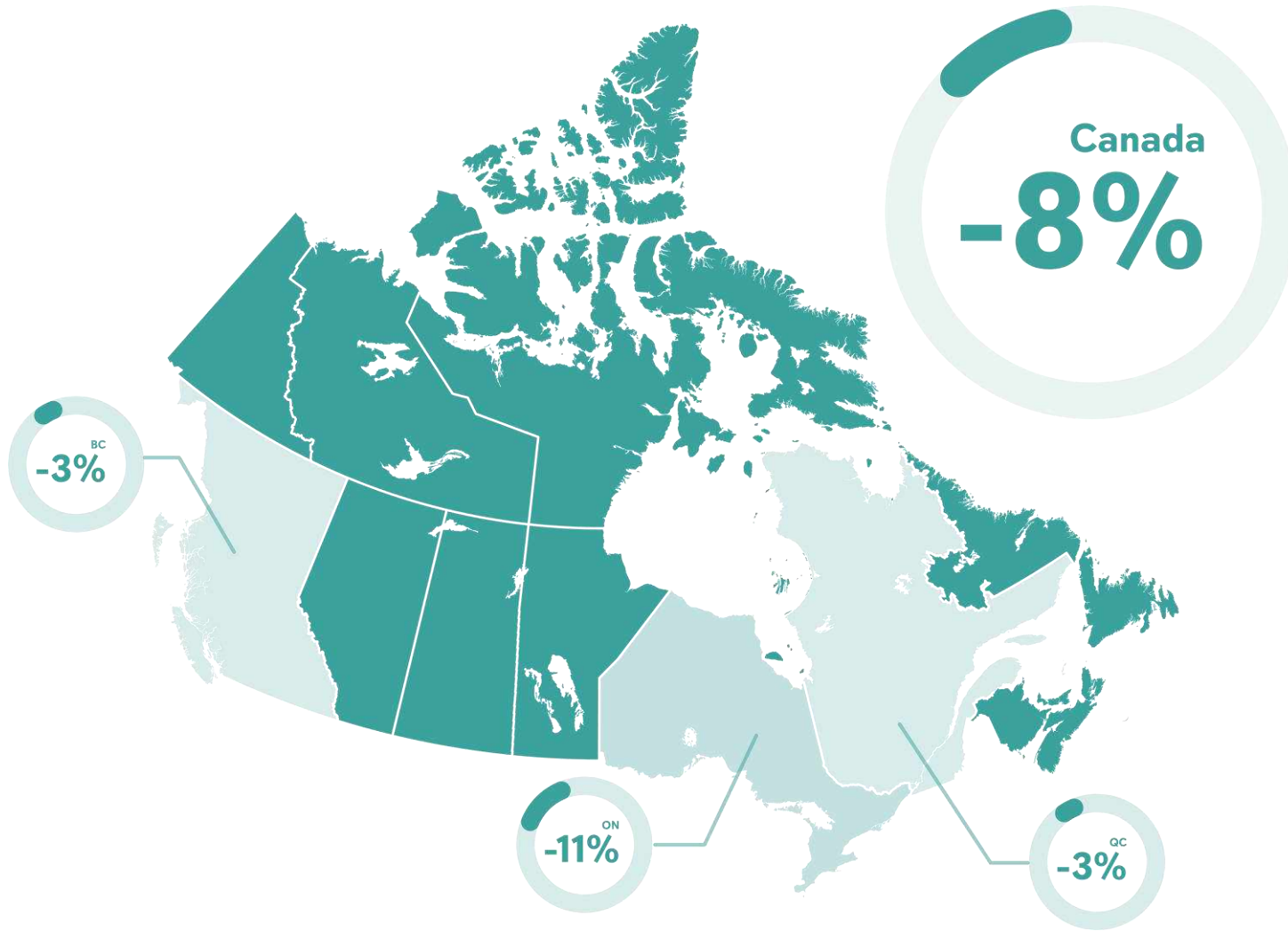


SOUTHWESTERN ONTARIO

Avoiding a repeat of the 1990s

Historically, Ontario transit systems have had some of North America's most efficient rates of farebox recovery. During Covid, we also reduced service by more than the national average and almost three times that of other large provinces.

Much of the service reduction that's already occurred was in response to public health measures like lockdowns or work-from-home orders. These are now being lifted. And if, as offices and campuses reopen through 2022 service is reduced even further we will be pushing people away from transit at the very time we should be encouraging riders to return. This could repeat the experiences of the 1990s and result in a long-term decline in ridership and increase in traffic congestion.



Ontario has already reduced service by more than the national average, and significantly more than other large provinces.

Without extended support, more service reduction is expected

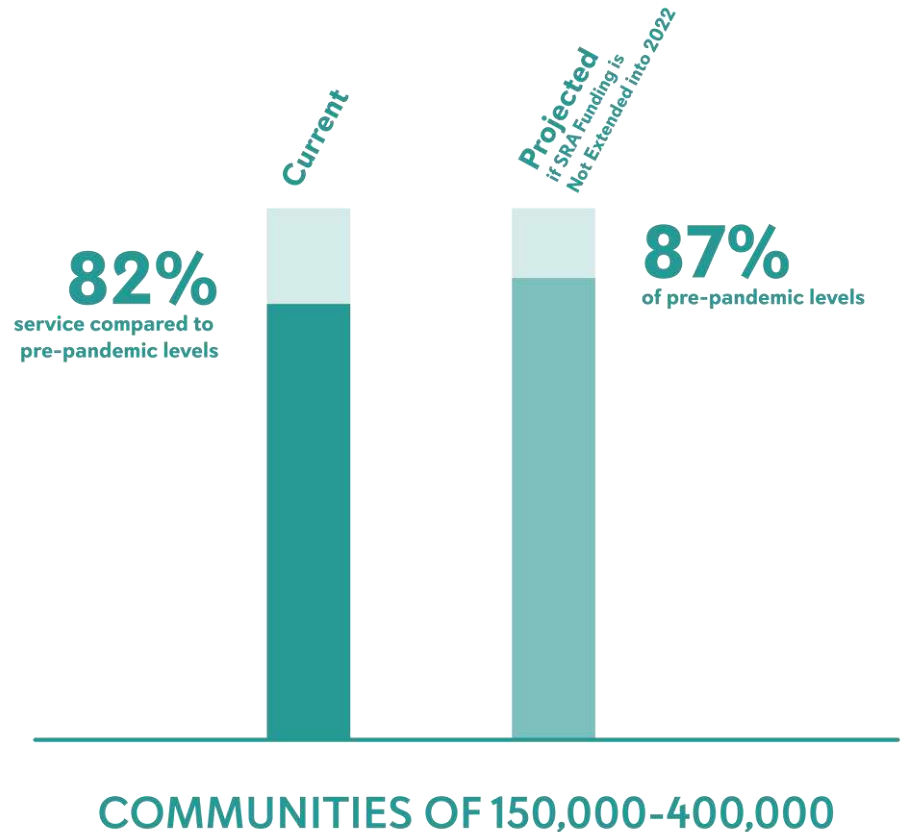


Local factors

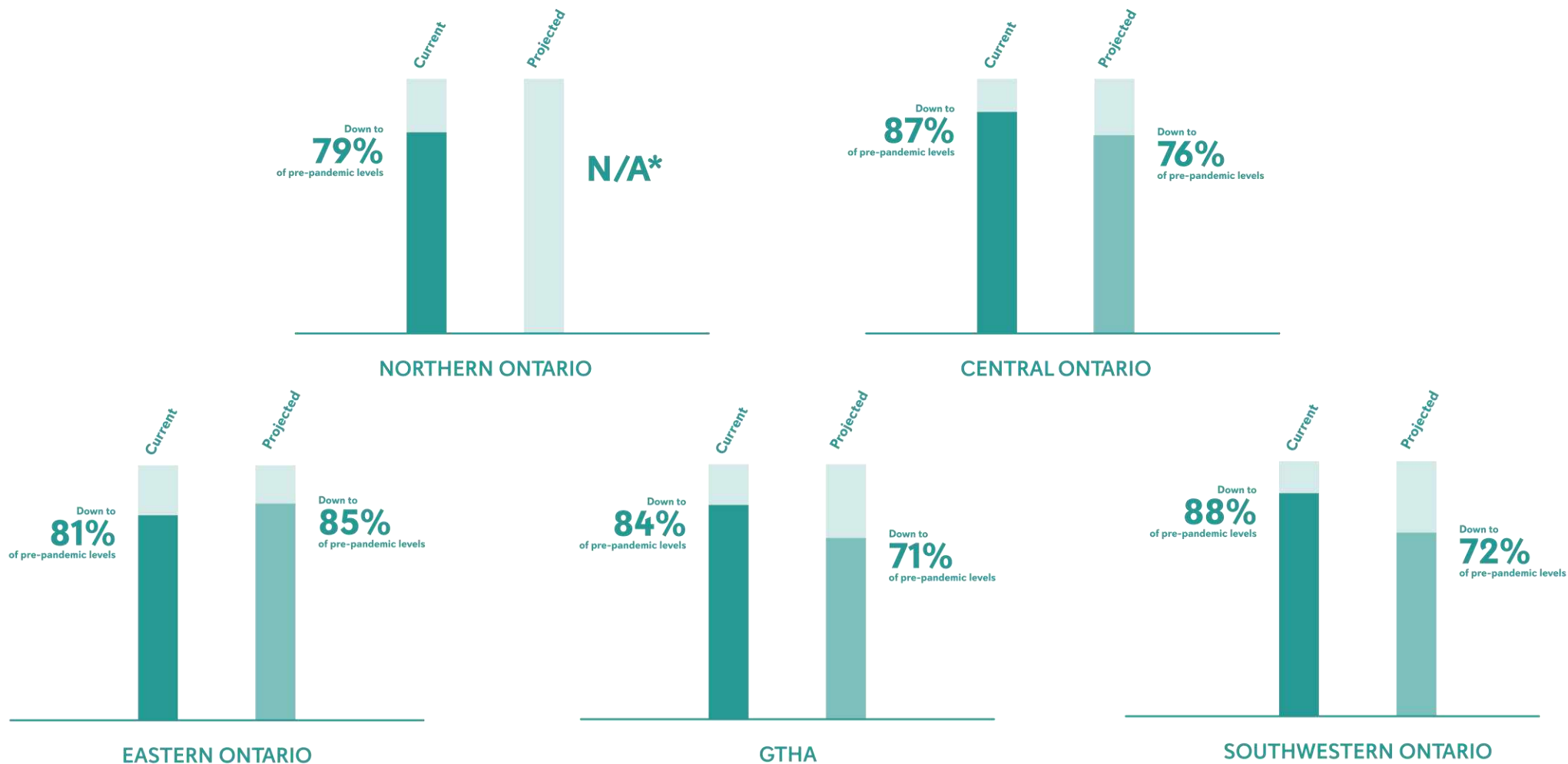
The impact of post-secondary students is most pronounced in medium-sized communities:

- In **Windsor**, post-secondary students were 55% of pre-Covid ridership, but the university is currently only at 11% on-campus learning. As this increases, service to campus will as well.
- In **Guelph**, 60% of pre-Covid riders were students and the UPass provided half of all transit revenue. The university is currently at about 60% on-campus learning.

Additionally, **Kingston** reduced service significantly in 2020 and into 2021 and is using the resulting savings to increase service next year. On the following slide, Eastern Ontario is forecasting service growth as public servants return to the office in **Ottawa**.



Almost every region forecasts further service cuts without ongoing support



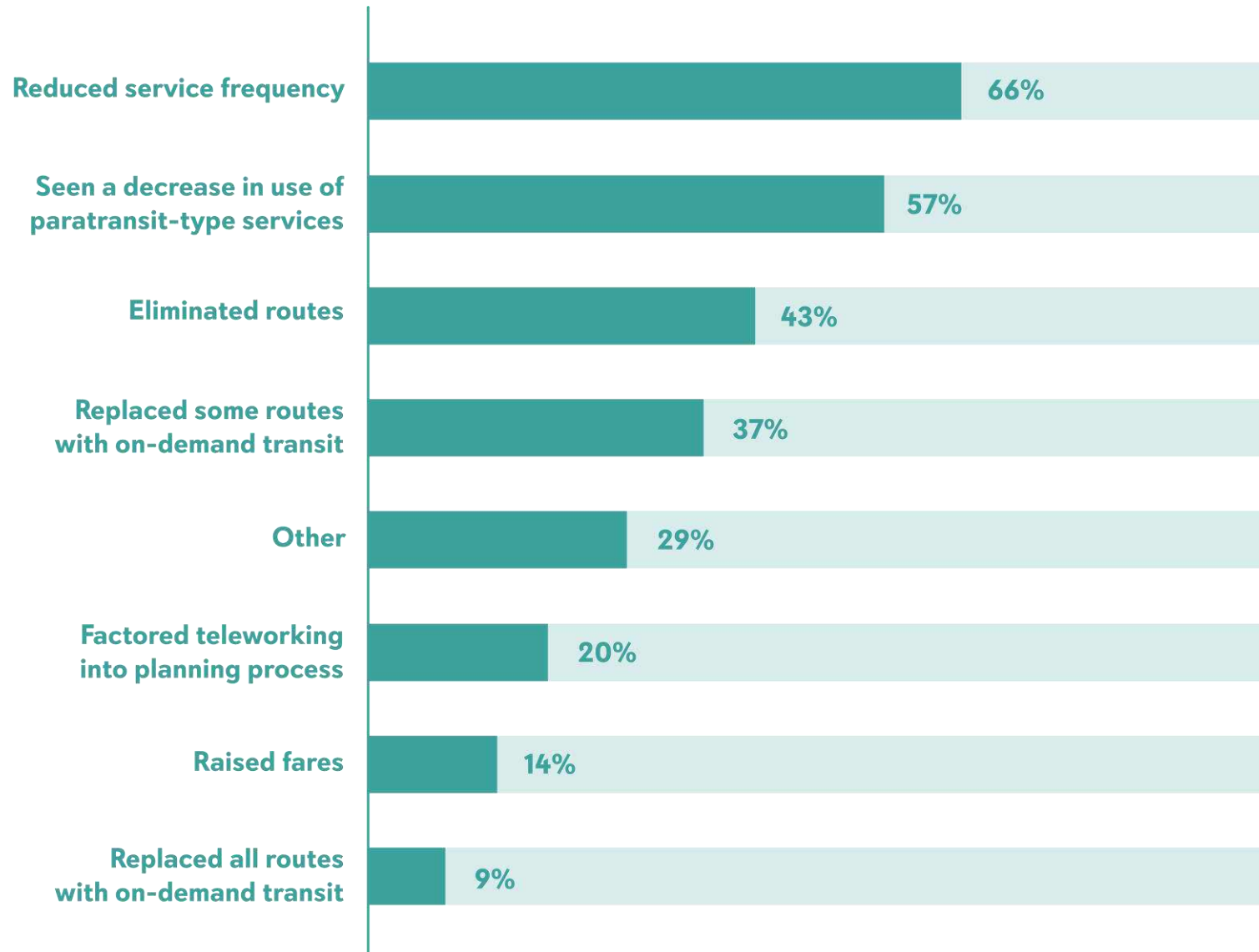
*Insufficient responses to this question from Northern systems

Service reduction options

There are several ways transit systems can contain costs. The most obvious is reducing service frequency or eliminating routes entirely.

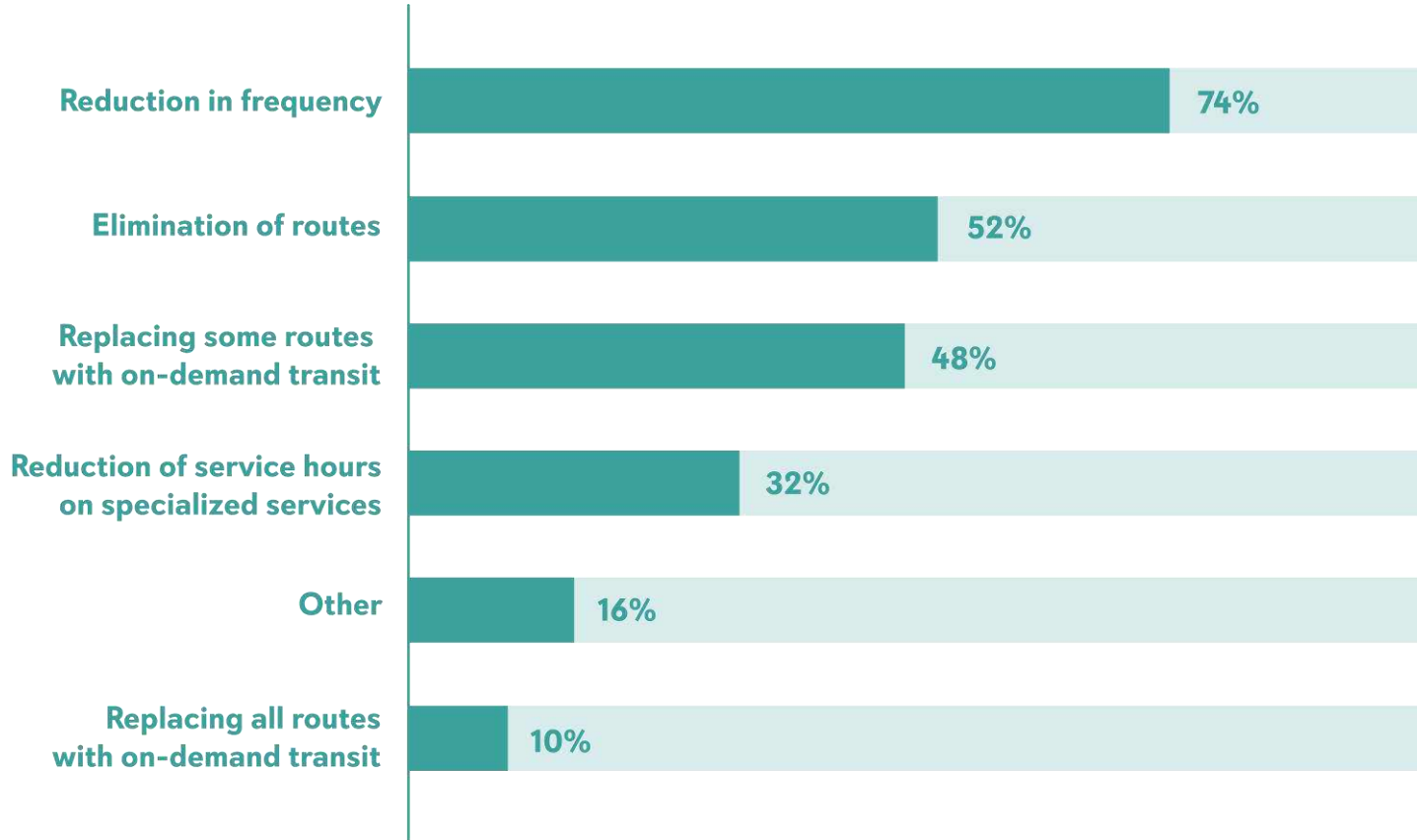
While almost two-thirds of systems reduced the frequency of service, about a third also replaced conventional service with on-demand service. This approach is appropriate, both from a financial and a sustainability perspective, but is also by its nature fluid. What worked during the worst of Covid in the winter of 2020-21 may not in the new reality that emerges in 2023.

Without extended operating support, not only do transit systems risk having to reduce service further, it's unlikely they will be able to increase service in response to growing demand as workplaces and campuses reopen.



Cost savings
measures already
employed.

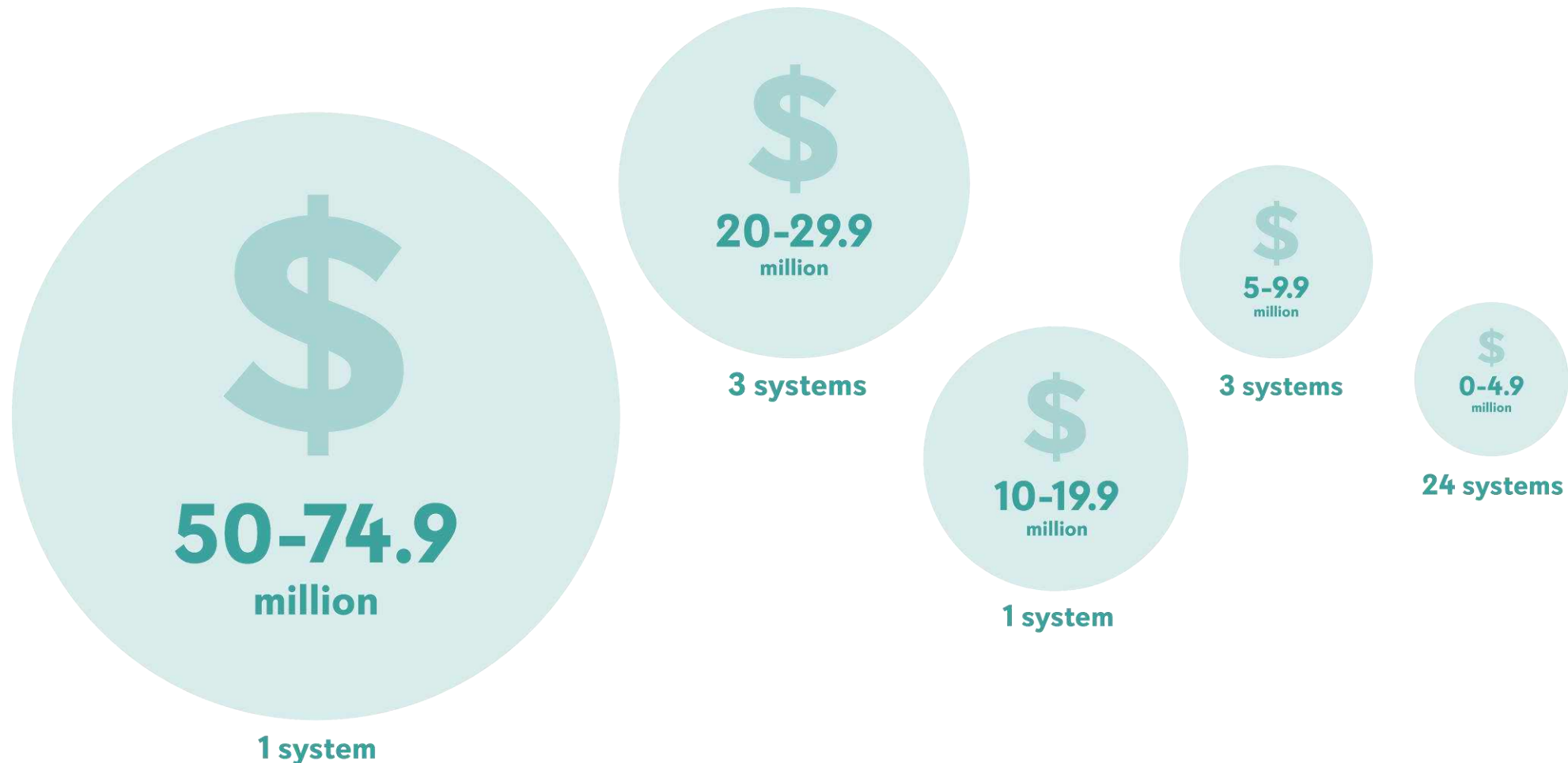
Multiple responses allowed.



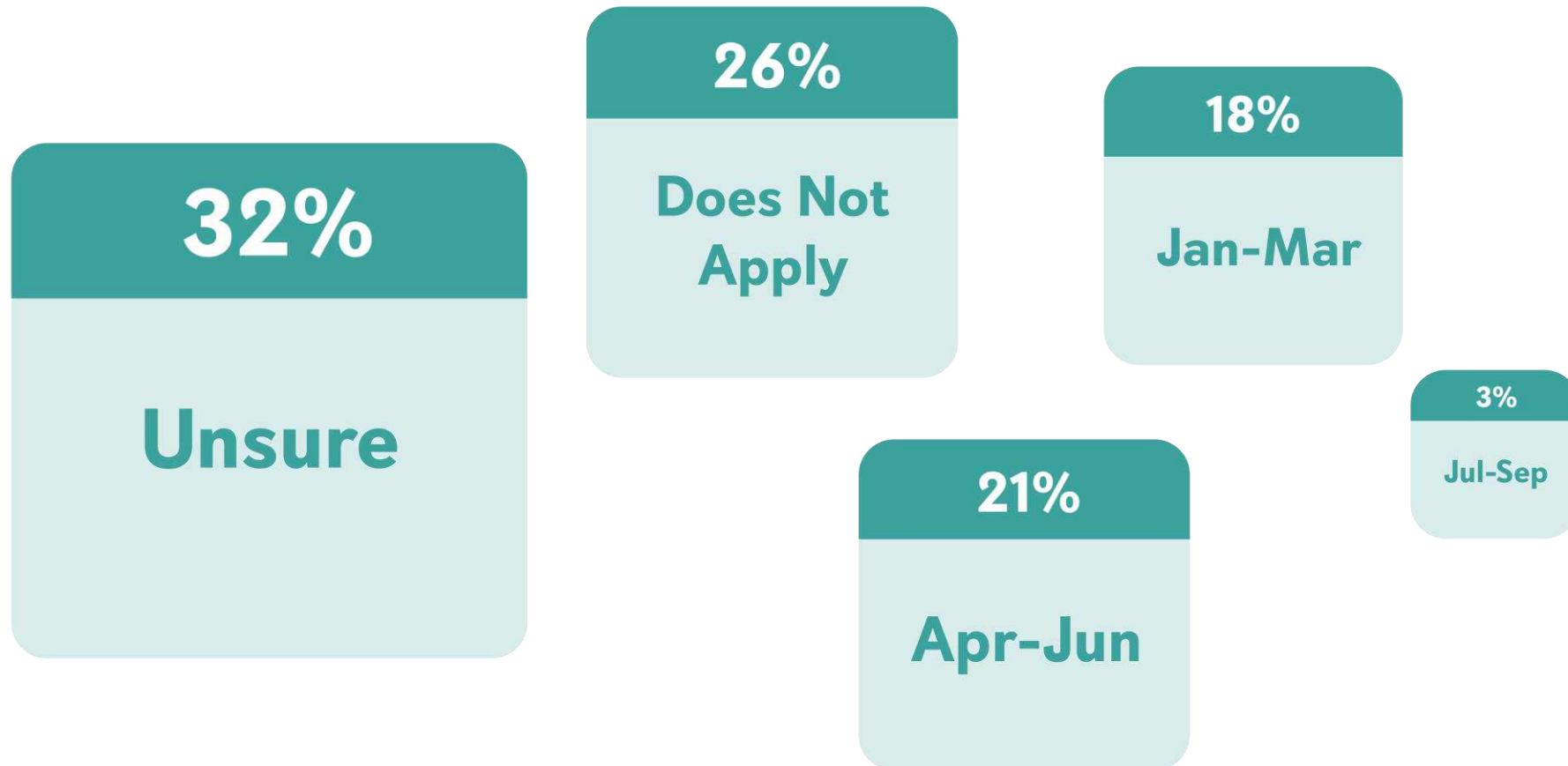
Projected service reductions without extended support in 2022

Projected financial shortfalls through 2022

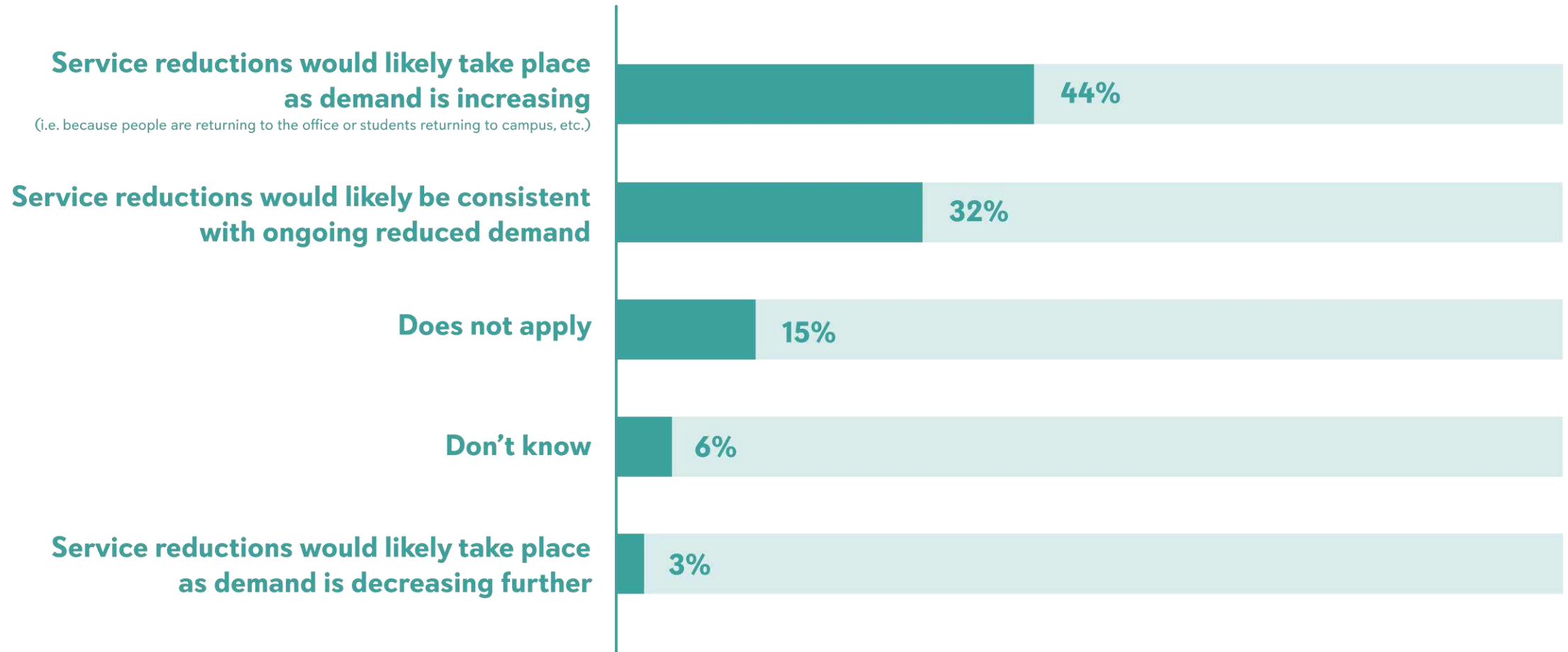
Does not include TTC



When service reductions are expected if support isn't extended



Ridership demand forecasts vs. service reductions without ongoing support



Impact on capital projects

Q:

Will your capital projects be impacted if there is no extension to Safe Restart Agreement-like funding?

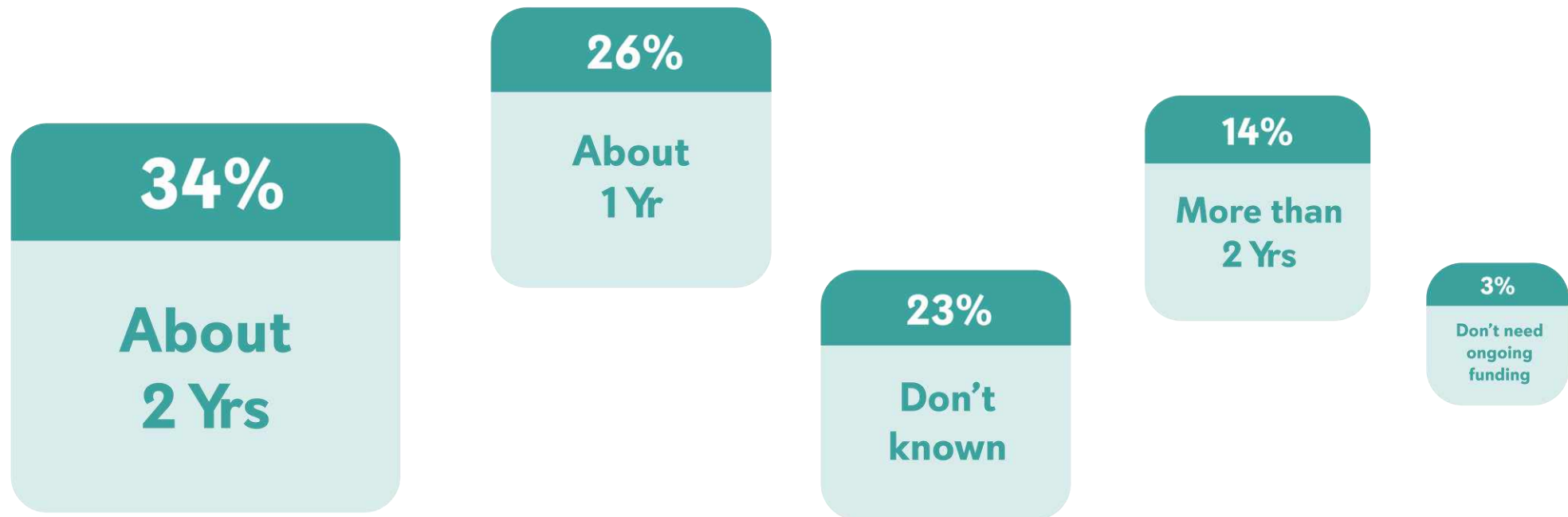
YES - 47%

NO - 53%

How Long SRA Funding Is Needed

Q:

How long, if at all, do you estimate you may need extended Safe Restart Agreement-like funding?



Notes on Data

These figures are estimates, and in most cases have not gone through municipal budget cycles. Ridership figures are also snapshots in time as of October 2021 and in many instances are changing rapidly.

The TTC is not included.

Respondent Details

These figures were from an OPTA survey of its members in October 2021 that received 35 responses. The TTC is not included.

By size

Communities larger than 400,000: 8

Communities between 150,000-400,000: 6

Communities between 50,000-150,000: 10

Communities smaller than 50,000: 11

By region

Southwestern Ontario: 14

GTHA: 6

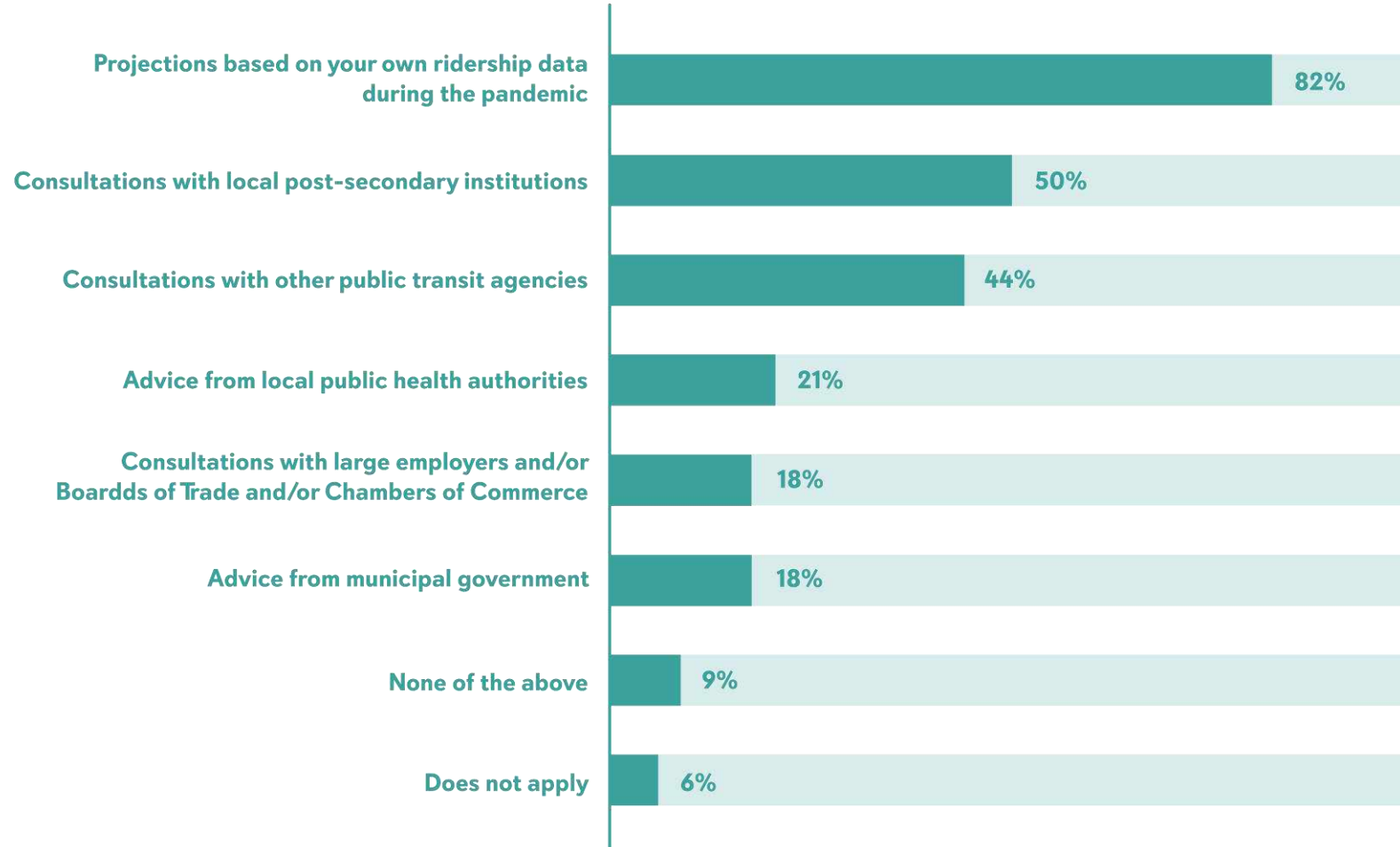
Eastern Ontario: 6

Central Ontario: 5

Northern Ontario: 4

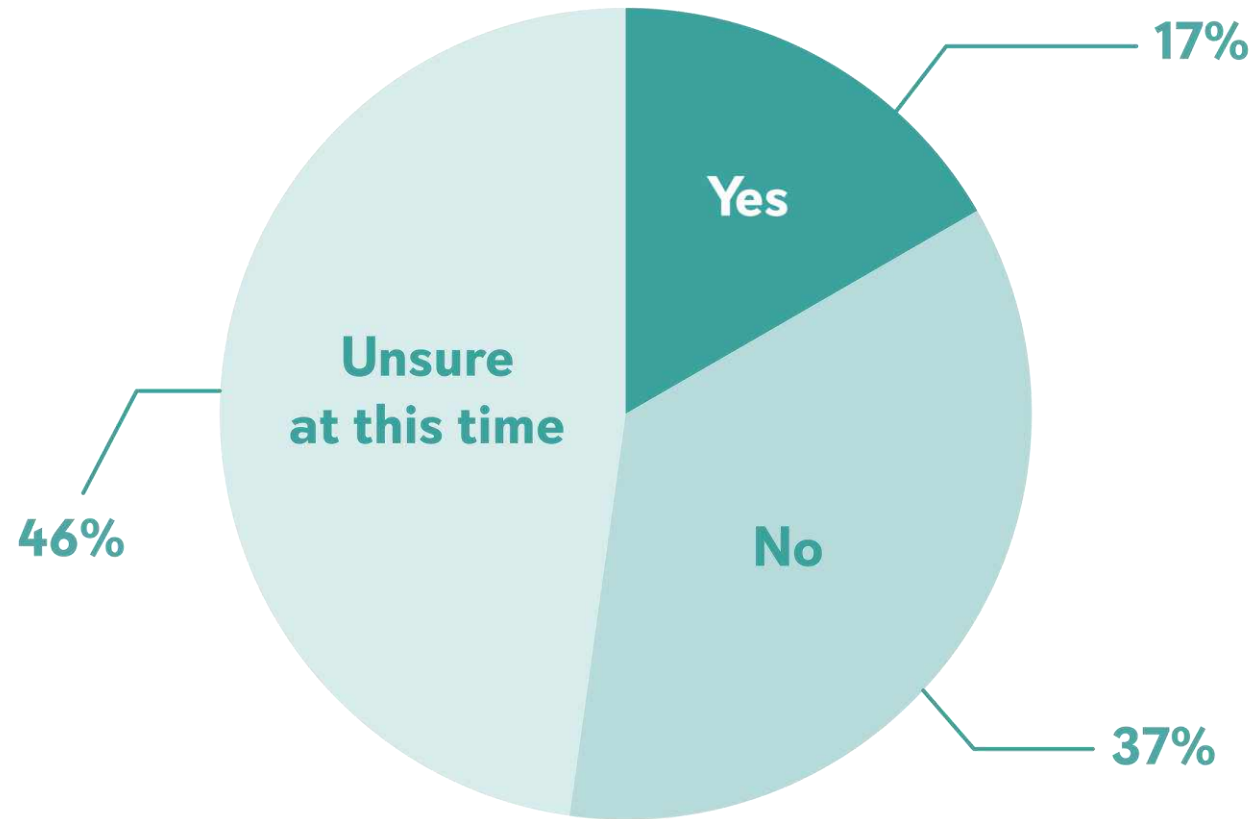
Q:

If you have ridership projections, how were these devised? Select all that apply.



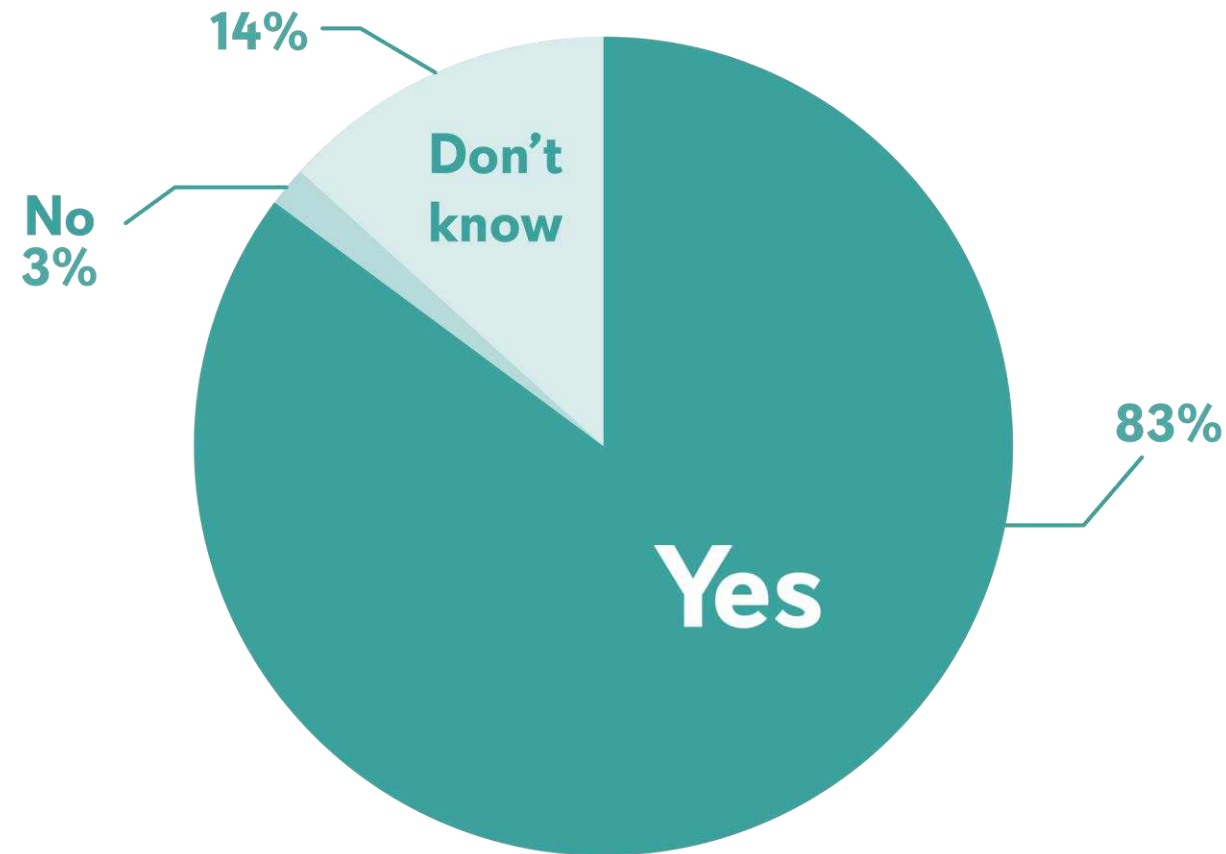
Q:

If there is no extension of Safe Restart Agreement-like funding,
is your system or municipality considering fare increases?



Q:

Are you projecting ongoing increases to health and safety costs, such as disinfecting vehicles, protective gear for employees, replacement of driver shields?





EARLTON-TIMISKAMING
Regional Airport

MANAGER'S REPORT July 2021

Projects: On the 16th of July 2021 Demora completed repairs on sanitary sewer line catch basin lid and spacer rings located in front of the sand shed. I also had Ray and Sons back to properly clean and flush the sanitary lines to the lift station to ensure that there were no blockages of sand and gravel in the lines.

SMS:

As discussed at our last meeting we are due to renew our 3 yr. annual SMS audits. 2020 marked the last year that Loomex did the final phase having started in 2018, as such the Board has approved to continue with Loomex for our audit review tentatively scheduled for September 2021, they will also be competing a review and redo of our SMS manual as well as a tabletop emergency exercise slated for October 18th, 2021.

On the 28th of July max and I leveled all the runway lights on 08/26 and taxiway Alpha to ensure we are in compliance with regulations.

Staff Training:

I am currently working with our fuel supplier to get online fuel training for Max and me. We are also looking at GRF training for the upcoming changes to how we report winter runway conditions that will take effect in August 2021.

Fuel: On the 2th of July, Sam's pump was into replace the mechanical meter on our avgas pump, as previously mentioned we were getting big swings in what the mechanical register was showing to what the card lock was indicating for liters pumped. On a separate service call it was determined that the mechanical registers gears were bent and not properly aligned, and a reconditioned register was required.

We were quick to catch this problem and were able to ensure that we were charging and collecting payment that was true to liters dispensed.

We also changed the fuel filters on the avgas pump and Jet A1 pump. This is an annual requirement and appears not have been done since 2018.

Irregular Operations (IROPS): The first week of July we had our second charter of the year in with eight passengers for Rona.

On the 14th of July 2021 Paul Cox one of the owners from the grant hangar came over and parked two airplanes that were in the hangar on our ramp hoping that they will be flown out at some point in time he did not give me an indication when. The new hangar owner is Yves Gautier I've met him a couple times he seems like a nice guy and interested in working with the airport to facilitate any kind of improvements that we may be able to incorporate into the hangar. The sale of the hangar was completed on the 15th of July to Yves Gotier.

On the 15th of July 2021 we had a serious rainfall I believe we measured close to five inches here at the airport the heavy rain created havoc with our weeping bed filling it up with water so we had to pump out our weeping bed as well as our live station in order to deal with the runoff from the rain it took a couple of days but we managed to get the weekend bed dried out and the live station back to normal operations.

Winter Operations: 2021/2022 Summary

N/A

Equipment

We started going through our plow trucks for annual pre winter maintenance checking cutting edges and performing any fluid changes as required.

It appears we will have to replace the cutting edges on the small plow truck with the wing blade for this season due to wear and tear on the plow cutting edges.

Safety Management System (SMS) Update

SMS Audit Findings – 2021 SMS Audit findings – Presently working on 8 SMS Audit findings and Corrective Action Plans along with the follow-ups. Ongoing.

We had no safety concerns reported in July.

SMS Reports

Item	
Noise Complaints	0
SMS Wildlife reports	0

SMS Issue/Observation Report	2
SMS Accident Report	1
Audit Findings	8

Misc. Updates:

We have 1 open T hanger available, I have had a couple of calls inquiring about it but no commitments thus far.

Correspondence: N/A

EARLTON-TIMISKAMING REGIONAL AIRPORT JULY 2021

REVENUE

	<u>ACTUAL</u>	<u>YTD</u>
Fuel	\$11,927	\$82,711
Operations	\$21,428	\$204,764
	<hr/>	<hr/>
	\$33,355	\$287,475

EXPENSES

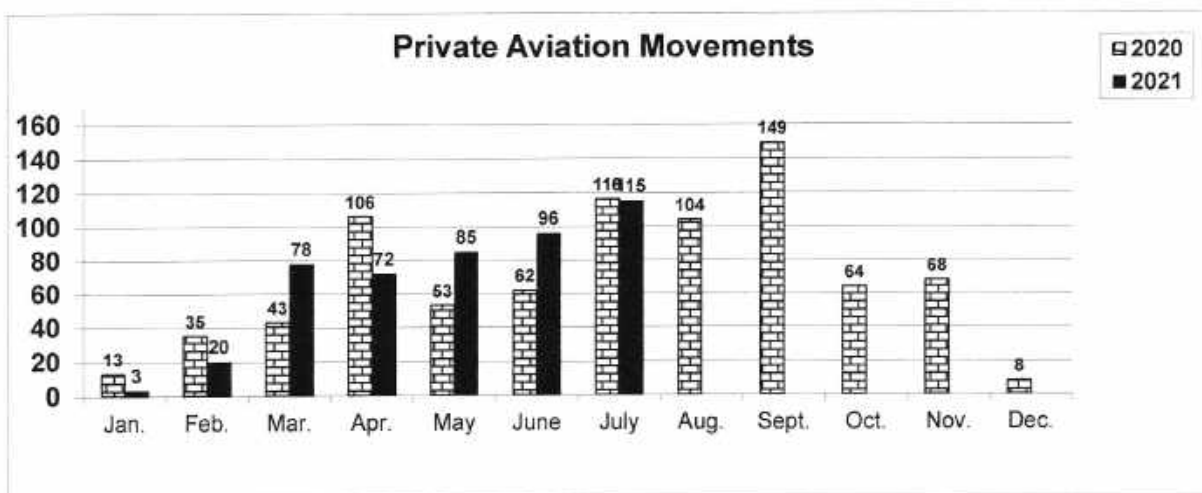
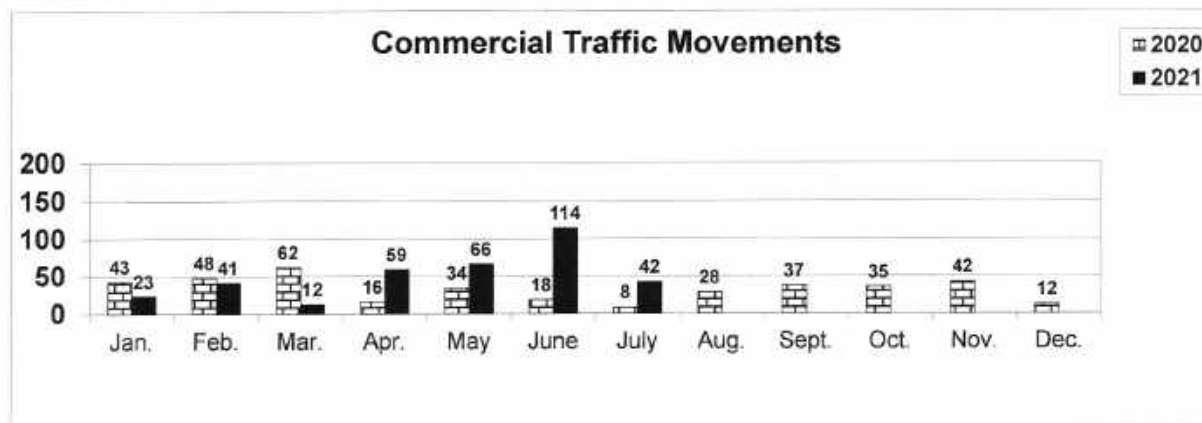
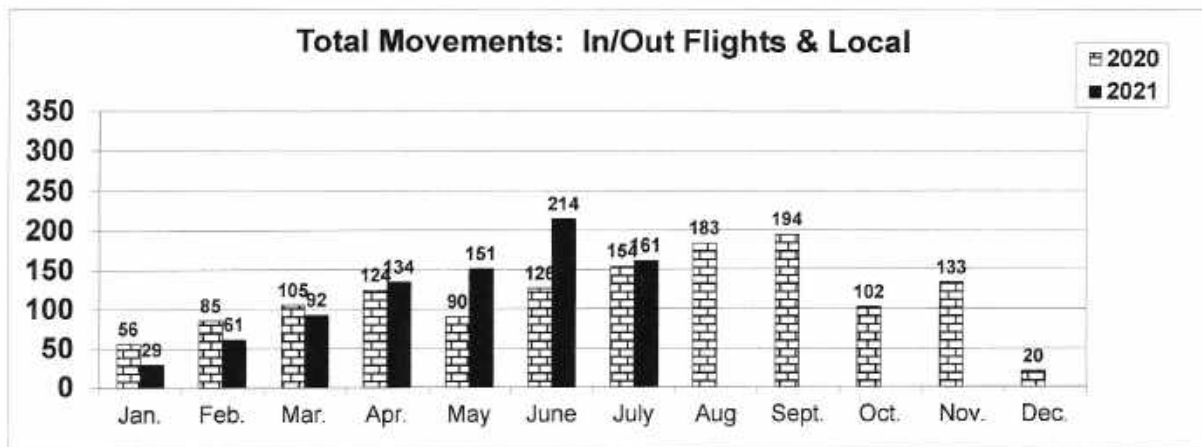
Fuel	\$22,895	\$71,250
Operations	\$37,236	\$152,029
	<hr/>	<hr/>
	\$60,131	\$223,279

NET PROFIT/LOSS

Fuel	-\$10,968	\$11,461
Operations	-\$15,808	\$52,735
Capital Expenses		
	<hr/>	<hr/>
	-\$26,776	\$64,196

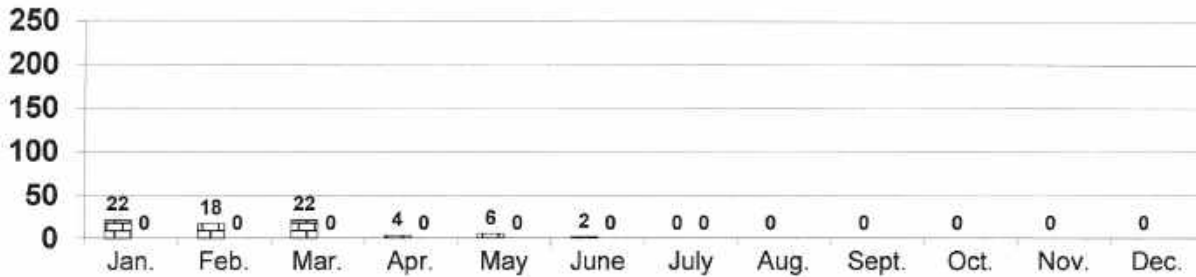
<u>FUEL INVENTORY - JET A1</u>	\$	24,576
<u>FUEL INVENTORY - AVGAS</u>	\$	15,316
<u>FUEL INVENTORY - DIESEL</u>	\$	3,796

ANNUAL AIRCRAFT MOVEMENTS



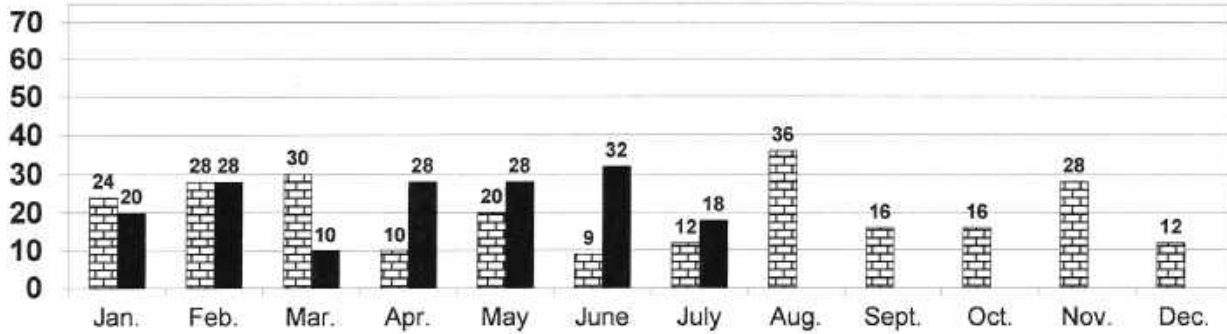
Air Carriers Movements

2020
2021



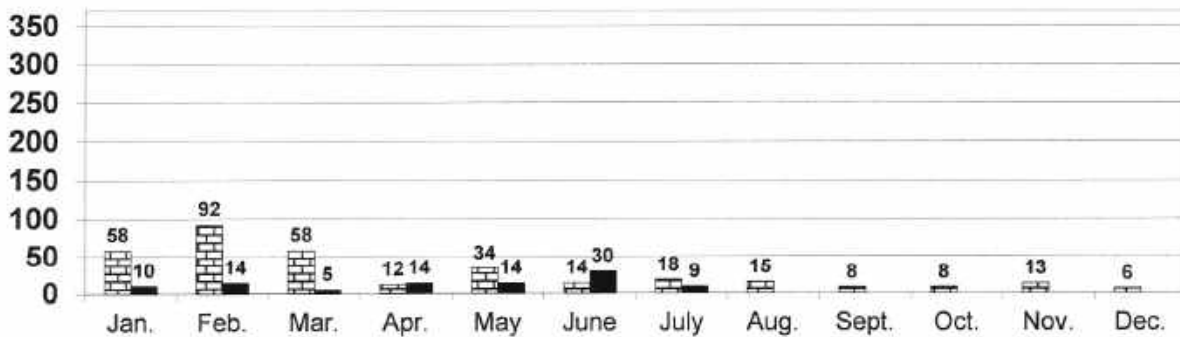
Air Ambulance Movements

2020
2021



Pgrs. via Air Charter

2020
2021



Community Contribution Summary
2021 Sharing Contribution
Per Capita Contribution - \$9.33

<u>Community</u>	<u>Population</u>	<u>Contribution</u>	<u>Paid</u>
Armstrong	1166	\$10,879	\$10,879.00
Casey	368	\$3,433	\$3,433.00
Chamberlain	332	\$3,098	\$1,549.00
Charlton and Dack	686	\$6,400	\$3,200.00
Coleman	595	\$5,551	\$5,551.00
Englehart	1479	\$13,799	\$13,799.00
Evanturel	449	\$4,189	\$2,094.50
Harley	551	\$5,141	\$5,141.00
Hilliard	223	\$2,081	\$1,040.50
Hudson	503	\$4,693	\$4,693.00
Temiskaming Shores	9920	\$92,554	\$46,277.00
Thornloe	112	\$1,045	\$1,045.00
Total Contributions	16384	\$152,863	\$98,702.00

Donation

Kerns	358	\$3,340	
Total Contributions		\$156,203	\$98,702

As of August 1, 2021



EARLTON-TIMISKAMING
Regional Airport

MANAGER'S REPORT AUGUST 2021

Projects: N/A

SMS:

Loomex has tentatively scheduled our SMS audit for September 2021, they will also be completing a review and redo of our SMS manual as well as a tabletop emergency exercise slated for October 18th, 2021. A notice and calendar invite has also been sent and Transport Canada has been notified as per regulations.

Windsocks were replaced on the 11th of August, this will be an annual exercise as they seem to fade rather quickly, it has been exactly 1 year since we last changed them.

Staff Training:

I am currently working with our fuel supplier to get online fuel training for Max and me. We are also looking at GRF training for the upcoming changes to how we report winter runway conditions that will take effect in August 2021.

Fuel: I am happy to report that we have sorted out the issues with the Avgas meters and have not had any issues with the meters since last month's repairs.

Irregular Operations (IROPS): On August 9th Canada reopened the US boarder to charters. The next day we had our first US charter into CYXR with 2 pax, the following week a family came up from the US to go to a fishing lodge for the week. We are expecting Georgia Pacific to be in with their jet early September. As you will see in the monthly movements our charter numbers looked great for August.

Over the weekend of August 20 – 22nd TEMSAR conducted a refresher exercise, although they did not have any DND participation we had a great weekend with Avgas sales of close to two thousand liters being sold and sixty aircraft movements.

Kirkland Lake Airport was closed over the weekend of the 27th for drag racing, it appears they did not inform the charter operators that shuttle folks to and from Detour Lake mine and they

called me early Saturday morning to use us as an alternate airport, as a result we had two charters over the weekend with 10 pax to and from Detour Lake plus one 600 litre Jet fuel sale.

Winter Operations: 2021/2022 Summary

N/A

Equipment

We started going through our plow trucks for annual pre winter maintenance checking cutting edges and performing any fluid changes as required.

It appears we will have to replace the cutting edges on the small plow truck with the wing blade for this season due to wear and tear on the plow cutting edges.

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Audit Findings	8

Misc. Updates:

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EARLTON-TIMISKAMING REGIONAL AIRPORT AUGUST 2021

REVENUE

	<u>ACTUAL</u>	<u>YTD</u>
Fuel	\$22,074	\$104,786
Operations	\$9,245	\$209,015
	<hr/>	<hr/>
	\$31,319	\$313,801

EXPENSES

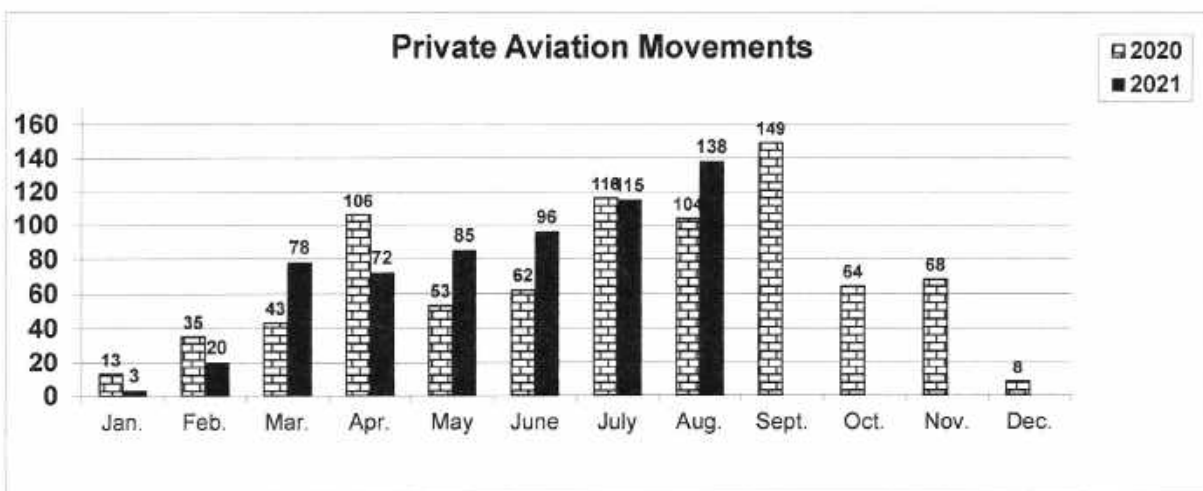
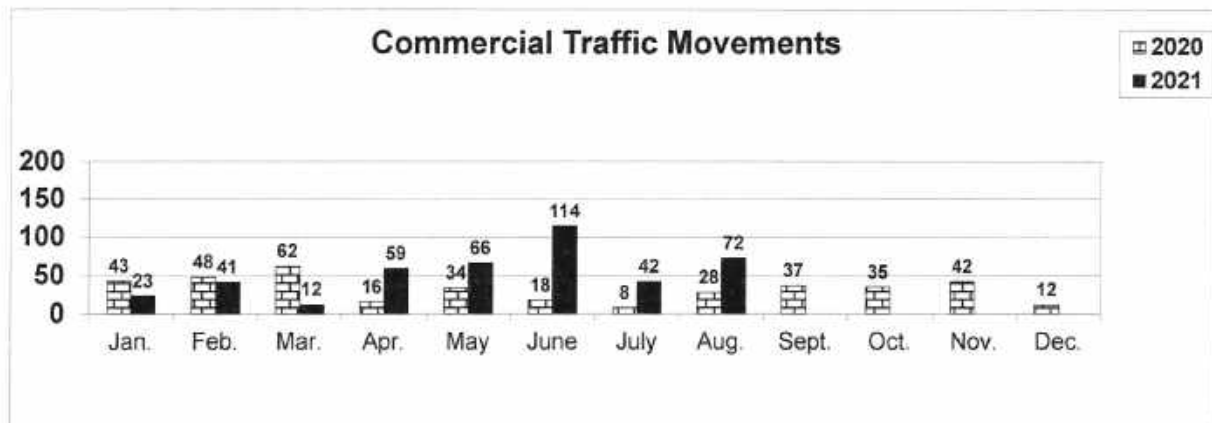
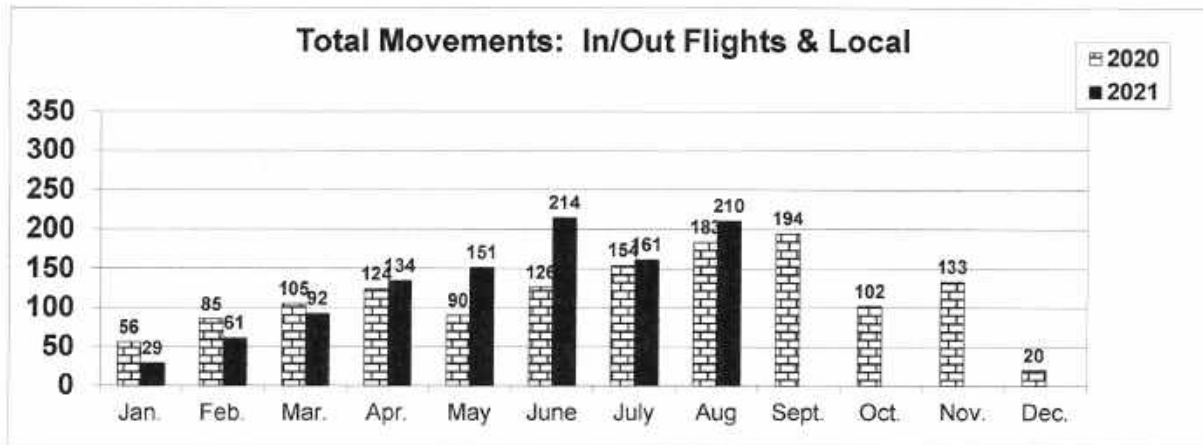
Fuel	\$0	\$71,250
Operations	\$26,297	\$178,327
	<hr/>	<hr/>
	\$26,297	\$249,577

NET PROFIT/LOSS

Fuel	\$22,074	\$33,536
Operations	-\$17,052	\$30,688
Capital Expenses		
	<hr/>	<hr/>
	\$5,022	\$64,224

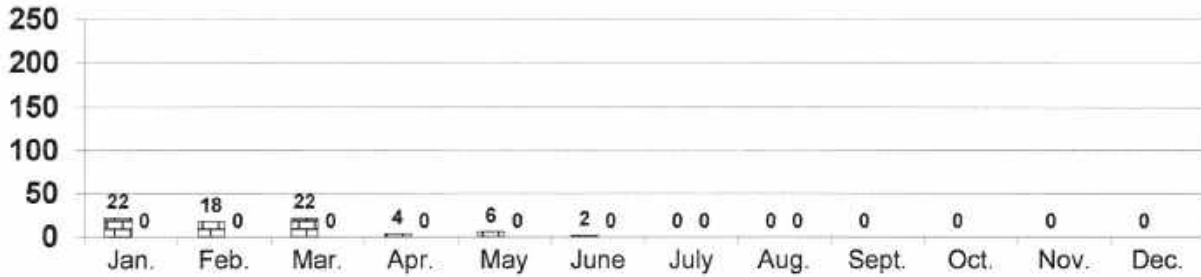
<u>FUEL INVENTORY - JET A1</u>	\$	18,770
<u>FUEL INVENTORY - AVGAS</u>	\$	5,196
<u>FUEL INVENTORY - DIESEL</u>	\$	3,474

ANNUAL AIRCRAFT MOVEMENTS



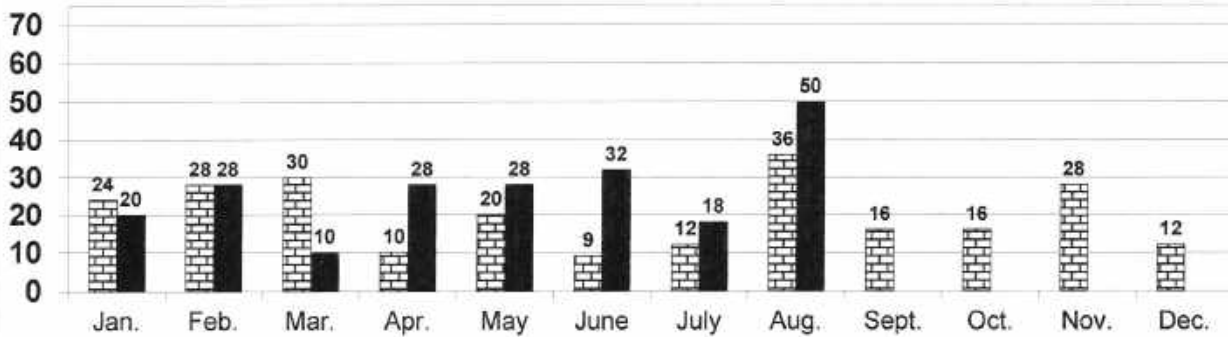
Air Carriers Movements

2020
2021



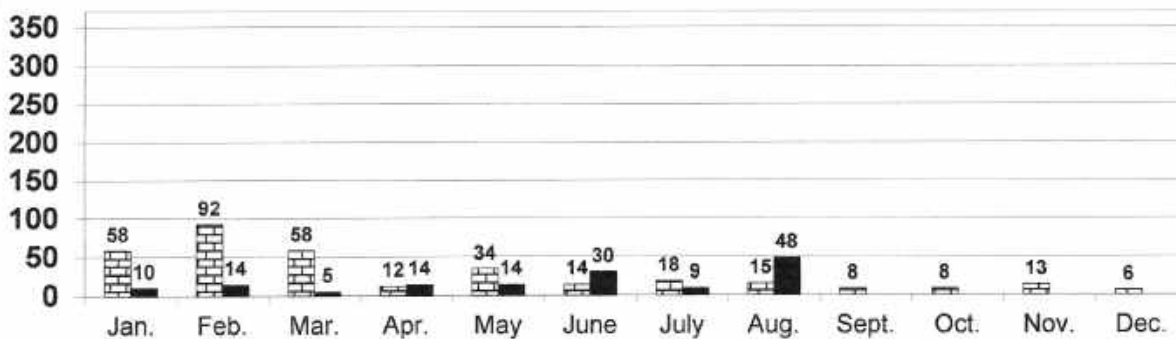
Air Ambulance Movements

2020
2021



Pgrs. via Air Charter

2020
2021



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Per Capita Contribution - \$9.33

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Charlton and Dack	686	\$6,400	\$3,200.00
Coleman	595	\$5,551	\$5,551.00
Englehart	1479	\$13,799	\$13,799.00
Evanturel	449	\$4,189	\$2,094.50
Harley	551	\$5,141	\$5,141.00
Hilliard	223	\$2,081	\$2,081.00
Hudson	503	\$4,693	\$4,693.00
Temiskaming Shores	9920	\$92,554	\$46,277.00
Thornloe	112	\$1,045	\$1,045.00
Total Contributions	16384	\$152,863	\$99,742.50

Donation

Kerns	358	\$3,340	
Total Contributions		\$156,203	\$99,743

As of September 14, 2021



EARLTON-TIMISKAMING
Regional Airport

MANAGER'S REPORT SEPTEMBER 2021

Projects: N/A

SMS:

Loomex has tentatively scheduled our SMS audit for October 2021, they will also be completing a review and redo of our SMS manual as well as a tabletop emergency exercise slated for October 18th, 2021. A notice and calendar invite has also been sent and Transport Canada has been notified as per regulations.

Windsocks were replaced on the 11th of August, this will be an annual exercise as they seem to fade rather quickly, it has been exactly 1 year since we last changed them.

Staff Training:

I am currently working with our fuel supplier to get online fuel training for Max and me. We are also looking at GRF training for the upcoming changes to how we report winter runway conditions that will take effect in August 2021.

Fuel: I am happy to report that we have sorted out the issues with the Avgas meters and have not had any issues with the meters since last months repairs.

Irregular Operations (IROPS): We had a couple charters through in September, Miller and Georgia Pacific with 9 pax in all.

To meet the Transport Canada requirements for Runway Surface Condition Reporting for our testing vehicle we found that the tires on Staff 20 did not meet the requirements outlined in the regulations and were below the 75% wear. We shopped around and got a good deal on 4 new tires for the truck. They were replaced late September.

We also had our decelerometer sent out for annual recalibration and it was passed.

I have also sent a letter out to the stakeholders and to the main Medivac users of the Airport to inform them of the upcoming changes regarding the new GRF winter reporting format. We are obligated to do so as per Transport Canada Advisory Circular AC 302-019.

I have not had any response from either group so we will continue to report our main runway in a full-length format as opposed to breaking it into thirds, the same as we did for last year.

We will have to adhere to the changes in reporting, for example we can only report on two contaminants now instead of three as we were able to last year, also the electronic reporting system that we used had been changed significantly to what we had last year.

There will be a need for extended training to ensure we are able to properly report on runway surface conditions through the 2021/2022 winter season.

Winter Operations: 2021/2022 Summary

N/A

Equipment

We started going through our plow trucks for annual pre winter maintenance checking cutting edges and performing any fluid changes as required.

It appears we will have to replace the cutting edges on the small plow truck with the wing blade for this season due to wear and tear on the plow cutting edges.

We have also noted several problems with the blower that we are addressing.

Safety Management System (SMS) Update

SMS Audit Findings – 2021 SMS Audit findings – Presently working on 6 SMS Audit findings and Corrective Action Plans along with the follow-ups. Ongoing.

We had no safety concerns reported in September.

SMS Reports

Item	
Noise Complaints	0
SMS Wildlife reports	0
SMS Issue/Observation Report	0
SMS Accident Report	0
Audit Findings	6

Misc. Updates:

We have 1 open T hanger available, I have had a couple of calls inquiring about it but no commitments thus far.

Correspondence: N/A

EARLTON-TIMISKAMING REGIONAL AIRPORT SEPTEMBER 2021

REVENUE

	<u>ACTUAL</u>	<u>YTD</u>
Fuel	\$22,086	\$126,871
Operations	\$14,166	\$223,182
	<hr/>	<hr/>
	\$36,252	\$350,053

EXPENSES

Fuel	\$14,480	\$85,730
Operations	\$22,100	\$200,426
	<hr/>	<hr/>
	\$36,580	\$286,156

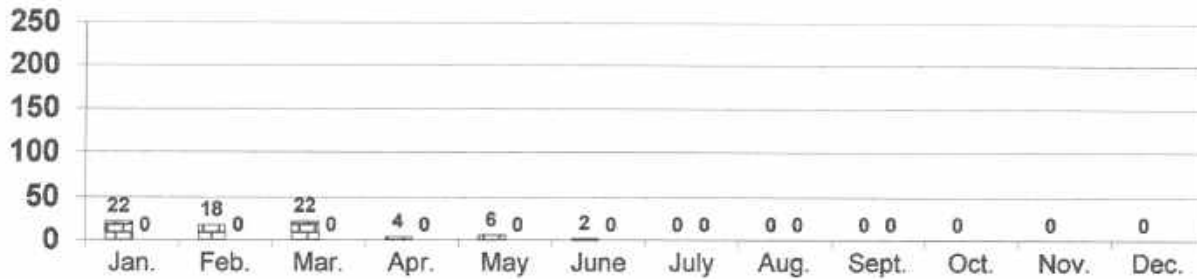
NET PROFIT/LOSS

Fuel	\$7,606	\$41,141
Operations	-\$7,934	\$22,756
Capital Expenses		
	<hr/>	<hr/>
	-\$328	\$63,897

<u>FUEL INVENTORY - JET A1</u>	\$	10,944
<u>FUEL INVENTORY - AVGAS</u>	\$	13,311
<u>FUEL INVENTORY - DIESEL</u>	\$	3,304

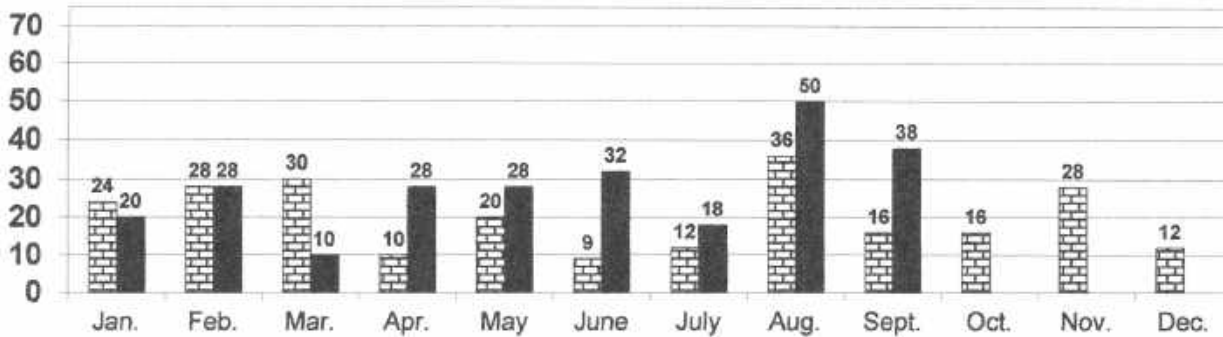
Air Carriers Movements

2020
2021



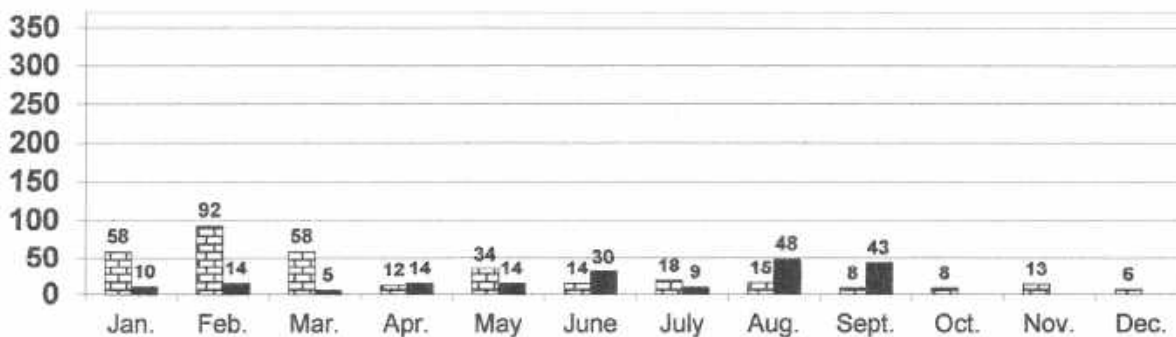
Air Ambulance Movements

2020
2021



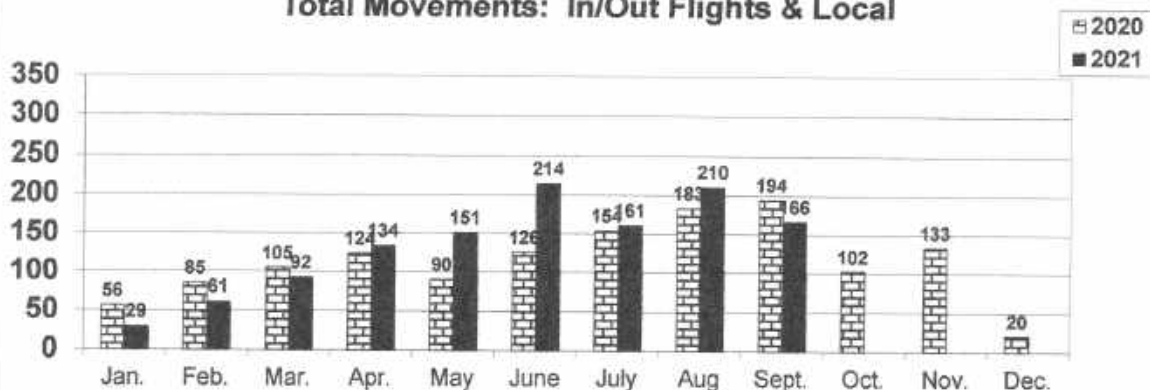
Pgrs. via Air Charter

2020
2021

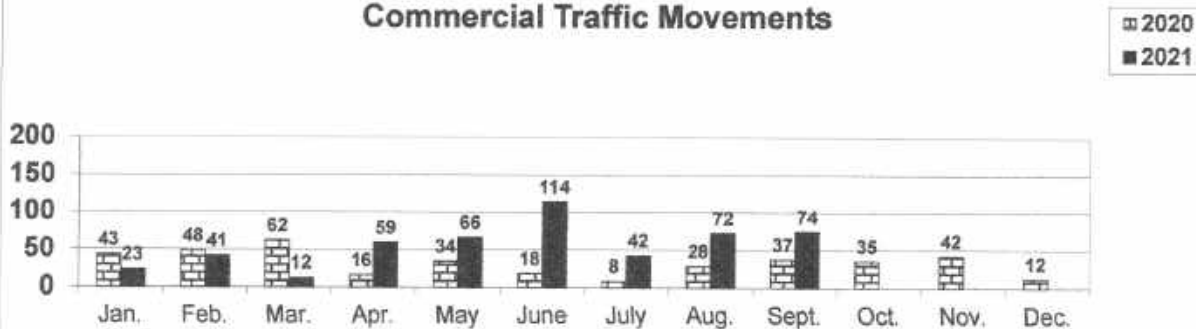


ANNUAL AIRCRAFT MOVEMENTS

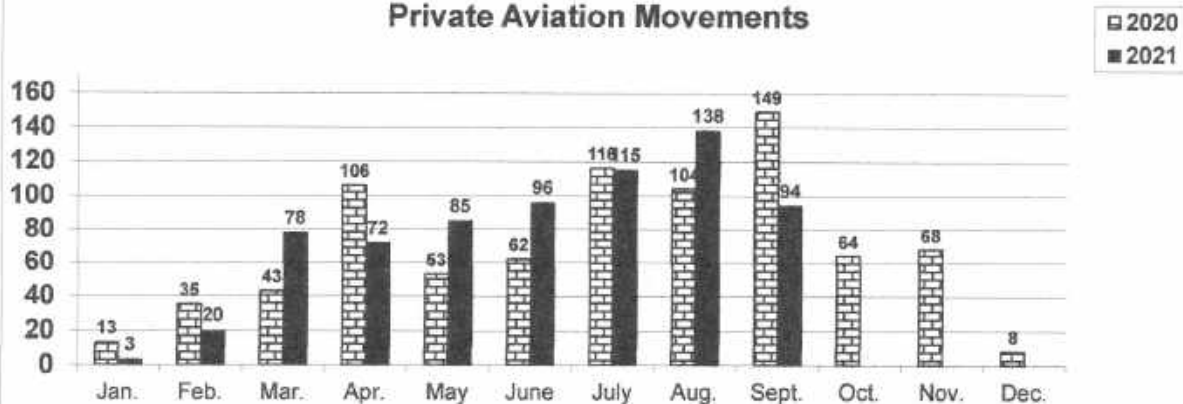
Total Movements: In/Out Flights & Local



Commercial Traffic Movements



Private Aviation Movements



Community Contribution Summary
2021 Sharing Contribution
Per Capita Contribution - \$9.33

<u>Community</u>	<u>Population</u>	<u>Contribution</u>	<u>Paid</u>
Armstrong	1166	\$10,879	\$10,879.00
Casey	368	\$3,433	\$3,433.00
Chamberlain	332	\$3,098	\$1,549.00
Charlton and Dack	686	\$6,400	\$3,200.00
Coleman	595	\$5,551	\$5,551.00
Englehart	1479	\$13,799	\$13,799.00
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Thornloe	112	\$1,045	\$1,045.00
Total Contributions	16384	\$152,863	\$146,019.50

Donation

Kerns	358	\$3,340	
Total Contributions		\$156,203	\$146,020

As of October 12, 2021

PO Box 2045
New Liskeard, Ont P0J 1P0

November 25, 2021

City of Temiskaming Shores
325 Farr Drive
Haileybury, Ont P0J 1K0

Temiskaming Shores Mayor and Council,

I am looking for clarification as to the ownership and usage of the emergency access lane that runs
Between 116 Lakeshore Road and 183 Broadwood Avenue

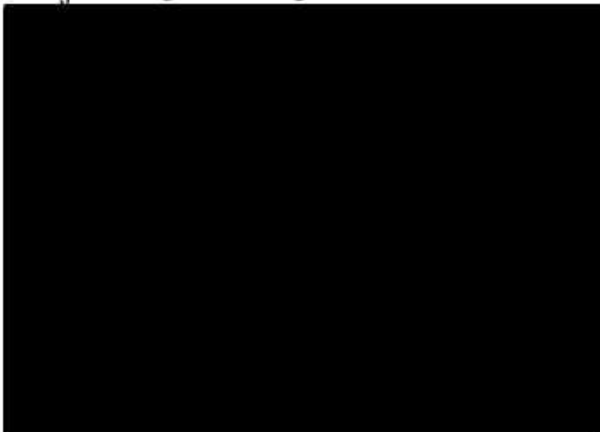
I have lived at the corner of Lakeshore Road and Broadwood Avenue and had the use of the lane to
bring my ice hut etc on and off my property for 25 years. Recently two yard sales were held at 183
Broadway Avenue and pictures were posted (also posted in the Temiskaming Speaker) of the upgraded
building that will be "Zack's Crib". These pictures show a fence along my side of the lane cutting off my
access from the lane onto my property and the lane becoming a bricked sidewalk exclusively for the use
of 183 Broadwood.

Since the acquisition of the property at 183 Broadwood by DTSSB and Zack's Crib I have followed all City
Council Meetings online and have never seen or been invited to a meeting to discuss the sale or gifting
of the lane property by the town if this is what has happened. Is this wishful thinking on their part? I
have paid taxes on my property like a good citizen for the 25 years I have lived here and would have
purchased that property for my own use had I known it was available for sale. I would certainly think the
voting public would get some say or at least be informed if the town is selling off or gifting it's property.

Can you please clarify to me and the voting residents of Temiskaming Shore so we all understand who
has ownership of the laneways in Timiskaming Shores, and what practice is used to take the lane out of
commission and make it private property?

Respectfully

Judy Seymour
Judy Seymour



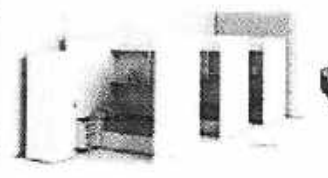
N



Ground Floor Plan



Lounge / Sleeping Area



Sleeping Pods

What Zack's Crib will look like after the renovations.

- IMAGE: COURTESY

A changing profile for the homeless

ZACK'S CRIB

Proposed Building Renovation



Lounge Area





November 29, 2021

COMMUNICATED VIA EMAIL

Hon. David Piccini, Minister; Andrew Evans, Director of Policy
Ontario Ministry of the Environment, Conservation and Parks
minister.mecp@ontario.ca; Andrew.Evans4@ontario.ca

Hon. Jonathan Wilkinson, Minister
Environment and Climate Change Canada
jonathan.wilkinson@parl.gc.ca

Hon. Lisa Thompson, Minister; Jack Sullivan, Issues Manager & Press Secretary
Ontario Ministry of Agriculture, Food and Rural Affairs
minister.omafra@ontario.ca; jack.sullivan@ontario.ca

Hon. Marie-Claude Bibeau, Minister
Minister of Agriculture and Agri-Food
Marie-Claude.Bibeau@parl.gc.ca

**RE: LACK OF RECYCLING OPTIONS
AGRICULTURAL BALE WRAP AND TWINE AND BOAT SHRINK WRAP**

To Whom this May Concern:

Residents of the Town of Georgina are concerned about the lack of options for recycling boat shrink-wrap and agricultural bale wrap and twine. We note that the [Inventory of recycling programs](#) in Canada, listed on the Government of Canada website specifies that the only location in Canada to recycle bale and silage wrap is in Manitoba as part of a pilot program by CleanFARMS. The Region of York has advised that there are additional pilot programs in Bruce County, Clinton, and Ottawa Valley however, none of these locations are accessible to the residents of Georgina, nor to many other rural communities in Ontario. Moreover, CleanFarms has advised that expansion beyond Bruce County is highly unlikely due to financial limitations.

Every year, tons of plastic waste are burned on farms around Ontario and across Canada, and more is buried or dumped in municipal landfills. [CBC reports that a 2012 survey](#) found that only 17 percent of farmers send their plastic for recycling. Accordingly, 83 percent of farmers have been forced to adopt

other means of disposal, largely, or entirely due to a lack of options for agricultural plastics within the province. As you are aware, burning plastics releases potent environmental toxins into the air and buried plastics are not biodegradable.

Just recently, Prince Edward Island announced [regulatory amendments](#) that will transition pilots for items like silage wrap and twine into permanent, industry-funded programs starting December, 2022. More recently still, Quebec took similar [regulatory action](#). Are similar initiatives currently under consideration for Ontario?

We seek to work with you, however possible, and with neighboring municipalities, in order to promote the well-being of our environment and to make recycling programs more accessible to farmers and boaters across the country. We look forward to hearing from you regarding concrete steps that can be implemented between government, agricultural and marine groups, and municipalities for the furtherance of these causes.

Kind Regards,

FOR THE TOWN OF GEORGINA

Council of the Town of Georgina
Georgina Agricultural Advisory Committee
Georgina Environmental Advisory Committee
Georgina Waterways Advisory Committee

Cc: Scot Davidson, MP, York-Simcoe, Scot.Davidson@parl.gc.ca
Caroline Mulroney, MPP, York-Simcoe, caroline.mulroneyco@pc.ola.org
Laura McDowell, Regional Municipality of York, Director, Environmental Promotion and Protection Branch, Laura.McDowell@york.ca
Cleanfarms Inc., info@cleanfarms.ca
Dr. Shrink, drshrink@dr-shrink.com
Switch Energy Corp., dnott@switchenergycorp.com
Neighbouring Municipalities

December 1, 2021

The Honourable Doug Ford, M.P.P.
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Sent via email: premier@ontario.ca

**Re: National Childcare Program
Our Files:**

Dear Premier Ford,

At its meeting held on November 15, 2021, St. Catharines City Council approved the following motion:

“WHEREAS the province of Ontario has the most expensive childcare in the country, presenting a financial hardship for many families and a barrier for women’s full economic participation; and

WHEREAS the \$34 billion early learning and childcare spending commitment announced this year by the federal government will bring transformative change to childcare by lowering parent fees and expanding the supply of regulated not-for-profit and public childcare in this country; and

WHEREAS the federal government has already reached childcare agreements with BC, Nova Scotia, Manitoba, Saskatchewan, Yukon Territory, PEI, Newfoundland and Labrador and Quebec; and

WHEREAS the provisions of each agreement vary to some degree, but the majority of the jurisdictions have agreed to use the federal funds to:

- (a) lower parent fees by 50 per cent by the end of 2022 and to \$10 a day by 2025-26 or sooner;
- (b) improve the wages and working conditions of early childhood educators, and
- (c) publicly fund the expansion of not-profit and public childcare;

THEREFORE BE IT RESOLVED that the City of St. Catharines request that the provincial government take the necessary steps to work with the federal government on

a bilateral agreement to ensure the new national child care program be made available to Ontarians, and that it focuses on increased access, affordability, quality and responsiveness, all of which are essential to the COVID-19 pandemic response; and

BE IT FURTHER RESOLVED that staff actively monitor federal developments and engage in provincial and regional discussions; and

BE IT FURTHER RESOLVED that City Council request the City Clerk circulate Council's decision to other municipalities in Ontario, the Ontario Municipal Social Services Association and the Association of Municipalities of Ontario.”

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Bonnie Nistico-Dunk, City Clerk
Legal and Clerks Services, Office of the City Clerk
:mb

cc: Niagara Area MPPs
Ontario Municipal Social Services Association
Ontario Municipalities
Association of Municipalities of Ontario, amo@amo.on.ca



80 Commerce Valley Drive E, Suite 1
Markham, ON L3T 0B2
Phone: 905-739-9739 • Fax: 905-739-9740
Web: cupe.on.ca E-mail: info@cupe.on.ca

Dear City of Temiskaming Shores Council:

On behalf of CUPE Ontario's nearly 125,000 active members of the Ontario Municipal Employees Retirement System (OMERS), I am writing today to express our serious concerns with OMERS' investment performance.

In 2020, OMERS posted a net loss 2.7%, representing three billion dollars in losses. This was during a year that comparable defined benefit pension plans and funds in Canada posted substantial investment gains. CUPE Ontario investigated further and tracked investment returns at OMERS for ten years. We found that OMERS has underperformed relative to other large pension plans and funds, as well as relative to its own benchmarks. We also found that OMERS no longer shares this critical information in their annual reporting, making it difficult for plan members to hold their investment managers accountable.

Attached you will find a report detailing OMERS investment underperformance. Also attached, you will find the analysis of a third-party actuary (PBI Actuarial consultants) who confirmed that our reasoning and conclusions were sound.

CUPE Ontario believes plan members and employers have the right to know why OMERS' investments have, over a ten-year period, underperformed other large defined benefit pension plans and funds. If OMERS had performed in line with the average large Canadian public pension plan, it would have a substantial, multi-billion-dollar surplus, versus the deficit it currently faces.

Considering the significant impact such underperformance could have on plan members and on all sponsors who hold the liabilities of the plan, **we are calling on OMERS to cooperate fully with an independent and transparent third-party review of its investment performance** transparent and accountable to plan members, sponsors like CUPE Ontario, other unions, and employers like the City of Temiskaming Shores.

We are hoping that the City of Temiskaming Shores Council will join our call for an independent expert review of OMERS. **We are asking you, and other municipal councils across the province, to debate the following motion or to pass a similar motion calling for a third-party expert review of OMERS.** The terms of such a review would need to be agreed upon by sponsors and they could explore whether reasonable costs could be funded from the plan.

We simply cannot afford another decade of investment returns so far below other pension plans and funds. We know that ensuring strong investment returns is a goal shared by employers like the City of Temiskaming Shores and by unions like CUPE.

CUPE Ontario staff person Liam Bedard is available to answer any questions you may have. He can be reached at lbedard@cupe.on.ca.

All materials are available in French at cupe.on.ca/francaisomers.

It's time for all of us to work together to #FixOMERS.

Thank you,



Fred Hahn
President of CUPE Ontario

Proposed Motion – Independent Review of OMERS' Investment Performance

1. The City of Temiskaming Shores Council is calling for an immediate, comprehensive and independent third-party expert review of OMERS' investment performance and practices over the past ten years, conducted by the OMERS Pension Plan's sponsors and stakeholders.
2. Such a review would, at a minimum:
 - a. Compare OMERS plan-level, and asset class-level performance to other comparable defined benefit pension plans and funds, OMERS internal benchmarks, and market-based benchmarks.
 - b. Examine OMERS decision-making processes around the timing of various investment decisions.
 - c. Assess the risk management policies and protocols that were in place and determine if they were followed and/or if they were sufficient to protect the plan from undue risk.
 - d. Assess whether the disclosures provided to the OMERS Administrative and Sponsorship Boards were sufficient evidence to allow the Boards to respond appropriately and in a timely manner.
 - e. Examine executive compensation, investment fees and investment costs at OMERS in comparison to other major defined benefit pension plans and funds.
 - f. Examine other relevant issues identified by the third-party expert review.
 - g. Make recommendations for changes at OMERS to ensure stronger returns moving forward.
 - h. Issue their final report and recommendations in a timely manner.
 - i. Publicly release its full report and recommendations to ensure that it is available to OMERS sponsors, stakeholders, and plan members.
3. The City of Temiskaming Shores Council further calls on the OMERS Administrative Corporation to:
 - a. Provide all requested data, documentation and information required of the review panel to fulfill its mandate.
 - b. Establish a step-by-step plan, with OMERS sponsors and stakeholders, to implement any recommendations set out in the review report.



PBI Actuarial Consultants Ltd.

Suite 1070, One Bentall Centre, 505 Burrard Street, Box 42, Vancouver, BC V7X 1M5
pbi@pbilactuarial.ca T. 604-687-8056 F. 604-687-8074

April 27, 2021

To: Fred Hahn, President CUPE Ontario
CUPE Ontario

From: Bradley Hough

Subject: **OMERS Performance Review**

Scope of review

CUPE has asked PBI to review "CUPE Ontario Concerns With OMERS Investment Returns". PBI has reviewed the performance data, methods, and comparisons of OMERS with peer pension plans and funds in CUPE's report.

The intention of our review is to determine:

- a) if comparisons made between the pension plans and funds and their respective benchmarks are reasonable; and
- b) if the analysis completed by CUPE supports the conclusions of their report.

We have reviewed the performance comparisons in CUPE's report by reviewing public information provided by the plans and funds referenced. Statements of investment policies and procedures, actuarial valuation reports, annual reports and other governance documents were reviewed to add as much context around plan performance as possible with the public information available.

Summary

We conclude that the comparisons made by CUPE are reasonable and show that there is a significant gap in performance between OMERS and other comparable public pension plans and funds. In our opinion, public information is unable to fully explain the performance gap. More information is required to truly understand why performance is so different between OMERS and comparable public pension plans and funds.

In our opinion, the comparisons and analysis in the report support CUPE's request for further review of performance.

Review

Is the choice of peer universe reasonable?

CUPE has chosen a universe of large public sector defined benefit plans ("plans"), or public sector investment managers managing assets ("funds") including, but not exclusively, defined benefit pension plans. Scale gives public plans and funds a different opportunity set versus smaller private sector plans as a result of the size of assets and also investment opportunities. We therefore believe that CUPE's approach of focusing on a limited universe of public sector peers rather than a broader pension plan universe is reasonable and fair.

Of the universe supplied, HOOPP, OTPP, BCMPP and LAPP are easier to directly compare given they are pension plans rather than funds; however, the public sector investment managers referenced by CUPE are still useful



points of reference when looking at comparable performance. Performance of funds such as PSP, CDPQ, BCI and AIMCO suggests that client defined benefit plans are likely to have higher absolute returns than OMERS for 2020.

LAPP and AIMCO have not published full performance information for 2020.

Would conclusions change if the universe of plans was expanded?

Defined benefit plans have different benefits, contributions, funding policies, and member demographics. Making comparisons across universes of defined benefit plans requires caution and it is difficult to draw firm conclusions. However, it is worth noting that OMERS performance is significantly below not only public peers, but wider universes of defined benefit plans.

RBC's universe of pension plans shows a median return of 9.2% for 2020¹. PBI has access to the Northern Trust universe of Canadian defined benefit pension plans² and note that the median return is similar to RBC (full year 2020 median return is 9.9%). The lowest return in the Northern Trust Universe is 5% for 2020. We are not aware of an absolute return for PBI clients below 5%.

Could 'context' such as different asset mixes driven by Plan demographics or situation explain OMERS performance?

a. Asset Mix

We compared asset mixes with HOOPP, BCMPP and OTPP. HOOPP has a liability driven investment strategy and has a higher fixed income allocation. BCMPP and OTPP are return focused like OMERS. OMERS has a higher proportion in real assets and credit than these plans and lower fixed income assets. OTPP has a specific inflation management strategy. However, at a high level, asset allocations between OMERS, BCMPP and OTPP make use of similar asset classes and are comparable.

Asset Class	OMERS	BCMPP	OTPP	HOOPP
Public Equity	31%	33%	19%	23%
Fixed Income	6%	21%	16%	86%
Private Equity	14%	10%	19%	13%
Real Assets	34%	27%	21%	15%
Credit/Mortgages	17%	6%	8%	0%
Inflation Sensitive	0%	0%	17%	0%
Innovation	0%	0%	2%	0%
Absolute Return Strategies	0%	0%	6%	0%
Money Market	-2%	2%	-8%	-37%

Source: annual reports as of December 31, 2020, except for BCMPP, which is as of December 31, 2019.

¹ The RBC pension plan universe is published by RBC Investor and Treasury Services. "All Plan Universe" currently tracks the performance and asset allocation of a cross-section of assets under management across Canadian defined benefit pension plans.

² The Northern Trust universe of defined benefit plans is provided to PBI by Northern Trust. It consists of 34 defined benefit plans ranging from \$16.4M to \$8.7B in size. Average plan assets are \$1.9B, median plan assets are \$627M as of December 31, 2020.



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As the differences in performance are so large between OMERS and two plans with comparable asset mixes (albeit with some differences), more information on specific strategies within each asset class, such as style of equity manager, exposure to office, retail, and industrial real estate within real assets, use of leverage/overlay strategies and derivatives, currency hedging, and approach to liquidity management would be required to explain differences in performance.

We note that on page 43 of the OMERS 2020 Annual Report, losses were incurred on foreign currency hedging positions due to actions taken to protect liquidity. This contributed \$2.2B to the overall loss. Again, this indicates that a review, significantly beyond simple asset mix comparisons, is required to truly understand performance differentials.

Finally, understanding the role of the 'Total Portfolio Management' approach in determining asset allocations and strategies would be helpful to putting context around the asset mix choices and investment strategies.

b. Membership Demographics

We note that BCMPP and HOOPP have broadly similar membership demographics to OMERS. OTPP is more mature with a greater proportion of retirees. PBI does not believe plan demographics are different enough to render comparisons between the plans invalid.

Comments on CUPE's five principal findings:

- 1) **OMERS 10-year annualized performance was below peer group as of December 31, 2019.** PBI believes the comparisons made are reasonable and agree with the conclusion.
- 2) **OMERS performance in 2020 was significantly below peers.** PBI agrees with this conclusion and notes that expanding the peer group adds weight to this conclusion.
- 3) **OMERS does not report comparisons of its annualized long-term returns to its own benchmarks**
Page 143 of the 2020 report has a comparison of calendar year returns vs benchmarks to 2011. We could not find a comparison of annualized long term performance vs benchmarks for OMERS.

We understand benchmarks are set annually by OMERS and approved by the Administration Corporation Board. From the information made public by OMERS, we would need more detail on the methodology used to derive the absolute return benchmark to interpret performance.

- 4) **5 to 10-year returns versus 5 to 10-year benchmarks.**

PBI verified the calendar year returns shown by CUPE. We were unable independently to verify the 5 and 10-year performance versus the benchmark as this was provided verbally to CUPE by OMERS and is not published. The peer group of public plans and funds all take different approaches to benchmarking. Some use composites of public market indices/asset class benchmarks according to their target allocations. PSP uses a reference portfolio approach and HOOPP may use a liability focused benchmark. We note that comparisons of relative performance vs stated benchmarks across peer group plans are challenging because of the differences in methodology.

However, in our opinion the analysis is sufficient to show that OMERS is the only Plan underperforming their internal benchmark over a 10-year horizon. Understanding why requires a deeper understanding



of performance and benchmarking methodology beyond the information made public. In our opinion this adds weight to CUPE's request for a review of performance.

- 5) **OMERS 20-year return is not above its 20-year benchmark.** We were unable to independently verify this point as the performance versus the benchmark was provided verbally to CUPE by OMERS and is not publicly available.

Conclusions

The comparisons made by CUPE are high level and broad by the nature of information made public. However, we believe the comparisons are reasonable and that CUPE has chosen similar public plans and funds as practically possible. Overall, we believe the analysis is sufficient to conclude that OMERS investment performance in 2020 and longer term is significantly lower than other comparable plans.

PBI would require considerably more information than made public on OMERS' total portfolio management approach, investment strategies, third party managers, asset mix policies, liquidity management approach and derivative positions to interpret performance.

In our opinion, the comparisons made demonstrate that the longer-term performance gap between comparable peers is significant and supports CUPE's request for a further, more detailed review of performance beyond the information made public.

A handwritten signature in black ink, appearing to read "Bradley Hough".

Bradley Hough, FIA, ACIA, CAIA

BH:jh

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NOT JUST ONE "TOUGH YEAR": THE NEED FOR A REVIEW OF OMERS INVESTMENT PERFORMANCE

May 2021



Executive Summary

CUPE Ontario represents nearly half of the 289,000 active members of the Ontario Municipal Employees Retirement System (OMERS) – the province's Defined Benefit (DB) pension plan for municipal, school board and certain other public sector workers.

While most pension plans had strong returns in 2020, OMERS recently reported billions of dollars of losses over the year. This has prompted CUPE Ontario to examine how OMERS investments have performed compared to other large pension plans and funds. We have also looked at how OMERS has performed against its own internal benchmarks.

We find that OMERS underperformance is not a new or a short-term problem. Specifically, we find that:

- 1) OMERS longer-term performance has significantly lagged behind other large pension funds and plans, in periods both before and after 2020 results were in.
- 2) OMERS has now fallen behind even some of its own internal longer-term return benchmarks – a troubling fact that, contrary to industry standards, is not disclosed in OMERS Annual Report.

Since investment returns fund the vast majority of pensions paid from the plan, returns are incredibly important to DB plan members. Lower investment returns may lead to members being asked to pay more into the plan, or could result in additional pressure for more benefit cuts.

Despite requests, OMERS has not committed to an independent, transparent review of its investment decisions.

CUPE Ontario feels these issues are so serious that a fully transparent expert review of OMERS investment strategies, returns, and internal performance assessment is urgently needed. This review should be conducted by the plan sponsors and stakeholders themselves (the risk-bearing parties to OMERS) and should be fully independent of OMERS staff, who have a clear conflict of interest in conducting a review of their own performance. We invite the other sponsors of OMERS, including our employer counterparts and the broader community of the plan's organizational stakeholders, to support this proposal and to work with us to conduct this review.



Introduction

CUPE Ontario represents 125,000 plan members of the Ontario Municipal Employees Retirement System (OMERS). We are the largest sponsor in this defined benefit (DB) pension plan that is – at least in theory – jointly-controlled by plan sponsors like CUPE Ontario and other unions and employers.



**WE CONTINUE
TO STRONGLY
BELIEVE THAT
DB PLANS ARE
A MODEL WORTH
NOT ONLY
DEFENDING,
BUT EXTENDING
TO ALL WORKERS.**

CUPE Ontario strongly believes that DB pension plans are the best way to provide a decent and secure retirement for our hard-working members. Large public sector DB plans like OMERS allow for an efficient pooling and sharing of costs and risks between employers and plan members. DB plans allow members to know what their pensions will be in retirement. This security is incredibly important for plan members. However, it is not only retirees who benefit from good, secure pension benefits. DB pension plans have been shown to have positive macroeconomic effects on the economy as a whole.¹ The concerns we raise in this report are not concerns with the DB model itself; we continue to strongly believe that DB plans are a model worth not only defending, but extending to all workers.

For a number of years, we have been concerned with the lower level of OMERS pension fund investment returns in comparison to those of other similar plans. OMERS recently reported that the plan had a very bad year in 2020. This has led CUPE Ontario to perform a more in-depth examination of publicly-available annual reporting documents to determine how, in our view, OMERS is performing compared to the seven other large (\$50 billion+) pension plans and funds in Canada.² OMERS themselves refer to this club of large plans and funds as the “eight leading Canadian pension plan investment managers,” and occasionally takes coordinated activity with them.³

¹ Conference Board of Canada, “Economic Impact of British Columbia’s Public Sector Pension Plans,” October 2013; Boston Consulting Group, “Measuring Impact of Canadian Pension Funds,” October 2015; Ontario Teachers Pension Plan News Release, “New analysis confirms that defined benefit pensions provide significant benefits to Canadian economy,” October 22, 2013.

² Unless otherwise specified, the data in this document has been compiled from publicly-available annual reporting of the respective plans. With the exception of CDPQ, returns are as reported in these documents, and are net. CDPQ results were reported gross of some expenses, and have been reduced by 0.2% to best approximate a net return. Longer-term periods are annualized, and are as reported by the respective plans.

³ OMERS News Release, “CEOs of Eight Leading Canadian Pension Plan Investment Managers Call on Companies and Investors to Help Drive Sustainable and Inclusive Economic Growth,” November 25, 2020.



**AS BAD AS
OMERS
PERFORMANCE
WAS IN 2020,
THIS IS NOT A
NEW OR A SHORT-
TERM PROBLEM**

Due to their scale, these large pension plans and funds are able to invest in asset classes that are typically not available to smaller investors or individuals. At the same time, we acknowledge that these eight plans are not completely similar: they have their own governance structures, asset mixes, risk appetites, and reporting periods, all of which are described in the public documents of the respective plans. However, we also acknowledge that many of these differences are the result of specific investment decisions made by the respective plans and funds. We therefore believe that there is value in comparing the performance of this small set of large funds, particularly over longer-term periods.

Acronym	Name	Assets Under Management (\$ Billion)	Funded Status in Most Recent Annual Report	Most Recent Annual Reporting Date
CPPIB	Canada Pension Plan Investment Board	410	N/A	March 31, 2020
CDPQ	Caisse de dépôt et placement du Québec	366	108% (RREGOP)	Dec 31, 2020
OTPP	Ontario Teachers Pension Plan	221	103%	Dec 31, 2020
PSP	Public Sector Pension Investment Board	170	111% (Public Service Plan)	March 31, 2020
OMERS	Ontario Municipal Employees Retirement System	105	97%	Dec 31, 2020
HOOPP	Healthcare of Ontario Pension Plan	104	119%	Dec 31, 2020
BC MPP	BC Municipal Pension Plan (investments managed by BCI, the BC Investment Management Corporation)	59 (MPP) 171 (BCI)	105%	Dec 31, 2019 (MPP) March 31, 2020 (BCI)
LAPP	Alberta Local Authorities Pension Plan (investments managed by Alberta Investment Management Corporation)	50 (LAPP) 119 (AIMCO)	119%	Dec 31, 2019

In some cases, the pension funds above manage the investments of several pension plans (CDPQ, PSP, BCI, AIMCO are all such cases). In those cases, we look most closely at the returns at an individual plan level for the respective client plan that most closely compares to OMERS.

We have also looked at how OMERS has performed against its own internal benchmarks.

This review has resulted in some very troubling findings which suggest that, as bad as OMERS performance was in 2020, this is not a new or a short-term problem. We found evidence that OMERS longer-term return performance has significantly lagged behind



**HIGHER
INVESTMENT
RETURNS WOULD
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BETTER FOR
OMERS PLAN
MEMBERS, AND
FOR OMERS
EMPLOYERS.**

other large pension funds and plans. We also found that OMERS has now fallen behind even some of its own internal longer-term return benchmarks – a troubling fact that, contrary to industry standards, is not disclosed in OMERS Annual Report.

Investment results are incredibly important to DB plan members because compounded returns typically fund the vast majority of the pensions that are eventually paid. OMERS indicates that investment returns are expected to fund approximately 70% of the pensions paid by the plan.⁴ When investment returns are insufficient, it can put upward pressure on required contribution rates for both members and employers. Most other plans have now returned to pension surpluses since the global financial crisis more than a decade ago, but OMERS continues its long climb out of deficit. Contribution levels were a central talking point from OMERS when plan decision-makers removed guaranteed indexation in 2020. And we expect that, in the months to come, OMERS will once again be looking to plan members to bear the burden of plan funding issues that are, in part, a result of these investment returns. Meanwhile other pension plans, who have had better returns, are currently holding significant surpluses, many have lower contribution rates and some are even improving pension benefits.⁵ Higher investment returns would have been better for OMERS plan members, and for OMERS employers.

Despite requests⁶, OMERS has not committed to an independent, transparent review of its investment decisions. Any reviews that have taken place have been behind closed doors at OMERS and have not been shared with sponsors or described in any detail. While OMERS has outlined several investment policy changes it plans to make, its overriding message remains: “the fundamentals of our long-term strategy remain sound, and we will continue to advance that strategy.”⁷



**A FULLY
TRANSPARENT
EXPERT REVIEW
OF OMERS
INVESTMENT
STRATEGIES,
RETURNS,
AND INTERNAL
PERFORMANCE
ASSESSMENT
IS URGENTLY
NEEDED.**

CUPE Ontario feels these issues are so serious that a fully transparent expert review of OMERS investment strategies, returns, and internal performance assessment is urgently needed. This review should be conducted by the plan sponsors and stakeholders themselves (the risk-bearing parties to OMERS) and should be fully independent of OMERS staff, who have a clear conflict of interest in conducting a review of their own performance. We invite the other sponsors of OMERS, including our employer counterparts and the broader community of the plan’s organizational stakeholders, to support this proposal and to work with us to conduct this review.

⁴ OMERS 2020 Annual Report, p. 2.

⁵ HOOPP News Release, “HOOPP posts 11.42% return in 2020, surpasses \$100 billion in assets,” March 31, 2021.

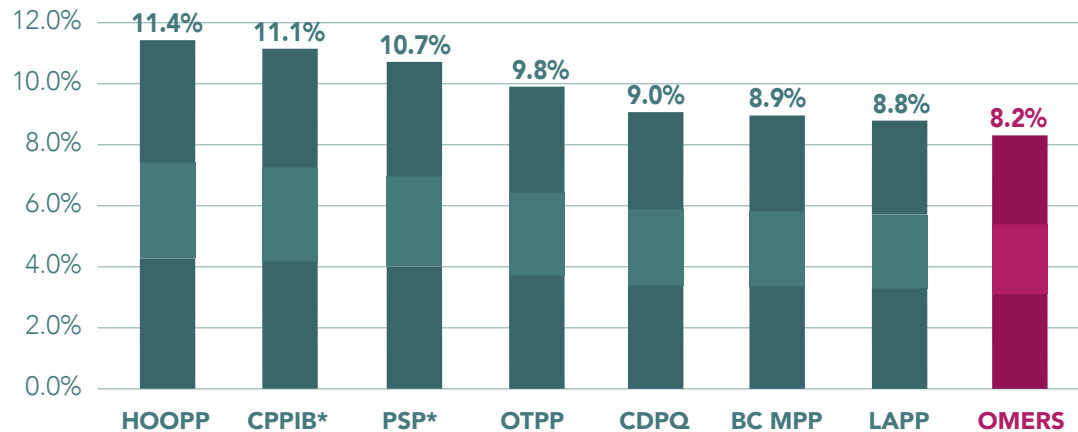
⁶ CUPE Ontario Press Release, “We won’t pay for the mistakes of OMERS executives,” February 25, 2021.

⁷ OMERS 2020 Annual Report, p. 23.

Our five principal findings are as follows:

1. **CUPE Ontario's concerns go beyond one "difficult" year in 2020. OMERS 10-year annualized returns trailed those of the other major funds and plans before the COVID crisis hit.**

10-Year Annualized Returns at 2019



**To March 31, 2019, otherwise to Dec 31, 2019*

Source: Respective Annual Reports



**THIS WAS
A HISTORIC
ANNUAL
UNDER-
PERFORMANCE
COMPARED TO
BENCHMARKS.**

2. **OMERS 2020 investment performance was especially poor**

OMERS 2020 annual return (-2.7%) fell far short of the plan's own benchmark for the year of +6.9%. This was a historic annual underperformance compared to benchmarks.

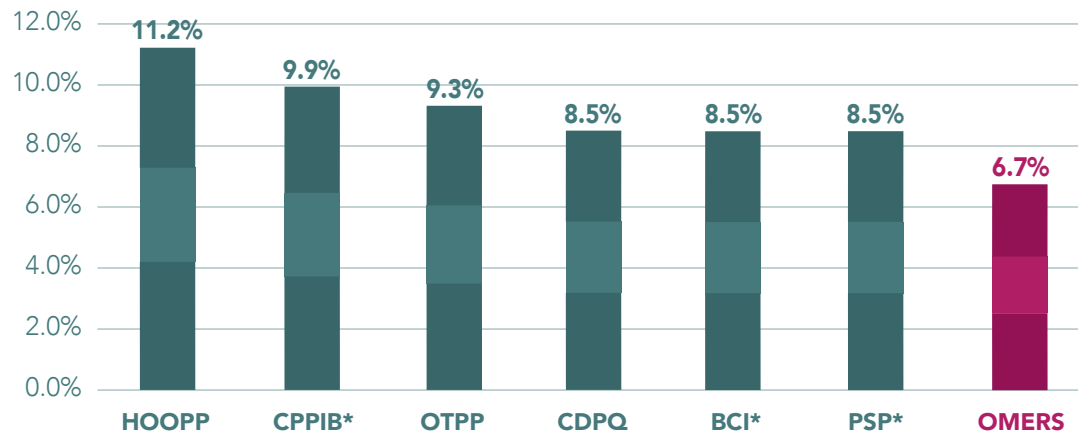
Other plans, however, have reported very strong annual returns for calendar year 2020:

2020 ANNUAL RETURNS	
HOOPP	+ 11.4%
RBC Pension Plan Universe ⁸	+ 9.2%
OTPP	+ 8.6%
CDPQ	+ 7.5%
OMERS	- 2.7%

⁸ RBC Investor & Treasury Services, "Canadian DB pensions post near-double-digit returns despite historic, turbulent year," January 29, 2021.

This negative result led OMERS 10-year annualized return to fall from 8.2% to 6.7%.

10-Year Annualized Returns at 2020



*To March 31, 2020 otherwise to Dec 31, 2020

The chart above reports the most recent available return information for the respective funds and plans as disclosed in their annual reports. LAPP and BC MPP have yet to report their December 31, 2020 results. AIMCO has also not fully reported its 2020 results. However, BCI (the investment agent for BC MPP and other BC public sector plans) has reported its March 31, 2020 results and has been included here. The chart can be updated as more plans report their 2020 investment returns.



**OMERS
DOES NOT
REPORT CLEAR
COMPARISONS OF
THE PLAN'S LONG-
TERM ANNUALIZED
RETURNS TO ITS
CORRESPONDING
LONG-TERM
BENCHMARKS.**

3. OMERS does not report comparisons of its annualized long-term returns to its own benchmarks.

Benchmarking is a common practice where an investment *standard or goal* is set, against which *actual plan returns* are compared for ongoing assessment of investment performance. OMERS itself describes a benchmark as “a point of reference against which the performance of an investment is measured.”⁹ Comparisons of returns vs. benchmarks are typically done on a 1-year basis, but it is very common for long-term annualized comparisons to also be disclosed. Reporting these benchmarks is standard practice for pension plans and third-party investment managers. Even individual investment vehicles like mutual funds and ETFs typically provide details on how their performance compares to both annual and long-term benchmarks.

The OMERS Administration Corporation (AC) sets OMERS benchmarks each year, as described in the “Performance Management” section of the OMERS investment policy document.¹⁰ OMERS Annual Reports describe how these benchmarks are constructed for each asset class. For many years, these reports stated that “Our goal is to earn stable returns that meet or exceed our benchmarks.” OMERS Annual Reports compare OMERS single-year returns to the plan’s single-year benchmarks. However, in sections describing investment performance, **OMERS does not report clear comparisons of the plan’s long-term annualized returns to its corresponding long-term benchmarks.** While the Annual Report does compare performance to the plan’s discount rate and a long-term return expectation set by the AC Board, it omits comparisons of the plan’s long-term performance against their own long-term benchmarks.

⁹ OMERS 2015 Annual Report, p. 131.

¹⁰ OMERS “Statement of Investment Policies and Procedures – Primary Plan,” January 1, 2021.



**IN THE ABSENCE
OF LONGER-TERM
COMPARATIVE
DATA, STAKE-
HOLDERS
FACE SERIOUS
OBSTACLES IN
EVALUATING
PERFORMANCE**

OMERS believes that “paying pensions over decades means a long-term approach.”¹¹ But in the absence of longer-term comparative data, stakeholders face serious obstacles in evaluating performance. A review of historical Annual Reports shows that OMERS had a longstanding practice of reporting these long-term comparisons, but OMERS stopped this reporting, without explanation, in 2013. **This is dramatically out of step with other pension plans and is, in our view, a serious lack of transparency from OMERS.**

	HOOPP	CPPIB	PSP	OTPP	CDPQ	BC MPP	LAPP	OMERS
Does annual report compare annualized longer-term returns to corresponding benchmarks?	YES	YES	YES	YES	YES	YES	YES	NO

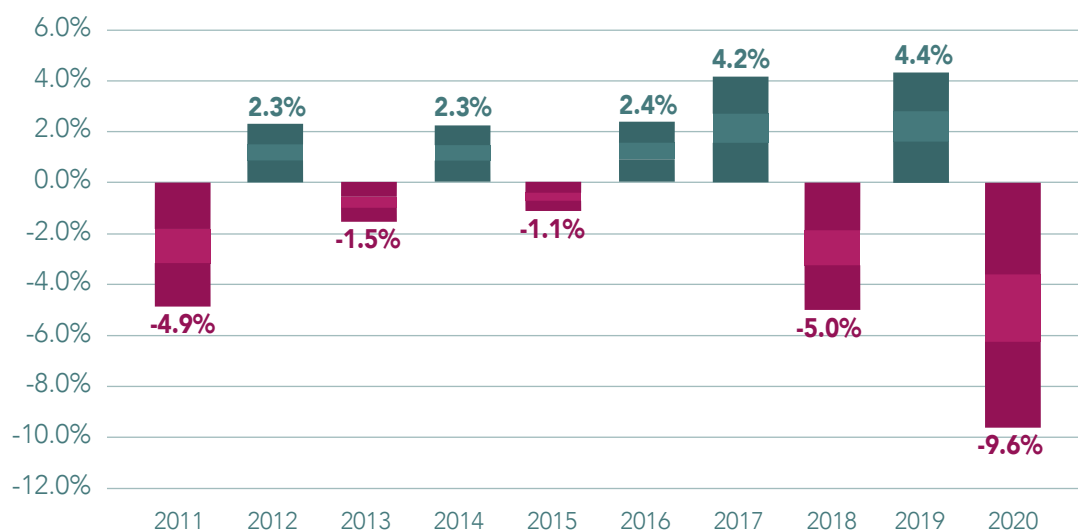


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IN OUR VIEW, A
SERIOUS LACK OF
TRANSPARENCY
FROM OMERS.**

The OMERS Statement of Investment Policies and Procedures states that “performance reporting is consistent with industry recognized practices.”¹² The OMERS Statement of Investment Beliefs says that “articulating our investment goals and performance measures helps ensure clear accountability.”¹³ We do not believe OMERS is meeting these standards of reporting and accountability on this point.

4. OMERS 5 and 10-Year Returns are now below OMERS own benchmarks for these periods.

OMERS Annual Returns vs OMERS Annual Benchmark



Source: OMERS 2020 Annual Report, Ten-Year Financial Review, p. 142.

¹¹ OMERS News Release, “OMERS Reports 2020 Financial Results: paying pensions over decades means a long-term approach,” February 25, 2021.

¹² OMERS “Statement of Investment Policies and Procedures,” January 1, 2021. www.omers.com/governance-manual-policies-and-guidelines

¹³ OMERS “Statement of Investment Beliefs,” January 1, 2020. www.omers.com/governance-manual-policies-and-guidelines

	OMERS Return	OMERS Benchmark	Difference
5-Year Annualized	6.5%	7.4%	-0.9%
10-Year Annualized	6.7%	7.3%	-0.6%

Source: Returns from OMERS 2020 Annual Report
Annualized Long-Term benchmarks not referenced in Annual Report and were reported verbally to CUPE by OMERS on our request.

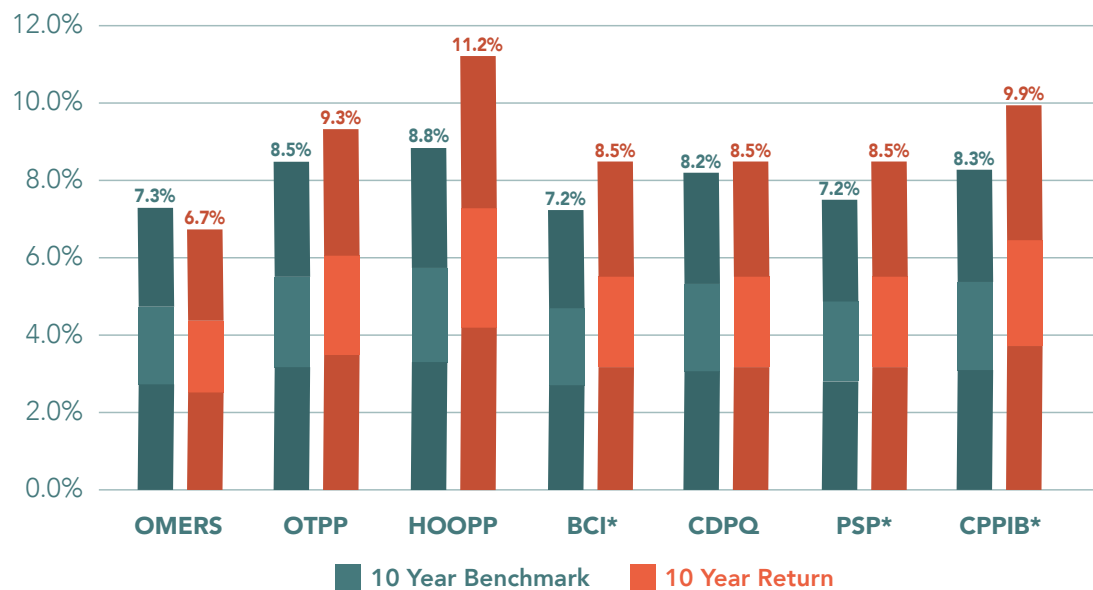
The 5 and 10-year annualized benchmark figures above were not disclosed in the OMERS 2020 Annual Report. OMERS provided these numbers verbally to CUPE Ontario upon our request. Previous OMERS Annual Reports normally included a statement that "Our goal is to earn stable returns that meet or exceed our benchmarks."¹⁴ This statement appears to have been struck from the 2020 Annual Report.

We also note that, OMERS benchmarks are comparatively low over this period when examined alongside other plans. We believe this is due to a different benchmarking methodology for certain investments at OMERS compared to industry standards. The other major plans and funds that have reported 2020 results, however, are all ahead of their 10-year benchmarks as of their most recent annual reports.



THE OTHER MAJOR PLANS AND FUNDS THAT HAVE REPORTED 2020 RESULTS, HOWEVER, ARE ALL AHEAD OF THEIR 10-YEAR BENCHMARKS AS OF THEIR MOST RECENT ANNUAL REPORTS.

10-Year Returns vs 10 Year Benchmarks to 2020



*To March 31, 2020 otherwise to Dec 31, 2020

¹⁴ 2010 Annual Report p. 27; 2011 Annual Report p. 25; 2012 Annual Report p. 23; 2013 Annual Report p. 22; 2014 Annual Report p. 12; 2015 Annual Report p. 9; 2016 Annual Report p. 33; 2017 Annual Report p. 33; 2018 Annual Report p. 33; 2019 Annual Report p. 42; 2020 Annual Report N/A.



**HAD OMERS
ACHIEVED
THESE BETTER
RESULTS,
THE PLAN
WOULD NOW
HOLD A VERY
SUBSTANTIAL
SURPLUS.**

The impact on OMERS of these longer-term below-benchmark returns has been significant. The difference of 0.6% between OMERS actual annualized 10-year investment returns of 6.7% and its benchmark of 7.3% has meant an absolute return outcome that would have been roughly 6% higher after these 10 years (all other factors being equal). Even achieving just this benchmark return on an annualized 10 year basis would have resulted in an asset base of roughly \$6 billion higher current plan assets.¹⁵ This better result would have brought OMERS reported funding level into surplus.

This difference is even greater if we were to compare the impact of OMERS investment performance to that of any of these other large plans. For example, had OMERS achieved the actual 10-year annualized returns of the OTPP of 9.3% (just below the average of the other six plans listed above), the OMERS asset base would now be (all other factors being equal) approximately 27% higher than OMERS actual asset level. In dollar-value terms, this difference represents roughly \$28 billion more in assets after the 10-year period from 2011 to 2020. Had OMERS achieved these better results, the plan would now hold a very substantial surplus.

5. OMERS 20-year return is not above its 20-year benchmark.

Upon request from CUPE Ontario, OMERS also verbally disclosed that its 20-year return is equal to its 20-year benchmark of 6%. In our view, it is troubling that the plan has not outperformed its benchmark over this long period, and that this comparison is also not disclosed in OMERS annual reporting.

¹⁵ The alternative scenarios for investment performance results outlined in this section are necessarily approximate as they are based on data that is made publicly available by OMERS, and were generated using the reported OMERS asset base as at December 31, 2010 of \$53.3 billion.



Conclusion

CUPE Ontario has serious concerns with OMERS investment performance, and with what we believe is a troubling lack of transparency about these issues. In our view, these issues cannot be dismissed as a one-year problem.



**THESE ISSUES
CANNOT BE
DISMISSED AS
A ONE-YEAR
PROBLEM.**

We anticipate that these long-term, below-benchmark investment returns are very likely to lead directly to yet another round of proposals to reduce pension benefits payable to current actives and future retirees. OMERS has already eliminated the guarantee of indexation of pension benefits for service after 2022, and OMERS management has indicated it will be examining further changes in plan design. OMERS has recently stated in writing to CUPE that “the OMERS pension plan has been facing sustainability issues for some time now and the investment results of 2020 have amplified the need to address those issues.” At the recent 2021 OMERS AGM, OMERS Sponsors Corporation CEO Michael Rolland stated that “There are no guarantees as to what decisions we will have to make based on our performance...it’s a long term performance we need to look at...the results of 2020 did have an impact...and that’s why we’re taking a look at it.”



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THAT THESE LONG-
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BENEFITS PAYABLE
TO CURRENT
ACTIVES AND
FUTURE RETIREES.**

CUPE Ontario is the largest sponsor representing plan members in OMERS, with over 125,000 active members in the plan. It is true that CUPE Ontario appoints representatives to both the OMERS Administrative Corporation and the OMERS Sponsors Corporation. However, because of restrictive confidentiality rules at both boards, our representatives are unable to keep CUPE Ontario fully-informed about what is really happening at OMERS governing boards, and the decisions that are being made about our members’ hard-earned retirement savings. We do not believe this is how well-governed jointly-sponsored pension plans are supposed to function. The result is that we feel that we are a plan sponsor in name only. Our members are not being well-served by a structure that effectively cuts them out of playing the oversight function they should over their pension plan.



WE ARE NOT
CONFIDENT
THAT **OMERS**
MANAGEMENT
ITSELF HAS TAKEN,
OR IS PLANNING
TO TAKE,
SUFFICIENT STEPS
TO CRITICALLY
EXAMINE ITS OWN
PERFORMANCE.

These barriers will not stop CUPE Ontario from doing everything we can to ensure these concerns about OMERS investment performance are addressed. Based on their public comments to date, we are not confident that OMERS management itself has taken, or is planning to take, sufficient steps to critically examine its own performance, nor are we confident that plan members or sponsors and organizational stakeholders will receive a transparent reporting of any such review.

Therefore, CUPE Ontario is calling on other plan sponsors from both sides of the table to work with us to commission a fully transparent and independent expert review of the investment program at OMERS. This review should be conducted in the open by the sponsors and stakeholders themselves, and not behind closed doors at OMERS. Ensuring our pension returns are as strong as they can be is not a partisan issue, nor is it an issue that the member and employer side of the table should have a difference of opinion on. We want to work with other OMERS sponsors and stakeholders to address these issues for the good of all OMERS members.



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MEMBERS.

OMERS Bulletin

November 15, 2021

This bulletin includes important information in response to letters that have been sent to municipal Councils by CUPE Ontario regarding OMERS investment performance

There is nothing more important to OMERS than our commitment to members and employers. We recognize the significance that having a lifelong, secure and reliable stream of pension income has on members when they retire. Canada's jointly sponsored public sector pension plans, including OMERS, are leaders in governance, plan design and investment expertise. We have positive and far-reaching impacts on society, beyond the members we serve.

OMERS Economic Impact

OMERS helps generate significant economic activity in Ontario – through OMERS retirees' spending and through our operations and the investments we make in local communities across Ontario. This includes approximately \$5 billion in pension payments made annually to over 180,000 retirees. Throughout OMERS almost 60-year history, we have consistently paid pensions on time, and as promised.

OMERS activities support one of every 64 jobs across Ontario, including 118,000 jobs across all rural regions, and lead to \$12 billion in gross domestic product.

We have partnered with the Canadian Centre for Economic Analysis (CANCEA) to measure OMERS economic impact, and we will be sharing some additional findings from a new report through our Q4 newsletters to members, employers and stakeholders.

We know that OMERS activities support one of every **64 jobs** across Ontario, including **118,000 jobs** across all rural regions, and lead to **\$12 billion** in gross domestic product.

OMERS is proud to be amongst the Canadian public sector pension plans that are held in high esteem around the world, far beyond this country’s borders. As a 2017 World Bank Group study notes, “Canada is home to some of the world’s most admired and successful public pension organizations...Over the past three decades, a ‘Canadian model’ of public pension has emerged that combines independent governance, professional in-house investment management, scale, and extensive geographic and asset-class diversification.”

OMERS Credit Ratings

Our credit ratings were affirmed by four rating agencies earlier this year, with Fitch Canada including in their credit report that OMERS AAA rating reflects our “solid long-term investment track record... [and] strong corporate governance”, among other qualities.

AAA	AAA	Aa1	AA+
DBRS	Fitch	Moody’s	S&P

Comparison of OMERS Results Against Other Pension Plans

OMERS investment strategy is designed to earn stable long-term returns, to meet our specific pension liabilities, while operating within a professional risk appetite that will meet the needs of our pension plan. Other pension plans have their own plan demographics, design features, risk appetite, liabilities and funded status – and some of these differ significantly from OMERS. As a result, comparing OMERS results against those of other pension plans is not the right focus because it necessitates taking information out of context and does not present a complete and fair comparison.

In the municipal context, an analogy would be comparing property taxes across municipalities: they all have a different set of circumstances. While it’s important to be aware of other property tax rates across Ontario, municipalities will set their property taxes based on their own set of circumstances – their own needs to finance the delivery of public services to their residents.

We believe that our performance should be assessed against our own benchmarks, which are set annually by the Administration Corporation (AC) Board, and consider our specific pension liabilities, risk appetite, and the trade-offs between risks and returns. We align these benchmarks with OMERS objective of providing sustainable, affordable and meaningful pensions over the long term.

These benchmarks form the basis of our disclosures in our publicly available [Annual Report](#).

Investment Results

Over the 10-year period leading up to 2020, OMERS investment portfolio averaged an annual return of 8.2%, and 8.5% for the five- and three-year period. In 2019, OMERS delivered an 11.9% return.

We have previously shared that we were not pleased with our 2020 investment results. The effects of the global COVID-19 pandemic negatively impacted our portfolio in 2020, contributing to an investment return net of expenses of -2.7%. The factors contributing to these results are outlined in our [Annual Report](#) and include the following:

- widespread lockdowns which severely affected the business- and consumer-facing investments;
- the loss in value of OMERS portfolio of high-quality public equities in early 2020, which did not fully recover during the market rally in the latter part of 2020; and
- the actions we took proactively to enhance and protect the Plan's liquidity from further possible adverse market events achieved their objectives but resulted in currency losses.

In addition to these three factors, long-term bond yields fell steeply in March and April, leading to strong returns for those assets. OMERS prioritizes short-dated, higher-yielding credit investments, with only a small allocation to long-term bonds, whose fair values can be volatile and whose low (or even negative) cash yield is not enough to meet our long-term investing hurdle rate. Accordingly, our 2020 returns did not materially benefit from these types of gains.

As published in our mid-year financial results, this situation has reversed and we earned \$9.2 billion of net investment income in the first six months of 2021.

Mid-Year Financial Results as of June 30, 2021

In August 2021, we released our mid-year investment update for the first time, which is available at [omers.com](https://www.omers.com). For the first six months of the year, we earned a net return of 8.8%, and net assets grew by \$9 billion to \$114 billion. Further, over the **12 months** ended June 30, 2021, the Plan earned a net investment return of **18.2%**.

We expect the positive results to date in 2021 will continue for the remainder of the year, provided equity markets remain stable. The AC Board and the OMERS leadership team strongly believe we have the investment expertise and strategy in place to continue to achieve long-term returns consistent with our objectives.

For the first six months of the year, we earned a net return of 8.8%, and net assets grew by \$9 billion to \$114 billion. Further, over the **12 months** ended June 30, 2021, the Plan earned a net investment return of **18.2%**.

OMERS Governance Model

It is important for you to know that in 2012, pursuant to the *Ontario Municipal Employees Retirement System Review Act, 2006*, an independent reviewer (“Reviewer”) was appointed by the Minister of Municipal Affairs and Housing to conduct a review of the operation of OMERS governance structure. The Reviewer confirmed the importance of having an independent, professional OMERS AC Board to oversee the investment performance of the Plan, among other matters.

Role of the Independent, Professional OMERS AC Board of Directors

OMERS investment strategy and execution is governed by the independent AC Board of Directors, whose professional members are nominated by OMERS sponsors, including two representatives nominated by CUPE. It is the AC Board’s responsibility to govern OMERS investment program, and it takes this duty very seriously.

AC Board of Directors Review of the 2020 Financial Results and Consideration of the Third-Party Review

Following the 2020 results, the AC Board undertook a thorough and extensive review of OMERS investment strategy and past decisions. George Cooke, the independent AC Board Chair, made the following comments on the matter earlier this year:

“OMERS investment program is governed by an independent expert board, whose members have been nominated by our sponsors. The board continually and thoroughly reviews investment performance, independent of management, utilizing external experts where appropriate. Following the 2020 results specifically, we undertook a thoughtful look at our investment strategy and past decisions with an open mind. We are confident in our strong new leadership team and have concluded that our current investment strategy is appropriate. An additional third-party independent review is not warranted.”

The Association of Municipalities of Ontario and Consideration of the Third-Party Review

OMERS leadership and OMERS AC and Sponsors Corporation (SC) Board appointees work closely with the Municipal Employer Pension Centre of Ontario (MEPCO) Board and AMO staff to ensure their issues and concerns are fully considered by the AC and SC Boards, and by OMERS leadership. We particularly focused on this positive working relationship during 2021 and had frank and constructive discussions about OMERS investment performance.

As a Plan Sponsor representing municipalities across Ontario, AMO has two qualified, professional representatives on the OMERS AC Board, overseeing the investment performance of the Plan. The City of Toronto, as OMERS largest employer, has a separate seat on the AC Board, also filled by a qualified professional.

More information is available in [MEPCO's August newsletter](#) and [MEPCO's November newsletter](#) in which AMO and MEPCO expressed confidence in OMERS Plan governance and administration.

In addition to AMO, other sponsors, including the Police Association of Ontario (PAO), Ontario Professional Fire Fighters' Association (OPFFA), Ontario Secondary School Teachers' Federation (OSSTF) and OPSEU, have also written to the OMERS AC Board Chair confirming their support for the independent AC Board of Directors to oversee OMERS investment performance. Following are excerpts from a letter sent by these sponsors to OMERS:

"...in our view, the ultimate responsibility for the performance of OMERS' investments lies with the Administration Corporation Board of Directors [the "AC Board"]. The AC Board is responsible for placing individuals in leadership roles at OMERS, evaluating their performance, assessing risk, and making key decisions with regard to the investment fund and its administration."

"We therefore would not support any position that would substitute the view of a single sponsor organization or a group of sponsor organizations for the view of the AC Board. This would undermine the independent nature of the AC Board and reduce their ability to properly hold OMERS staff to account."

OMERS has also provided information to the Ontario Municipal Administrators Association (OMAA), in response to questions they posed, which will be made available on their website.

Continuing Oversight and Governance of OMERS

To ensure the effective oversight and governance, and the proper functioning of the AC Board, it is critical that sponsor organizations continue to nominate directors with the expertise to independently evaluate and approve strategic investment choices and assess investment manager skill. AC directors are nominated by OMERS sponsors and appointed by the SC Board.

OMERS management and the AC Board will continue to review, refine and improve our disclosures as we gather feedback from stakeholders and as the reporting environment continues to evolve.

Conclusion

The role of governance and oversight of OMERS investment strategy resides in the hands of the independent AC Board. The AC Board has considered the request by CUPE Ontario for a third-party review of OMERS investment results and has determined that it is not warranted.

OMERS 2021 annual results will be released during the first quarter of 2022, and we welcome the opportunity to discuss our performance with employers, sponsors and stakeholders following this release.

At the same time, the Sponsors Corporation is undertaking the important work of reviewing the Plan against a shifting membership demographic to ensure that we are set up to deliver sustainable, affordable and meaningful pensions for generations to come.

We look forward to 2022 with humble confidence, as we celebrate OMERS 60th year of proudly serving members across Ontario.

If you would like to further discuss our investment results, our governance structure or require any additional information, please contact our Stakeholder Relations team at StakeholderRelations@omers.com.

We look forward to
2022 with humble
confidence, as
we celebrate
OMERS 60th year
of proudly serving
members across
Ontario.

AGE FRIENDLY COMMUNITY COMMITTEE MEETING MINUTES
City of Temiskaming Shores - Haileybury Boardroom and virtual Jitsi meeting
Tuesday October 5th, 2021

1.0 CALL TO ORDER

The virtual Zoom meeting was called to order at 1:03pm.

2.0 ROLL CALL

PRESENT:	Matt Bahm – Director of Recreation; Lorna Desmarais – Public Health Promoter; Suzanne Fournier – Manager; Patricia Hewitt – Councillor; Judy Lee – Community Representative; Darlene Lemay – Client Services Manager; Lynn Marcella – Age Friendly Coordinator; Jeff Thompson – Superintendent of Community Programs
REGRETS:	Jan Edwards – Housing Manager; Janice Labonte – Accessibility Committee; Tlemoko Ouatra – ACFO;

3.0 REVIEW OF REVISIONS OR DELETIONS TO AGENDA

There were no revisions or deletions to the agenda.

4.0 APPROVAL OF AGENDA

MOVED BY: Darlene Lemay

SECONDED BY: Patricia Hewitt

That the agenda for the October 5th, 2021 Age Friendly Community Committee meeting be approved as printed.

CARRIED

5.0 DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

No disclosure of pecuniary interest and general nature

6.0 REVIEW AND ADOPTION OF PREVIOUS MINUTES

MOVED BY: Darlene Lemay

SECONDED BY: Patricia Hewitt

That the meeting minutes of the June 1st, 2021 Age Friendly Community Committee be approved as printed.

CARRIED

7.0 DELEGATIONS

There were no delegations

8.0 UNFINISHED BUSINESS

- i) Age Friendly Businesses - Lynn

Discussion

The Northern Ontario Age Friendly Network (NOAFN) has helped bring people together from across the province to create a provincial working group for Age Friendly Businesses. Currently working on gathering information and resources that already exist and make them accessible by putting them on a website.

Locally, I am working developing a document for employers that contains information on AFB, it includes a checklist and survey. Looking at offering an in-person training in the new year, which was originally scheduled for March 2020. Training would be done by the Alzheimer's Society. It's called "The Dementia Friendly" training and is often offered to employers and their employees. Training is offered free of charge.

Darlene – Is it an online training or in-person?

Lynn – It's an in-person training. I don't believe that it's offered online. Just a couple of hours so it can be done during the day or during the evening.

Lorna – Would the idea be that businesses that want to be classified as Age Friendly have to have this training?

Lynn – That is up for discussion. How do we decide when a business is designated as AF? Do we have different levels (gold, silver or bronze) or just a simple yes or no designation.

Judy – It doesn't matter what method is chosen; I think as long as they meet the standards that are set. I don't think the levels would matter, as long as they are designated. Could have a contest later on for businesses to aim higher and offer more services related to Age Friendly Businesses.

9.0 NEW BUSINESS

i) Resignation - Lynn

Over the summer I received a letter from Mike stating that he was resigning from the AF Committee, as well as Ghislain Lambert who is retiring from his position within the organization. An ad was placed in the newspaper to recruit some new community members. We have received some applications, just waiting for them to be appointed by council. Will hopefully be joining us for our November meeting.

ii) Funding Application - Lynn

End of July/beginning of August, Matt and I worked on a funding application for the Senior's Community Grant. The goal of the grant was to receive funding for an external consultant for evaluation of the Age Friendly Plan that was put into place back in 2016. Since then, we haven't done any type of evaluation and this would be great timing to help us identify what our goals are for the next couple of years. Good timing as the City is also working on an Active Transportation Plan.

Matt – Have not heard back to see if we were successful. With the federal election, it got pushed back. Will let everyone know when we hear back. Quick update on the Active Transportation, it's coming towards completion. Consultants are still working on doing some of the final recommendations. A lot of the work that has been completed is available to the public for review, from our website. Included is also the network map that they designed which shows proposed infrastructure such as sidewalks and biking trails. It was noted that there were a lot of missing sidewalks within the city. Looking to going to council with the final plans in November. STATO trail extension between Albert Street and City Hall was just completed.

iii) Community Fridge – Lynn

We did have a survey that closed early September. Received 98 responses. Rim, the registered dietitian from the Timiskaming Health Unit, gathered the results and shared it with our working group. Our next step is to find a location for the fridge. The original plan was to have it at the Salvation Army Church but Brandon has run into some red flags with the head office so they are unable to take on the responsibility at this time. Working group is reaching out to other organizations to see if they would want to partner (Chartrands, Zack's Crib, Temiskaming Shores Library, CSCT, PFC). It has to be registered as a food premise so there is liability tied to it. Meeting again next month to see if any other organization shows interest. We are open to other suggestions.

Judy – If you are having difficulty to get someone to commit to having the fridge in their facility, could it offer frozen meals? And food banks are currently open only one day a week. Maybe partner with them? Maybe we should think about contacting the food banks and have them increase their hours. If we have no other options, food banks could be a good option.

Lynn – Food banks are only open a couple of hours a week and the idea of the community fridge is to have local grocery stores donate older produce that they would discount, and the public would have access to the fridge 5-7 days a week.

Having volunteers for this project is also a key component. Survey participants had the option to identify if they were interested in volunteering. Will share the roles and responsibilities of volunteers with members.

10.0 COMMITTEE MEMBER UPCOMING EVENTS & OPPORTUNITIES FOR COLLABORATION

Matt Bahm

- Budgeting process has started for 2022 and Lynn is working on one for the Age Friendly Committee as well as the Healthy Kids Committee. Details should be available for our November meeting.
- City council wants to provide the safest working environment possible for staff and visitors. Started with a proof of vaccination for staff and implemented the

policy late last month. Council is also requiring that those who sit on our committees also show leadership to be vaccinated as well. Those who enter are municipal facilities (halls and arenas) also show proof of vaccination.

Lynn Marcella

- Email was sent to committee members, from City Clerk Logan Belanger, committee members are asked for proof of covid-19 vaccination.
- Indoor activities are in full swing such as exercise classes, pickleball and line dancing (with proof of vaccination). Hoping to start indoor walking later on if we are able to use Northern College and the French high school. As of September, they were not allowing community use of their facilities.

Lorna Desmarais

- All of our work is covid related (vaccine bookings). Haven't touched on anything related to fall prevention or older adults. 3rd doses and vaccination for 5 to 11-year old. Been asked to put all other programming to the side. Have been looking to extend the contract with the company that is working on Stay on your feet website. Also hope they can do more media.
- As of right now, soup to tomatoes is only offered online. Might be able to look at more face-to-face programming with proof of vaccination.

Darlene Lemay

- At this time, Stand up is still on hold for in-person.

NEXT MEETING DATES

Tuesday November 2nd, 2021 at 1:00pm – City Hall/Zoom

Tuesday December 7th, 2021 at 1:00pm – City Hall/Zoom

11.0 ADJOURNMENT

MOVED BY: Lorna Desmarais

That the Age Friendly Community Committee hereby adjourns at 1:54 pm.

CARRIED


Committee Chair


Recorder

1. CALL TO ORDER

Meeting called to order at 2:32_P.M.

2. ROLL CALL

PRESENT:	Mayor Carman Kidd Councillor Mike McArthur Chris Oslund, City Manager Matt Bahm, Director of Recreation Paul Cobb, Public Appointee Maria McLean, Public Appointee Jamie Dabner, Public Appointee Kelly Conlin, Deputy Clerk (Committee Secretary)
REGRETS:	Councillor Jesse Foley

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

None

4. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

5. APPROVAL OF AGENDA

Recommendation CCC-2021-007

Moved by: Maria McLean

Be it resolved that:

The Climate Change Committee agenda for the October 26, 2021 meeting be approved as printed.

CARRIED

6. REVIEW AND ADOPTION OF PREVIOUS MINUTES

Recommendation CCC-2021-008

Moved by: Paul Cobb

Be it resolved that:

The Climate Change Committee minutes for the September 28, 2021 meeting be approved as presented.

CARRIED

7. CORRESPONDENCE

None

8. UNFINISHED BUSINESS

9. NEW BUSINESS

a) Welcome – Councillor Mike McArthur

The Committee welcomed Councillor Mike McArthur, who was appointed at a recent Council meeting.

b) Rethink Green

The Committee was presented with information from Re-think Green, which is a not-for-profit organization, headquartered in Sudbury, which provides a variety of programs, tools and services designated to assist municipalities set their environmental goals and sustainability targets, specifically in Northern Ontario. The Committee discussed who the most beneficial and efficient way to approach climate change in the north is using a regional approach.

c) Climate Lens – City of London

The Committee was provided with an example of Climate Lens Report that was recently used by the City of London on major transportation projects. Staff suggested this could be modified to suit the needs of Temiskaming Shores and its capital projects.

d) GHG Emission Reduction Measures

The Committee spoke about the development of GHG Emission Reduction Measures; and spoke about where a starting point could be established. One option would be the electrification of fleet, which brought forward point regarding the City's current status with transit buses and whether or not there has been consideration of purchasing an electric bus. Another topic of discussion was Water Conservation measures for residents, commercial and industrial entities, and Low Carbon energy procurement.

e) Target Measures

Item will be discussed at the next meeting.

10. NEXT MEETING

The next meeting for the Climate Change Committee will be on November 30, 2021 @ 2:30 p.m.

- *Presentation from another Northern Ontario Community working on Climate Action*

11. ADJOURNMENT

Recommendation CCC-2021-009

Moved by: Councillor Mike McArthur

Be it resolved that:

The Climate Change Committee meeting is adjourned at 3:50 p.m.

CARRIED

**The Corporation of the City of Temiskaming Shores
Committee of Adjustment**

Meeting Minutes

August 25, 2021

Present: Chair: Carman Kidd
Members: Dan Dawson; Florent Heroux; Suzanne Othmer; Voula Zafiris

Also Present: Jennifer Pye, Planner and Secretary-Treasurer

Public: None

1. Opening of Meeting

Resolution No. 2021-22

Moved By: Dan Dawson

Seconded By: Florent Heroux

Be it resolved that the Committee of Adjustment meeting be opened at 1:30 p.m.

Carried

2. Adoption of Agenda

Resolution No. 2021-23

Moved By: Voula Zafiris

Seconded By: Dan Dawson

Be it resolved that the Committee of Adjustment adopts the agenda as printed.

Carried

3. Declaration of Pecuniary Interest

None

4. Adoption of Minutes

Resolution No. 2021-24

Moved By: Dan Dawson

Seconded By: Florent Heroux

Be it resolved that the Committee of Adjustment for the City of Temiskaming Shores hereby approves the minutes of the July 28, 2021 Committee of Adjustment Meeting as printed.

Carried

5. Public Hearings

Chair Carman Kidd advised that this afternoon a public hearing is scheduled for one consent application.

The Planning Act requires that a public hearing be held before the Committee of Adjustment decides whether to approve such applications. The public hearing serves two purposes: first, to present to the Committee and the public the details and background to the proposed application and second, to receive comments from the public and agencies before a decision is made.

5.1 Consent Application B-2021-04 – James Goodyear on behalf of Ellen Goodyear, 652 Browning Street

The Chair declared the public hearing for Consent Application B-2021-04 to be open.

**The Corporation of the City of Temiskaming Shores
Committee of Adjustment**

Meeting Minutes

August 25, 2021

The Chair asked the Planner, Jennifer Pye, to summarize the proposal, provide any additional information that may be relevant and summarize any correspondence received to date regarding this application.

Jennifer Pye indicated that the reason the planning report is signed by the Municipal Clerk as well as herself is that her husband is employed by the applicant.

Subject land: 652 Browning Street; BUCKE CON 3 PT LOT 11 PCL 9147SST.

Purpose of the application: The application has two purposes:

- 1) To sever a 5.8m (19' strip) of land from the west side of the subject property, which is to be added to the adjacent property to the south in order to allow the extension of a water service from Browning Street to service the existing shop/residence property;
- 2) To sever the remainder of the property to create three separately-transferrable residential properties, with the retained portion containing an existing single-detached dwelling. The two severed lots would measure 15m x 30m (50' x 100'), and the proposed retained property would measure 17m x 30m (56' x 100').

The lot addition property will not contain any future buildings or structures. The existing residential dwelling is located on the proposed retained property, and the proposed severed properties will remain vacant but could be developed with residential dwellings in the future.

Statutory Public Notice: The application was received on July 27, 2021 and was circulated to City staff. Notice of the complete application and the public hearing was advertised in the Temiskaming Speaker beginning on August 11, 2021 in accordance with the statutory notice requirements of the Planning Act. Notice of the application was also mailed to property owners within 60m of the subject land.

Jennifer Pye reviewed the planning report and advised that the application is consistent with the Provincial Policy Statement (2020), and meets the general intent and purpose of the City of Temiskaming Shores Official Plan and City of Temiskaming Shores Zoning By-law, and recommended that the Committee approve the application.

The Committee considered and adopted the following resolution:

Resolution No. 2021-25

Moved By: Florent Heroux
Seconded By: Suzanne Othmer

Whereas the Committee of Adjustment for the City of Temiskaming Shores has considered Consent Application B-2021-04 as submitted by James Goodyear on behalf of Ellen Goodyear for the following lands: 652 Browning Street; BUCKE CON 3 PT LOT 11 PCL 9147SST;

And whereas the applicant is proposing to sever:

- 1) A 5.8m (19' strip) of land from the west side of the subject property, which is to be added to the adjacent property to the south in order to allow the extension of a water service from Browning Street to service the existing shop/residence property;
- 2) The remainder of the property to create three separately-transferrable residential properties, with the retained portion containing an existing single-detached dwelling. The two severed lots would

**The Corporation of the City of Temiskaming Shores
Committee of Adjustment**

Meeting Minutes

August 25, 2021

measure 15m x 30m (50' x 100'), and the proposed retained property would measure 17m x 30m (56' x 100').

And whereas the Committee of Adjustment for the City of Temiskaming Shores has received the Planning Report dated August 20, 2021 and has considered the recommendations;

Be it resolved that the Committee of Adjustment for the City of Temiskaming Shores approves Consent Application B-2021-04 subject to the following conditions:

- 1) The following documents shall be provided to the Secretary-Treasurer for the transaction described:
 - a) Two copies of the signed Acknowledgement and Direction;
 - b) The "Transfer in Preparation" and/or "Transfer Easement in Preparation";
 - c) A Planning Act Certificate Schedule on which is set out the entire legal description of the parcel(s) in question. This Schedule must also contain the names of the parties indicated on Page 1 of the "Transfer in Preparation" and/or "Transfer Easement in Preparation";
 - d) A reference plan of survey which bears the Land Registry Office registration number and signature as evidence of its deposit therein, illustrating the parcel to which consent approval relates;
- 2) That the Owner conveys severed 1 to the abutting landowner to the south, described as BUCKE CON 3 PT LOT 11 RP 54R2023 PART 1 PCL 20501SST;
 - a) That Section 50(3) or 50(5) of the *Planning Act* apply to any subsequent conveyance of or transaction involving the parcel of land identified as "To Be Severed (1)".

Carried

6. New Business

None

7. Unfinished Business

None

8. Applications for Next Meeting

Next meeting: September 29, 2021

9. Adjournment

Resolution No. 2021-26

Moved By: Voula Zafiris

Seconded By: Florent Heroux

Be it resolved that the Committee of Adjustment meeting be closed at 1:47 p.m.

Carried

Carman Kidd
Chair

Jennifer Pye
Secretary-Treasurer

**EARLTON-TIMISKAMING REGIONAL
AIRPORT AUTHORITY (ETRAA)
MINUTES**

Thursday, September 23, 2021
Harley Twp. Hall, Hwy. #11
New Liskeard, ON

Attendance: Doug Metson, Marc Robillard, Bryan McNair, Debbie Veerman, Earl Read,
Kerry Stewart, Carman Kidd, Barbara Beachey, Pauline Archambault,
James Smith, Sheila Randell

Regrets: Laurie Bolesworth

Absent: Mitch Lafreniere, Theo Cull

All members confirmed being double vaccinated for COVID 19.

1. Welcome - Meeting called to order

Moved by: Barbara Beachey

Seconded by: Doug Metson

BE IT RESOLVED THAT "the meeting of September 23, 2021 be called to order at 6:30 p.m."

Carried

2. Approval of Agenda

Moved by: Doug Metson

Seconded by: Barbara Beachey

BE IT RESOLVED THAT "the Agenda be approved as presented."

Carried

3. Approval of Minutes of Last Meeting

Moved by: Barbara Beachey

Seconded by: Doug Metson

BE IT RESOLVED THAT "the Minutes of the Meeting held July 15, 2021, be adopted as presented."

Carried

4. Business Arising from Minutes

None

5. Committee Reports

(a) Financial Report:

Moved by: Kerry Stewart

Seconded by: Earl Read

BE IT RESOLVED THAT "the Finance Report for the months of July and August 2021, be adopted as presented and be attached hereto, forming part of these Minutes".

Carried

(b) Property & Maintenance
No Report

(c) Human Resource
No Report

6. Manager's Report

Moved by: Bryan McNair

Seconded by: Pauline Archambault

BE IT RESOLVED THAT "the Manager's Report for the months of July and August 2021, be adopted as presented, and attached hereto forming part of these Minutes."

Carried

7. Chairman's Remarks/Report

- FedNor funding is approved and the ETRAA should be receiving an amount of \$310,00.00 in the near future.

- have also applied to FedNor for capital expenses (plow truck, snowblower, etc.)

- Yves Gauthier is willing to rent out hangar space if needed.

Moved by: Pauline Archambault

Seconded by: Bryan McNair

BE IT RESOLVED THAT "the Chairman's Report be adopted as presented.

Carried

8. New Business

Moved by : Doug Metson

Seconded by: Barbara Beachey

WHEREAS "winter is approaching quickly, and there is a need for an extra employee to help with snow removal"; and

WHEREAS "the Airport's Snow Plan takes effect Nov. 7, 2021";

BE IT RESOLVED THAT "the ETRAA agrees to the hiring of one seasonal employee. This person to be trained on snow removal and the term of employment would be from October 25, 2021 to April 4, 2022, at a rate of \$21.60 per hour."

Carried

Note: ETRAA should have a Job Description and pay table made available for hiring of new employees. This to be looked into.

Moved by: Earl Read
Seconded by: Pauline Archambault
WHEREAS "the apron around the fuel tanks needs to be repaired"; and

WHEREAS "Jamie has obtained 3 quotes for these repairs";

BE IT RESOLVED THAT "the ETRAA agrees to hire Demora Construction to repair the apron around the fuel tanks, at a quoted price of \$110,000.00 (to be started after we receive our grant of \$310,000.00)".

Carried

Moved by: Debbie Veerman
Seconded by: Marc Robillard
WHEREAS "Grant Energy has provided the Airport with a "locked-in pricing contract for 2021-2022";

BE IT RESOLVED THAT "the ETRAA agrees to the Locked-in price of 71.9 cents per litre (plus any and all applicable taxes) for the year Sept.1 2021 to Aug. 31, 2022, with Grant Energy Inc."

Carried

Moved by: Barbara Beachey
Seconded by: Doug Metson
WHEREAS "The Federal Government has created a new Federal Holiday on September 30, 2021"; and

WHEREAS "the Airport is Federally mandated";

BE IT RESOLVED THAT "the ETRAA agrees to provide September 30 as a paid holiday".

Carried

Moved by: Bryan McNair
Seconded by: Kerry Stewart
WHEREAS "there has been a request for the option to attend meetings virtually, if a member cannot attend in person";

BE IT RESOLVED THAT "the Board will look into teleconference equipment for subsequent meetings, and a new projection camera."

Carried

9. Closed Session
None

10. **Adjournment**

Moved by: Bryan McNair

Seconded by: Pauline Archambault

BE IT RESOLVED THAT "this meeting be adjourned at 7:39 p.m."

Carried


Chair


Secretary



MINUTES OF THE REGULAR MEETING OF THE BOARD

Held on Wednesday, October 20, 2021 at 5:30 PM via Zoom Videoconference.

-
- Present:** Doug Jelly – Chair, Derek Mundle – Vice-Chair, Jesse Foley, Pat Kiely, Airianna Leveille, Ian MacPherson, Sharon Gadoury East, Clifford Fielder, Patrick Adams, Kelly Black, Chief Administrative Officer
- Staff:** Lyne Labelle – Housing Services Manager, Corey Mackler – Information Technology Manager, Rachel Levis – Director of Human Resources, Lynne Bernier – Children's Services Manager, , Michelle Caron, Recorder
- Guests:** Helen Olson – Program Assistant
- Absent:** Darlene Wroe, Temiskaming Speaker
-

The Regular Meeting of the Board was called to order at 5:29 PM.

1.0 DISCLOSURE OF PECUNIARY INTEREST
Nil

2.0 PETITIONS AND DELEGATIONS
Nil

3.0 ACCEPTANCE/ADDITIONS TO THE AGENDA
Resolution #2021-78

Moved by Jesse Foley and seconded by Ian Macpherson

THAT the agenda of the regular meeting of the Board held on October 20, 2021, be accepted as presented.

Carried.

4.0 ADOPTIONS OF PREVIOUS MINUTES September 15th, 2021
Resolution #2021-79

Moved by Patrick Adams and seconded by Clifford Fielder

THAT the minutes of the regular meeting of the Board held on September 15, 2021, be approved as presented.

Carried.

5.0 CORRESPONDENCE
Nil

6.0 BUSINERSS ARISING FROM PREVIOUS MEETING
Nil

7.0 OTHER BUSINESS

7.1 Timiskaming Counts – Enumeration Results

Presented by Lyne Labelle, Housing Services Manager to the Board for information.

7.2 Ambulance Retirement 5611

Resolution #2021-80

Moved by Sharon Gadoury-East and seconded by Derek Mundle

THAT the Board approve the donation of one decommissioned ambulance VIN 1FDWE3FS8DDA16947 from the EMS Department to the Matachewan Fire Department with the arrangement they will be responsible for the removal from Marty's Auto Tech property and all associated costs.

Carried.

7.3 Ambulance Retirement 5611

Resolution #2021-81

Moved by Pat Kiely and seconded by Airianna Leveille

THAT the Board approve the disposal of one decommissioned ambulance VIN 1FDWE3FP4ADA11672 from the EMS Department to a scrap metal dealer with the arrangement they will be responsible for the removal from Marty's Auto Tech property and all associated costs.

Carried.

7.4 Grant from ESDC Enabling Accessibility Fund

Mark Stewart, Director of Client Services, prepared this memorandum for the information of the Board, it was presented by Kelly Black, Chief Administrative Officer.

7.5 Status Update SSRF Phase Four Investment Plan

Mark Stewart, Director of Client Services, prepared this memorandum for the information of the Board, it was presented by Kelly Black, Chief Administrative Officer.

7.6 Approval of the 2022 Board Meeting Schedule

Resolution #2021-82

Moved by Patrick Adams and seconded by Ian Macpherson

THAT the Board approve the proposed 2022 DTSSAB Board Meeting Schedule.

Carried.

7.7 FONOM Resolution Support

Resolution #2021-83

Moved by Sharon Gadoury-East and seconded by Airianna Leveille

THAT the Board approve the following resolution in support of FONOM, AMO and NOSDA as a joint initiative as presented at the AMO Annual Conference in August 2021.

WHEREAS Communities across the province are addressing an intensified social crisis, and Northern Ontario is no different. We recognize that creating solutions will require a multi-ministry approach, but if there are lessons to be learned from this pandemic, what were once

cracks in the health care foundation, there are now large gaps forming especially around mental health, addictions, and homelessness.

WHEREAS Northern Ontario has significant challenges when it comes to accessing mental health and addictions services for our people in our communities.

WHEREAS over 300 Child care staff who provide services to over 21,000 licensed child care spaces in over 340 locations across the North, and they see the effects of Mental Health and Addictions every day in the children they care for and the parents they support.

WHEREAS over 500 Social Services staff who provide financial and employment assistance to over 15,000 families in 37 delivery sites across over 800,000 square kilometers in the North. The over 300 Community Housing staff who provide safe and affordable housing to over 17,000 families in the North. The Police and over 900 Paramedics responded to 200,000 medical emergency 911 calls, and Paramedics have seen the direct results of the Mental Health and Addictions crisis in the North and some cases becoming ill themselves trying to cope with what they have seen.

WHEREAS FONOM appreciates the efforts of all the agencies that are working to help and support those addicted to opioids. In some districts, over 30 agencies are providing some assistance. But we would like to see the consolidation of these agencies with the input of Municipalities/DSSAB's and local stakeholders. As we believe, a streamlined agency would be able to put the combined funds to better use.

Therefore be it resolved that FONOM ask that our Northern Ontario Health Teams, in consultation with Municipalities/DSSAB's and local stakeholders support a province-wide strategy that supports such consolidation

Further be it resolved that a copy of this Resolution to be shared with Premier Ford, Christine Elliott, the Minister of Health Elliott, Michael Tibollo, the Associate Minister of Mental Health and Addictions, the Ontario Municipal Social Services Association (OMSSA), the Leaders of the Provincial Oppositions and the Association of Municipalities of Ontario (AMO).

Carried.

7.8 CAO Q3 Update

Presented by Kelly Black, Chief Administrative Officer, to the Board for information.

7.9 CAO Update

Presented by Kelly Black, Chief Administrative Officer, to the Board for information.

8.0 IN-CAMERA SESSION

Resolution #2021-84

Moved by Clifford Fielder and seconded by Jesse Foley

THAT the Board move into the In-Camera Session.

Carried.

9.0 RETURN TO REGULAR MEETING

Resolution #2021-85

Moved by Clifford Fielder and seconded by Derek Mundle

THAT the Board resolve to rise from the In-camera session and reconvene with the regular meeting of the Board with report at 7:14 p.m..

Carried.

Resolution #2021-86

Moved by Patrick Adams and seconded by Ian Macpherson

THAT the Board approve the direction given in camera regarding Items 8.5.1 and 8.5.2 under other business.

Carried.

Resolution #2021-87

Moved by Sharon Gadoury-East and seconded by Jesse Foley

THAT the Board resolves that all technology provided to Board members during their term remain the property of the DTSSAB at the end of their term.

Carried.

10.0 ADJOURNMENT/ NEXT MEETING

Resolution #2021-77

Moved by Jesse Foley and seconded by Clifford Fielder

THAT the Board meeting be hereby adjourned at 7:16 p.m..

AND

THAT the next regular meeting of the Board be held on November 17, 2021 or at the call of the Chair.

Carried.

Minutes signed as approved by the Board:



Doug Jelly, Chair

2021-11-19
Date

Recorder: Michelle Caron



MINUTES OF THE SPECIAL MEETING OF THE BOARD

Held on Thursday, November 4th, 2021 at 5:30 PM via Zoom Videoconference.

Present: Doug Jelly – Chair, Derek Mundle – Vice-Chair, Jesse Foley, Pat Kiely, Airianna Leveille, Ian MacPherson, Clifford Fielder, Kelly Black, Chief Administrative Officer

Staff: Corey Mackler – Information Technology Manager, Michelle Caron - Recorder

Absent: Sharon Gadoury East, Patrick Adams

The Special Meeting of the Board was called to order at 5:30 PM.

1.0 DISCLOSURE OF PECUNIARY INTEREST
Nil

2.0 ACCEPTANCE/ADDITIONS TO THE AGENDA
Resolution #2021-89

Moved by Derek Mundle and seconded by Clifford Fielder.

THAT the agenda of the Special meeting of the Board held on November 4th, 2021, be accepted as presented.

Carried.

3.0 OTHER BUSINESS

3.1 OHS-27 Vaccination Policy DRAFT

Resolution #2021-90

Moved by Jesse Foley and seconded by Airianna Leveille.

THAT the Board approve OHS-27 Vaccination Policy as amended.

Recorded Vote:

Board Member	Yes	No	Absent
Doug Jelly	X		
Clifford Fielder		X	
Jesse Foley	X		
Derek Mundle	X		
Airianna Leveille	X		

Pat Kiely	X		
Ian MacPherson	X		
Sharon Gadoury East			X
Patrick Adams			X

Carried.

4.0 ADJOURNMENT/ NEXT MEETING

Resolution #2021-91

Moved by Pat Kiely and seconded by Derek Mundle.

THAT the Board meeting be hereby adjourned at 6:10 p.m..

AND

THAT the next regular meeting of the Board be held on November 17, 2021 or at the call of the Chair.

Carried.

Minutes signed as approved by the Board:


Doug Jelly, Chair

2021-11-19
Date

Recorder: Michelle Caron



THE CORPORATION OF THE CITY OF TEMISKAMING SHORES
ACCESSIBILITY ADVISORY COMMITTEE SPECIAL MEETING

November 3, 2021

In-Person/Virtual

Vision Statement: All people of the City of Temiskaming Shores shall live in dignity, with independence, inclusion and equal opportunity.

Mission Statement: To ensure through education, promotion, and advocacy, that all persons with disabilities can with dignity and independence have full, equal, inclusionary participation and opportunity within the boundaries of the City of Temiskaming Shores.

MINUTES

1. CALL TO ORDER

Meeting called to order at 10:02 a.m.

2. ROLL CALL

MEMBERS:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Janice Labonte | <input type="checkbox"/> George Depencier |
| <input type="checkbox"/> Courtney Romanko | <input checked="" type="checkbox"/> Nicki Duke (Chair) |
| <input checked="" type="checkbox"/> Walter Humeniuk | <input type="checkbox"/> Josette Cote |
| <input checked="" type="checkbox"/> Carman Kidd | <input checked="" type="checkbox"/> Mike McArthur |

CITY STAFF:

- ☒ Christopher Oslund, City Manager
- ☒ Mat Bahm, Director of Recreation
- ☒ Jennifer Pye, Planner
- ☒ Kelly Conlin, Deputy Clerk

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

NONE

4. DISCLOSURE OF CONFLICT OF INTEREST AND GENERAL NATURE

NONE

5. APPROVAL OF AGENDA

Moved by: Walter Humeniuk

Seconded by: Janice Labonte

Be it resolved that:

The agenda for the November 3, 2021 TSAAC meeting be approved as printed.

CARRIED

6. NEW BUSINESS

a) Site – Plan Review – Haileybury Fire Station

Moved by: Janice Labonte

Seconded by: Mike McArthur

Be it resolved that:

The Temiskaming Shores Accessibility Advisory Committee hereby acknowledges review of the site plan of the Haileybury Fire Station and is in favour of the accessible features contained therein; and further recommends consideration be taken canopy design.

CARRIED

7. SCHEDULING OF MEETINGS

Moved by: Carman Kidd

Seconded by: Walter Humeniuk

Be it resolved that:

The next regular TSAAC meeting is to be held on December 8, 2021 at 10:00 a.m.

CARRIED

8. ITEMS FOR FUTURE MEETINGS

Terms of Reference
Accessibility Plan
Capital Projects
Former Haileybury Public School – Site Plan
2022 Budget

9. ADJOURNMENT

Moved by: Janice Labonte

Seconded by: Mike McArthur

Be it resolved that:

TSAAC adjourns at 10:24 a.m.

CARRIED

1.0 CALL TO ORDER

The meeting was called to order at

2.0 ROLL CALL

PRESENT:	Councillor Danny Whalen (Chair) Mayor Carman Kidd (acting Chair) Councillor Doug Jelly Christopher Oslund, City Manager Matt Bahm, Director of Recreation Paul Allair, Superintendent of Parks and Facilities Kelly Conlin, Deputy Clerk (Committee Secretary) Dan Tache, Tache Construction (Presentation only)
REGRETS:	

3.0 REVIEW OF REVISIONS OR DELETIONS TO AGENDA

Under New Business:

9 c) Free Little Library Request

9 d) Tenant Discussion: CJTT

4.0 DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

5.0 ADOPTION OF AGENDA

Recommendation BM-2021-034

Moved by: Councillor Doug Jelly

Be it resolved that:

The Building Maintenance Committee Meeting Agenda for the October 20, 2021 meeting be adopted as amended.

Carried

6.0 APPROVAL OF PREVIOUS MINUTES

Recommendation BM-2021-035

Moved by: Mayor Carman Kidd

Be it resolved that:

The Building Committee Meeting previous meeting minutes of September 15, 2021 be adopted as presented.

Carried

7.0 PRESENTATIONS/CORRESPONDENCE

a) Letter of Intent: NL Waterfront Development – Tache Construction Referred from October 5, 2021 Council meeting

Dan Tache spoke to the Committee about potential development opportunities on the New Liskeard Waterfront Area, specifically at the marina location. At this time, staff will be proceeding with a geotechnical and environmental study of the area to determine the ground stability in that area; the study will also assist Council in making a decision on the best way to proceed with the facility/property.

b) Stair railing concern: Temiskaming Shores Public Library – Mac Hamilton

Chris Oslund received an email from Mac Hamilton detailing concerns with the lack of railing at the library. Although the railing is not a requirement, due to the grade of the steps, staff will be proceeding with the installation. Cost of the railing is not known at this time.

8.0 UNFINISHED BUSINESS

a) NL Marina

Staff will be proceeding with the geotechnical/environmental testing of the area. Ongoing.

b) Haileybury Medical Centre – North stairway

The Request for Quotation for the stairway repair will be released shortly. The Committee will be made aware of the cost once the RFQ closes.

9.0 NEW BUSINESS

a) Building Maintenance Department Update

The Committee was provided with an update in regards to current projects and department operations. Staff noted that work on the site plan for the new Haileybury Fire Station is still underway with the general contractors hoping to undertake some site work before winter.

b) 2022 Budget

The Committee was provided with a brief summary of the draft budget potential project. A more formal presentation will be held at the November Committee meeting.

c) Free Little Library Request

Staff received a request from the Literacy Council who is seeking permission to have a Free Little Library installed around the mail boxes at the Dymond Fire Hall. Staff will contact the Literacy Council to advise them of the ideal location.

Recommendation BM-2021-036

Moved by: Mayor Carman Kidd

Be it resolved that:

The Building Maintenance Committee hereby approves the installation of a Free Little Library around the mailboxes at the Dymond Fire Station on Drive-in-Theatre Road.

Carried

d) Tenant discussion: CJTT

CJTT is requesting the City cover the cost for the installation of new window coverings for the recently replaced windows. The quote for this replacement is approximately \$7,000. Staff will be meeting with representatives from CJTT in the next few weeks and will discuss this item and their lease renewal.

10.0 ADJOURNMENT

Recommendation BM-2021-037

Moved by: Councillor Doug Jelly

Be it resolved that:

The Building Maintenance Committee, be hereby adjourned at 11:34 a.m.

Carried

1. CALL TO ORDER

Meeting called to order at 11:56 a.m.

2. ROLL CALL

PRESENT:	Councillor Jeff Laferriere (Chair) Mayor Carman Kidd Councillor Danny Whalen Christopher Oslund, City Manager Shelly Zubyc, Director of Corporate Services Stephanie Leveille, Treasurer (Shadow) Logan Belanger, Municipal Clerk Kelly Conlin, Deputy Clerk (Committee Secretary)
REGRETS:	

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

Under New Business”

9 c) OCWA Agreement

4. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

5. APPROVAL OF AGENDA

Recommendation CS-2021-051

Moved by: Mayor Carman Kidd

Be it resolved that:

The Corporate Services Committee agenda for the October 20, 2021 meeting be approved as amended.

CARRIED

6. REVIEW AND ADOPTION OF PREVIOUS MINUTES

Recommendation CS-2021-052

Moved by: Mayor Carman Kidd

Be it resolved that:

The Corporate Services Committee minutes of the September 15, 2021 meeting be approved as presented.

CARRIED

7. CORRESPONDENCE

a) Letter of Intent: NL Waterfront Development – Tache Construction Referred from October 5, 2021 Council meeting

Dan Tache spoke to the Committee about potential development opportunities on the New Liskeard Waterfront Area, specifically at the marina location. At this time, staff will be proceeding with a geotechnical and environmental study of the area to determine the ground stability in that area; the study will also assist Council in making a decision on the best way to proceed with the facility/property.

Recommendation CS-2021-053

Moved by: Councillor Danny Whalen

Be it resolved that:

The Corporate Services Committee hereby supports the reallocation of funds to complete the geotechnical/Phase I study for the New Liskeard marina area.

CARRIED

8. UNFINISHED BUSINESS

a) Temiskaming Shores Housing – Letter from D2 Management and Development

Dan Tache spoke to the Committee about a housing development opportunity for Temiskaming Shores utilizing vacant, donated municipal land. At this time, D2 Management and Development is looking for the City to provide a list of vacant lands that may be suitable for a housing development. Staff will gather this information and present the information back to the Committee for further discussion.

Recommendation CS-2021-054

Moved by: Councillor Danny Whalen

Be it resolved that:

The Corporate Services Committee hereby supports staff investigating suitable land options for a potential housing development in Temiskaming Shores.

CARRIED

9. NEW BUSINESS

a) Temagami Shared Services Agreement

Staff presented the renewal for the Temagami Shared Services Agreement that will be presented at the next Council meeting for approval.

b) 2022 Budget

Work on the 2022 budget is ongoing. Staff will be making a formal presentation of the final draft to the Committee in November.

c) Ontario Clean Water Agency Agreement

Staff advised the Committee that the contract negotiations with Ontario Clean Water Agency have come to an end. A report will be presented to Council for their consideration at the next Regular Council meeting.

10. CLOSED SESSION

Recommendation CS-2021-056

Moved by: Councillor Danny Whalen

Be it resolved that:

The Corporate Services Committee convene into Closed Session at 12:28 p.m. to discuss the following matters:

- Under Section 239 (d) of the Municipal Act; labour relations or employee negotiations.

CARRIED

Recommendation CS-2021-057

Moved by: Mayor Carman Kidd

Be it resolved that:

The Corporate Services Committee rise without report at 12:38 p.m.

CARRIED

CORPORATE SERVICES COMMITTEE MINUTES

October 20, 2021 – 12:00 PM.

Haileybury Boardroom

Chair – Councillor Jeff Laferriere

11. NEXT MEETING

The next Corporate Services Committee Meeting will be November 17, 2021 at 12:00 PM

12. ADJOURNMENT

Recommendation CS-2021-058

Moved by: Councillor Danny Whalen

Be it resolved that:

The Corporate Services Committee meeting is adjourned at 12:40 p.m.

CARRIED

COMMITTEE CHAIR

COMMITTEE SECRETARY

**PROTECTION TO PERSONS AND PROPERTY
COMMITTEE MEETING MINUTES**

October 20, 2021 – 1:00 PM
Haileybury Boardroom
CHAIR – Mayor Carman Kidd

1. CALL TO ORDER

Meeting called to order at 12:59 p.m.

2. ROLL CALL

PRESENT:	Mayor Carman Kidd (Chair) Councillor Doug Jelly Councillor Mike McArthur Christopher Oslund, City Manager Shelly Zubyck, Director of Corporate Services Steve Langford, Fire Chief Kelly Conlin, Deputy Clerk (Committee Secretary)
REGRETS:	None

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

Under New Business
e) Tache Construction

4. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

5. APPROVAL OF AGENDA

Recommendation PPP-2021-046
Moved by: Mayor Carman Kidd

Be it resolved that:

The Protection to Persons and Property Committee agenda for the October 20, 2021 meeting be approved as amended.

Carried

6. REVIEW AND ADOPTION OF PREVIOUS MINUTES

Recommendation PPP-2021-047
Moved by: Councillor Doug Jelly

Be it resolved that:

The Protection to Persons and Property Committee minutes of the September 15, 2021 meeting be adopted as presented.

Carried

7. PRESENTATIONS/CORRESPONDENCE

8. UNFINISHED BUSINESS

9. NEW BUSINESS

a) Fire Activity Report

The Committee was provided with an update in regards to fire activity in the community and responses from all three volunteer stations.

b) Request for use of unmaintained lane: Topper's Pizza

The Committee was presented with the request for use of an unmaintained lane off of Haliburton Ave. Staff stated that this request was also presented and denied at the Public Works Committee meeting. The Committee supported the decision of the Public Works Committee.

c) Temagami Shared Services Agreement

Staff presented the renewal for the Temagami Shared Services Agreement that will be presented at the next Council meeting for approval.

d) 2022 Budget

The Committee was provided with an update in regards to the status of the 2022 Budget; which will be presented to the Committee at the November meeting.

e) Tache Construction

Staff made the Committee aware of a request from Tache Construction for a list of vacant municipal land for the purpose of constructing affordable housing units in the City. Any formal request for donation of land will be brought forward to Council for their consideration.

10. NEXT MEETING

The next Protection to Persons and Property Committee meeting is scheduled for November 17, 2021 at 1:00 PM.

**PROTECTION TO PERSONS AND PROPERTY
COMMITTEE MEETING MINUTES**

October 20, 2021 – 1:00 PM
Haileybury Boardroom
CHAIR – Mayor Carman Kidd

11. ADJOURNMENT

Recommendation PPP-2021-048

Moved by: Councillor Mike McArthur

Be it resolved that:

The Protection to Persons and Property Committee meeting is adjourned at 1:26 p.m.

Carried

COMMITTEE CHAIR

COMMITTEE SECRETARY

1. CALL TO ORDER

The meeting was called to order at 8:58 a.m.

2. ROLL CALL

PRESENT:	Councillor Doug Jelly (Chair) Mayor Carman Kidd Councillor Danny Whalen Chris Oslund, City Manager Mitch Lafreniere, Manager of Transportation Steve Burnett, Manager of Environmental Services Jamie Sheppard, Transportation Superintendent Darrell Phanuef, Environmental Superintendent Al Proteau, Acting Transportation Superintendent Kelly Conlin, Deputy Clerk (Committee Secretary)
REGRETS:	

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

Correspondence:

Former Lucky Loi – Water Service Request

New Business:

f) Benoit Drive – Signage

g) Drainage Ditch – Sales Barn Road – Drainage ditch

Closed Session:

Section 239 2 (d) Labour Relations

4. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

5. APPROVAL OF AGENDA

Recommendation PW-2021-051

Moved by: Councillor Danny Whalen

Be it resolved that:

The Public Works Committee agenda for the October 20, 2021 meeting be approved as amended.

CARRIED

6. REVIEW AND ADOPTION OF PREVIOUS MINUTES

Recommendation PW-2021-052

Moved by: Mayor Carman Kidd

Be it resolved that:

The Public Works Committee minutes for the September 15, 2021 regular meeting and the August 23, 2021 special meeting be adopted as presented.

CARRIED

7. PRESENTATIONS

8. CORRESPONDENCE (INTERNAL/EXTERNAL)

a) Former Lucky Loi – Water Service Request

Steve Burnett received a verbal request from the new owners of the former Lucky Loi restaurant location on Whitewood Ave., who recently had a water service failure on their side of the line. The request is for the City to cover the cost of the repair. The Committee was not in favour of this request.

9. UNFINISHED BUSINESS

a) 2021-2022 Roadway Rehabilitation Program

The 2021 program is complete with the exception of the resurfacing of Joyal Drive.

b) Public Works Department Update

The Committee was provided with an update in regards to department operations. The Manager of Transportation position was recently posted; Mayor Kidd agreed to sit on the interview panel.

c) Blue Box Transition – Ad Hoc Committee

The Committee agreed to start the Blue Box Transition Ad-Hoc Committee meetings in January 2022.

10. NEW BUSINESS

a) Use of unmaintained laneway request – Topper’s Pizza

Staff received a request from the owners of Topper’s Pizza who were seeking permission to use an unopened laneway off Haliburton St., for their delivery trucks and supply traffic. The Committee had several concerns as the laneway is grassed and not currently being used. There is also a hydro pole that would need to be relocated; and it is very close to a neighbouring home, which could create issues with frost and snow removal. The Committee denied the request. Staff will contact the owners and advise of the Committee’s decision.

b) Expansion of CAZ – NL Landfill

Recommendation PW-2021-053
Moved by: Mayor Carman Kidd

Be it resolved that:

The Public Works Committee hereby authorizes staff to initiate discussions with the adjacent land owner; for the expansion of the Contaminated Attenuation Zone (CAZ) at the New Liskeard landfill.

CARRIED

c) Landfill Monitoring

The current landfill monitoring agreement is set to expire in April 2022, however, due to the delay in receiving the ECA approval, monitoring will need to continue for a minimum of one year.

Recommendation PW-2021-054
Moved by: Councillor Danny Whalen

Be it resolved that:

The Public Works Committee hereby recommends that Council supports the one-year extension of the agreement with Wood for the monitoring at both the New Liskeard and Haileybury landfills.

CARRIED

d) OCWA Agreement

Staff recently completed negotiations with representatives from OCWA for the renewal of the current agreement.

Recommendation PW-2021-055

Moved by: Mayor Carman Kidd

Be it resolved that:

The Public Works Committee hereby recommends that Council consider entering into a 5-year agreement with Ontario Clean Water Agency (OCWA).

CARRIED

e) 2022 Budget

Draft 1 of the 2022 Operating Budget has been complete. Budgets will be brought back to Committees for review.

f) Benoit Drive – Request for Signage

Staff received an email from a resident on Benoit Drive, requesting a “Slow – Children at Play” sign on their road. The Committee suggested they refer their request to the Temiskaming Road Safety Coalition for this type of sign.

g) Drainage Ditch – Sales Bard Road

Mayor Kidd requested that staff investigate the drainage ditch on Sales Bard Road as there appears to be an issue.

11. CLOSED SESSION

Recommendation PW-2021-056

Moved by: Mayor Carman Kidd

Be it resolved that:

The Public Works Committee hereby agrees to convene in Closed Session at 9:52 am to discuss the following matters:

- Under Section 239 (2) d of the Municipal Act, 2001 – Labour Relations:
Water/Sewer Maintenance Personnel

CARRIED

Recommendation PW-2021-057

Moved by: Councillor Danny Whalen

Be it resolved that:

The Public Works Committee hereby agrees to rise without report from Closed Session at 10:05 am.

CARRIED

12. NEXT MEETING

The next Public Works Committee meeting is scheduled for November 17, 2021 at 9:00 AM

13. ADJOURNMENT

Recommendation PW-2021-058

Moved by: Mayor Carman Kidd

Be it resolved that:

The Public Works Committee meeting is adjourned at 10:06 a.m.

CARRIED

1. CALL TO ORDER

Meeting called to order at 6:28 p.m.

2. ROLL CALL

PRESENT:	Councillor Mike McArthur (Chair) Mayor Carman Kidd Councillor Jesse Foley Chris Oslund, City Manager Matt Bahm, Director of Recreation Paul Allair, Manager of Parks & Facilities Jeff Thompson, Manager of Programming Richard Beauchamp, Public Appointee Chuck Durrant, Public Appointee Robert Ritchie, Public Appointee Danny Lavigne, Public Appointee Kelly Conlin, Deputy Clerk (Committee Secretary)
REGRETS:	Simone Holzamer, Public Appointee

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

None

4. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

5. APPROVAL OF AGENDA

Recommendation RS-2021-040

Moved by: Danny Lavingne

Be it resolved that:

The Recreation Committee agenda for the November 8, 2021 meeting be approved as printed.

CARRIED

6. REVIEW AND ADOPTION OF PREVIOUS MINUTES

Recommendation RS-2021-041

Moved by: Councillor Jesse Foley

Be it resolved that:

The Recreation Committee minutes of the October 18, 2021 meeting be approved as presented.

CARRIED

7. CORRESPONDENCE

8. UNFINISHED BUSINESS

a) Active Transportation Plan

The Committee was provided with a verbal update in regards to the status of the plan. A presentation will be made to Council at the November 16, 2021 meeting, following with a By-Law to adopt the plan at the first meeting in December.

b) Facility Users Liability Insurance

The Committee was provided with further information regarding the Facility Users Liability Insurance Policy which was developed by staff.

Recommendation RS-2021-042

Moved by: Danny Lavigne

Be it resolved that:

The Recreation Committee hereby acknowledges review of the Facility Users Liability Policy and further recommends that Council approve the policy as presented.

CARRIED

9. NEW BUSINESS

a) Programming Update (Verbal)

Staff provided the Committee an update of daily operations at the Pool Fitness Centre and community and facility programs. Currently there is plenty of activities available through the Age Friendly Programming, as well as some fall activities planned through Healthy Kids.

b) Parks and Facilities Update (Verbal)

Staff provided the Committee with an update in regards to operations and projects underway in our facilities and outdoor amenities. Recreation staff are busy assisting with the set up both for Village Noel, along with any necessary preparation for Remembrance Day and the upcoming Santa Claus Parade.

c) Directors Update

The Committee was provided with an update in regards to overall Department operations and ongoing projects, such as minor changes to the Facility Re-opening Plan, Covid Screener activities, and the staff's involvement with Village Noel.

10. NEXT MEETING

The next Recreation Committee Meetings are will be scheduled as follows:

- December 13, 2021

11. ADJOURNMENT

Recommendation RS-2021-043

Moved by: Danny Lavigne

Be it resolved that:

The Recreation Committee meeting is adjourned 6:53 p.m.

CARRIED



RESOLUTION NO. 21-247

Moved by: Marc Dupuis

Seconded by: Steve Brousseau

WHEREAS the government of Ontario recently announced the continued postponement of the province-wide assessment update for the 2022 and 2023 taxation years, and;

WHEREAS this means that property values will continue to be based on the January 1, 2016 valuation date until at least 2024, and;

WHEREAS the Municipality of Mattice – Val Côté is aware of the important increase in property values throughout the province and within its own jurisdiction and;

WHEREAS the continued postponement of property valuation translates into a significant loss of taxation revenue for Municipalities;

NOW THEREFORE BE IT RESOLVED THAT Council for the Municipality of Mattice – Val Côté urges the government of Ontario to reconsider its decision and to direct MPAC to proceed with a province-wide assessment update in order for Ontario Municipalities to be able to collect property taxes based upon actual property values, and;

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario, to MPAC, to AMO, to all Ontario municipalities and to our federal and provincial government representatives, Carol Hughes and Guy Bourgouin.

- CARRIED -

I, Guylaine Coulombe, CAO/Clerk of the Municipality of Mattice – Val Côté, do hereby certify this to be a true and complete copy of Resolution 21-247, passed by the Council of the Municipality of Mattice – Val Côté at its meeting held the 8th day of November 2021.

DATED at Mattice, Ontario
This 10th day of November 2021


Guylaine Coulombe

Memo

To: Mayor and Council
From: Logan Belanger, Municipal Clerk
Date: December 7, 2021
Subject: Annual Accessibility Status Report
Attachments: Accessibility Status Report 2021

Mayor and Council:

The Ontario Government enacted the Accessibility for Ontarians with Disabilities Act (AODA) in 2005, to make the Province of Ontario accessible by 2025. A series of standards have been developed under the Integrated Accessibility Standards Regulation (IASR) to meet this goal, including standards for Customer Service, Information and Communications, Employment, Transportation and the Design of Public Spaces. There are staggered timelines for meeting the requirements of these Standards.

One of the General Requirements stated in the IASR, is that designated public sector organizations shall prepare an annual status report on the progress of measures taken to implement strategies outlined in the Multi-Year Accessibility Plan, and to post the report on the municipal website.

The enclosed Accessibility Status Report is the annual update on the progress of the measures taken to improve accessibility and to implement the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), and the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11).

The Annual Status Report includes the accessibility initiatives that were completed in 2021 to implement the strategies outlined in the City of Temiskaming Shores Multi-Year Accessibility Plan. The purpose of this Status Report is to make the public aware of the City's progress with regards to the 2019-2023 Multi-Year Accessibility Plan, as well as illustrates the commitment within the City of Temiskaming Shore to provide equal treatment to all persons regardless of ability, including residents, employees, visitors and other stakeholders when they access services, programs, and facilities.

Staff recommends that Council for the City of Temiskaming Shores receives the Accessibility Status Report 2021, and directs staff to post on the City's website.



Prepared by:

"Original signed by"

Logan Belanger
Municipal Clerk

Reviewed by:

"Original signed by"

Shelly Zubycck
Director of Corporate
Services

Reviewed and submitted for
Council's consideration by:

"Original signed by"

Christopher W. Oslund
City Manager



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City of Temiskaming Shores

2021

Accessibility Status Report

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



Overview

The Accessibility for Ontarians with Disabilities Act was passed in 2005. Under the Act, organizations must meet accessibility requirements in the areas of Customer Service, Employment, Information and Communications, Transportation and Design of Public Spaces, with staggered compliance dates.

The City of Temiskaming Shores has implemented a multi-year accessibility plan, 2019-2023 to provide a framework to meet these deadlines. The City will publish an Annual Accessibility Status Report to define our annual progress in meeting these goals.

The City of Temiskaming Shores strives to meet the needs of its employees and residents with disabilities, and is working to remove and prevent barriers to accessibility and to fulfill the requirements under the Accessibility for Ontarians with Disabilities Act. The 2019-2023 Accessibility Plan, in conjunction with the Annual Accessibility Status Report will demonstrate the Municipality's role in making Ontario accessible for all Ontarians by 2025.

The City's Multi-Year Accessibility Plan primarily focused on the five (5) Integrated Accessibility Standards. These standards were established to prevent and remove barriers for people with disabilities. The standards are:

- Information & Communication;
- Employment;
- Transportation;
- Design of Public Spaces; and
- Customer Service.

Below is a summary of the City's achievements in 2021, in relation to the standards that were outlined in the Multi-Year Plan.

Information and Communication

Accessibility Plan

In 2004, the City of Temiskaming Shores created an Accessibility Plan that has been reviewed and updated on a regular basis. Most recently, the Temiskaming Shores Accessibility Advisory Committee completed a Plan for 2019 to 2023, which was presented to Council for review and adoption at the regular meeting on November 20, 2019. The Plan is available to the public on the City's website.



Compliance Reporting

The City completed a desk audit regarding the Accessibility for Ontarians with Disabilities Act, 2005, and on February 2, 2021, the City received confirmation that the audit was completed, and no further action or information was required from the City.

The City will be completing the 2021 Accessibility Compliance Report by December 31, 2021, for submission to the Accessibility Directorate of Ontario under the Ministry for Seniors and Accessibility, and will be posted on the City's website.

Council Meetings

In 2021, Council Chambers located in City Hall received an audio/video equipment upgrade to incorporate a permanent solution for live-streaming Council meetings. The upgrade increased the accessibility for those wishing to attend and/or participate in a Council meeting remotely.

Procurement

The City of Temiskaming Shores continues to include an AODA Compliance clause regarding accessibility requirements in procurement documents (i.e., Request for Proposals, etc.).

Recreation

A Recreation Guide was developed and published in 2021, containing information on the City's accessible playgrounds, facilities and the South Temiskaming Active Travel Organization (STATO) Trail. In 2021, the City also released an update to the Community Resources for Older Adults document, to provide an overview of the various accessible services and resources available to residents.

The City of Temiskaming Shores Age Friendly Community Committee continues to meet with a mandate of leading initiatives aimed at making the City a more age friendly community, enabling all residents to participate as full and meaningful community members. Some of the focus areas for the Committee is to improve social participation, such as advertising the accessible features of programs and modifications that can be made for older adults with physical challenges; to improve outdoor spaces and public buildings, such as creating partnerships with local businesses to increase access to washroom facilities in public areas (especially businesses with accessible washrooms), and creating partnerships for ramp projects to assist businesses with one or two stair entrances/exits; and to improve parking by increasing the number of accessible parking spots.



Site Plan Control

The Accessibility Advisory Committee continues to provide feedback on Site Plan Control applications prior to approval, for the purpose of providing input on a variety of City and private developments.

Website

On October 30, 2020, the City launched a new website to meet WCAG 2.0 AA criteria. Since this time, only accessible content has been uploaded onto the website.

Employment

The City continues to comply with the requirements of Integrated Accessibility Standards Regulation by including the training requirements as part of the City's onboarding package during orientation.

In addition, the public is notified of accommodations for applicants with disabilities during the recruitment process.

Transportation

The City ordered one (1) new accessible transit bus in 2021, with a delivery date of January 31, 2022. When this bus is delivered, the Temiskaming Transit fleet will continue to have four (4) accessible busses.

Public Spaces

The City continues to focus on removing barriers which may exist in our buildings and facilities, while ensuring that new buildings, leases and renovations do not create any new barriers.

The STATO Trail is a paved path approximately 21.4 km in length, and is wheelchair accessible to provide recreational opportunities to all people. In 2021, the Trail was extended by 450m from City Hall to Albert Street along the eastern side of Farr Drive, to provide additional accessible space to all residents and visitors.

In 2021, the ground work begun for the construction of the Temiskaming Shores Rotary Splash Pad, along the New Liskeard waterfront and next to the Spurline building. The recreation installation will include accessible features for all children's enjoyment.



City Council allocates \$25,000 annually for accessibility related projects related to curb cuts, sidewalk repairs and accessible parking spaces.

Customer Service

The City continues to review customer feedback and takes appropriate action. In addition, the City of has statements on the website informing people that accessible formats and communication supports are available upon request.

Memo

To: Mayor and Council
From: Logan Belanger, Municipal Clerk
Date: December 7, 2021
Subject: Integrity Commissioner Agreement Extension
Attachments: Appendix 01: Request to Extend Services Agreement Letter (ADR Chambers Inc.), dated November 18, 2021
Appendix 02: Draft By-law Amendment (**Please refer to By-law No. 2021-177**)

Mayor and Council:

At the October 5, 2021 regular meeting, Council adopted By-law No. 2021-141 to enter into a Service Agreement with ADR Chambers Inc., and to appoint an interim Integrity Commissioner for the City of Temiskaming Shores, from October 6, 2021 until December 8, 2021. This time period was selected to provide the City an opportunity to publish a Request for Proposal (RFP) for a service provider, and to make a recommendation to Council at the December 7, 2021 Council meeting.

The RFP was posted on the City's Website and Biddingo on October 22, 2021, and Closed on November 15, 2021. No bids were received. The RFP was revised and released again on November 23, 2021, with a closing date of December 10, 2021.

While staff proceed through the procurement process for a permanent Integrity Commissioner, it is recommended to extend the agreement with ADR Chambers to January 5, 2022.

It is recommended that Council direct staff to prepare the necessary by-law to amend By-law No. 2021-141, being a by-law to appoint an Interim Integrity Commissioner for the City of Temiskaming Shores, to extend the contract term to January 5, 2022.

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Logan Belanger
Municipal Clerk

Shelly Zubyc
Director of Corporate
Services

Christopher W. Oslund
City Manager



ADR
CHAMBERS

180 DUNCAN MILL ROAD, 4TH FLOOR
NORTH YORK, ONTARIO
CANADA M3B 1Z6
t: 416.362.8555
800.856.5154
f: 416.362.8825

adr@adrchambers.com
www.adrchambers.com

BY EMAIL

Ms. Logan Belanger
Municipal Clerk
Corporation of the City of Temiskaming Shores
325 Farr Drive,
P.O. Box 2050, Haileybury, ON P0J 1K0

November 18, 2021

Dear Ms. Belanger:

Re: Request to extend Integrity Commissioner Services Agreement to January 5, 2022

This letter confirms our agreement to extend the Agreement for Integrity Commissioner Services made October 6, 2021 between the Corporation of the City of Temiskaming Shores and ADR Chambers Inc. to January 5, 2022.

ADR CHAMBERS INC.

Per:

Name: Tanya Goldberg
Title: Manager – ADR Services
I have authority to bind the Corporation.

CITY OF TEMISKAMING SHORES

Per:

Name: Jeff Laferriere
Deputy Mayor
I have authority to bind the City.

CITY OF TEMISKAMING SHORES

Per:

Name: Logan Belanger
Municipal Clerk
I have authority to bind the City.

WELCOME TO A NEW ERA OF RESOLUTION

Memo

To: Mayor and Council
From: James Franks
Date: December 7, 2021
Subject: Municipal Accommodation Tax
Attachments: N/A

Mayor and Council:

The Temiskaming Shores Development Corporation passed the following resolution at their recent meeting held on October 20, 2021:

10.3 Municipal Accommodation Tax
Resolution: TSDC-2021-013

Moved by: Hugo
Seconded by: Jeff

Whereas the Temiskaming Shores Development Corporation (TSDC) was established to assist the community to see further growth in the commercial, tourism and industrial sectors, and

Whereas the TSDC wishes to provide support for business growth and expansion while not putting more expense onto the existing ratepayers,

Therefore, the TSDC recommends the implementation of a Municipal Accommodation Tax at the rate of 4% to be charged to overnight visitors of our local accommodations as of January 1, 2023.

Carried

The TSDC board would like staff to meet with stakeholders early in 2022 to ensure that the MAT tax program can be implemented on January 1, 2023. The stakeholders will be involved in the creation of the program and how it will be implemented. Once a plan has been developed, then a report will be brought back to Council on how the program will be implemented.

It is anticipated that the funds raised from the MAT tax will be able to be provided to the TSDC to assist with programming costs and that a new Tourism Committee will be created from the stakeholder group to provide guidance on how the 50% of the funds to be directly used for tourism will be spent.

The remainder of the funds will be directed by the TSDC to move new and existing economic development projects and programs forward.

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

James
Economic Development
Officer

Shelly Zubycck
Director of Corporate
Services

Christopher W. Oslund
City Manager

Memo

To: Mayor and Council
From: James Franks
Date: December 7, 2021
Subject: Great Northern Ontario Roadshow
Attachments: Science North Briefing Note & High Level Summary

Mayor and Council:

The City has been selected to be one of the locations of the Great Northern Ontario Roadshow event being coordinated by Science North. The event will be set up on the New Liskeard Waterfront on July 16 & 17, 2022. There will be many activities for area families to participate in as well as a local artisan area to enable local artisans to participate in the event.

Economic development staff have worked with Science North for the past year to coordinate the activity and ensure that Temiskaming Shores was chosen as one of the weekend stops for the traveling festival. This event will assist in bringing people back to the community to support our tourism sector partners.

A committee of local partners is being created to assist in coordinating the event and to ensure that all members of our diverse community are included as part of the activity.

The best site to set up and run the event is the New Liskeard waterfront property West of the Spurline building. All of the activities can run on both sides of Fleming Drive if needed while staying clear of the Rotary Splashpad construction site.

The City will also be hosting another Science North exhibition called the Indigenous Ingenuity Northern Tour Exhibit. It is a 1,000 square foot exhibit that will be set up in the community for 5 to 6 weeks promoting the ingenuity of Canada's Indigenous populations. There will be activities and information for families to join in as well as some local content to be organized in partnership with our local Indigenous organizations and community groups.

The committee will be looking at both events to coordinate what date will work best for the Indigenous Ingenuity event to visit our area within the next year or two.

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

James Franks
Economic Development
Officer

Shelly Zubyc
Director of Corporate
Services

Christopher W. Oslund
City Manager

The Great Northern Ontario Roadshow:

Re-energizing tourism, communities and local economies in Northern Ontario

Science North will use its brand and expertise in community outreach, marketing, and online and at-home science learning to work with hundreds of partners across the region to revitalize the tourism industry in Northern Ontario following the devastation caused by COVID-19. *The Great Northern Ontario Roadshow* will highlight the incredible opportunities for cultural, art, heritage, culinary and recreational tourism that exist in Northern Ontario, encouraging a resurgence in “home grown” tourism that will lead to economic recovery across the region. Activities will include:

(1) Experience Northern Ontario Events

- A series of 50+ flagship events will engage audiences in 50 communities across Northern Ontario as they discover endless possibilities for safe, hyperlocal tourism in the region.
- Tourist operators, regional attractions and local businesses will connect directly with residents to promote their goods and services and showcase the variety of tourism and recreational opportunities available in Northern Ontario at the **Staycation Expo**.
- Science North and local arts and culture attractions will provide engaging entertainment and demonstrations for audiences of all ages at the **Attractions Showcase**.
- **Local Vendors and Makers** will benefit from additional business from crowds attending the events in a market-style area supporting food trucks, sellers, makers and vendors.
- Science North will bring its brand experiences and entertainment to pre-existing festivals, fairs and events across the region at no charge to hosting communities. This will enhance vendor engagement, tourism impact and lengths of stay in communities.

(2) Celebrate the North Marketing Campaign

- An extensive, unified marketing campaign targeted to residents across the province will encourage audiences to celebrate Northern Ontario by attending *Experience Northern Ontario* events and driving traffic to established promotional and social media platforms.
- A series of video vignettes will highlight Northern Ontario experiences, such as wilderness adventures, arts and culture activities and culinary tourism opportunities in the region.
- The campaign will include social media, press releases, and video vignettes that partners can use to enhance their audience reach in the short term, as well as foundational tools, resources and audience data to develop future marketing campaigns.

(3) Made in Northern Ontario Science Learning Resources

- 25,000 take-home science kits containing learning materials for science-at-home will engage Northern Ontario youth in activities focused on regional natural history, engineering and physics. Science North will partner with local food banks, libraries and community attractions to distribute the kits, including libraries in First Nations communities.

As many cultural and tourist attractions in the region have been deeply affected by the COVID-19 pandemic, there are tremendous benefits to public and private sector partners working together to revitalize the industry. *The Great Northern Ontario Roadshow* will not only help communities recover from losses in 2020, but will provide an opportunity to make the 2021 tourism season better than any before. Activities will attract and engage a captive Ontario audience for public and private sector partners, including regional attractions, visitor centres, tourism operators, local vendors and small businesses, post-secondary institutions and First Nations communities.

In the aftermath of COVID-19, an investment in tourism is crucial to the recovery of this important industry in Northern Ontario. This **\$2.7 million project** that will benefit businesses, communities and people by supporting a return and growth of the tourism industry, creating and sustaining jobs and driving economic development across the region.



The Great Northern Ontario Roadshow

Re-energizing tourism, communities and local economies in Northern Ontario

Project Statement

Science North will use its brand and expertise in community outreach, marketing and online and at-home science learning to work with hundreds of partners across the region to revitalize the tourism industry in Northern Ontario following the devastation caused by COVID-19. *The Great Northern Ontario Roadshow* will highlight the incredible opportunities for cultural, art, heritage, culinary and recreational tourism that exist in Northern Ontario, encouraging a resurgence in “home grown” tourism that will lead to economic recovery across the region.

Experience Northern Ontario *Roadshow Events*

2-3 Day Events

- 8-10 large communities
- Festival/travelling exhibit host communities

1 Day Events

- 40+ communities
- Geographic and FN representation

Piggyback Outreach

- Micro-roadshow “under one tent”, and/or street team
- At established/existing events

Event Components

STAYCATION EXPO

- Open air, festival-style
- Regional, "hyperlocal"
- Aligned with budget: "Year of Ontario Staycation"

ATTRACTIONS SHOWCASE

- Regional arts and entertainment
- Attractions partners
- Science North science shows

LOCAL MARKETPLACE

- Local vendors, growers, makers, businesses
- Food trucks, local beverage companies and restaurants

Roadshow Marketing: Celebrate the North



- An extensive, unified campaign targeted to residents across the province will encourage audiences to celebrate Northern Ontario through attendance at Roadshow events and by driving engagement with established promotional and social media platforms.
- A series of video vignettes will highlight Northern Ontario experiences, such as wilderness adventures, arts and culture activities and culinary tourism opportunities in the region.
- The campaign will include social media, press releases, and video vignettes that partners can use to enhance their audience reach in the short term, as well as foundational tools, resources and audience data to develop future marketing campaigns.

Memo

To: Mayor and Council
From: Jennifer Pye, Planner
Date: December 7, 2021
Subject: Deeming By-law for Rivard – Southeast corner of Rorke Avenue and Arnold Street; PLAN M128NB LOTS 77,78 PCL 23461SST PT
Attachments: Appendix 01: Deeming By-law Application Form
Appendix 02: Draft Deeming By-law (**Please refer to By-law No. 2021-178**)

Mayor and Council:

Phil and Izabelle Rivard have submitted a request for a deeming by-law for their property located at the southeast corner of Rorke Avenue and Arnold Drive in Haileybury. The owners have indicated that they are requesting the deeming by-law in order to permit the construction of a residential dwelling on the property. The lots are both 15m x 30m (50' x 100') and were created by a plan of subdivision that was registered in 1909. The two lots are included under the same roll number.

The subject property is designated Residential Neighbourhood in the City of Temiskaming Shores Official Plan and is zoned Medium Density Residential (R3) in the City of Temiskaming Shores Zoning By-law.

If the Deeming By-law is passed it will be registered on title at the owner's expense. It is recommended that Council pass the deeming by-law.

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Jennifer Pye, MCIP,
RPP
Planner

Shelly Zubyc
Director of Corporate
Services

Christopher W. Oslund
City Manager

**Application for Deeming By-law
Under Section 50(4) of the Planning Act**

Approval authority:

Council of the City of Temiskaming Shores

Fee: \$200 + 13% HST

= \$226.00

+ legal and land titles fees required to register by-law
(billed directly from solicitor)

Office Use Only

File No.: D-2021-11

Date Received: December 1, 2021

Roll No.: 5418- 030-005-253-02

1. Owner Information

Name of Owner: PHILIPPE RIVARD

Mailing Address: 558 NIVEN ST SOUTH

Email Address: [REDACTED] Phone: [REDACTED]

If more than one registered owner, please provide information below (attach separate sheet if necessary):

Name of Owner: Isabelle Rivard

Mailing Address: 558 Niven St S

Email Address: [REDACTED] Phone: [REDACTED]

2. Applicant/Agent Information (if applicant is not the owner or applicant is an agent acting on behalf of the owner):

Name of Agent: _____

Mailing Address: _____

Email Address: _____ Phone: _____

3. Please specify to whom all communications should be sent:

☒ Owner ☐ Applicant/Agent

4. Property Information

a. Location of the subject land:

☐ Dymond ☐ New Liskeard ☒ Haileybury

Municipal Address

Legal Description (concession and lot numbers, reference plan and lot/part numbers)

PCL 23461 SEC 55T: LT 77-78 PL M128/18 BUCKE

b. Date the property/properties were acquired by the current owner: 11/24/2021

c. Are there any easements or restrictive covenants affecting the property/properties?

☐ Yes ☐ No

If yes, describe the easement or covenant and its effect:

5. Reason a deeming by-law is required:

MY WIFE AND I WOULD LIKE TO BUILD A HOUSE ON THESE LOTS

6. Registration of By-law

If approved the deeming by-law must be registered on title to the property/properties to which it applies. The City will send the approved by-law directly to the lawyer of the applicant's choosing to ensure registration. The applicant is responsible for all fees associated with the registration of the by-law.

Name of Lawyer: WILLIAM RALPH RAMSAY

Name of Firm: RAMSAY LAW OFFICE PROFESSIONAL

Mailing Address: 18 ARMSTRONG ST BOX 160

Email Address: JOSE@RAMSAYLAW.CA

Phone: 705-647-4010

7. Applicant/Agent Authorization

If the applicant is not the owner of the land that is the subject of this application, the written authorization of the owner that the applicant is authorized to make the application must be included with this form or the authorization set out below must be completed.

I/We, PHILIPPE & ISABELLE RIVARD are the registered owners of the subject land and I/we hereby authorize N/A to make this application on my/our behalf and to provide any of my/our personal information that will be included in this application or collected during the processing of the application.

Date: 11/24/2021 Signature of Owner: PJR

Date: 11/24/2021 Signature of Owner: Philippe Rivard

8. Authorization for Site Visits

I/We authorize Municipal Staff and Council and/or Committee members, as necessary, to enter the subject property to gather information necessary in the assessment of the application.

PJR
Applicant Initial

IR
Applicant Initial

9. Notice re: Use and Disclosure of Personal Information

In accordance with the Planning Act and the Municipal Freedom of Information and Protection of Privacy Act, I/We acknowledge and understand that any information collected on this form and any supplemental information submitted as part of this application can be disclosed to any person or public body.

PJR
Applicant Initial

IR
Applicant Initial

10. Declaration of Applicant

- ✓ If the application is being submitted by the property owner and there is more than one registered owner, each owner must complete a separate declaration.
- ✓ If the application is being submitted by the property owner and the owner is a firm or corporation the person signing this declaration shall state that he/she has authority to bind the corporation or affix the corporate seal.
- ✓ This declaration must be completed in front of a Commissioner for Taking Affidavits.

I, Izabela Pinar of the City of Temiskaming Shores
in the District of Temiskaming make oath and say
(or solemnly declare) that the information contained in this application is true and that the information contained in the documents that accompany this application is true and I make this solemn declaration conscientiously knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me

at the City of Temiskaming Shores
in the District of Timiskaming
this 24th day of November 2021
December

Izabela Pinar
Signature of Applicant

Jennifer Pye
A Commissioner for Taking Affidavits

Jennifer Lynn Pye, a Commissioner, etc.,
Province of Ontario, for the Corporation of the
City of Temiskaming Shores
Expires June 26, 2024.

10. Declaration of Applicant

- ✓ If the application is being submitted by the property owner and there is more than one registered owner, each owner must complete a separate declaration.
- ✓ If the application is being submitted by the property owner and the owner is a firm or corporation the person signing this declaration shall state that he/she has authority to bind the corporation or affix the corporate seal.
- ✓ This declaration must be completed in front of a Commissioner for Taking Affidavits.

I, PHILIPPE RIVARD of the CITY OF TEMISKAMING SHORES
in the DISTRICT of TEMISKAMING make oath and say
(or solemnly declare) that the information contained in this application is true and that the information contained in the documents that accompany this application is true and I make this solemn declaration conscientiously knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me

at the City of Temiskaming Shores
in the District of Timiskaming
this 24th day of NOVEMBER, 2021
December

PJR
Signature of Applicant

Jennifer Lynn Pye
A Commissioner for Taking Affidavits

Jennifer Lynn Pye, a Commissioner, etc.,
Province of Ontario, for the Corporation of the
City of Temiskaming Shores
Expires June 26, 2024.

Subject: FCM Grant Agreement - Municipal
Asset Management Plan

Report No.: PW-025-2021

Agenda Date: December 7, 2021

Attachments

Appendix 01: FCM "Municipal Asset Management Program: FCM Grant Agreement
(Please refer to By-law No. 2021-179)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-025-2021; and
2. That Council directs staff to prepare the necessary by-law to enter into a funding agreement with the Federation of Canadian Municipalities (FCM) for the delivery of the Asset Management Program Grant (\$50,000) to assist with the purchase of Asset Management software under the Municipality's Asset Management Plan, for consideration at the December 7, 2021 Regular Council meeting.

Background

On May 15, 2020 the Federation of Canadian Municipalities announced that they were accepting applications through the Municipal Asset Management Program (MAMP), as part of the eight (8) year initiative announced by the Government of Canada in 2017.

Through the Municipal Asset Management Program, municipalities were able to access grants to fund activities such as asset management needs or risk assessments; asset management plans, policies and strategies; data collection and reporting; asset management training and organizational development; and knowledge transfer, development and sharing.

In applying asset management best practices, municipalities could determine which infrastructure projects deliver the most value for money, while improving the long-term performance of physical assets. A municipality's asset management approach considers the needs of citizens, the resources available and the lifecycle of physical assets such as roads, bridges, facilities and systems.

The application process was accessible to cities and communities across the country and subject to funding availability. Applications would be accepted until October 31, 2022. Applications for previous funding announced in 2017 consumed the available money very quickly; therefore, time was of the essence.

At the Regular Council Meeting held on June 2, 2020, Council directed staff to submit a funding application to FCM for the acquisition of Assessment Management software training and consulting assistance.

Based on the information provided to FCM within the application, the City of Temiskaming Shores was successful on receiving funding (\$50,000 or 50%) towards its new Asset Management software purchase.

Request for Proposals (RFP) COPR-RFP-001-2021 was distributed to consultants for Asset Management software submissions. At the Regular Meeting of Council held on April 6, 2021, Council approved entering into an agreement with Esri Canada through By-law 2021-054 in the amount of \$ 95,784.00 plus applicable taxes.

Analysis

Staff has recently received the funding agreement from FCM which outlines that the Final Project Report shall be completed and submitted to FCM prior to 30 days after the set project end date of December 31, 2021 in order for the funds to be disbursed.

The Final Project Report must contain the following:

- All Expense Claims related to project to be shown and paid by the recipient
- A set of documents including:
 - A copy of the licensing agreement
 - Screenshots of the implemented data
 - A copy of Esri Asset Management software training, attendance records and training materials.
 - A copy of the Lifecycle and Levels of Service Framework for core assets
 - A copy of the City's Asset Management Plan

Currently Staff is on track to accomplish all noted tasks to meet the set project end date.

Appendix 01 outlines the funding agreement with FCM.

Relevant Policy / Legislation / City By-Law

- Ontario Regulation 588/17 (*Municipal Asset Management Planning Regulation*)
- By-Law 2021-054 (*Esri Canada Agreement*)

Asset Management Plan Reference

The proposed work will be used to update or replace the current Asset management Plan completed in 2014 and 2021 in order to comply with the current Regulation by July 1st, 2022.

Consultation / Communication

- Staff participation in several implementation and training sessions with Esri Canada
- Admin. Report PW-016-2020, Regular Council Meeting, June 2, 2020
- Admin. Report PW-025-2021, Regular Council Meeting, December 7, 2021

Financial / Staffing Implications

This item has been approved in the current budget: Yes ☒ No ☐ N/A ☐

This item is within the approved budget amount: Yes ☒ No ☐ N/A ☐

The costs associated with this agreement will be included in future operating budget years.

Alternatives

No alternatives were considered.

Submission

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Jeremie Latour, CET
Engineering Technologist

Steve Burnett, Manager of
Environmental Services

Christopher W. Oslund
City Manager

Subject: Active Transportation Plan Final Report

Report No.: RS-019-2021

Agenda Date: December 7, 2021

Attachments

Appendix 01 – Draft By-law to Adopt Active Transportation Plan (**Please refer to By-law No. 2021-180**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-09-2021; and
2. That Council directs staff to prepare the necessary By-law to adopt the Active Transportation Plan for consideration at the December 7, 2021 Regular Council meeting.

Background

The Active Transportation Plan (ATP) is meant to be a guiding document to implement and develop active transportation infrastructure in Temiskaming Shores. The plan was developed to identify short and long term infrastructure improvements, policies and processes, programming and outreach initiatives and tools to facilitate growth and development of active transportation and recreation throughout the municipality.

At the beginning of 2021, staff retained the services of WSP Canada to prepare an ATP for the City of Temiskaming Shores. Work on the plan began in March 2021 and since then it has been through various stages of development including gathering background information, engaging with local residents, in-depth interviews with staff and consultations with stakeholders from the community.

WSP has spent considerable time reviewing the City's transportation network to come up with the most appropriate recommendations for new facilities, routes, programming and policies. Staff at WSP have extensive expertise in active transportation planning and design from work on similar projects around Ontario. Their expertise has been utilized throughout this plan to come up with unique solutions that meet the desires of residents and work with the constraints of our community.

Thought and care has been taken to ensure that everyone within the community who wanted to have their ideas and comments heard were given the opportunity to do so. The

public has been kept informed of the progress and findings of the plan through the City of Temiskaming Shores' website and through numerous engagement sessions conducted virtually. A summary of engagement is included within the plan.

Analysis

The Active Transportation Plan proposes a number of improvements to help make our City a great place for active travel. These improvements can be split into three main categories:

- Policy Changes
- Infrastructure Improvements
- Programming

The ATP has proposed recommendations be phased in over a number of years and have split improvements into two timelines, short-term (0-5 years) and long-term (5+ years). Short-term projects have been identified as the most cost-effective way to rapidly increase the breadth of the City's AT infrastructure in the most cost-effective manner. Approximately 32% of the network is proposed to be completed in the short-term at 7% of the total proposed cost. These improvements represent significant connections between existing facilities within the City. Long-term projects identified provide a longer runway to plan for the necessary capital costs and give more potential to seek outside funding sources.

Some of the most prominent short-term projects include:

- East-west buffered bike lanes on Whitewood Ave.
- Extension of the STATO Trail on Lakeshore Rd from Beach Blvd. to Whitewood Ave.
- Active Transportation Improvements on the current Wabi River bridge.
- Intersection enhancements on Ferguson Ave and Main St. in Haileybury.
- Buffered bike lanes on Rorke Ave including a road diet between Morrisette Ave and Main St.
- A number of traffic calming measures throughout the city.

The ATP also identifies a significant sidewalk deficit throughout the city which disproportionately affects those with accessibility and mobility issues such as children, seniors and people with disabilities. A consistent allocation of capital funding to address sidewalk improvements each year is being proposed.

The ATP is also proposing to add staff capacity to deliver active travel programming. Such staff capacity is proposed to begin as a 0.25 FTE summer student position which would be eligible for outside funding before transitioning to a more permanent position when the need requires.

Relevant Policy / Legislation / City By-Law

- 2021 Capital Budget
- By-law No. 2017-015 – Procurement Policy

Financial / Staffing Implications

This item has been approved in the current budget: Yes ☐ No ☐ N/A ☒

This item is within the approved budget amount: Yes ☐ No ☐ N/A ☒

The Active Transportation Plan is intended as a guiding document that doesn't commit the City to the financial implications of implementation. It has been created to provide a guide for reasonable improvements to the City today and as a roadmap for investment and operations into the long-term. Any capital works or operational changes which have financial implications will need to be approved by council during appropriate budget deliberations.

Alternatives

No alternatives are proposed.

Submission

Prepared by:

Reviewed and submitted for Council's
consideration by:

"Original signed by"

"Original signed by"

Mathew Bahm
Director of Recreation

Christopher W. Oslund
City Manager

The Corporation of the City of Temiskaming Shores

By-law No. 2021-177

Being a by-law to amend By-law No. 2021-141 to appoint an Interim Integrity Commissioner for the City of Temiskaming Shores

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

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

Whereas Council, through By-law No. 2021-141 appointed an Interim Integrity Commissioner for the City of Temiskaming Shores by entering into an agreement with ADR Chambers Inc. from October 6, 2021 to December 8, 2021; and

Whereas Council considered Memo 043-2021-CS at the December 7, 2021 Regular Council meeting and directed staff to prepare the necessary by-law to amend By-law No. 2021-141 to extend the agreement with ADR Chambers Inc. to January 5, 2022, for consideration at the December 7, 2021 Regular Council meeting.

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

1. That Schedule "A" to By-law No. 2021-141, be hereby amended by deleting Article 10 a) and replacing with the following:

Subject to the provisions of this Agreement, the initial Term of this Agreement will commence on October 6, 2021, and shall remain in full force and effect until December 7, 2021 (the "Term"). The City shall, at its sole discretion, have the unilateral option to extend the term on the same terms and pricing for twelve (12) months.

2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

Read a first, second and third time and finally passed this 7th day of December, 2021.

Mayor

Clerk

The Corporation of the City of Temiskaming Shores

By-law No. 2021-178

Being a by-law to designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed as not a registered plan of subdivision Arnold Drive (Roll No. 54-18-030-005-253.02)

Whereas Section 50(4) of the Planning Act, R.S.O. 1990, c.P.13, as amended authorizes the Council of a municipality to designate by by-law, a plan of subdivision, or any part thereof, that has been registered for eight (8) years or more, which shall be deemed not to be a registered plan of subdivision for the purposes of subdivision control; and

Whereas Council considered Memo No. 046-2021-CS at the December 7, 2021 Regular Council meeting and directed staff to prepare the necessary by-law to deem PLAN M128NB LOTS 77,78 PCL 23461SST PT, to no longer be lots on a plan of subdivision for consideration at the December 7, 2021 Regular Council meeting.

Now therefore the Council of the Corporation of the City of Temiskaming Shores enacts as follows:

1. That the lands hereinafter described shall be deemed not to be a lot or block on a Registered Plan of Subdivision for the purposes of Section 50(4) of the Planning Act R.S.O. 1990, c.P.13, as amended and as generally illustrated on Schedule "A" attached hereto and forming part of this by-law.
2. That the lands are described as:
 - PLAN M128NB LOTS 77,78 PCL 23461SST PT;
3. That in accordance with Section 50(28) of the Planning Act, R.S.O. 1990, c.P.13, as amended, a certified copy or duplicate of this by-law shall be registered by the Clerk of the Corporation of the City of Temiskaming Shores at the Land Registry Office in Haileybury, Ontario.
4. That in accordance with Section 50(29) of the Planning Act, R.S.O. 1990, c.P.13, as amended, Council shall give notice of the passing of the by-law within 30 days of the passing to the owner of land to which the by-law applies.
5. That in accordance with Section 50(30) of the Planning Act R.S.O. 1990, c.P.13, as amended, Council shall hear in person or by an agent any person to whom a notice was sent, who within twenty days of the mailing of the notice gives notice to the Clerk of The Corporation of the City of Temiskaming Shores that the person desires to make representations respecting the amendment or repeal of the by-law.
6. That the Mayor and Clerk are authorized to sign all necessary documents in connection with this by-law.

7. That this by-law shall not be effective until a certified copy or duplicate of this by-law is registered by the Clerk of The Corporation of the City of Temiskaming Shores at the Land Registry Office in Haileybury, Ontario.
8. That the passing of this by-law shall be subject to the provisions of the Planning Act.
9. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the By-law and schedule as may be deemed necessary after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law.

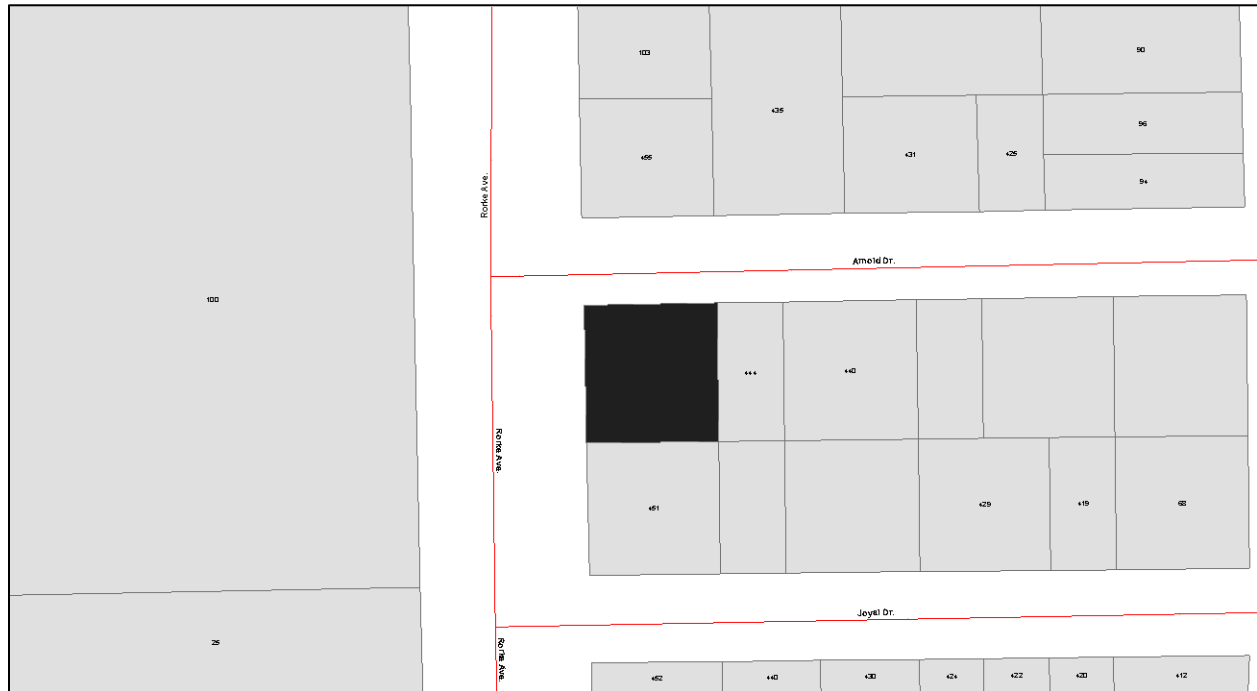
Read a first, second and third time and finally passed this 7th day of December, 2021.

Mayor

Clerk

Schedule “A”

City of Temiskaming Shores – PLAN M128NB LOTS 77,78 PCL 23461SST PT



The Corporation of the City of Temiskaming Shores

By-law No. 2021-179

Being a by-law to authorize the entering into a funding agreement with the Federation of Canadian Municipalities (FCM) under the Municipal Asset Management Program for Asset Management Software

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

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

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

Whereas Council considered Administrative Report No. PW-025-2021 at the December 7, 2021 Regular Council meeting, and directed staff to prepare the necessary by-law to enter into a funding agreement with the Federation of Canadian Municipalities (FCM) for the delivery of the Asset Management Program Grant (\$50,000), to assist with the purchase of Asset Management software under the Municipality's Asset Management Plan, for consideration at the December 7, 2021 Regular Council meeting; and

Whereas the Council of The Corporation of the City of Temiskaming Shores deems it necessary to enter into an agreement with the Federation of Canadian Municipalities.

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

1. That the Mayor and Clerk be authorized to execute an funding agreement with the Federation of Canadian Municipalities (FCM) for the delivery of the Asset Management Program Grant, in the amount of \$50,000, to assist with the purchase of Asset Management software under the Municipality's Asset Management Plan, a copy of the said funding agreement is hereto attached as Schedule "A" and forms part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

Read a first, second and third time and finally passed this 7th day of December, 2021.

Mayor

Clerk



Schedule “A” to

By-law No. 2021-179

Agreement between

The Corporation of the City of Temiskaming Shores

and

Federation of Canadian Municipalities (FCM)

A funding agreement with the under the Municipal Asset
Management Program for Asset Management Software

GRANT AGREEMENT

THIS AGREEMENT is effective as of the date of last signature on the signature page.

BETWEEN:

CORPORATION OF THE CITY OF TEMISKAMING SHORES

(herein called "**Recipient**")

-and-

FEDERATION OF CANADIAN MUNICIPALITIES

(herein called "**FCM**")

WHEREAS:

- (a) the Government of Canada and FCM have established the Municipal Asset Management Program (herein called **MAMP**);
- (b) the Government of Canada has funded the Municipal Asset Management Program, which is being administered by FCM;
- (c) FCM has agreed to provide the Recipient with a grant for use by the Recipient solely for the project described in this Agreement; and
- (d) this Agreement contains the terms for the administration and remittance of the grant by FCM to the Recipient and the use of the grant by the Recipient.

NOW THEREFORE, the Parties hereby agree as follows:

ARTICLE 1 DEFINITIONS AND SCHEDULES

1.01 Definitions. Whenever used in this Agreement and unless the context otherwise requires, the following terms have the following meanings:

"Agreement" means this agreement, including all schedules, and all amendments or restatements as permitted;

"Business Day" means any day other than a Saturday, Sunday or statutory holidays in the Province of Ontario;

"Claim" has the meaning ascribed thereto in Section 13.01 of this Agreement;

"Confidential Information" has the meaning ascribed thereto in Section 11.01 of this Agreement.

"Eligible Activities" means any reasonable activities necessary to complete the Project as described in Part 2 of Schedule A attached hereto.

"Eligible Expenditure Date" has the meaning ascribed thereto in Part 4 of Schedule C attached hereto;

"Eligible Expenditures" means those permitted expenditures described in Part 4 of Schedule C attached hereto, for which the Recipient may use the Grant;

"Grant" means the grant set forth in Article 2;

“Grant Amount” means the amount to be disbursed by FCM on account of the Grant up to the maximum amount set forth in Part 1 of Schedule B attached hereto;

“Indemnified Parties” has the meaning ascribed thereto in Section 13.01 of this Agreement;

“Parties” means FCM and the Recipient, and **“Party”** refers to any one of them;

“Project” means the project described in Part 2 of Schedule A attached hereto;

“Project End Date” has the meaning ascribed thereto in Part 2 of Schedule A attached hereto; and

“Project Start Date” has the meaning ascribed thereto in Part 2 of Schedule A attached hereto;

“Receiving Party” has the meaning ascribed thereto in Section 11.01 of this Agreement.

1.02 Schedules. The following annexed Schedules, which may be amended by FCM from time to time, form part of this Agreement and the Parties shall comply with all terms and conditions set-out therein:

Schedule A: Part 1: Conditions of Contribution
 Part 2: Description of Project, Statement of Work and Project Expenditures
 Part 3: Reporting Requirements and Project Deliverables

Schedule B: Part 1: Grant Amount
 Part 2: Particulars of the Sources of Funding
 Part 3: Contribution Schedule/Period of Funding

Schedule C: Part 1: Request for Contribution, Letter of Attestation and Expense Claim
 Part 2: Report Templates
 Part 3: Accepted Practices
 Part 4: Eligible Expenditures

Schedule D: Contact Information

ARTICLE 2 THE GRANT

2.01 Grant Purpose. FCM is providing the Grant to the Recipient for the sole purpose of assisting the Recipient in the performance of the Project, as described in Part 2 of Schedule A attached hereto.

2.02 Grant Amount. Subject to and in accordance with the terms and conditions of this Agreement and in reliance upon the representations, warranties and covenants of the Recipient hereinafter set forth, FCM agrees to contribute towards the Eligible Expenditures, the Grant Amount, as more particularly described in Part 1 of Schedule B attached hereto.

2.03 Disbursement of Grant.

- (a) FCM shall disburse the Grant in accordance with Part 3 of Schedule B attached hereto.
- (b) No portion of the Grant shall be disbursed by FCM without it first receiving from the Recipient a completed Request for Contribution in accordance with Part 1 of Schedule C attached hereto.
- (c) Provided that the Conditions of Contribution set-out in Part 1 of Schedule A attached hereto are satisfied, the Recipient may request the Grant by delivering to FCM the appropriate

Request for Contribution in accordance with Part 1 of Schedule C attached hereto at least 30 days before the requested date of disbursement; the requested date of disbursement may be delayed if the Request for Contribution delivered by the Recipient to FCM is not, in FCM's sole discretion, satisfactory and revisions or supplemental documentation are required.

- 2.04 Term. This Agreement shall continue in force until FCM has received and notified the Recipient of its satisfaction with all reports required to be completed by the Recipient in accordance with the terms and conditions of this Agreement, or until the Agreement has been terminated in accordance with Section 12.01, whichever shall first occur.

ARTICLE 3 CONDITIONS OF CONTRIBUTION

- 3.01 Conditions of Contribution. Subject to Section 2.03, the obligation of FCM to disburse the Grant to the Recipient is conditional upon the Recipient satisfying the conditions set-out in Part 1 of Schedule A attached hereto, to the satisfaction of FCM.

ARTICLE 4 REPRESENTATIONS AND WARRANTIES

- 4.01 Representations and Warranties. The Recipient represents and warrants that:
- (a) it is duly established under the laws of the Province of Ontario and has the legal power and authority to enter into, and perform its obligations under this Agreement and the Project;
 - (b) this Agreement has been duly authorized and executed by it and constitutes a valid and binding obligation of it, enforceable against it in accordance with its terms;
 - (c) neither the making of this Agreement nor the compliance with its terms and the terms of the Project will conflict with or result in the breach of any of the terms, conditions or provisions of, or constitute a default under any indenture, debenture, agreement or other instrument or arrangement to which the Recipient is a party or by which it is bound, or violate any of the terms or provisions of the Recipient's constating documents or any license, approval, consent, judgment, decree or order or any statute, rule or regulation applicable to the Recipient;
 - (d) no litigation, arbitration or administrative proceedings are current or pending or have been threatened, and so far as the Recipient is aware no claim has been made, which is likely to have an adverse effect on its preparation and/or delivery of the Project or its compliance with its obligations under this Agreement; and
 - (e) it has the right to grant the license set out in Section 6.02 of this Agreement.

ARTICLE 5 COVENANTS

- 5.01 Affirmative Covenants. Unless FCM shall otherwise agree in writing, the Recipient covenants and agrees that it shall:
- (a) use the Grant only for Eligible Activities relating to the Project;
 - (b) carry out the Project and conduct the activities thereof in compliance with all applicable laws and regulations and, without restricting the generality of the foregoing, in compliance

with all labour, environmental, health and safety and human rights legislation applicable to the Project;

- (c) carry out the Project with due diligence and efficiency and in accordance with sound engineering, scientific, financial and business practices;
- (d) ensure that Project contracts are awarded in a way that is fair, transparent, competitive and consistent with value for money principles (the optimal combination of quality, service, time and cost considerations, over the useful life of the good, service or asset acquired for the purposes of Eligible Activities);
- (e) provide FCM with prompt notice of any:
 - (i) material change to the Project;
 - (ii) proposed change in the nature or scope of its legal status; or
 - (iii) act, event, litigation or administrative proceeding that does or may materially and adversely affect the Project or may materially and adversely affect the ability of the Recipient to perform its obligations under this Agreement or the Project
- (f) comply with FCM's reporting requirements by using the latest version of the report templates, provided for indicative purposes in Schedule C, Part 2, which are amended from time to time by FCM and made available to the Recipient after signature of the Agreement; and
- (g) repay any amounts owed to FCM, as determined by FCM, within 30 days of receiving such notice by FCM.

5.02 Negative Covenants. Unless FCM shall otherwise agree in writing, the Recipient shall not:

- (a) use the Grant for expenditures that are not Eligible Expenditures;
- (b) for 5 years after the end date of this Agreement, sell, assign, transfer, lease, exchange or otherwise dispose of, or contract to sell, assign, transfer, lease, exchange or otherwise dispose of, any of the real or personal property, whether movable or immovable, acquired, purchased, constructed, rehabilitated or improved, in whole or in part, with the Grant (the "**Assets**"); if at any time within 5 years after the end date of this Agreement, the Recipient sells, assigns, transfers, leases, exchanges or otherwise disposes of any Asset other than to the Government of Canada, a local government, or with the Government of Canada's consent, the Recipient may be required to pay back to FCM, at FCM's sole discretion, all or a portion of the Grant that was disbursed by FCM to the Recipient.

ARTICLE 6 INTELLECTUAL PROPERTY

- 6.01 Intellectual Property. Copyright in all reports, documents and deliverables prepared in connection with this Agreement and listed in the Schedules of this Agreement by or on behalf of the Recipient (the "Recipient Documentation") will be the exclusive property of, and all ownership rights shall vest in either the Recipient or, subject to the Recipient's ability to grant the license set out in Section 6.02, a person or entity engaged to develop the Recipient Documentation on behalf of the Recipient.
- 6.02 License. The Recipient hereby grants to FCM an irrevocable, perpetual, worldwide, royalty-free, license, to use, publish, make improvements to, sub-license, translate and copy the Recipient Documentation. This license shall survive the expiration or termination of this Agreement.

ARTICLE 7 APPROPRIATIONS

- 7.01 Appropriations. Notwithstanding FCM's obligation to make any payment under this Agreement, this obligation does not arise if, at the time when a payment under this Agreement becomes due, the Parliament of Canada has not passed an appropriation that is sufficient and constitutes lawful authority for the Government of Canada making the necessary payment to FCM for the project or program in relation to which the Grant is being provided. FCM may reduce, delay or terminate any payment under this Agreement in response to the reduction or delay of appropriations or departmental funding levels in respect of transfer payments, the project or program in relation to which the Grant is being provided, or otherwise, as evidenced by any appropriation act or the federal Crown's main or supplementary estimates expenditures. FCM will not be liable for any direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such reduction, delay or termination of funding.

ARTICLE 8 MEMBERS OF THE HOUSE OF COMMONS AND SENATE

- 8.01 No member of the House of Commons or the Senate of Canada will be admitted to any share or part of this Agreement, or to any benefit arising from it, that is not otherwise available to the general public. The Recipient will promptly inform FCM should it become aware of the existence of any such situation.

ARTICLE 9 NO BRIBES

- 9.01 The Recipient guarantees that no bribe, gift or other inducement has been paid, given, promised or offered to any person in order to obtain this Agreement. Similarly, no person has been employed to solicit or secure the Agreement upon any agreement for a commission, percentage, brokerage or contingent fee. The Recipient also guarantees that it has no financial interest in the business of any third party that would affect its objectivity in carrying out the Project.

ARTICLE 10 AUDIT AND ACCESS

- 10.01 Audit and Access.
- (a) FCM reserves the right to undertake, at any time, at its expense, any audit of the records and accounts of the Recipient in relation to the Project. The Recipient agrees to ensure that prompt and timely corrective action is taken in response to any audit findings and recommendations conducted in accordance with this Agreement. The Recipient will submit to FCM in a timely manner, a report on follow-up actions taken to address recommendations and results of the audit.
 - (b) The Recipient shall maintain proper and accurate financial accounts and records, including but not limited to its contracts, invoices, statements, receipts, employee timesheets, and vouchers, in respect of the Project. The Recipient covenants and agrees that it shall keep all such books and records of the Project until March 31, 2031.
 - (c) Upon FCM's request with reasonable prior notice thereto, the Recipient shall provide FCM and its designated representatives with reasonable and timely access to sites, facilities, and any documentation relating to the Project for the purposes of audit, inspection, monitoring, evaluation, and ensuring compliance with this Agreement, and permit FCM to

communicate directly with, including the receipt of information from, its external auditors regarding its accounts and operations relating to the Project.

- (d) The Government of Canada, the Auditor General of Canada, and their designated representatives, to the extent permitted by law, will at all times be permitted to inspect the terms and conditions of this Agreement and any records and accounts respecting the Project and will have reasonable and timely access to sites, facilities and any documentation relevant for the purpose of audit.
- (e) The covenants, rights and obligations contained in this Article 10 shall survive the termination or expiry of this Agreement.

ARTICLE 11 CONFIDENTIALITY

11.01 Confidentiality.

- (a) All processes, documents, data, plans, material, policies or information pertaining to either Party's operations which is obtained by the other Party ("**Receiving Party**") or furnished to the Receiving Party in connection with this Agreement and expressly identified as confidential thereby, including, without limitation, the terms of this Agreement, ("**Confidential Information**") shall be maintained by the Receiving Party in strict confidence and shall not be disclosed to any person or entity for any reason or used by the Receiving Party except as necessary for it to perform its obligations hereunder.
- (b) The limitations contained in this section shall not apply to (a) Confidential Information which is in the public domain at the time of disclosure; (b) Confidential Information that becomes part of the public domain after disclosure through no fault of the Receiving Party; (c) Confidential Information that the Receiving Party can prove was known by the Receiving Party at the time of disclosure; (d) Confidential Information that the Receiving Party can prove was supplied to the Receiving Party by a third party or was independently developed by the Receiving Party; or (e) Confidential Information required to be disclosed pursuant to judicial process.

ARTICLE 12 TERMINATION

12.01 Termination of the Agreement.

- (a) FCM may terminate this Agreement:
 - (i) if the Recipient breaches any term or condition of this Agreement, and fails to remedy such breach upon the expiry of 15 Business Days' written notice from FCM of such breach or, with respect to a breach that cannot be remedied within the 15 Business Day period, such longer period of time as FCM may reasonably provide the Recipient to remedy the breach, provided the Recipient has commenced to remedy the breach within the 15 Business Day period and is actively and diligently taking appropriate measures to remedy the breach;
 - (ii) if the Recipient becomes insolvent and/or proceedings have been commenced under any legislation or otherwise for its dissolution, liquidation or winding-up, or bankruptcy, insolvency or creditors' arrangement proceedings have been commenced by or against the Recipient;

- (iii) if, in FCM's sole discretion, the Project cannot be completed as initially presented; and
 - (iv) if the Parliament of Canada fails to pass an appropriation that is sufficient and constitutes lawful authority for the Government of Canada making the necessary payment to FCM for the project or program in relation to which the Grant is being provided.
- (b) Either Party may, on not less than 30 days' prior written notice to the other Party, terminate this Agreement.

12.02 Effect of Termination. If this Agreement is terminated pursuant to Section 12.01, the Recipient may be:

- (a) reimbursed for all or a portion of the expenses they have incurred in relation to the Project up to the effective date of termination; or
- (b) required to pay back to FCM all or a portion of the Grant Amount that was disbursed by FCM to the Recipient prior to the effective date of termination, within 30 days of receiving such notice by FCM;

as applicable, all subject to FCM's sole discretion and satisfaction, taking into consideration out-of-pocket expenses incurred and results reported by the Recipient in connection with the Project.

ARTICLE 13 INDEMNITY

- 13.01 Indemnity. The Recipient hereby agrees to indemnify and hold harmless FCM and its officers, directors, employees and agents (collectively, the "**Indemnified Parties**") from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings (collectively, a "**Claim**"), by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Project or otherwise in connection with this Agreement, but only to the extent that such Claim arises out of or is in connection with the Recipient's breach of this Agreement or is caused by the negligence or wilful misconduct of the Recipient in the performance of its obligations hereunder or otherwise in connection with the Project.
- 13.02 Intellectual Property Indemnity. Recipient shall defend or settle at its expense any claim or suit against FCM arising out of or in connection with an assertion that the Recipient Intellectual Property infringes any intellectual property right and Recipient shall indemnify and hold harmless FCM from damages, costs, and attorneys' fees, if any, finally awarded in such suit or the amount of the settlement thereof; provided that (i) Recipient is promptly notified in writing of such claim or suit, and (ii) Recipient shall have the sole control of the defense and/or settlement thereof.

ARTICLE 14 MISCELLANEOUS PROVISIONS

- 14.01 Notice. Any notice, document or other communication required to be given under this Agreement shall be in writing and shall be sufficiently given if sent by personal delivery/courier, registered mail or email to the other Party at its address indicated in Schedule D attached hereto, or to such other address, email address or person that the Party designates in writing to the other Party. The notice shall be deemed to have been delivered on the day of personal delivery, on the day received by email (as evidenced by a transmission confirmation), or on the fifth day following mailing.

- 14.02 Relationship of the Parties. The relationship between the Recipient and FCM is, and shall at all times be and remain, essentially that of a recipient and a grantor, and this Agreement does not and shall not be deemed to create a joint venture, partnership, and fiduciary or agency relationship between the Parties for any purpose. Neither the Recipient, nor any of its personnel are engaged as an employee, servant or agent of FCM.
- 14.03 Public Announcements. The Recipient shall cooperate with FCM, who will lead the preparation and issuance of the public funding announcement for the Project and/or the coordination of a public announcement event attended by FCM and the Government of Canada. The Recipient will be informed of the process immediately after the signature of this Agreement. If any public statement or release is so required, the Recipient shall promptly inform FCM of upcoming promotional events related to the Project and allow FCM and the Government of Canada to participate in such media activities or events.
- 14.04 Project Branding. The Recipient shall recognize and state in an appropriate manner, as approved by FCM, the financial assistance offered by FCM concerning the Project and the contribution of the Government of Canada to FCM, as specified in Part 3 of Schedule C attached hereto. If requested by FCM, the Recipient shall have affixed, in content, form, location and manner acceptable to FCM, signage acknowledging the contribution of FCM and the Government of Canada to the Project. The Recipient shall adhere to the policies regarding the use of graphic design elements and signage as specified in Part 3 of Schedule C attached hereto.
- 14.05 Entire Agreement. This Agreement constitutes the entire understanding between the Parties with respect to the subject matter hereof and supersedes all prior understandings, negotiations and discussions, whether written or oral. There are no conditions, covenants, agreements, understandings, representations, warranties or other provisions, express or implied, collateral, statutory or otherwise, relating to the subject matter hereof except as herein provided.
- 14.06 Survival. Except as otherwise provided herein, those sections of this Agreement which, by the nature of the rights or obligations set-out therein might reasonably be expected to survive any termination or expiry of this Agreement, shall survive any termination or expiry of this Agreement.
- 14.07 Amendments. No amendment of the Agreement will have any force or effect unless reduced to writing and signed by both Parties.
- 14.08 Assignment. The Recipient cannot assign this Agreement without the prior written consent of FCM.
- 14.09 Enurement. This Agreement shall enure to the benefit of, and shall be binding upon, the Parties and their respective, heirs, executors, administrators, successors and permitted assigns.
- 14.10 Governing Law. This Agreement shall be governed by and construed in accordance with the law of the Province of Ontario and the federal laws of Canada applicable therein.
- 14.11 Severability. Each of the binding provisions contained in this Agreement is distinct and severable. Any declaration by a court of competent jurisdiction of the invalidity or unenforceability of any binding provision or part of a binding provision will not affect the validity or enforceability of any other provision of this Agreement.
- 14.12 Waiver. No waiver of any provision of this Agreement shall be effective unless made in writing and signed by the waiving Party. The failure of any Party to require the performance of any term or obligation of this Agreement, or the waiver by any Party of any breach of this Agreement, shall not prevent any subsequent enforcement of such term or obligation or be deemed a waiver of any subsequent breach.
- 14.13 Counterparts. This Agreement may be executed and delivered (including by facsimile transmission or in protocol document format ("PDF")) in one or more counterparts, each of which when executed

shall be deemed to be an original but all of which taken together shall constitute one and the same agreement.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the Parties hereto have executed and delivered this Agreement as of the date written below.

CORPORATION OF THE CITY OF TEMISKAMING SHORES

Per: _____

Name: Carman Kidd

Title: Mayor

Date: _____

Per: _____

Name: Logan Belanger

Title: Municipal Clerk

Date: _____

We have authority to bind the Recipient herein.

FEDERATION OF CANADIAN MUNICIPALITIES

Per: _____

Name: Michael Burt

Title: Project Director, MAMP

Date: _____

I have authority to bind FCM herein.

Schedule A

Part 1 Conditions of Contribution

The obligation of FCM to disburse the Grant Amount is conditional upon the Recipient satisfying the following conditions, to the satisfaction of FCM:

- Completed Request for Contribution in the form of Part 1 of Schedule C;
- Receipt and acceptance of Final Report, which is due within 30 days of Project end date, in accordance with the reporting template Part 2 of Schedule C;
- Receipt and acceptance of Evidence of Deliverables, as noted in the Final Report;
- Receipt and acceptance of Expense claim;
- Letter of Attestation for Expense Claim, including confirmation that all expenses claimed are Eligible Expenditures, in the format of Part 4 of Schedule C;
- FCM has agreed to include a one-time 45-day extension to the project and the Final Report Due Date in this agreement;
- No further extensions will be granted.

The Recipient acknowledges and agrees that, notwithstanding the foregoing conditions, FCM's obligation to disburse the Grant Amount is subject to Article 7 of the Agreement.

Schedule A

Part 2 Description of Project, Statement of Work and Project Expenditures

The Recipient will undertake a Project in accordance with the phases, activities and/or milestones outlined in the below Statement of Work.

Project Number: MAMP 17026 – The Corporation of the City of Temiskaming Shores, Ontario

Project Title: Asset Management Plan and Systems Enhancements in Temiskaming Shores

Project Sector: Asset Management (MAMP)

Project Type: MAMP Projects

Project Start Date	Project End Date
18 November 2020	31 December 2021

Project Description

The City of Temiskaming Shores will develop lifecycle and levels of service frameworks for its water, sanitary, storm and transportation network and facilities, which will be used to inform asset planning and the development of an AM plan and implement AM software. The development of the frameworks and AM plan coupled with implementation of software will allow us to gain an advanced understanding of our assets performance and effectively plan for future maintenance based on data driven decisions. The proposed activities will be critical in complying with provincial regulations and enhancing our overall understanding of our asset data and program.

Activity	Deliverable
1. Data Migration to ArcGIS Online, Implementation, and Software Training	A set of documents including: <ul style="list-style-type: none"> A copy of the licensing agreement; Screenshots of the implemented data; A copy of ArcGIS Online Asset Management software training attendance records and training materials.
2. Lifecycle and Levels of Service Framework Development	A set of documents including: <ul style="list-style-type: none"> A copy of the Lifecycle and Levels of Service Framework for water, sanitary, storm and transportation assets.
3. Develop an O.Reg. 588/17 Compliant Asset Management Plan	A set of documents including: <ul style="list-style-type: none"> A copy of the Asset Management Plan, which will be provided to the public as well.

Activity	Start date:	End date:	Eligible Expenditures (\$)	Ineligible Expenditures (\$)	Total Expenditure (\$)
Data Migration to ArcGIS Online, Implementation, and Software Training	18 November 2020	31 December 2021			
ArcGIS Asset Management Software License, delivered by Esri			\$11,600.00	\$0.00	\$11,600.00
ArcGIS Asset Management Data migration, delivered by Esri			\$12,000.00	\$0.00	\$12,000.00
ArcGIS Management Training, delivered by Esri			\$1,400.00	\$0.00	\$1,400.00
Activity 1 Subtotals			\$25,000.00	\$0.00	\$25,000.00
Lifecycle and Levels of Service Framework Development	18 November 2020	31 December 2021			
Lifecycle Framework, delivered by Esri			\$24,500.00	\$0.00	\$24,500.00
Levels of service Framework, delivered by Esri			\$25,500.00	\$0.00	\$25,500.00
Activity 2 Subtotals			\$50,000.00	\$0.00	\$50,000.00
Develop an O.Reg. 588/17 Compliant Asset Management Plan	18 November 2020	31 December 2021			
O.Reg 588/17 Compliant Asset Management Plan			\$25,000.00	\$0.00	\$25,000.00
Activity 3 Subtotals			\$25,000.00	\$0.00	\$25,000.00
Total Expenditures			\$100,000.00	\$0.00	\$100,000.00

Total Eligible Expenditures	\$100,000.00
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Schedule A

Part 3 Reporting Requirements and Project Deliverables

The following report is to be provided to FCM at the completion of the Project. The format of the report is as provided in Part 2 of Schedule C.

Name of Report	Due Date:	Content
Final Report	31 January 2022	The content and format of this report is provided in Schedule C, Part 2.

Schedule B

Part 1 Grant amount

Subject to the terms and conditions of this Agreement, FCM agrees to contribute towards the Eligible Expenditures an amount (the "**Grant Amount**") that is equal to the lesser of:

the sum of fifty-thousand dollars (\$50,000.00); or

eighty percent (80.0%) of Eligible Expenditures;

Notwithstanding the foregoing, if the aggregate amount of funding received or to be received from all sources of funding, other than the Recipient, as described in Part 2 of Schedule B (all as determined and calculated by FCM) is greater than the total expenditures incurred by the Recipient in respect of the Project then FCM may reduce the Grant Amount to such amount as it deems appropriate, in its sole and absolute discretion.

Schedule B

Part 2 Particulars of the Sources of Funding

The funding sources for this initiative are outlined in the table below. Each funding source indicates the amount of funding and when the funding was confirmed or is expected to be confirmed.

Funding source	Description	Confirmed (Y/N)	Date committed Day month year	Amount (\$)	% of total budget
FCM Grant	Grant	Y	14 December 2020	\$50,000.00	50.0%
<i>Corporation of the City of Temiskaming Shores</i>	Operating Budget	Y	2 June 2020	\$50,000.00	50.0%
Total funding:				\$100,000.00	100.0%

Budget total expenditures	\$100,000.00
Budget total Eligible Expenditures	\$100,000.00

Schedule B

Part 3 Payment Schedule/ Period of Funding

FCM will disburse the Grant Amount as determined in this table upon completion of activities, as evidenced by submission and acceptance by FCM of the Final Report and a Request for Contribution.

The Final Report and Request for Contribution must be submitted at least 30 days prior to the requested date of disbursement.

The Recipient must notify FCM in writing of any anticipated delays in this disbursement schedule. FCM reserves the right to adjust dates of disbursement or amounts subject to Article 7 of the Agreement.

Deliverable	Date of Report Submission	Forecast Date of Disbursement	Maximum Amount of Disbursement
Final Report	31 January 2022	2 March 2022	\$50,000.00

Period of Funding:

The Period of Funding is defined as the period between Project Start Date and 30 days after the Project End Date as set out in Part 2 of Schedule A.

Schedule C

Part 1 Request for Contribution, Letter of Attestation and Expense Claim

[LETTERHEAD OF THE RECIPIENT]

[Address]

[Date]

Federation of Canadian Municipalities
24 Clarence Street
Ottawa, Ontario
K1N 5P3

Attention: Natalie Johnson
Project Officer - MAMP

Ladies and Gentlemen:

Re: MAMP – no. 17026 Agreement between the Federation of Canadian Municipalities (as Trustee) and the Corporation of the City of Temiskaming Shores (“Recipient”) (the “Agreement”)

I, **[Instruction: insert the name of a person named in the Agreement]**, the **[Instruction: insert the title]**, of the Recipient certify and confirm that the Recipient is requesting the Contribution and that the Recipient has satisfied each condition of contribution listed below. I understand that all information below must be submitted and accepted in order for FCM to be able to proceed to funds transfer.

I am attaching to this request for contribution all documents specified in Part 1 of Schedule A:

- Project Final Report, with all content specified in the template (Part 2 of Schedule C);
- The deliverables (as indicate in the final report);
- Letter of Attestation;
- Expense Claim.

In addition, I have also attached the following documents:

- An updated statement of funding sources and amounts (Part 2 of Schedule B); and
- The request to receive payment by direct deposit.

Signature: _____ Date: _____

Schedule C

Letter of Attestation for Expense Claim

[LETTERHEAD OF THE RECIPIENT]

[Address]

[Date]

TO: The Federation of Canadian Municipalities

This letter of attestation (the “**Letter**”) is issued pursuant to the Agreement #17026 (project number) dated [redacted] (the “**Agreement**”) between the Federation of Canadian Municipalities (“**FCM**”) and the Corporation of the City of Temiskaming Shores (the “**Recipient**”), and in support of the expense claim submitted by the Recipient to FCM for reimbursement of expenses incurred and paid by the Recipient in relation to the Project (the “**Expense Claim**”).

All defined terms used in this Letter and not otherwise defined shall have the corresponding meaning in the Agreement.

I am an authorized officer of the Recipient and I hereby certify, in satisfaction of the terms and conditions of the Agreement, that:

- i. All expenses claimed in the Expense Claim have been incurred and paid by the Recipient;
- ii. All expenses claimed in the Expense Claim relate to the Project;
- iii. All expenses claimed in the Expense Claim relate to Eligible Activities in compliance with the eligible activity requirements described in Part 4 of Schedule C to the Agreement; and
- iv. All expenses claimed in the Expense Claim are Eligible Expenditures in compliance with the eligible expenditure requirements described in Part 4 of Schedule C to the Agreement.
- v. All expenses claimed have been incurred during the Period of Funding.

Name and title of authorized officer of Recipient

Signature

Date

Expense Claim

[LETTERHEAD OF THE RECIPIENT]

[Address]

[Date]

Project Number	MAMP 17026
Project Title	Asset Management Plan and Systems Enhancements in Temiskaming Shores

The following expenditures have been incurred from the period between **Day Month Year** and **Day Month Year** for the completion of the activities identified.

Activity Completed	Total Budgeted Expenditures (\$) (as per Part 2 of Schedule A per activity)	Total Actual Eligible Expenditures Net of Tax Rebates per activity (\$)	Total Actual Ineligible Expenditures Net of Tax Rebates per activity (\$)	Total Actual Expenditures Net of Tax Rebates per activity (\$)
1. Data Migration to ArcGIS Online, Implementation, and Software Training	\$25,000.00			
2. Lifecycle and Levels of Service Framework Development	\$50,000.00			
3. Develop an O.Reg. 588/17 Compliant Asset Management Plan	\$25,000.00			
Total Expenditure (\$)	\$100,000.00	\$	\$	\$

Expenditures Incurred by Expenditure Category (as per Part 4 of Schedule C)	Total Actual Eligible Expenditures Net of Tax Rebates (\$)	Total Actual Ineligible Expenditures Net of Tax Rebates (\$)	Total Actual Expenditures Net of Tax Rebates (\$)
Administrative and Overhead Expenditures			
Capital Expenditures			
Equipment Rental			
In-Kind	N/A		
Training			
Professional and/or Technical Services			
Staff remuneration			
Supplies and Materials			
Travel and accommodation			
Total Expenditures Incurred (\$)	\$	\$	\$



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

REQUEST TO RECEIVE PAYMENT BY DIRECT DEPOSIT (EFT)

Applicant Information (please print to sign)



NEW APPLICATION



UPDATE EXISTING INFORMATION

GRANTS / LOANS RECIPIENT ▾

Recipient/Vendor Name			
Address			
City		Province Select... ▾	Postal Code
Email address for remittance advice			
Name			
Title		Phone	
Signature	Date (DD/MM/YYYY)		



I (We) agree to authorize FCM to deposit payments directly to the below-noted account.

Please attach a void cheque or have your bank/financial institution complete the following:

Financial Institution Information - Please have your financial institution complete the following



Financial Institution (FI) Transit Number	FI Number (3 digit number)	Account number (max 12 digit number)
FI Name		
FI Address		
Name of FI Officer		
Title of FI Officer		
Signature of FI Officer		
Phone # of FI Officer		

Please scan and email the completed form to your contact at FCM

Schedule C

Part 2 Completion Report Template

FINAL REPORT

FCM's Municipal Asset Management Program (MAMP)

This template is provided for information purposes only. The final version, to be submitted as part of the final reporting requirement, may be subject to change.

Project number	(Pre-filled by MAMP)(Pre-filled by MAMP)
Project title	(Pre-filled by MAMP)
Name of lead applicant (organization)	(Pre-filled by MAMP)
Name of Authorized Officer (signatory)	
Date	

Note: If completing this form electronically, the boxes will expand to accommodate text.

1. Reporting on activities

Activity	Completed? Y/Partial/No	Deliverable	Title of submitted deliverable document
1. (Pre-filled by MAMP)	Choose an item	(Pre-filled by MAMP)	
2. (Pre-filled by MAMP)	Choose an item	(Pre-filled by MAMP)	
3. (Pre-filled by MAMP)	Choose an item	(Pre-filled by MAMP)	

For any activities marked No or Partial above, please explain the deviation from the scope of work.

--

2. Reporting on outcomes

Conduct a final self-assessment using the [Asset Management Readiness Scale](#). We recommend that you bring a cross-functional group of staff together to do this assessment. Referring to the Asset Management Readiness Scale, look at the outcome statements for each level. Identify which outcomes you have achieved. If you have completed all the outcomes for a particular level, you have completed that level. Based on your self-assessment, complete the table below.

Competency	Project readiness level at start of project (as stated in application)	Project readiness level at end of project (level for which you have completed all outcomes)	Notes on progress made For each outcome area in which you made progress during the project, provide one sentence to describe the actions taken. (Note: these areas correspond with outcomes identified in the Asset Management Readiness Scale)	
1. Policy and governance	(Pre-filled by MAMP)	Choose a level	Policy and objectives	
			Strategy and frameworks	
2. People and leadership	(Pre-filled by MAMP)	Choose a level	Measurement and monitoring	
			Cross-functional groups	
3. Data and information	(Pre-filled by MAMP)	Choose a level	Accountability	
			Resourcing and commitment	
4. Planning and decision-making	(Pre-filled by MAMP)	Choose a level	Asset data	
			Performance data	
5. Contribution to asset management practice	(Pre-filled by MAMP)	Choose a level	Financial data	
			Documentation and standardization	
			Asset investment plans	
			Budgets	
			Training and development	
			Knowledge sharing — internal	
			Knowledge sharing — external	

Were there additional factors or programs — other than FCM project funding — that contributed to your project outcomes? If so, please provide a short description of any other important contributing factors.

3. Identifying other outcomes

In addition to the outcomes described in the table above, please describe any other changes that occurred because of your project. Examples might include a change in interest in asset management, cost savings, a change in departmental budget priorities, and so on.

For each additional change that you have observed, please answer the following questions:

- What change did you observe over the course of the project?
- What/who contributed to this change?
- How do you know this change has happened?
- Why is this change important?

Other changes
1.
2.
3.

4. Lessons learned

What worked well?

What would you recommend to other municipalities undertaking the same work?

Please provide 1–3 lessons.

Lesson (one short statement)	Description (provide any additional detail here)
1.	
2.	
3.	

What would you do differently?

If you were to do this project again, what would you change? Please provide 1–3 lessons.

Lesson (one short statement)	Description (provide any additional detail here)
1.	
2.	
3.	

Note: These lessons will be compiled and shared, without attribution, with other municipalities and practitioners to advance asset management knowledge.

5. Resources

Please list and describe any external human resources (i.e. organizations or personnel) that you worked with during the project.

Name of organization or person	How did you identify this organization or person?	Brief description of their contribution
1.		
2.		
3.		

Please list and evaluate other key information sources, tools, templates, training materials, etc., that you used to assist your work during this project. *Note: This list may be used to inform other municipalities and organizations of available information and resources.*

Title of tool/resource	How did you identify this tool/resource?	How useful was the tool/resource?	Description/comments
1.		Choose an item	
2.		Choose an item	
3.		Choose an item	
4.		Choose an item	
5.		Choose an item	

6. Reporting on budget

Please complete the final budget reporting template, found in Schedule C of your contract, including all eligible expenses, and submit it together with this final report. Please confirm whether either or both of the following statements are true:

- ☐ The actual expenditure for any activity in this project deviated by more than 15% from the budget presented in the application.
- ☐ Some of the expenditures included in the final budget report were used for activities marked as Partial or Not Completed in Question 1.

If you ticked either of the above statements, please explain why your actual expenditures varied from the original activity budget. FCM staff may contact you for further details.

7. Next steps

What are your next steps to improve your community's asset management practices?

Next step	Do you need outside help to take this next step? If so, what help do you need?
1.	
2.	
3.	

8. Interest in knowledge sharing

Peer learning is a priority for FCM's Municipal Asset Management Program (MAMP). Please indicate if you are interested in sharing your lessons through MAMP with peer municipalities and organizations.

☐ Yes, we are interested in sharing our results and experiences at peer learning events.

9. Individuals involved in reporting

Please list the titles of the individuals that contributed to, or were consulted in, the completion of this report.

--

10. Comments (for FCM internal use) *(optional)*

FCM will continue to adapt and improve the MAMP program throughout its life cycle. We welcome all feedback about the program, or your experience, that might help us make it more useful in the future.

--

11. Testimonials (for public use) *(optional)*

FCM and Infrastructure Canada would appreciate a testimonial as to the value that MAMP funding has provided.

How has the Municipal Asset Management Program supported your municipality or organization in making better-informed infrastructure decisions? Why is this important for your community?

☐ Yes, I give my permission to use the above statements publicly, with attribution to the municipality or organization.

Signature

☐ By typing my name below and submitting this report, I am providing my signature and I certify that the above final report is complete and accurate in its entirety.

Signed by the Authorized Officer

Schedule C

Part 3 Accepted Practices

The Recipient shall incorporate the following language into the Final Plan or Final Study or Final Capital Project, as applicable, and the Final Completion Report, unless it has received written notice to the contrary from FCM:

“© 2021, Corporation of the City of Temiskaming Shores. All Rights Reserved. The preparation of this project was carried out with assistance from the Government of Canada and the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.”

Schedule C

Part 4 Eligible Activities and Expenditures

Eligible expenses must be incurred after Eligible Expenditure Date of 18 November 2020,

Expenditure Category	Eligible expenditures	Ineligible expenditures
1) Pre-application	N/A	<ul style="list-style-type: none">Any expenditure incurred prior to FCM's eligible expenditure date.Expenditure of developing this proposal or application.
2) Administrative and Overhead Expenditures	<p>Administrative expenditures that are directly linked to and have been incurred for the project, such as:</p> <ul style="list-style-type: none">Communication expenditures (e.g. long-distance calls or faxes).Outsourced printing or photocopying.Acquisition of documents used exclusively for the project.Document translation.Transportation, shipping and courier expenditures for delivery of materials essential for the project.Design and production of communication products to promote project outcomes and benefits to the public.	<p>General overhead expenditures incurred in the regular course of business, such as:</p> <ul style="list-style-type: none">Office space, real estate fees and supplies.Financing charges and interest payments.Promotional items.Permits or certifications.Advertising, website development, project education materials or expenditures to disseminate project communications products.Hospitality expenses (food and drink, alcohol, entertainment, etc.).

3) Capital Expenditures	<p>Purchase of software related to asset management</p> <p><i>Note: FCM's contribution to this expense may not exceed 50% of FCM's total contribution to the project.</i></p>	<ul style="list-style-type: none"> Any other capital expenditures or amortization expenses. Development of a software program
4) Equipment Rental	<ul style="list-style-type: none"> Rental of tools and equipment. Related operating expenditures such as fuel and maintenance expenditures. 	Rental of tools or equipment related to regular business activities.
5) In-Kind	N/A	Any goods and services received through donation.
6) Training	<ul style="list-style-type: none"> Expenditures associated with accessing reference materials such as standards, templates and toolkits. Expenditures associated with attending training sessions, (provided externally) or bringing training in-house. Food and drink, to the extent that these costs comply with the Treasury Board of Canada guidelines, and to the extent that they are necessary to conduct the training/workshop sessions. 	<p>Any hospitality expenses such as:</p> <ul style="list-style-type: none"> Food and drink Alcohol Door prizes Entertainment Music Decorations Flowers, centerpieces Etc.
7) Professional and/or Technical Services	Fees for professional or technical consultants and contractors, incurred in support of eligible activities.	<ul style="list-style-type: none"> Expenditures associated with regular business activities not related to the project. Legal fees.
8) Staff Remuneration	<p>Daily rates actually paid by the Eligible Recipient to its Employees in Canada for time actually worked on the implementation of the Project.</p> <p>The daily rate per employee shall include the following costs:</p> <p>a) direct salaries: actual and justifiable sums paid by the Eligible Recipient to Employees in accordance with the Eligible Recipient's pay scales as regular salary <u>excluding</u> overtime pay and bonuses.</p>	<ul style="list-style-type: none"> In-kind contribution of services. Participant salaries. Expenditures related to regular business activities. Overtime Pay Bonuses / performance pay. Fringe benefits such as; <ul style="list-style-type: none"> sick days pension plan any other fringe benefits not listed as eligible Costs related to ongoing or other business activities and not specifically required for the project. Professional membership fees or dues.

	<p>b) fringe benefit: in accordance with the Eligible Recipient's policies, as follows:</p> <p>i. time-off benefits (prorated to the annual percentage (%) of time actually worked on the implementation of the Project): allowable number of days to be paid by the Eligible Recipient for the following payable absences: statutory holidays, annual vacation, and paid benefits: actual sums paid by the Eligible Recipient for paid benefits (prorated to the annual percentage (%) of time actually worked on the implementation of the Project): the Eligible Recipient's contribution to employment insurance and workers' compensation plans (where applicable), health and medical insurance, group life insurance, or other mandatory government benefits;</p> <p><i>Note: Labour costs must be documented in a manner that meets audit standards for verification of eligibility of cost and level of effort.</i></p>	
9) Supplies and materials	Supplies and materials required to undertake the project.	Expenditures related to regular business activities
10) Taxes	The portion of Provincial/Harmonized Sales Tax and Goods and Services Tax for which your organization is not eligible for rebate.	The portion of Provincial /Harmonized Sales Tax and Goods and Services Tax for which your organization is eligible for rebate, and any other expenditures eligible for rebates.

<p>11) Travel and Accommodation</p>	<p><u>For individuals on travel status</u> (individuals travelling more than 16 km from their assigned workplace - using the most direct, safe and practical road.);</p> <ul style="list-style-type: none"> • Travel and associated expenses for implementing partners, guest speakers and consultants to the extent that the travel and accommodation rates comply with the Treasury Board of Canada guidelines, and to the extent that such travel is necessary to conduct the initiative. www.canada.ca/en/treasury-board-secretariat/services/travel-relocation/travel-government-business.html • <i>Where justified, participant travel costs may be claimed with prior written consent from FCM. Under no circumstances will participant honorariums be covered.</i> 	
--	--	--

Note: Invoices, receipts and timesheets (where applicable), must be sufficiently detailed to enable verification of expenditure eligibility and level of effort.

Schedule D

Contact Information

Notices and Requests.

Any notice, demand, request or other communication to be given or made under this Agreement to FCM or to the Recipient, other than a notice of default, shall be in writing and may be made or given by personal delivery, by ordinary mail, by facsimile or by electronic mail. A notice of default shall be in writing and delivered by registered mail. Notices shall be addressed as follows:

FCM

Federation of Canadian Municipalities
24 Clarence Street
Ottawa, Ontario
K1N 5P3

Attention: Natalie Johnson, Project Officer
Email: njohnson@fcm.ca

Recipient

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

Attention: Jeremie Latour, Engineering Technologist
Email: jlatour@temiskamingshores.ca

The Corporation of the City of Temiskaming Shores

By-law No. 2021-180

**Being a by-law to adopt an Active Transportation Plan for the
City of Temiskaming Shores**

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

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

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

Whereas Council adopted By-law No. 2021-034 at the March 2, 2021 Regular Council meeting to enter into an agreement with WSP Canada Inc. for the creation of an Active Transportation Plan for the City of Temiskaming Shores; and

Whereas WSP Canada Inc. presented the Active Transportation Plan to Council at the November 16, 2021 regular Council meeting; and

Whereas Council considered Administrative Report No. RS-019-2021 at the December 7, 2021 Regular Council meeting, and directed staff to prepare the necessary by-law to adopt the Active Transportation Plan for the City of Temiskaming Shores, for consideration at the December 7, 2021 Regular Council meeting.

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

1. That Council hereby adopts an Active Transportation Plan for the City of Temiskaming Shores, attached hereto as Schedule "A" and forming part of this by-law;
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

Read a first, second and third time and finally passed this 7th day of December, 2021.

Mayor

Clerk



Schedule “A” to

By-law 2021-180

to adopt an Active Transportation Plan for the
City of Temiskaming Shores

Active Transportation Plan



City of Temiskaming Shores
Draft December 2021



Temiskaming Shores Active Transportation Plan
Prepared by:

wsp

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Chapter 1: Vision and Policy



City of Temiskaming Shores Active
Transportation Plan
Draft November 2021

1 VISION AND ATP OBJECTIVES

1.1 INTRODUCTION TO THE ACTIVE TRANSPORTATION PLAN

Nestled along the shoreline of Lake Temiskaming, the City of Temiskaming Shores has positioned itself as one of Northern Ontario's leading communities with regards to active transportation. Beginning in 2011 with the investments into the first phase of the STATO Trail, the City set itself on a path towards developing a community where access to mobility supports the City's overall goals of providing a "healthy, safe and liveable community". Recognized in 2016 as just the second municipality in Northern Ontario to achieve a Bicycle Friendly Community Designation from the Share the Road Cycling Coalition, the City's support for Active Transportation has only grown in recent years. With new and growing programs to encourage residents of all ages and abilities to get active and with a strong foundation of existing infrastructure, the City is well positioned to become one of Ontario's leading communities for active mobility in the near term.

With this strong foundation in place, the City is creating an Active Transportation Plan (ATP) – a long-range guiding document that will provide the City and its partners with the tools needed to grow both the physical and social infrastructure necessary to support active transportation. This master plan is intended to provide strategic direction for an active transportation network that is equitable and accessible for people of all ages and abilities, and that can facilitate active living within the City in all of its settlement areas. The plan is also intended to provide direction and guidance on emerging trends that can shift the future of transportation within the City such as vision zero, micro-mobility, complete streets and age-friendly design.

An ATP is not a prescriptive document – it does not bind the City to specific investments, nor does it confer authority upon the City to construct projects. It is, for lack of a better term, a roadmap towards a future where every trip made in the City, regardless of whether it is by car, on foot, by bike or using a mobility device feels safe, comfortable and convenient. It communicates the concrete actions that could be taken to achieve that vision and provides the necessary policies and guidelines to ensure that actions taken align with best practices. Through the community engagement process associated with the development of the Plan, it also allows the community to make their voices heard. The Plan provides an ongoing method of building accountability, as it allows the progress made towards implementing the plan to be checked against the goals contained within it. It also provides a valuable baseline – a snapshot of where the City's active transportation programs are in 2021 as the Plan is prepared, which can be a useful reference as the Plan is implemented and the transportation habits of the residents of Temiskaming Shores begin to shift.

This Plan is the most recent document prepared by the City to advance its broader goals of becoming a more liveable, sustainable and prosperous community. It functions best when considered within the broader policy context of both the City and the Province, which help to provide the strategic foundations upon which the finer details of this Plan are built.

1.2 POLICY BACKGROUND

The City of Temiskaming Shores' Active Transportation Plan (ATP) aims to build on previous municipal planning documents to ensure that the ATP contributes to the goals and vision previously established by the City. In the past decade, there has been an increase in support for active transportation and recreation from all levels of government. Provincial and municipal governments are working together and establishing policies, research, strategies and initiatives that provide support for investments and improvements in active transportation.

One of the first steps in the process of creating the ATP was developing an understanding of the plans and policies that have helped set the foundation for the Plan, including those that have a direct influence on active transportation planning, design and implementation within Temiskaming Shores. The following is an overview of all plans and policies that were reviewed to inform the Active Transportation Plan.

1.2.1 POLICY REVIEW

PROVINCIAL POLICIES

The Province of Ontario has a robust suite of policies which lend support to active transportation and accessible, universal design. These policy documents provide guidance to local municipalities which can range from suggested actions to legislated requirements. In general, provincial guidance relating to active transportation tends to take the form of suggestions, guidance and support rather than legislative requirements for municipalities.

Policies Reviewed:

- Accessibility for Ontarians with Disabilities Act (2005)
- Ministry of Transportation Ontario Bikeways Design Manual (2014)
- Ontario Traffic Manual Book 15: Pedestrian Crossings (2016)
- Tour By Bike: Ontario's Cycling Tourism Plan (2017)
- #CycleON Strategy (2013) and Action Plan 2.0 (2018)
- Minimum Maintenance Standards for Municipal Highways O.Reg.239/02 (2018)
- Provincial Policy Statement (2020)
- Ontario Traffic Manual Book 18: Cycling Facilities (2021 update)

Policy Considerations:

Increase collaboration between government and industry partners to develop and enhance products and experiences that support cycling tourism (e.g. heritage trails, trail tourism programs), particularly in rural regions of the province. (Ontario's Cycling Tourism Plan, 2017)

Promote the use of active transportation and transit in and between residential, employment (including commercial and industrial) and institutional uses and other areas (s.1.8.1.b – Provincial Policy Statement).

Technical and legislative requirements are outlined in the Accessibility for Ontarians with Disabilities Act built environment guidelines and O.Reg.239/02.

Minimum Maintenance Standards for Municipal Highways sets out the requirements that the City is required to adhere to when designing AODA-compliant facilities and maintaining all highway facilities, including cycling and pedestrian infrastructure. Additional design guidance is provided in Ontario Traffic Manual Book 15 and 18, which provide direction on pedestrian crossing treatments and cycling facilities, respectively.

CITY POLICIES

The ATP will be influenced by policies at the municipal level such as the City's Official Plan, Recreation Master Plan, Age Friendly Community Plan and other planning documents. The City's Official Plan provides the most guidance on future development, as it is a statutory document required under the Planning Act and the Provincial Policy Statement. Policies that have the highest degree of relevance to the ATP are indicated in bold below.

Policies Reviewed:

- **Temiskaming Shores Official Plan (2015);**
- **Recreation Master Plan (2020);**
- Municipal Cultural Plan (2013);
- **Age Friendly Community Plan (2016);**
- Municipal Energy Plan (2016); and
- **Greenhouse Gas (GHG) Reduction Plan (2019).**

It is important that the Active Transportation Master Plan's vision aligns with the City's existing policies to ensure all future decisions meet the City's overall vision and reflect the needs of the Temiskaming Shores community. **Table 1** summarizes relevant visions, objectives, and/or purposes of these policy documents and highlight common themes among the documents that were used to develop the draft vision statements for the City's Active Transportation Master Plan.

Table 1 | Relevant Policies from Local Policy Documents

*Bolded ideas identify common themes among the documents

POLICY DOCUMENT	RELEVANT VISION(S), OBJECTIVE(S), AND/OR PLAN PURPOSE(S)
OFFICIAL PLAN	<p>Relevant Purpose of the Plan</p> <p>“A blueprint that reaches out to incorporate the concepts of a healthy community, the building blocks for economic development, and the optimization of its social capital.”</p> <p>Relevant Objectives of the Plan</p> <p>“To create a unifying force that creates and fosters an identity for the City”;</p> <p>“To build a City with strong, distinctive and liveable Settlement Areas with a range of housing choices, employment, parks, open space and which provides a range of services and facilities that are accessible by walking, cycling and transit”;</p> <p>“To build a healthy, safe and liveable community that encourages active living, healthy lifestyles and which integrates planning for a healthy community as a component of the City’s land use planning process”;</p> <p>“To plan and provide infrastructure that meets current and projected growth needs”;</p> <p>“To protect resources of provincial interest, public health and safety and the quality of the natural environment through the policies of this Plan and through consultation with Provincial agencies”; and</p> <p>“To consider the impacts of climate change and measures to support the reduction of greenhouse gas emissions through urban and rural design practices and to encourage and support green infrastructure” (Temiskaming Shores Official Plan, 2015).</p>
RECREATION MASTER PLAN	<p>Relevant Guiding Principles</p> <p>“Uniquely Temiskaming Shores;</p> <p>A Dynamic Framework;</p> <p>Environmentally Sustainable;</p> <p>Accessible and inclusive;</p> <p>Fosters partnerships;</p> <p>Cost effective;</p> <p>Municipal Budgeting; and</p> <p>Proactive” (Temiskaming Shores Recreation Master Plan, 2020).</p>
AGE-FRIENDLY COMMUNITY PLAN	<p>Relevant Purpose of the Plan</p> <p>“Increase the quality of life of older adults”; and</p> <p>“To determine the best, most fiscally responsible way to make Temiskaming Shores as age friendly as possible.”</p> <p>Relevant Vision</p> <p>“To promote a diverse, inclusive, accessible, safe and respectful community, that enables independence, health and wellness and full participation at all stages of ageing while celebrating the diversity of our community” (Temiskaming Shores Age-Friendly Community Plan, 2016).</p>
GHG REDUCTION PLAN	<p>Relevant Purpose of the Plan</p> <p>“Establish the City of Temiskaming Shores as a leader in reducing our impact on climate change and is designed to build on our previous steps towards environmental sustainability” (Temiskaming Shores GHG Reduction Plan, 2019).</p>

1.3 VISION STATEMENT

The policy review brought forward several key themes surrounding the future of the Temiskaming Shores community and active transportation. These themes were then combined with input received through the consultation process to help guide the development of draft vision statements for the Active Transportation Plan. Based on the existing policy directions from the City and the feedback received throughout the project, the Vision for the ATP is:

Active Transportation in Temiskaming Shores will be safe and accessible and contribute to a healthy, sustainable, and supportive community where people of all ages and abilities can participate.

1.4 OBJECTIVES

To support the broad vision statement, a series of more detailed Objectives have also been created based on the City's existing policy directives and the feedback received throughout the process of developing the ATP. The Objectives for the ATP are:

- **Enhance Safety** – Ensure that all trips in Temiskaming Shores, regardless of travel choice, feel safe.
- **Improve Maintenance** – Ensure that existing infrastructure for active transportation is well maintained, providing a high level of service at all times of the year.
- **Create Connectivity** – Connect the City's major population centres and destinations and fill gaps in the City's existing networks
- **Improve Transportation Equity** - Ensure that residents of all ages, abilities and backgrounds can move safely and conveniently through the City using any transportation mode that they choose
- **Raise Awareness** - Leverage the strong sense of community in the City of Temiskaming Shores to develop a culture of care around active transportation

As the recommendations for this plan begin to take shape, the Vision and Objectives will provide an important accountability tool for the project – at each step, we will be checking our proposed next steps against these criteria to ensure that we are meeting the objectives as laid out in the Foundations of the Plan.

Chapter 2: Network Development



City of Temiskaming Shores Active
Transportation Plan
Draft November 2021

2 NETWORK DEVELOPMENT

2.1 INTRODUCTION AND DEVELOPING THE FOUNDATIONS

The City of Temiskaming Shores is a picturesque destination located in Northern Ontario. An amalgamation of the former Towns of Haileybury and New Liskeard and the Township of Dymond, the City now has a population of 9,920 and is home to many natural features and tourism opportunities (**Figure 1**).

The City is a leader and positive example of how a small, northern community can reap significant benefits related to active transportation. The City's long-standing support for active transportation is best illustrated by the STATO Trail, a unique 21 km route consisting of on-road active transportation infrastructure and off-road trails that connects all three of the City's key settlement areas. As the STATO Trail builds out new connections across the City, interest and awareness about active transportation is growing, providing the City with an opportunity to establish itself as one of the leading communities in Northern Ontario when it comes to supporting and encouraging active transportation. This Active Transportation Plan (ATP) is a long-term strategy to guide future planning and decision-making to set Temiskaming Shores on the road to becoming a place where people of all ages and abilities can move safely through the community, and where walking, cycling and wheeling are accessible activities for all.

This network paper is the first step towards building the ATP. The proposed network was developed through a well-defined process informed by technical analysis, community and stakeholder feedback and best practices in design guidance. This will guide the City in achieving its future aspirations for active transportation by developing the tools, strategies and framework for how to implement recommended changes.



Figure 1 | Existing conditions in Temiskaming Shores. Clockwise from top left: STATO Trail in New Liskeard, Waterfront in Haileybury, Downtown Haileybury and STATO Trail on Lakeshore Road.

2.2 DEVELOPING AN ACTIVE TRANSPORTATION NETWORK

The process to develop the City's active transportation network is based on a combination of technical assessments and consultation with key stakeholders, City Staff and members of the public. An overview of the network development process including the steps and the outcomes of each step to date is presented in **Table 2** and is consistent with new Ontario Traffic Manual Book 18 (2021).

This discussion paper will cover steps 1 to 7 of the network development process, producing a network map that will show the desired active transportation network once the ATP has been fully implemented. The next discussion paper will explore the proposed phasing for the projects, helping to deliver projects in a manner that aligns with capital construction schedules and meets the needs of the residents of Temiskaming Shores.

Table 2 | Cycling Strategy Network Development Process

NETWORK DEVELOPMENT PROCESS

Step		Outcome
1	Identify existing conditions and routes that have been proposed in past planning documents.	Map 1 – Existing Active Transportation Conditions
2	Identify priority gaps and missing links through community engagement	SWOT Analysis and feedback for Candidate Route Selection
3	Identify a set of criteria to help select, assess and refine routes to form part of the preferred active transportation network.	Route Selection Criteria
4	Identify potential candidate routes to be investigated that could form part of the City's active transportation network.	Map 2 – Candidate Routes and Proposed Improvements
5	Undertake field work to investigate existing routes and locations for potential new routes.	Field work documentation
6	Verify candidate routes with City Staff and key Stakeholders to validate feasibility	Additional input into preferred network and proposed facility types
7	Confirm the City's preferred network including the proposed facility types.	Map 3 – Proposed Facility Types and Improvements
8	Identify a proposed phasing plan for the City's preferred active transportation network.	To be completed
9	Verify proposed phasing with Stakeholders, City Staff and members of the public to produce a final network development plan for the ATP	Short, Medium and Long-term plans for the City's active transportation facilities




2.2.1 STEP 1: EXISTING CONDITIONS

Information was gathered from the City of Temiskaming Shores to develop a geographic information systems (GIS) database of spatial information. The database included information regarding existing conditions and routes that were previously identified in approved planning documents including the City's Official Plan (2015) and the Recreation Master Plan (2020). The GIS database was updated on an on-going basis to reflect the iterative approach of the network development process.

It is important to note that not all previously proposed routes form part of the City's AT network. These routes were used as a starting point of the network development process and further investigated during each step of the process.

In total, the existing active transportation network for Temiskaming Shores is approximately 80 kilometres, including 44 kilometres of routes that accommodate cycling and 36 kilometres of sidewalks. A summary of the existing active transportation network is provided below within **Table 3**.

Table 3 | Summary of the Existing Active Transportation Network

Off-Road Multi-Use Trails	Sharrows Markings / Signed Routes	Sidewalks
		
<i>Locations:</i> STATO Trail System (Lakeshore Rd S, Waterfront Boardwalk Trail, Armstrong St N)	<i>Locations:</i> Wabi River Bridge Crossing	<i>Locations:</i> New Liskeard, Haileybury, Cobalt
<i>Total km:</i> 43.5	<i>Total km:</i> 0.1	<i>Total km:</i> 36.5
Total	80.1	

**Armstrong St N
(Cycle Path)**



STATO Trail

Serving as the backbone of Temiskaming Shores' existing active transportation network is the South Temiskaming Active Transportation Organization (STATO) trail system. Comprised of both on-road and off-road facilities, the corridor was first formally identified back in 2004 by a group of community members interested in promoting active transportation within the area. Since then, the STATO trail system has been continually developed, with the addition of new facilities, enhancements to existing routes and the adoption of a seasonal maintenance program (excludes winter maintenance). Today, the corridor stretches 21.4km long, connecting key settlement areas and destinations across the City and offering scenic views of Lake Timiskaming, the Wabi River and surrounding natural areas. All segments of the network are also designed to be wheelchair accessible, with rest areas, lighting and other basic amenities provided at key junctures.

The significance of the STATO trail is not only measured in its cultural value to the local community but how it connects the communities that make up the City of Temiskaming Shores. The corridor serves as a vital active transportation connection between New Liskeard, Haileybury and Dymond. Building upon this existing trail, through expansions, upgrading existing segments, or connecting new destinations to the trail through the construction of high-quality active transportation infrastructure is a cost-effective way to expand the city's active transportation network. As new investments in the trail and the routes that connect to it are made, preference should be given to alignments that further enhance connectivity and access to the City's natural settings as well as its commercial destinations. All new investments should also be designed with all user abilities in mind, to uphold the trail system's existing reputation as a fully accessible facility.

**New Liskeard
Waterfront Boardwalk
Trail (Multi-Use Path)**



**Lakeshore Rd S
(bidirectional cycle path)**



**Haileybury Beach
(cycle path)**





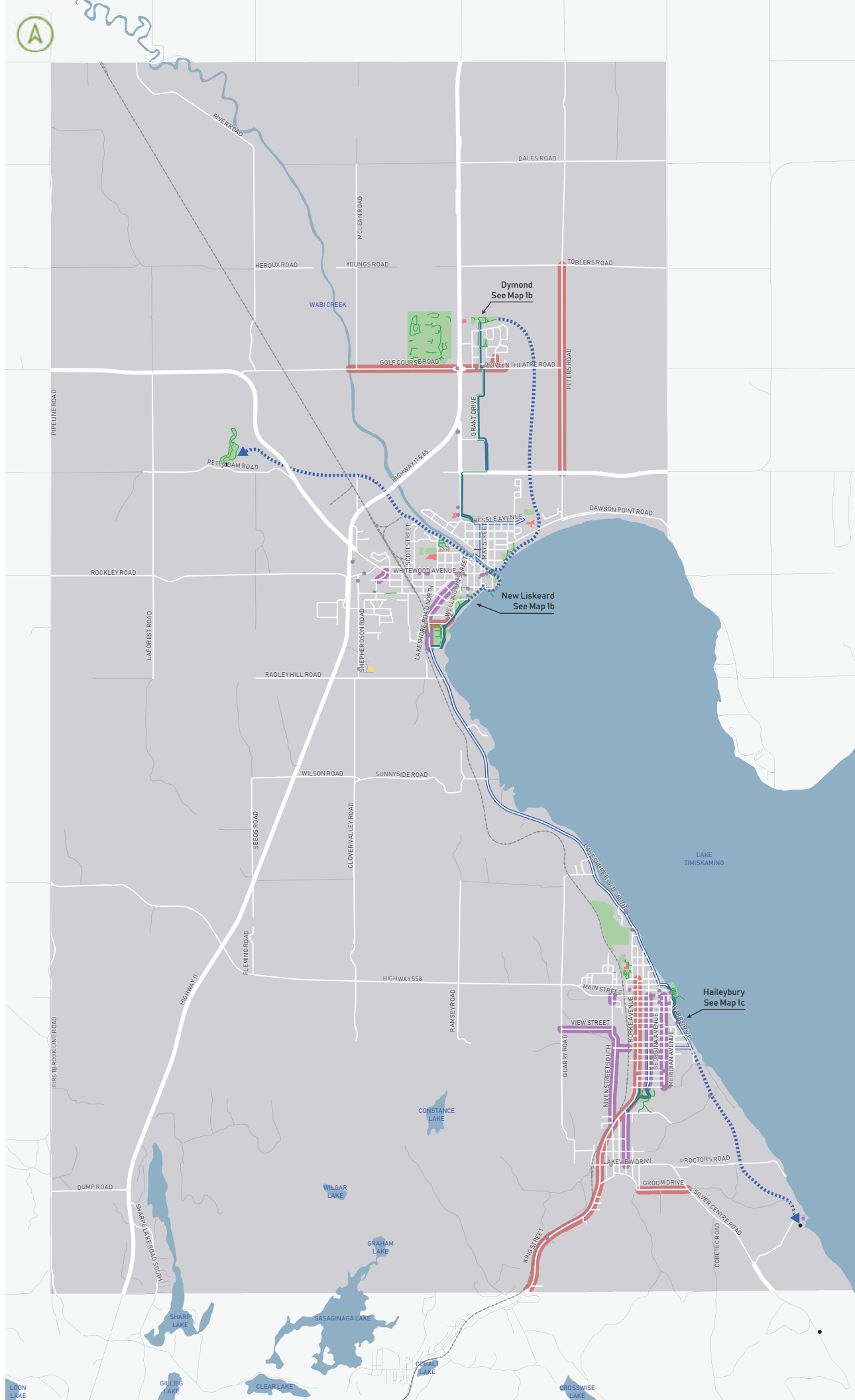
Map 1a.

Existing Active Transportation Conditions

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- Existing sharrow
- STATO Trail (existing)
- STATO Trail (proposed extension)
- MTO Highway
- Local Road
- MNRF Road
- Railway
- Hospital
- School
- Recreation Area / Park
- Watercourse
- City Boundary



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0 0.475 0.95 1.9 KM



Map 1b.

Existing Active Transportation Conditions

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

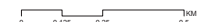
- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- Existing sharrow
- STATO Trail (existing)
- STATO Trail (proposed extension)
- MT0 Highway
- Local Road
- MNRF Road
- Railway
- Hospital
- School
- Recreation Area / Park
- Watercourse
- City Boundary



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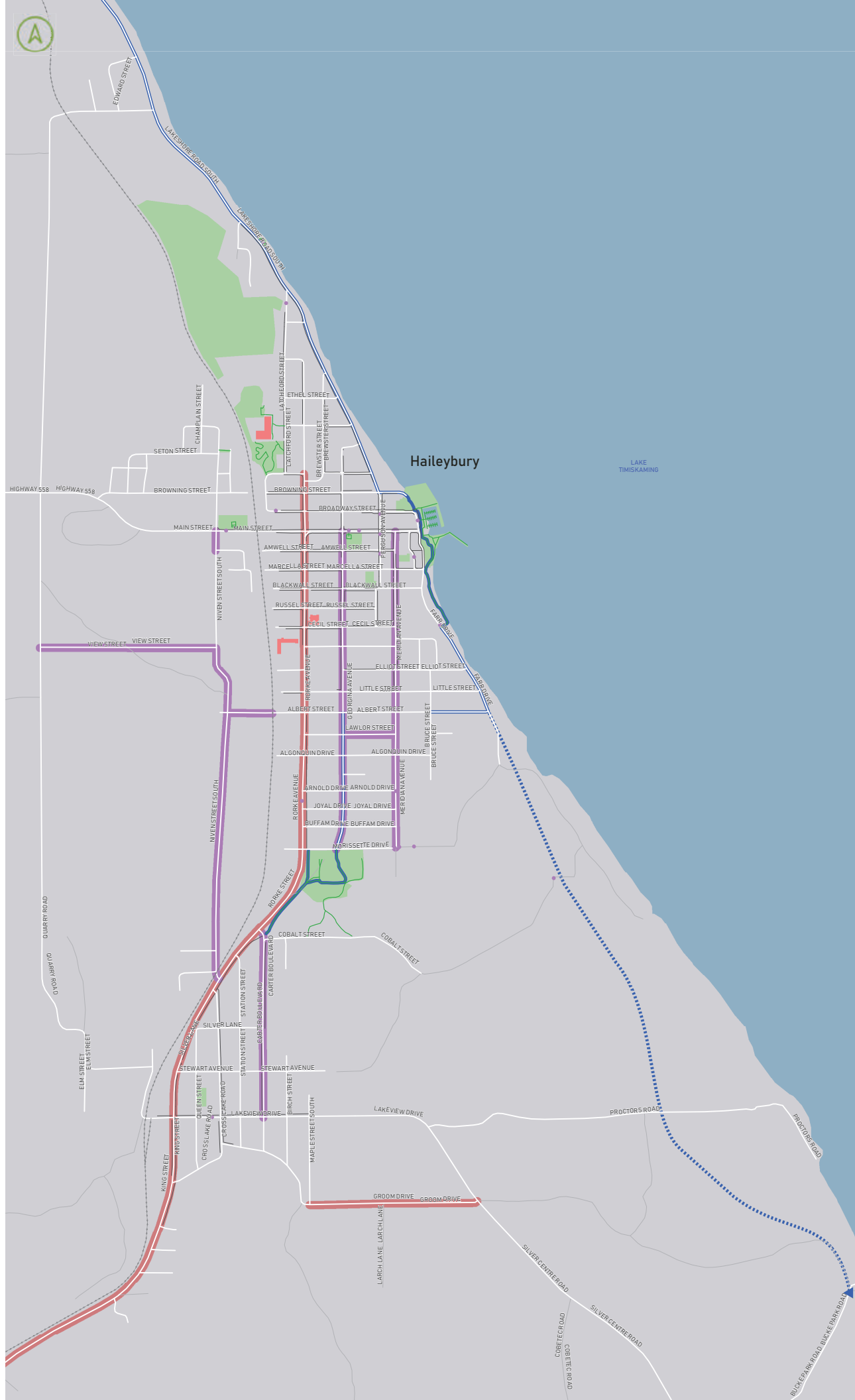
Map 1c.

Existing Active Transportation Conditions

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

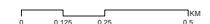
- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- Existing sharrow
- STATO Trail (existing)
- STATO Trail (proposed extension)
- MT0 Highway
- Local Road
- MNRF Road
- Railway
- Hospital
- School
- Recreation Area / Park
- Watercourse
- City Boundary



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2.2.2 POLICY FRAMEWORK

In addition to the physical assets that were reviewed as part of the existing conditions review, the City's existing policy conditions were also assessed to identify areas where support for active transportation already exists and where it could be strengthened. In Temiskaming Shores, policies at the federal, provincial and municipal level will all have an impact on how the ATP looks, feels and is implemented. These prior planning documents provide guidance on the planning, design, implementation and operations of active transportation facilities. They also offer a sense of the city's overall goals and culture, which are important elements for the active transportation plan to consider as it moves forward.

A policy review highlights where there are existing supports for active transportation within the community and helps to identify policy gaps that could be filled by this plan. A more detailed summary of the relevant policies relating to the ATP can be found in Discussion Paper #1 – Policy Review and Vision, but what follows here is a summary of the key existing policies at the local level which relate to active transportation within Temiskaming Shores.



Temiskaming Shores Official Plan (2015):

The Temiskaming Shores Official Plans is a core functional document which articulates how the city is to grow and develop for years to come. The plan recognizes the importance of designing facilities that accommodate walking and cycling to both support healthier lifestyles and reduce greenhouse gas emissions as the City grows.



Recreation Master Plan (2020):

The Recreation Master Plan is a recently adopted document which both identifies the city's unique recreational needs and outlines a 10-year plan to address those needs. This plan includes investments into new active transportation facilities, including new on-road linkages and expansions of the existing STATO trail system.



Age Friendly Community Plan (2016):

The Age Friendly Community Plan strives to better accommodate and support people as they age through a series of equity seeking initiatives. While not specific to active transportation, the plan emphasizes the importance of an all ages approach to designing new infrastructure.



Greenhouse Gas (GHG) Reduction Plan (2019).

The Greenhouse Gas Reduction Plan actualizes the city's commitment to combatting climate change through a series of strategic measures to reduce local emissions. Among those listed include through the promotion of active transportation to decarbonize the City's transportation sector.

The Policy review offered important context and direction for the development of the ATP, shaping the document's overall goals and objectives (see Chapter 1 – Policy Review, Vision and Objectives). The remainder of the network development process was informed by technical evaluations, public consultation and in-depth conversations with City Staff. The Policy review helped to inform the route selection criteria and provided the rationale for the Vision and Objectives for the ATP, ensuring that this plan aligns with the City of Temiskaming Shores' broader policy goals.

2.2.3 NETWORK ENGAGEMENT

To gain a stronger understanding of the existing conditions and gaps within Temiskaming Shores’ active transportation network, a robust community engagement plan was implemented to gather public input across all stages of the development of the plan. This included a range of opportunities for local stakeholders to inform the development of a proposed active transportation network. Public input was important to identify existing travel patterns and facilities that define active transportation use today while also identifying barriers and the potential for new routes that can be developed in the future.

Community engagement focused on both the **physical** infrastructure and the **social** infrastructure necessary to support active transportation in Temiskaming Shores. While a more comprehensive discussion of engagement activities will be found in the Community Engagement Discussion Paper, this section will focus exclusively on some of the high-level feedback relating to the development of the active transportation network that was received during community engagement.

Stakeholder Group Workshop #1

The first stakeholder group workshop brought together a wide range of local decision makers to outline priorities and directives related to the future of active transportation within Temiskaming Shores. Key members present include City staff, City Councillors, local committee members and Health Unit staff. Using Miro, an interactive online whiteboard tool, attendees were invited to identify candidate routes for active transportation facilities and improvements and potential quick win projects. Listed below within **Figure 2** are key outcomes of these two exercises:

Candidate Route Improvements

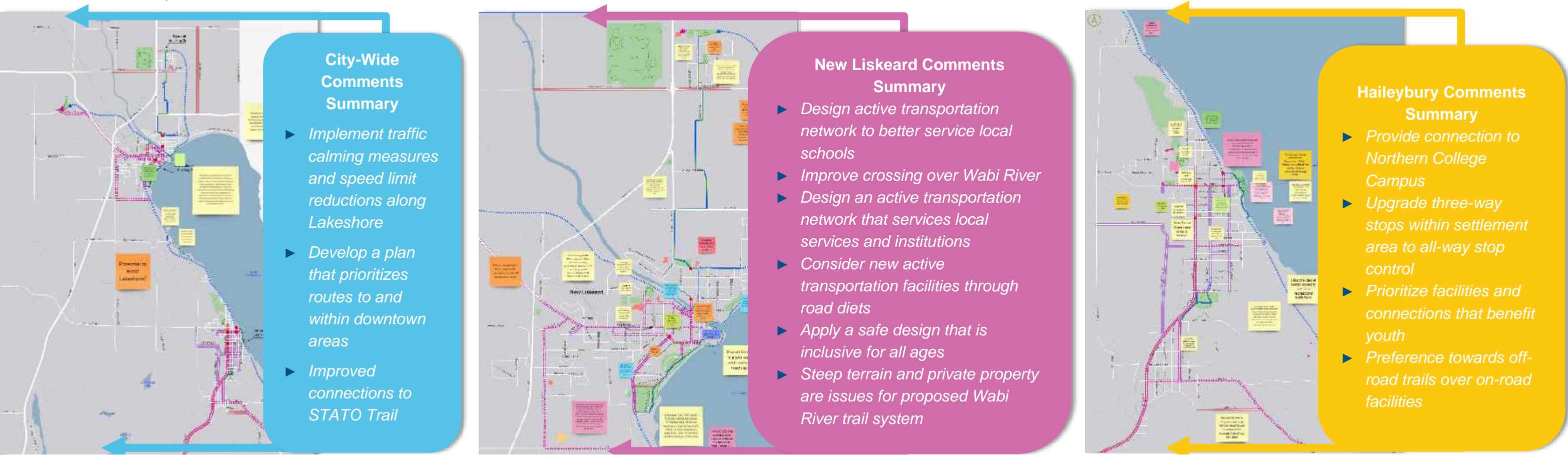


Figure 2 | Snapshots taken of the Miro boards used to record feedback on the City’s draft proposed active transportation network, with key themes highlighted

Quick Win Projects

In addition to a series of candidate active transportation routes, the working group session also identified a list of quick-win initiatives that would yield a considerable benefit to active transportation users immediately. Among the examples listed include those which directly contribute to the proposed active transportation network.



Increasing connections to schools and other public facilities



Adding traffic calming tools in designated residential and downtown areas to improve safety for people crossing the road



Improving cycling and pedestrian facilities along the Wabi Bridge

Stakeholder Outreach

In addition to the Stakeholder Workshop, 1-on-1 interviews were held with representatives from key stakeholder groups to gain a deeper understanding of the concerns, considerations and priorities that should guide the direction of this Plan. Interviewees were asked a series of 10 questions, which provided an opportunity to explore the history of active transportation in Temiskaming Shores, the priority areas where work still needs to happen and the potential for improvements and partnerships in the City.

"The [STATO] Trail is well designed and well used. Seniors, kids, parents' families, racers, - they're all on the STATO Trail";

"I'd like to see us expand upon what we've done already – we already have this great linear route in the STATO Trail, so we should complete those missing links and then lay out a plan to connect the trail to other areas.

1. What is your vision for active transportation in the City?
2. What are the top 3 network priorities for an active transportation network?
3. Who is the network serving and who is it not?
4. What are some successes in the City?
5. What are some of the challenges?
6. Is there anything else you would like to add?

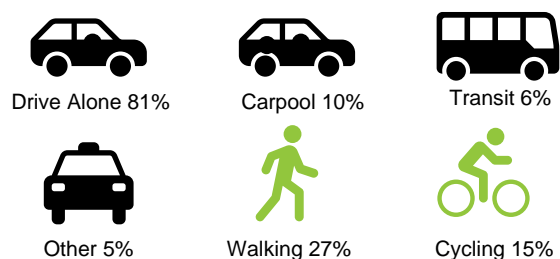
"I think adults more than kids are being served well in terms of comfort, especially downtown. Commuters are well served generally. Leisure riders who aren't afraid of riding outside of the trail – experienced riders are well served. I've heard from other people who would ride more, but they don't feel comfortable riding in traffic, so they are being left behind. Students are really being left behind too because we only have one school that we can get to from the trail. Most of our schools have nothing to connect them, so students are on their own";

"More green paint on the roads to help delineate the cycling facilities";

Public Survey

To support the stakeholder outreach, a public survey was also launched to capture how the public relates to active transportation. With a total of 283 responses, the survey's results provided information useful to developing both a plan for physical infrastructure to support active transportation as well as ideas for new programs and policies to help to develop improved social infrastructure to make active transportation more common and acceptable in the City.

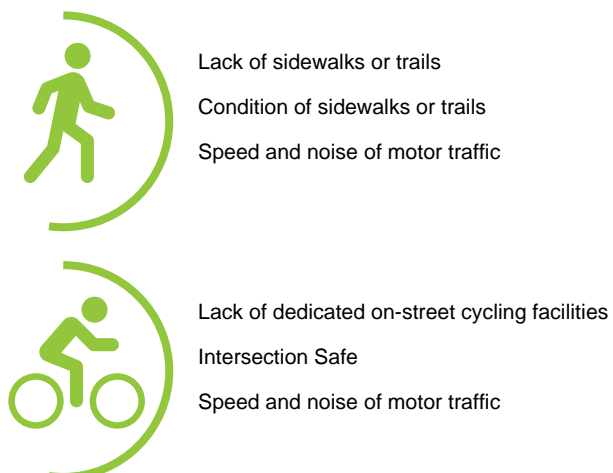
Mode Share



Main Active Transportation Recommendations

1. Build more paved trails or multi-use paths
2. Build more on-street cycling facilities
3. Improve maintenance on existing sidewalks, multi-use paths, cycling facilities etc.

Main Active Transportation Barriers



2.2.4 STEP 2: ROUTE SELECTION CRITERIA

A comfortable, connected system of active transportation infrastructure is the most important determinant when it comes to shifting transportation behaviour. For a community to unlock the potential demand for walking and cycling, each trip made on foot, by bike or using a mobility device should be direct, seamless and comfortable. Achieving a network that meets these criteria begins with a careful review of all candidate routes to decide which are best suited to form an active transportation network. Based on the Vision and Objectives of the ATP and informed by community engagement, a series of Route Selection Criteria were developed to evaluate candidate routes based off a consistent set of metrics, helping to prioritize future investments into active transportation projects that will make the biggest impact within the community. Based off established best practices, criteria were refined through the lens of the unique context of Temiskaming Shores, ensuring that criteria meet the needs of the City. While these criteria form the foundation of the candidate route evaluation, they do not preclude projects that have a high level of public demand, nor those that have been identified in previous planning processes, from moving forward.

The route selection criteria identified **Table 4** are meant to serve as a tool to evaluate projects as the ATP moves forward into the implementation phase – they can provide guidance when new projects are proposed, or when conditions within the City change.

Table 4 | List of route selection criteria applied to identify candidate active transportation routes

	Safety	Active transportation networks must enhance the safety, both real and perceived, for people walking and cycling. Active transportation routes were prioritized based on their degree of safety improvement compared with current conditions.
	Community Connections	Temiskaming Shores is a community of communities, so the proposed active transportation network should serve to connect the communities of Dymond, New Liskeard and Haileybury to enhance community cohesion.
	Feasibility	Given the constraint of a limited financial budget, projects were prioritized by their cost effectiveness. This included those which either align themselves with existing capital works or can be implemented more quickly or inexpensively.
	Services Demand	To enhance use, active transportation facilities should be prioritized in areas with greater populations or greater trip making potential.
	Connections to STATO Trail	As the cornerstone of the City's existing active transportation network, it is vital that recommended expansions strive to either connect to or extend the existing STATO trail system.
	Scenic Routes	Active transportation facilities should offer new ways to both reach and travel through scenic natural areas. Key examples include the Lake Temiskaming Shoreline, Devil's Rock and other surrounding natural areas.

2.2.5 STEP 3: CANDIDATE ROUTES

With the goals and objectives of the City's active transportation network now outlined in the route selection criteria, the next step is to apply those criteria to a list of candidate routes for improvement. By applying the criteria to the various roads and trails connections within the City, it becomes clear which routes should be prioritized for implementation to develop a connected network of active transportation infrastructure around the City. Candidate routes serve as a "first draft" of a network – a series of potential routes that need to be refined and confirmed through technical assessments, conversations with City Staff and consultation with the community. Within Temiskaming Shores, candidate routes were distinguished within three categories: **Potential STATO Trail extensions, Potential Candidate On-road Routes and Proposed Sidewalk Expansion.**

Potential STATO Trail Extensions



As the existing backbone of the City's active transportation network, the STATO trail remains a logical starting point for further network expansions. These candidate routes were identified directly from the City's Recreation Master Plan (2020) which proposed routes to connect the City's settlement areas and its key parks spaces, particularly Pete's Dam and Devil's Rock.

Potential Candidate On-Road Routes



On-Road Cycling Routes are vital to provide connectivity between the City's existing off-road trails network and the key destinations within the City. On-road routes provide connectivity to schools, commercial areas, employment areas and more, helping to enhance access and safety for all road users.

Proposed Sidewalk Expansions



With almost all trips involving some portion made as a pedestrian, it is vital that improvements to the existing sidewalk network be included as a key recommendation. Like the Candidate On-Road routes, most sidewalk expansions are recommended within settlement areas, where there is a higher anticipated demand. Preference was also given to facilities that improve access to sites and areas with higher amounts of vulnerable users, such as older adults and youth.



Map 2a.

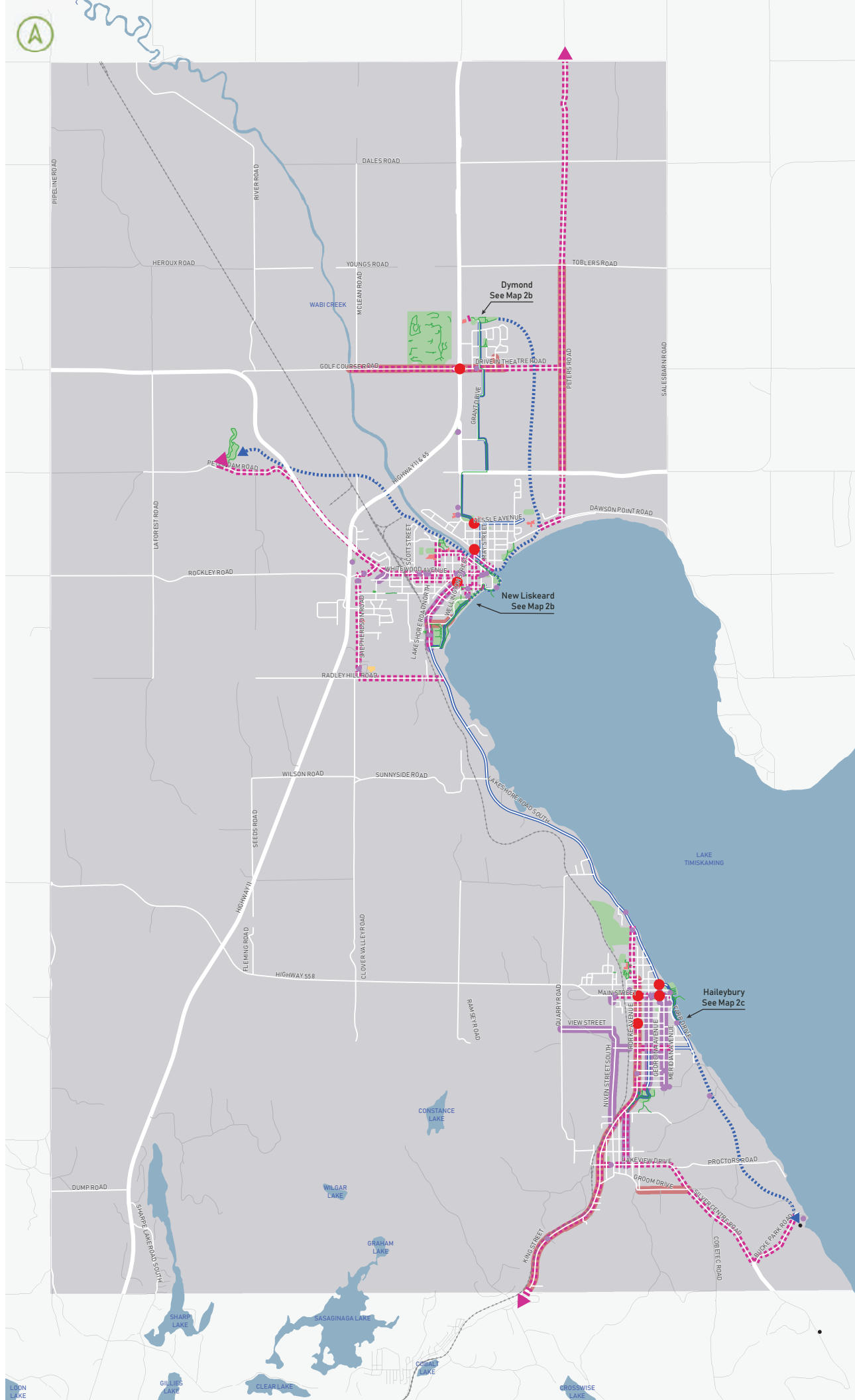
Candidate Routes and Proposed Improvements

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- STATO Trail (existing)
- STATO Trail (proposed extension)
- Potential candidate route
- Proposed crossing enhancement
- MTQ Highway
- Local Road
- MNRF Road
- 2021 Scheduled Road Project
- 2022 Scheduled Road Project
- Railway
- Hospital
- School
- Recreation Area / Park
- Watercourse
- City Boundary

Note:
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0 0.475 0.95 1.9



Map 2b.

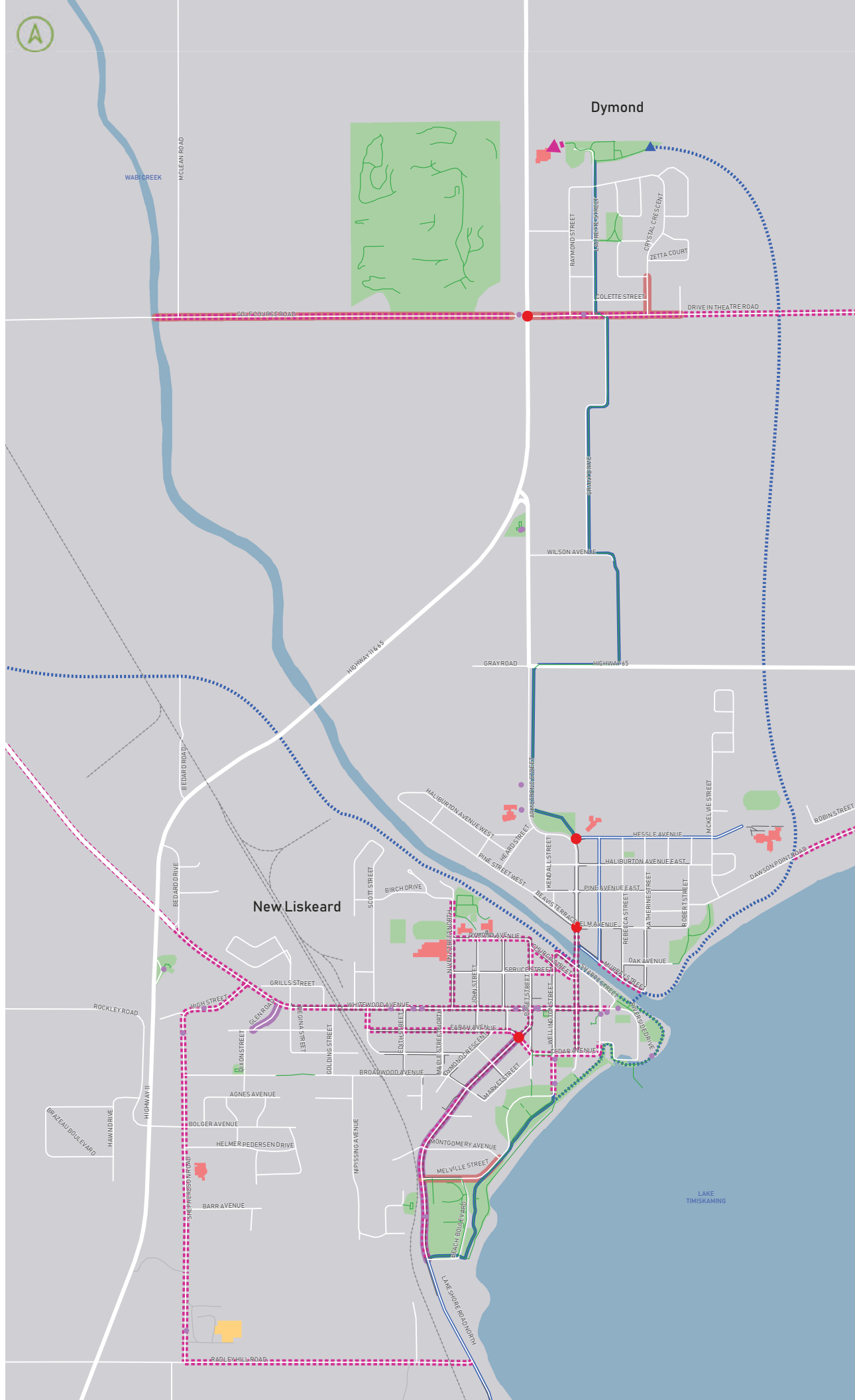
Candidate Routes and Proposed Improvements

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- STATO Trail (existing)
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Map 2c.

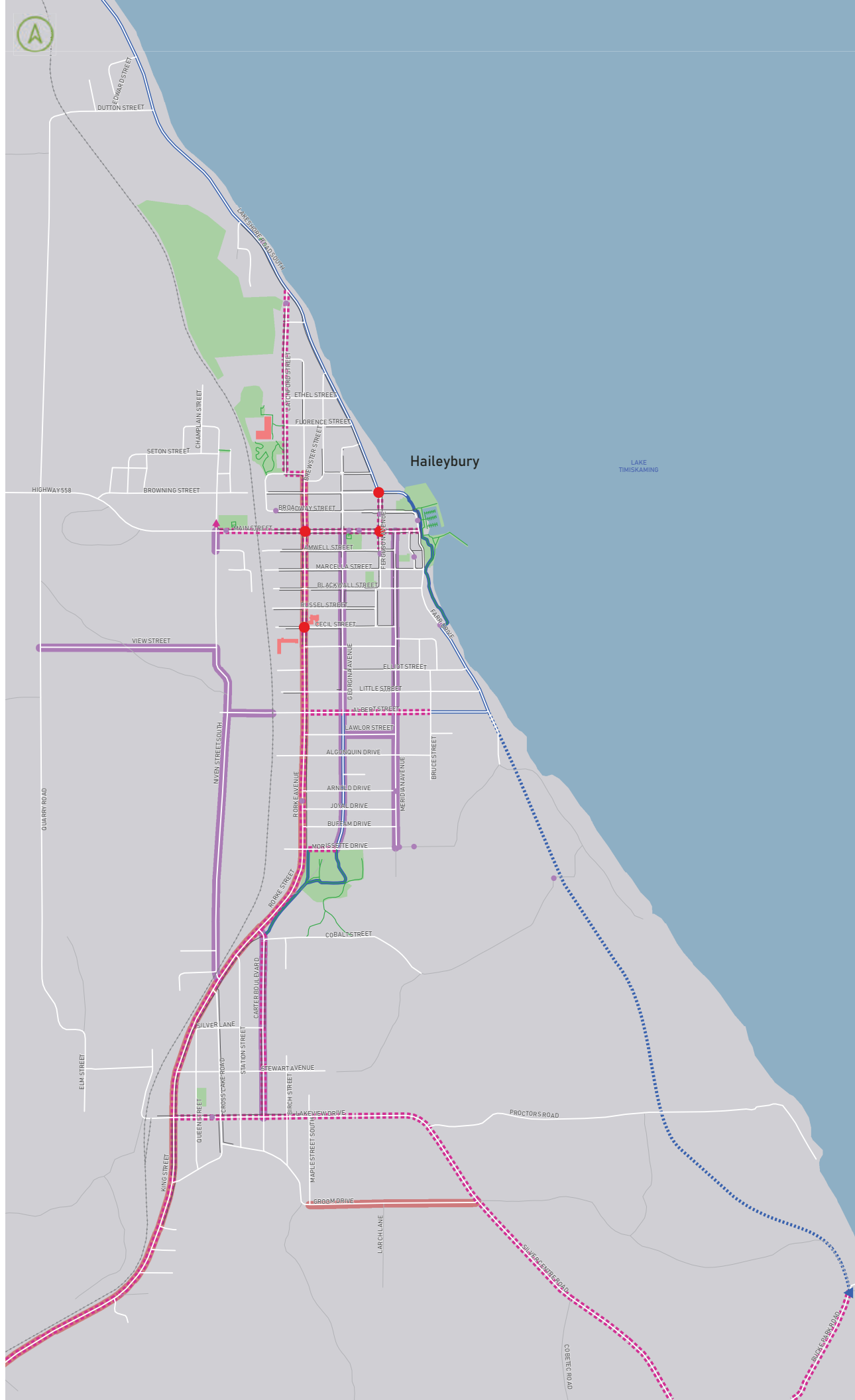
Candidate Routes and Proposed Improvements

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- STATO Trail (existing)
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2.2.6 STEP 4: DESKTOP AND FIELD INVESTIGATIONS

To confirm the preliminary recommendations of steps 1-3 of the network development process, an extensive desktop analysis of the selected candidate network was performed. This work built upon the findings of our initial existing conditions review, seeking to both clarify and expand understandings of the candidate network's immediate and surrounding contexts. Using maps and satellite imagery provided from the City and Google Maps, the following details were identified for each candidate route:

- Available road width (based of visual observations and use of the measurement tool)
- Street function and design (i.e. lane widths, presence of on-street parking)
- Utility constraints (i.e. existing hydro poles, light poles, signage)
- Surrounding land uses (i.e. proximity of major trip generators, including businesses, schools, community centers, parks etc.)
- Scenic value (presence of scenic views, proximity to key natural amenities such as water bodies, forests or elevation changes)
- Presence of informal active transportation facilities (i.e. desire lines, vegetation clearing)
- Safety concerns (i.e. observations of heavy trucking, poor site lines etc.).

Depicted within the two images below are the outcomes of a desktop analysis performed along two travel corridors within Temiskaming Shores, Whitewood Avenue in New Liskeard (**Figure 3**) and Rorke Avenue in Haileybury (**Figure 4**) which are listed within the City's proposed active transportation network:



Figure 3 | Marked up photo image of Whitewood Avenue in New Liskeard, which was carefully reviewed for opportunities to implement enhanced active transportation facilities [Source: Google Streetview, 2021]

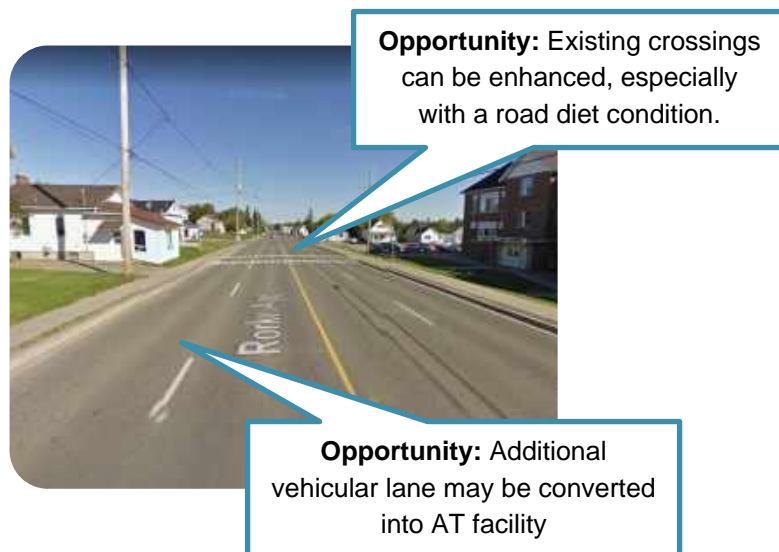


Figure 4 | Marked up photo image of Rorke Avenue in Haileybury, which was carefully reviewed for opportunities to implement enhanced active transportation facilities [Source: Google Streetview, 2021]

Complimentary to our desktop analysis, a series of field investigations were completed at key locations across the City. These sites represented either existing facilities where conditions needed to be updated or candidate routes, whose surrounding context needed to be verified. Key aspects documented within each visit included: slope gradings, surrounding lane uses, road and or trail surfacing, provision of supporting amenities (i.e. directional signage, trailheads, lighting) and facility widths. Overall a total of 184 strategic locations were visited, within the areas of Dymond, North Cobalt, Haileybury, New Liskeard, Pete's Dam and Devil's Rock. For each site visit, an accompanying photo was taken to properly capture all observations and to provide an accurate record for later review. A preliminary map of the site visit locations can be found within **Figure 5** below:

Field Visits (Photos)

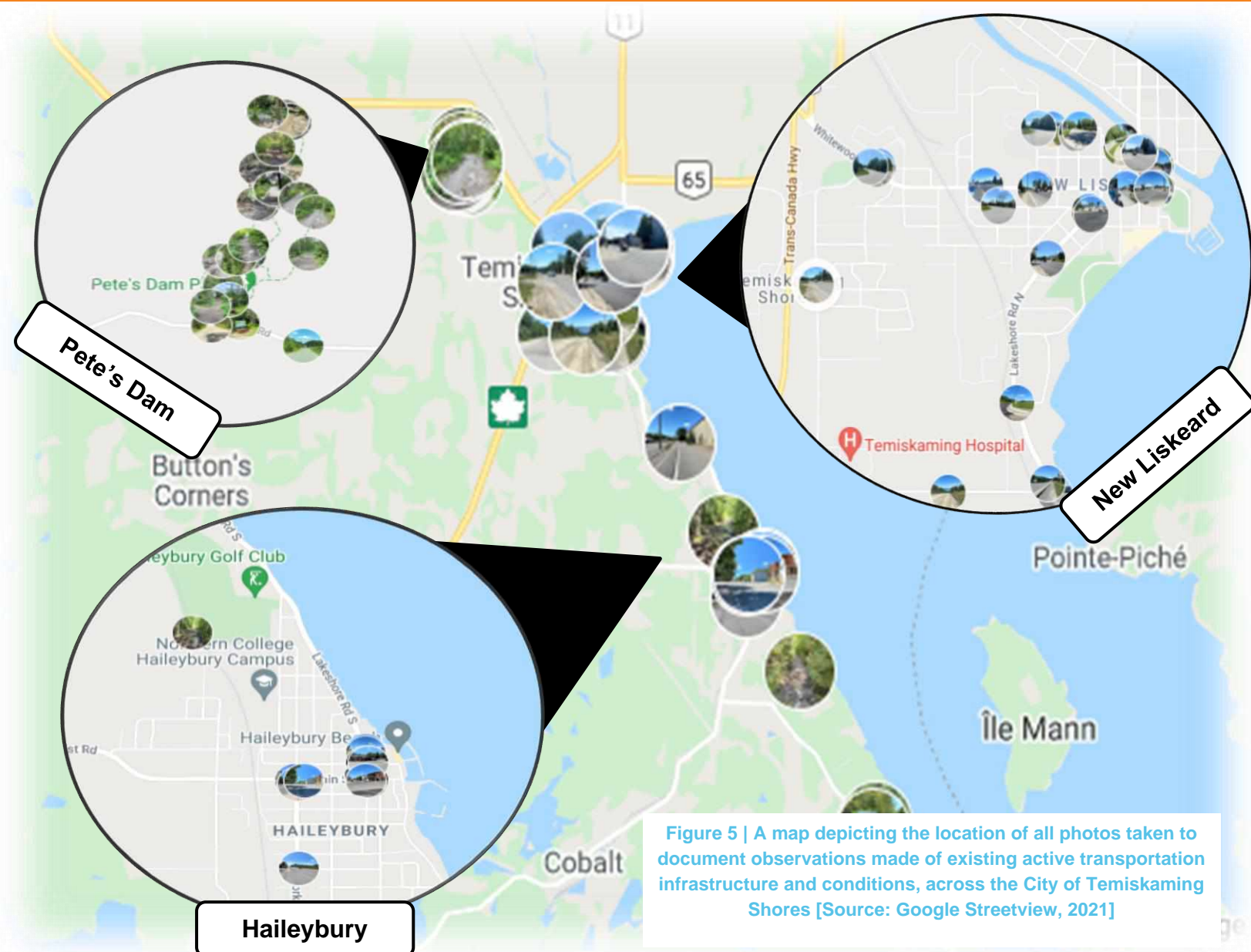


Figure 5 | A map depicting the location of all photos taken to document observations made of existing active transportation infrastructure and conditions, across the City of Temiskaming Shores [Source: Google Streetview, 2021]

2.2.7 STEP 5: CONFIRM THE ACTIVE TRANSPORTATION NETWORK

Using findings generated from steps 1 through 4 of the network development process and feedback collected from key project stakeholders, the cycling network and preferred routes were then confirmed. Once confirmed, the roadway conditions for each candidate route were assessed to determine the most appropriate facility type based on current best practices and design standards. All facility type recommendations rely on guidance from the newly updated OTM Book 18 (2021), with consideration given to the local context in Temiskaming Shores. Facility recommendations are based on OTM Book 18's 3-step facility selection tool, which is outlined below.

Step 1 of OTM Book 18's 3-step facility selection process involves an assessment of all candidate routes based on the road's posted speed limit (how fast motor vehicles are travelling on the road) and recorded traffic volumes (how many cars are on the road) to determine an appropriate level of separation for an on-road facility. To better account for relevant aspects of the roadway's surrounding context, separate assessment tools are provided depending on whether the facility is located along a rural or urban/suburban roadway. The graphics shown in **Figure 6** illustrate the nomographs applied in step 1 of the facility selection process.

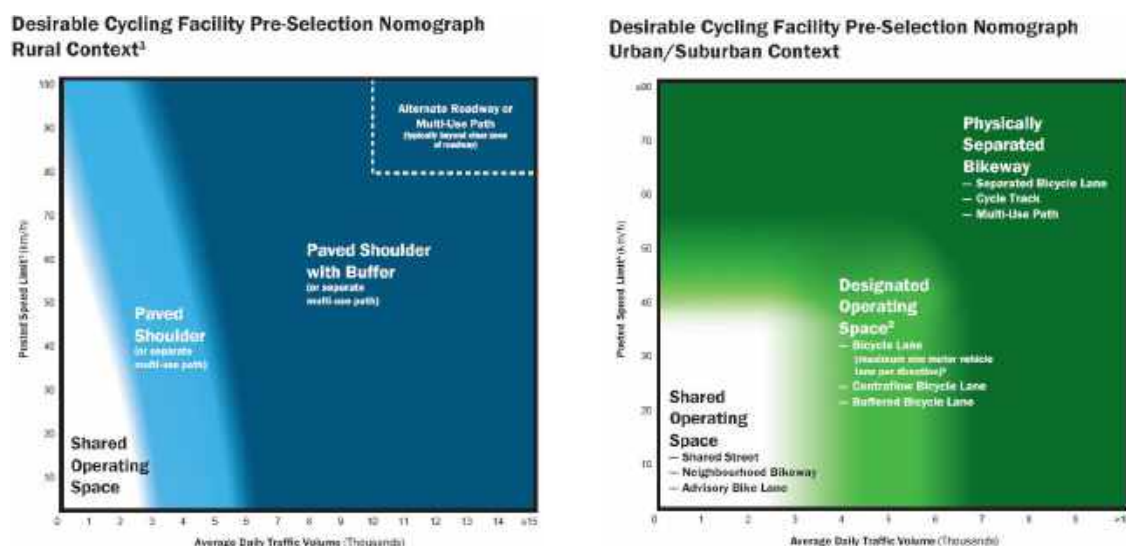


Figure 6 | OTM Book 18 Facility Selection Nomographs (2020 Draft)

Once preliminary facility assignments have been made based off the nomographs, **Step 2** of the OTM Book 18 facility selection process then involves revisiting the findings of previously conducted desktop reviews and field investigations to better understand the context of the corridor. This step is meant to provide additional context to the recommendations made in step 1 to confirm the desired level of separation – for example, if a roadway provides an important connection to a school or popular community destination, it may be desirable to design the active transportation facility to provide a higher level of comfort to those more hesitant users. The list of characteristics below, while not exhaustive, provides an example of the types of conditions a practitioner may wish to assess as part of their Step 2 Assessment:

Roadway Characteristics

- Speed
- Volumes
- Function
- Vehicle mix
- On-street parking
- Pedestrian activity
- Intersection frequency
- Operations

Availability

- Available space
- Project type

Attractiveness

- User skill level and stress tolerance
- Level of bicycle use
- Cycling route function

Finally, in **Step 3** practitioners should detail and justify facility decisions by following these steps.

- a. If the result of Step 2 differs from the level of separation and facility type options in Step 1, prepare a rationale for selecting a different facility type or separation option.
- b. Identify the specific elements of the roadway that were reviewed, the desired outcome of the facility type and the constraints that were considered when deciding facility types. Identify similar locations or other examples where the proposed facility type has been implemented, either within or outside of the project's jurisdiction.
- c. Identify potential design treatments and enhancements that may mitigate potential issues identified through the review of the local context and the implementation of similar facility types.

The results of Steps 1-3 in Temiskaming Shores resulted in the creation of a proposed facility type map, which is summarized in Map 3. This draft network has been reviewed and confirmed through public and stakeholder consultation, as well as through conversations with City Staff.

Currently, the City's active transportation network stretches approximately 80km, which includes off-road multi-use trails and sidewalks. For the purpose of this analysis, we are including all segments of the STATO Trail (including those that are on-road) in the Multi-Use Trails category.

The ultimate active transportation network as envisioned by this Plan would see Temiskaming Shores add an additional **57km** of active transportation facilities. The new facilities consist of approximately **13km of new sidewalks, 7 km of new multi-use trail or in boulevard multi-use paths, 5.5 km of new Bike Lanes** in urban areas, **19km of new Paved Shoulders** or buffered paved shoulders and **13km of new shared facilities**, including signed routes, traffic calmed corridors and sharrows.

Once completed, the active transportation network would stretch 137km, and would provide safer walking and cycling connections to nearly every area of Temiskaming Shores. A summary of the active transportation network is summarized in **Table 5** and shown in **Map 3 (A, B & C)**. The proposed and existing sidewalk networks for New Liskeard, Dymond and Haileybury are shown **Map 4 (A & B)**.

Table 5 | Summary of the Existing Active Transportation Network

Facility	Existing KM	Proposed KM	Total KM
Off-Road Multi-Use Trails	43.5	5.5	49.0
In-Boulevard Multi-Use Path		1.6	1.6
Buffered Bike Lane		3.7	3.7
Buffered Bike Lane or Two-Way On-Road Facility		1.4	1.4
Bike Lane		0.4	0.4
Buffered Paved Shoulder		6.6	6.6
Paved Shoulder		12.3	12.3
Sharrows Markings	0.1	1.1	1.2
Signed Route		8.0	8.0
Candidate Locations for Pilot Projects		0.2	0.2
Candidate Locations for Traffic Calming Measures		3.6	3.6
Pedestrian Bridge		0.1	0.1
Sidewalks	36.5	12.7	49.2
Total	80.1	57.2	137.3



Map 3a.

Proposed Facility Types and Improvements

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- STATO Trail (existing)
- Existing sharrow
- Proposed bike lane
- Proposed buffered bike lane
- Proposed buffered bike lane or two-way on-road AT facility
- Proposed buffered paved shoulder
- Proposed in-boulevard multi-use path
- Proposed off-road multi-use trail
- Proposed pilot project
- Proposed paved shoulder
- Proposed sharrow
- Proposed signed route
- Proposed traffic calming measures
- Proposed pedestrian bridge
- STATO Trail (proposed extension)
- Proposed crossing enhancement
- MTO Highway
- Local Road
- MNRF Road
- Railway
- Hospital
- School
- Recreation Area / Park
- Watercourse
- City Boundary

Note:
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0 0.475 0.95 1.9 KM



Map 3b.

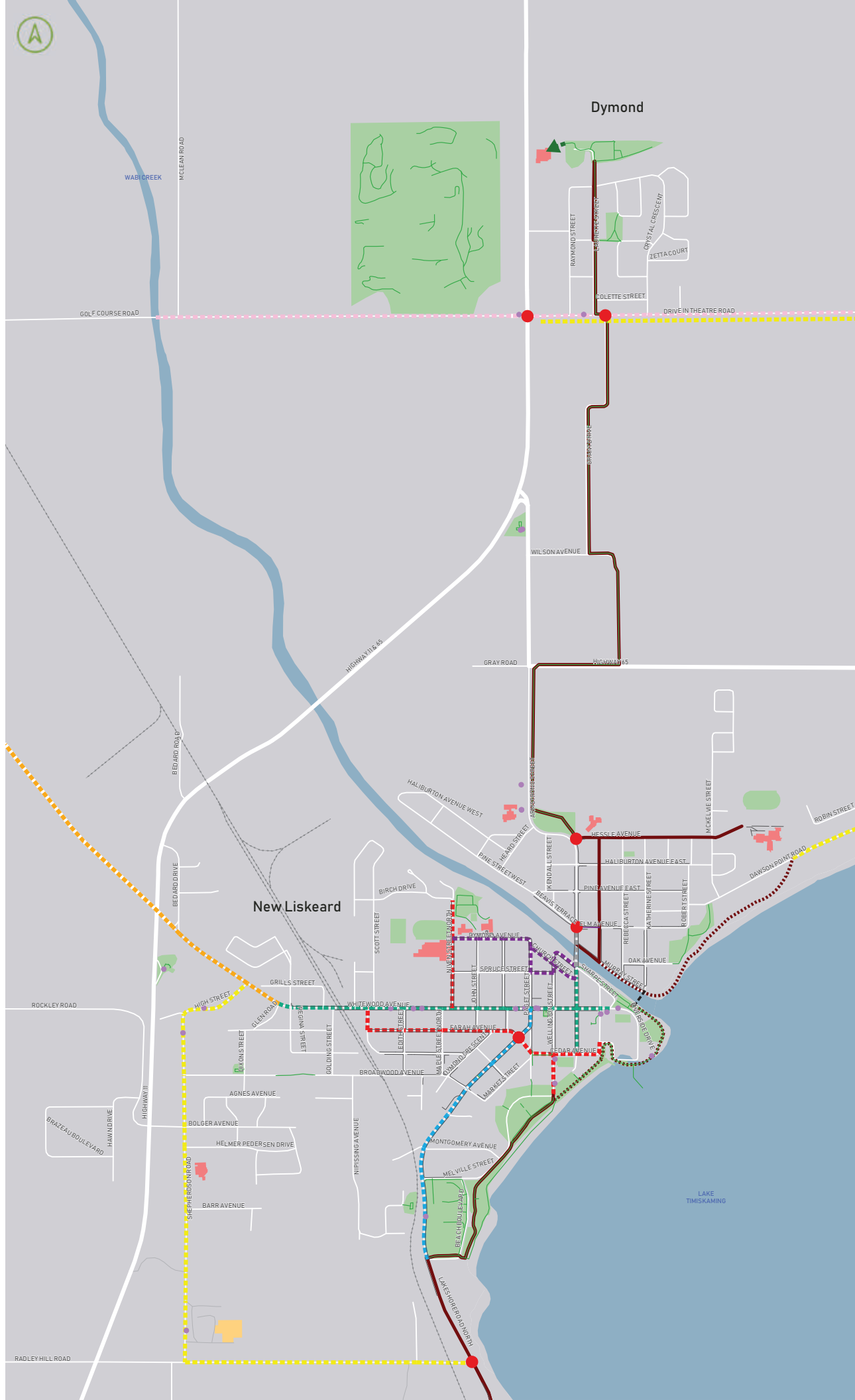
Proposed Facility Types and Improvements

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- STATO Trail (existing)
- Existing sharrow
- Proposed bike lane
- Proposed buffered bike lane
- Proposed buffered bike lane or two-way on-road AT facility
- Proposed buffered paved shoulder
- Proposed in-boulevard multi-use path
- Proposed off-road multi-use trail
- Proposed pilot project
- Proposed paved shoulder
- Proposed sharrow
- Proposed signed route
- Proposed traffic calming measures
- Proposed pedestrian bridge
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Map 3c.

Proposed Facility Types and Improvements

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- STATO Trail (existing)
- Existing sharrow
- Proposed bike lane
- Proposed buffered bike lane
- Proposed buffered bike lane or two-way on-road AT facility
- Proposed buffered paved shoulder
- Proposed in-boulevard multi-use path
- Proposed off-road multi-use trail
- Proposed pilot project
- Proposed paved shoulder
- Proposed sharrow
- Proposed signed route
- Proposed traffic calming measures
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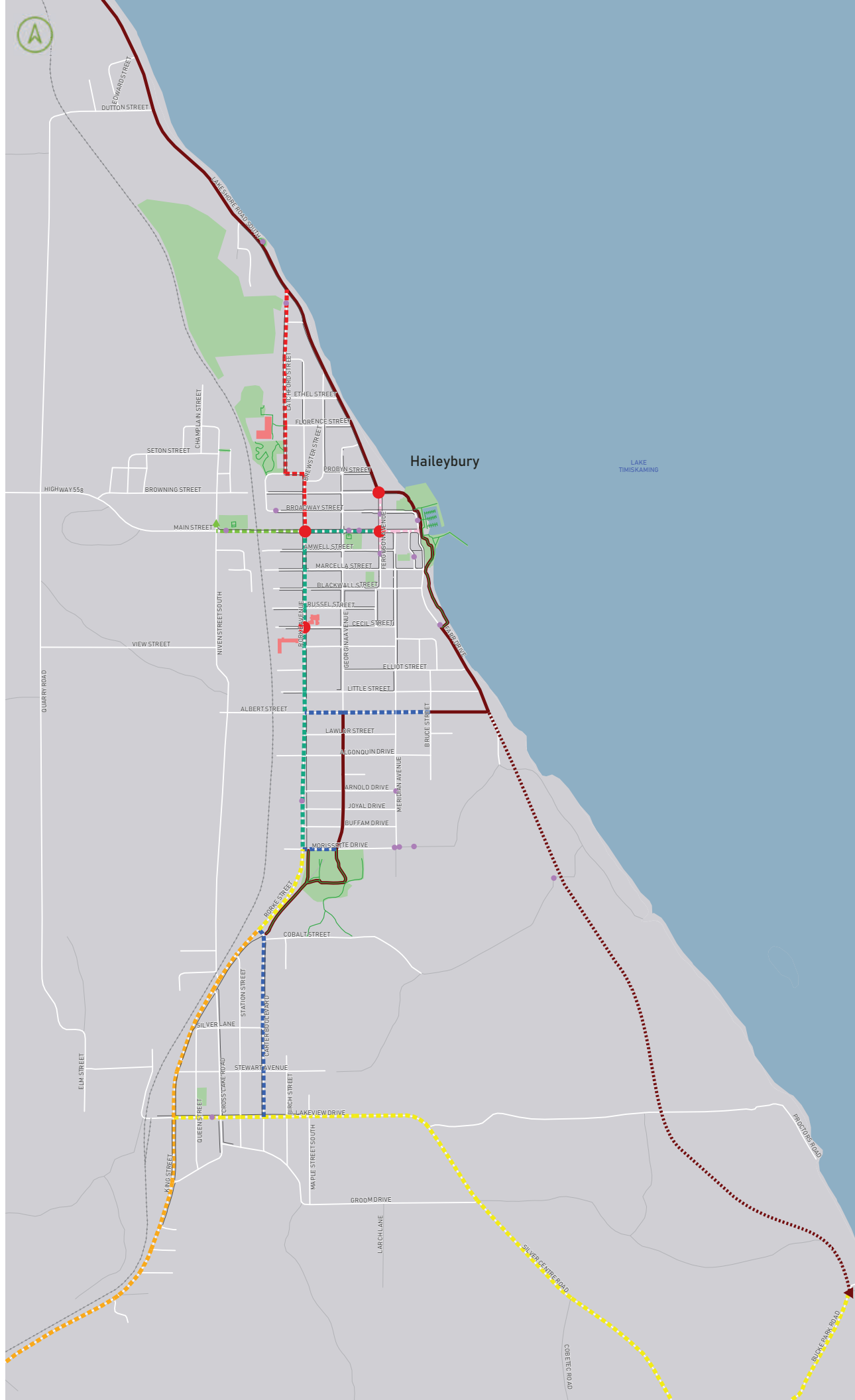


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0 0.125 0.25 0.5 KM





Map 4a.

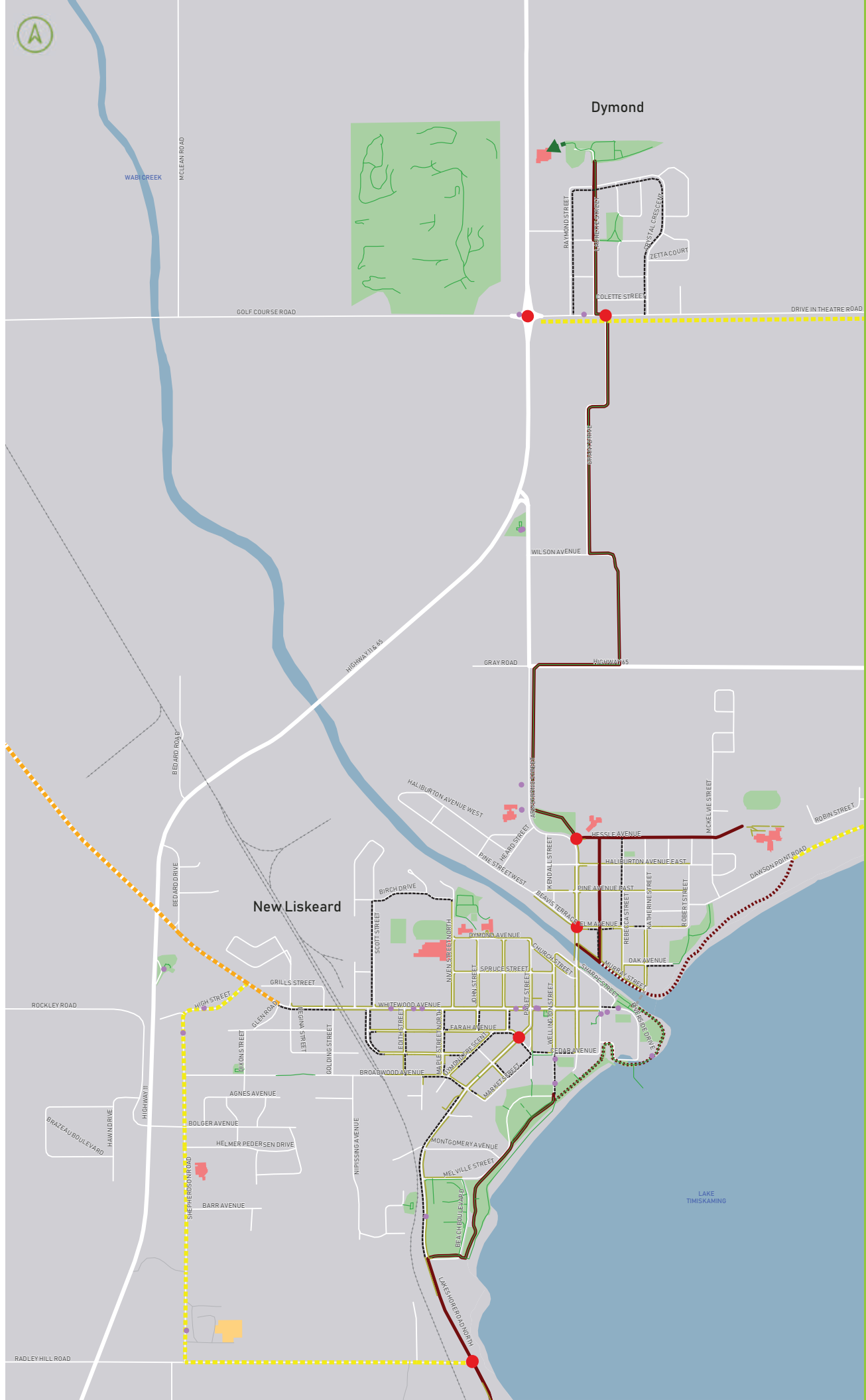
Proposed Priority Sidewalk Improvements

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- STATO Trail (existing)
- STATO Trail (proposed extension)
- Proposed sidewalk improvement
- Proposed buffered paved shoulder
- Proposed in-boulevard multi-use path
- Proposed off-road multi-use trail
- Proposed paved shoulder
- Proposed Pedestrian Bridge
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Map 4b.

Proposed Priority Sidewalk Improvements

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Community Destination
- Trailhead
- Existing sidewalk
- Existing trail
- STATO Trail (existing)
- - - STATO Trail (proposed extension)
- - - Proposed sidewalk improvement
- Proposed buffered paved shoulder
- Proposed in-boulevard multi-use path
- Proposed off-road multi-use trail
- Proposed paved shoulder
- Proposed Pedestrian Bridge
- Proposed crossing enhancement
- MTO Highway
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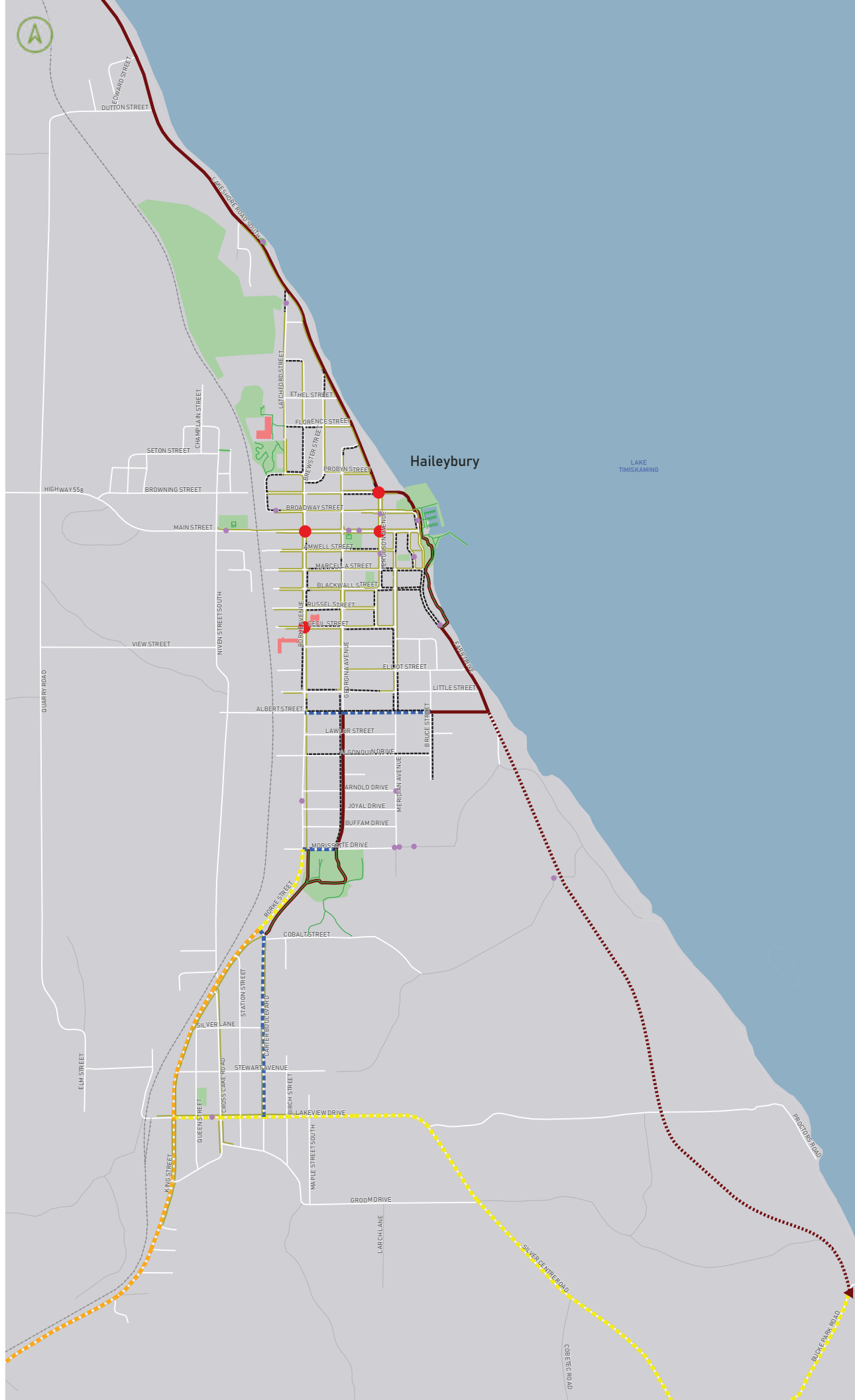
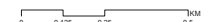
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2.2.8 STEP 6: PHASING PLAN

To conclude the network development process, a phasing plan will be developed create a rough outline of when each aspect of the network could be constructed. While beyond the scope of an ATMP to finalize specific project construction dates, forecasting implementation timelines at a relatively high level provides the types of support needed to develop the network. Developing a phasing plan for the active transportation network also supports longer-range budgeting and allows projects to be bundled with nearby capital projects, which can often reduce implementation costs.

Like other parts of the network development process, developing a phasing strategy for the plan requires a broad understanding of the local context and conditions. Proposed timelines can be based on alignment with capital works such as road rehabilitations or replacement of below-grade infrastructure like sewers, a connection's significance to the overall network (more important connections can be prioritized for earlier implementation), public demand or safety concerns.

Additional details on the Phasing Plan associated with Temiskaming Shores proposed active transportation network, including phasing horizons and costing estimates for individual projects will be discussed in the Phasing and Implementation Discussion Paper.

PROPOSED PHASING

While the phasing of all network recommendations will be determined in later stages of the ATP process, it is important to establish proposed implementation horizons early on to inform these later discussions. Key to developing these horizons is an understanding of both the network recommendations themselves as well as the way that the City implements infrastructure enhancements. Recognizing that circumstances change, phasing assignments within these horizons should not be considered a strict commitment but a list of recommendations that can be discussed and refined by City staff and Council on an ongoing basis. In particular, the items included in the short-term phasing horizon should be reviewed by City staff annually to confirm that projects vital to the completion of a safer, connected active transportation network are moving forward at a pace that is reflective of their significance.

For this Plan, the horizons for construction are defined as short term (0-5 years) and longer term (5 years and beyond). While this time horizon presents fewer categories of implementation (many plans will have a 0-5 year, 5-10 and 10-20 year horizon), the relatively small number of projects and the high degree of constructability for the majority of the high-impact projects outlined in this Plan lend themselves to a more ambitious program of **completing the network** during the early parts of the implementation of this Plan, with the longer-term priorities serving to **expand the network** and connect to some of the destinations that lie outside of the settlement areas of Temiskaming Shores. A brief explanation of some of the considerations that will lead to the categorization of each element of the network is included below in **Table 6**.

Table 6 | High level criteria used to distinguish recommended facilities scheduled within either a short-term (0-5 years) or long-term (5+ years) implementation horizon.

Short-Term (0-5 years) Completing the Network	Long Term (5+ years) Expanding the Network
<ul style="list-style-type: none"> — Accounted for within existing plans/projects — High priority projects vital to achieve active transportation connectivity — Meet all or most of the network criteria at a high level 	<ul style="list-style-type: none"> — Outside of capital considerations that are already scheduled — Don't meet as many of the network criteria but remain worthy aspirational projects — Challenged by geometric constraints and implementation costs.

2.3 DESIGNING THE NETWORK

2.3.1 DESIGN PRINCIPLES

When selecting routes and facility types to create a network that is considered safe, equitable and accessible, it is important to clearly define the principles that will guide the network development. Based on guidance provided in current design standards and the input received through the ATP Process, the network being proposed for the City of Temiskaming Shores is based on the following principles, which complement the network development priorities and could be used beyond the lifespan of this plan to inform future decision making.

DESIGNING FOR ALL AGES AND ABILITIES (AAA)

AAA refers to the planning and design of transportation networks and public realms that are considered safe, comfortable and equitable by the community. Historically, active transportation facilities in North America have favoured confident, able bodied users. An AAA approach considers the needs of populations that have been traditionally under-served when it comes to active transportation, particularly: children; seniors; women; people of colour; low-income users; people with disabilities; and people moving goods or cargo. Where possible, this plan strives to provide AAA facilities to open active transportation to the entirety of Temiskaming Shores' population, creating new opportunities to grow the community of active transportation users in the City. In practice, this means ensuring that road users are provided with physically separate space where possible and reducing vehicle speeds and volumes where separation cannot be achieved.

MOTOR VEHICLE SPEED INFLUENCES CYCLIST SAFETY

When designing for an interested but concerned user, practitioners should strive to provide as much physical separation between motor vehicle lanes and the facility as possible. However, it is recognized that it may not be possible or practical to design all facilities to an all ages and abilities standard. As assessment of design criteria of the roadway context should be undertaken to inform the selection of routes and facility types.

WHEN IN DOUBT, DESIGN FOR SAFETY

In some cases, a segment of road in Temiskaming Shores may be “on the edge” when it comes to recommended facility type based on the OTM Book 18 guidance. In these instances, this plan tends to select the higher comfort option (for example, recommending a separated cycling facility such as a protected bike lane rather than a designated facility like a painted bike lane) to generate a network that is future ready and will also encourage the highest number of new riders.

INTEGRATION OF COMPLETE STREETS PLANNING AND DESIGN

Complete Streets are streets for everyone – they are roads that are designed to balance the needs of all road users including pedestrians, cyclists, transit users, and motor vehicle. Active transportation is considered a key element of Complete Streets as walking and cycling infrastructure can offer greater transportation choice, accommodate people at all stages of life and facilitate equal access to goods and services.

It is important to note that using a Complete Streets lens doesn't mean that every road needs to accommodate every user type – it is a flexible, context specific approach that recognizes that different roads serve different purposes. For example, Main Street areas primary function is to provide access to local businesses, and to provide a positive experience for people visiting the area. This leads to very different design considerations when compared to an arterial road, where mobility of people and goods is the primary objective. This plan takes a Complete Streets approach to the development of the network, ensuring that all road users have access to a direct, connected network of transportation routes, regardless of how they move or where they are going.

PROVIDING EQUITABLE MEANS OF TRANSPORTATION

Research shows that enhancing opportunities for affordable and reliable transportation options is a key determinant to an equitable transportation system. Transportation equity refers to the ability to provide social and economic opportunities through equitable levels of access to affordable and reliable transportation options based on the needs of the populations being served, particularly populations that are traditionally underserved.

Traditionally underserved groups include individuals in at least one of the following categories: low income, minorities, elderly, immigrant populations, person(s) with disabilities, and/or youth; however, within each community there are unique and geographically specific groups and conditions that need to be considered and addressed. Active transportation is an affordable transportation mode which can help to provide transportation equity and support the diverse needs of all community members, especially when paired with reliable, affordable public transit.

SUPPORTING ECONOMIC DEVELOPMENT AND TOURISM GOALS

It is a goal of this plan to provide the City of Temiskaming Shores with an active transportation network that will highlight the City's natural beauty and connect residents and visitors to the City's unique amenities and local businesses. The plan prioritizes connections to the STATO Trail, the shoreline of Lake Timiskaming and the local conservation areas that have the potential to draw new tourism investment in the community.

In urban areas and neighbourhood main streets, it is important to consider how implementation of a route would impact local businesses and to leverage opportunities to improve the public realm through the development of new active transportation facilities. These efforts can support the City's existing initiatives to support small businesses such as the bump-out patios on Whitewood Ave, while also improving safety and access to local amenities for people who walk, bike or wheel.

The proposed Temiskaming Shores active transportation network is comprised of a variety of facility types, as assigned through the network development process. To support safer, comfortable and more convenient active travel, each facility type has their own design standards and considerations which reflect the needs of the end user. Listed within **Table 7** below are some key guidelines that inform both the selection and design of different active transportation facilities. The table also identifies applicable leading industry references, where additional guidance can be provided.

Table 7 | High-level design guidance for facilities listed within the proposed active transportation network

Facility	Two-way Traffic Volumes (ADT)	Operating Speed	Facility Width	Applicable References
Off-road Multi-Use Trail	N/A	N/A	3.0 – 4.0 metres	MTO Bikeways Design Manual, section 5.0 AODA – Built Environment Standards, section 2.2
In-Boulevard Multi-Use Path	≥6,000	≥40 km/h	3.0 – 4.0 metres + 1.5 metres desired offset from back of curb (0.6 m min offset)	OTM Book 18, section 4.3.4
Buffered Bike Lane	≥2,500	≥40 km/h	1.5 – 1.8 metres + 0.3 – 1.0 m buffer	OTM Book 18, section 4.4.2
Two-Way On-Road Cycle Facility			3.0 – 4.0 metres + 0.3 – 1.0 m buffer with physical separation treatment	
Bike Lane	≥2,500	≥40 km/h	1.5 – 1.8 metres	OTM Book 18, section 4.4
	Maximum one motor vehicle lane per direction, otherwise consider a buffered bike lane at a minimum			
Buffered Paved Shoulder			1.5 – 2.0 metres + 0.5 – 1.0 m buffer	OTM Book 18, section 4.5.4
Paved Shoulder	≥1,000	≥40 km/h	1.5 metres – 2.0m	OTM Book 18, section 4.5.4
	At higher volumes and speeds, consider a buffered paved shoulder			
Sharrow Marking	≤2,500	≤40 km/h		OTM Book 18, section 4.5.2, 4.5.3
Signed route	≤2,500	≤40 km/h ¹	3.0 – 4.5 metre travel lane	OTM Book 18, section 4.5.2, 4.5.3

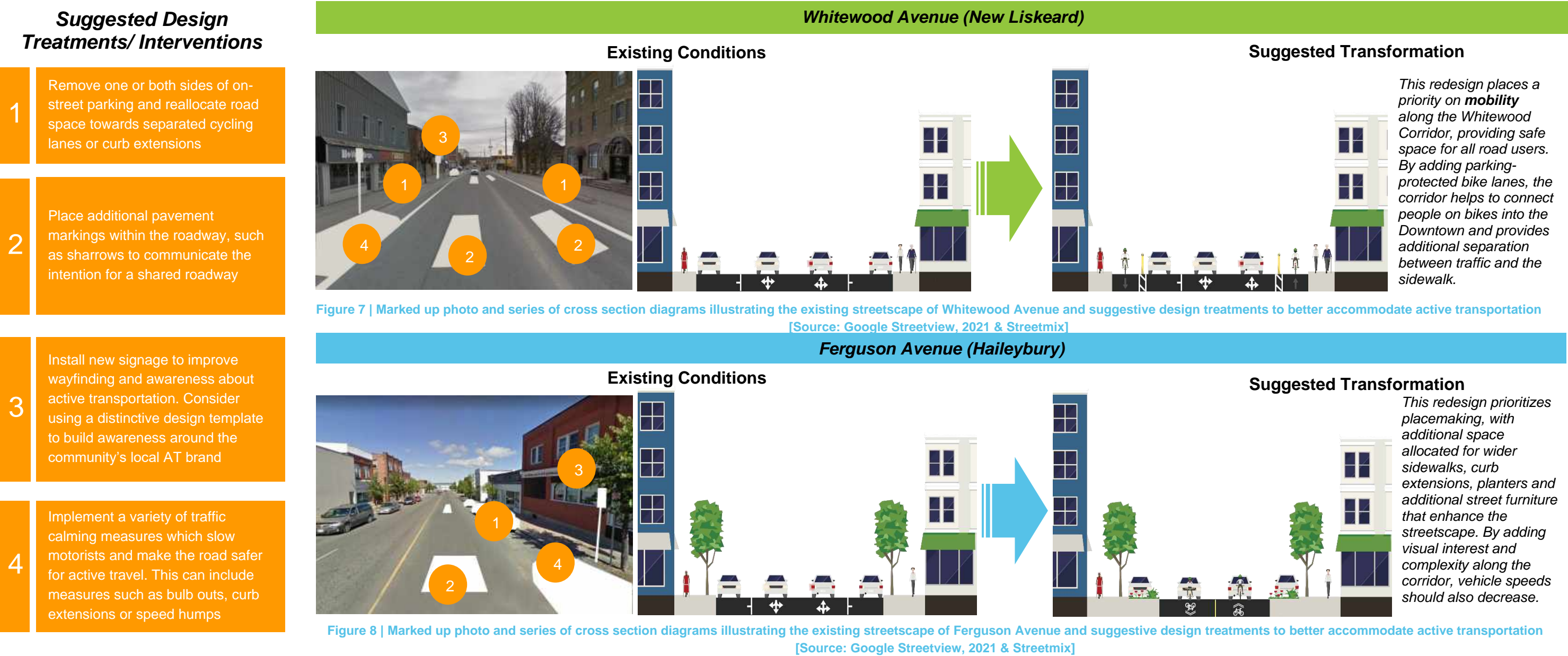
Note:

In locations where traffic volumes are very low (e.g. less than 1,000 cars per day), the threshold for speed could be higher. Practitioners are encouraged to reference the OTM Book 18 facility selection process to help identify the desirable level of separation for a facility based on traffic volumes and posted speed. The facility selection process includes three steps. It is important that practitioners complete each step to identify the best possible facility type based off the specific context and roadway characteristics.

2.3.2 REDESIGNING MAIN STREETS

It is important to recognize that Temiskaming Shore’s active transportation network is designed to compliment the City’s existing transportation system. Designing for active transportation must balance the many roles and functions that streets already serve. Arguably some of the most important decisions in this Plan will need to be made as it relates to the City’s downtown areas, which serve as both important transportation corridors as well as commercial main streets. Balancing the needs of sidewalks, public spaces, traffic movement, on-street parking and cycling facilities within a narrow right of way presents many challenges. Based on the feedback received throughout the process of preparing this Plan, the fundamental objective of the Downtown Streets in Temiskaming Shores should be to **foster a stronger sense of place through the creation of a more human-scale public realm**. It is therefore important to consider how to balance the mobility of all road users with the provision of space to linger and explore, ensuring that these important areas of the City meet the needs of the community.

Recognizing that the City’s Main Streets may not come up for a roadway reconstruction for several years, this Plan provides options for high quality active transportation and placemaking infrastructure in the City’s downtown areas without relying on extensive reconstruction. Given that the available pavement width in both downtown New Liskeard and Haileybury is relatively wide, this Plan offers some potential design solutions that would provide an enhanced environment for walking and cycling without significantly impacting vehicular operations or parking capacity in the Downtown areas. Using traffic calming measures, expanding the available space for walking and cycling and enhancing wayfinding and signage can help to reduce vehicle speeds in these corridors, providing a more comfortable environment for people walking or cycling in the area. These interventions would complement the City’s existing “bump out” program, enhancing the urban environment in these important retail corridors. Based on the feedback received and the importance of the Downtowns to this Plan, proposed cross sections for Whitewood Avenue in New Liskeard (**Figure 7**) and Ferguson Avenue in Haileybury (**Figure 8**) are presented here. The Whitewood design places a higher priority on mobility, with new parking-protected bike lanes added, which the Ferguson design places a higher priority on placemaking and traffic calming.



2.3.3 SEPARATION TECHNIQUES FOR ON-STREET FACILITIES

In circumstances where on-street facilities are adjacent to higher speed traffic (generally 60km/h and above), physical separation is preferred to improve the safety and comfort of people on bikes. Separation techniques can vary widely, from flex bollards mounted directly to pavement to curb-separated facilities located away from the roadway. Choosing an appropriate level of separation relies on the context of the roadway and the goals of the proposed facility. Ideally, physically separated facilities should be designed to support the safety and comfort of people who would fall into the “interested but concerned” group of cyclists to maximize their impact on ridership within the community.

One common approach to creating physical separation is through reallocating space previously used for motor vehicle lanes to create a buffer for on-road cycling facilities. Often referred to as a “road diet”, this method is a well-proven, cost-effective intervention that is shown to improve safety for all road users. The method is also known to have minimal impacts on traffic operations in most contexts where traffic volumes are under 20,000 vehicles per day. Road Diets often rely solely on restriping the existing pavement to create space for cycling, meaning that the cost of implementing them is relatively low. In some circumstances, creating separated cycling space may require the removal of one or both sides of on-street parking. In circumstances where parking is required, a wide buffer may be implemented between the parked vehicles and the bike lane to reduce the instances of “dooring” collisions. Alternatively, it is recommended that the bike lane may be placed against the curb to create physical separation and protection using parked cars to enhance safety.

Emerging best practice and guidance stresses that physical separation should be considered as often as is feasible and practical when designing cycling facilities. Providing a physical barrier between people cycling and people driving can enhance both real and perceived safety, encouraging more people to ride. Physical separation can come in a variety of styles and formats, most types can be distinguished as either temporary or permanent. Listed below in **Figure 9**, **Figure 10**, **Figure 11** and **Figure 12** are some common types of each, as well as general guidance on where they are most appropriately applied:

Temporary

Temporary physical separation is preferred along roadways with lower traffic speeds but greater amounts of manoeuvring traffic (i.e. on street parking, delivery drop offs). Their ability to be installed and removed also make them ideal in places where specialized equipment for winter maintenance is not readily available.

Common examples: Hatched buffer (Figure 9) or Bollards

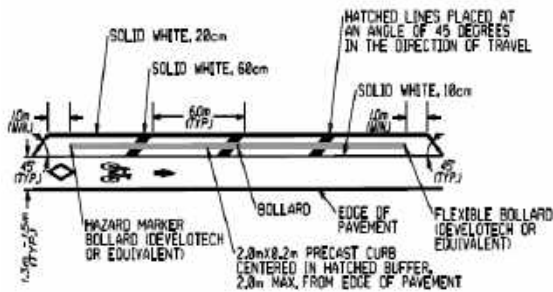


Figure 9 | Technical drawing of potential hatched buffer treatments [Source: Vodden Cycle Tracks Project, 2021]

Permanent

Permanent physical separation is preferred for on-road facilities that receive high ridership and are located on roadways with more hazardous traffic conditions (i.e. heavy trucking). They are more expensive to implement but are more durable and offer greater protection to facility users.

Common examples: Pinned Pre-cast curbs (Figure 10) or Low Concrete Wall Barrier

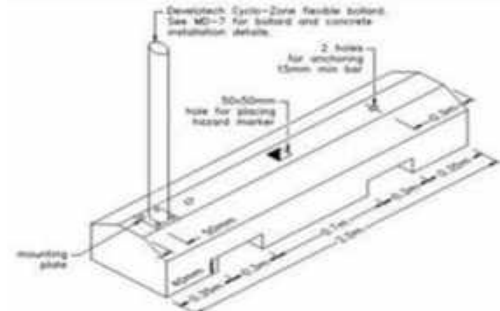


Figure 10 | Technical drawing of potential pinned pre-cast curb treatment [Source: Colborn St Cycle Tracks Project, 2018]



Figure 11 | Example of Bollards and Planters used for physical separation on a bike lane [Source WSP]



Figure 12 | Example of permanent physical separation using rolled curbs [Source WSP]

2.3.4 INTERSECTIONS AND TRAIL CROSSINGS

Proper intersection and trail crossing design is a key component of the creation of a safer, connected network of active transportation infrastructure. Given the potential for collisions at these locations, it is important that best practices in design be referenced whenever a trail or cycling facility crosses a roadway. Intersection treatments can vary widely, with a variety of pavement markings, lighting options, signage and physical infrastructure changes being available to designers through OTM Books 18 and 15. While every crossing will be unique given the context of the crossing, facility types can generally be categorized into one of four options:

- Setback crossings, where a trail crosses an intersecting roadway
- Adjacent crossings, where a trail crosses an intersecting roadway
- Controlled mid-block crossings, where a trail crosses a roadway at a perpendicular angle
- Uncontrolled mid-block crossings, where a trail crosses a roadway at a perpendicular angle

General design guidance for Setback Crossings (**Figure 13**) and Adjacent Crossings (**Figure 14**), are provided here – these are the crossing types that are most applicable to the types of crossings that are proposed for Temiskaming Shores. Additional detail on each intersection treatment type can be found within sections of OTM Book 18 referenced.

INTERSECTION TREATMENTS

Setback Crossings (OTM Book 18 Section 6.3.2)

In this condition, the cycling facility or multi-use trail crosses the intersection set back from the adjacent motor vehicle travel lanes. Also known as a “protected intersection”, this treatment does not remove all potential conflict, but it does increase the user’s level of comfort and safety through partial physical separation and by encouraging slower motor vehicle speeds when turning. In

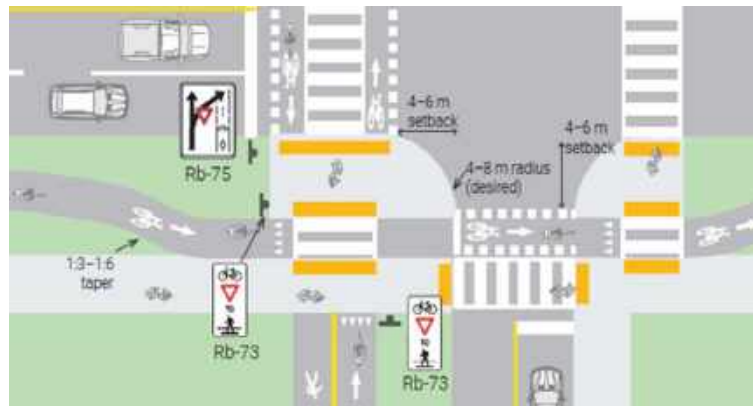


Figure 13 | Components of a possible setback crossing intersection [Source: OTM Book 18]

a setback crossing, the cycling facility is offset from the parallel travel lane by 6 metres (desired). Applicable for in-boulevard facilities such as cycle tracks and MUPs.

Adjacent Crossing (OTM Book 18 Section 6.3.3)

In this condition, the cycling facility crosses the intersection adjacent to (or with minimal setback from) motor vehicle travel lanes, either on-road or directly adjacent. Adjacent crossings can be applied for both on-road (bike lanes, paved shoulders) and in-boulevard cycling facilities (multi-use pathways).

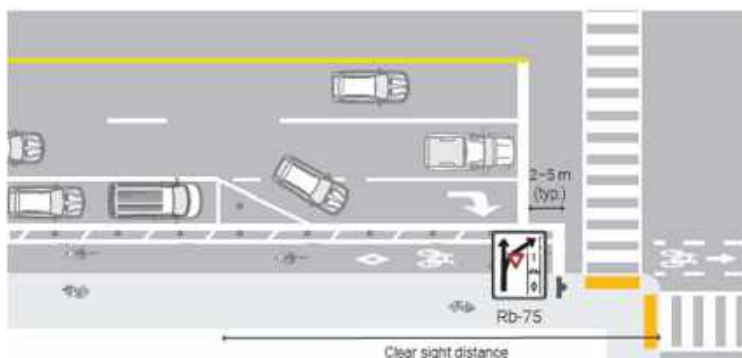


Figure 14 | Components of a possible adjacent crossing intersection [Source: OTM Book 18]

MIDBLOCK CROSSING TREATMENTS

In some circumstances within Temiskaming Shores, trails facilities directly intersect roadways at a location where there is no other crossing present. At these locations, it is important that both trails users and people driving understand their role in ensuring safety, which can be achieved through proper crossing design. Within Temiskaming Shores, grade-separated crossings (such as tunnels or bridges) would be prohibitively expensive, so this Plan is recommending a mix of controlled (**Figure 15**) and uncontrolled traffic crossings (**Figure 16**). In most instances in Temiskaming Shores, the combination of trail use volume and traffic volumes would likely lead to the selection of uncontrolled crossings, although there are several locations within the City where a controlled crossing could be warranted. Listed below is an overview of each crossing type's design, with additional details available in OTM Book 18.

Controlled crossings



Uncontrolled crossings



Figure 16 | Diagram illustrating the design elements of an uncontrolled mid block crossing and a photo of a sample application [Source OTM Book 18]

Uncontrolled crossings lack any form of traffic control and require active transportation users to safely yield to passing motorist traffic. These facilities typically incorporate specific signage and geometric design elements to reinforce proper traffic behaviour. As active transportation users do not maintain the right-of-way, cross rides or any other form of pavement markings should not be applied along the crossing. Traffic calming measures, however, are recommended to enhance safety by reducing the operating speed of motor vehicle traffic and minimize the crossing distance of active transportation travels.

2.3.5 ACCESSIBILITY

As a vital form of public infrastructure, it is essential that all active transportation facilities be planned and designed to accommodate the needs and abilities of all potential users. This maximizes the utility of investments while also affirming broader municipal imperatives related to supporting diversity and inclusion. Within Ontario, these requirements are not only encouraged but codified under provincial law through the Accessibility for Ontario with Disabilities Act (AODA). Through the legislation, a specific target has been set of making the entire province accessible to people with disabilities by 2025.

To action AODA in practice, the Government of Ontario has also adopted The Accessibility Standards for the Built Environment. This accompanying document serves as a key technical reference which prescribes specific guidelines and standards needed to support universal barrier-free access. Forms of public infrastructure to which these standards apply include both on-road and off-road active transportation infrastructure such as multi-use pathways and multi-use trails. While these standards only apply to projects involving either new construction or extensive renovation, the creation of a more accessible, equitable transportation system should be a goal of the City as this Plan moves into the implementation phase.

For multi-use trails, the AODA provides guidance on a wide range of design considerations. The City should apply guidelines outlined in the Built Environment Standards as a minimum unless the trail's location, surrounding environment or desired user experience warrants their exceedance. Following these guidelines is not only a legislative requirement but is vital in preserving the STATO trail's current designation as a fully accessible trail, amidst future expansions or enhancement projects. Sections 80.8 and 80.10 of the Accessibility Standards for the Built Environment provide the technical requirements for off-road multi-use trails, which includes the following:

- | | |
|--|---|
| × Minimum clear width 1.0m | × Maximum cross slope of 2% |
| × Minimum head room clearance of 2.1m above trail | × High tonal or textural changes to distinguish the edge |
| × Surfaces are to be firm, stable with minimal glare | × Standards also address changes in level, openings in the surface, edge protection (e.g. near water) |
| × Maximum running/longitudinal slope of 10% | |

In addition to adhering to AODA, all active transportation network signage and wayfinding should be easily understood and detectable by users of all abilities. This includes using simplified text, visual icons and clear and contrasting colours which help create signage and mapping / messaging that is informative, legible and visible. Wayfinding and signage systems should also clearly communicate which trails are accessible so that users can make an informed personal decision about which pathways they will use.

“The people of Ontario support the right of persons of all ages with disabilities to enjoy equal opportunity and to participate fully in the life of the province.” The stated goal of the AODA is “to make Ontario accessible for people with disabilities by 2025.” (Accessibility for Ontarians with Disabilities Act, 2004)



2.3.6 OFF-ROAD TRAIL DESIGN

In addition to on-road facilities and off-road multi-use pathways, Temiskaming Shore's proposed active transportation network features several off-road trails. This includes trail facilities found within the City's many local natural areas and parks, including Devil's Rock and Pete's Dam. Like all other facility types, it is vital that all trails be designed to reflect leading applicable technical guidance as well as local priorities and concerns, including an all-ages and abilities approach. This guarantees a more streamlined and standardized process to better inform the implementation of new facilities and refurbishment of existing ones. Additionally, identifying a clear set of trail design standards and guidelines also offers a more predictable travel experience for trail users. With few new trails recommended as part of the proposed network, guidelines listed below were tailored to the context and condition of those already found across the City.

TYPICAL TRAIL DESIGN STANDARDS

WILDERNESS TRAIL DESIGN STANDARDS (FIGURE 17)

- **Width:** 1.2 – 2.0m width
- **Surfacing:** Compact dirt or woodchip
- **Maintenance:** Annual/reactive service (i.e. tree hazard removal, erosion repair). Includes topping up of mulch surface as necessary, keeping trail envelope free from obstacles (e.g. pruning to maintain clear zone).
- **Accessibility:** Maximum of 5-10% Slopes (AODA recreational trail standards), signage to inform level of challenge/conditions to users.
- **Grading/Drainage:** 1-2% cross slope to minimize longitudinal drainage. Culverts, swales, or water bars to manage overland flow crossing the trail.
- **Lighting/Security:** No lighting, future considerations for 'refuge' lighting at trailheads.
- **Amenities:** Low frequency of amenities in rural areas. Examples: trash receptacles at trail entry points. Seating at key locations (e.g. top of long climb, viewpoint). Natural materials used for seating opportunities.



Figure 17 | Photo of an existing wilderness trail facility within Temiskaming Shores

URBAN TRAIL DESIGN STANDARDS (FIGURE 18)

- **Width:** 2.5 – 3.5m width
- **Surfacing:** Limestone screenings or asphalt
- **Maintenance:** Regular inspections to identify and repair trip hazards and debris (e.g. garbage, pruning to maintain clear zone).

- **Accessibility:** Maximum of 5% slopes, with minor occurrences of maximum of 5-10% (AODA recreational trail standards), signage to inform level of challenge/conditions to users.
- **Grading/Drainage:** 1-2% cross slope to minimize longitudinal drainage. Culverts, swales, or water bars to manage overland flow crossing the trail.
- **Lighting/Security:** Considerations for 'refuge' lighting and full lighting for trails in higher volume urban/ urban tourism areas.
- **Amenities:** High frequency in urban areas. Examples: trash receptacles at trail entry points and high-volume areas where litter is observed. Seating at regular intervals (e.g. every 200m on average, every 50m in select areas where there is a higher potential for users with mobility impairments). Formal bench seating with arm rests and back rests, augmented with natural materials for additional seating opportunities.



Figure 18 | Photo of an existing urban trail facility within Temiskaming Shores

REMOVING BARRIERS AND PROMOTING USE

Just as people with disabilities experience social and environmental barriers to full participation in society, they can also experience barriers to full participation and enjoyment of parks and trails. Creating parks and trail networks that support people of all abilities is based on the fundamental right to quality of life, individual empowerment, respect and dignity for all people, and the guarantee of equal access to and participation in society.

Barriers are not only physical, and future trail design and programming needs to consider mechanisms for mitigating barriers to use. Barriers can be derived from differing cognitive abilities and mental processes experienced by potential trail users. Barriers can be socially based and stem from issues related to income, language, race, religion, sexual orientation, health, and gender.

Examples of common barriers to use related to trails include:

- Concern or fear of a new trail experience for reasons of accessibility and/or other anxieties;
- Fear for safety after sundown and/or in secluded areas;
- Unavailability or unknown locations of rest areas and distances when selecting a route;
- Inability to read English for navigation and trail information purposes;
- Access in areas where people live and work, in particular low-income areas and factory/industrial employment areas;
- Worry over judgement and/or suspicion when using the trail; and
- Concern over access to amenities such as washrooms, and drinking water

Temiskaming Shores should consider prioritization of upgrades, maintenance and programming that addresses barriers to usage as the plan is implemented. Below is a sample of specific strategies for areas of improvement that the network would benefit from.

WILDERNESS TRAILS & ACCESSIBILITY

Wilderness trails often present a challenge to users that can be perceived as both benefits and barriers to participation. It is important to offer various levels of challenge within a trail system, while making provisions to enable a wide range of users.

- Trailhead and wayfinding signage should clearly communicate level of challenge at decision-making junctions. Information to include; elevation gain, severity and length of slopes, surfacing, width and length of trail, and location of seating/other supportive amenities.
- Surfacing modifications to create smoother walking path including removal or infill around rocks and roots, installing geogrid/geocells to stabilize earthen surfaces over rocky terrain.
- Minor grading to improve surface and drainage/erosion that cause rutting.
- Rerouting of select trail sections to reduce slopes or need for stairs by meandering alignment.
- Adding railings, bike trough along stairs, and mid-rise landing breaks with seating provide a respite along stairs and slopes (**Figure 19**).



Figure 19 | Photo of sloped trail with rustic barrier/handrail to protect aid users.

REST AND REFUGE

It is important to incorporate places for people to rest and take refuge. It is recommended that trails strive for some form of informal or formal seating every 200m, in particular located at points of entry and vistas. This metric is based on accommodating the average user. In areas where there is a higher potential for users with mobility impairments, such as near seniors' homes or amenities, along transit routes, or trails within tourism destination locations, rest seating is recommended every 50m. Formal bench seating with arm rests and back rests are recommended for areas where accessibility is of greater need, however provision of seating outweighs the priority for quality. Substitution or augmentation with natural materials such as flat-topped stones is always welcomed (**Figure 20**).



Figure 20 | Photo of informal rock seating wall in Simcoe County. Stones can be singular free standing, or small clusters.

Consider the provision of shelter in similar areas where accessibility is important, as well as areas where gathering is desired such as vistas, interpretive/commemorative nodes and where distances from point of entry/vehicular parking area significant.

LIGHTING

Lighting is often debated when assessing trail infrastructure. Women and people with young families are more likely to use a trail if lighting is provided, especially when daylight hours are reduced. Lighting a trail, in part or full, can remove barriers to recreational and commuter trail use. Consider lighting all urban trails, in particular those that facilitate connections to transit, amenities and community services. If full lighting is not feasible, consider 'refuge' lighting key areas at regular intervals to provide safe landing points. Solar lighting options are increasing in function and decreasing in cost, with options to delay light activation to concentrate seasonally limited battery function when needed most (**Figure 21**). Solar is an excellent solution for remote trailheads and short sections of trail that present safety/vandalism concerns.

ACTIVITIES & PROGRAMMING

Recreational and web-based programming for trail systems provides ample opportunity to draw in users, promote overall trail use, and remove user barriers which may have existed within the trail system. Incorporating programming activities into the trail experience can help draw in a multitude of users to the trail system in a dynamic and interactive way. These programs can be pivoted to target and attract specific user groups to the community's trail system and promote opportunities for people in the community to share experiences and connect with one another. This is especially useful in reducing barriers for different age



Figure 21 | Photo of small shade structure along trail in Guelph.

demographics, like teenagers, to get outside and benefit from collective social experiences, fitness opportunities, and educational resources. Targeting trail use from different demographics can be as simple as creating walking groups for specific ages, genders, and interests. Walking groups can include storytelling walks for children, self-esteem walks for teenaged girls, mom and stroller walks, or walks for people new to the community.

Programming can be leveraged to shift users from busy sections of a trail and encourage use in underutilized areas where increased traffic is desired. Interaction can be further encouraged through the implementation of permanent or temporary signage along a trail that links users to activities on a municipal website, social media group, or other app platform. A 'spot and share' program, for example, can encourage the documentation of seasonal nature photos and social media sharing along the trails. Photo sharing can target themed educational opportunities, like the documentation of migratory birds, and can vary seasonally to attract users throughout the year. Fitness programming can also be used to encourage off season use of trails. Trail users can be encouraged to log and share location specific fitness achievements and photos as they travel throughout the trails.

Activities and programming can be used to remove barriers to participation and help to form social connections with other members of the community. Activities can be themed to respond to different seasons, or to other events and activities that are occurring within the community. Trail tourism can be a multi-disciplinary approach that combines the expertise of the City's different departments to determining the best means to attract users through specific trail programming. For example, a steering committee or

an internal working group made up of the City's departments may be formed to identify programming opportunities that attract atypical trail users and provide them with a reason to experience local trails. Activities could include the temporary installation of game or challenge stations throughout the trail system. Stations can be based on nostalgic games and include oversized lawn components, spray lining on turf, or provide signed or digital signage to describe the intention of the challenge.

SUSTAINABLE DESIGN APPROACHES

Maintenance burdens and exposure to liability risk can be greatly reduced by implementing more sustainable design approaches. Examples of successful application of design techniques and materials have been provided below.

Before looking at engineered solutions, trail alignment should always be reassessed for possible modifications to remove the trail from the situation that is causing the problem. 'Avoid' is one of the best means of mitigating risk. Areas of extreme slopes and low-lying areas that flood are key examples of areas that may not be best suited for trails. Consider the following:

- Meander trails to reduce the degree of slope and mitigate erosion. Alignment adjustments can make a big difference. Avoid tight switch-back style ramps where possible with longer deviations. Note, natural obstacles will need to be placed to force users onto a more indirect path.
- Move trail alignments away from running parallel with watercourse and cliff edges. Instead create destination vistas where the trail periodically leads users, directly or through off shoot trails. Pete's Dam is a good example of where this approach could be applied. Many of the problematic sections of trail are located along the desirable watercourse vistas. By relocating the trail further from the watercourse, select sections can come to the water's edge and be reinforced/elevated accordingly to focus engineered mitigation approaches to select areas only.
- Improve trail drainage through minor grading, elevation of trails with import of materials and/or provision of small culverts to convey water. Make efforts to redirect water around or under the trail.

ADDRESSING TRAILS ON SLOPES

Pedestrian and some self-propelled users are capable of ascending grades of 30% or more whereas some users are limited to grades of less than 10%. Once trail slopes exceed this threshold and slopes are long (i.e. more than 30m) it is important to consider alternative methods of ascending slopes, such as switchbacks and stairs, or alternative locations for the trail (**Figure 22**).

Where construction is feasible, switchbacks are generally preferred because they allow wheeled users such as cyclists to maintain their momentum, and there is less temptation to create shortcuts, as might be the case where stairways are used. Switchbacks are constructed with turns of about 180 degrees and are used to decrease the trail's longitudinal slope. A switchback with a trailbed that is properly “benched” also provides outlets for water runoff at regular intervals, thus reducing the potential for erosion. Switchbacks typically require extensive grading and are more suited to open locations where construction activity will not cause major disruption to the surrounding environment. Switchbacks can be difficult to implement in wooded areas without significant impacts to surrounding trees.

When designing switchback and stair structures on trails the following should be considered:

- Use slip resistant surfacing materials, especially in shady locations.
- Incorporate “corral” barriers on either side of the upper and lower landing to prevent trail users from bypassing the stairs; and
- Provide signs well in advance of the structure to inform users that may not be able to climb stairs.



Figure 22 | Photo of rolling grade dip method to mitigate longitudinal slope rutting. Buried log used to create drain break hump (Mount Nemo, Burlington).

Temiskaming Shores should consider realigning and/or modifications to select sections of trails to reduce negative impacts of drainage and decrease severity of slopes. **Figure 23, Figure 24 and Figure 25** illustrate approaches to slope management on recreational trails.

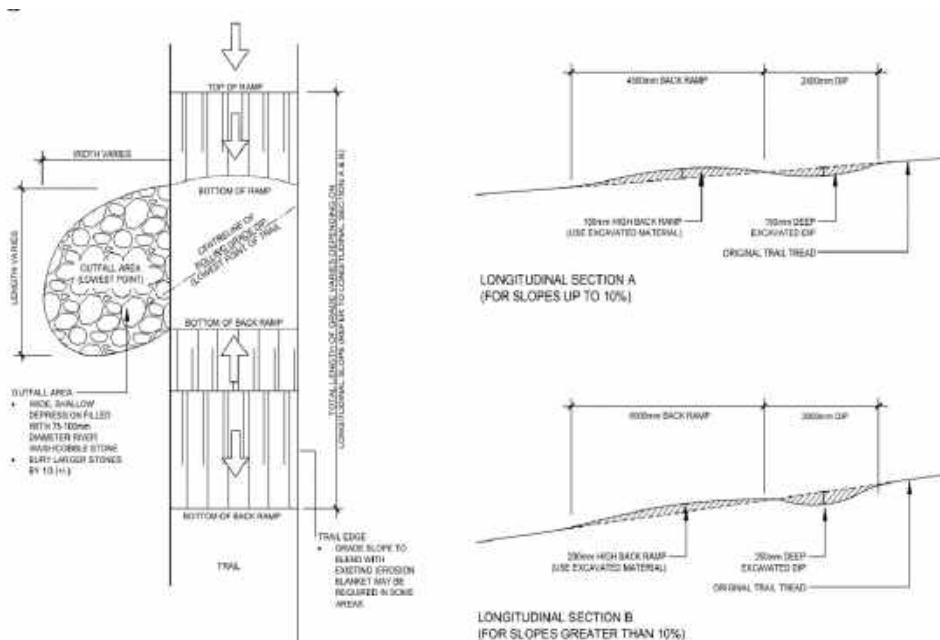


Figure 23 | Rolling Grade Dip Approach

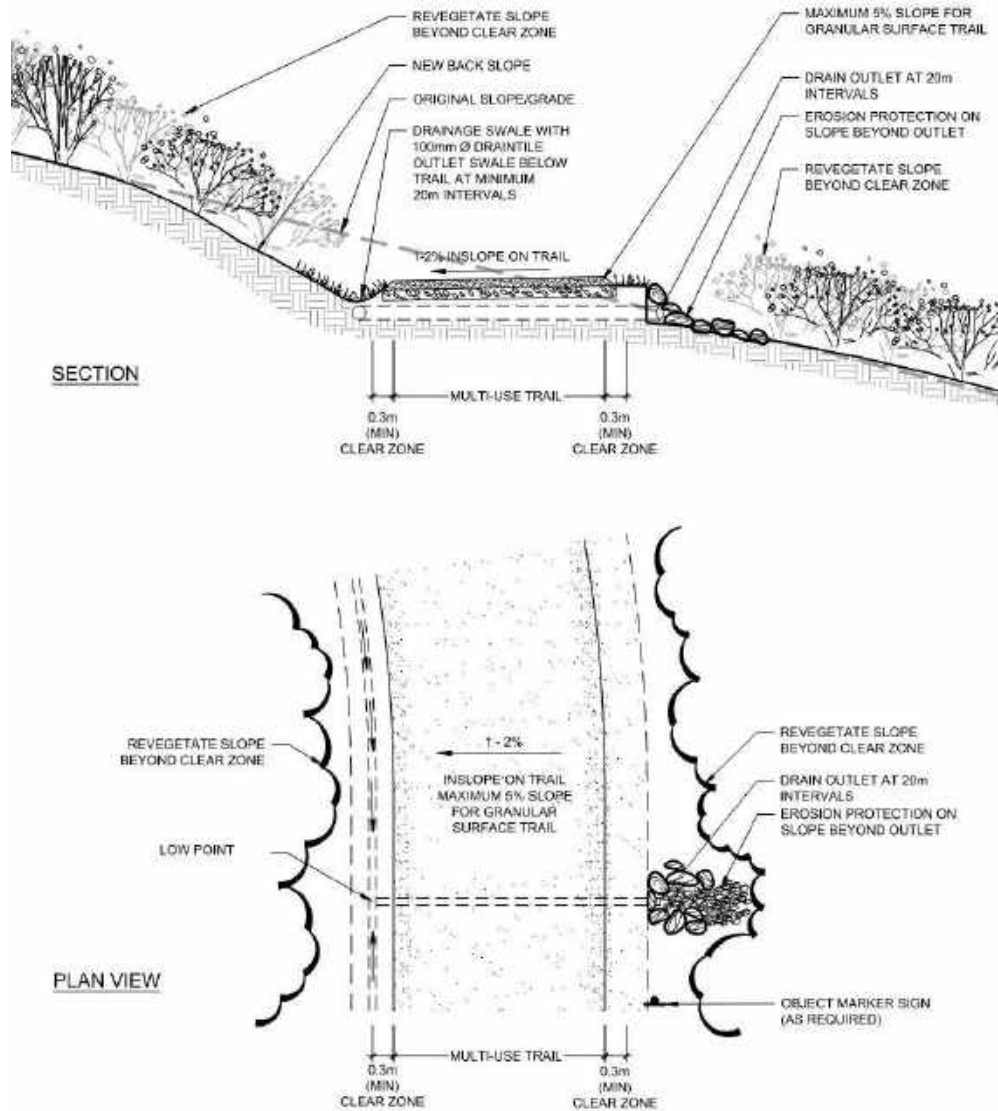


Figure 24 | Trail on Slope with Drainage Pipe

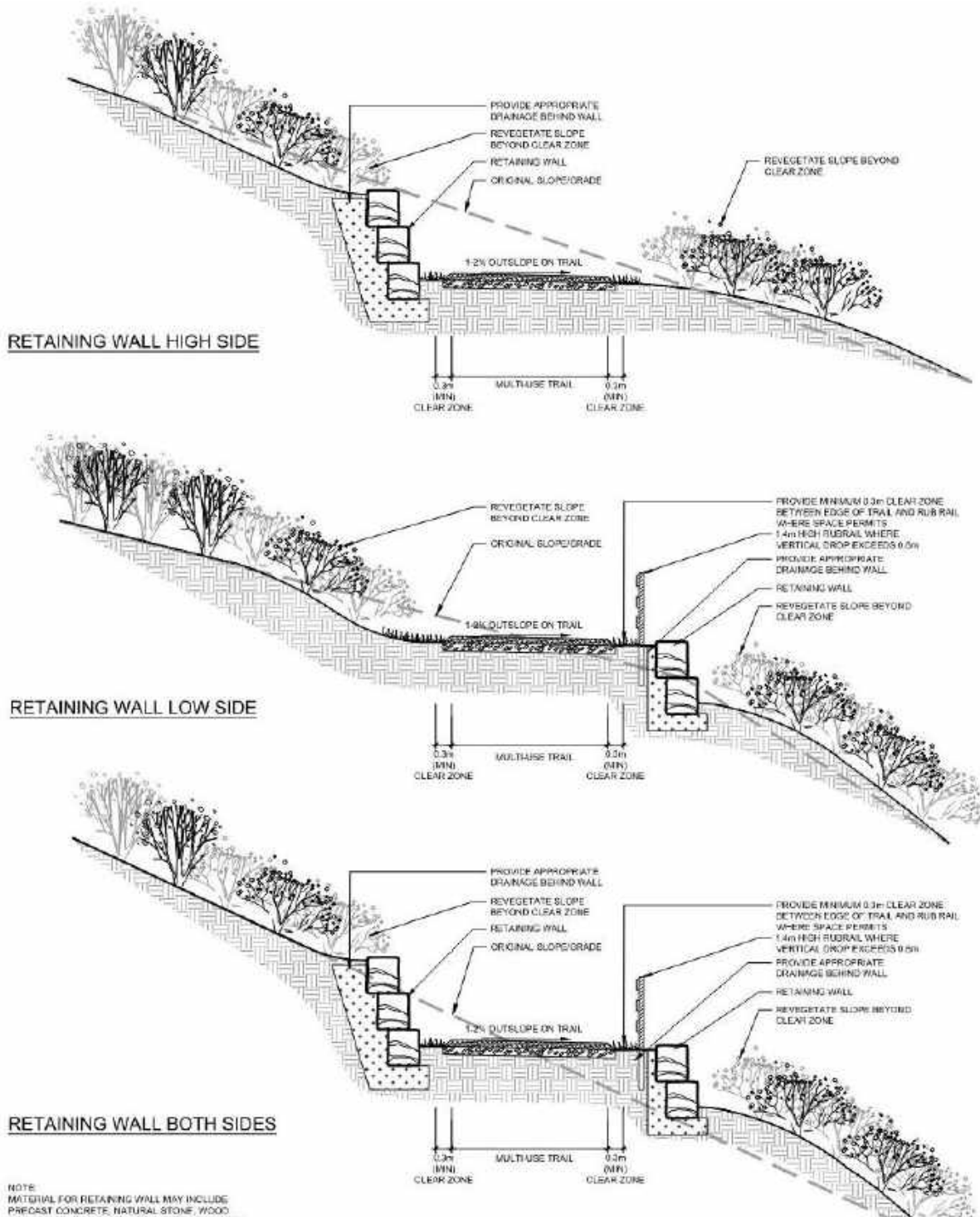


Figure 25 | Trail On Slope with Retaining Walls

STRATEGIES FOR REOCCURRING EROSION AND UNSTABLE SURFACING

For trails that are frequently eroded or unusable due to seasonal flooding and unavoidable drainage patterns, geogrid systems will provide a more sustainable solution – reducing maintenance, increasing safety, extending seasonal use of a trail. These systems lock together and can be filled with soil, granular screenings or seeded for turf growth. Products such as Ecoraster shown in **Figure 26**, can support vehicular loads and provide traction on slopes. Typically these systems are installed with a granular base, however can be laid on existing compacted earthen surfaces. Reinforcing trail sections at Pete's Dam (**Figure 27**), would stabilize areas that struggle with flooding, erosion and hard to traverse slopes. Geogrids could also be selectively applied to rustic wilderness trails such as located at Devil's Rock where rocks and roots create difficult to traverse sections of trail. Note, geogrids should be considered for parking areas where increased surface stability is desired and/or demand for maintenance is high.

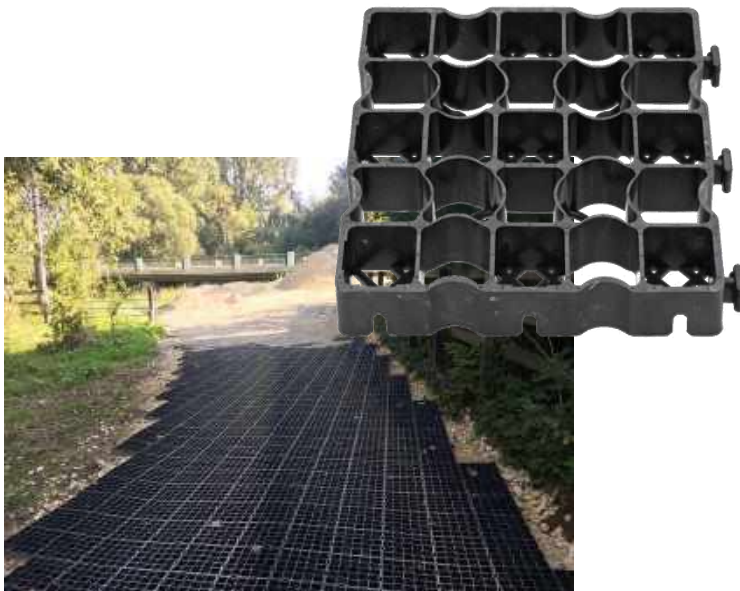


Figure 26 | Photos of Ecoraster (a product manufactured in southern Ontario. Grid structure can be filled with earth, granular or turf and can support maintenance vehicles.



Figure 27 | Photos of trail under water at Pete's Dam

BRIDGE STRUCTURES & BOARDWALKS

Prefabricated pedestrian bridge structures, in particular those that utilized weathering steel and wood decking, are the most cost-effective structures provided by the market (**Figure 28**). A 'pony truss' or 'H-section' bridge style can span up to 55m and are the most economical design choice. For larger spans, a full 'box truss' is required and can span up to 80m. Alternately, custom bridges can offer more flexibility for architectural design features and are less limiting in maximum free span, however tend to cost exponentially more in design and installation costs.

When spanning greater distances, assess both the material costs and design/approval costs for structures. This can help determine whether it is best to add an in-water pier or design a more extensive structure for a single span. Typically, the use of piers and prefabricated structure is a more cost-effective solution over a costume large spanning structure, however there are several variables such as environmental sensitives and aesthetic/tourism considerations that can influence a decision.



Figure 28 | Photos of Pedestrian Bridges (Left: Etobicoke Creek Trail, 35+/-m) and (Right: Craig's Crossing in Galt, two sections 55m+/- long)

Where trails pass through sensitive environments such as marshes, swamps, or woodlands with many exposed roots, an elevated trail bed or boardwalk is usually required to minimize impacts on the natural feature. If these areas are left untreated, trail users tend to walk around obstacles such as wet spots, gradually creating wider or multiple meandering footpaths through the surrounding vegetation, resulting in vegetation trampling and damage.

On trail build sensitive natural areas, sections with challenging surface (rocks and roots) or erosion/flooding issues, a low-profile boardwalk may be appropriate and requires modest engineering to develop an appropriate design. For trails with more frequent usage, cyclist traffic, and maintenance vehicle access, a more sophisticated design and installation is necessary. This is likely to include engineered footings, abutments, structural elements and railings.

Helical piles are an alternative foundation methodology that is cost effective, and a low impact installation compared to concrete footings (**Figure 29**). Piles are drilled into the ground with a small skid steer or mini excavator then left in place to serve as the foundation. Helical piles allow for a narrower disturbance area and reduced numbers of trips to haul in concrete and haul out fill generated by pier excavations. Where finished boardwalk surfaces are less than 60cm above the surrounding grade a curb along the edge of the boardwalk will prevent users from rolling off the edge. Where the difference in grade exceeds 60cm, a railing should be provided.



Figure 29 | Photo of Board Walk Trail (with helical piles) at the University of Guelph Arboretum.

Temiskaming Shores should consider prefabricated pedestrian bridge structures or boardwalks for highly problematic areas at Pete's Dam where flooding and bank erosion are not compatible with sustainable trail programming. Long term, the cost for investment will be returned through reduction in repair maintenance and liability risk mitigation, not to mention the user and natural heritage conservation benefits.

TRAILHEADS AND OTHER TRAIL AMENITIES

The implementation of trail amenities at key points along an off-road trail remains an integral component of the City's commitment to design safe, comfortable active transportation and more accessible trail facilities. When addressing trail amenities, common examples include seating / rest areas, parking areas, signage, bicycle parking, loading or unloading areas, garbage receptacles, washroom and amenity buildings and gates / access barriers.

TRAILHEADS

As trailheads are an important aspect to improve a trail user's experience and function as a marketing agent for the greater trail system, it is critical that the appropriate maintenance protocols and procedures be adopted to maintain their state of well repair. Trailheads are often the busy hubs of most trail systems making them more susceptible to wear and tear, waste accumulation, and vandalism accustomed with general use. Identifying and managing the level of maintenance required is influenced by the frequency of use, type of user, and size/complexity of trailhead programming. While dependent on the City's available resources, depicted in **Figure 30** and **Table 8** below are some suggested guidelines to inform the proper maintenance of trail facilities:



Figure 30 | Image of a trailhead facility along Prince Edward County's Millennium Trail System [Source Prince Edward County CMP, 2021]

Table 8 | Benefits, Life Cycles, and Maintenance Considerations of Various Trail Amenities

Amenity	Benefits	Life Cycle	Maintenance Considerations
Parking, Drop off Areas & Loading zone	Improves access to trail facilities	5-10 years	Annual infill of potholes and ruts (gravel), repaving or power washing (asphalt).
Rest area	Provides greater accommodation and comfort to those with limited mobility	15-25 years	Annual inspection for defects, basic landscaping
Lighting	Enhances trail safety (CPTED) and reduces potential crime	10-15 years (bulbs) 35-45 years (poles)	Monitoring for bulb replacement and repairs due to vandalism
Signage	Improves facility wayfinding and reinforces facility's brand identity	5-25 years (depending on changes to posted information)	Monitoring for vandalism or expiration of posted information
Waste Management	Minimizes facility upkeep	10-25 years (depending on chosen model)	General inspections for waste pick-up or damages
Gates	Enables temporal access restrictions, including during periods of facility maintenance	15-25 years	General inspections for damages (i.e. weather degradation or salt erosion)
Shelter	Provides protection from inclement weather Provides greater accommodation and comfort to those with limited mobility	15-35 years (depending on chosen construction material)	General inspections for damages and potential touch-up painting
Potable Water	Improves comfort of trail experiences	N/A	Fall decommissioning to empty lines and spring reactivation and quality testing
Washroom	Improves comfort of trail experiences	30-40 years	Daily to weekly inspections and cleaning, nightly locking and daytime opening

SAFETY BARRIERS FOR SLOPES & CLIFFS

Barrier fencing is necessary to provide safety and mitigate risk. It can also play a design and placemaking role for destination vistas, offering a place to lean while viewing and mounting space for interpretive signage. Barriers along landscapes such as Devil's Rock are not mandated by the building code, however, should be a priority in locations frequented by trail users (**Figure 33**). Barriers do not need to detract from views or become a maintenance burden. There are several options for prefabricated products and custom designs that will permit views and accentuate vista nodes, as shown **Figure 31** and **Figure 32**.



Figure 33 | Image of Devil's Rock lookout



Figure 31 | Image of wood barrier fence, British Columbia.



Figure 32 | Image of Barrier Fence [Source Jakob sire fencing solutions]

ACCESS & CONTROL

Access barriers are intended to allow free flowing passage by permitted user groups, and restrict access by users groups that are prohibited. Barriers typically require some mechanism to allow access by service and emergency vehicles. Depending on site conditions, it may also be necessary to provide additional treatments between the ends of the access barrier and edge of the multi-use trail right-of-way to prevent bypassing of the barrier altogether. Additional treatments may consist of plantings, boulders, fencing or extension of the barrier treatment depending on the location.

There are many design alternatives for trail access barriers and some have proven to be more successful than others. They can generally be grouped into three categories:

- Bollards ;
- Offset Swing Gates; and
- Single Swing Gates. (**Figure 34**)

Each access point throughout the Temiskaming Shores trails network should be evaluated to determine which type of barrier is the most appropriate and what additional treatment(s) may be required to discourage unauthorized users from bypassing the barrier.



Figure 34 | Image of trail bollard (left) and access gate (right)

LEVERAGING TECHNOLOGY (CHARGING STATIONS, WASTE SENSORS, WIFI)

There are several emerging technologies and innovations that can be incorporated into the design of new trails and improvements to existing trails that can enhance the user experience, promote use and widen inclusivity of the trails network. Technology is a tool to be leveraged to address a problem and implementation needs to result in specific outcome. Recognizing that technology-based applications can have high capital, staffing, and training investments costs, the benefits need to be tangible and in magnitude with the problem they are addressing. There is no denying technology is fun and the enthusiasm for technology-based solutions will garnish a high impact amongst current and future generations of young trail users. Consider how technology can expand the traditional parameters of a trail function and programming – reaching more people in meaningful ways, while reducing demands of maintenance and operational practices.

Below are examples of how technology can be incorporated into a trail system.

- Waste and parking management through sensors and dashboard systems to enable ‘as needed’ maintenance service with strategic deployment and better track frequency of use. Companies such as eleven-x in Waterloo-Ontario offer wireless real-time data solutions that are adaptable to existing amenities/systems.
- Charging stations that offer USB ports (for phones, tablets), E-bike rapid charge ports. Stations can be solar or hardwire powered (**Figure 35**). Charge stations come in stand alone towers or can be found integrated with multi-function site furnishings (**Figure 36**).
- Wi-fi can draw users to a trail system and enable accessibility aid devices. Small cellular broadcast devices require little power and can be stand alone units or integrated with furnishings such as those made by Seedia which collect data from and output directed messaging to users.
- Digital mapping such as Google Street view for trails and 360-degree imagery will allow users to preview the challenges ahead and participate virtually in the beauty of Temiskaming trails when they are unable or for education purposes.
- User count displays, such those offered by Eco-Counter provide data that will inform operational management while promoting the success of the trail system.



Figure 35 | Image of ESL E-Mobility solar charger



Figure 36 | Image of Landscape Forms outdoor charging station.

MAINTENANCE MANAGEMENT

Guiding next steps in the management and maintenance of trails, Temiskaming Shores should consider adopting a trail maintenance log to document maintenance activities. The log should be updated when features are repaired, modified, replaced, removed, or when new features are added.

Accurate trail logs also become a useful resource for determining maintenance budgets for individual items and tasks, and in determining total maintenance costs for the entire trail. In addition, they are a useful source of information during the preparation of tender documents for trail contracts, and to show the location of structures and other features that require maintenance.

Leveraging technology to collect managing data is can be a powerful tool to finding efficiencies and more accurately budgeting for need. Digital dashboard style programs can be an effective interface for staff to organize inputs and action items. This type of technology can be linked to digital trail logging, user reporting systems, and on-site sensors (such as waste bin sensors) to create the ability for **on-demand service and strategic deployment of resources**. On demand service styles can replace regular maintenances practices and reduce overall demand on resources.

Reducing maintenance through strategic infrastructure investments, including trail realignment, surface treatment and use of structures should be considered for areas of reoccurring maintenance issues.

Using the maintenance strategies outline within the trail plan as well as any existing trail infrastructure maintenance practices (**Table 9**) should be a starting point from which a trail specific maintenance plan and budget be developed. In addition, annual maintenance budgets should be refined to accommodate the maintenance of trail facilities. As the proposed trail network is implemented the trail budget should increase to address the increasing number / length of trail facilities that have been implemented.

Table 9 | High-Level Overview of Trail Maintenance Tasks Over Time

FREQUENCY	MAINTENANCE TASK
IMMEDIATE (within 24 hours of becoming aware of the situation through an app reporting system, email or other notification or observation)	<ul style="list-style-type: none"> As a minimum, mark, barricade and sign the subject area to warn trail users or close the trail completely until the problem can be corrected. Remove vegetation and/or windfalls, downed branches etc., where traffic flow on the trail is being impaired or the obstruction is resulting in a sight line issue. Remove hazard trees that have been identified. Repair or replace items that have been vandalized or stolen/removed. This is especially important for regulatory signs that provide important information about trail hazards such as road crossings, steep grades, and sharp curves. Removal of trash in overflowing containers or material that has been illegally dumped. Repair obstructed drainage systems causing flooding that pose a hazard to trail users or that is resulting in deterioration that poses an immediate safety hazard. Monitor trail areas and structures that are prone to erosion after severe summer storms and repair as required. Repairs to structural elements on bridges such as beams, railings, access barriers and signs.

REGULARLY (weekly / biweekly / monthly)	<ul style="list-style-type: none"> Trail patrols/inspections should review the trail conditions (as often as weekly in high-use areas), to assess conditions and prioritize maintenance tasks and monitor known problem areas. Mow grass along edges of trails (in parks and open meadow settings only). Depending on trail location this may be done weekly, biweekly or monthly and the width can vary according to the location (typically 0.5 to 1.0m). This helps keep the clear zone open and can slow the invasion of weeds into granular trail surfaces. Not all trails will have mown edges. In woodland and wetland areas, pruning and brushing is often the only vegetation maintenance undertaken. Regular garbage pickup (10-day cycle or more frequent for heavily used areas). Repair within 30 days or less, partially obstructed drainage systems causing intermittent water backups that do not pose an immediate safety hazard, but that if left unchecked over time will adversely affect the integrity of the trail and/or any other trail infrastructure or the surrounding area.
ANNUALLY	<ul style="list-style-type: none"> Conduct an annual safety audit. This task can be efficiently included with general annual safety audits for parks and other recreation facilities. Evaluate support facilities/trailside amenities to determine repair and/or replacement needs. Examine trail surface to determine the need for patching and grading. Grading/grooming granular trail surface and topping up of wood chip trails. Pruning/vegetation management for straight sections of trail and areas where branches may be encroaching into the clear zone. This task is more of a preventative maintenance procedure. Cuttings may be chipped on site and placed appropriately or used as mulch for new plantings. Remove branches from the site unless they can be used for habitat (i.e. brush piles in a woodlot setting) or used as part of the rehabilitation of closed trails. Where invasive species are being pruned and/or removed, branches and cuttings should be disposed of in an appropriate manner. Inspect and secure all loose side rails, bridge supports, decking (ensure any structural repairs meet the original structural design criteria).
EVERY 3 TO 5 YEARS	<ul style="list-style-type: none"> Cleaning and refurbishment of signs, benches and other trailside amenities.
EVERY 10 TO 20 YEARS	<ul style="list-style-type: none"> Resurface asphalt trails (assume approximately every 15 years). Major renovation or replacement of large items such as bridges, kiosks, gates, parking lots, benches etc.
COST EFFECTIVE	<ul style="list-style-type: none"> Patching/minor regarding of trail surfaces and removal of loose rocks from trail. Culvert cleanout where required. Top up granular trail surfaces at approaches to bridges. Planting, landscape rehabilitation, pruning/beautification. Installation/removal of seasonal signage.

2.3.7 SIGNAGE & WAYFINDING

The design and construction of the network should incorporate a hierarchy of signs each with a different purpose and message. This hierarchy is organized into a “family” of signs with unifying design and graphic elements, materials and construction techniques. The unified system is immediately recognizable by the user and can become a branding element. The details for specific types of signage are provided in the following pages.

WAYFINDING

Wayfinding design must be universally understood to truly be affective and inclusive for all visitors. Trails should be open and welcoming to people with varying levels of mobility, hearing, vision and language. In short, all levels of ability and understanding should be taken into consideration when designing wayfinding features such as signage and maps.

Some examples of wayfinding features that can be utilized to increase accessibility include:

- Non-visual cues such as audio signals or material change at intersections can improve safety for visually impaired people
- Clearly delineating between accessible routes and non-accessible routes can improve usability and safety for people with mobility restrictions
- Using universally understood symbols or icons on wayfinding features can make it easier for people who speak a different language to find their way around.

TRAILHEAD SIGNS

Typically located at key destination points and major network junctions. Trailhead signs provide orientation to the network through mapping, other appropriate network information as well as any rules and regulations. Where network nodes are visible from a distance, these can be a useful landmark and should include municipal “911” addressing for positive location identity. Trailhead signs can also be used as an opportunity to sell advertising space. This not only provides information about local services that may be of interest to trail users, but it may also help to offset the cost of signs and/or trail. At minimum, entrances should have clear signage that uses good colour contrast and a readable font, and details:

- Trail length
- Trail width
- Location of amenities
- Slope steepness
- Surface types
- Hazards
- Trail difficulty
- Accessibility rating (i.e. accessible by wheelchair, walker, scooter, etc.)

DIRECTIONAL AND DISTANCE MARKER SIGNS

Directional signs should be used throughout the trail at regular intervals of uninterrupted segments and at pathway intersections. Directional signs provide users with reassurance that they are following the designated trail network. Coupled with directional signs, distance markers placed incrementally along a trail can enhance the user's experience if they are using the trail for exercise. Frequent and accurate markers can also help in the case of an emergency, especially if they are recorded with a GPS device and incorporated into a digital mapping format.

INTERPRETIVE OR INFORMATIONAL SIGNS

Interpretive or informational signs can be used in combination with directional signs or on their own to educate users of points of interest along the trail, such as natural and cultural heritage features. These signs provide specific educational information about points of ecological, historical and general interest, as well as current land uses along the corridor depending on the interpretive program and complexity of information to be communicated.

REGULATORY SIGNS

Regulatory signs are intended to restrict aspects of travel and use along the trail. Signage restricting or requiring specific behavior is not legally enforceable unless it is associated with a provincial law or municipal by-law, etc. Where applicable, it is recommended that authorities discreetly include the municipal by-law number on signs to reinforce their regulatory function. Standard regulatory signs are aluminum plate blanks of varying dimensional size with a painted or reflective sheeting surface. Regulatory signs call attention to a traffic regulation concerning a time or place on a route and are installed in an optimal location most visible to trail users. Generally, these signs are rectangular shape except for stop and yield signs. For most trail applications the size can be reduced from the specified size for signs used along roads (i.e. 50% smaller). Typically, they are individually mounted on a metal post or custom wood post; grouped on a metal post or custom wood post; or grouped on a custom sign board, so long as the sign message is clearly visible.

WARNING SIGNS

Warning or cautionary signage should be used throughout the trail system on an as-needed basis. Where traffic control signs are needed (stop, yield, curve ahead etc.), it is recommended that scaled-down versions of recognizable road traffic control signs be used.

These caution signs may be location or purpose specific and will need to be customized. For example, the trail system will provide access to destination features in parks including playgrounds. Children will be playing and not always paying attention to their surroundings while actively using playgrounds, and portions of trails surrounding playgrounds may also be promoted as tricycle / bicycle loops for very young riders. Caution signage should be placed at the approaches to these areas to alert faster moving trail users such as cyclists they are approaching a playground area and remind them to slow to 10km/hr. and be aware of children playing and possibly crossing the trail.

Another example is the temporary closure sign. Some locations along the trail network will also be used by festivals and events that attract large numbers of users, some of whom use the trails to travel to the event which may result in congestion on the trails themselves. Additionally, within the event space some activities may overflow onto trails, and depending on the event and number of participants it may be appropriate to temporarily close the trail to through cycling traffic, and require cyclists to dismount and walk their bicycles through the event area.

INTERPRETIVE, COMMEMORATIVE & PLACEMAKING SIGNS

Interpretive, commemorative and placemaking signs are a key tool in telling the stories of your community, the land and the histories along the way. Such signs should be graphic in design, augmented with QR links to information on web platforms to provide additional detail. Temiskaming Shores is rich with such stories and the trail system offers an excellent opportunity to share with local residents and visitors. Material selection is important and should include anti-graffiti and UV protective coatings if using a standard sign board material. Etchings on granite and tempered glass are increasingly popular and very resistant to degradation/damage.

2.3.8 WABI RIVER BRIDGE

The recommended facility for the Wabi River crossing consists of a bi-directional cycle track in place of the easternmost northbound vehicle lane. The intention of a bi-directional cycle track along the eastern edge of the bridge is to encourage continued use of the STATO Trail along Sharpe Street and Elm Street, rather than having cyclists continue along Armstrong Street North where no cycling facilities currently exist. Isolating the cycling facility along one side of the bridge will allow for safer and more comfortable turns from Armstrong Street North to Sharpe Street on the south side and Elm Street on the north side. This facility proposal will effectively bridge the gap in the existing trail system along the 4-lane section of Armstrong Street crossing the Wabi River. However, it should be noted that this bi-directional intervention is only meant as a temporary measure until cycling facilities are installed on Armstrong Street North, south of the bridge. At that point, uni-directional cycle tracks should be installed on either side of the street to increase continuity throughout the cycling network.

Based on a review of the traffic volumes and roadway capacity on Armstrong Street, particularly the northbound traffic patterns leaving downtown New Liskeard, significant delays or queuing due to increased traffic are not expected. It is anticipated that the reduced excess space and capacity on the bridge will have a traffic calming effect, improving safety on this key corridor for all road users. An overview of complete streets transformations implemented by municipalities in Ontario and North America found that, on roads carrying under 20,000 vehicles a day, operational impacts for vehicular traffic were minimal, frequently resulting in improved operations along the corridors. User safety – for all road users – improved significantly. Complete streets conditions result in a lower level of serious collisions among people driving, in addition to enhanced safety and comfort for people cycling and people walking. By reallocating space on existing roadways to enhance mobility choice and improve safety, complete streets transformations are a proven countermeasure to reduce collisions and injuries, improve cycling safety and promoting road infrastructure being used in an efficient, cost-effective manner.

Figure 37 below demonstrates an example of the proposed Complete Streets approach to the Wabi River Bridge with the cycling facility in place.

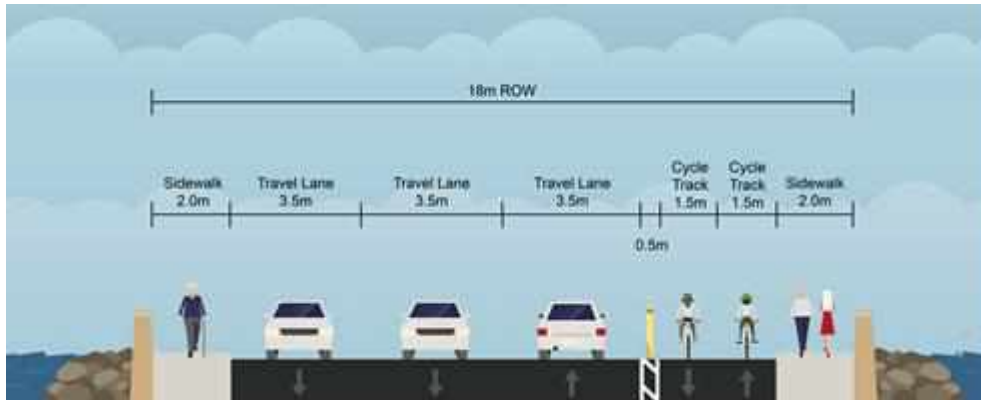


Figure 37 | Proposed road diet with bi-directional cycle tracks on the eastern portion of the bridge

Cycle tracks with a minimum width of 1.5 metres are recommended as per Book 18 of the Ontario Traffic Manual (OTM); a combined 3.0 metre lane with a 0.5 metre buffer is the desired width in Ontario for a two-way physically separated bicycle lane. A combined lane width of 2.7 metres with a 0.3 metre buffer is the suggested minimum where the desired width cannot be met.

Bollards mounted on pre-cast curbs or planters are recommended to provide physical separation between cyclists and vehicle traffic. Given that this bidirectional intervention is meant as a temporary measure until cycling facilities be implemented on Armstrong Street south of the bridge, planters or bollards are an appropriate intervention that are easy to install and uninstall that may also help increase the safety and comfort of cyclists. While flex bollards mounted on pre-cast curbs do not offer the highest level of protection from vehicles, they are easy to implement and relatively cost effective. Planters may offer more protection and beautify the roadway, however they may cost more than bollards and may not fit the proposed buffer width on the bridge. Both options are recommended on streets with speeds under 60 km/h.

INTERSECTION OF SHARPE STREET AND ARMSTRONG STREET NORTH

Sharpe Street currently does not have bi-directional or protected cycling infrastructure. While the STATO Trail is signed in this area, field investigations indicate that the trail is often obstructed by parked vehicles, and is not a consistent, comfortable facility for cycling. The preferred solution for this corridor would be the addition of a fully separated multi-use trail along the river (north of the existing parking lot and roadway) to connect to the remaining STATO Trail facilities to the south and east of the bridge. In the interim, however, directional sharrows should be installed on the north and south side of the street to direct eastbound and westbound traffic. In this interim configuration, a direct right turn for westbound riders to turn North on Armstrong and a two-stage turn box is recommended for cyclists turning onto Sharpe Street from Armstrong or wishing to continue south on Armstrong to travel towards Church Street. A two stage turn allows cyclists to continue straight through the intersection and turn on the far side in order to align with the sharrow on Sharpe, and provides them with a space to queue while waiting to cross Armstrong if they wish to continue southbound.

An in-boulevard two-stage queue box is recommended on the far side of the intersection. This provides space for cyclists to queue if pedestrians are crossing at the same time. The desired dimensions for the queue box is 3m in width and 3m in length to provide comfortable queuing space for two to three cyclists. Green paint is recommended to highlight the queue box to surround vehicle traffic. Bollards on the south side of the queue box are recommended so as to provide additional protection from vehicle traffic and to increase visibility.

A pedestrian crossing is also recommended on Armstrong Street for those crossing Sharpe Street. For cyclists turning right from Sharpe Street onto the bridge, yield line markings, also known as “shark’s teeth,” should be placed in front of the proposed pedestrian crossing. These markings help to visually reinforce a requirement to yield. When implemented on a cycling facility to indicate a requirement for cyclists to yield to pedestrians, the markings typically have a base of 300mm and a height of 450mm.

Figure 38 below demonstrates the interventions recommended for this intersection.

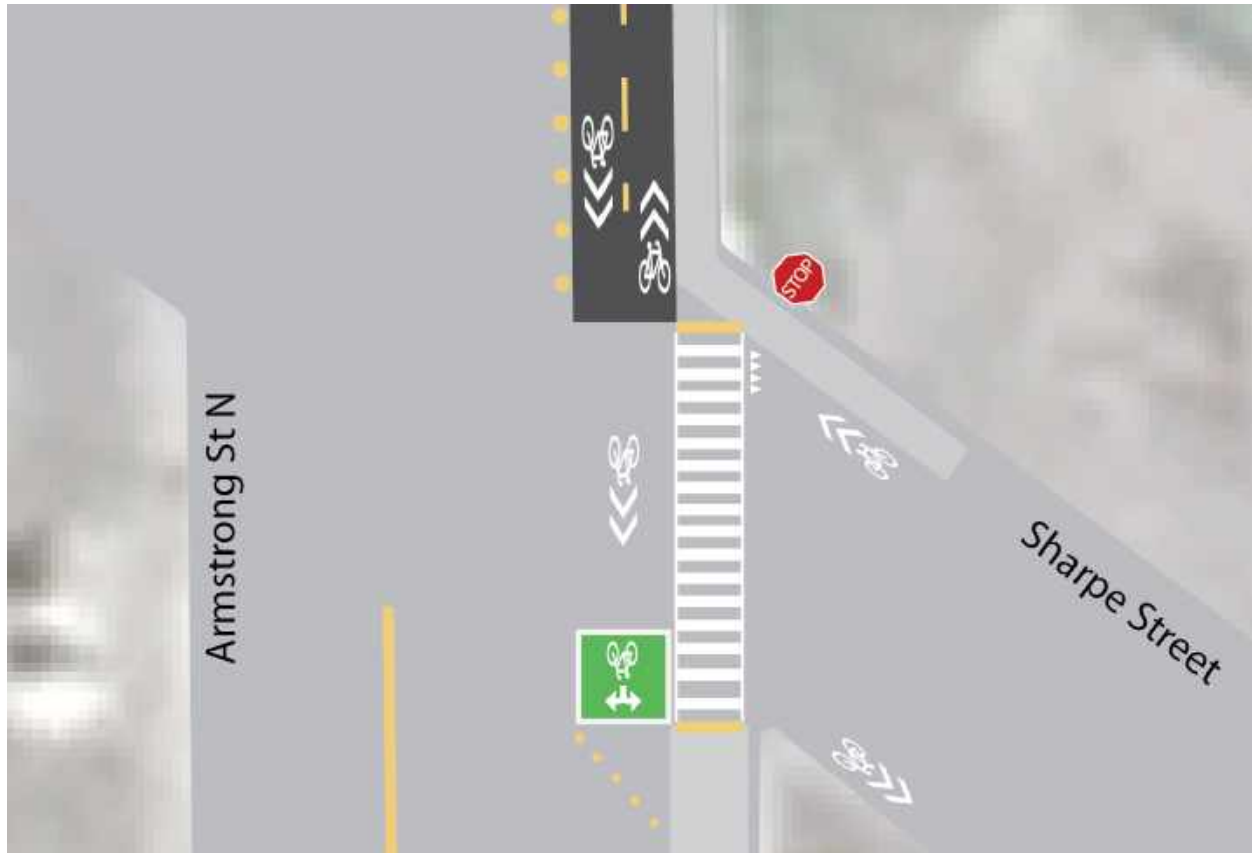


Figure 38 | Proposed left turn intervention at the intersection south of the bridge. (Yellow dots represent bollards, preferably mounted on pre-cast concrete curbs)

INTERSECTION OF ELM STREET AND ARMSTRONG STREET NORTH

At the intersection of Elm Street and Armstrong Street North, just north of the Wabi River crossing, a two-stage queue box is recommended to help guide cyclists turning left from Elm onto the proposed cycle track on the bridge. OTM Book 18 (2021) recommends a direct left turn at intersections of low-volume and low-speed streets where cyclists are operating in a shared environment. Given the location of this intersection, and the volume of motor vehicle traffic on Elm Street, it is anticipated that a direct left turn onto the cycle track will be possible in many circumstances. But for riders who are less confident, when they arrive at Elm and Armstrong from the east, they may desire to wait for through traffic on Elm to come to a stop before proceeding. A queue box provides the option for cyclists to make a two-stage turn, proceeding on the green signal phase on Armstrong Street to connect into the cycle track heading south.

Queue boxes provide a designated queuing space between the pedestrian crosswalk and the vehicle traffic stop bar at a signalized intersection. This enables cyclists to wait outside the path of through vehicles on the green phase on Elm, providing them with a signalized movement southbound along

Armstrong. This designated area significantly increases the visibility of people riding bikes and reduces their exposure to through traffic while trying to make a left turn onto Armstrong. More confident cyclists can still make a direct left turn onto the cycle track, but this configuration provides additional options for less confident riders. It is recommended that the queue box be protected with bollards to prevent vehicle encroachment, and that a right turn on red restriction with a bicycle exemption be implemented at this intersection so as to limit any conflicting turns between vehicles and cyclists.

Queue boxes should be typically 2 to 3m in depth. Green paint is recommended to minimize encroachment from motor vehicles. **Figure 39** demonstrates the proposed intervention for the Elm Street intersection.

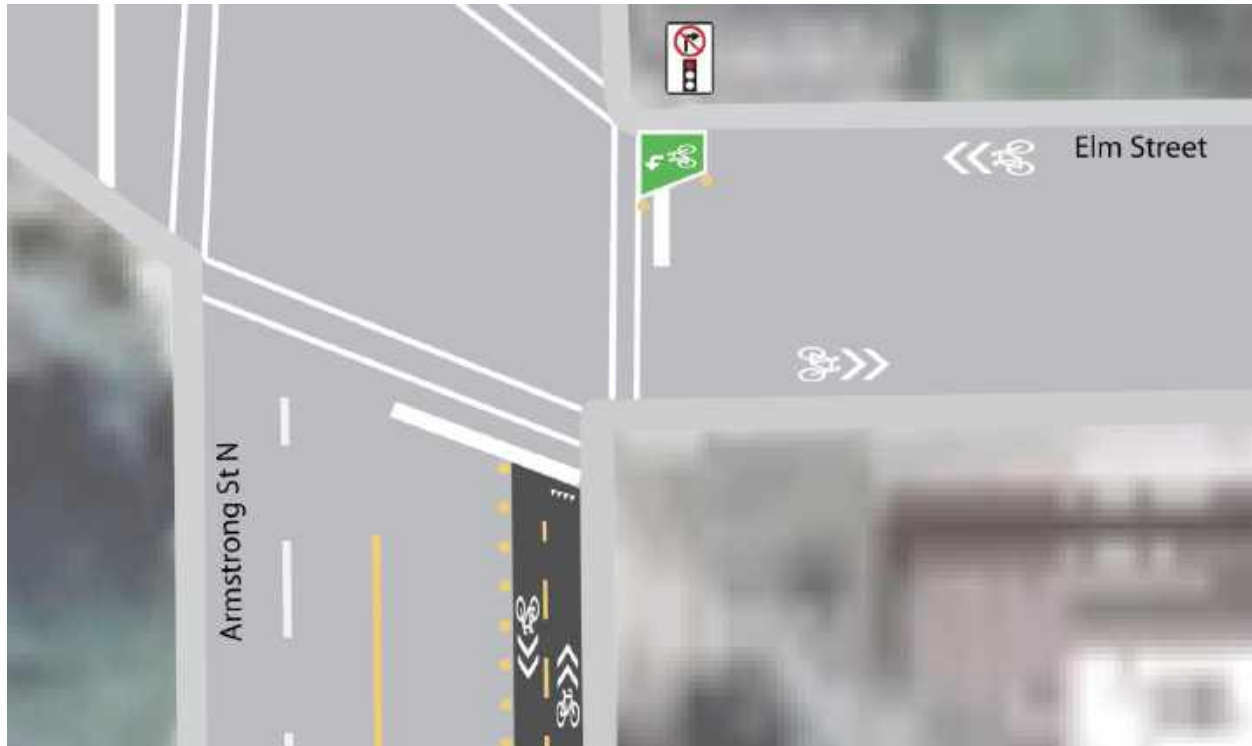


Figure 39 | Proposed left turn intervention at the intersection north of the bridge

The crossing of the Wabi River has historically been one of the most challenging areas for active travel in Temiskaming Shores. With limited options to traverse this significant barrier, it is important to provide people walking and cycling with a safe option to better connect the City of Temiskaming Shores' current and future active transportation infrastructure.

2.4 RECOMMENDATIONS

Developing a network of active transportation facilities is vital to the development of a stronger culture of active transportation for Temiskaming Shores. To create a network of comfortable, accessible on and off-road facilities for walking, cycling and wheeling, the City should adopt the following recommendations.

1. Incorporate the proposed active transportation network illustrated in Maps 3a, 3b, 3c, 4a and 4b as a Schedule in the City's Official Plan when next updated.
2. Reference should be made to OTM Book 18: Cycling Facilities (2021) to inform and guide the design and implementation of cycling and in-boulevard facilities.
3. Reference should be made to OTM Book 15: Pedestrian Crossings to inform and guide the design and implementation of pedestrian crossing treatments.
4. The City should continue to identify opportunities to implement active transportation routes / facilities in conjunction with capital infrastructure projects to achieve economies of scale and cost savings.
5. As part of the annual capital budget review process, City staff should use the ATP to inform prioritization and implementation of active transportation infrastructure.
6. As part of scheduled roadway projects and Capital budget forecasting, the City should allocate funding to construct the Short-Term Active Transportation Network (See Maps 5b and 5c) by the end of the 2027 construction season.
7. When capital reconstruction projects are scheduled for the downtown areas of Haileybury and New Liskeard, priority should be given to expanding spaces for walking, cycling and amenities by narrowing vehicle lanes and parking facilities.
8. The City should implement a 2-way protected cycle track over the Wabi River Bridge as a pilot project to close a key gap in the existing STATO Trail
9. The City should continue to explore external funding sources and partnerships to help fund implementation of the ATP.
10. The City should adopt the Trails design and amenities standards presented in this plan to improve access to the trails at Devil's Rock and Pete's Dam Parks

Chapter 3: Project Engagement



City of Temiskaming Shores Active
Transportation Plan
Draft November 2021

3 PROJECT ENGAGEMENT

3.1 ROUND 1 ENGAGEMENT

3.1.1 BACKGROUND

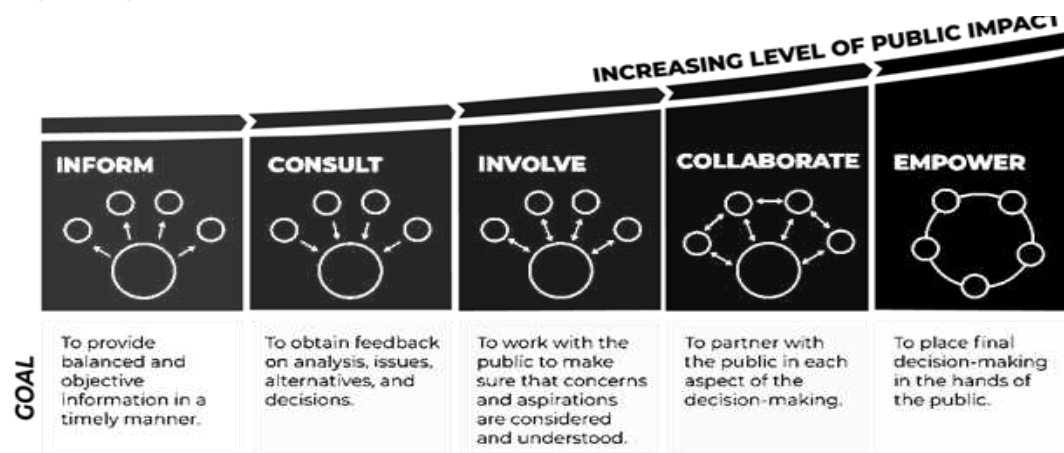
The City of Temiskaming Shores is developing an Active Transportation Plan to expand access to walking, cycling and wheeling for residents of all ages and abilities. This plan builds on the City's existing network of physical infrastructure, which is centred on the STATO Trail as well as its network of social infrastructure to support active transportation, supported by partners such as the Timiskaming Health Unit, Downtown BIA, Bicycle Friendly Communities Committee and more. Engaging with the existing community in Temiskaming Shores is a vital part of the development of the ATP, and the results of the first round of engagement are the focus of this Discussion Paper.

3.1.2 ENGAGEMENT OBJECTIVES

This plan has been developed in accordance with the International Association of Public Participation (IAP2) process and practices, as illustrated in **Figure 40** below. The IAP2 Process outlines the preparation, management, and evolution of engagement tactics based on a spectrum of involvement tailored to the wants and needs of the anticipated or desired audiences. There are five levels of commitment, which are known as the IAP2 Spectrum of Public Participation.

The amount of information sharing, gathering and integration increases as you “move up” the spectrum. The intent is to recognize that not all stakeholders will have the same level of involvement in the project or need the same amount of information to inform their involvement. The IAP2 approach emphasizes the importance of a consultation plan which is tailored to the understanding, commitment, and contribution of each of the unique groups. By identifying the stakeholders early in the study process the project team will anticipate, identify, plan for, and communicate the expectations based on the intended audience.

Figure 40 | IAP2 Spectrum of Audience Involvement



For the Temiskaming Shores ATP, the project team identified four distinct audiences, and established their projected level of commitment to the project. That audience analysis is presented below in **Table 10**.

Table 10 | Overview and Analysis of Stakeholder Groups

STAKEHOLDER	DESCRIPTION & MEMBERSHIP	LEVEL OF INTEREST	OBJECTIVES	IAP2 LEVEL OF INVOLVEMENT
Core Project Team	City staff members who will be coordinating the implementation, monitoring and maintenance of the ATP. Their strong knowledge of the City, existing conditions and municipal processes will be vital to the success of the project.	High	<ul style="list-style-type: none"> To provide the group with key background information on the project and updates on project status. To gather input to inform key project milestones and on project deliverables. To generate buy-in and confirmation from the committee on project deliverables and public facing information. 	Inform, Consult, Involve & Collaborate
Stakeholders / Stakeholder Working Group	Representatives from groups who have interest in active transportation or who would have a role in supporting the City in future promotion and outreach initiatives. They have access to significant historical knowledge and local resources within the community and typically have a higher level of interest from a community perspective.	Medium to High	<ul style="list-style-type: none"> To provide background information on the project and to demonstrate how input provided has been integrated into project outcomes. To identify “Quick Wins” that can be submitted for funding under the Canada Healthy Communities Initiative funding stream. To review and help confirm the overall vision and objectives for the ATP. To identify future opportunities for collaboration as well as capacity to support education and outreach tactics for long-term culture change. 	Inform, Consult, Involve & Collaborate

Members of the Public	Residents include the people who live, work and play in Temiskaming Shores.	Low to High	<ul style="list-style-type: none"> • To provide background information on the project and to demonstrate how input provided has been integrated into project outcomes. • To gather input on interests, needs and preferences within the community including opportunities, challenges and existing / potential routes. 	Inform & Consult
City Council	Councillors represent the opinions and interests of their constituents and typically have a greater appreciation for and understanding of the key issues of the City.	Medium to High	<ul style="list-style-type: none"> • To provide the group with key background information on the project and updates on project status. • To ensure that the project is in-line with overall objectives and strategic opinions of decision makers. • To generate buy-in and confirmation on project deliverables and public facing information. 	Inform, Consult, & Empower

By identifying audiences early in the process and ensuring that engagement activities are held regularly and meet the needs of each audience, the community engagement approach is helping to ensure that the actions identified in the final ATP are appropriate, ambitious, and community-supported, leading to a plan that is more likely to be implemented in a meaningful way as the City continues to develop its walking, cycling and wheeling networks.

3.1.3 ENGAGEMENT APPROACH

Engagement is a major component of the City of Temiskaming Shores Active Transportation Plan (ATP) project and has been divided into two rounds. Throughout the first half of 2021, the project team worked closely with the City of Temiskaming Shores to facilitate several engagement activities with key stakeholders and members of the public for the first round of engagement. These activities were completed to gain input on existing conditions; strengths and gaps in the current active transportation network and the City's efforts to support active transportation; and potential improvements and priorities for active transportation going forward. The following sections summarize the Round 1 engagement activities, the input that was received, common themes that emerged, and how the Project Team will use this information to guide the development of the ATP.

STAKEHOLDER WORKING GROUP WORKSHOP #1

The Project Team hosted a Stakeholder Workshop on May 27, 2021 with stakeholders from the Stakeholder Working Group, including representatives from various committees, organizations, agencies, and Town departments. The Workshop was held to help develop a "Quick Wins Strategy" which identified projects that could be implemented immediately, potentially through an application to the newly launched Canada Healthy Communities Initiative. The Workshop also provided an opportunity for stakeholders to provide input about strengths, weaknesses, opportunities, and threats to future successes, building upon the Project Team's initial assessment of Temiskaming Shores' existing active transportation system.

STAKEHOLDER INTERVIEWS

The Consultant Project Team hosted interviews with key stakeholders in April and May 2021 to gain a better understanding of existing conditions and opportunities for improving active transportation in Temiskaming Shores. Similar to the Stakeholder Workshop, the stakeholders were asked questions that provided input about strengths, weaknesses, opportunities, and threats to future successes. Key stakeholders included representatives from local committees and organizations that will be impacted by the ATP.

PUBLIC SURVEY

A public survey was posted online to provide members of the public an opportunity to provide feedback regarding active transportation in Temiskaming Shores. The survey focused on existing travel patterns and travel choices, potential enhancements to the City's existing active transportation network, and priority gaps and challenges regarding current conditions.

COUNCIL SURVEY

In addition to the public survey, the Project Team developed a Council survey. This survey was used to help identify potential challenges and inform and involve Councillors in the process.

3.2 WHAT WAS SAID

The following sections summarize the input that was received during the first Round of engagement.

3.2.1 STAKEHOLDER WORKING GROUP WORKSHOP #1

The Project Team held a Workshop with stakeholders from the Stakeholder Working Group including City staff, City Councillors, local committee members, Health Unit staff, and other key representatives. During the Workshop, the Project Team used an online whiteboard tool, Miro, to facilitate various activities and allow stakeholders to provide input and contribute to discussions surrounding the future of active transportation in Temiskaming Shores. The activities included:

Candidate Active Transportation Routes and Potential Improvements:

The Project Team presented maps of the candidate routes and proposed improvements to the active transportation system. The stakeholders were asked to identify any additional:

- Candidate routes.
- Locations/crossings for enhancement; and
- Routes/projects that should be prioritized in the short term.

During the Candidate network Review, feedback received largely confirmed much of what had been identified for implementation by the project team leading up to the workshop. Key items identified for improvement included:

- Intersection improvements within the downtown areas of Haileybury and New Liskeard should be implemented to create safer access for people walking and cycling
- Safety enhancements on the STATO Trail should be considered, particularly on Lakeshore Road, by reducing vehicle speeds and adding additional physical separation where possible
- Connections to schools and areas with a high density of destinations should be enhanced to connect the STATO Trail to the places people want to go in the City
- Concerns with the proposed routing for the trail extension to Pete's Dam – including property ownership and difficult terrain
- A desire to see enhanced connectivity over the Wabi River, wither through improvements to the existing bridge or through the construction of a new pedestrian and cycling bridge at the foot of Katherine Street
- Enhancing connections on the STATO Trail into North Cobalt to connect those residents to Haileybury and beyond
- The importance of effective wayfinding to highlight the connections between the STATO Trail and the proposed routes to connect with community destinations

An example of the types of feedback provided during the Workshop can be seen in **Figure 41** below.

Figure 41 | A Section of the Candidate Routes and Potential Improvements Map with Post-It Notes from Stakeholders



Quick Wins Project Builder:

The Project Team identified a potential opportunity for the City to receive funding from the Government of Canada through the Healthy Communities Initiative fund to improve public spaces as a response to the COVID-19 pandemic. The Project Team presented the Healthy Community Initiatives goals, shown in **Figure 42**, and asked stakeholders to identify potential “quick wins” projects that would meet these goals and qualify for funding.

Figure 42 | Healthy Community Initiatives Goals



**Create safe
and vibrant
places**



**Improve
mobility
options**



**Provide
innovative design
solutions**

The stakeholders listed a variety of potential quick wins projects, such as:

- Implementing wayfinding to support new riders and walkers;
- Increasing connections to schools and other public facilities (i.e., grocery stores, hospital, etc.);
- Adding traffic calming tools in designated residential and downtown areas to improve safety for people crossing the road;
- Implementing bicycle parking in the downtown cores;
- Introducing a bike hub with bike rentals and repairs;
- Improving cycling and pedestrian facilities along the Wabi Bridge; and
- Enhancing street beatification (i.e., murals, etc.).

Action Planning Worksheet:

After reviewing the input regarding potential quick wins projects, the stakeholders were asked to identify one project that the City could apply for funding to implement. The stakeholders collectively identified the following project:

- Downtown beatification and expansion of public space in downtown New Liskeard and Haileybury, including:
 - Enhancing pop-up patios/public seating areas; and
 - Adding bike racks, benches, crosswalk, painted murals, etc.

The stakeholders determined that this project would help build a sense of community and draw tourists to Temiskaming Shores. These improvements would also provide all community members with a place to walk, bike, and stay in touch in the downtown areas, while reducing and calming vehicle traffic. The stakeholders identified some key elements that should be included as part of the project, such as:

- Bike racks and more bicycle parking in lieu of car parking in key destinations;
- Stop signs and safe crossings in Haileybury;
- Clear signage and pavement markings;
- Greenery and trees; and
- Mid-block crossings and bump-outs at former Giant Tiger and between existing crossings in New Liskeard and Haileybury (this was identified as a “nice-to-have” element rather than a “must-have” element).

3.2.2 STAKEHOLDER INTERVIEWS

The Project Team held interviews with 8 key stakeholders including representatives from the City, local committees (i.e., Bicycle Friendly Communities Committee, Age Friendly Committee, and Active Travel Committee), the Health Unit, and the Business Improvement Area. The stakeholders were asked to answer the following questions to provide input about strengths, weaknesses, threats, and opportunities regarding active transportation in Temiskaming Shores:

1. What is your vision for active transportation in the City?
2. What are the top 3 network priorities for an active transportation network?
3. Who is the network serving and who is it not?
4. What are some successes in the City?
5. What are some of the challenges?
6. What are some programs and who are the partners?
7. What are some programs you think the City should explore?
8. Who should lead program development and who should support?
9. Of the programs identified, are there any priorities?
10. Is there anything else you would like to add?

Some notable comments that emerged during the stakeholder interviews are listed below:

- “The [STATO] Trail is well designed and well used. Seniors, kids, parents families, racers, - they’re all on the STATO Trail”;
- “I’d like to see us expand upon what we’ve done already – we already have this great linear route in the STATO Trail, so we should complete those missing links and then lay out a plan to connect the trail to other areas. [We should focus on] connecting and finishing the trail and then expanding”;
- “More signage and wayfinding would be great. More green paint on the roads too to help delineate the cycling facilities. [Bicycle] parking downtown – a couple in New Liskeard and one uptown by the stores, and maybe one in Haileybury”;
- “I think adults more than kids are being served well [by our existing infrastructure] in terms of comfort, especially downtown. Commuters are well served generally. Leisure riders who aren’t afraid of riding outside of the trail – experienced riders are pretty well served. I’ve heard from other people who would ride more, but they don’t feel comfortable riding in traffic, so they are being left behind. Students are really being left behind too because we only have one school that we can get to from the trail. The majority of our schools have nothing to connect them, so students are on their own”;
- “[We should have more] shaded seating areas downtown. I’d like to see a lot more green. We live in a beautiful area surrounded by trees and our downtown doesn’t reflect that at all. So if we could see more planters, more flowers, more of those natural elements – it really provides so much benefit. We have nice buildings downtown, but we need more natural streetscaping”;
- “If you want to encourage people to cycle, you need to have a place for them to store their bikes! We should also have employee change rooms and showers so that people can change”;
- “We have a good transit system but the connection between transit and cycling is lacking. We need to build that connection better. Not all the busses that we have available are equipped with racks”.

Table 11 provides an overview of some of the common themes that emerged during the Stakeholder Interviews.

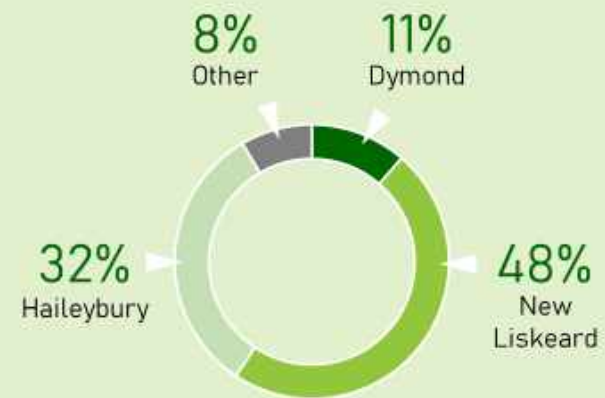
Table 11 | Stakeholder Interview SWOT Analysis Summary

	Common Themes
Strengths	<ul style="list-style-type: none"> Existing STATO Trail Strong history of local fundraising and funding applications Encouragement and education efforts Radio, Newspaper, Social Media, Bike Festival, etc. Supportive staff and local stakeholders Local parks provide good access to nature and trails Strong transit ridership Winter maintenance of sidewalks Existing work done by the Committees
Weaknesses	<ul style="list-style-type: none"> Speeds on connecting corridors Rorke, Lakeshore, Whitewood, Armstrong Few All Ages and Abilities (AAA) routes for walking and cycling Lack of seating, shade and bike parking in downtown areas Crossing Lakeshore in Haileybury Wabi Bridge School connectivity to existing trails Lack of safe access to downtowns
Opportunities	<ul style="list-style-type: none"> Bike parking and beautification in downtown areas Multi-modal integration: more walk / bike / transit trips Expand bike exchange into bike hub / bike rental Broaden BFCC mandate to focus on active transportation Traffic calming and speed limit reductions Introduce wayfinding and signage to encourage new ridership Trail apps and updated info online
Threats	<ul style="list-style-type: none"> Road widths may limit options, particularly on rural and older roads Low revenue and financial capacity means improvements are often reliant on grants and other funding streams Many programs rely on volunteers – staff support may need to expand

3.2.3 PUBLIC SURVEY

The online survey was available on the project website from May to June 2021 and received 283 responses in total. The following section uses infographics to summarize the main input that was received through the survey.

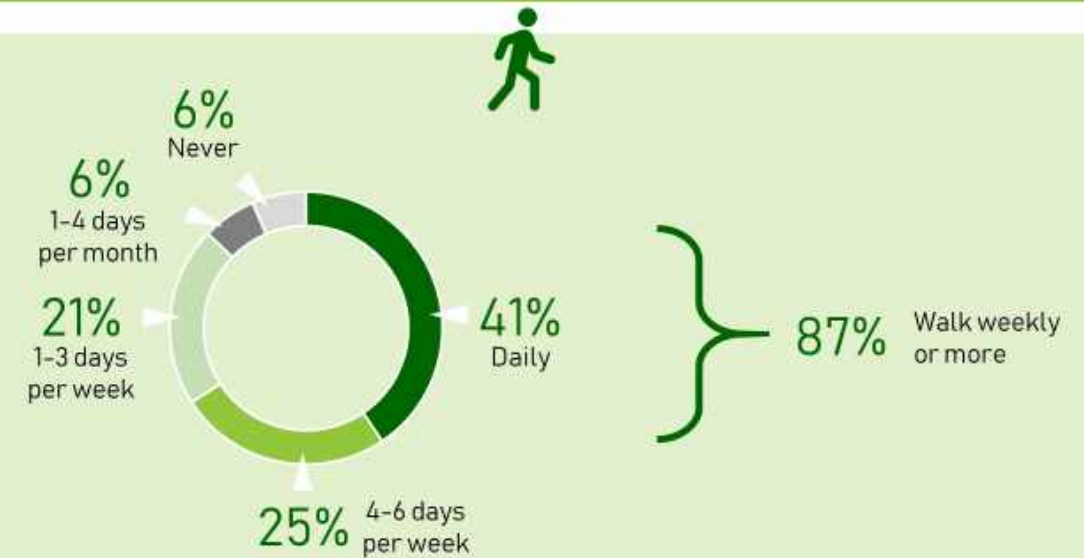
Who participated in the survey?



Temiskaming Shores Active Transportation Master Plan – Survey Results

1

How often are people walking?



Temiskaming Shores Active Transportation Master Plan – Survey Results

3

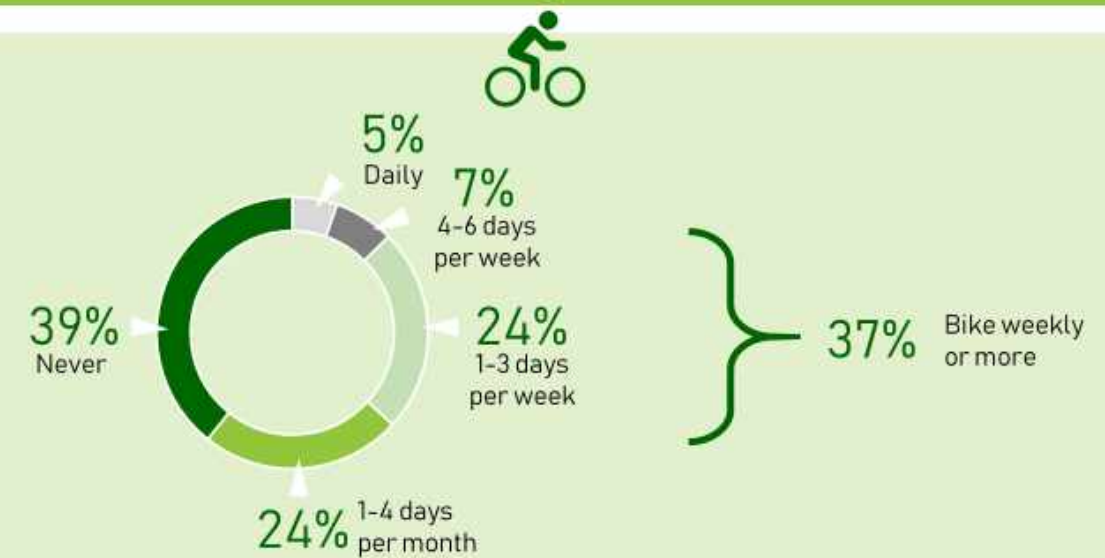
How are people commuting in Temiskaming Shores?



Temiskaming Shores Active Transportation Master Plan – Survey Results

2

How often are people biking?



Temiskaming Shores Active Transportation Master Plan – Survey Results

4

Why are people walking and biking?



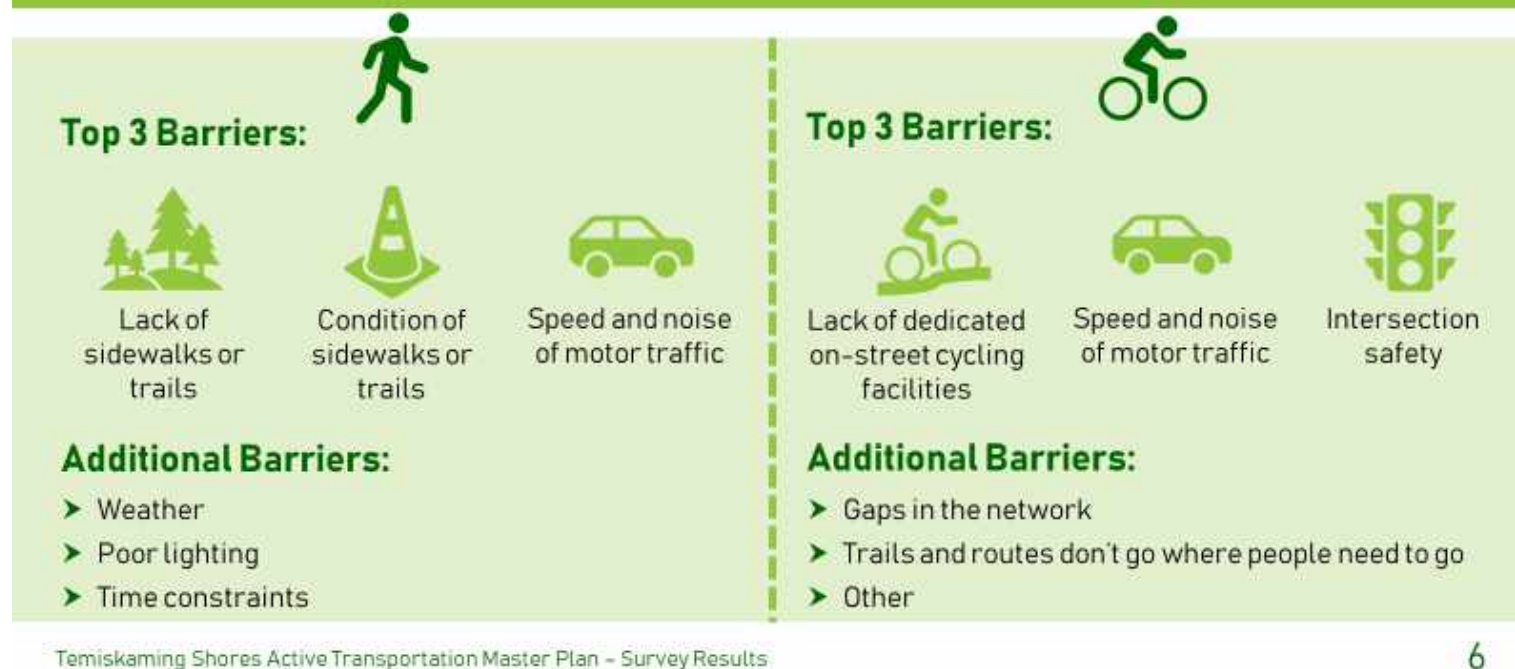
5

How far are people willing to travel?



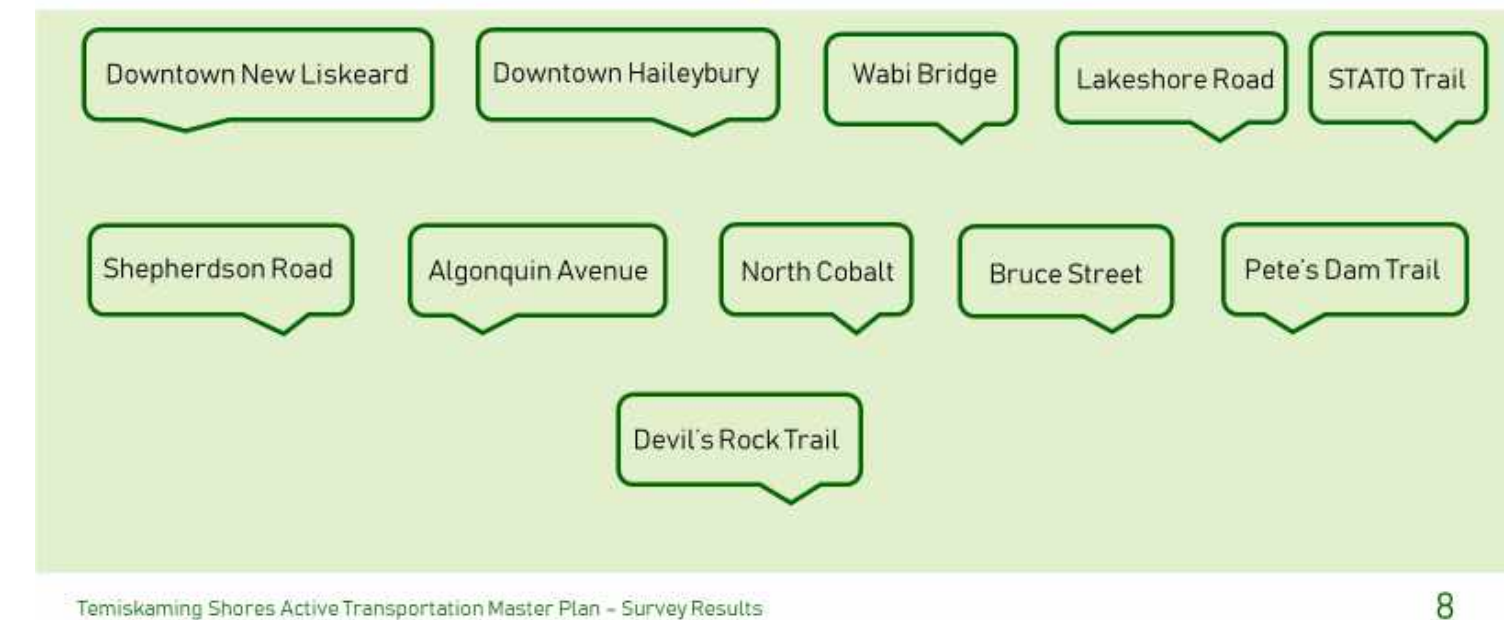
7

What are the main barriers?



6

What locations would people like to see improved?



8

What actions would people target for investment?

Top 3 Priorities:



Additional Priorities:

- Intersection upgrades, including improved crossings, signals, and lighting
- Build more sidewalks
- Provide more amenities along active transportation routes (benches, water, fountains, bike racks, etc.)
- Expand off-street cycling network (more mountain biking trails, etc.)

Temiskaming Shores Active Transportation Master Plan – Survey Results

9

How do people describe active transportation in Temiskaming Shores now?

- ✓ Quite good for the size of the Town, but room for improvement
- ✓ STATO Trail is amazing
- ✓ Too much focus on cycling over other modes (roller blading, skate boarding, scootering, walking, etc.)
- ✓ Need to make areas more walkable (i.e., improve, maintain, and add more sidewalks)
- ✓ Need to focus more on safety, especially on busy streets
- ✓ More education is needed on how to share the road with cyclists
- ✓ Active transportation network is very limited to New Liskeard – need to provide connections to other communities

Temiskaming Shores Active Transportation Master Plan – Survey Results

10

What should be the priority for the Temiskaming Shores Active Transportation Plan?

- ✓ Safety (i.e., crossing the street, on-street cycling facilities, etc.)
- ✓ Maintenance (i.e., improve and maintain existing sidewalks, trails, and roads)
- ✓ Accessibility
- ✓ Connectivity
- ✓ Community education and awareness
- ✓ Traffic calming

Temiskaming Shores Active Transportation Master Plan – Survey Results

11

Some notable comments that emerged through the public survey are listed below:

- “I am impressed with what we have for such a small community, especially the STATO Trail”;
- “Active Transportation in Temiskaming is quite good along quiet roads/parks, but requires serious attention/changes along busy routes”;
- There aren't enough dedicated paths connecting all ends of the community to promote biking. [...] More sidewalks (or paths) need to be added to increase walking as well”;
- “Active transportation in the City of Temiskaming Shores has come a long way but we tend to forget that more people walk than cycle - pay as much attention to the making it walkable as you do cyclable. Maybe we need a Temiskaming Shores Walking Committee to get our sidewalks fixed”;
- “Upgrade current infrastructure, start to build multi use trails, and [increase] maintenance of the existing ones”;
- “Slow the traffic down”;
- “[The] priority should be to make it a safe and convenient way to get around, from all areas of the city”;
- “Speed limit reductions and traffic calming in multiple areas - downtown, around schools/residential areas, Lakeshore, Rorke”;
- “Ensure that walking/bicycling paths are safe from vehicular traffic - in terms of speed, proximity, and exhaust fumes”;
- “More signage advising walkers and cyclists where to walk or cycle” and
- “Improve existing trails for nature fans, offer more safe biking lanes for cyclists, and enforce/educate the driving public as to cyclists' rights to the roads”.

3.2.4 COUNCIL SURVEY

To gain a stronger understanding of what the priorities for the Municipal Council was for this project, a City Council-specific survey was developed and distributed to all members of Temiskaming Shores' City Council. Responses were anonymous, with responses being received from five of the seven current members of Council. The questions posed, and the responses received, are detailed below.

When you think of the current state of active transportation (walking, cycling and wheeling) within the City of Temiskaming Shores, what are some of the first words that come to mind?

- Good but a few improvements could make it great.
- Much better than it was 10 years ago. Many areas are accessible by walking or cycling
- Safety
- Improving, more education to the public that don't use the trail or a bicycle etc.
- A work in progress. Small but important steps being taken. Old infrastructure hinders much of the progress.

When you think of the future of active transportation in the City of Temiskaming Shores, what do you think is important to consider and reflect?

- Pedestrian safety, more bike/active travel routes to main areas of the community.
- Make sure that people can enjoy our great outdoors.
- Connectivity
- Keep an open mind and don't try to make too many changes at once.
- We have a population that, regardless of age, want to become or remain active. Important consideration for any future planning.

In a few sentences, what are the primary outcomes you would like to see emerge from the Active Transportation Plan?

- I would like to get an outline of what routes would be best and find out where we are lacking as far as active travel.
- Provide a safe community for people of all ages to move about our city.
- I would like y to o see a safe trail connecting the various parts of the City with a resulting mutual sharing of safety and respect between trail and highway users.
- There MUST be more use of the STATO Trail before we spend more dollars or obtain grants as the majority of taxpayers have to buy into it.
- Become recognized as a destination for an active population.
- What concerns do you have about the development of the Active Transportation Plan?
- No real concerns I just want people to be able to travel safely throughout the city.
- People must still abide and learn the rules of the road. Signally, sharing the road.
- Mutual safety of all
- Any attempt to change the speed limits between New and Haileybury again must include public meetings and even consider adding a question on a ballot to all voters on the upcoming election in June 2022.
- Our older infrastructure means we must take small cautious steps rather than large bold steps. Current infrastructure is not built for active transportation.

We have been doing extensive community stakeholder outreach but are always looking for additional contacts to expand the level of access for engagement related to this plan. Are there any community groups or key stakeholders that we should contact as we develop this plan?

- Bicycle friendly community, age friendly, get active group.
- Have OPP been involved
- People that travel on the roads for work purposes, bus drivers, taxi operators and general public.
- Cyclists, seniors, people that walk. Sightseeing groups, tourism reliant business.
- Do you have anything else you would like to share with us?

- Changes need to be slowly incorporated into future developments in housing and transportation
- Adding more stop signs throughout the City must be done carefully with public input as well as adding cross walks they must be put in the most dangerous parts of the city if it's going to work.

3.3 WHAT WAS HEARD

The Round 1 Public Engagement activities provided the Project Team with an excellent sense of existing conditions and potential opportunities for improving active transportation in Temiskaming Shores. Several key ideas and common themes emerged from these activities which be used to guide the development of the ATP and set priorities for the City. Some of the key ideas and themes that emerged are summarized below.

3.3.1 KEY IDEAS

- Temiskaming Shores is a fairly multi-modal City. Although driving is still the main mode of transportation, many community members stated that they walk and/or bike weekly or more, indicating that the Community has already started to build a strong culture of active transportation;
- The main barriers to walking and cycling that were identified through the public survey were all infrastructure-related, as opposed to being related to environmental factors (distances, topography, weather). This can be seen as a significant opportunity for the City to improve the condition of active transportation infrastructure to enhance safety, comfort, and accessibility;
- Community members emphasized a clear desire for the City to prioritize walkability by improving and maintaining sidewalk infrastructure and improving safety at key intersections; and
- Based on the amount of time people are willing to spend travelling, most destinations in Temiskaming Shores could be easily reached by walking or cycling if the appropriate infrastructure were in place.

3.3.2 COMMON THEMES

- The existing STATO Trail is excellent and serves a lot of people quite well. With that said, there are still many opportunities to improve the Trail by addressing gaps and providing connections to other trails and key destinations;
- An overall lack of infrastructure that feels safe and inviting is limiting the number of active transportation users in Temiskaming Shores. There is a need for better crossings and on-street cycling facilities to enhance safety and comfort. Traffic calming tools should be considered for busy streets to help reduce traffic speeds and make roadways more comfortable for pedestrians and cyclists;
- There is a need to improve connectivity to key destinations and between communities in Temiskaming Shores;
- There is a lack of all ages and abilities cycling and walking routes. The City needs to focus on making active transportation more accessible to a wider range of people; and

- Public spaces could be improved by increasing bicycle parking, seating, wayfinding signage and shaded areas, especially in the downtown cores. These changes would also help to encourage more people to use active transportation.

3.4 WHAT WE DID

An important aspect of any project is the collection of feedback from key stakeholders to inform both the broad directions of the project and the specific elements of its implementation that will improve user experience. In the case of the Temiskaming Shores Active Transportation Plan, the collection of stakeholder and public input was used to inform several key aspects of the final plan. The feedback received so far has helped to:

Guide the development of the proposed Active Transportation Network for Temiskaming Shores, including the addition of proposed sidewalk extensions and enhancements:

- Sidewalk expansions within the community of Dymond emerged as a priority, and were included on the final map of proposed sidewalk locations;
- East-west routes through New Liskeard were refined to include Whitewood based on a desire to enhance streetscaping in the Downtown and reconsider how overall parking utilization in the downtown area is evaluated; and
- Routes connecting Haileybury to North Cobalt were added to enhance connections to the City's existing transit services.

Develop a network of cycling facilities that would result in a complete, connected network throughout the communities of Temiskaming Shores, with priority projects identified to achieve short-term connectivity:

- Capital forecasts helped to determine which projects should be completed in 2021 and 2022 based on the City's upcoming works schedule;
- Key gaps were identified and prioritized, including areas along Lakeshore Road, Rorke Avenue and Albert Street; and
- Additional design work was completed for the Wabi River Bridge to provide an interim connection to link the STATO Trail.

Refine proposed trail alignments for additional STATO Trail extensions, including alterations to the route heading north from New Liskeard to Dymond and the route connecting New Liskeard to Pete's Dam:

- The proposed route for the STATO Trail from New Liskeard to Dymond east of the existing alignment was removed, as the cost for this project were deemed to outweigh the benefits; and
- The proposed route along the Wabi River to connect to Pete's Dam was removed due to challenging terrain and land ownership challenges.

Develop and submit a memo outlining the potential improvements that could be achieved through a submission to the Healthy Communities Initiative:

- Through collaboration with stakeholders, a project to enhance the livability of the City's Downtown areas through expansion of public spaces was submitted to the HCI.

Identify key locations where crossing improvements are necessary to improve safety for people walking and cycling:

- Locations such as Main St and Ferguson in Haileybury, Crossings of Highway 65 and crossings on Hesse Avenue were added based on feedback from stakeholders and the public.

Based on the conversations with City Staff and key stakeholder and public input from the online survey, the ATP is being developed to meet the needs of the growing community of people in Temiskaming Shores who want to walk, bike and wheel more often. Public support for these measures will be key to ensuring that they move forward in a timely and effective manner, and that they are sustainable in the long term.

3.5 EVALUATION AND LESSONS LEARNED

Feedback for the consultations has generally been positive, including the use of tools like SurveyMonkey for the public survey and Miro for the Stakeholder Workshops. Miro provided most attendees with the opportunity to participate in an interactive setting without requiring in-person participation in compliance with COVID-19 public health measures.

Attendees of the Workshop were asked about how the workshop was delivered, and feedback was universally positive. In the future, The City may wish to allocate time for two separate workshop sessions – one during working hours to accommodate those who can include attendance as part of their daily responsibilities (eg. Agency partners and those who work on active transportation issues as part of their paid roles) as well as one in the evening to accommodate those who want to support the ATP from a volunteer standpoint.

The public outreach for this project has been very strong, with a significant number of responses gathered, and a general consensus that the survey met the needs of the community with regards to gathering input about priorities for the City's ATP. As the City continues to grow its community engagement practices, it may be prudent to consider an all-in-one engagement platform for future projects that can include ideation boards, mapping tools and budgeting tools to help assist in gathering feedback from the community.

3.6 CONCLUSIONS AND NEXT STEPS

Community Engagement for the Temiskaming Shores Active Transportation Plan is a vital component of the success of the Plan as it moves into the implementation phase. Based on the strong response rate and the support from both internal and external stakeholders for the types of projects and programs being recommended as part of this Plan, it is clear that the community has a strong interest in seeing this project succeed. As the project moves towards completion, Phase 2 Consultations will provide stakeholders and members of the public with the opportunity to comment on the priorities for the City's active transportation network, will further develop strategies to make education and encouragement efforts more widely accessible and will begin assigning roles and responsibilities to bring those projects to fruition.

A photograph of two children on a rocky shore. The child on the left is standing, wearing a straw hat, a black long-sleeved shirt, and red shorts. The child on the right is crouching, wearing a pink hat with a unicorn horn, a pink hoodie, and striped leggings. They are both looking towards a waterfall cascading over dark rocks in the background. The foreground is a gravelly shore, and the background is a dense forest of evergreen trees.

Chapter 4: Education and Encouragement



City of Temiskaming Shores Active
Transportation Plan
Draft November 2021

4 EDUCATION AND ENCOURAGEMENT

4.1 OVERVIEW

The City of Temiskaming Shores' Active Transportation Plan is a visioning document intended to provide a blueprint for municipal decision making as it relates to infrastructure, policy and programs to support active transportation. This plan will allow City staff to strategically implement and manage the direction of active transportation in Temiskaming Shores over the next 10+ years, creating a stronger culture of activity within the City through incremental, strategic improvements.

The previous sections of this Plan have focused on the physical infrastructure related to active transportation. Developing a complete network of comfortable, convenient active transportation facilities is vital to improving conditions for people to walk or bike, but it must be paired with the parallel development of a system of social infrastructure to support active transportation as well if a City like Temiskaming Shores is to realize the full benefits of its investments in active transportation. The physical and social infrastructure that have been developed since the 1950s have focused all attention on automobile transportation. The results of this paradigm can be seen everywhere in North America – streets that are unwelcoming for people who walk or bike, communities designed at a scale that does not make walking or cycling possible to access daily needs and a set of social norms that sees any form of transportation other than a private automobile as “alternative transportation”.

Shifting from an auto-centric paradigm to a multi-modal one is no simple task, but there are a variety of actions that can be taken in support of this cultural shift. While it will not be possible for all trips made by Temiskaming Shores residents to be made through active modes, the density of both population and destinations in the City's urban areas – Dymond, Haileybury and New Liskeard, make walking and cycling a viable mode of transportation for many routine trips in the community. With the existing STATO trail infrastructure connecting the communities of Temiskaming Shores, and with a regularly scheduled transit service reaching all areas of the community, Temiskaming Shores is well situated to establish non-automotive transportation as a viable alternative for many residents, provided the City and its partners can facilitate a shift in attitude and culture within the community.

To help guide this cultural shift, a suite of active transportation programs informed by best practices from around North America is being proposed to supplement the City's investments in physical infrastructure to support walking, cycling and wheeling. The recommendations contained in this chapter are based on the successes and lessons learned from comparable municipalities in Ontario and beyond. Recognizing that one size does not fit all, these programs target a wide range of audiences, including students, women, seniors, Indigenous People, tourists, Franco-Ontarians, and other groups with unique perspectives and needs. While the programs described in this Chapter provide an effective starting point for the City, additional consideration should be given to expanding support for priority groups to create programs that address the barriers faced by some groups to participate in active transportation. Future considerations for programming could help to address barriers related to finances, systemic discrimination, language differences, cognitive ability and risk tolerance.

The programs presented here have been shaped by local expertise – they are designed to support existing initiatives, build on the City's successes and leverage the relationships that already exist within

the community to create more support for, and excitement about, active transportation. The recommendations are based on best practices but are filtered through the local context and the knowledge of key stakeholders within the City, producing a truly made-in-Temiskaming Shores option to boost the culture of active transportation.

4.2 EDUCATION AND ENCOURAGEMENT APPROACH

Developing a suite of programs that help to change attitudes and behaviours regarding active transportation can be a complicated process. There are a wide variety of programs that can be adopted and implemented to support a community's goal of becoming a better place to walk, bike or wheel but many of the most effective interventions fall into one of two categories: Education and Encouragement (**Figure 43**).

Education measures empower people with knowledge – these programs can help to break down misconceptions, provide residents with new skills or provide a new way of looking at a problem. Common goals of education programs relating to active transportation include teaching safe and effective bike handling skills, educating people driving about the rights and responsibilities of people walking and cycling or providing information about the potential time and cost savings that could be generated by switching to active travel. Specific examples can include bike rodeos in schools to teach safe bicycle handling skills or programs that emphasize the benefits of active travel.

Encouragement measures enhance the appeal of certain forms of behaviour, both at the individual level and more broadly within the community. This can include initiatives that raise the profile of active transportation by offering interested users an opportunity to try something new with a low (or no) barrier to entry. Specific examples include guided community walks or “Slow Rolls”, pop-up demonstrations at local festivals where residents can try out an E-Bike free of charge or friendly competitions between schools or workplaces to see who can log the most kilometers of active travel in a month. Encouragement initiatives can also include incentives that make it easier to consider travel by active transportation, either through giveaways of important materials like bike lights, reflectors or water bottles, or through benefits like a rewards or discount program for customers who arrive on foot or by bike.

When supported by investments in physical infrastructure to enhance the safety and comfort of active travel, programs that help educate and encourage residents to use active travel more often have been proven to increase support for, and use of, active transportation. These programs are often orders of magnitude cheaper than investments in physical infrastructure, but they pay dividends in shifting the culture of a community and creating an environment where active transportation is more socially accepted and supported.

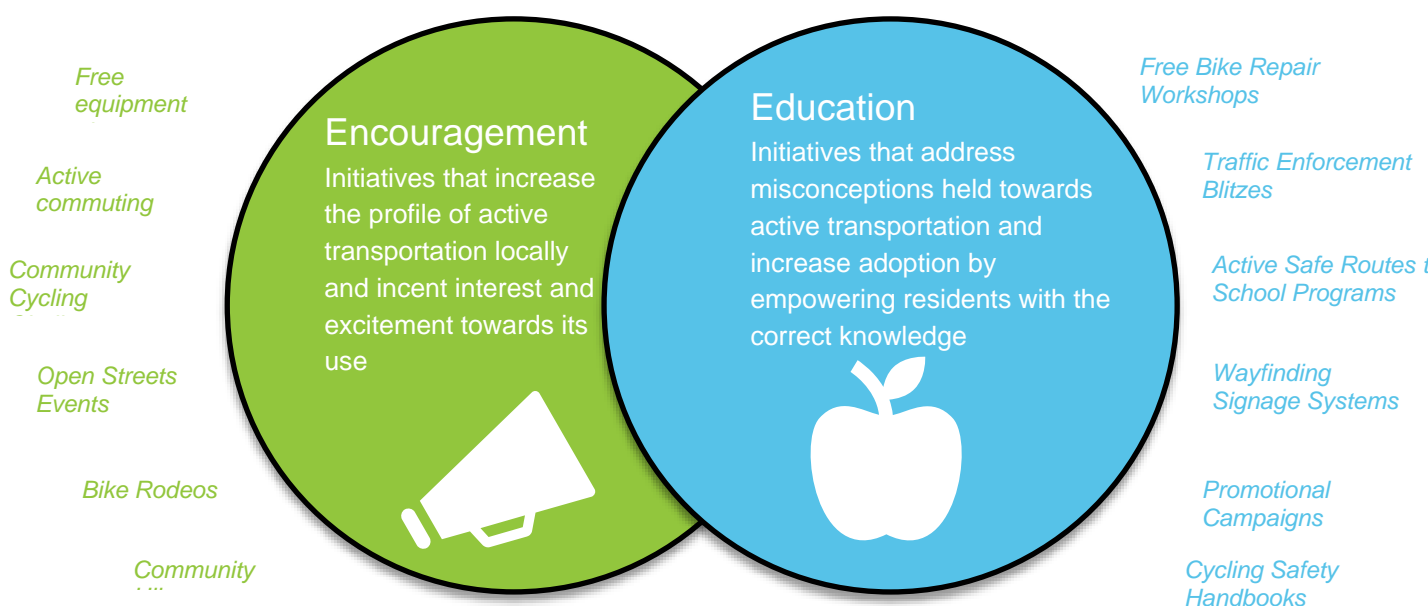


Figure 43 | Diagram listing suggested active transportation programming initiatives, categorized within the encouragement and education approaches

4.3 PLAN FOUNDATIONS

The development of a suite of programming recommendations relied on a thorough understanding of both best practices with regards to active transportation education and encouragement and the local context within the City of Temiskaming Shores. To develop a set of programming guidelines that meet the needs of the community, a best practices review of plans from comparable municipalities was combined with a policy review and extensive stakeholder consultation, helping to produce a suite of programs designed to support the social infrastructure of active transportation within Temiskaming Shores.

4.3.1 BEST PRACTICES REVIEW

To ensure all active transportation programming recommendations reflected leading technical guidance, an extensive background review was completed among a series of comparable municipalities. This exercise was useful in identifying the range of programming ideas that could be applied within Temiskaming Shores as well as relevant lessons and trends on which ones feature the greatest likelihood of success. Recognizing that the success of any active transportation program is dependent on the local context, results of this research served only to develop a list of recommended programming initiatives, which were reviewed and confirmed by local stakeholders. The results of the best practices review are shown below in **Figure 44**.

WW	Whitewater Region Active Transportation Plan Relevant Programming Ideas <ul style="list-style-type: none"> • Community based bike share program • Wayfinding & Signage Plan • Inventory and purchase of bike racks • Bike and trail equipment giveaways
UXB	Uxbridge Active Trails Strategy Relevant Programming Ideas <ul style="list-style-type: none"> • Family Bike Days • Data Collection • Bike Valet Program • Downtown Bike Corrals
PET	Penetanguishene Cycling Strategy Relevant Programming Ideas <ul style="list-style-type: none"> • Cycling Instructor Training Fund • Town facilities enhanced as 'bike hubs' • Open Streets events • 1 metre safe passing law campaign
WH	Prince Edward County Cycling Master Plan Relevant Programming Ideas <ul style="list-style-type: none"> • Wayfinding Signage • Staging and Rest Areas • Annual bike summit • Active School Travel Program • Routine community bike rides.

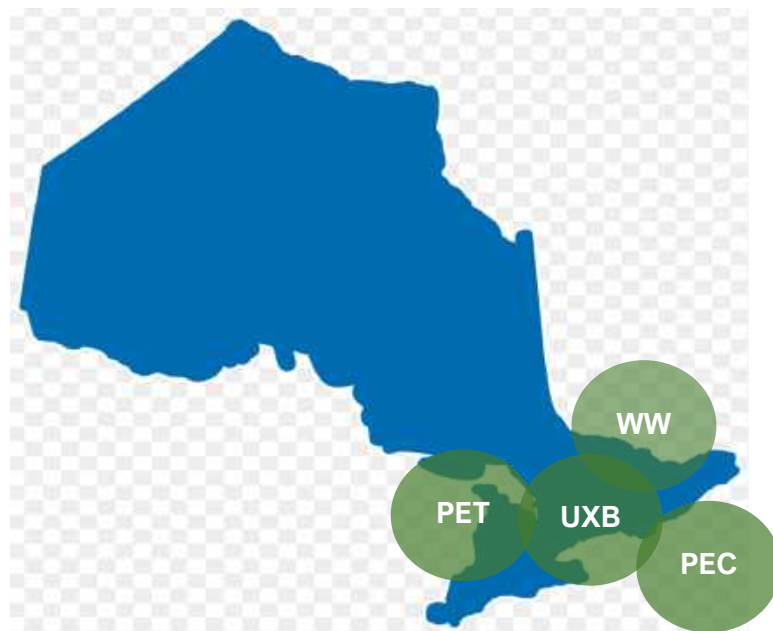
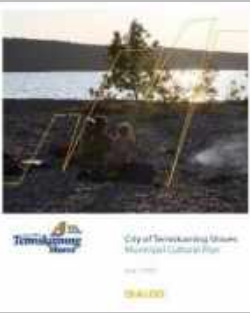




Figure 44 | Map depicting the location of municipal case studies examined as part of the programming best practices review

4.3.2 POLICY SCAN

Key to understanding the local context as it relates to active transportation programming was an extensive review of relevant policies already adopted by the City. Documents most essential to this review included the City's Cultural Plan (2013), Recreational Master Plan (2020) and Age Friendly Community Plan (2016). Key insights and details from each document are presented below, where the relevant sections from each planning document are connected to the overall goal of developing a suite of programming recommendations that compliment the goals of the Active Transportation Plan. As the elements of the programming chapter are implemented, they will help to connect to the City's broader goals of creating a more active, engaged and connected community, aligning with the City's previously approved strategic priorities. A more detailed overview of these documents is provided within the Vision and Policy Discussion Paper in **Table 12**.

Table 12 | List of Policy Documents reviewed as part of the development of the ATP programming recommendations.

Municipal Plan	Document Description	Relevant Insights
	Outlines recommendations to strengthen the City's cultural sector by leveraging existing assets and identifying strategic investment opportunities that align with local community objectives and goals	<ul style="list-style-type: none"> Recognizes the city's sports and recreational sector as key pillars of its cultural sector; Acknowledges investments that support place-making and improved livability as equally beneficial to the City's cultural sector (attraction and retention of creative class workers and industries); and Identifies existing annual events as tourism draws with potential for expansion
	Identifies demand for recreational services and facilities within the City and proposes a community led, strategic approach to addressing those needs within the next 10 years	<ul style="list-style-type: none"> Recommends that the city leverage its strong scenic and natural landscapes to encourage greater social and recreational activity; Suggests partnering with local sports groups and agencies for assistance in the delivery and administration of new and improved recreational programming; and Support recreational programming within key local and regional travel destinations, such as Haileybury Beach, Downtown New Liskeard and Devil's Rock
	Seeks to make the community accessible to all age groups through the adoption of new standards, practices and programs that promote inclusivity among all residents.	<ul style="list-style-type: none"> Recommends the adoption of a more coordinated communications protocol that reduces barriers to access local community services and programs; Urges new building standards and investments into pedestrian friendly amenities such as more public seating and community maps within key shop areas and along local trails; and Recommends improved access to recreation and social programming which better support and accommodate the needs of older adults.

4.3.3 PUBLIC CONSULTATION

While policy documents and best practices provide the basic outline for a suite of new programs to support active transportation, community engagement is necessary to ensure that the programs that are recommended are supported by, and resonate with, the community. In order to better understand the capacity of stakeholders and the attitudes of residents, several different community engagement activities were delivered as part of the development of this Plan. These included a series of workshops and interviews with key stakeholders, an online survey hosted on the City's project webpage and a virtual public information center hosted on November 4th, 2021. At each stage of the process, engagement centred on identifying programs that have already worked in Temiskaming Shores, building upon those successes and connecting partners who are already working to deliver new programs with one another to support their ongoing efforts. While a complete engagement summary is featured in the Engagement Discussion Paper, provided below are some key insights related to programming.

Stakeholder Working Group Workshop #1 [May 27th, 2021]

Event Description

Held to develop a "Quick Wins Strategy" which identified projects that could be implemented immediately, and have stakeholders share their strengths, weaknesses, opportunities as it relates to the City's active transportation system.

Relevant Findings

- Important to develop an effective wayfinding system which highlights connections between the STATO Trail and key travel destinations;
- Utilize funding from the Federal Government's Healthy Community Initiatives fund to implement bicycle parking in the downtown cores and introduce bike hubs with bike rentals and repair services; and
- Sponsor new active transportation amenities within local downtowns to support beautification and AT convenience.

Stakeholder Interviews [May 27th, 2021]

Event Description

Interviews among 8 different stakeholders from key local agencies, including City staff, the local public health unit and Active Travel Committee. The goal of each interview was to enrich understandings of the local active transportation context, with 4 questions posed specifically about programming:

1. What are some programs and who are the partners?
2. What are some programs you think the City should explore?
3. Who should lead program development and who should support?
4. Which programs should be prioritized?

Relevant Findings

- Provide more greenery and shading elements within the local downtowns;
- Leverage the city's strong history of local fundraising and funding applications to support active transportation investments;
- Provide more bike parking near key travel destinations and encourage more cycling supportive amenities (i.e. showers and lockers) among local businesses;
- Broaden the mandate of the BFCC to include investments into active transportation
- Develop an app or use the city's website to provide real time updates on trail conditions; and
- Expand the existing bike exchange program into an all-year round bike hub / bike rental service.

Online Survey [May – June 2021]

Event Description

To provide the public with an opportunity to share their priorities for the ATMP an online survey was hosted on the City's website for roughly a month. The survey generated 283 responses in total, including feedback items directly related to supportive programming.

Relevant Findings

- Survey respondents identified an improved maintenance scheme to better maintain the active transportation network as a key priority;
- Survey respondents listed the provision of additional amenities along active transportation routes (i.e. benches, fountains, bike racks) as an important priority; and
- Survey respondents encourage the City to provide additional education on how roads are to be properly shared with cyclists.

Council Survey [May – June 2021]

Event Description

To better understand the priorities of the City's elected council as it relates to active transportation, an anonymous survey was distributed among sitting members. Questions included on the survey pertained to their understanding of existing facilities and conditions, aspirations for the ATMP and suggestions of notable agencies to partner with.

Relevant Findings

- Important the plan improve awareness of local active transportation facilities among residents;
- Strived to promote active transportation use among all age demographics, particularly older cohorts; and
- Suggested that the OPP, tourism-based businesses and sightseeing groups be included within project consultations

Stakeholder Working Group Workshop #2 [September 28th, 2021]

To confirm preliminary ATMP recommendations, the project’s stakeholder working group was convened for a second workshop. The event was held remotely and facilitated through a presentation which informed participants of project progress made to date. Using the interactive Miro board tool, the event also invited attendees to comment on the appropriateness and prioritization of 17 different suggested programming ideas, identified through best practices research. This involved having participants assign programming ideas within one of three degrees of prioritization: primary, secondary and tertiary (**Figure 45**). Additionally, participants could add their own ideas to the existing list, for others to comment on and assign among the three prioritization categories.

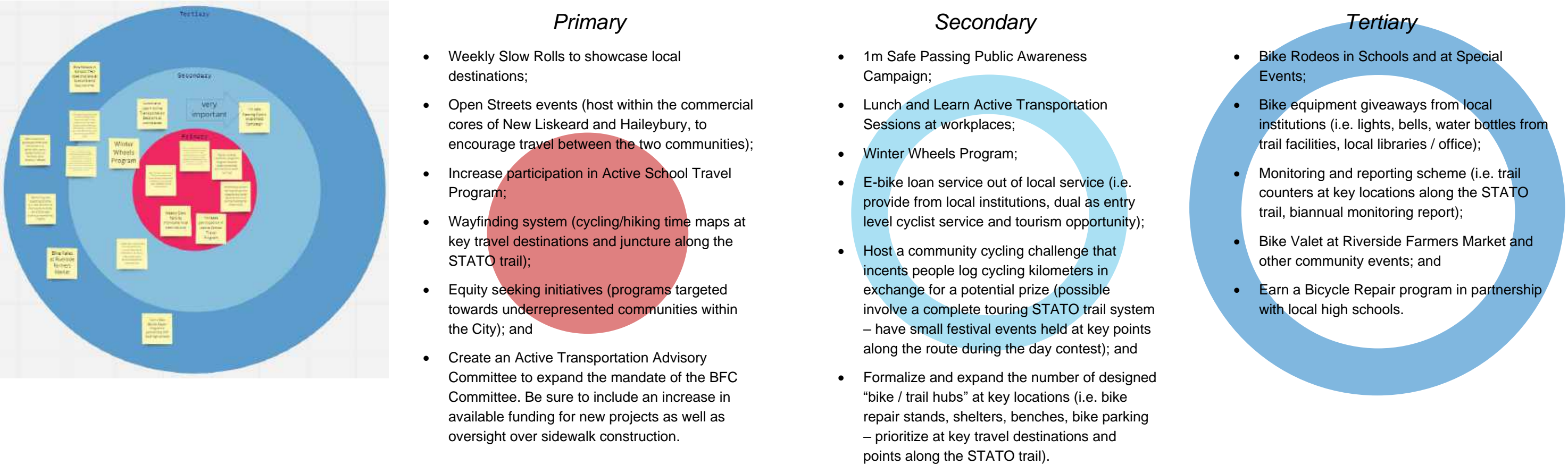


Figure 45 | Screenshot of the diagram used to collaboratively assign implementation horizons to the ATMP’s programming recommendations

Based on the feedback from the Stakeholder Working Group and discussions with City Staff, a “tiered” approach to active transportation programming was developed for the City of Temiskaming Shores. This structure is designed to help the City to prioritize its investments in education and encouragement programming as it begins to form a stronger relationship with the partners already working on active transportation within Temiskaming Shores, and to guide the City as it moves towards a more multi-modal future.

4.4 PARTNERS

To create a culture of cycling and active transportation in Temiskaming Shores, the City will need to build strong, stable and effective partnerships with stakeholders at the local, regional and provincial level.

Table 13 outlines potential partners for the Township and the elements of the Programming Plan that each stakeholder could be responsible for.

Table 13 | Suggested Local partners to support the ATMP's programming recommendations

Partners	Roles
Bike Temiskaming Shores / BFC Committee / Proposed Active Transportation Committee	One of the recommendations contained in this plan is to expand the mandate of the BFC Committee to encompass all areas of Active Transportation. Regardless of whether or not this recommendation is followed, the existing Committee will serve as a delivery agent for new programs and projects within the City. The Committee has shown itself to be capable of planning and delivering events in the past, and there are opportunities to empower the committee to do even more not only to advise the City on implementation of new infrastructure, but also to organize and deliver events to build a stronger culture of active transportation. Committee members possess a strong understanding of the local context and will be key to marshalling resources to support the implementation of this Plan. For the purposes of the remainder of this section, we will assume that the BFC Committee would be transitioned over to become an AT Committee, so that is how the remainder of this section will refer to this group with regards to assigning responsibilities.
Temiskaming Accessibility Advisory Committee	The Accessibility Advisory Committee can provide input as the Plan moves forward to ensure that Temiskaming Shores' plans build accessibility into every level of decision-making within the City.
STATO Trail Group	The STATO Trail Group has led the development and ongoing maintenance and operations of the STATO trail system which is and will remain a key component of the City's active transportation system.
Ontario Provincial Police (OPP)	The OPP is an important partner in promoting safe road use for all users. Police officers can deliver educational and public awareness messaging, can help with Bike Rodeos and cycling education at schools, and can play a role in sharing information about collisions and citations with City staff in order to better inform infrastructure decisions.

Partners	Roles
Temiskaming Road Safety Coalition	Volunteer led group of residents advocating for improved traffic safety across Temiskaming Shores. As a trusted community voice, the group remains a vital partner in developing context sensitive design solutions and programs.
Temiskaming Shores and Area Chamber of Commerce	A formal body representing and advocating on behalf of the interests of the business community within the City of Temiskaming Shores. The Chamber of Commerce is a key partner in developing context-sensitive solutions that support the vitality of key commercial areas within Temiskaming Shores and aligning active transportation initiatives with existing tourism efforts.
New Liskeard BIA	Downtown New Liskeard is an important destination within the City, and the businesses that make up the BIA will be important partners in delivering new programs to encourage people to walk, bike or wheel to the area.
Local Businesses	Businesses that are not represented by the BIA, including those in Haileybury and Dymond still have an interest in promoting active transportation, especially to their employees.
Temiskaming Shores Planning and Works Staff	It will be important for City staff to coordinate active transportation initiatives with the scheduled implementation of new supportive infrastructure to best advance objectives of the ATP. The City already has existing AT-related programming, including Active School Travel Programs and an Age Friendly Community Coordinator
Timiskaming Health Unit	The Timiskaming Health Unit has been an active, trusted supporter of active transportation in Temiskaming Shores for many years. A trusted partner who advises the Bicycle Friendly Community Committee, Road Safety Coalition, Age Friendly Community Coordinator and Active School Travel Committee, the Health Unit will continue to play a central role in promoting and supporting active transportation in the City of Temiskaming Shores.

4.5 PROGRAMMING RECOMMENDATIONS

The approach taken by this Plan is to provide the City with a list of initiatives that can be undertaken over the next several years, with new programs being added into the City's "toolbox" to support active transportation as the City and its partners expand their reach and capacity around active transportation. The recommendations are organized into three "tiers", which provide some guidance for the City with regards to prioritizing their investments. Based on existing capacity, an understanding of the desires of the community and research about best practices relating to active transportation programming, this Plan outlines an implementation plan that scales up the level of effort and investment as the active transportation community continues to grow in Temiskaming Shores, providing programs that will reach new audiences and grow active transportation for years to come. The three "tiers" of programming are:

Phase 1: Foundations

Programing initiatives likely to generate the greatest participation that ought to be adopted first to establish a foundation upon which further involvement within active transportation can grow.

Phase 2: Basic Programming

Programming initiatives that maintain the momentum of increasing active transportation involvement and begin the process of facilitating a deeper cultural shift in support of active transportation.

Phase 3: Advanced Programing

Programming initiatives that tailor to a wider range of potential active transportation audiences and help to establish a more mature culture of active transportation.

While there is no single route to becoming more bicycle friendly, it is recommended that the City focus on fully implementing the recommendations in each category before rolling out initiatives in the subsequent categories. For example, when determining how to spend programing dollars, the preference should be given to funding the programs in the "Foundations" category before moving on to programs in the "Basic" category, and programs in the "Basic" category should be fully implemented before initiating programs in the "Advanced" category. The delineation between these programs is based on extensive research and experience with Community-Based Social Marketing (CBSM) and is designed to facilitate both cultural and individual shifts in belief, behaviour and attitude towards active transportation in Temiskaming Shores. With that said, however, it is important to acknowledge that circumstances may change, so these assumptions and recommendations should be revisited regularly to ensure that they remain relevant. All of the programs outlined in this section will have a positive impact on the City's active transportation culture, so should funding become available to pursue a program that is beyond the tier that the City is actively working on, the City and its partners should still pursue that funding.

The tiers as presented here provide a cost-effective way to deepen the City's connections with its partners and its residents as it relates to active transportation. By investing strategically, seeking funding support from higher levels of government and building on the existing partnerships within the City, Temiskaming Shores could well achieve all of the goals set out in this Chapter within 5-6 years, firmly positioning the City as one of Ontario's leading communities in promoting a cultural shift towards active transportation.

4.5.1 PHASE 1: FOUNDATIONS

The first phase of programs includes initiatives with broad appeal that are likely to generate the greatest involvement and establish a stronger culture of active transportation within Temiskaming Shores. These programs build upon existing initiatives already underway within the City and focus largely on learning lessons from comparable municipalities in Ontario and beyond. While the City and its partners have proven that there is the capacity to run programs to support active transportation through leveraging existing staff resources or relying on volunteers, the programs presented here would represent a significant increase in the level of effort required to deliver them. As the number of new programs and the number of new partnerships begins to grow, it will be difficult to maintain that growth when work and responsibilities are dispersed across multiple departments and committees. For that reason, it is **strongly recommended that the City Establish and Active Transportation Coordinator position** to serve as a centralized resource for all things related to active transportation. This plan has been developed in a manner that allows for the AT Coordinator position to be “scaled up” over time – starting out as a Summer Student contract position, potentially funded by the Canada Summer Jobs program, and eventually scaling up to a full-time, or nearly full-time, position once the active transportation portfolio is at a more mature stage in the City. The recommendations below also assume that both the Active Transportation Committee and the AT Coordinator will be the primary delivery agents for new programs in the City. The partners listed under each program will serve to either support or co-lead each initiative, but the presence of the Committee and Coordinator as the lead for each program should be assumed.

The remainder of the suggestions in the “Foundations” section will operate on the assumption that this resource is in place. If the staff person is not hired, these programs are less likely to be as successful, although they could still come to fruition with the support of the City’s numerous partners, advisory committees and volunteer groups.

PROGRAM #1: ROUTINE COMMUNITY SLOW ROLL EVENTS

A simple yet effective program to encourage greater active transportation use is through hosting regular community walks or bike rides. Sometimes referred to as slow rolls (when the event is a bike ride), these events provide residents with the opportunity to engage in an enjoyable, social activity while also exposing them to the possibilities that exist for getting around the local area actively. Given its cultural relevance and design as a protected all ages and abilities facility, events should be arranged along key sections of the STATO trail or within the City’s urban centers where travel destinations remain within more bikeable / walkable distances. Key components of a successful community ride or walk program include:

- **Regularity:** walks or rides should be held on a regular basis, to provide predictability and allow for casually drop ins and outs;
- **Visibility:** walks or rides should be distinctively branded, to improve their awareness within the community;
- **Accessibility:** walks or rides should be done at a pace that is accessible to inexperienced participants and allows for socialization; and
- **Socialization:** walks or rides should encourage community building, allowing participants to become acquainted with each other and the sites and business that make up the local area.

To assist with event organization and sponsor insurance for ride and walk leaders as necessary, the city and BFC committee should remain lead organizers

Recommended partners:	<ul style="list-style-type: none">– Age Friendly Community Coordinator– Temiskaming Road Safety Coalition– Temiskaming Shores Chamber of Commerce– Service clubs– Local businesses
Estimated Costs:	<ul style="list-style-type: none">– \$2,500 per year for insurance and promotional costs
Inspiration:	<ul style="list-style-type: none">– Windsor-Tecumseh Slow Ride(here)



PROGRAM #2: INCREASED ENROLLMENT WITHIN THE ACTIVE SCHOOL TRAVEL PROGRAM

The Timiskaming Health Unit is aiming to expand the Walk N’Roll Timiskaming (previously known as Timiskaming Active School Travel) program to all schools within Temiskaming Shores, but that outreach largely depends on both the Health Unit’s internal resources and their ability to connect with the schools within the City. To accelerate implementation, the City could provide in-kind support by including Walk N’Roll messaging in their communications to their residents, both through the City’s Social Media Channels and through their partnerships with local newspaper and radio stations. As the Health Unit leads the development of new School Travel Plans, The City can incentivize school participation and support the existing participants by investing in physical infrastructure, such as crosswalks, signs, lighting or traffic calming elements as those items are recommended by the Travel Plans. As School Travel Planning advances in Temiskaming Shores, the City could also consider providing support for School Streets programs around schools within the City to provide an even higher level of safety and comfort for students to get to school using active transportation.

Recommended partners:	<ul style="list-style-type: none">– Timiskaming Health Unit– Age Friendly Community Coordinator– Active School Travel Committee
Estimated Costs:	<ul style="list-style-type: none">– Approximately \$10,000 per year for outreach materials, advertising and infrastructure improvements
Inspiration	<ul style="list-style-type: none">– Town of Ajax – Active and Safe Routes to School (here)– School Streets programs in Ontario (here)



PROGRAM #3: OPEN STREETS EVENTS

A growing tradition practiced among municipalities around the world, Open Streets Events feature the temporary closure of a major roadway to cars to create additional space for active travel and recreational programming. Often designed as a large street fair, the event should be held within highly travelled areas, such as commercial main streets, to dual as an opportunity to support local commerce. Within Temiskaming Shores, it is suggested that an Open Streets event be held within the downtown areas of New Liskeard and Haileybury, to promote travel between the two urban centers. Coordinating the street closure required for the Open Streets event should be highly feasible, with similar arrangements required for several existing festivals, including Noel Village, Summerfest and Bikers Reunion. The City should also consider arranging a bike valet service and a community bike ride between the two downtowns along the STATO trail to encourage active commuting to the event.

Recommended partners	<ul style="list-style-type: none">– Village Noel, Annual Biker’s Ride Gathering Organizers– Temiskaming Shores Chamber of Commerce– Rotary club and local organizations– Recreation, Programming, Culture and Tourism staff– STATO Trail Group
Estimated Costs	<ul style="list-style-type: none">– \$5,000 for organization and event related expenses
Inspiration	<ul style="list-style-type: none">– Town of Kingsville – Open Streets (here)– Peterborough Pulse – Open Streets (here)



PROGRAM #4: AT DISTANCE WAYFINDING MAPS AND SIGNS

Despite the City’s broad geography, most travel destinations within Temiskaming Shores remain concentrated within the urban centers of New Liskeard, Haileybury and Dymond. Many trips made within these communities could be easily replaced by active modes with most destinations situated within a 15-minute bike ride or a 20 minute walk within the City’s population centres. Even the distances between the communities are relatively short, with a trip from Haileybury to New Liskeard taking about 35-40 minutes on a bike, with the potential to make that trip in under 20 minutes when using an EBike. One of the challenges with promoting active transportation is that residents often assume that walking or cycling to a destination will take much longer than it does ¹. That knowledge gap can be fixed, however, by promoting the large area of town that lies within a 5-, 10- and 15-minute bike ride of popular destinations. Research has shown that wayfinding, when deployed in a way that highlights safe, attractive routes and the relatively short time that it can take to move between destinations, can significantly improve how residents perceive walking and cycling ². A detailed wayfinding strategy will help the City to determine the proper placement of signs and identify of key destinations. The development of a consistent design and style will help to develop and reinforce a distinctive Temiskaming Shores AT brand, boosting visibility and awareness of walking, cycling and wheeling in the City.

Recommended partners:	<ul style="list-style-type: none">– Temiskaming Shores and Area Chamber of Commerce– Temiskaming Road Safety Coalition
Estimated Costs:	<ul style="list-style-type: none">– \$20,000 for initial development of AT wayfinding strategy, purchase and placement of all signage and materials and \$10,000 for additional signage to complete the network
Inspiration	<ul style="list-style-type: none">– Brant County AT Wayfinding system (here)



PROGRAM #5: ACTIVE TRANSPORTATION ADVISORY COMMITTEE

The City’s Bicycle Friendly Community Committee has been highly effective at developing new programs and projects to support cycling within Temiskaming Shores, but a similar measure of support has not been extended to pedestrian infrastructure and programs in the City. The City should consider expanding the mandate of the BFC Committee to serve as an Active Transportation Advisory Committee, providing the committee with the ability to advise City Staff and Council on investment priorities, organize and deliver programs and identify funding streams that the City could pursue. It is suggested that the City create a discretionary fund for the committee, to allow them to make small investments or purchases that can support the committees goals. This funding could be used for purchasing ad space, providing honoraria for speakers or cycling instructors or even investing in amenities like bike parking or seating. Like with the existing BFC Committee, local volunteers, advocates and subject matter experts should be prioritized when selecting new members on the expanded committee.

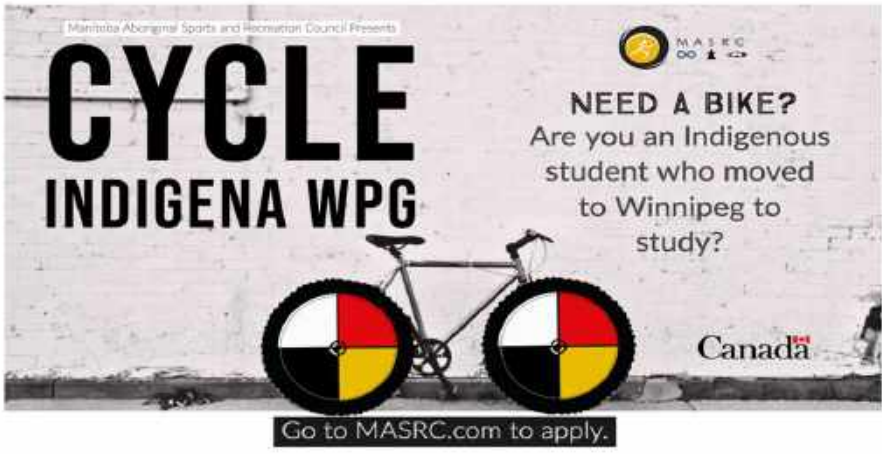
Recommended partners:	<ul style="list-style-type: none">– Timiskaming Health Unit– City Staff
Estimated Costs:	<ul style="list-style-type: none">– \$2,500 annually for committee discretionary funding to support active transportation initiatives
Inspiration	<ul style="list-style-type: none">– Collingwood’s Trails & AT Committee (here)



PROGRAM #6 SUPPORT FOR MARGINALIZED COMMUNITIES

The City’s support for the Bike Exchange program is admirable, with the program distributing hundreds of bikes in recent years to residents of Temiskaming Shores and the surrounding communities. The City and its partners should consider how the existing Bike Exchange format could be supplemented with a more deliberate focus on equity to ensure that those residents who need bikes the most receive them first. Within Temiskaming Shores, women, Franco Ontarians, lower-income residents and Indigenous people are frequently identified as relatively underserved groups who could be supported by the bike exchange. To supplement the one-day bike exchange event, it is suggested that the bike exchange also create a database, in partnership with local service delivery agencies, of people who need a bike – not simply for recreational purposes, but for transportation around their community as well. By connecting with partners with a pre-existing relationship with marginalized communities, the City and its partners can also begin to create additional avenues for those residents to get involved as the City’s ATP is implemented. As more people get involved, consider adding bike maintenance skills training to the program offerings to help more residents keep their bikes on the road without relying on paying for repairs that they could perform themselves.

Recommended partners:	<ul style="list-style-type: none">– Accessibility Advisory Committee– Recreation Program, Culture and Tourism staff– Public Library Board– ACFO-Temiskaming– Keepers of the Circle
Estimated Costs:	<ul style="list-style-type: none">– \$5,000 per year for materials and support, plus in-kind support to organize the exchange event
Inspiration	<ul style="list-style-type: none">– Government of Canada Cycle Indigena Winnipeg Initiative (here)– City of Hamilton’s Bike for Mike (here)



4.5.2 PHASE 2: BASIC PROGRAMMING

Following the implementation of all Phase 1 (Foundations) programming, the City should proceed with adopting initiatives categorized with Phase 2: Basic Programming. These programs seek to build upon the foundational of cultural support and capacity for active travel built during Phase 1 by reaching out to a broader audience of residents. This phase includes educational campaigns, transportation demand management initiatives, promotional events and investments into supportive amenities which begin to solidify active transportation’s presence within the community. These programs are meant to supplement the broader initiatives introduced during Phase 1 and give individuals the extra push needed to make a behaviour change.

PROGRAM #1: WINTER WHEELS PROGRAM

Winter Cycling is growing in popularity in many communities across Canada from Calgary to Montreal and beyond. As a community that experiences all four seasons, it is important for Temiskaming Shores to consider how it can support active transportation all year round to reduce dependence on automobiles within the community. A program that has proven effective throughout Ontario is the Winter Wheels Program, first developed in the City of Peterborough. Winter Wheels programs invite residents to apply for support for Winter Cycling – it provides them with a studded front tire, a winterizing bike tune-up and other equipment like fenders, pannier bags and gloves, that are necessary for a comfortable winter riding experience. For selected participants, they are asked simply to try cycling through the winter, and to share their experiences with their families, friends and in promotional materials for the program. The program can help to start the process of normalizing winter cycling in Temiskaming Shores, creating an environment where more residents would consider trying it even if they are not part of the Winter Wheels cohort for that year.

Recommended partners:	<ul style="list-style-type: none">– STATO Trail Group– MTO– Transportation / Traffic Department– Timiskaming Health Unit
Estimated Costs:	<ul style="list-style-type: none">– \$5,000 per year for equipment, education and promotional materials
Inspiration	<ul style="list-style-type: none">– Windsor Essex Winter Wheels: Cycle Smart in Winter (here)– Banff, Alberta’s Winter Cycling Supports (here)– Ottawa EnviroCentre Winter Cycling Online Resource (here)



PROGRAM #2: 1M SAFE PASSING PUBLIC AWARENESS CAMPAIGN

In 2015, Ontario’s Highway Traffic Act was updated to require motorists to pass cyclists on roadways with at least 1 meter of space between them. Despite these legal changes, many motorists remain unaware of the law and its implications, creating safety risks for cyclists. To address this, the City should host an awareness campaign remind all traffic users of this legal requirement using its various communication channels. This includes online platforms, such as the city’s website and social media channels, as well as physical assets such as ads in the local newspaper and posted billboards. As the agents responsible for enforcing such regulations, the City should also partner with law enforcement, including the OPP, by organizing an accompanying education and enforcement blitz.

Be sure to make use of existing resources to promote the campaign – developing new materials can be costly and time-consuming!

Recommended partners:	<ul style="list-style-type: none">– OPP– MTO– Timiskaming Health Unit
Estimated Costs	<ul style="list-style-type: none">– \$2500 annually for printing informational materials and running social media ads with existing campaigns
Inspiration	<ul style="list-style-type: none">– Peterborough County – A Metre Matters campaign (here)– Ottawa Police Service – Sonar electronic device (here)



PROGRAM #3: LUNCH AND LEARN WORKPLACE ACTIVE TRANSPORTATION WORKSHOPS

As the community level conversation about active transportation begins to shift, it is important to begin offering more targeted interventions that reach more targeted groups of residents and engage them directly. An example of this type of program would be hosting educational workshops with local workplaces which teach employees about key aspects of active transportation. Suggested instructional modules can range from: Bicycle-Friendly Driver training, Basic Bike Maintenance and Cycle Commuting 101 to workshops that help employees build up their cycling skills or pair them with a co-worker who can serve as their active commuting “buddy” to provide mutual support to develop more sustainable commuting habits. These programs should be designed to take approximately one hour, and should offer a mix of practical, hands-on lessons and classroom-based lessons. Consider offering incentives to employees who take the courses, including gift certificates for local businesses or a catered lunch during the session, to improve participation and attendance.

Recommended partners:	<ul style="list-style-type: none">– Temiskaming Shores and Area Chamber of Commerce– Recreation Program, Culture and Tourism staff
Estimated Costs:	<ul style="list-style-type: none">– None, costs would be covered by employers and other participating groups (staffed by city active transportation coordinator)
Inspiration	<ul style="list-style-type: none">– Cycle Toronto’s Street Smarts Workshops (here)– Bike Windsor Essex’s Learn to Ride Classes (here)



PROGRAM #4: E-BIKE LOAN SERVICE

Getting more residents to consider cycling not only requires a proper education of its benefits and how to do so safely, but a series of experiences that spark joy and excitement. Although cycling can be exhilarating, it can also feel intimidating for people who haven’t cycled in a long time, whose physical ability may be limited or who are worried about hills, wind and other challenging riding conditions. In Temiskaming Shores, where some steep hills, strong prevailing winds and relatively long distances may discourage people from giving cycling a try, the use of an electric assist bike can significantly reduce these concerns. Electric assist bikes, which feature a small electric motor that provides assistance while the rider is pedalling, make cycling easier and more accessible to everyone, but these bikes do come with a price tag that can be prohibitive to some users, especially if they have never tried them before. Given that financial barrier, it is suggested that the City purchase a select number of E-Bikes for residents to rent out. The service can be provided out of a local institution, such as a recreational facility, community library, or any other location that is easily accessed by residents. This would open up opportunities for people to see what is possible with an E Bike in Temiskaming Shores, and would also provide a unique experience to offer to tourists and visitors to the City as well.

Recommended partners:	<ul style="list-style-type: none">– STATO Trail Group– Accessibility Advisory Committee– Recreation Program, Culture and Tourism staff
Estimated Costs	<ul style="list-style-type: none">– \$10,000 for purchase of an initial fleet of E-Bikes
Inspiration	<ul style="list-style-type: none">– Burlington Vermont E-bike / Cargo-bike rental service (here)



PROGRAM #5: COMMUNITY CYCLING CHALLENGE

An annual community cycling challenge, where residents are encouraged to cycle in contribution of a community wide goal, can provide the residents of the City with an opportunity to come together around walking and cycling in pursuit of a common goal. This goal can be a certain cumulative travel distance as a community, a collective fundraising goal or even a friendly competition between residents of each of the three communities to see who can log the most trips per capita over the course of a month. Hosting a community cycling challenge provides an opportunity to spotlight cycling within the community as well as offers a common, constructive cause that can motivate people to consider the activity themselves. Today, there are an increasing number of free apps available that allow residents to input either their kilometers ridden, or money fundraised in contribution of the cycling challenge’s set goal. These crowd sourcing programs make the organization and tracking of a community cycling challenge both simple and cost effective. As the challenge grows and evolves, consider encouraging workplaces, schools and other institutions to challenge their peers to see who the most active workplace or school in Temiskaming Shores can be!

Potential partners	<ul style="list-style-type: none">– STATO Trail Group– Temiskaming Shores and Area Chamber of Commerce– Rotary club and local organizations– Surrounding municipalities– Ontario Active School Coordinator
Estimated Costs	<ul style="list-style-type: none">– \$5,000 for promotion, website set up costs and a donation to local relevant cause
Inspiration	<ul style="list-style-type: none">– Town of Halton Hills – Community Cycling Challenge (here)



PROGRAM #6: IMPLEMENT DESIGNATED AMENITY HUBS

Designing for comfortable and convenient active travel requires that all stages of a trip be considered – especially the end of a trip. Similar to how vehicle parking is provided when new developments are constructed, the City should be considering how cycling and walking are accommodated at popular destinations within the community. Features should be prioritized at key destinations and at important landmarks along popular routes and should reflect a complete and comprehensive understanding of an active traveller’s needs and concerns. When appropriate, existing amenities such as libraries, community centers, parks and other publicly owned land should be leveraged, to minimize the need for new easements. Common features which should be incorporated within these designated amenity hubs include:

- **Bicycle parking units:** short-term and long-term units as well as seasonal “corrals” within highly trafficked areas;
- **Shelters and rest areas:** comfortable seating options with enough coverage to protect users from the natural elements;
- **Lighting:** adequate lighting to ensure user safety and minimize potential hazards due to obscured visibility;
- **Water refill stations:** fountains or water bottle refill machines that allow active travellers to remain hydrated;
- **Signage and wayfinding maps:** to address navigational needs; and
- **Bike repair stands:** optional feature, fixture with a series of tools attached with allow travellers to preform basic maintenance on their bicycles for free.

Potential partners	<ul style="list-style-type: none">– Town staff– Local businesses– Timiskaming Health Unit
Estimated Costs	<ul style="list-style-type: none">– \$3,000 - \$15,000 per “Rest Area” depending on the amenities provided. Budget \$5,000 annually.
Inspiration	<ul style="list-style-type: none">– City of Toronto, Scarborough Bike Hub (here)



4.5.3 PHASE 3: ADVANCED PROGRAMMING

The third and final category of programming recommendations includes measures appropriate to implement once a strong active transportation culture has been established. These programs serve to both leverage the momentum of past initiatives as well as tailor the growing diversity of audiences now consider active transportation as either a mode of travel or recreational activity. Often requiring a higher degree of financial and human resources, programs should rely on either existing partnerships or establish new ones among local institutions and services, for support with planning, funding, and coordination. These types of programs should be undertaken once all the items in the “Foundations” and “Basics” are underway but could be expedited if an opportunity for an injection of resources from external funding sources arose.

PROGRAM #1: EARN A BICYCLE REPAIR PROGRAM

The experience with the Bike Exchange locally has shown that there is both a supply of, and a demand for, used bicycles of all shapes and sizes in Temiskaming Shores. The City can expand the value of this demand by partnering with local youth services agencies and High Schools to fund and administer an active “Earn a Bicycle” program. Consider working with High Schools to offer an Earn-A-Bike program where students participate in bike repair and bike shop maintenance while also building a custom bike for themselves. This helps to provide The Bike Exchange with the volunteer power it needs to refurbish more bikes, puts more bikes into the community and helps to provide residents (primarily youth) with transferable, applicable skills that can be carried forward in the future. The workshop would create an important community space for participants to bond over their shared interest in cycling and hopefully inspire lifelong participation in the activity.

Recommended partners:	<ul style="list-style-type: none">Local SchoolsAge Friendly CoordinatorOntario Active School CoordinatorRotary club and local organizations
Estimated Costs:	<ul style="list-style-type: none">None, staff time only.
Inspiration:	<ul style="list-style-type: none">Earn-a-Bike Program –Bike Community Bike Shop, City of Peterborough (here)

PROGRAM #2: BIKE VALET AT COMMUNITY EVENTS

Bike Valet is a highly visible, effective way of showing a Community’s commitment to making cycling easier, safer and more convenient. Temiskaming Shores should host Bike Valet at the Riverside Farmers’ Market while it is in season, offer the service at regular festivals and events downtown - potentially staffing it with the active transportation coordinator and members of the AT Committee. This would provide a benefit to the community – providing people on bikes with a safe place to lock their bike while at community events and providing an opportunity for Municipal representatives to talk with riders about cycling in Temiskaming Shores. The City could also consider integrating bike valet into the special events permitting process to ensure that all special events in Temiskaming Shores include provisions for Bike Valet. This could be accompanied by a small fee for event organizers to pay for staffing at the bike valet, and could help the community make bike valet a more reliable element of special events in Temiskaming Shores.

Recommended partners:	<ul style="list-style-type: none">Recreation Program, Culture and Tourism staff
Estimated Costs:	<ul style="list-style-type: none">\$5,000 to purchase Bike Valet materials (tents, fencing, bike racks, tags, tables and promotional materials)
Inspiration:	<ul style="list-style-type: none">Town of Saugeen Shore – Bike Valet (here)

PROGRAM #3: COMPREHENSIVE MONITORING & EVALUATION SCHEME

One common challenge faced by smaller communities like Temiskaming Shores relates to the lack of data on active transportation to inform meaningful planning decisions. Failing to understand who is cycling and walking, where they are doing so, prevents the City from understanding where investments should be made and whether past decisions were effective. While there are many data collection methods available, a common approach involves installing trail counter devices to identify a baseline figure of the number of people using the trails every day. Within Temiskaming Shores, counters would be particularly essential along key segments of the STATO trail, a key component of the City’s active transportation network. In addition to trail counters, consider an annual in-person count program, potentially by partnering with a high school to offer volunteer hours for students who participate in observational counting. The in-person counting can be used to supplement and verify the data collected by the automated trail counters. Using this data, the City is advised to monitor ridership trends on an annual basis, as one indicator of the efficacy of past active transportation investments. Additional guidance on monitoring the success of this Plan and reporting on its impacts are found in the Implementation Discussion Paper.

Recommended partners:	<ul style="list-style-type: none">STATO Trail GroupLocal Schools
Estimated Costs:	<ul style="list-style-type: none">\$2,500-12,000 for counting and data collection devices.
Inspiration:	<ul style="list-style-type: none">Trail User Counters – City of Owen Sound (here)



PROGRAM #4: BIKE EQUIPMENT GIVEAWAYS

In addition to empowering cyclists with a proper education of road and traffic safety, the City should also assist them with procuring vital safety equipment. A common concern among all road and trail users is the lack of visibility of people walking and cycling, especially at night and during periods of poor visibility. Despite being required under the Highway Traffic Act, many cyclists lack a working light or bell on their bike to safely travel. To address this, the City should work with community partners to inform and distribute such basic, yet required, safety equipment. This can be achieved through a series of “pop-up” giveaways at local festivals or key points in the active transportation network (i.e. STATO trail, downtown Haileybury and New Liskeard), where cyclists are intercepted and given such materials for free. To support local active transportation branding efforts, it is also suggested that such materials be custom-designed and procured to feature the City’s logo. Suggested items that ought to be distributed include:

- **Small, easy attachable bike lights;**
- **Bicycle bells;**
- **Adhesive light reflective bands; and**
- **Water bottles.**

Potential partners	<ul style="list-style-type: none">— Timiskaming Health Unit— Local Bike Shops
Estimated Costs	<ul style="list-style-type: none">— \$1,000 annually for lights, bells, educational and marketing material
Inspiration	<ul style="list-style-type: none">— City of Ottawa - Lights on Bikes (here)— City of Thunder Bay – Light the Night (here)



PROGRAM #5: BIKE RODEOS

One of the most effective ways to create a stronger culture of cycling is to start with the youth in the community. With a small number of elementary schools, Temiskaming Shores can feasibly ensure that all local students receive cycling education through Bike Rodeos for a relatively small investment. Led by the active transportation coordinator, the City should strive to have all grade 5 students participate in a Bike Rodeo every school year. This will give all local students proper instruction in basic bike handling, helping to encourage safer cycling practices later in life, and healthier active lifestyles. To minimize costs and provide students with an opportunity to apply skills learned from the Bike Rodeos, the initiative should be coordinated with the Active School Travel Program (see Phase 1 Foundations Programming Recommendation# 1).

Recommended partners:	<ul style="list-style-type: none">– Local Schools– Ontario Active School Coordinator– OPP– Timiskaming Health Unit
Estimated Costs:	<ul style="list-style-type: none">– \$1,000 annually for insurance and materials. Courses delivered as part of AT Coordinator’s duties.
Inspiration:	<ul style="list-style-type: none">– Cycling into the Future – Waterloo Region (here)



4.6 IMPLEMENTATION SUMMARY

The programs and suggested prioritization outlined in Part 1 detail a strategic approach that the City can take to support a cultural shift in support of active transportation in Temiskaming Shores. To support these initiatives, additional staffing capacity will be required within the City, which is why the foundational recommendation from this section is to create an Active Transportation Coordinator position as soon as possible. The gradual scaling up of program offerings outlined here allows the City to slowly expand the role, starting off with a summer student position and eventually scaling up to a full-time position where the coordinator can support both the programming and the development of new infrastructure within the City. With this additional staffing support, the City will be well equipped to achieve the desired goals and objectives of the Temiskaming Shores Active Transportation Plan. A summary of the anticipated staffing resources, proposed programs and estimated costs for Phase 1, Phase 2 and Phase 3 proposed programs / initiatives, is presented within **Table 14**, **Table 15** and **Table 16**, respectively.

Table 14 | Summary of Programs for Phase 1: Foundations

Phase 1 Programs	Estimated Costs	Cost Frequency
<i>Routine Community Slow Roll Events</i>	\$2,500	Annual
<i>Increased Enrollment within the Active Safe Routes to School Program</i>	\$10,000	Annual
<i>Open Streets Events</i>	\$5,000	Annual
<i>AT Distance Wayfinding Maps & Signs</i>	\$20,000 (one-time) \$10,000 (one-time)	One-time cost Annual
<i>Active Transportation Advisory Committee</i>	\$2,500	Annual
<i>Support for Marginalized Communities</i>	\$5,000	Annual
<i>Total Costs:</i>	\$25,000 plus \$30,000	Annual Wayfinding Strategy and signage

Staffing resources required: 0.25 FTE

Table 15 | Summary of Programs for Phase 2: Basic Programming

Phase 2 Programs	Estimated Costs	Cost Frequency
<i>Winter Wheels Program</i>	\$5,000	Annual
<i>1m Safe Passing Public Awareness Campaign</i>	\$2500	Annual
<i>Lunch and Learn Workplace Active Transportation Workshop</i>	\$0	One-Time
<i>E-Bike Loan Service</i>	\$10,000	One time
<i>Community Cycling Challenge</i>	\$5,000	Annual
<i>Implement Designated Amenity Hubs</i>	\$5,000	Annual
<i>Total Costs:</i>	\$17,500 \$10,000	Annual One-time cost

Staffing resources required: 0.25 - 0.4 FTE

Table 16 | Summary of Programs for Phase 3: Advanced Programming

Phase 3	Estimated Costs	Cost Frequency
<i>Earn-A-Bike Repair Program</i>	\$0	Annual
<i>Bike Valet at Community Events</i>	\$5,000	One-time
<i>Comprehensive Monitoring & Evaluation Scheme</i>	\$5,000	Annual
<i>Bike Equipment Giveaways</i>	\$1,000	Annual
<i>Bike Rodeos</i>	\$1,000	Annual
<i>Total Costs:</i>	\$7,000 \$5,000	Annual One-time costs

Staffing resources required: 0.5 – 1.0 FTE

Chapter 5: Implementing the Network



City of Temiskaming Shores Active
Transportation Plan
Draft November 2021

5 IMPLEMENTING THE NETWORK

The Active Transportation Plan is intended to serve as a flexible guideline for City Staff to create a culture of active and sustainable travel within Temiskaming Shores through the expansion of new routes, enhancement of existing routes and development other supportive infrastructure and programs. In order to achieve the vision of a safe and accessible network for people of all ages and abilities, financial investment and supportive resources will be needed to begin implementation in the short term. The recommendations and information contained within this plan are intended to inform day-to-day decisions that not only propel the City forwards in the short-term, but also build momentum and encourage long-term efforts.

Implementation of the plan will require on-going collaboration between the City and its partners to ensure that the recommendations outlined within this document are publicly supported and realistic for Temiskaming Shores. Meaningful partnerships between different stakeholders and organizations will be required to achieve the desired outcomes. Collaborative efforts include the planning and implementing physical infrastructure, educating users on how to properly use the facilities, and promoting the City's existing assets to fully realize the economic potential of active transportation in Temiskaming Shores. The following chapter provides the City with an achievable implementation strategy that will inform future decision making, policy and planning processes. Information is provided on a suggested phasing strategy, cost estimates, partnerships, funding options and additional considerations to help guide next steps.

5.1 PHASING

Developing an appropriate phasing strategy is a critical component of an active transportation master plan to make progress towards the City's overall vision. The Temiskaming Shores proposed phasing is categorized into two phases: 0 to 5 years and beyond 5 years. The proposed phasing for the City's active transportation network was prioritized based on several factors that reflect the current processes and plans, as well as input from the City Staff, technical and interested stakeholders and residents. Each of the routes and crossing enhancements in the active transportation network are identified under a phase based on the following considerations:

Short Term: 0 to 5 years

- Low investment projects (most signed bike routes) to achieve quick wins.
- Coordination with projects identified in the City's current Capital Budget.
- Major routes that form the spine of the network.
- Crossing enhancements that require repainting.
- Future studies to assess the feasibility and design of active transportation routes.

Long Term: 5+ Years

- Projects that will require major investment in rural areas.
- High profile routes and crossing enhancements that will require future studies to confirm feasibility / design.
- Corridors that have been recently reconstructed and not scheduled for upgrades in the short term.
- Sidewalk connections across the City.
- Projects that require additional discussions with the Ministry of Transportation before they can proceed.

The proposed phasing is illustrated in **Maps 1a, 1b and 1c** and also summarized below in **Table 17**.

Table 17 | Phasing Overview for the Active Transportation Network

Facility Type	Short Term 0 – 5 years	Long Term 5+ years	Total KM
Off-Road Multi-Use Trail	0.1	5.5	5.5
In-Boulevard Multi-Use Path	0.0	1.6	1.6
Buffered Bike Lane	3.3	0.4	3.7
Buffered Bike Lane or two-way on-road	1.4	0.0	1.4
Bike Lane	0.4	0.0	0.4
Buffered Paved Shoulders	3.9	2.7	6.6
Paved Shoulder	2.0	10.3	12.3
Sharrows Markings	1.1	0.0	1.1
Signed Route	3.1	4.8	8.0
Candidate Locations for Pilot Projects	0.2	0.0	0.2
Candidate Locations for Traffic Calming Measures	3.6	0.0	3.6
Pedestrian Bridge	0.0	0.1	0.1
Sidewalks	0.0	14.4	14.4
Total	19.1	39.8	58.9



Map 5a.

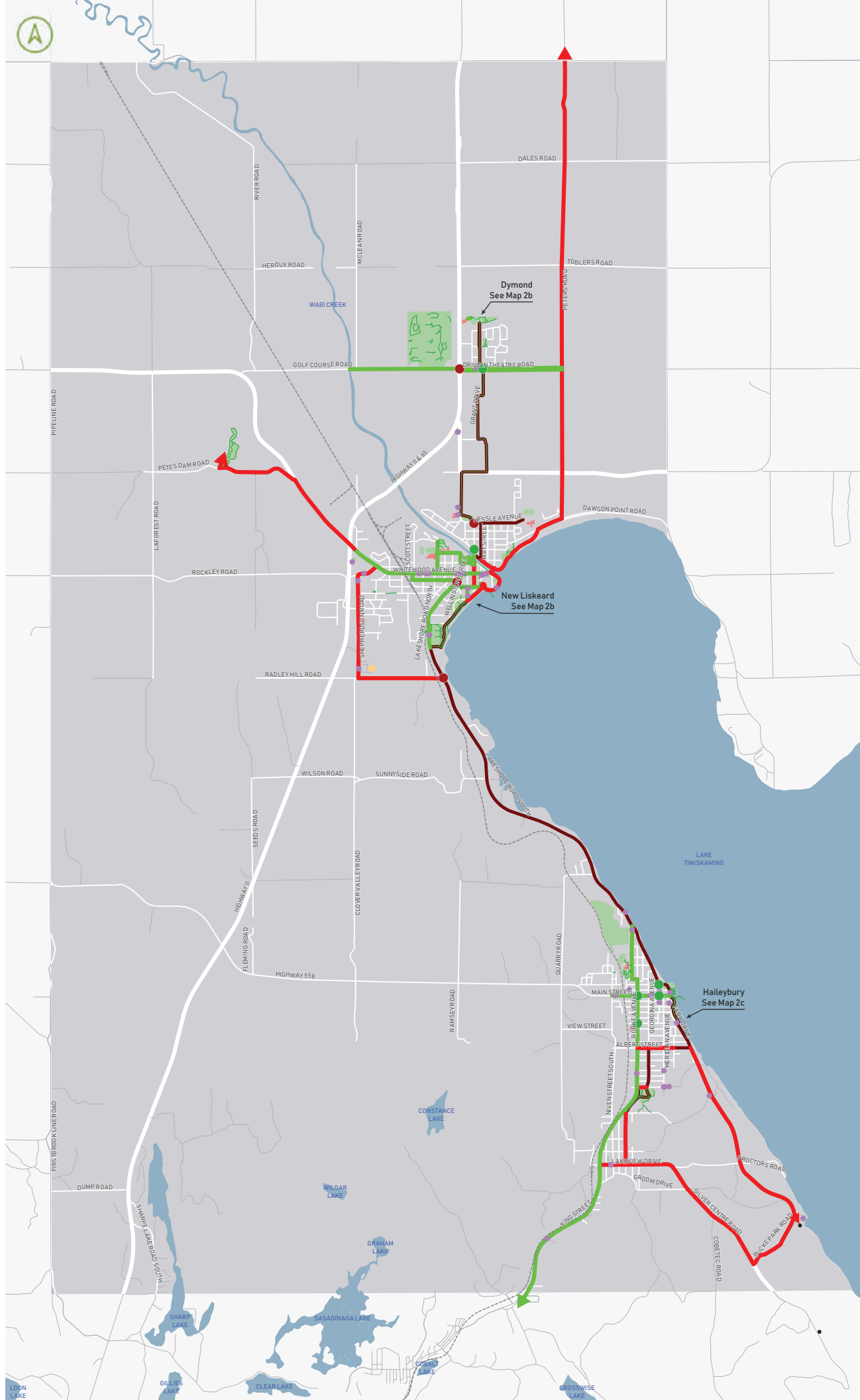
Proposed Active Transportation Phasing

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Proposed Phasing**
- Short Term (0 to 5 years)
 - Long Term (5+ years)
- Crossing Enhancements**
- Short Term Crossing Enhancement (0 to 5 years)
 - Long Term Crossing Enhancement (5+ years)
- Community Destination**
- Community Destination
- Other Features**
- Trailhead
 - Existing trail
 - STATO Trail (existing)
 - Existing sharrow
 - MTO Highway
 - Local Road
 - MNRF Road
 - Railway
 - Hospital
 - School
 - Recreation Area / Park
 - Watercourse
 - City Boundary

Note:
1. Route alignment for the proposed extension of the STATO Trail is based on information contained in the City's Recreation Master Plan (2020).



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Map 5b.

Proposed Active Transportation Phasing

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Proposed Phasing**
- Short Term (0 to 5 years)
 - Long Term (5+ years)
- Other Features**
- Short Term Crossing Enhancement (0 to 5 years)
 - Long Term Crossing Enhancement (5+ years)
 - Community Destination
 - Trailhead
 - Existing trail
 - STATO Trail (existing)
 - Existing sharrow
 - MTO Highway
 - Local Road
 - MNRF Road
 - Railway
 - Hospital
 - School
 - Recreation Area / Park
 - Watercourse
 - City Boundary

Note:
1. Route alignment for the proposed extension of the STATO Trail is based on information contained in the City's Recreation Master Plan (2020).



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Map 5c.

Proposed Active Transportation Phasing

CITY OF TEMISKAMING SHORES
ACTIVE TRANSPORTATION PLAN

Legend

- Proposed Phasing**
- Short Term (0 to 5 years)
 - Long Term (5+ years)
- Crossing Enhancements**
- Short Term Crossing Enhancement (0 to 5 years)
 - Long Term Crossing Enhancement (5+ years)
- Community Destination**
- Community Destination
- Other Features**
- Trailhead
 - Existing trail
 - STATO Trail (existing)
 - Existing sharrow
 - MTQ Highway
 - Local Road
 - MNR Road
 - Railway
 - Hospital
 - School
 - Recreation Area / Park
 - Watercourse
 - City Boundary

Note:
1. Route alignment for the proposed extension of the STATO Trail is based on information contained in the City's Recreation Master Plan (2020).




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In addition to the proposed phasing of the linear active transportation routes, there are 10 proposed crossing enhancements. Where possible, the proposed implementation of these enhancements is intended to be consistent with planned projects identified in the Town's capital plan and the proposed phasing of the ATP routes to capture input received from Town staff, stakeholders and the public. **Table 18** provides an overview of the suggested implementation horizons for each location where a crossing enhancement is proposed.

Table 18 | Summary of Proposed Crossing Enhancements

Location		Proposed Enhancement		Proposed Phase
1		Ferguson Avenue / Main Street	Add stop signs and pavement markings	Short
2		Rorke Avenue / Main Street	Closing channelized intersection and normalizing it as a standard 4 legged stop controlled intersection	Short
3		Cecil Street / Rorke Avenue	Move school crossing for École Saint Croix School to the Cecil Street / Rorke Avenue intersection to align with existing sidewalks on Cecil. Alternatively, enhance the crossing at View and Rorke to a Pedestrian Crossover	Short
4		Browning Street / Ferguson Avenue	Add stop signs and pavement markings, install curb extensions / bump outs	Short

Location		Proposed Enhancement		Proposed Phase
5		STATO Trail / Hessle Avenue	Monitor current configuration of the raised crosswalk at the school and recommend a future detail design study in this intersection to improve safety and reduce conflicts	Long
6		Armstrong Street / Elm Avenue	Add bollards to provide a designated space for cyclists approaching the intersection per the direction in the Wabi River Bridge Design Appendix.	Short
7		Lakeshore Road North / Farah Avenue	Monitor for future traffic control (consider relocating stop lights from Broadwood to Farah)	Long
8		Highway 11 / Drive In Theatre Road	Recommend for active transportation consideration in future reconstruction of the road for improved safety for all users – likely a signalized crossing in partnership with MTO.	Long
9		Drive In Theatre / Grant Drive	Add stop signs and pavement markings	Short
10		Radley Hill Road / STATO Trail	Signalized, potential to add cycling facility with improvements	Long

As the City moves forward with implementing the proposed active transportation network, it is recommended that staff review and confirm the proposed facility or enhancement at each location. The phasing plan should be updated annually to reflect available budgets, newly planned capital projects or changes in existing conditions, such as volume or pavement conditions.

5.2 KEY TAKEAWAYS FOR PHASING

Short Term Projects (0-5 years)

- 1 Approximately **32%** of the network is proposed in the short term. These investments represent some of the most significant connections to close gaps in the existing transportation network in Temiskaming Shores, and will provide a high quality network of active transportation facilities connecting most of the City's major destinations within its population centres.
- 2 Short term projects account for **7%** of the total estimated cost for the proposed network. This is largely due to the phasing of most signed bike routes and sharrows within the first five years as they are considered low investment and quick wins. These investments help to establish network connectivity on streets with lower speeds and volumes. In addition, sidewalk improvements are not included in the Short-Term phasing horizon. Sidewalks represent the single largest source of investment for the City of Temiskaming Shores emerging from this plan, largely owing to a historical backlog of sidewalk construction within the City.
- 3 Other short-term projects include candidate locations for pilot projects and traffic calming measures for locations that require additional monitoring or studies and have been noted by City Staff, key stakeholders and residents as challenging locations. The Wabi River crossing on Armstrong Street is a notable example where a proposed two-stage left turn box is recommended as a pilot project.
- 4 **Appendix A** includes a detailed breakdown of all routes that form part of the active transportation network for Temiskaming Shores.
- 5 Municipal planning documents are typically updated every five to ten years, consistent with the Municipal Planning Act. As such, the ATP focus for implementation are short term projects (within the first five years). Longer term projects should be reviewed in 2027 to determine their relevance and feasibility through an ATP update process.

Long Term Projects (5+ years)

- 6 The long-term projects for the ATP represent 93% of the estimated costs of the network and 68% of the total length of new facilities. Sidewalks account for a significant portion of this budget.
- 7 Sidewalk improvements, additions and replacements should be captured in annual budgeting processes beginning as early as possible. Priority gaps in the sidewalk network should be closed each year.
- 8 Routes identified in the long-term horizon should be reviewed when the plan is next updated, and at that time, staff should determine the appropriate phasing for routes based on available budgets, resources and opportunities.

5.3 PRIORITIES IN THE NETWORK

For the purposes of the Temiskaming Shores ATP, the Short-Term Active Transportation Network represents the key priorities for implementation. Developed to:

- Take advantage of planned capital works, such as the resurfacing of Rorke Ave / King Street in 2022
- Provide a complete and connected network of cycling facilities within the urban areas of Temiskaming Shores by the end of 2027 and;
- Connect the existing STATO Trail to key destinations like commercial areas, schools, transit services and employment areas;

The Short-Term Network prioritizes low-cost, high impact elements of the Active Transportation Network to help to build a stronger culture of active transportation within Temiskaming Shores. A summary of these priorities is included below in **Table 19**.

Table 19 | Summary of Priority Projects

Corridor	Proposed Facility Type and notes
Golf Course Road / Drive in Theatre Road	Traffic calming measures on Golf Course Road to reduce vehicle speeds, multipurpose paved shoulders of Drive In Theatre Road
Connection to St. Michel School at north end of Laurette Drive	Improved trail (asphalt, 3m wide)
Armstrong Street Bridge (Sharpe to Elm)	Bidirectional separated bike lanes on east side of the bridge
Niven Street North	Signed route
Dymond Avenue	Sharrows and traffic calming
Church Street	Sharrows and traffic calming
Sharpe Street from Armstrong Street to Wellington Street N	Sharrows and traffic calming
Paget Street N from Dymond Avenue to Spruce Avenue	Sharrows and traffic calming
Spruce Avenue from Paget Street N to Wellington Street N	Sharrows and traffic calming
Whitewood Avenue from Bedard Drive to Riverside Drive	Buffered / parking protected bike lanes

Corridor	Proposed Facility Type and notes
Rokeby Street from Whitewood Avenue to Farah Avenue	Signed route
Farah Avenue from Rokeby Street to Paget Street S	Signed Route
Cedar Avenue from Paget Street S to May Street S	Signed route
Wellington Street S from Cedar Avenue to Waterfront Boardwalk Trail	Signed route
Lakeshore Road N from Beach Boulevard to Whitewood Avenue	Buffered bike lanes or bidirectional separated facility on east side of the road
King Street / Rorke Street / Rorke Avenue corridor from southern City limits to Probyn Street	<p>Convert entire corridor to single lane conditions with turning lanes where necessary – reallocate additional space for paved shoulders.</p> <p>Buffered paved shoulders where width permits, paved shoulders where right of way is more constrained and buffered bike lanes from Morissette Drive to Main – signed route north of Main.</p>
Probyn Street from Rorke Avenue to Latchford Street	Signed Route
Latchford Street from Probyn Street to Lakeshore Road	Signed route
Main Street from Niven Street South to the Waterfront	Bike lanes from Niven to Rorke, Buffered / parking protected bike lanes from Main to Ferguson, traffic calming and signed route from Ferguson to waterfront
Ferguson Avenue from Amwell Street to Browning Street	Signed route with traffic calming measures

5.4 COSTING ESTIMATES

Implementing the proposed active transportation network will require funds and resources from the City and its partners. Annual funding for construction, maintenance, operation and programming should be identified in the annual budgeting process to strategically implement the active transportation network over time. The City should seek additional funding sources, such as from the Provincial or Federal government, to maximize budget efficiencies and coordination with other major projects.

High-level costing has been prepared for the proposed active transportation network. This costing is based on a set of unit prices (included as **Appendix A**) that are average rates that reflect best practices from comparable municipalities. It is recognized that the level of effort will vary on a project-by-project basis and that the price of materials will vary over time. Certain projects could require additional work and further studies as they are considered for implementation. As part of the ATP, a 15% contingency and 10% design and approvals cost have been assumed for budgeting purposes.

Table 20 presents the estimated cost to implement the active transportation network, organized by facility type and by phase. For the focus of short-term priorities, the estimated cost to implement is approximately \$1.2 million over the next five years.

Table 20 | Summary of Estimated Costs by Facility Type

Facility Type	Short-Term		Long-Term		Total	
	Length (KM)	Estimated Cost	Length (KM)	Estimated Cost	Length (KM)	Estimated Cost
Off-Road Multi-Use Trail	0.1	\$23,595	5.5	\$2,505,503	5.6	\$2,529,098
In-Boulevard Multi-Use Path	0.0	\$ -	1.6	\$739,214	1.6	\$739,214
Buffered Bike Lane	3.3	\$149,292	0.4	\$32,794	3.7	\$182,086
Buffered Bike Lane or Two-Way On-Road	1.4	\$110,038	0.0	\$ -	1.4	\$110,038
Bike Lane	0.4	\$14,574	0.0	\$ -	0.4	\$14,574
Buffered Paved Shoulders	3.9	\$227,912	2.7	\$995,516	6.6	\$1,223,428
Paved Shoulder	2.0	\$416,305	10.3	\$2,764,183	12.3	\$3,180,488
Sharrows Markings	1.1	\$15,813	0.0	\$ -	1.1	\$15,813
Signed Route	3.1	\$4,711	4.8	\$7,222	7.9	\$11,933
Candidate Locations for Pilot Projects	0.2	\$45,016	0.0	\$ -	0.2	\$45,016
Candidate Locations for Traffic Calming Measures	3.6	\$51,796	0.0	\$ -	3.6	\$51,796
Pedestrian Bridge	0.0	\$ -	0.1	\$1,950,000	0.1	\$1,950,000
Sidewalks	0.0	\$ -	14.4	\$5,389,125	14.4	\$5,389,125
Crossing Enhancement	-	\$123,000	-	\$230,000	-	\$353,000
Total	19.1	\$1,182,052	39.8	\$14,613,557	58.9	\$15,795,609

Detailed costing information is contained in **Appendix A**. It is recommended that this appendix be used as a tool by City Staff to track the progress of implementation of the network and to inform future budgeting and decision making. The intent of these estimated costs are to guide decision making, such as capital planning. The phasing and costing are not intended to be prescriptive. As part of annual budgeting processes and to supplement active transportation infrastructure in Temiskaming Shores, it is recommended that the City also consider allocating funding to support the delivery of outreach initiatives proposed in the programming chapter of the ATP.

5.4.1 SIDEWALK FUNDING

As identified above, the construction of new sidewalks to complete Temiskaming Shores' network of pedestrian facilities is the single largest expense identified within the ATP. The gaps in the City's sidewalk network reduce accessibility and constrain the mobility of some of the City's most vulnerable road users, including children, seniors and people with disabilities. It is imperative that the City take steps to provide a comprehensive network of well-maintained sidewalks throughout the community to make walking and wheeling easier, safer and more convenient. It is recommended that the City create an annual capital budget allocation to complete the sidewalk network over time. The City's sidewalk deficit is the result of many years of capital budget prioritization and is not likely to be solved in the short term. By allocating a consistent budget to sidewalk improvements each year, the City will incrementally improve its connectivity, slowly resulting in a network that connects all residents to their destinations.

5.5 PARTNERSHIPS

Implementation of the ATP will require various partnerships from several groups. Successful implementation will rely on City staff working with other levels of government and stakeholders to build, maintain and market active transportation assets to achieve the Plan's vision.

The City has a number of partners that it can rely on to support implementing the plan. With a strong active transportation community and many engaged stakeholders, the City is well positioned to use this plan to create new partnerships to build a stronger culture of active transportation. As the City's culture of active transportation grows, the City and its partners should focus efforts on marketing the City as an active transportation hub within Northern Ontario. The unique balance between access to natural landscapes and access to urban amenities is a significant competitive advantage for Temiskaming Shores. Highlighting the City's investments in active transportation can highlight its focus on providing a high quality of life to residents, and a great visitor experience to tourists. By leveraging these unique assets, the City is well positioned to be an active tourism leader in Ontario.

The City is also uniquely positioned in that Temiskaming Transit provides a well-utilized transportation service that can serve as the foundation for a more multi-modal future for the City. Temiskaming Transit has the opportunity to enhance the overall active transportation network by providing bicycle parking and benches at bus stop locations, serving the needs of pedestrians and cyclists and creating more multi-modal travel. By expanding access and enhancing comfort for users who walk or bike to connect to transit, the service also expands its own potential customer base, helping to shift the transportation paradigm within Temiskaming Shores. These partnerships would not only help to implement the ATP, but also support first-mile, last-mile travel.

A comprehensive table of proposed partners and their anticipated role is presented in **Table 21**. This list is not exhaustive and there could be new partnerships that present themselves in the future. The City should leverage any future opportunities for additional partners to support implementation of the ATP.

Table 21 | Proposed Partners and Roles

Potential Partners	Anticipated Roles							
	Planning	Design	Policies	Construction	Maintenance	Enforcement	Education	Promotion
City of Temiskaming Shores Staff (Recreation, Public Works, Transit, Planning)	●	●	●	●	●		●	●
Temiskaming Shores Active Transportation Advisory Committee	●	●			●		●	●
Temiskaming Shores Accessibility Advisory Committee	●	●			●		●	●
New Liskeard BIA and Local Businesses								●
Temiskaming Shores and Area Chamber of Commerce								●
Local organizations and advocacy groups							●	●
Ontario Provincial Police (OPP)						●	●	
Timiskaming Health Unit			●				●	●
Provincial Stakeholders	●	●	●				●	●

5.6 FUNDING OPTIONS

A review of internal and external funding options was conducted to identify different options available. The City is encouraged to monitor available funding opportunities within and external to the City, and to utilize the information contained within this plan to support funding applications. The following is a list of potential external funding sources that could be explored; however, they are subject to change and should be reviewed again prior to applications. It is important for the City to seek a diverse range of funding sources for the various initiatives and programs highlighted in this plan and external sources are an effective way to reduce the City's costs while being an opportunity to develop new partnerships. Listed below in **Table 22** are some suggested funding opportunities the City should pursue to support the ATP.

Table 22 | Potential Funding Opportunities

Funding opportunities	Additional details
Federal Active Transportation Fund	For additional details regarding the Active Transportation Fund refer to: https://www.infrastructure.gc.ca/trans/active-actif-eng.html
Canada Community-Building Fund / Provincial Gas Tax	For the federal Canada Community-Building Fund program please refer to: https://www.infrastructure.gc.ca/plan/gtf-fte-eng.html For the provincial program refer to: http://www.mto.gov.on.ca/english/service-commitment/gas-tax-program.shtml
Federation of Canadian Municipalities Green Municipal Fund	For additional details regarding the Green Municipal Fund and potential funding alternatives refer to: https://fcm.ca/home/programs/green-municipal-fund.htm
Federal and Provincial Infrastructure / Stimulus Programs	For Federal Government infrastructure stimulus fund details refer to: https://www.canada.ca/en/office-infrastructure.html For Provincial Government infrastructure stimulus fund details refer to: https://www.ontario.ca/page/ministry-infrastructure
Ontario Trillium Foundation	For details regarding potential funding alternatives refer to: https://otf.ca/
Ontario Rural Economic Development Program	For details refer to: http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/PRDR006918
Ontario Sport and Recreation Communities Fund	As part of the Ontario Sport and Recreation Communities Fund: https://www.ontario.ca/page/rural-economic-development-program
Tourism Economic Development and Recovery Fund	For additional details regarding the Tourism Development fund refer to: https://www.ontario.ca/page/available-funding-opportunities-ontario-government#section-26
Service Club Support	Lions, Rotary and Optimist clubs who often assist with highly visible projects at the community level.
Corporate Environmental Funds (e.g. Shell, TD, MEC, etc.)	For example refer to: https://www.shell.ca/en_ca/sustainability/communities/funding-guidelines-process.html for Shell Canada's Social Investment Program or https://www.td.com/corporate-responsibility/fef-grant.jsp for TD's Friends of the Environment Foundation Grant
Private Citizen Donation / Bequeaths	Can also include tax receipts for donors where appropriate.

5.7 SUPPORTING IMPLEMENTATION

Beyond phasing and costing, there are several factors which can shape how active transportation gets rolled out from the planning stages through to implementation and operations.

5.7.1 POLICY CONSIDERATIONS

Policies are the framework to create top-down change in a municipality. The following are a set of policy considerations which can help facilitate change towards supportive active transportation planning and design in Temiskaming Shores.

PAVED SHOULDERS ON RURAL ROADS

The preferred active transportation network includes proposed signed routes on rural roads where there is existing demand for cycling, but the current road conditions (gravel surface) cannot accommodate the implementation of paved shoulders. Peters Road is the primary location where this situation occurs. Due to the current conditions, the road needs to be resurfaced to asphalt before it can be marked as a signed route. As a result, the phase for this route is long term. In other locations, most notably Radley Hill Road and Stephenson Road, paved shoulders are recommended for implementation with capital construction.

Application of signed bike routes on these routes is considered appropriate based on the current traffic volumes and speed thresholds outlined in the updated OTM Book 18. To improve safety for all road users and accommodate for additional traffic volumes in the future, however, it is recommended that when these roads are next scheduled in the City's Capital Budget for reconstruction / rehabilitation, the roadway platform should be widened, allowing the implementation of paved shoulders on both sides of the road (with a desired width of 1.5 metres) to support and provide a designated cycling facility. This would provide greater comfort and encourage more active transportation usage in rural areas. Paved shoulders can also benefit pedestrians in rural areas – as per the Highway Traffic Act, people are permitted to walk in a roadway shoulder facing the direction of oncoming traffic. The installation of paved shoulders has benefits to safety for all users, while also reducing maintenance costs and improving the lifespan of the roadways. In many cases, the long-term costs associated with implementing paved shoulders are offset by these asset management savings, making paved shoulders an investment that improves safety, demonstrates a commitment to active transportation and saves the community money in the long run.

From a municipal risk management perspective, implementing the green Bicycle Route Marker sign (on roads considered appropriate for such application) or the yellow Share the Road warning sign on roads where paved shoulders have not yet been implemented can also demonstrate the City's awareness that people are already biking on the road.

SPEED LIMIT EVALUATION AND REDUCTIONS

Speed differentials between people driving and people using active transportation are a key factor in determining how comfortable an active transportation facility is perceived by users to be. On corridors where active transportation facilities are being proposed, the City should consider speed limit reductions (and reductions in the design speed of those corridors) to improve safety for all users along those routes.

While Lakeshore Road is the highest profile corridor that should be considered for a reduction in speed limit (recommended for 50-60km/h to prioritize active transportation and encourage people driving to use Highway 11), other corridors where shared facilities are being recommended such as Niven Street,

Dymond Avenue, Farah Avenue, Cedar Avenue and Latchford Street could also be considered for speed limit reductions to improve conditions for active transportation.

NEW DEVELOPMENT AREAS

New development areas should be reviewed to identify opportunities to connect the future community to the active transportation network, particularly off-road trails within the City. This will require identifying conceptual trail linkages to the development community and ensuring their implementation at the time of development.

It is imperative that the City work with the development community to ensure that active transportation facilities and amenities are incorporated in new developments proactively and that the communities are designed in a manner that encourages safe and accessible active travel. The City should consider requiring sidewalks on one side of all new residential streets and should require sidewalks on both sides of new and reconstructed collector and arterial roads to improve the pedestrian environment within the City.

ZONING BY-LAW

The City is recommended to strengthen language supporting active transportation in the current zoning by-law. This can be done when a new zoning by-law is developed, or as part of a municipally initiated zoning by-law amendment(s). An amendment should focus on enhancing active transportation amenities in private developments, such as increasing the number of bicycle parking spaces as part of residential, commercial, and institutional developments, as well as building forms that accommodate the awnings and other covered-walkway structures that protect pedestrians from the elements. Modifications to the zoning by-law, like the two examples noted above, have the ability to incorporate design elements into new developments over time and create a public realm that encourages and supports active travel.

NEW MOBILITY IMPLICATIONS

The City's existing by-laws can be enhanced to clarify cycling operations and specifically define and provide direction on the use of electric bikes, electric scooters and power assisted bicycles. In 2020, MTO launched a five-year e-scooter pilot program allowing municipalities to pass by-laws to determine where e-scooters can operate. As part of this initiative, MTO has addressed legal definitions and operational concerns that should be reviewed prior to establishing or amending a by-law. The City could review existing by-laws and amend where appropriate to provide more clear provisions regarding permitted and prohibited uses for electric bikes, electric scooters and power assisted bicycles. Consideration could also be given to installing publicly accessible charging outlets for the charging of e-bikes and e-scooters within the City.

5.8 OPERATIONS AND MAINTENANCE

A key consideration when implementing the ATP is the operations and maintenance of active transportation routes and the asset management of infrastructure. Regular and appropriate maintenance of active transportation facilities can help protect the City's capital investments by maintaining the lifespan of infrastructure.

As the active transportation network expands and best practices emerge, consideration should be given to adapting maintenance practices and the level of service to address new facilities and standards such as the Province's Minimum Maintenance Standards (MMS) for Municipal Highways (O.Reg. 239/02). The MMS outlines various elements of road maintenance and operations including the frequency of road inspections, weather monitoring, ice formation on roadways, snow accumulation and sidewalk trip ledges. The MMS are non-mandatory guidelines but should be applied unless a municipality has established their own Council-approved level of service maintenance standards. If a municipality develops their own standards, it is still recommended to align with the current MMS.

Maintenance practices for active transportation facilities can include:

- Sweeping;
- Surface repairs;
- Pavement markings and signage;
- Vegetation management;
- Snow clearance / ice control; and
- Drainage improvements and drainage grates.

Clear guidance on asset management is provided in the City's Assessment Management Plan. The plan outlines level of services standards, asset management strategies and actions for trails, sidewalks and roads. It is recommended that as the City builds out their active transportation network, that the strategies outlined in the Asset Management Plan and related studies such as the Roads Condition Study and Sidewalk Condition Study, be applied.

Table 23 outlines asset management assumptions and typical service life for various elements of an active transportation network. This information is based on best practices outlined in OTM Book 18; however, it is recommended that City review this information and consider the various strategies to manage their active transportation network.

Table 23 | Asset Management Strategies Source - OTM Book 18 Update

Type	Useful Life	Asset Management Strategies
Asphalt bikeway	25 years	<ul style="list-style-type: none"> – Minor repairs – Resurfacing – Rehabilitation – Full-depth replacement
Concrete bikeway	50 years	<ul style="list-style-type: none"> – Minor repairs – Replace deteriorating segments – Full replacement
Bridge (active transportation or motor vehicle)	25–75 years	<ul style="list-style-type: none"> – Bridge repairs – Minor rehabilitation – Full replacement
Culvert	25–50 years	<ul style="list-style-type: none"> – Culvert repair – Minor rehabilitation – Full replacement
Painted Line Markings and Symbols	1–2 years	<ul style="list-style-type: none"> – Refresh annually or depending on wear
Durable Line Markings, Symbols and Green Surface Treatments	3–7 years	<ul style="list-style-type: none"> – Depends on type, weather conditions, amount of wear, preparation of surface during application
Signage	20 years	<ul style="list-style-type: none"> – Replace damaged or faded signs
Physical separation (bollards, curbs, planters, etc.)	Until damaged	<ul style="list-style-type: none"> – Repair or replace damaged or missing bollards and other separators

5.9 WINTER MAINTENANCE

Currently, the City of Temiskaming Shores provides snow clearing on its sidewalks but does not provide any maintenance on its cycling facilities. Segments of the STATO Trail, particularly those along Lakeshore Road, are removed during the winter to provide for easier winter maintenance of the adjacent roadway surface.

As the City moves forward with additional investments in active transportation, it is recommended that winter maintenance policies be adopted to ensure that priority cycling facilities remain open and accessible all year round. A growing number of communities in Ontario have identified **priority winter cycling networks** which receive enhanced snow clearing to ensure that those routes are clear and passable, mostly aiming to achieve a comparable level of service to that which is provided on arterial roadways for automobiles. A Priority Winter Cycling Network provides a more predictable, safer route for people on bikes, providing them with the sense of confidence that their route will be clear and passable. By clearly identifying the priority routes – which should be comprised of a connected grid of high-comfort facilities that connect to the City's key destinations – The City helps to set clear expectations among people on bikes. The Priority Winter Cycling Network should start off small, potentially as a 2-year pilot project, to see what types of additional staffing resources and additional snow clearing equipment may be required. The pilot will also give the community the opportunity to experience winter maintained cycling routes and, when coupled with some of the programming recommendations contained in Chapter 4, may help to grow the City's winter cycling culture. As the pilot continues, the City can evaluate ridership and monitor the growth of winter cycling, helping to determine whether the Priority Winter Cycling Network should be expanded, maintained or discontinued in the future.

5.10 MONITORING AND REPORTING

A monitoring plan is an important component post-implementation to evaluate the success of a route, and to inform smarter investments through data-driven measures. Research indicates that meaningful performance measures can help to prioritize future projects and appropriately allocate resources. The following approaches are recommended to be explored by City Staff in further detail, for inclusion into the on-going workplans of monitoring for maintenance and operations staff.

5.10.1 MONITORING OF ACTIVE TRANSPORTATION ASSETS

As part of the successful implementation of this plan, it is recommended that supplementary monitoring efforts be undertaken by City staff to gain a better understanding of the active transportation network and how it's being used. Similar to how City staff monitor the road network for deficiencies such as potholes and broken streetlights in need of repair, bike lanes and trails also require monitoring to ensure issues are promptly addressed. Doing so ensures that active transportation facilities remain in a state of good repair and can continue to accommodate the needs of people using it.

Beyond the scope of this ATP, but raised by multiple stakeholders and members of the public during consultation, is the need for the City to develop a comprehensive inventory of the City's existing sidewalks. The poor condition of the City's sidewalks were identified as one of the key deficiencies in the City's existing efforts to promote and support active transportation, and should be remedied as new infrastructure investments are contemplated. Consider developing a sidewalk assessment to identify

priority areas for improvement. An example sidewalk assessment from a comparable municipality to Temiskaming Shores can be found here: [Microsoft Word - SCA Report - Innisfail.docx \(civicweb.net\)](#)

5.10.2 UNDERTAKE SURVEY OF RESIDENTS

Another approach to monitoring the overall active transportation network is to conduct a survey of Temiskaming Shores residents on a regular basis. Such surveys could be carried out on an annual or bi-annual basis and ask residents about what they like and dislike about the network. The results can then be used to inform short-term actionable items that respond to the immediate needs and requests of residents, contingent on the scale and scope of the project. Surveying of residents ensures regular dialogue between City Staff and the users of the network themselves.

5.10.3 PROVISION OF PERMANENT DATA COLLECTION TOOL

Permanent automated data collection tools can allow City Staff to effectively monitor the active transportation network in real time and collect a significant amount of data with which to inform decision making. For the purpose of this plan, the two forms of permanent data collection include automated trail counters and intersection cameras that monitor the movement of all modes of transportation.

Automated trail counters are pieces of monitoring infrastructure that count the number of pedestrians and cyclists on an off-road trail. City staff would be able to retrieve data from the automatic trail counter to review pedestrian and cyclist data over the long-term and assess a facility's use. Alternatively, LTE and Wi-Fi enabled traffic cameras at select intersections within the City can monitor the number of pedestrians and cyclists using on-road infrastructure in real time. Both pieces of monitoring equipment will allow for better informed decision making through real-time data.

5.10.4 REPORT ON IMPLEMENTATION AND PROGRESS

Given the short timelines for implementation of a significant portion of the City's ATP, it is recommended that Temiskaming Shores issue annual reports detailing their progress towards achieving the goals and objectives of this Plan for the first five years of its implementation. These annual reports can highlight the new infrastructure investments that have been brought online, the ways that new programs and partnerships are reaching more residents in the community and the overall trends in transportation behaviour as the City's network of active transportation infrastructure becomes more robust. These reports would also be a good place to highlight the results of pilot projects such as the winter maintenance pilot and the pilot project protected bike lanes across the Wabi River Bridge, as well as highlighting any improvements that the City is making to its network of sidewalks.

This report can provide a powerful accountability tool for the City – it helps to build trust and awareness about how the ATP is being implemented, and what the results of the associated investments are. The report will provide an annual snapshot of the state of active transportation in Temiskaming Shores, helping to create community excitement as the culture of active transportation grows, and serving as a marketing tool to highlight how the City is playing a leadership role in becoming an active transportation leader in Northern Ontario.

5.11 NEXT STEPS AND RECOMMENDATIONS

The Active Transportation Plan provides the City of Temiskaming Shores with a roadmap to become one of Ontario's leading municipalities with regards to active transportation. It provides the City with a short-term, achievable path towards a complete network of walking and cycling facilities in its urban areas, all while building upon the strong partnerships that already exist to support the culture of active transportation in the City. This plan builds upon the existing momentum within the City – the investments in the STATO trail, the partnerships that deliver new programs every year and the community members who are increasingly taking to walking, cycling, and wheeling around their City. It charts a path for the City to reimagine its relationship with its public spaces, turning streets into places where increased levels of active transportation contribute to the City's vibrancy and vitality as it emerges from the COVID-19 pandemic. To help move this plan from a vision to reality, a series of recommendations have been developed to guide City leadership in moving forward with implementing this plan, in partnership with internal and external stakeholders. These recommendations include implementing the various policies, programs, and procedures that support both the implementation of physical infrastructure and the development of social infrastructure to support active transportation in Temiskaming Shores.

At its core, this Plan is a guide for the City to realize many of its broader policy goals through increased support for active transportation. Whether being done in support of economic development, quality of life, attracting tourism dollars, building a more equitable community, or ensuring that the City is a leader in environmental stewardship, investments in active transportation pay off along multiple axes that are priorities for the City's future. The fact that this Plan has been developed to align with those goals and has been guided by strong partnerships with the City's existing stakeholders helps to ensure that this Plan will be one where collaborative support will move it from vision to reality in the near future.

Moving forward, the City is encouraged to work in close partnership with key stakeholders to both implement new programs, policies, and infrastructure, as well as to promote all that Temiskaming Shores has to offer, well beyond its borders. The following table provides a summary of 21 core recommendations that City staff are encouraged to pursue as part of the broader implementation of this plan.

1. Incorporate the proposed active transportation network illustrated in Maps 3a, 3b, 3c, 4a and 4b as a Schedule in the City's Official Plan when next updated.
2. Reference should be made to OTM Book 18: Cycling Facilities (2021) to inform and guide the design and implementation of cycling and in-boulevard facilities.
3. Reference should be made to OTM Book 15: Pedestrian Crossings to inform and guide the design and implementation of pedestrian crossing treatments.
4. The City should continue to identify opportunities to implement active transportation routes / facilities in conjunction with capital infrastructure projects to achieve economies of scale and cost savings.
5. As part of the annual capital budget review process, City staff should use the ATP to inform prioritization and implementation of active transportation infrastructure.
6. As part of scheduled roadway projects and Capital budget forecasting, the City should allocate funding to construct the Short-Term Active Transportation Network (See Maps 5b and 5c) by the end of the 2027 construction season.
7. When capital reconstruction projects are scheduled for the downtown areas of Haileybury and New Liskeard, priority should be given to expanding spaces for walking, cycling and amenities by narrowing vehicle lanes and parking facilities.
8. The City should implement a 2-way protected cycle track over the Wabi River Bridge as a pilot project to close a key gap in the existing STATO Trail
9. The City should continue to explore external funding sources and partnerships to help fund implementation of the ATP.
10. The City should adopt the Trails design and amenities standards presented in this plan to improve access to the trails at Devil's Rock and Pete's Dam Parks
11. Speed limit reductions and traffic calming design measures should be implemented on roads proposed for signed bike route in the urban / built-up areas of Temiskaming Shores as well as some of the roads adjacent to the STATO Trail, especially Lakeshore Road.
12. The City should expand the mandate of the existing BFC Committee to serve as an Active Transportation Advisory Committee, considering elements of the pedestrian experience as well as the cycling experience in Temiskaming Shores
13. The City should undertake a sidewalk conditions analysis and should establish a consistent annual capital budget for the replacement and repair of existing sidewalks as well as the installation of new sidewalks in priority locations (see maps 4a and 4b)
14. The City should establish an Active Transportation Coordinator to deliver and champion the recommended outreach initiatives identified in Chapter 4.
15. The City should allocate the necessary funding to deliver the programs listed in Chapter 4 on an ongoing basis to help build a stronger culture of active transportation in Temiskaming Shores.
16. As part of scheduled roadway projects in the City's Capital Budget, consideration should be given to widening the roadway platform (where possible / feasible) and implementing paved shoulders on both sides of the road to support and provide a designated cycling facility.
17. The City should review and revise its policy regime to require sidewalks and cycling facilities in all new residential developments and to require bike parking and other end of trip facilities within the City's Zoning bylaw.
18. The City should undertake a Winter Maintenance Pilot Project to evaluate the costs and efficacy of providing winter maintenance to select cycling routes, particularly those that connect to popular destinations within the community.

Active Transportation Plan

Appendix A: Detailed Costing Breakdown



City of Temiskaming Shores
Draft November 2021



Table 1 - Active Transportation Unit Costs

This table provides an overview of the estimated unit costs for active transportation and cycling facilities, structures and crossings and other elements of an active transportation / cycling network. All unit prices exclude tax, contingency, design and approvals costs.

ITEM	DESCRIPTION	UNIT	UNIT PRICE RANGE	PRICE USED	COMMENTS/ASSUMPTIONS
1.0 GENERAL ACTIVE TRANSPORTATION FACILITIES					
Shared Lanes / Paved Shoulders					
1.1	Signed Bike Route in Urban or Rural Area	linear KM	\$1,000 to \$1,200	\$1,200	Price for both sides of the road, assumes one sign a minimum of every 500 metres in the direction of travel. Price assumes that signs will be mounted on an existing post. Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road)
1.3	Signed Bike Route with Sharrow Lane Markings <i>Intended to supplement a signed bike route in specific locations. Not intended to be a stand-alone facility type.</i>	linear KM	\$11,600	\$11,600	Price for both sides of the road, includes route signs every 500 metres and sharrow stencils every 75 metres as per OTM Book 18 guidelines. Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road) - \$400 per stencil marking x 26 (13 stencils on each side of the road)
1.4	Signed Route with Edgeline	linear KM	\$12,200	\$12,200	Price for both sides of the road, includes signs and painted edgeline (100mm solid white line). Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road) - \$5.5 per metre for painted solid white line
1.5	Signed Bike Route with Paved Shoulder in conjunction with existing road reconstruction / resurfacing	linear KM	\$115,000 to \$215,000	\$215,000	1.5 metre paved shoulder on both sides of the road. Assumes cycling project pays for additional granular base, asphalt and painted line. Price may vary from \$115,000 to \$215,000 depending on work needed to improve platform. Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road) - \$5.5 per metre for painted solid white line (both sides of the road)
1.6	Signed Bike Route with Buffered Paved Shoulder in conjunction with existing road reconstruction / resurfacing project	linear KM	\$275,000 to \$340,000	\$300,000	1.5 metre paved shoulder + 0.5-1.0 metre paved buffer on both sides of the road. Assumes cycling project pays for additional granular base, asphalt, painted edge lines and signs (buffer zone framed by white edgelines). Price may vary from \$275,000 to \$340,000. Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road) - \$5.5 per metre for painted solid white line (both sides of the road)
1.7	Addition of Rumble Strip to Existing Buffered Paved Shoulder (rural)	linear KM	\$12,000		Price for both sides. Buffer \$6 / m.
1.8	Granular Shoulder Sealing	linear KM	\$18,000		Both sides spray emulsion applied to harden the granular shoulder. This will reduce gravel on the paved portion of the shoulder and significantly reduce shoulder maintenance. Use \$9 / m.
1.9	Upgrade Granular Surface Back Road to Chip Seal Surface	linear KM	\$56,000		Price includes pulverizing existing surface with double treatment (\$6 / m ²) or tar and chip (\$2 / m ²) at 7m wide.
Conventional and Separated Bike Lanes					
1.10	Conventional 1.5m-1.8m Bicycle Lanes by Adding Bike Lane Markings and Signs	linear KM	\$29,000	\$29,000	Price for both sides of the road, includes signs, stencils and edge line. The price assumes: - \$11,000 for painted lane line (\$5.5 per metre multiply 2 for both sides of the road) - \$10,400 for painted bike symbols (assumes \$250 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used.

ITEM	DESCRIPTION	UNIT	UNIT PRICE RANGE	PRICE USED	COMMENTS/ASSUMPTIONS
Conventional and Separated Bike Lanes - CONT'D					
1.11	Conventional 1.5m-1.8m Bicycle Lanes through Lane Conversion from 4 lanes to 3 lanes	linear KM	\$53,000		Price for both sides. Includes grinding of existing pavement, markings, signs, painted markings. Assumes road is not be surfacing. The price assumes: - \$11,000 for painted lane line (\$5.5 per metre multiply 2 for both sides of the road) - \$10,400 for painted bike symbols (assumes \$400 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used. - \$6 to \$8 per linear metre for lane line removal (soda blasting). Price varies on markings to be removed on a multi-lane roadway. Remove soda-blasting cost component if the road is being resurfaced. The cost for resurfacing to be part of resurfacing project. Price for 1.5m bike lanes on both sides of the roadway (1.5m x 2 sides = 3.0m). The price assumes: - \$14,000 for catch basins and leads (\$350 per lead x 40 catch basins per linear km) - \$360,000 for asphalt and sub-base (\$55/m ² = 120 x 1.5m BL x 1000 x 2) - \$16,000 for signs, stencils and edge line
1.12	Conventional 1.5m-1.8m Bicycle Lanes in Conjunction with a New Road, or Road Reconstruction / Widening Project	linear KM	\$390,000		The roadway project funds all other improvements.
1.13	Conventional 1.5m-1.8m Bicycle Lanes that require a road widening /reconstruction	linear KM	\$700,000		Price for both sides of the road, includes the cost for excavation, adjust catch basins, lead extensions, new curbs/driveway ramps, asphalt and sub-base, painted markings and signs. All costs associated with widening or reconstructing the road for the purposes of adding bike facilities is born by the bike project i.e. no economies of scale of adding a bike facility in conjunction with a planned
1.14	Buffered Bicycle Lane with Hatched Pavement Markings - No Road Construction / Widening or Road Diet required	linear KM	\$49,000		Price for 1.5m bike lanes with 1m hatched buffer. The price assumes: - \$30,000 for painted lines (\$6 x 5000 metres of line paint) - \$1,000 for hatching paint (1000 metres) - \$10,400 for painted bike symbols (assumes \$400 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used
1.15	Buffered Bicycle Lane with Hatched Pavement Markings - No Road Construction / Widening or Road Diet required Includes pre-cast curbs and flexible bollards in the buffer	linear km	\$165,000		Price for 1.5m bike lanes with 1m hatched buffer (includes pre-cast curbs and flexible bollards in the buffer). The price assumes: - \$30,000 for painted lines (\$6 x 5000 metres of line paint) - \$1,000 for hatching paint (1000 metres) - \$10,400 for painted bike symbols (assumes \$400 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used - \$95,000 for pre-cast concrete curbs on both sides - Assume 70% of roadway to include physical delineation (700 metres per 1 linear km): 700 metres / 1.83m curb length = 382.5 pre-cast concrete curbs - 382.5 x \$250 = \$95,000 - Assume \$125 each 1.83m long curb x 2 = \$250 per linear metre of roadway (both sides) - \$21,000 for flexible bollards - Assume 700m spacing as per pre-cast curb placement above x 2 (both sides of the road). - 700m x 2 (both sides of the road) = \$1,400 - \$1,400 x \$150 (price per bollard) = \$21,000

ITEM	DESCRIPTION	UNIT	UNIT PRICE RANGE	PRICE USED	COMMENTS/ASSUMPTIONS
Conventional and Separated Bike Lanes - CONT'D					
1.16	Buffered Bicycle Lane with Hatched Pavement Markings with Road Diet	linear KM	\$65,000	\$65,000	Price for 1.5m bike lanes with 1m hatched buffer. The price assumes: - \$30,000 for painted lines (\$6 x 5000 metres of line paint) - \$1,000 for hatching paint (\$1000 metres) - \$10,400 for painted bike symbols (assumes \$400 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used. - \$6 to \$8 per linear metre for lane line removal (soda blasting). Price varies on markings to be removed on a multi-lane roadway.
1.17	Buffered Bicycle Lane with Hatched Pavement Markings - Assumes a Road Diet from a 4 Lane Cross-Section to a 2 Lane Cross-section with a two-way centre turn lane. Includes pre-cast curbs and flexible bollards in the buffer	linear km	\$194,620	\$194,620	Price for 1.5m bike lanes with 1m hatched buffer (includes pre-cast curbs and flexible bollards in the buffer). The price assumes: - \$48,000 for painted lines (\$6 x 8000 metres of line paint) - \$1,000 for hatching paint (1000 metres) - \$10,400 for painted bike symbols (assumes \$400 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used - \$95,000 for pre-cast concrete curbs on both sides - Assume 70% of roadway to include physical delineation (700 metres per 1 linear km): 700 metres / 1.83m curb length = 382.5 pre-cast concrete curbs - 382.5 x \$250 = \$95,000 - Assume \$125 each 1.83m long curb x 2 = \$250 per linear metre of roadway (both sides) - \$21,000 for flexible bollards - Assume 700m spacing as per pre-cast curb placement above x 2 (both sides of the road). - 700m x 2 (both sides of the road) = \$1,400 - \$1,400 x \$150 (price per bollard) = \$21,000 - \$6 to \$8 per linear metre for lane line removal (soda blasting). Price varies on markings to be removed on a multi-lane roadway. Assume 1,660 metres of lane line removal for a 4 lane road: - 1000m of yellow line (centre line) per km (assume continuous line, no break at intersections) - 1 continuous dashed white line that separates 2 vehicles lanes (x2 for both sides of the road) - dashed white line: 3-3 skip pavement marking (3m long with 3m spacing) = 330m length x 2 for both sides of road = 660m
1.18	Buffered Bicycle Lane with Hatched Pavement Markings - Assumes New Road or Road Reconstruction/Widening already Planned	linear KM	\$393,000		Price for 1.5m bike lanes + 0.5m hatched buffers on both sides of the roadway (1.5m x 2 sides = 3.0m). The price assumes: - \$14,000 for catch basins and leads (\$350 per lead x 40 catch basins per linear km) - \$360,000 for asphalt and sub-base (\$55/m ² = 120 x 1.5m BL x 1000 x 2) - \$19,000 for signs, stencils and edge line The roadway project funds all other improvements.
1.19	Buffered Bicycle Lane with Hatched Pavement Markings - Retrofit / No new road reconstruction or widening is planned	linear KM	\$533,000		Price for 1.5m bike lanes + 0.5m hatched buffers on both sides of the roadway (1.5m x 2 sides = 3.0m). The price assumes: - \$14,000 for catch basins and leads (\$350 per lead x 40 catch basins per linear km) - \$360,000 for asphalt and sub-base (\$55/m ² = 120 x 1.5m BL x 1000 x 2) - \$19,000 for signs, stencils and edge line - \$140,000 for removal and replacement of curb (140 / linear metre) The roadway project funds all other improvements.
1.20	Buffered Bicycle Lane with Flex Bollards - Assumes Road Reconstruction/Widening Already Planned	linear KM	\$423,000		Price for 1.5m bike lanes + 0.5m hatched buffers + flexible bollards on both sides of the roadway (1.5m x 2 sides = 3.0m). The price assumes: - \$14,000 for catch basins and leads (\$350 per lead x 40 catch basins per linear km) - \$360,000 for asphalt and sub-base (\$55/m ² = 120 x 1.5m BL x 1000 x 2) - \$19,000 for signs, stencils and edge line - \$30,000 for flexible bollards (\$150 per bollard, spaced every 10m) The roadway project funds all other improvements.

ITEM	DESCRIPTION	UNIT	UNIT PRICE RANGE	PRICE USED	COMMENTS/ASSUMPTIONS
Conventional and Separated Bike Lanes - CONT'D					
1.21	Buffered Bicycle Lane with Pre-Cast Barrier - Assumes New road or Road Reconstruction/Widening Already Planned	linear KM	\$483,000		Price for 1.5m bike lanes + 0.5m hatched buffers + flexible bollards+ pre-cast and anchored curb delineators. The price assumes: - \$14,000 for catch basins and leads (\$350 per lead x 40 catch basins per linear km) - \$360,000 for asphalt and sub-base (\$55/m ² = 120 x 1.5m BL x 1000 x 2) - \$19,000 for signs, stencils and edge line - \$30,000 for flexible bollards (\$150 per bollard, spaced every 10m) - \$50,000 - \$60,000 pre-cast curb delineators (\$250 / pre-case unit 2m length + \$7.5 / pins and anchoring. Assumes 2m long x 2 = 200-250 per km depending on intersections and driveways) The roadway project funds all other improvements.
1.22	Supply and install surface mounted flexible post delineators	each	\$100 to \$150		Price depends on product, volume and supplier.
1.23	Standard precast concrete curb 178 mm high, 216 mm wide and 1.83 metre long	each	\$250		Approximately \$95,000 - \$100,000 per 1 linear kilometre. Assumes 70% of roadway to include physical delineation (700 metres per 1 linear kilometre): - 700 metres / 1.83 metres = 382.5 pre-cast concrete curbs - 382.5 x \$250 = \$95,000 Assume \$125 each 1.83m long curb x 2 = \$250 per linear metre of roadway (both sides).
1.24	Standard precast concrete curb 457 mm high, 457 mm wide and 3.05 metre long	each	\$1,380		Approximately \$315,000 - \$320,000 per 1 linear kilometre. Assumes 70% of roadway to include physical delineation (700 metres per 1 linear kilometre): - 700 metres / 3.05 metres = 229.5 pre-cast concrete curbs - 229.5 x \$1,380 = \$317,000
1.25	Standard precast concrete bullnose 457 mm high, 457 mm wide and 1.22 metre long	each	\$970		Approximately \$550,000 - \$560,000 per 1 linear kilometre. Assumes 70% of roadway to include physical delineation (700 metres per 1 linear kilometre): - 700 metres / 1.22 metres = 573.8 pre-cast concrete curbs - 573.8 x \$970 = \$556,557
Cycle Tracks					
1.26	Uni-directional Cycle Tracks: Raised and Curb Separated - In conjunction with existing road reconstruction / resurfacing project	linear KM	\$250,000 - \$500,000		Both sides. Assumes cycle track will be implemented as part of road construction. Could include minor utility / lighting pole relocations. Other components such as bike signals, bike boxes etc. are project specific and will impact unit price.
1.27	Uni-directional Cycle Tracks: Raised and Curb Separated - Retrofit Existing Roadway	linear KM	\$500,000 - \$1,200,000		Both sides. Includes construction but excludes design and signal modifications. Form of cycle track and materials as well as related components such as bike signals, upgrade/modification of signal controllers, utility/lighting pole relocations, bike boxes etc. are project specific and will impact unit price
1.28	Two Way Cycle Track - Retrofit Existing Roadway	linear KM	\$500,000 - \$800,000		One side. Includes construction but excludes design and signal modifications. Form of cycle track and materials as well as related components such as bike signals, upgrade/modification of signal controllers, utility/lighting pole relocations, bike boxes etc. are project specific and will impact unit price

ITEM	DESCRIPTION	UNIT	UNIT PRICE RANGE	PRICE USED	COMMENTS/ASSUMPTIONS
Active Transportation Paths and Multi-Use Trails					
1.29	Two Way Active Transportation Multi-use path within road right-of-way	linear KM	\$275,000 - \$375,000	\$375,000	3.0m wide hard surface pathway (asphalt) within road right of way (no utility relocations). Price depends of scale / complexity of project and if existing sidewalk is being removed (i.e. crushing of existing sidewalk and compacting for trail base).
1.30	Concrete Splash Strip placed within road right-of-way between Active Transportation Multi-Use Path and Roadway	m²	\$150		Colour Stamped Concrete
1.31	Hard Surfaced Off-Road Multi-Use Trail Outside of Road Right-of-Way in an Urban Setting (New)	linear KM	\$300,000 - \$400,000	\$375,000	3.0m wide hard surface pathway (asphalt) within park setting (normal conditions) 90mm asphalt depth. Price depends of scale / complexity of project.
1.32	Hard Surfaced Off-Road Multi-Use Trail Outside of Road Right-of-Way in Urban Setting (Upgrade existing granular surface)	linear KM	\$150,000 - \$225,000		Includes some new base work (25% approx.), half of the material excavated is removed from site. Price depends of scale / complexity of project.
1.33	Granular Surfaced Off-Road Multi-Use Trail Outside of Road Right-of-Way in Urban Setting	linear KM	\$150,000 - \$165,000		3.0m wide, compacted stone dust surface normal site conditions. Price depends of scale / complexity of project.
1.34	Granular Surfaced Off-Road Multi-Use Trail Outside of Road Right-of-Way in Rural Setting	linear KM	\$200,000		3.0m wide, compacted stone dust surface in complex site conditions (includes cost of clearing and grubbing). Price depends of scale / complexity of project.
1.35	Upgrade existing granular surface trail to meet 3.0m wide compacted granular trail standard	linear KM	\$75,000 - \$125,000		Includes some new base work (25% approx.) and an average of 20 regulatory signs per kilometre. Price depends of scale and existing trail conditions e.g. width, slope, location of trail, etc.
1.36	Off-Road Multi-Use Trail Outside of Road Right-of-Way on Abandoned Rail Bed	linear KM	\$80,000 - \$125,000		3.0m wide, compacted stone dust surface, includes signage along trail and gates at road crossings. Assumes ballast is still in place. Price depends of scale / complexity of project.
1.37	Granular Surfaced Multi-use Trail in a Woodland Setting	linear KM	\$175,000		2.4m wide, compacted stone dust surface. Price depends of scale / complexity of project.
1.38	Major rough grading (for multi-use pathway)	m²	\$8.00		Varies depending on a number of factors including site access, disposal location etc.
2.0 PEDESTRIAN FACILITIES					
2.1	Sidewalk	linear KM	\$300,000	\$300,000	Price for 1.5m concrete sidewalk. Include site prep., select utility relocation, minor drainage modifications / traffic control.
3.0 STRUCTURES AND CROSSINGS					
3.1	Pedestrian Bridge	each	\$1,140,000 - \$1,560,000	\$1,560,000	Cost for two prefabricated pedestrian bridge structures excluding cost for studies, design and construction administration. This will require the construction of a pier within the river channel. A 'pony truss' or 'H-section' bridge style can span up to 55m and are the most economical design choice. For larger spans, a full 'box truss' is required and can span up to 80m.
3.2	Pedestrian Boardwalk (Light-Duty)	linear m	\$1500 - \$2500		Structure on footings, 3.0m wide with railings. Price depends of scale / complexity of project.
3.3	Self weathering steel truss pedestrian / cyclist bridge	linear m	\$10,000		Price for 4.0m width bridge includes abutments
3.4	Feature Trail Bridge crossing over a valley land / highway	each	\$2,500,000 - \$4,500,000		Depends on location, length and complexity of crossing as well as architectural detail.
3.5	Wider stairs with hand railing and gutter to run rainwater	each	\$6,500		1.8m wide, galvanized steel (assumes 8ft between each landing).
3.6	Pathway Crossing of Private Entrance	each	\$1500 - \$2000		Adjustment of existing curb cuts to accommodate 3.0m multi-use pathway
3.7	Median Refuge	each	\$20,000		Average price for basic refuge with curbs, no pedestrian signals
3.8	Mid-block Crossing	each	\$150,000 - \$180,000		Average price for new mid-block crossing
3.9	Stop signs and pavement markings for crossing	each		\$6,000	Average price for stop sign and durable pavement markings per intersection
3.10	Normalize Intersection	each		\$75,000	Close existing intersection to normalize as a standard 4 legged stop controlled intersection
3.11	Move Existing School Crossing	each		\$25,000	Average price for removing existing school crossing and repainting in a new location
3.12	Future Study for Local Intersection	each		\$15,000	Average price for a design study for local intersections
3.13	Future Study for Provincial Intersection	each		\$35,000	Average price for a design study for Provincial intersections (involving one or more Provincial roads)
3.14	Addition of Bollards to Enhance Crossing	each		\$5,000	Average price for the addition of bollards per intersection or crossing
3.15	Intersection Signalization	each		\$180,000	Full signalization of intersection with potential to add cycling facility and improvements
3.16	Intersection Pedestrian / Bike Signal	each	\$80,000		Average price for intersection pedestrian signal. Assumes partial rebuild of intersection for bike signals i.e. rearrangement of ducts and poles.
3.17	At grade railway crossing	each	\$120,000		Flashing lights, motion sensing switch (C.N. estimate)
3.18	At grade railway crossing with gate	each	\$300,000		Flashing lights, motion sensing switch and automatic gate (C.N. estimate)
3.19	Below grade railway crossing	each	\$500,000 - \$750,000		3.0m wide, unlit culvert style approx. 10 m long for single elevated railway track
3.20	Multi use subway under 4 lane road	each	\$1,000,000 - \$1,200,000		Guideline price only for basic 3.3 m wide, lit.
3.21	Retaining Wall	m²	\$1,200		Face metre squared

ITEM	DESCRIPTION	UNIT	UNIT PRICE RANGE	PRICE USED	COMMENTS/ASSUMPTIONS
4.0 BARRIERS AND ACCESS CONTROL FOR MULTI-USE TRAILS OUTSIDE OF THE ROAD RIGHT-OF-WAY					
4.1	Lockable gate (2 per road crossing)	each	\$4,000		Heavy duty gates (e.g. equestrian supported step over gate). Price for one side of road - 2 required per road crossing. Typically only required in rural settings or city boundary areas
4.2	Metal offset gates	each	\$2,000		"P"-style park gate
4.3	Removable Bollard	each	\$500 - \$750		Basic style (e.g. 75mm diameter galvanized), with footing. Increase budget for decorative style bollards
4.4	Berming/boulders at road crossing	each	\$1,200		Price for one side of road (2 required per road crossing)
4.5	Granular parking lot at staging area (15 car capacity-gravel)	each	\$45,000		Basic granular surfaced parking area (i.e. 300mm granular B sub-base with 150mm granular A surface), with precast bumper curbs. Includes minor landscaping and site furnishings, such as garbage receptacles and bike racks.
4.6	Paige wire fencing	linear M	\$60		1.5m height with peeled wood posts
4.7	Chain link fencing	linear M	\$90 - \$110		Galvanized, 1.5m height
5.0 SIGNAGE					
5.1	Regulatory and caution Signage (off-road pathway) on new metal post	each	\$150 - \$250		300mm x 300mm metal signboard c/w metal "u" channel post
5.2	Signboards for interpretive sign	each	\$2,400		Does not include graphic design. Based on a 600mm x 900mm typical size and embedded polymer material, up to 40% less for aluminum or aluminum composite panel
5.3	Staging area kiosk	each	\$2,000 - \$10,000		Wide range provided. Price depends on design and materials selected. Does not include design and supply of signboards
5.4	Signboards for staging area kiosk sign	each	\$1,500 - \$2,000		Typical production cost, does not include graphic design (based on a 900mm x 1500mm typical size and embedded polymer material). Up to 40% less for aluminum or aluminum composite panel
5.5	Pathway directional sign	each	\$350 - \$500		Bollard / post (100mm x100mm marker), with graphics on all 4 sides
5.6	Pathway marker sign	each	\$250		Bollard / post (100mm x100mm marker), graphics on one side only
5.7	Pathway marker sign	linear KM	\$1,000		Price for both sides of the path, assumes one sign on average, per direction of travel every 0.5 km
5.8	Bike sign	each	\$200		Price for one side of road.
6.0 BICYCLE PARKING INFRASTRUCTURE					
6.1	Bicycle rack (Post and Ring style)	each	\$150 - \$250		Holds 2 bicycles , price varies depending on manufacturer (includes installation).
6.2	Bicycle rack (U style)	each	\$600		Holds 2 bicycles , price varies depending on manufacturer (includes installation).
6.3	Bicycle rack	each	\$1,800		Holds 6 bicycles, price varies depending on manufacturer (includes installation).
6.4	Bicycle Locker	each	\$3,000		Price varies depending on style and size. Does not include concrete mounting pad.
6.5	Bike Loop	each	\$2,500		Price for installation including labour and equipment. Price also includes materials e.g. two channel detector for traffic cabinet, bike loop (wire and sealant), cable to traffic cabinet, handhole and conduit.
6.6	Bicycle Corral (one parking space with bollards)	each	\$1,500 - \$2,900		Price may vary from \$1,500 (galvanized finish with the mad shield corrosion warranty) to \$2,900 (stainless finish with the mad shield corrosion warranty) for one parking space.
7.0 LIGHTING AND UTILITIES					
7.1	Pathway Lighting	per 25 m	\$5,000		Includes cabling, connection to power supply, transformers and fixtures.
7.2	Relocation of Light / Support Pole	each	\$4,000		Adjustment of pole offset (distance between pole and roadway).
7.3	Relocation of Signal Pole / Utility Box	each	\$8,000		Adjustment of pole offset (distance between pole and roadway).
8.0 PAVEMENT MARKINGS					
8.1	Sharrow Symbol	each	\$400		Price for durable paint. Sharrow symbol with green pavement marking
8.2	Bike Symbol	each	\$400		Price depends on volume
8.2	Line Painting	linear M	\$6		Price for durable paint.
8.2	Removal of Line Painting	linear M	\$3		N/A
9.0 OTHER					
9.1	Bike Box	each	\$1,500		Price may vary depending on road cross-section (e.g. two lane roadway, four lane roadway, etc.). Price includes installing a bike box on the approach of an intersection using a bike stencil and durable e.g. green surface treatment (\$250 / each). Price also include estimate to move stop-bar back to provide space for bike box.
9.2	Clearing and Grubbing	m²	\$15		
9.3	Bench	each	\$1,000 - \$2,000		Price varies depending on style and size. Does not include footing/concrete mounting pad
9.4	Safety Railings / Rubrail	linear M	\$300		1.4m height basic post and rail style
9.5	Small diameter culvert	each (6 m)	\$1,200		Price range applies to 400mm to 600mm diameter PVC or CSP culverts for drainage below trail
9.6	Flexible Bollards	each	\$110		Should be placed at 10m intervals where required. Cost depends on product type used.

- Notes:**
- Unit Prices are for functional design purposes only, include installation but exclude contingency, design and approvals costs (unless noted) and reflect 2021 dollars, based on projects in southern Ontario.
 - Estimates do not include the cost of property acquisitions, signal modifications, utility relocations, major roadside drainage works or costs associated with site-specific projects such as bridges, railway crossings, retaining walls, and stairways, unless otherwise noted.
 - Assumes typical environmental conditions and topography.
 - Applicable taxes and permit fees are additional.

Table 2 - Proposed Crossing Enhancements

This table provides an overview of the estimated costs and phasing for the proposed crossing enhancements.

ID	Existing Crossing	Proposed Enhancement	Intersection	PHASE	Total Cost
C0	4 legged, stop controlled on North, East and South approach.	Add stop signs and pavement markings	Ferguson Avenue/Main Street	Short	\$ 6,000
C1	4 legged, stop controlled on North, West and South approach. Channelized right turn on the South School crossing	Closing channelized intersection and normalizing it as a standard 4 legged stop controlled intersection	Rorke Avenue/Main Street	Short	\$ 75,000
C2	4 legged, stop controlled on East and West School crossing just north of the intersection	Move school crossing for Ecole Saint Croix School to Rorke/Cecil	Cecil St/Rorke Avenue	Short	\$ 25,000
C3	4 legged, stop controlled on East and West Steep coming down on Browning	Add stop signs and pavement markings	Browning Street/Ferguson Avenue	Short	\$ 6,000
C4	3 legged, stop controlled on Hessle No pedestrian facility to cross coming off of the STATO Trail	Monitor current configuration of the raised crosswalk at the school Recommend for future detail design study in this intersection to improve safety and reduce conflicts	STATO Trail/Hessle Avenue	Long	\$ 15,000
C5	4 legged, signalized intersection Angle and configuration difficult for cyclists to cross	Add bollards	Armstrong Street/Elm Avenue	Short	\$ 5,000
C6	3 legged, stop controlled on Farah	Monitor for future traffic control	Lakeshore Road North/Farah Avenue	Long	-
C7	4 legged, stop controlled on East and West, channelized right turns	Recommend for active transportation consideration in future reconstruction of the road for improved safety for all users	Highway 11/Drive In Theatre Road	Long	\$ 35,000
C8	3 legged, stop controlled on Grant No pedestrian facilities	Add stop signs and pavement markings	Drive In Theatre/Grant Drive	Short	\$ 6,000
C9	3 legged, stop controlled on Radley Hill Road Steep hill coming off of Radley Hill	Signalized, potential to add cycling facility with improvements	Radley Hill Road/STATO Trail	Long	\$ 180,000

Table 3 - Proposed Active Transportation Routes

This table provides a breakdown of the proposed routes, including length, phase and costing.

ID	Street	From	To	Facility	Phase	Length KM	Unit Cost	Segment Cost	Design Cost (10%)	Contingency Cost (15%)	Total Cost
1212	MAIN STREET	Rorke Avenue	Niven Street South	BL	Short	0.40	\$ 29,000	\$ 11,659	\$ 1,166	\$ 1,749	\$ 14,574
12	RORKE AVENUE	Joyal Drive	Arnold Drive	BUFF BL	Short	0.08					
15	MAIN STREET	Ferguson Avenue	Georgina Avenue	BUFF BL	Short	0.17	\$ 65,000	\$ 10,986	\$ 1,099	\$ 1,648	\$ 13,732
16	WHITEWOOD AVENUE	Golding Street	Grills Street	BUFF BL	Short	0.04	\$ 65,000	\$ 2,861	\$ 286	\$ 429	\$ 3,576
56	RIVERSIDE DRIVE	May Street	Sharpe Street	BUFF BL	Short	0.04	\$ 65,000	\$ 2,860	\$ 286	\$ 429	\$ 3,575
59	RORKE AVENUE	Algonquin Drive	Lawlor Street	BUFF BL	Short	0.09					
93	RORKE AVENUE	Arnold Drive	Algonquin Drive	BUFF BL	Short	0.16					
94	RORKE AVENUE	Albert Street	Little Street	BUFF BL	Short	0.09					
101	RORKE AVENUE	Blackwall Street	Marcella Street	BUFF BL	Short	0.09					
108	RORKE AVENUE	Russel Street	Blackwall Street	BUFF BL	Short	0.09					
143	RORKE AVENUE	Morrisette Drive	Buffam Drive	BUFF BL	Short	0.10					
179	RORKE AVENUE	Lawlor Street	Albert Street	BUFF BL	Short	0.10					
216	ARMSTRONG STREET	Whitewood Avenue	Church Street	BUFF BL	Long	0.14	\$ 65,000	\$ 8,973	\$ 897	\$ 1,346	\$ 11,216
322	RORKE AVENUE	View Street	Cecil Street	BUFF BL	Short	0.09					
348	RORKE AVENUE	Buffam Drive	Joyal Drive	BUFF BL	Short	0.08					
386	WHITEWOOD AVENUE	Paget Street	Mary Street	BUFF BL	Short	0.11	\$ 65,000	\$ 6,826	\$ 683	\$ 1,024	\$ 8,533
389	WHITEWOOD AVENUE	Nivean Street North	Maple Street North	BUFF BL	Short	0.05	\$ 65,000	\$ 2,925	\$ 293	\$ 439	\$ 3,657
441	RORKE AVENUE	Main Street	Rorke Avenue	BUFF BL	Short	0.03					
462	WHITEWOOD AVENUE	John Street	Niven Street North	BUFF BL	Short	0.12	\$ 65,000	\$ 7,671	\$ 767	\$ 1,151	\$ 9,589
602	WHITEWOOD AVENUE	Edith Street	Scott Street	BUFF BL	Short	0.14	\$ 65,000	\$ 9,101	\$ 910	\$ 1,365	\$ 11,376
607	RORKE AVENUE	Amwell Street	Main Street	BUFF BL	Short	0.06					
677	RORKE AVENUE	Little Street	Elliot Street	BUFF BL	Short	0.10					
681	MAIN STREET	Georgina Avenue	Rorke Avenue	BUFF BL	Short	0.15	\$ 65,000	\$ 9,492	\$ 949	\$ 1,424	\$ 11,865
743	ARMSTRONG STREET SOUTH	Whitewood Avenue	Cedar Street	BUFF BL	Long	0.21	\$ 65,000	\$ 13,685	\$ 1,368	\$ 2,053	\$ 17,106
745	WHITEWOOD AVENUE	Wellington Street	Paget Street	BUFF BL	Short	0.11	\$ 65,000	\$ 7,086	\$ 709	\$ 1,063	\$ 8,857
752	RORKE AVENUE	Amwell Street	Marcella Street	BUFF BL	Short	0.09					
753	ARMSTRONG STREET	Sharpe Street	Church Street	BUFF BL	Long	0.06	\$ 65,000	\$ 3,578	\$ 358	\$ 537	\$ 4,472
782	WHITEWOOD AVENUE	Mary Street	Mary Street	BUFF BL	Short	0.02	\$ 65,000	\$ 1,235	\$ 124	\$ 185	\$ 1,544
795	RORKE AVENUE	Elliot Street	View Street	BUFF BL	Short	0.10					
849	WHITEWOOD AVENUE	Armstrong Street	Wellington Street	BUFF BL	Short	0.11	\$ 65,000	\$ 6,826	\$ 683	\$ 1,024	\$ 8,532
862	WHITEWOOD AVENUE	Regina Street	Glen Road	BUFF BL	Short	0.05	\$ 65,000	\$ 3,202	\$ 320	\$ 480	\$ 4,002
893	WHITEWOOD AVENUE	Mary Street	John Street	BUFF BL	Short	0.12	\$ 65,000	\$ 7,800	\$ 780	\$ 1,170	\$ 9,750
925	WHITEWOOD AVENUE	Scott Street	Rockeby Street	BUFF BL	Short	0.03	\$ 65,000	\$ 1,885	\$ 189	\$ 283	\$ 2,357
936	WHITEWOOD AVENUE	Grill Street	Regina Street	BUFF BL	Short	0.15	\$ 65,000	\$ 9,555	\$ 956	\$ 1,433	\$ 11,944
971	WHITEWOOD AVENUE	Maple Street North	Edith Street	BUFF BL	Short	0.18	\$ 65,000	\$ 11,505	\$ 1,151	\$ 1,726	\$ 14,382
978	WHITEWOOD AVENUE	May Street	Armstrong Street South	BUFF BL	Short	0.11	\$ 65,000	\$ 7,151	\$ 715	\$ 1,073	\$ 8,939
985	WHITEWOOD AVENUE	Jaffray Street	Golding Street	BUFF BL	Short	0.10	\$ 65,000	\$ 6,500	\$ 650	\$ 975	\$ 8,125
989	RORKE AVENUE	Cecil Street	Russel Street	BUFF BL	Short	0.09					
1013	WHITEWOOD AVENUE	Rockeby Street	Jaffray Street	BUFF BL	Short	0.06	\$ 65,000	\$ 3,966	\$ 397	\$ 595	\$ 4,957
241	LAKESHORE ROAD NORTH	Beach Boulevard	Melville Street	BUFF BL OR 2WAY 1SIDE	Short	0.38	\$ 65,000	\$ 24,389	\$ 2,439	\$ 3,658	\$ 30,486
469	LAKESHORE ROAD NORTH	Cedar Avenue	Wedgewood Avenue	BUFF BL OR 2WAY 1SIDE	Short	0.17	\$ 65,000	\$ 11,191	\$ 1,119	\$ 1,679	\$ 13,989
479	LAKESHORE ROAD NORTH	Melville Street	Montgomery Avenue	BUFF BL OR 2WAY 1SIDE	Short	0.15	\$ 65,000	\$ 9,527	\$ 953	\$ 1,429	\$ 11,909
807	PAGET STREET	Whitewood Avenue	Farah Avenue	BUFF BL OR 2WAY 1SIDE	Short	0.15	\$ 65,000	\$ 10,034	\$ 1,003	\$ 1,505	\$ 12,543
1292	LAKESHORE ROAD NORTH	Bay Street	Montgomery Avenue	BUFF BL OR 2WAY 1SIDE	Short	0.19	\$ 65,000	\$ 12,309	\$ 1,231	\$ 1,846	\$ 15,386
1293	LAKESHORE ROAD NORTH	Wedgewood Avenue	Broadwood Avenue	BUFF BL OR 2WAY 1SIDE	Short	0.17	\$ 65,000	\$ 10,853	\$ 1,085	\$ 1,628	\$ 13,566
1304	LAKESHORE ROAD NORTH	Market Street	Bay Street	BUFF BL OR 2WAY 1SIDE	Short	0.15	\$ 65,000	\$ 9,728	\$ 973	\$ 1,459	\$ 12,160
24	HIGHWAY 65	Bedard Drive	Bedard Drive	BUFF PS	Short	0.04	\$ 300,000	\$ 13,151	\$ 1,315	\$ 1,973	\$ 16,439
104	KING STREET	Cross Lake Road	Niven Street South	Buff PS	Short	0.06					
340	HIGHWAY 65	Bedard Drive	Highway 65	BUFF PS	Long	1.45	\$ 300,000	\$ 434,318	\$ 43,432	\$ 65,148	\$ 542,898
424	WHITEWOOD AVENUE	Glen Road	High Street	BUFF PS	Short	0.18	\$ 300,000	\$ 52,723	\$ 5,272	\$ 7,908	\$ 65,903
532	KING STREET	4th Street	South of 4th Street	Buff PS	Short	0.03					
554	KING STREET	South of 4th Street	North of Louise Street	Buff PS	Short	0.63					
569	KING STREET	North of Louise Street	Louise Street	Buff PS	Short	0.82					
707	KING STREET	Crosslake Road	Steward Avenue	Buff PS	Short	0.41					
749	KING STREET	Station Street	Niven Street South	Buff PS	Short	0.13					
762	KING STREET	4th Street	3rd Street	Buff PS	Short	0.14					
804	KING STREET	2nd Street	3rd Street	Buff PS	Short	0.12					
814	KING STREET	Groom Drive	Lakeview Drive	Buff PS	Short	0.30					
819	WHITEWOOD AVENUE	High Street	Bedard Drive	BUFF PS	Short	0.39	\$ 300,000	\$ 116,456	\$ 11,646	\$ 17,468	\$ 145,570
848	PETES DAM ROAD	Highway 65	West of Highway 65	BUFF PS	Long	0.69	\$ 300,000	\$ 206,896	\$ 20,690	\$ 31,034	\$ 258,620
970	KING STREET	2nd Street	1st Street	Buff PS	Short	0.11					
974	KING STREET	1st Street	Groom Drive	Buff PS	Short	0.21					

ID	Street	From	To	Facility	Phase	Length KM	Unit Cost	Segment Cost	Design Cost (10%)	Contingency Cost (15%)	Total Cost
991	KING STREET	Lakeview Drive	Stewart Avenue	Buff PS	Short	0.21					
1008	KING STREET	Carter Boulevard	Station Street	Buff PS	Short	0.16					
1347	PETES DAM ROAD	West of Highway 65	Petes Dam Trail	BUFF PS	Long	0.52	\$ 300,000	\$ 155,199	\$ 15,520	\$ 23,280	\$ 193,998
14	MORISSETTE DRIVE	Georgina Avenue	Rorke Street	MUP	Long	0.15	\$ 375,000	\$ 57,256	\$ 5,726	\$ 8,588	\$ 71,570
405	ALBERT STREET	Georgina Avenue	Rorke Avenue	MUP	Long	0.17	\$ 375,000	\$ 64,886	\$ 6,489	\$ 9,733	\$ 81,107
597	CARTER BOULEVARD	Cobalt Street	King Street	MUP	Long	0.06	\$ 375,000	\$ 22,137	\$ 2,214	\$ 3,320	\$ 27,671
731	ALBERT STREET	Meridian Avenue	Georgina Avenue	MUP	Long	0.24	\$ 375,000	\$ 89,270	\$ 8,927	\$ 13,390	\$ 111,587
851	CARTER BOULEVARD	Lakeview Drive	Stewart Avenue	MUP	Long	0.21	\$ 375,000	\$ 77,639	\$ 7,764	\$ 11,646	\$ 97,049
904	CARTER BOULEVARD	Stewart Avenue	Silver Lane	MUP	Long	0.20	\$ 375,000	\$ 73,536	\$ 7,354	\$ 11,030	\$ 91,920
1011	CARTER BOULEVARD	Silver Lake	Cobalt Street	MUP	Long	0.39	\$ 375,000	\$ 147,380	\$ 14,738	\$ 22,107	\$ 184,224
1034	ALBERT STREET	Bruce Street	Meridian Avenue	MUP	Long	0.16	\$ 375,000	\$ 59,269	\$ 5,927	\$ 8,890	\$ 74,086
1348	Dymond Recreation Park Trail	School	Dymond Recreation Park	OFF RD MUT	Short	0.05	\$ 375,000	\$ 18,876	\$ 1,888	\$ 2,831	\$ 23,595
964	ARMSTRONG STREET	Wellington Street	Beavis Terrace	PILOT PROJECT	Short	0.19	\$ 194,620	\$ 36,012	\$ 3,601	\$ 5,402	\$ 45,016
1430	Proposed Pedestrian Bridge	STATO Trail	Murray Street	Proposed Pedestrian Bridge	Long	0.09	\$ 1,560,000	\$ 1,560,000	\$ 156,000	\$ 234,000	\$ 1,950,000
47	LAKEVIEW DRIVE	Crosslake Road	Queen Street	PS	Long	0.11	\$ 215,000	\$ 23,869	\$ 2,387	\$ 3,580	\$ 29,836
48	SHEPHERDSON ROAD	Helmer Pedersen Drive	Bolger Avenue	PS	Long	0.09	\$ 215,000	\$ 20,215	\$ 2,021	\$ 3,032	\$ 25,268
157	LAKEVIEW DRIVE	Birch Street	Carter Boulevard	PS	Long	0.11	\$ 215,000	\$ 22,584	\$ 2,258	\$ 3,388	\$ 28,230
203	LAKEVIEW DRIVE	Carter Boulevard	Station Street	PS	Long	0.11	\$ 215,000	\$ 22,794	\$ 2,279	\$ 3,419	\$ 28,492
221	SHEPHERDSON ROAD	South of Barr Avenue	Barr Avenue	PS	Long	0.29	\$ 215,000	\$ 62,554	\$ 6,255	\$ 9,383	\$ 78,193
232	LAKEVIEW DRIVE	East of Maple Street South	Maple Street South	PS	Long	0.21	\$ 215,000	\$ 44,661	\$ 4,466	\$ 6,699	\$ 55,826
238	PETERS ROAD	Highway 65	Drive In Theatre Road	PS	Long	1.65	\$ 215,000	\$ 354,595	\$ 35,459	\$ 53,189	\$ 443,243
278	RORKE STREET	South of Morissette Drive	Morissette Drive	PS	Short	0.22					
285	PETERS ROAD	Dawson Point Road	Red Fox Avenue	PS	Long	0.11	\$ 215,000	\$ 23,188	\$ 2,319	\$ 3,478	\$ 28,985
319	HIGH STREET	Whitewood Avenue	Douglas Street	PS	Long	0.34	\$ 215,000	\$ 73,685	\$ 7,368	\$ 11,053	\$ 92,106
354	SILVER CENTRE ROAD	Bucke Parkroad	Cobetec Road	PS	Long	0.98	\$ 215,000	\$ 211,086	\$ 21,109	\$ 31,663	\$ 263,857
378	RADLEY HILL ROAD	Lakeshore Road North	Roseneath Avenue	PS	Long	0.26	\$ 215,000	\$ 55,862	\$ 5,586	\$ 8,379	\$ 69,828
385	SHEPHERDSON ROAD	North of Radley Hill Road	North of Radley Hill Road	PS	Long	0.19	\$ 215,000	\$ 41,036	\$ 4,104	\$ 6,155	\$ 51,295
501	SHEPHERDSON ROAD	Barr Avenue	Helmer Pedersen Drive	PS	Long	0.29	\$ 215,000	\$ 61,760	\$ 6,176	\$ 9,264	\$ 77,200
503	SHEPHERDSON ROAD	Broadwood Avenue	Bolger Avenue	PS	Long	0.24	\$ 215,000	\$ 51,615	\$ 5,161	\$ 7,742	\$ 64,519
504	PETERS ROAD	Highway 65	Red Fox Avenue	PS	Long	0.61	\$ 215,000	\$ 130,785	\$ 13,078	\$ 19,618	\$ 163,481
549	SILVER CENTRE ROAD	South of Groom Drive	Groom Drive	PS	Long	0.61	\$ 215,000	\$ 131,185	\$ 13,118	\$ 19,678	\$ 163,981
555	SHEPHERDSON ROAD	North of Radley Hill Road	Radley Hill Road	PS	Long	0.10	\$ 215,000	\$ 20,531	\$ 2,053	\$ 3,080	\$ 25,664
558	LAKEVIEW DRIVE	Proctors Road	East of Maple Street South	PS	Long	0.35	\$ 215,000	\$ 74,675	\$ 7,467	\$ 11,201	\$ 93,344
568	SHEPHERDSON ROAD	Barr Avenue	North of Radley Hill Road	PS	Long	0.13	\$ 215,000	\$ 28,535	\$ 2,853	\$ 4,280	\$ 35,669
574	SHEPHERDSON ROAD	Broadwood Avenue	Douglas Street	PS	Long	0.28	\$ 215,000	\$ 61,000	\$ 6,100	\$ 9,150	\$ 76,249
589	SILVER CENTRE ROAD	Groom Drive	Proctors Road	PS	Long	0.40	\$ 215,000	\$ 86,109	\$ 8,611	\$ 12,916	\$ 107,636
739	LAKEVIEW DRIVE	Maple Street South	Birch Street	PS	Long	0.10	\$ 215,000	\$ 21,725	\$ 2,172	\$ 3,259	\$ 27,156
766	RADLEY HILL ROAD	West of Roseneath Avenue	Shepherdson Road	PS	Long	1.04	\$ 215,000	\$ 223,060	\$ 22,306	\$ 33,459	\$ 278,825
767	LAKEVIEW DRIVE	Lakeview Drive	King Street	PS	Long	0.10	\$ 215,000	\$ 21,934	\$ 2,193	\$ 3,290	\$ 27,418
794	BUCKE PARK ROAD	STATO Trail	Silver Centre Road	PS	Long	1.06	\$ 215,000	\$ 227,274	\$ 22,727	\$ 34,091	\$ 284,092
799	LAKEVIEW DRIVE	Station Street	Crosslake Road	PS	Long	0.09	\$ 215,000	\$ 18,932	\$ 1,893	\$ 2,840	\$ 23,665
846	RORKE STREET	North of Carter Boulevard	Carter Boulevard	PS	Short	0.20					
897	DAWSON POINT ROAD	Peters Road	STATO Trail	PS	Long	0.41	\$ 215,000	\$ 88,004	\$ 8,800	\$ 13,201	\$ 110,006
946	RADLEY HILL ROAD	West of Roseneath Avenue	Roseneath Avenue	PS	Long	0.04	\$ 215,000	\$ 8,095	\$ 809	\$ 1,214	\$ 10,119
1429	Drive In Theatre Road	Peters Road	St Joseph's Court	PS	Short	0.89	\$ 215,000	\$ 192,260	\$ 19,226	\$ 28,839	\$ 240,325
1432	Drive In Theatre Road	St Joseph's Court	Highway 11	PS	Short	0.65	\$ 215,000	\$ 140,784	\$ 14,078	\$ 21,118	\$ 175,980
277	DYMOND AVENUE	Dymond Avenue	Mary Street	SH	Short	0.16	\$ 11,600	\$ 1,812	\$ 181	\$ 272	\$ 2,264
724	CHURCH STREET	Wellington Street	Paget Street	SH	Short	0.14	\$ 11,600	\$ 1,568	\$ 157	\$ 235	\$ 1,961
830	PAGET STREET	Spruce Street	Church Street	SH	Short	0.12	\$ 11,600	\$ 1,380	\$ 138	\$ 207	\$ 1,726
865	WELLINGTON STREET	Armstrong Street	Church Street	SH	Short	0.17	\$ 11,600	\$ 1,995	\$ 199	\$ 299	\$ 2,494
881	CHURCH STREET	Armstrong Street	Wellington Street	SH	Short	0.13	\$ 11,600	\$ 1,451	\$ 145	\$ 218	\$ 1,814
920	SPRUCE STREET	Wellington Street	Paget Street	SH	Short	0.11	\$ 11,600	\$ 1,253	\$ 125	\$ 188	\$ 1,566
949	WELLINGTON STREET	Church Street	Spruce Street	SH	Short	0.04	\$ 11,600	\$ 452	\$ 45	\$ 68	\$ 566
952	DYMOND AVENUE	Mary Street	John Street	SH	Short	0.12	\$ 11,600	\$ 1,381	\$ 138	\$ 207	\$ 1,726
1017	DYMOND AVENUE	John Street	Niven Street North	SH	Short	0.12	\$ 11,600	\$ 1,357	\$ 136	\$ 204	\$ 1,697
1352	Farr Drive	Main Street	Farr Drive	Sidewalk	Long	0.07	\$ 300,000	\$ 19,985	\$ 1,998	\$ 2,998	\$ 24,981
1353	Meridian Avenue	Main Street	South of Amwell Street	Sidewalk	Long	0.10	\$ 300,000	\$ 28,681	\$ 2,868	\$ 4,302	\$ 35,852
1354	Ferguson Avenue	South of Amwell Street	Marcella Street	Sidewalk	Long	0.06	\$ 300,000	\$ 16,830	\$ 1,683	\$ 2,525	\$ 21,038
1355	Browning Street	Lakeshore Road South	West of Lakeshore Road South	Sidewalk	Long	0.02	\$ 300,000	\$ 6,809	\$ 681	\$ 1,021	\$ 8,512
1356	Browning Street	Ferguson Avenue	Georgina Avenue	Sidewalk	Long	0.15	\$ 300,000	\$ 45,762	\$ 4,576	\$ 6,864	\$ 57,203
1357	Broadway Street	Broadway Street	Browning Street	Sidewalk	Long	0.13	\$ 300,000	\$ 38,726	\$ 3,873	\$ 5,809	\$ 48,408
1358	Probyn Street	Latchford Street	Browning Street	Sidewalk	Long	0.15	\$ 300,000	\$ 45,663	\$ 4,566	\$ 6,849	\$ 57,079
1359	Amwell Street	Ferguson Avenue	Georgina Avenue	Sidewalk	Long	0.16	\$ 300,000	\$ 47,530	\$ 4,753	\$ 7,129	\$ 59,412
1360	Marcella Street	Georgina Avenue	Rorke Avenue	Sidewalk	Long	0.15	\$ 300,000	\$ 44,664	\$ 4,466	\$ 6,700	\$ 55,830
1361	Rorke Avenue	South of Main Street	Amwell Street	Sidewalk	Long	0.04	\$ 300,000	\$ 12,455	\$ 1,245	\$ 1,868	\$ 15,569
1362	Rorke Avenue	Marcella Street	Blackwall Street	Sidewalk	Long	0.08	\$ 300,000	\$ 23,003	\$ 2,300	\$ 3,450	\$ 28,754
1363	Sutherland Way	Russel Street	Blackwall Street	Sidewalk	Long	0.07	\$ 300,000	\$ 21,872	\$ 2,187	\$ 3,281	\$ 27,340

ID	Street	From	To	Facility	Phase	Length KM	Unit Cost	Segment Cost	Design Cost (10%)	Contingency Cost (15%)	Total Cost
1364	Russel Street	Georgina Avenue	Rorke Avenue	Sidewalk	Long	0.15	\$ 300,000	\$ 46,454	\$ 4,645	\$ 6,968	\$ 58,068
1365	Cecil Street	Rorke Avenue	Georgina Avenue	Sidewalk	Long	0.16	\$ 300,000	\$ 46,589	\$ 4,659	\$ 6,988	\$ 58,237
1366	Rorke Avenue	Blackwall Street	Russel Street	Sidewalk	Long	0.09	\$ 300,000	\$ 28,331	\$ 2,833	\$ 4,250	\$ 35,414
1367	Sutherland Way	Cecil Street	Russel Street	Sidewalk	Long	0.07	\$ 300,000	\$ 22,434	\$ 2,243	\$ 3,365	\$ 28,043
1368	Blackwall Street	Meridian Avenue	Sutherland Way	Sidewalk	Long	0.07	\$ 300,000	\$ 21,431	\$ 2,143	\$ 3,215	\$ 26,789
1369	Marcella Street	Ferguson Avenue	Meridian Avenue	Sidewalk	Long	0.05	\$ 300,000	\$ 15,206	\$ 1,521	\$ 2,281	\$ 19,008
1370	Ferguson Avenue	Marcella Street	Blackwall Street	Sidewalk	Long	0.08	\$ 300,000	\$ 22,865	\$ 2,287	\$ 3,430	\$ 28,582
1371	Farr Drive	Farr Drive	Marcella Street	Sidewalk	Long	0.30	\$ 300,000	\$ 88,932	\$ 8,893	\$ 13,340	\$ 111,165
1372	Farr Drive	Farr Drive	Marcella Street	Sidewalk	Long	0.29	\$ 300,000	\$ 86,690	\$ 8,669	\$ 13,004	\$ 108,363
1373	Marcella Street	Farr Drive	Meridian Avenue	Sidewalk	Long	0.11	\$ 300,000	\$ 33,678	\$ 3,368	\$ 5,052	\$ 42,098
1374	Blackwall Street	Farr Drive	Meridian Avenue	Sidewalk	Long	0.11	\$ 300,000	\$ 31,736	\$ 3,174	\$ 4,760	\$ 39,669
1375	Blackwall Street	Farr Drive	Meridian Avenue	Sidewalk	Long	0.10	\$ 300,000	\$ 31,401	\$ 3,140	\$ 4,710	\$ 39,252
1376	Leslie Mcfarlane Way	Marcella Street	Main Street	Sidewalk	Long	0.17	\$ 300,000	\$ 50,314	\$ 5,031	\$ 7,547	\$ 62,892
1377	Little Street	Georgina Avenue	Rorke Avenue	Sidewalk	Long	0.14	\$ 300,000	\$ 41,190	\$ 4,119	\$ 6,179	\$ 51,488
1378	Rorke Avenue	Little Street	View Street	Sidewalk	Long	0.20	\$ 300,000	\$ 60,217	\$ 6,022	\$ 9,032	\$ 75,271
1379	Rorke Avenue	South of Little Street	North of Albert Street	Sidewalk	Long	0.05	\$ 300,000	\$ 14,175	\$ 1,418	\$ 2,126	\$ 17,719
1380	Albert Street	Bruce Street	Rorke Avenue	Sidewalk	Long	0.56	\$ 300,000	\$ 168,143	\$ 16,814	\$ 25,221	\$ 210,178
1381	Little Street	West of Meridian Avenue	Georgina Avenue	Sidewalk	Long	0.16	\$ 300,000	\$ 48,137	\$ 4,814	\$ 7,220	\$ 60,171
1382	Meridian Avenue	Cecil Street	Elliot Street	Sidewalk	Long	0.18	\$ 300,000	\$ 54,590	\$ 5,459	\$ 8,189	\$ 68,238
1383	Meridian Avenue	Albert Street	Elliot Street	Sidewalk	Long	0.17	\$ 300,000	\$ 51,907	\$ 5,191	\$ 7,786	\$ 64,883
1384	Meridian Avenue	Little Street	Albert Street	Sidewalk	Long	0.08	\$ 300,000	\$ 22,889	\$ 2,289	\$ 3,433	\$ 28,611
1385	Georgina Avenue	Little Street	Morisette Drive	Sidewalk	Long	0.71	\$ 300,000	\$ 213,809	\$ 21,381	\$ 32,071	\$ 267,261
1386	Cecil Street	Meridian Avenue	Georgina Avenue	Sidewalk	Long	0.22	\$ 300,000	\$ 65,965	\$ 6,596	\$ 9,895	\$ 82,456
1387	Lakeshore Road South	North of Browning Street	Browning Street	Sidewalk	Long	0.04	\$ 300,000	\$ 11,957	\$ 1,196	\$ 1,794	\$ 14,947
1388	Georgina Avenue	West of Lakeshore Road South	West of Lakeshore Road South	Sidewalk	Long	0.03	\$ 300,000	\$ 8,107	\$ 811	\$ 1,216	\$ 10,133
1389	Georgina Avenue	Lakeshore Road South	West of Lakeshore Road South	Sidewalk	Long	0.07	\$ 300,000	\$ 22,055	\$ 2,206	\$ 3,308	\$ 27,569
1390	Florence Street	Lathford Street	Rorke Avenue	Sidewalk	Long	0.08	\$ 300,000	\$ 22,627	\$ 2,263	\$ 3,394	\$ 28,284
1391	Foster Street	East of Lathford Street	Lathford Street	Sidewalk	Long	0.08	\$ 300,000	\$ 22,502	\$ 2,250	\$ 3,375	\$ 28,128
1392	Lakeshore Road South	North of Brewster Street	Brewster Street	Sidewalk	Long	0.02	\$ 300,000	\$ 7,321	\$ 732	\$ 1,098	\$ 9,151
1393	Rorke Avenue	Probyn Street	Florence Street	Sidewalk	Long	0.20	\$ 300,000	\$ 61,332	\$ 6,133	\$ 9,200	\$ 76,665
1394	Lathford Street	South of Lakeshore Road South	Lakeshore Road South	Sidewalk	Long	0.10	\$ 300,000	\$ 29,929	\$ 2,993	\$ 4,489	\$ 37,411
1395	Lakeshore Road North	Beach Boulevard	South of Market Street	Sidewalk	Long	0.81	\$ 300,000	\$ 242,953	\$ 24,295	\$ 36,443	\$ 303,692
1396	Market Street	East of Lakeshore Road North	Lakeshore Road North	Sidewalk	Long	0.04	\$ 300,000	\$ 10,720	\$ 1,072	\$ 1,608	\$ 13,400
1397	Whitewood Avenue	Farah Avenue	Rockeby Street	Sidewalk	Long	0.09	\$ 300,000	\$ 27,312	\$ 2,731	\$ 4,097	\$ 34,140
1398	Maple Street North	Farah Avenue	McCamus Avenue	Sidewalk	Long	0.09	\$ 300,000	\$ 28,318	\$ 2,832	\$ 4,248	\$ 35,398
1399	John Street	Whitewood Avenue	Farah Avenue	Sidewalk	Long	0.09	\$ 300,000	\$ 28,491	\$ 2,849	\$ 4,274	\$ 35,614
1400	Maple Street North	Whitewood Avenue	Farah Avenue	Sidewalk	Long	0.11	\$ 300,000	\$ 34,249	\$ 3,425	\$ 5,137	\$ 42,811
1401	Rockeby Street	West of Edith Street	Farah Avenue	Sidewalk	Long	0.14	\$ 300,000	\$ 41,750	\$ 4,175	\$ 6,262	\$ 52,187
1402	Rockeby Street	West of Edith Street	Jaffray Street	Sidewalk	Long	0.26	\$ 300,000	\$ 77,458	\$ 7,746	\$ 11,619	\$ 96,822
1403	Edith Street	Farah Avenue	McCamus Avenue	Sidewalk	Long	0.10	\$ 300,000	\$ 29,806	\$ 2,981	\$ 4,471	\$ 37,257
1404	Edith Street	Broadwood Avenue	McCamus Avenue	Sidewalk	Long	0.11	\$ 300,000	\$ 33,593	\$ 3,359	\$ 5,039	\$ 41,991
1405	Broadwood Avenue	Lakeshore Road North	Davidson Street	Sidewalk	Long	0.21	\$ 300,000	\$ 63,713	\$ 6,371	\$ 9,557	\$ 79,642
1406	Maple Street North	South of McCamus Avenue	North of Broadwood Avenue	Sidewalk	Long	0.05	\$ 300,000	\$ 13,518	\$ 1,352	\$ 2,028	\$ 16,898
1407	McCamus Avenue	Dymond Crescent	East of Maple Street North	Sidewalk	Long	0.08	\$ 300,000	\$ 22,566	\$ 2,257	\$ 3,385	\$ 28,208
1408	Dymond Crescent	South of McCamus Avenue	Farah Avenue	Sidewalk	Long	0.23	\$ 300,000	\$ 69,150	\$ 6,915	\$ 10,372	\$ 86,437
1409	Market Street	Cedar Avenue	Wedgewood Avenue	Sidewalk	Long	0.15	\$ 300,000	\$ 46,395	\$ 4,640	\$ 6,959	\$ 57,994
1410	Cedar Avenue	West of Wellington Street	East of Paget Street	Sidewalk	Long	0.08	\$ 300,000	\$ 23,263	\$ 2,326	\$ 3,489	\$ 29,079
1411	Cedar Avenue	Armstrong Street South	Wellington Street	Sidewalk	Long	0.09	\$ 300,000	\$ 27,269	\$ 2,727	\$ 4,090	\$ 34,087
1412	Wellington Street	STATO Trail	Cedar Avenue	Sidewalk	Long	0.19	\$ 300,000	\$ 55,643	\$ 5,564	\$ 8,346	\$ 69,554
1413	Whitewood Avenue	Golding Street	Glen Road	Sidewalk	Long	0.27	\$ 300,000	\$ 79,633	\$ 7,963	\$ 11,945	\$ 99,541
1414	Mary Street	Whitewood Avenue	Farah Avenue	Sidewalk	Long	0.09	\$ 300,000	\$ 26,988	\$ 2,699	\$ 4,048	\$ 33,735
1415	Riverside Drive	East of Sharpe Street	West of Sharpe Street	Sidewalk	Long	0.08	\$ 300,000	\$ 24,029	\$ 2,403	\$ 3,604	\$ 30,037
1416	Oak Avenue	Oak Ave Park	Katherine Street	Sidewalk	Long	0.13	\$ 300,000	\$ 39,515	\$ 3,951	\$ 5,927	\$ 49,393
1417	Elm Avenue	West of Katherine Street	Katherine Street	Sidewalk	Long	0.05	\$ 300,000	\$ 15,876	\$ 1,588	\$ 2,381	\$ 19,845
1418	Elm Avenue	East of May Street	May Street	Sidewalk	Long	0.06	\$ 300,000	\$ 16,619	\$ 1,662	\$ 2,493	\$ 20,774
1419	May Street	Elm Avenue	Murray Street	Sidewalk	Long	0.13	\$ 300,000	\$ 40,397	\$ 4,040	\$ 6,060	\$ 50,496
1420	Algonquin Drive	Bruce Street	Rorke Avenue	Sidewalk	Long	0.55	\$ 300,000	\$ 165,728	\$ 16,573	\$ 24,859	\$ 207,159
1421	Bruce Street	Albert Street	End of Bruce Street	Sidewalk	Long	0.30	\$ 300,000	\$ 90,538	\$ 9,054	\$ 13,581	\$ 113,172
1422	Rebecca Street	Elm Avenue	Hessle Avenue	Sidewalk	Long	0.41	\$ 300,000	\$ 123,593	\$ 12,359	\$ 18,539	\$ 154,491
1423	Scott Street	Birch Drive	Whitewood Avenue	Sidewalk	Long	0.49	\$ 300,000	\$ 146,845	\$ 14,684	\$ 22,027	\$ 183,556
1424	Birch Drive	Niven Street North	Scott Street	Sidewalk	Long	0.39	\$ 300,000	\$ 117,833	\$ 11,783	\$ 17,675	\$ 147,291
1425	Brewster Street	Ethel Street	Lakeshore Road South	Sidewalk	Long	0.10	\$ 300,000	\$ 29,668	\$ 2,967	\$ 4,450	\$ 37,085
1426	Brewster Street	Probyn Street	Rorke Avenue	Sidewalk	Long	0.11	\$ 300,000	\$ 32,277	\$ 3,228	\$ 4,842	\$ 40,346
1427	Florence Street	Brewster Street	Rorke Avenue	Sidewalk	Long	0.08	\$ 300,000	\$ 22,582	\$ 2,258	\$ 3,387	\$ 28,228
1428	Crystal Crescent	Drive In Theatre Road	Raymond Street	Sidewalk	Long	0.88	\$ 300,000	\$ 264,693	\$ 26,469	\$ 39,704	\$ 330,867
1431	Raymond Street	Crystal Crescent	Drive In Theatre Road	Sidewalk	Long	0.57	\$ 300,000	\$ 171,794	\$ 17,179	\$ 25,769	\$ 214,742
1433	Crystal Crescent	Drive In Theatre Road	Raymond Street	Sidewalk	Long	0.18	\$ 300,000	\$ 53,114	\$ 5,311	\$ 7,967	\$ 66,393

ID	Street	From	To	Facility	Phase	Length KM	Unit Cost	Segment Cost	Design Cost (10%)	Contingency Cost (15%)	Total Cost
1434	Georgina Avenue	South of Amwell Street	Marcella Street	Sidewalk	Long	0.05	\$ 300,000	\$ 14,717	\$ 1,472	\$ 2,208	\$ 18,396
1435	Marcella Street	Ferguson Avenue	Meridian Avenue	Sidewalk	Long	0.05	\$ 300,000	\$ 15,940	\$ 1,594	\$ 2,391	\$ 19,925
1436	Blackwall Street	Meridian Avenue	Ferguson Avenue	Sidewalk	Long	0.05	\$ 300,000	\$ 15,835	\$ 1,583	\$ 2,375	\$ 19,793
1437	Probyn Street	Rorke Avenue	Latchford Street	Sidewalk	Long	0.07	\$ 300,000	\$ 22,012	\$ 2,201	\$ 3,302	\$ 27,515
1438	Elm Avenue	West of May Street	May Street	Sidewalk	Long	0.05	\$ 300,000	\$ 14,134	\$ 1,413	\$ 2,120	\$ 17,668
1439	Cedar Avenue	Lakeshore Road North	Market Street	Sidewalk	Long	0.08	\$ 300,000	\$ 25,334	\$ 2,533	\$ 3,800	\$ 31,667
1440	Wedgewood Avenue	Market Street	Lakeshore Road North	Sidewalk	Long	0.09	\$ 300,000	\$ 27,088	\$ 2,709	\$ 4,063	\$ 33,860
1441	Farah Avenue	Lakeshore Road North	Dymond Crescent	Sidewalk	Long	0.11	\$ 300,000	\$ 33,461	\$ 3,346	\$ 5,019	\$ 41,826
38	LATCHFORD STREET	Foster Street	Temiskaming Street	SR	Short	0.17	\$ 1,200	\$ 200	\$ 20	\$ 30	\$ 251
63	CEDAR AVENUE	Paget Street	Paget Street	SR	Short	0.03	\$ 1,200	\$ 30	\$ 3	\$ 5	\$ 38
69	PROBYN STREET	Rorke Avenue	Latchford Street	SR	Short	0.09	\$ 1,200	\$ 103	\$ 10	\$ 15	\$ 128
190	CEDAR AVENUE	Paget Street	Lakeshore Road North	SR	Short	0.07	\$ 1,200	\$ 86	\$ 9	\$ 13	\$ 107
202	FARAH AVENUE	Paget Street	Mary Street	SR	Short	0.06	\$ 1,200	\$ 77	\$ 8	\$ 12	\$ 96
240	NIVEN STREET NORTH	Dymond Avenue	Birch Drive	SR	Short	0.18	\$ 1,200	\$ 212	\$ 21	\$ 32	\$ 266
351	LATCHFORD STREET	Lakeshore Road South	Temiskaming Street	SR	Short	0.15	\$ 1,200	\$ 178	\$ 18	\$ 27	\$ 222
371	PETERS ROAD	Toblers Road	Dive In Theatre Road	SR	Long	1.61	\$ 1,200	\$ 1,930	\$ 193	\$ 289	\$ 2,412
399	ROCKEY STREET	Farah Avenue	Whitewood Avenue	SR	Short	0.10	\$ 1,200	\$ 125	\$ 12	\$ 19	\$ 156
421	LATCHFORD STREET	Probyn Street	Florence Street	SR	Short	0.22	\$ 1,200	\$ 263	\$ 26	\$ 39	\$ 329
449	PETERS ROAD	Toblers Road	Dales Road	SR	Long	1.63	\$ 1,200	\$ 1,951	\$ 195	\$ 293	\$ 2,439
512	LATCHFORD STREET	Florence Street	Ethels Street	SR	Short	0.12	\$ 1,200	\$ 149	\$ 15	\$ 22	\$ 186
522	PETERS ROAD	Dales Road	Uno Park Road	SR	Long	1.58	\$ 1,200	\$ 1,897	\$ 190	\$ 284	\$ 2,371
651	RORKE AVENUE	Browning Street	Brewster Street	SR	Short	0.05	\$ 1,200	\$ 65	\$ 6	\$ 10	\$ 81
697	FARAH AVENUE	Maple Street North	Edith Street	SR	Short	0.18	\$ 1,200	\$ 212	\$ 21	\$ 32	\$ 266
711	NIVEN STREET NORTH	Dymond Avenue	Spruce Street	SR	Short	0.16	\$ 1,200	\$ 188	\$ 19	\$ 28	\$ 236
720	FARAH AVENUE	Edith Street	Rockeby Street	SR	Short	0.17	\$ 1,200	\$ 204	\$ 20	\$ 31	\$ 255
728	FARAH AVENUE	John Street	Maple Street North	SR	Short	0.16	\$ 1,200	\$ 192	\$ 19	\$ 29	\$ 240
808	RORKE AVENUE	Main Street	Broadway Street	SR	Short	0.09	\$ 1,200	\$ 109	\$ 11	\$ 16	\$ 137
836	CEDAR AVENUE	Armstrong Street South	Wellington Street	SR	Short	0.11	\$ 1,200	\$ 131	\$ 13	\$ 20	\$ 163
876	CEDAR AVENUE	Wellington Street	Paget Street	SR	Short	0.10	\$ 1,200	\$ 119	\$ 12	\$ 18	\$ 149
886	LATCHFORD STREET	Ethel Street	Foster Street	SR	Short	0.18	\$ 1,200	\$ 210	\$ 21	\$ 32	\$ 263
892	RORKE AVENUE	Browning Street	Broadway Street	SR	Short	0.08	\$ 1,200	\$ 98	\$ 10	\$ 15	\$ 123
901	RORKE AVENUE	Brewster Street	Probyn Street	SR	Short	0.03	\$ 1,200	\$ 38	\$ 4	\$ 6	\$ 48
972	NIVEN STREET NORTH	Whitewood Avenue	Spruce Street	SR	Short	0.17	\$ 1,200	\$ 199	\$ 20	\$ 30	\$ 249
1004	FARAH AVENUE	Mary Street	Dymond Crescent	SR	Short	0.06	\$ 1,200	\$ 77	\$ 8	\$ 12	\$ 96
1009	FARAH AVENUE	Dymond Crescent	John Street	SR	Short	0.08	\$ 1,200	\$ 92	\$ 9	\$ 14	\$ 116
1046	CEDAR AVENUE	Riverside Drive	Armstrong Street South	SR	Short	0.16	\$ 1,200	\$ 187	\$ 19	\$ 28	\$ 234
1349	WELLINGTON STREET	Wellington Street	Cedar Avenue	SR	Short	0.19	\$ 1,200	\$ 223	\$ 22	\$ 33	\$ 278
864	MURRAY STREET	Rebecca Street	May Street	STATO	Long	0.14	\$ 194,620	\$ 26,975	\$ 2,697	\$ 4,046	\$ 33,718
1350	MURRAY STREET	Katherine Street	Rebecca Street	STATO	Long	0.11	\$ 194,620	\$ 21,498	\$ 2,150	\$ 3,225	\$ 26,872
S0	STATO Trail	Albert Street	Bucke Park Road	STATO	Long	3.22	\$ 375,000	\$ 1,208,421	\$ 120,842	\$ 181,263	\$ 1,510,527
S3	STATO Trail	South of Cedar Avenue	South of Wellington Street	STATO	Long	0.30	\$ 375,000	\$ 112,136	\$ 11,214	\$ 16,820	\$ 140,170
S4	STATO Trail	South of Cedar Avenue	Riverside Place Park	STATO	Long	0.69	\$ 375,000	\$ 259,602	\$ 25,960	\$ 38,940	\$ 324,502
S5	STATO Trail	New Liskeard Spur Line	New Liskeard Spur Line	STATO	Long	0.01	\$ 375,000	\$ 4,221	\$ 422	\$ 633	\$ 5,276
S6	STATO Trail	Katherine Street	Dawson Point Road	STATO	Long	0.99	\$ 375,000	\$ 371,550	\$ 37,155	\$ 55,733	\$ 464,438
159	MAIN STREET	Meridian Avenue	Ferguson Avenue	Traffic calming	Short	0.07	\$ 11,600	\$ 812	\$ 81	\$ 122	\$ 1,015
196	DRIVE IN THEATRE ROAD	Crystal Crescent	Grant Drive	Traffic calming	Short	0.20	\$ 11,600	\$ 2,263	\$ 226	\$ 339	\$ 2,829
280	DRIVE IN THEATRE ROAD	St Josephs Court	Crystal Crescent	Traffic calming	Short	0.15	\$ 11,600	\$ 1,766	\$ 177	\$ 265	\$ 2,208
502	GOLF COURSE ROAD	Highway 11	Mclean Road	Traffic calming	Short	1.54	\$ 11,600	\$ 17,914	\$ 1,791	\$ 2,687	\$ 22,392
685	MAIN STREET	Leslie McFarlane Way	Meridian Avenue	Traffic calming	Short	0.06	\$ 11,600	\$ 740	\$ 74	\$ 111	\$ 925
695	FERGUSON AVENUE	Main Street	Amwell Street	Traffic calming	Short	0.08	\$ 11,600	\$ 975	\$ 98	\$ 146	\$ 1,219
700	DRIVE IN THEATRE ROAD	Laurette Street	Raymond Street	Traffic calming	Short	0.11	\$ 11,600	\$ 1,265	\$ 126	\$ 190	\$ 1,581
717	MAIN STREET	Farr Drive	Leslie McFarlane Way	Traffic calming	Short	0.04	\$ 11,600	\$ 504	\$ 50	\$ 76	\$ 630
792	FERGUSON AVENUE	Farr Drive	Browning Street	Traffic calming	Short	0.09	\$ 11,600	\$ 997	\$ 100	\$ 150	\$ 1,247
860	FERGUSON AVENUE	Main Street	Farr Drive	Traffic calming	Short	0.09	\$ 11,600	\$ 1,056	\$ 106	\$ 158	\$ 1,320
966	DRIVE IN THEATRE ROAD	Raymond Street	Highway 11	Traffic calming	Short	0.13	\$ 11,600	\$ 1,544	\$ 154	\$ 232	\$ 1,930
995	DRIVE IN THEATRE ROAD	Peters Road	St Josephs Court	Traffic calming	Short	0.90	\$ 11,600	\$ 10,395	\$ 1,040	\$ 1,559	\$ 12,994
1346	GOLF COURSE ROAD	Mclean Road	Wabi Creek	Traffic calming	Short	0.10	\$ 11,600	\$ 1,207	\$ 121	\$ 181	\$ 1,509

Table 4 - Summary of Proposed AT Network

This table provides a summary of the proposed active transportation and crossing enhancements as part of the Temiskaming Shores network.

Facility Type	Short-Term		Long-Term		Total	
	Length (KM)	Estimated Cost	Length (KM)	Estimated Cost	Length (KM)	Estimated Cost
Off-Road Multi-Use Trail	0.1	\$23,595	5.5	\$2,505,503	5.6	\$2,529,098
In-Boulevard Multi-Use Path	0	0	1.6	\$739,214	1.6	\$739,214
Buffered Bike Lane	3.3	\$149,292	0.4	\$32,794	3.7	\$182,086
Buffered Bike Lane or Two-Way On-Road	1.4	\$110,038	0	0	1.4	\$110,038
Bike Lane	0.4	\$14,574	0	0	0.4	\$14,574
Buffered Paved Shoulders	3.9	\$227,912	2.7	\$995,516	6.6	\$1,223,428
Paved Shoulder	2	\$416,305	10.3	\$2,764,183	12.3	\$3,180,488
Sharrows Markings	1.1	\$15,813	0	0	1.1	\$15,813
Signed Route	3.1	\$4,711	4.8	\$7,222	7.9	\$11,933
Candidate Locations for Pilot Projects	0.2	\$45,016	0	0	0.2	\$45,016
Candidate Locations for Traffic Calming Measures	3.6	\$51,796	0	0	3.6	\$51,796
Pedestrian Bridge	0	0	0.1	\$1,950,000	0.1	\$1,950,000
Sidewalks	0	0	14.4	\$5,389,125	14.4	\$5,389,125
Crossing Enhancement	-	\$123,000	-	\$230,000	-	\$353,000
Total	19.1	\$1,182,052	39.8	\$14,613,557	58.9	\$1,432,814

The Corporation of the City of Temiskaming Shores
By-law No. 2021-181
Being a by-law to confirm certain proceedings of Council of The
Corporation of the City of Temiskaming Shores for its Regular
meeting held on December 7, 2021

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

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

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

Whereas it is the desire of the Council of The Corporation of the City of Temiskaming Shores to confirm proceedings and By-laws.

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

1. That the actions of the Council at its Regular meeting held on **December 7, 2021**, with respect to each recommendation, by-law and resolution and other action passed and taken or direction given by Council at its said meeting, is, except where the prior approval of the Ontario Municipal Board is required, hereby adopted, ratified and confirmed.
2. That the Mayor, or in his absence the presiding officer of Council, and the proper officials of the municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor, or in his absence the presiding officer, and the Clerk are hereby directed to execute all documents required by statute to be executed by them, as may be necessary in that behalf and to affix the corporate seal of the municipality to all such documents.

Read a first, second and third time and finally passed this 7th day of December, 2021.

Mayor

Clerk