



The Corporation of the City of Temiskaming Shores
Regular Meeting of Council
Tuesday, March 2, 2021 – 6:00 p.m.
Electronic Meeting

Agenda

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

Draft Resolution

Moved by: Councillor Foley

Seconded by: Councillor Laferriere

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 McArthur

Seconded by: Councillor Hewitt

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

- a) Regular meeting of Council – February 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) Alf O'Reilly, Past-President for the New Liskeard Lions Club

Re: Splashpad donation

- b) Einas Makki, President-Elect for the Rotary Club

Re: Splashpad donation

10. Communications

- a) Mac Bain, Executive Director – The Federation of Northern Ontario Municipalities (FONOM)

Re: Joint and Several Liability & Rising Municipal Insurance Costs, 2021-02-18

Reference: Received for Information

- b) Robert Tremblay, President - AMCTO

Re: An Open Letter to Ontario Municipal Councils, 2021-02,18

Reference: Received for Information

- c) Doug Jelly, Chair – District of Timiskaming Social Services Administration Board (DTSSAB)

Re: 2021 Budget Package and Media Release, 2021-02-19

Reference: Received for Information

- d) Robert Brush, Chair of the Board – District School Board Ontario North East

Re: Revised Community Planning and Partnerships Policy and Procedure, 2021-02-19

Reference: Received for Information

- e) The Ministry of Natural Resources and Forestry (MNRF)

Re: Review of Proposed Draft Spruce Budworm Insect Pest Management Program, 2021-02-21

Reference: Received for Information

Draft Resolution

Moved by: Councillor Whalen

Seconded by: Councillor Foley

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

11. Committees of Council – Community and Regional

Draft Resolution

Moved by: Councillor Jelly

Seconded by: Councillor Hewitt

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

- a) Minutes of the District of Timiskaming Social Services Administration Board meeting held on January 20, 2021; and
- b) Minutes of the Temiskaming Shores Public Library Board meeting held on January 20, 2021.

12. Committees of Council – Internal Departments

None

13. Reports by Members of Council

14. Notice of Motions

15. New Business

a) Support – Community Safety & Well-Being Plan Extension Request – Township of Asphodel-Norwood

Draft Resolution

Moved by: Councillor Jelly

Seconded by: Councillor McArthur

Whereas the Township of Asphodel-Norwood Council approved a resolution in support of extending the deadline for the Community Safety and Well-Being Plans; and

Whereas the Police Services Act, 1990, was amended on January 1, 2019 to mandate every municipality in Ontario to prepare and adopt a Community Safety and Well-Being (CSWB) Plan; and

Whereas the Ministry of Municipal Affairs and Housing introduced the Municipal Emergency Act, 2020 to assist municipal governments and local boards during the COVID-19 emergency; and

Whereas the protective measures municipalities have put in place to protect their communities, Councillors, and staff members include eliminating face-to-face meetings, closing municipal offices, and directing staff to work from home; and

Whereas while these measures are imperative and necessary, they impose undue hardship on municipalities to meet provincial deadlines such as the completion and adoption of a Community Safety & Well-Being (CSWB) Plan prior to July 1, 2021; and

Whereas Bill 189, Coronavirus (COVID-19) Support and Protection Act, 2020 was passed to amend various acts to support municipal, policing, and community partners during the pandemic.

Now therefore, be it resolved that the Council of the City of Temiskaming Shores hereby supports the Township of Asphodel-Norwood's call to the Solicitor General to review the imposed deadline for municipalities to complete

and adopt a Community Safety & Well-Being (CSWB) Plan in consultation with local governments to address the unique challenges facing individual regions; and

That a copy of this resolution be forwarded to the Honourable Sylvia Jones, Solicitor General, and the Township of Asphodel-Norwood.

b) Treasurer's 2020 – Statement of Remuneration

Draft Resolution

Moved by: Councillor Whalen

Seconded by: Councillor Laferriere

Whereas Section 284 (1) of the Municipal Act, 2001 states that the Treasurer of a municipality shall in each year, on or before March 31, provide to the Council of the municipality an itemized statement of remuneration and expenses paid in the previous year to each member of Council and to each person, other than a member of Council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.

Now therefore be it resolved that Council acknowledges receipt of the 2020 Statement of Remuneration and Expenses as submitted by the Treasurer; and

That a copy of this statement be posted on the City's website and advertised in the City Bulletin.

c) Memo No. 008-2021-CS – Integrity Commissioner Services Update

Draft Resolution

Moved by: Councillor Hewitt

Seconded by: Councillor McArthur

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 008-2021-CS for information purposes.

d) Memo No. 009-2021-CS – Appointment of Enforcement Officer

Draft Resolution

Moved by: Councillor Whalen

Seconded by: Councillor Jelly

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Memo No. 009-2021-CS; and

That Council directs staff to prepare the necessary by-laws to appoint Gabriel Tassé as a Property Standards Office and a Municipal Law Enforcement Officer for consideration at the March 2, 2021 Regular Council meeting.

e) Memo No. 008-2021-PW – Contract – Ontario Clean Water Agency

Draft Resolution

Moved by: Councillor Laferriere

Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 006-2021-PW; and

That Council directs staff to enter into contract negotiations with the Ontario Clean Water Agency for an additional five (5)-year term, for the operation, maintenance and management of the City's water and wastewater treatment facilities within the City of Temiskaming Shores.

f) Administrative Report No. PW-004-2021 – Tender Award Tri-Axle

Draft Resolution

Moved by: Councillor McArthur

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-004-2021;

That Council directs staff to prepare the necessary by-law to enter into an agreement with Freightliner North Bay for supply and delivery of a triaxle in the amount of \$195,986 plus applicable taxes;

That Council approves the purchase of appurtenances for the above vehicle with an upset limit of \$15,000 plus applicable taxes; and

That Council directs staff to prepare the necessary by-law agreement for consideration at the March 2, 2021 Regular Council Meeting.

g) Administrative Report No. PW-005-2021 –Tender Award – Liquid Calcium

Draft Resolution

Moved by: Councillor Jelly
Seconded by: Councillor Laferriere

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-005-2021; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with Pollard Distribution for the supply and delivery of liquid calcium in the amount of \$49,920 plus applicable taxes for consideration at the March 2, 2021 Regular Council meeting.

h) Memo No. 004-2021-RS – Rotary Splash Pad – Project Budget

Draft Resolution

Moved by: Councillor Foley
Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 004-2021-RS; and

That Council directs the Treasurer to increase the Capital budget for the Rotary Splash Pad Project from \$522,000 to \$550,000.

i) Administrative Report No. RS-005-2021 –Active Transportation Plan

Draft Resolution

Moved by: Councillor Hewitt
Seconded by: Councillor Laferriere

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-005-2021; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with WSP Canada Inc. for the creation of an Active Transportation Plan in the amount of \$44,390 plus applicable taxes, for consideration at the March 2, 2021 Regular Council meeting.

16. By-laws

Draft Resolution

Moved by: Councillor Whalen

Seconded by: Councillor Jelly

Be it resolved that:

By-law No. 2021-028 Being a by-law to adopt an Asset Management Plan for the City of Temiskaming Shores

By-law No. 2021-029 Being a by-law to appoint a Municipal Law Enforcement Officer – Gabriel Tassé

By-law No. 2021-030 Being a by-law to appoint a Property Standards Officer – Gabriel Tassé

By-law No. 2021-031 Being a by-law to repeal By-law No. 2021-008 (Appointment of Sheryl Gilbert as a Municipal Law Enforcement Officer)

By-law No. 2021-032 Being a by-law to enter into an agreement with Freightliner North Bay for the Supply and Delivery of one (1) Triaxle Dump Truck

By-law No. 2021-033 Being a by-law to enter into an agreement with Pollard Distribution Inc. for the supply and application of Liquid Calcium Chloride in the City of Temiskaming Shores

By-law No. 2021-034 Being a by-law to enter into an agreement with WSP Canada Inc. for the creation of an Active Transportation Plan for the City of Temiskaming Shores

be hereby introduced and given first and second reading.

Draft Resolution

Moved by: Councillor McArthur

Seconded by: Councillor Hewitt

Be it resolved that:

By-law No. 2021-028;

By-law No. 2021-029;

By-law No. 2021-030;

By-law No. 2021-031;

By-law No. 2021-032;

By-law No. 2021-033; and

By-law No. 2021-034:

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) Regular – Tuesday, March 16, 2021 at 6:00 p.m.
- b) Regular – Tuesday, April 6, 2021 at 6:00 p.m.

18. Question and Answer Period

19. Closed Session

None

20. Confirming By-law

Draft Resolution

Moved by: Councillor Laferriere

Seconded by: Councillor Foley

Be it resolved that By-law No. 2021-035 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 March 2, 2021 be hereby introduced and given first and second reading.

Draft Resolution

Moved by: Councillor McArthur

Seconded by: Councillor Jelly

Be it resolved that By-law No. 2021-035 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 Hewitt

Seconded by: Councillor Foley

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, February 16, 2021 – 6:00 p.m.
Electronic Meeting

Minutes

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, Doug Jelly, Jeff Laferriere, Mike McArthur and Danny Whalen

Present: Christopher Oslund, City Manager
Logan Belanger, Municipal Clerk
Kelly Conlin, Deputy Clerk
Shelly Zubycck, Director of Corporate Services
Mathew Bahm, Director of Recreation
Steve Langford, Fire Chief
Brad Hearn, IT Administrator
Steve Burnett, Manager of Environmental Services
Mitch Lafreniere, Manager of Transportation Services

Regrets: None

3. Review of Revisions or Deletions to Agenda

4. Approval of Agenda

Resolution No. 2021-066

Moved by: Councillor Whalen

Seconded by: Councillor Jelly

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

Carried

5. Disclosure of Pecuniary Interest and General Nature

None.

6. Review and adoption of Council Minutes

Resolution No. 2021-067

Moved by: Councillor McArthur

Seconded by: Councillor Foley

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

a) Regular meeting of Council – February 2, 2021.

Carried

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

None

8. Question and Answer Period

Shelly Zubyc, Director of Corporate Services read the following questions received via email:

1. Robert Ritchie, resident, inquired if Council can put the free tax clinic advertisement on the City's Facebook page, and if the Age Friendly Coordinator could distribute the information to senior homes and apartments? In addition, Mr. Ritchie inquired if Council was going to support the City of St. Catharines resolution for universal paid sick days in Ontario?

Mayor Kidd commented that City staff can distribute the Tax Clinic information as requested, and Council will consider the resolution during the Correspondence section on the agenda.

9. Presentations / Delegations

a) Ida Hilson, Resident

Re: Broadwood Avenue/Lakeshore Road Crosswalk Lights

Mrs. Ida Hilson expressed a concern regarding the removal of the traffic light currently installed near the Northdale manor on Lakeshore Road, and the dangers for people at the Manor and for those residing on Market Street. Mrs. Hilson originally written Council requesting this traffic light for the safety of seniors walking across the street, and now requests that the lights stay-up.

Mayor Kidd noted that there are plans to install a pedestrian cross-walk (similar to the one located on John Street), for the safety of pedestrians crossing Lakeshore Road, and then relocate the traffic lights to a four-lane road (Rorke Avenue). Councillor McArthur noted that he is interested in further discussion.

Christopher Oslund, City Manager commented that the project has not been tendered to date, and Council may consider discussing the concern at the upcoming Public Works Committee. Mayor Kidd requested the matter be referred to this Committee, and that staff provide an update/ recommendation to Council following the meeting.

10. Communications

a) Dick Farrow, President - Little Claybelt Homesteaders Museum

Re: Letter to Mayors, Reeves and Councillors of South Temiskaming – Update, 2021-01-28

Reference: Received for Information

b) Herb Shields, Community Liaison Northern Ontario - TC Energy

Re: Mainline Launcher and Receiver Program, 2021-01-29

Reference: Received for Information

- c) Virginia Montminy, Clerk – Township of Eanturel

Re: Support – Closure of Ontario Fire College, 2021-01-29

Reference: Received for Information

- d) Candice White, CAO/Clerk/Treasurer – Township of Asphodel-Norwood

Re: Support – Community Safety & Well-Being Plan – Extension Request, 2021-02-01

Reference: Received for Information

Note: Councillor Jelly requested this item be returned for Council support.

- e) Free Tax Clinics

Re: 2021 Virtual Tax Clinics – March 1, 2021 to April 29, 2021

Reference: Received for Information and referred to the Age Friendly Coordinator for dissemination, including the City's Facebook page

- f) Sylvia Jones, Solicitor General

Re: Closure of the Ontario Fire College (OFC) Gravenhurst Campus, 2021-02-02

Reference: Received for Information

- g) Corey Bridges, Manager of Finance / Treasurer – Perth County

Re: Significant Negative Impacts of Current Value Assessments in Perth County, 2021-02-02

Reference: Received for Information

- h) Danny Whalen, President – Federation of Ontario Municipalities (FONOM)

Re: Creation of a Provincial Working Group, looking at 2+1 Highways, 2021-02-04

Reference: Received for Information

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

Re: Universal Paid Sick Days in Ontario, 2021-02-09

Reference: Received for Information

- j) Ontario Real Estate Association (OREA)

Re: Small Towns, Big Opportunities – Unlocking Growth in Ontario's Rural and Northern Communities Report

Reference: Motion presented under New Business, and shared with the City's Economic Development team

- k) Pam Fogal, Manager – Gore Bay Provincial Offences

Re: Support – COVID-19 Relief Funding for POA, 2021-02-11

Reference: Motion presented under New Business

Resolution No. 2021-068

Moved by: Councillor Laferriere

Seconded by: Councillor Hewitt

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

Carried

11. Committees of Council – Community and Regional

Resolution No. 2021-069

Moved by: Councillor McArthur

Seconded by: Councillor Jelly

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

- a) Minutes of the Bicycle Friendly Committee meeting held on January 21, 2021.

Carried

12. Committees of Council – Internal Departments

Resolution No. 2021-070

Moved by: Councillor Whalen

Seconded by: Councillor Hewitt

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

- a) Minutes of the Corporate Services Committee meeting held on February 1, 2021; and
- b) Minutes of the Building Maintenance Committee meeting held on February 9, 2021.

Carried

13. Reports by Members of Council

- a) Report to Council 2021 ROMA Conference – Mayor Kidd (written report)
- b) Report to Council 2021 ROMA Conference – Councillor Jelly (written report)
- c) Councillor Whalen noted that the Temiskaming Municipal Association (TMA) executive held a meeting on February 11, 2021, and discussed Community Safety and Well-Being Plans, and that plans should be completed on a regional basis. As the district moved into a Green-Zone, the TMA is seeking to organize a meeting for the whole membership.

14. Notice of Motions

None.

15. New Business

- a) Support – Use of Automatic Speed Enforcement (photo radar) by Municipalities – Township of South-West Oxford**

Resolution No. 2021-071

Moved by: Councillor McArthur

Seconded by: Councillor Foley

Whereas the Township of South-West Oxford Council approved a resolution in support of photo radar by Municipalities, at its meeting on January 5, 2021.

Be it resolved that Council for the City of Temiskaming Shores hereby supports the Township of South-West Oxford's resolution for use of Automatic Speed Enforcement (photo radar) by Municipalities; and

That a copy of this resolution be forwarded to the Premier of Ontario; the MPP for Temiskaming-Cochrane, the Association of Ontario Municipalities and the Township of South-West Oxford.

Carried

b) Support - Investing in Canada Infrastructure Program - Town of Bracebridge

Resolution No. 2021-072

Moved by: Councillor Laferriere

Seconded by: Councillor Jelly

Whereas the Town Bracebridge Council approved a resolution regarding infrastructure funding at its meeting on January 20, 2021.

Whereas the Association of Municipalities of Ontario (AMO) reported that municipal governments own more of Ontario's infrastructure than any other order of government, and most of it is essential to economic prosperity and quality of life; and

Whereas municipalities deliver many of the services that are critical to residents in every community, and these services rely on well-planned, well-built and well-maintained infrastructure; and

Whereas the Government of Ontario has stated that universal asset management will be the foundation of its municipal infrastructure strategy because effective asset management planning helps ensure that investments are made at the right time to minimize future repair and rehabilitation costs and maintain assets; and

Whereas Federal and Provincial infrastructure funding models now contain requirements for recipients to demonstrate that comprehensive asset management planning principles are applied when making decisions regarding infrastructure investment; and

Whereas infrastructure funding limits need to be large enough to support significant projects that have a lasting community impact over multiple generations; and

Whereas targeted funding for critical infrastructure is inconsistent with the principle foundation of an asset management strategy which prioritizes needs over wants and has resulted in underfunding of the wide range of infrastructure

that municipalities are responsible for maintaining, such as arenas and libraries; and

Whereas the Community, Culture and Recreation Stream of the Investing in Canada Infrastructure Program received demand of almost \$10 billion for a \$1 billion funding envelope; and

Whereas broad eligibility for funding is more appropriate as municipalities best understand their infrastructure needs together with the needs of their community; and

Whereas no and/or insufficient funding programs currently exist to fund the demonstrated need for the building, restoration and enhancement of community, culture and recreation assets; and

Whereas funding the replacement of these needed capital assets is beyond the financial capacity of most communities; and

Whereas the economy of Ontario has been negatively impacted by the ongoing measures implemented to reduce the spread of COVID-19.

Now therefore be it resolved that Council of the Corporation of the City of Temiskaming Shores hereby supports the Town of Bracebridge's resolution:

1. That the Federal and Provincial Governments provide immediate broad and substantial municipal funding opportunities for well-planned, shovel-ready projects already prioritized under municipal asset management plans to provide immediate stimulus to the local, provincial and the federal economies in order to rebound from the impact of the COVID-19 pandemic; and
2. That a copy of this resolution be forwarded to the Right Honourable Prime Minister of Canada; the Federal Minister of Infrastructure and Communities; the Honourable Premier of Ontario; the Ontario Minister of the Finance; the Ontario Minister of Infrastructure; the Ontario Minister of Municipal Affairs and Housing; the Association of Municipalities of Ontario (AMO); the Federation of Canadian Municipalities (FCM); the Local Member of Parliament (MP); the Local Member of Provincial Parliament (MPP); and the Town of Bracebridge.

Carried

c) Support - Ontario Real Estate Association (OREA) - Small Towns, Big Opportunities – Unlocking Growth in Ontario's Rural and Northern Communities Report

Resolution No. 2021-073

Moved by: Councillor Hewitt

Seconded by: Councillor Whalen

Whereas the Ontario Real Estate Association (OREA) released a report titled Small Towns, Big Opportunities - Unlocking Growth in Ontario's Rural and Northern Communities; and

Whereas the economic and demographic realities faced by communities outside of the Greater Toronto and Hamilton Area (GTHA) are rarely the focus of mainstream media attention or political actors; and

Whereas over the past few years, many non-GTHA towns and cities have been faced with the challenges caused by losing talented youth to larger centres and a move away from more traditional goods-producing economies; and

Whereas in the midst of these socioeconomic challenges, the COVID-19 pandemic brought new obstacles; however, also created renewed opportunities for many communities; and

Whereas thousands of Ontarians no longer need to live near their workplace, while thousands more have used the pandemic as a platform to accelerate plans to move to smaller locales; and

Whereas if the provincial government can capitalize on this momentum to help rural and northern small towns turn this short-term rebound into long-term growth, thereby raising the quality of life, average incomes, and future prospects of the millions of Ontarians who reside outside of the GTHA.

Therefore be it resolved that the Council for the City of Temiskaming Shores hereby supports the Ontario Real Estate Association's 15 recommendations contained within the Small Towns, Big Opportunities - Unlocking Growth in Ontario's Rural and Northern Communities Report, that aim to create and attract jobs, reverse the out-migration of young talent, close the infrastructure gap, and foster more housing starts; and

Further that a copy of this resolution be forwarded to the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the Honourable Laurie Scott, Minister of Infrastructure; the Honourable Greg Rickford, Minister of Energy, Northern Development and Mines; the Honourable Peter Bethlenfalvy, Minister of Finance; the Honourable Ernie Hardeman, Minister of Agriculture Food and Rural Affairs; the Rural Ontario Municipal Association (ROMA); the Federation of Northern Ontario Municipalities (FONOM); and John Vanthof, MPP for Timiskaming-Cochrane.

Carried

d) Support – COVID-19 Relief Funding for POA - Gore Bay Provincial Offences

Resolution No. 2021-074

Moved by: Councillor Jelly

Seconded by: Councillor Laferriere

Whereas the Gore Bay Provincial Offences Board of Management approved a resolution regarding COVID-19 relief funding at its meeting on January 22, 2021.

Whereas the POA Board of Management is concerned with the current financial status of the Provincial Offences Act - Gore Bay Court Services; and

Whereas Gore Bay is operating at a deficit in excess of \$22,000.00 which is unprecedented; and

Whereas the deficit is directly attributable to the restrictions imposed by the Province as it relates to the Province's response to the COVID 19 situation; and

Whereas the Province has had almost one year to find a solution to ensure the safe and continued operations of the Provincial Offences Court system in Ontario; and

Whereas the Province transferred the POA operations to municipalities in 2000, with the expectation that it would operate on a profit and not negatively impact the financial status of the participating municipalities; and

Whereas the Provincial Government has provided COVID-19 grants to municipalities but not directed any of those monies to POA Boards.

Therefore be it resolved that the Council for the City of Temiskaming Shores hereby supports the Gore Bay POA Board of Management to lobby the Provincial Government to provide COVID-19 support funds to all POA Court Operations In the Province of Ontario; and

Further that all a copy of this resolution be forwarded to the Honourable Premier of Ontario; the Honourable Doug Downey, Attorney General; John Vanthof, MPP for Timiskaming-Cochrane; and the Gore Bay Provincial Offences Board of Management.

Carried

e) Memo No. 005-2021-CS – OILC Loan Application(s)

Resolution No. 2021-075

Moved by: Councillor Foley
Seconded by: Councillor Hewitt

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 005-2021-CS; and

That Council directs the Treasurer to proceed with the application(s) to OILC for capital works as approved in Resolution 2020-606; and

That Council directs the Treasurer to proceed with other applicable by-laws as per the OILC program as required upon the completion or substantial completion of the approved capital works.

Carried

f) Memo No. 006-2021-CS – Amendment to By-law No. 2019-127 (FedNor – PDAC Conference)

Resolution No. 2021-076

Moved by: Councillor McArthur
Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 006-2021-CS; and

That Council direct staff to prepare the necessary by-law to amend By-law No. 2019-127 regarding the Prospectors and Developers Association of Canada (PDAC) Convention for consideration at the February 16, 2021 Regular Council meeting.

Carried

g) Memo No. 007-2021-CS – Amendment to By-law No. 2018-130 (FedNor – Bilingual Project Coordinator)

Resolution No. 2021-077

Moved by: Councillor Laferriere
Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 007-2021-CS; and

That Council direct staff to prepare the necessary by-law to amend By-law No. 2018-130 regarding a funding agreement with Industry Canada (FedNor) for a

Bilingual Project Coordinator, for consideration at the February 16, 2021 Regular Council meeting.

Carried

h) Administrative Report No. CS-008-2021 – Resource Tech Management Inc. Memorandum of Understanding for Access over Municipal Lands

Resolution No. 2021-078

Moved by: Councillor Jelly

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-008-2021; and

That Council directs staff to prepare the necessary by-law to enter into a Memorandum of Understanding with Resource Tech Management Inc., for the purpose of accessing City-owned parcels for timber harvesting activities on Crown Land, for consideration at the February 16, 2021 Regular Council meeting.

Carried

i) Administrative Report No. CS-009-2021 – Municipal Freedom of Information and Protection of Privacy Act

Resolution No. 2021-079

Moved by: Councillor Hewitt

Seconded by: Councillor McArthur

Whereas the Municipal Freedom of Information and Protection of Privacy Act R.S.O. 1990 (MFIPPA) dates back 30 years; and

Whereas municipalities, including the City of Temiskaming Shores, practice and continue to promote open and transparent government operations, actively disseminate information and routinely disclose public documents upon request outside of the MFIPPA process; and

Whereas government operations, public expectations, technologies, and legislation surrounding accountability and transparency have dramatically changed and MFIPPA has not advanced in line with these changes; and

Whereas the creation, storage and utilization of records has changed significantly, and the Municipal Clerk of the Municipality is responsible for records and information management programs as prescribed by the Municipal Act, 2001; and

Whereas regulation 823 under MFIPPA continues to reference antiquated technology and does not adequately provide for cost recovery, and these financial shortfalls are borne by the municipal taxpayer; and

Whereas the threshold to establish frivolous and/or vexatious requests is unreasonably high and allows for harassment of staff and members of municipal councils, and unreasonably affects the operations of the municipality; and

Whereas the Act fails to recognize how multiple requests from an individual, shortage of staff resources or the expense of producing a record due to its size, number or physical location does not allow for time extensions to deliver requests and unreasonably affects the operations of the municipality; and

Whereas the name of the requestor is not permitted to be disclosed to anyone other than the person processing the access request, and this anonymity is used by requesters to abuse the MFIPPA process and does not align with the spirit of openness and transparency embraced by municipalities; and

Whereas legal professionals use MFIPPA to gain access to information launch litigation against institutions, where other remedies exist; and

Whereas there are limited resources to assist administrators or requestors to navigate the legislative process; and

Whereas reform is needed to address societal and technological changes in addition to global privacy concerns and consistency across provincial legislation.

Be it resolved that the Ministry of Government and Consumer Services be requested to review the MFIPPA, and consider recommendations as follows:

1. That MFIPPA assign the Municipal Clerk, or designate to be the Head under the Act;
2. That MFIPPA be updated to address current and emerging technologies;
3. That MFIPPA regulate the need for consistent routine disclosure practices across institutions;
4. That the threshold for frivolous and/or vexatious actions be reviewed, and take into consideration the community and available resources in which it is applied;
5. That the threshold for frivolous and/or vexatious also consider the anonymity of requesters, their abusive nature and language in requests to ensure protection from harassment as provided for in Occupational Health and Safety Act;

6. That the application and scalability of fees be designed to ensure taxpayers are protected from persons abusing the access to information process;
7. That administrative practices implied or required under the Act, including those of the IPC, be reviewed and modernized; and
8. That the integrity of the Act be maintained to protect personal privacy and transparent governments.

Carried

j) Administrative Report No. CS-010-2021 – Haileybury Family Health Team Lease Agreement

Resolution No. 2021-080

Moved by: Councillor Laferriere

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-010-2021; and

That Council directs staff to increase the rental rates for the use of office space by the Haileybury Family Health Team by 2% for 2021, in accordance with the Consumer Price Index; and

That Council directs staff to prepare the necessary by-law to enter into a one (1) year lease agreement with the Haileybury Family Health Team for the use of office space at the Haileybury Medical Centre.

Carried

k) Administrative Report No. CS-011-2021 – Lease Agreement Amendment – Dr. Danill Subbotin Dentistry Professional Corp.

Resolution No. 2021-082

Moved by: Councillor Foley

Seconded by: Councillor Jelly

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-011-2021; and

That Council directs staff to prepare the necessary by-law to authorize the amendment of By-law 2018-116, to include a payment of \$392.22 per month over the remaining term of the lease agreement with Dr. Danill Subbotin Dentistry Professional Corporation, for consideration at the February 16th, 2021 Regular Meeting of Council.

Carried

l) Memo No. 007-2021-PW– Supply and Delivery or a Loader – Release of Request for Proposal

Resolution No. 2021-083

Moved by: Councillor McArthur

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 007-2021-PW; and

That Council directs Staff to release the Request for Proposal for the Supply and Delivery of a Loader to potential bidders, with a closing date of Tuesday March 9, 2021.

Carried

m) Memo No. 003-2021-RS – Haileybury Fire Hall – Release of Request for Proposal

Resolution No. 2021-084

Moved by: Councillor Jelly

Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 003-2021-RS; and

That Council directs Staff to release the Request for Proposal for the Haileybury Fire Station Design Build to potential bidders, with a closing date of Tuesday April 8, 2021.

Carried

n) Administrative Report No. RS-003-2021 – Haileybury Waterfront Land Purchase

Resolution No. 2021-085

Moved by: Councillor Hewitt

Seconded by: Councillor Laferriere

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-003-2021; and

That Council for the City of Temiskaming Shores send correspondence to the Ministry of Natural Resources and Forestry, outlining the City's interest in obtaining ownership of lands on the Haileybury Waterfront.

Carried

o) Administrative Report No. RS-004-2021 – CJTT Window Replacement Project

Resolution No. 2021-086

Moved by: Councillor McArthur

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-004-2021; and

That Council for the City of Temiskaming Shores directs staff to complete a full replacement of the windows at CJTT at a cost of \$29,778.92 plus HST as per the quotation received from R & L Gutters; and

That Council approves the reallocation of \$12,000 from the New Liskeard Marina Capital Project to the CJTT Window Replacement Capital Project.

Carried

16. By-laws

Resolution No. 2021-087

Moved by: Councillor Jelly

Seconded by: Councillor Hewitt

Be it resolved that:

By-law No. 2021-019 Being a by-law to Authorize Certain New Capital Work(s) of the Corporation of the City of Temiskaming Shores; To Authorize the Submission of an Application to Ontario Infrastructure and Lands Corporation (“OILC”) for Financing of such Capital Work(s); To Authorize Temporary Borrowing from OILC to Meet Expenditures in Connection with Such Capital Work(s); and to Authorize Long-Term Borrowing for such Capital Work(s) Through the Issue of Debentures to OILC

By-law No. 2021-020 Being a by-law to Authorize Certain New Capital Work(s) of the Corporation of the City of Temiskaming Shores; To Authorize the Submission of an Application to Ontario Infrastructure and Lands Corporation (“OILC”) for Financing of such Capital Work(s); To Authorize Temporary Borrowing from OILC to Meet Expenditures in Connection with Such Capital Work(s); and to Authorize Long-Term Borrowing for such Capital Work(s) Through the Issue of Debentures to OILC

- By-law No. 2021-021 Being a by-law to amend By-law No. 2019-127 to enter into an agreement with Her Majesty the Queen in Right of Canada as represented by the Ministry of Industry – FedNor for the Northern Ontario Pavilion at the 2020 PDAC Event in Toronto – Project No. 852-512434 – Amendment No. 1
- By-law No. 2021-022 Being a by-law to amend By-law No. 2018-130 to enter into a funding agreement with Industry Canada (FedNor) for a bilingual Project Coordinator – Project No. 39E-511659 – Amendment No. 3
- By-law No. 2021-023 Being a by-law to enter into a Memorandum of Understanding between the Corporation of the City of Temiskaming Shores and Resource Tech Management Inc. (RTMI) for the purpose of accessing City-Owned Parcels for Timber Harvesting Activities on Crown Land (Parcel No. 8942NND and Parcel No. 19357SST)
- By-law No. 2021-024 Being a by-law to authorize a Lease Agreement with the Haileybury Family Health Team for the rental of space at the Haileybury Medical Centre
- By-law No. 2021-025 Being a by-law to amend By-law No. 2018-016 as amended, to enter into a Lease Agreement with Dr. Danill Subbotin Dentistry Professional Corporation for the Rental of space at the Haileybury Medical Centre for a Dentistry practice
- By-law No. 2021-026 Being a by-law to enter into an agreement with Xylem Inc. for the Supply and Delivery of a Pre-Fabricated, Single-Phase Lift Station for the Rotary Splash Pad Project (Approved at the February 2, 2021 Regular Council Meeting)

be hereby introduced and given first and second reading.

Carried

Resolution No. 2021-088

Moved by: Councillor Laferriere

Seconded by: Councillor Foley

Be it resolved that:

By-law No. 2021-019;

By-law No. 2021-020;

By-law No. 2021-021

By-law No. 2021-022;

By-law No. 2021-023;

By-law No. 2021-024;

By-law No. 2021-025; and

By-law No. 2021-026;

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, March 2, 2021 at 6:00 p.m.
- b) Regular – Tuesday, March 16, 2021 at 6:00 p.m.

18. Question and Answer Period

Shelly Zubycck, Director of Corporate Services read the following question received via email:

1. Robert Ritchie, resident, inquired if Council believes that the John Street crossing for high school students is the same is for the Lakeshore lights with seniors and other residents in the area? Mr. Ritchie also commented that council should consider citizens comments, and inquired if a lower cost option could be identified to change or keep the Lakeshore Road traffic lights, and if there is another way of controlling traffic on Rorke Avenue?

Mayor Kidd commented that the Public Works Committee will consider the comments at concerns at the upcoming meeting.

Councillor Foley requested clarification regarding the booking procedure for the City's Pool Fitness Centre, and to confirm the opening date of the pool. Mathew Bahm, Director of Recreation commented that the gym facility is opening on Wednesday, February 17, 2021, and the pool is opening on Monday, February 22, 2021. Those attending are required to pre-book their time in advance, and upon arrival, are required to complete COVID-19 screening.

Christopher Oslund, City Manager noted that City Hall has reopened to the public on Tuesday, February 16, 2021. The City continues to encourage contactless methods for tax bill payments; however, if a visit is needed for various services, COVID-19 screening is required.

Councillor McArthur inquired about the status of down-hill skiing and snowmobiling in the district. Councillor Foley commented that the Tri-Town Ski and Snowboard Village will be open to members this coming Saturday, and to the public this coming Sunday, with indoor restrictions and pre-bookings if possible. Mayor Kidd was unsure on the status of snowmobile trails.

Councillor Hewitt requested further information on Mayor Kidd's report regarding the ROMA conference, specifically, the agriculture sector and losses suffered during the COVID-19 pandemic, as well as the Cannabis operations and the illegal use of pesticides. Mayor Kidd summarized this information.

19. Closed Session

Resolution No. 2021-089

Moved by: Councillor McArthur

Seconded by: Councillor Laferriere

Be it resolved that Council agrees to convene in Closed Session at 7:12 p.m. to discuss the following matters:

- a) Adoption of the February 2, 2021 – Closed Session Minutes; and
- b) Under Section 239(2)(c) of the Municipal Act, 2001 – Land acquisition / Disposition – Former Haileybury Library Building (545 Lakeshore Road).

Carried

Resolution No. 2021-090

Moved by: Councillor Jelly

Seconded by: Councillor Foley

Be it resolved that Council agrees to rise with report from Closed Session at 7:34 p.m.

Carried

Matters from Closed Session

Adoption of the February 2, 2021 Closed Session Minutes

Resolution No. 2021-091

Moved by: Councillor Whalen

Seconded by: Councillor McArthur

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

- a) Closed Session Minutes from the Regular meeting of Council – February 2, 2021.

Carried

Under Section 239(2)(c) of the Municipal Act, 2001 – Land acquisition / Disposition – Former Haileybury Library Building (545 Lakeshore Road)

Staff provided Council with an update.

20. Confirming By-law

Resolution No. 2021-092

Moved by: Councillor Hewitt

Seconded by: Councillor McArthur

Be it resolved that By-law No. 2021-027 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 February 16, 2021 be hereby introduced and given first and second reading.

Carried

Resolution No. 2021-093

Moved by: Councillor Whalen

Seconded by: Councillor Laferriere

Be it resolved that By-law No. 2021-027 be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

Carried

21. Adjournment

Resolution No. 2021-094

Moved by: Councillor Jelly

Seconded by: Councillor Hewitt

Be it resolved that Council hereby adjourns its meeting at 7:35 p.m.

Carried

Mayor- Carman Kidd

Clerk - Logan Belanger

From: FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>
Sent: Thursday, February 18, 2021 7:45 AM
Subject: LAS article on Insurance

Good morning

Several weeks back many of you forwarded to FONOM your insurance rate increase, with all the data being forwarded to AMO. The article below was released by LAS earlier this week, and it follows up on the information shared. The FONOM Board shares your Municipalities concern for this issue and will continue to work with all parties to address this issue.

Joint and Several Liability & Rising Municipal Insurance Costs

February 16, 2021

By Rick Johal, Senior Advisor, AMO

In early 2019, Premier Doug Ford announced to the delegates of the Rural Ontario Municipal (ROMA) Conference that his government was going to launch consultations into the long-standing municipal concern around joint and several liability. I remember being in the room and noting that this announcement was positively received. I think many, including myself, thought that this new government could well take a different perspective and approach to this issue.

Later that year, with the support of its Task Force, AMO staff prepared a submission titled, "[Toward a Reasonable Balance: Addressing growing municipal liability and insurance costs](#)" to the Attorney General. In this submission, AMO outlined a series of recommendations that included, but was not limited too, introducing a model for full proportionate liability to replace joint and several liability and implementing a cap for economic loss awards.

Unfortunately, AMO and the municipal sector have not formally heard back from the Attorney General with respect to the outcome of this consultation. Naturally, many in the sector understood the impact of the pandemic and that it placed a pause on many government consultations in early 2020. However, recent comments at the AMO and ROMA Conference from the Attorney General have caused some concern. Notably, Minister Downey indicated in a response to a Minister's Forum question that he may still be unconvinced about the data surrounding joint and several liability and its relation to higher insurance premiums for municipal governments. Suffice it to say, this may be a point of contention and AMO is keen to learn more about the Attorney General's thoughts moving forward.

2021 is representing a challenging year for municipalities in several ways. One of these challenges focuses on insurance premiums. It is a growing trend that municipal governments are reporting significant increases and, in some cases, even struggling to get quotes. This can be attributed to a series of factors including being in a "hard" insurance market, managing challenges arising from COVID-19, and joint and several liability that continues to place a heavy burden on municipalities.

Recently, the Federation of Northern Ontario Municipalities (FONOM) and the Northwestern Ontario Municipal Association (NOMA) shared some initial data gathered from their members on insurance premiums. The data captures the percentage increase in premiums from 2020 to 2021 for nearly 65 municipalities. The average rate of increase is just over 20% and for many smaller communities, this is simply not sustainable. One municipal government noted that it must now increase taxes to ratepayers by 2.5% to simply make up for the increase on its insurance premiums. This scenario, left unaddressed, will continue to draw property tax dollars away from key public services for Ontario residents.

This issue is not going away.

Without action, the public and media will continue to circle matters related to joint and several liability. AMO has outlined options for the government to pursue that have worked in other jurisdictions. The provincial government can do more to support a risk management approach from municipal governments in the pursuit of a more fair, reasonable, and responsible system for liability.

The time to restart this dialogue is now as there remain too many outstanding concerns and the trend line is less favourable for municipal governments with each passing year.

Talk soon, Mac

Mac Bain
Executive Director
The Federation of Northern Ontario Municipalities
615 Hardy Street North Bay, ON, P1B 8S2
Ph. 705-478-7672

P.S. FONOM GoNorth Promotional Videos
<https://www.youtube.com/watch?v=X81-vtsgs0w>

<https://www.youtube.com/watch?v=LUeGyXL2AXk>

www.youtube.com/watch?v=qkEeQSnLHnA

Logan Belanger

From: AMCTO President <president@amcto.com>
Sent: Thursday, February 18, 2021 8:27 AM
To: Logan Belanger
Subject: An Open Letter to Ontario Municipal Councils

Dear Logan Belanger,

We would appreciate your support in sharing the below open letter and for this letter to be included on your municipal council agenda:

February 18, 2021



AN OPEN LETTER TO ONTARIO MUNICIPAL COUNCILS

Dear Council,

As a vital municipal association with membership roots that reach deep into each and every part of Ontario, we know the challenges you have faced in continuing to provide essential municipal services within your community during the COVID-19 pandemic.

As elected officials, we know that you recognize the contribution made by your municipal staff, many of whom are members of AMCTO. Municipal professionals across this entire province have been at the forefront of service delivery, applying their knowledge and skills to innovate processes and procedures to meet the evolving needs of residents and businesses.

One key point that is often overlooked in this pandemic is that many municipal staff were prepared to act and innovate BECAUSE of the professional municipal training and development they receive from organizations like AMCTO. The leadership skills, education and technical training prepare your staff in getting ahead of immediate community needs, reacting and responding to new challenges brought on by COVID-19. This unique and sought-after skillset has allowed your staff to provide council with options and solutions for keeping your municipality running.

In these challenging financial times, there will be temptation to divert operational funding away from staff training budgets. Now more than ever, it is crucial that municipalities continue to invest in your most valuable resource – your staff.

In addition to increased levels of employee retention, engagement and empowerment, investments in staff professional development strengthens your council's ability to provide reliable, effective and efficient services to your community, both today and in the future. The question is no longer "if" you innovate but "when".

Innovation comes with knowledge, training, and exposing municipal staff to new opportunities to grow and develop professionally.

On behalf of AMCTO and its over 2,200 members, please accept my heartfelt thank you for your service during these difficult times. As "Municipal Experts", AMCTO will continue to be at your service to help you and your staff meet the needs of your community.

Sincerely,



Robert Tremblay, MPA, CMO, AOMC
President
AMCTO

CC: Graydon Smith, President, AMO

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Robert Tremblay, MPA, CMO, AOMC
President



2680 Skymark Ave. # 610
Mississauga, ON L4W 5L6

president@amcto.com

www.amcto.com





February 19, 2021

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

Attn: Logan Belanger

Dear Logan:

Please find enclosed in your budget package, the following budget documents:

- a) 2021 Budget
- b) 2021 Apportionment of Costs Using the 2021 Budget
- c) Municipal Billings 2021

In 2021, as in every year, the DTSSAB is cognizant of the impact of our budget on our municipal partners. We diligently work on maximizing the financial contributions from senior levels of government to minimize the impact on your municipal budget. This year, the DTSSAB is faced with an increase in the municipal apportionment of \$131,274 or 2.0% compared to the 2020 budget. The Board did approve to remove funds from the working fund reserve to approve an overall budget with a 0.0% increase.

In 2021, the DTSSAB used \$166,100 from our reserves to reduce the amount that we charged municipalities and the unincorporated townships. For 2021 \$131,330 was applied to offset municipal costs and \$34,770 was applied towards costs for unincorporated townships. As we do every year, we strive to achieve a 0% increase for municipalities and have been able to achieve that goal many times over the past several years by using funds from our reserves to keeps municipal costs down. This will mean a 0.0% increase for municipalities for 2021.

Therefore, the apportionment cost to the City of Temiskaming Shores will be as follows:

2021 Apportionment	\$2,349,344	2020 Apportionment	\$2,306,604
Reserve Contribution	\$ 46,031	Reserve Contribution	\$ 0.00
2021 Owed to DTSSAB	\$2,303,313	2020 Owed to DTSSAB	\$2,306,604

Overall, your City will see a billing decrease of \$3,291 or -0.14% over your 2020 billing. As per our past procedure, you will receive monthly invoices for your 2021 payment in the immediate future.

If you have any questions in regards to our budget figures, they can be directed to Kelly Black at 705-567-9366 ext. 3253 or blackk@dtssab.com.

Yours sincerely,

A handwritten signature in black ink, appearing to read "DJ Jelly", written over the printed name.

Doug Jelly
Chair



DISTRICT OF TIMISKAMING SOCIAL SERVICES ADMINISTRATION BOARD
2021 APPROVED BUDGET

Program	2021 Budget	2020 Budget	% Variance	2021 Contribution From Reserves	2020 Contribution From Reserves	2021 Fed/Prov Share	2020 Fed/Prov Share	2021 TWCMO Share	2020 TWCMO Share	2021 Municipal Share	2020 Municipal Share	Municipal Variance	% Variance of Program
Ontario Works Employment Assistance OW Program Support Allocation Contribution to Reserves	8,733,365 220,000 1,370,600 -	8,503,220 220,000 1,363,710 -	2.38%	78,000	-	9,111,165	8,953,130	128,489	130,927	1,005,311	1,002,873	2,438	0.24%
Subtotal	10,323,965	10,086,930	2.38%	78,000	-	9,111,165	8,953,130	128,489	130,927	1,005,311	1,002,873	2,438	0.24%
Children's Services CC Program Support Allocation	9,437,058 336,900 9,773,958	9,618,339 331,903 9,950,242	-1.77%	-	300,000	9,493,871	9,370,155	42,647	42,880	237,440	237,227	213	0.09%
Subtotal	9,437,058 336,900 9,773,958	9,618,339 331,903 9,950,242	-1.77%	-	300,000	9,493,871	9,370,155	42,647	42,880	237,440	237,227	213	0.09%
Housing Services HS Program Support Allocation Contribution to Reserves	6,936,915 132,000 79,700 7,144,615	7,199,394 86,700 72,700 7,358,794	-2.91%	-	29,500	(Note 1) 4,793,931	4,928,009	387,927	382,754	1,992,757	2,118,531	(125,774)	-5.94%
Subtotal	6,936,915 132,000 79,700 7,144,615	7,199,394 86,700 72,700 7,358,794	-2.91%	-	29,500	(Note 1) 4,793,931	4,928,009	387,927	382,754	1,992,757	2,118,531	(125,774)	-5.94%
Emergency Medical Services EMS Program Support Allocation Contribution to Reserves	7,503,470 527,000 -	7,073,800 346,700 20,000	7.83%	224,000	199,000	(Note 2) 3,133,600	2,326,200	1,240,980	1,136,780	3,431,830	3,177,520	254,310	8.00%
Subtotal	7,503,470 527,000 -	7,073,800 346,700 20,000	7.83%	224,000	199,000	(Note 2) 3,133,600	2,326,200	1,240,980	1,136,780	3,431,830	3,177,520	254,310	8.00%
Board	40,100	40,100	0.00%	-	-	-	-	4,544	4,531	35,556	35,469	87	0.25%
Total Budget	\$ 35,313,048	\$ 34,876,566	1.25%	\$ 303,000	\$ 527,500	\$ 26,532,567	\$ 26,077,494	\$ 1,774,587	\$ 1,699,952	\$ 6,702,894	\$ 6,571,620	\$ 131,274	2.00%
Program Support Budget **	\$ 2,365,700	\$ 2,175,600	8.74%										

** Net of interest income \$70,000 (2020 - \$130,000) and reserve contributions of \$640,000 (2020 - \$0)

Note 1 - Housing Services Fed/Prov Share includes rental and misc income of \$2,885,900 (2020 - \$3,020,600)
Note 2 - Includes interest income and miscellaneous income of \$5,300 (2020 - \$8,500)
* TWCMO Share includes First Nation share of \$11,580, which is 100% provincially funded

District of Timiskaming Social Services Administration Board **Calculation of 2021 Apportionment Formula** **Ontario Works**

Adjusted Assessment									Population		Households		Caseload		Formula
Municipality	2021 Adjusted Assessment	% Share of District Total	2016 Population	% Share of District Total	2016 Households	% Share of District Total	Cost Allocated by 2020 Caseload	% Share of District Total	25% Adj Assess	25% Caseload	25% Population	25% Households			
Township of Armstrong	127,678,164	3.75%	1,166	3.61%	521	3.09%	247	2.89%	3.34%						
Township of Brethour	15,463,050	0.45%	124	0.38%	54	0.32%	-	0.00%	0.29%						
Township of Casey	43,371,500	1.27%	368	1.14%	150	0.99%	31	0.36%	0.92%						
Township of Chamberlain	49,846,725	1.46%	332	1.03%	165	0.98%	13	0.15%	0.91%						
Town of Chanton and Dock	55,937,975	1.64%	686	2.13%	266	1.58%	60	0.70%	1.51%						
Town of Cobalt	41,982,400	1.23%	1,128	3.50%	624	3.70%	668	7.83%	4.06%						
Township of Coleman	123,152,510	3.62%	595	1.84%	338	2.00%	6	0.07%	1.88%						
Town of Englehart	108,034,350	3.17%	1,479	4.58%	711	4.21%	419	4.91%	4.22%						
Township of Evanturel	56,799,455	1.67%	449	1.39%	201	1.19%	-	0.00%	1.06%						
Township of Gauthier	12,375,250	0.36%	136	0.43%	79	0.47%	73	0.86%	0.53%						
Township of Harley	71,790,393	2.11%	551	1.71%	216	1.28%	1	0.01%	1.28%						
Township of Harris	88,976,325	2.61%	545	1.69%	233	1.38%	-	0.00%	1.42%						
Township of Hilliard	25,436,075	0.75%	207	0.64%	89	0.53%	27	0.32%	0.56%						
Township of Hudson	97,784,800	2.87%	503	1.56%	280	1.66%	12	0.14%	1.56%						
Township of James	45,151,680	1.33%	420	1.30%	240	1.42%	68	0.80%	1.21%						
Township of Kerrs	54,441,300	1.60%	358	1.11%	133	0.79%	-	0.00%	0.87%						
Town of Kirkland Lake	480,331,015	14.11%	7,981	24.74%	4,466	26.47%	4,154	48.66%	28.50%						
Township of Larder Lake	59,617,685	1.75%	730	2.26%	466	2.76%	240	2.81%	2.40%						
Town of Latchford	75,596,960	2.22%	313	0.97%	227	1.35%	46	0.56%	1.27%						
Township of Melancthon	26,831,510	0.76%	225	0.70%	166	0.98%	150	1.76%	1.05%						
Township of McGarry	36,018,040	1.03%	609	1.89%	345	2.04%	164	1.92%	1.72%						
Timiskaming Shores	1,017,586,264	29.89%	9,920	30.75%	4,673	27.70%	1,892	22.16%	27.63%						
Village of Thornloe	6,043,575	0.18%	112	0.35%	47	0.28%	97	1.14%	0.48%						
TWOMO	686,074,178	20.15%	3,323	10.30%	2,182	12.93%	166	1.94%	11.33%						
TOTALS	3,404,326,179	100%	32,262	100%	16,872	100%	8,536	100%	100%						

DISTRICT OF TIMISKAMING SOCIAL SERVICES ADMINISTRATION BOARD
BILLING COMPARISON
WITH \$166,100 (2021) CONTRIBUTION FROM WORKING FUND RESERVE (\$0 - 2020)
0% INCREASE

Municipality	A 2021 Apportionment	% of Total Municipal Billing	2021 Reduction from WF	B 2021 Billing	C 2020 Apportionment	B - C \$ Change	% Change
Township of Armstrong	\$ 285,110	3.3631%	\$ 5,586	\$ 279,524	\$ 279,581	\$ (57)	-0.02%
Township of Brethour	31,404	0.3704%	615	30,789	30,384	405	1.33%
Township of Casey	91,400	1.0782%	1,791	89,608	88,244	1,365	1.55%
Township of Chamberlain	93,898	1.1076%	1,840	92,058	92,603	(545)	-0.59%
Town of Charlton and Dack	143,634	1.6943%	2,814	140,820	138,780	2,040	1.47%
Town of Cobalt	205,645	2.4258%	4,029	201,616	206,146	(4,530)	-2.20%
Township of Coleman	204,512	2.4124%	4,007	200,505	200,426	79	0.04%
Town of Englehart	308,611	3.6404%	6,047	302,564	305,733	(3,169)	-1.04%
Township of Ewarturel	114,672	1.3527%	2,247	112,425	112,877	(452)	-0.40%
Township of Gauthier	32,630	0.3849%	639	31,991	31,550	441	1.40%
Township of Harley	142,451	1.6803%	2,791	139,660	135,867	3,793	2.79%
Township of Harfts	160,380	1.8918%	3,142	157,238	157,335	(97)	-0.06%
Township of Hillard	52,931	0.6244%	1,037	51,894	52,302	(408)	-0.78%
Township of Hudson	166,278	1.9614%	3,258	163,020	162,287	733	0.45%
Township of James	101,992	1.2031%	1,998	99,994	99,564	430	0.43%
Township of Kerns	100,725	1.1881%	1,974	98,751	99,049	(298)	-0.30%
Town of Kirkland Lake	1,831,822	19.2489%	31,972	1,599,850	1,596,390	3,460	0.22%
Township of Larder Lake	162,183	1.9131%	3,178	159,005	158,716	289	0.18%
Town of Latchford	121,522	1.4335%	2,381	119,141	120,228	(1,087)	-0.90%
Township of Matachewan	60,948	0.7189%	1,194	59,754	59,559	195	0.33%
Township of McGarry	117,588	1.3871%	2,304	115,284	115,782	(498)	-0.43%
Temiskaming Shores	2,349,344	27.7128%	46,031	2,303,313	2,306,604	(3,291)	-0.14%
Village of Thornloe	23,214	0.2738%	455	22,759	21,613	1,146	5.30%
Sub-Total	6,702,894	79.0670%	131,330	6,571,564	6,571,620	(56)	0.00%
TWOMO	1,774,587	20.9330%	34,770	1,739,817	1,699,952	39,865	2.35%
TOTALS	\$ 8,477,481	100.0000%	\$ 166,100	\$ 8,311,381	\$ 8,271,572	\$ 39,809	0.48%

This spreadsheet shows that in order to get to a basic 0% increase in municipal billings, we will have to withdraw \$166.1K from the working fund reserve.



February 18, 2021

2021 Budget

The District of Timiskaming Social Services Administration Board (DTSSAB) passed its 2021 budget at its meeting on February 17, 2021. Board Chair Doug Jelly stated "in 2021, as in every year, the DTSSAB is cognizant of the impact of our budget on our municipal partners. The Pandemic has been particularly hard for municipalities and we worked diligently on maximizing the financial contributions from the senior levels of government to minimize the impact on the municipal budget."

The overall 2021 DTSSAB budget was \$35,313,048 which is a 1.25% increase over 2020. The budget funds the following four programs in the district: Ontario Works (\$10,323,965), Children Services (\$9,773,958), Housing Services (\$7,144,615) and Emergency Medical Services (\$8,030,410). The increase in the overall budget is due to a shift in our Emergency Medical Services to 24/7 Supervision that will also help improve response capacity across the District resulting in a 2.0% (\$131,274) increase to the municipal apportionment. This year the Board chose to remove funds from our working fund reserve in the amount of \$166,100 to reduce the billing impact to municipalities and the unincorporated townships. Once again, we have used our working fund reserve to ensure the overall impact to our municipal partners is 0%.

"This is good news for our municipal partners," commented Chair Doug Jelly. "The DTSSAB delivers these services on behalf of the district municipalities and we strive to ensure that our operational costs do not exceed the expectations of the municipalities and this year we were able to deliver a 0% increase. We were able to deliver a 0% increase budget to our municipalities despite much higher increases to costs to operate our programs especially with increased costs due to the pandemic." commented Chair Doug Jelly

The municipal share of the overall budget is \$6,702,894 (19.0%), the Territories Without Municipal Representation (TWOMO) contributes \$1,774,587 (5.0%), federal/provincial share is \$26, 532,567 (75.1%) and contributions from reserves of \$303,000 (0.9%) consists of our revenue sources.

The result is eleven municipalities in the district will see a decrease and twelve municipalities will see an increase in their 2021 municipal billing. Of the twelve municipalities seeing an increase only six have an increase greater than 1.0%. The reason for a small number of municipalities seeing a decrease is a combination of assessment increases and/or Ontario Works caseload increase.

"Over the years the Board has kept the municipal apportionment as close to 0.0% as possible despite increases in salary and benefits and operating costs such as hydro and fuel, by using contributions of our reserves. Since 2008 we have used \$2,124,100 from our working fund reserves." noted Mr. Jelly. The Board, which consists of seven appointed municipal representatives and two elected representatives from the territories without municipal representation, bring the viewpoint of the local taxpayer and their municipality to the table and ensures that the budget is fair and responsible in delivering the services that the DTSSAB has been mandated to deliver. Our focus is always maintaining or increasing our services without having a negative impact on our municipalities.

For further information on the budget, please contact Kelly Black at 705-567-9366 ext. 3253 or 705-568-7791.



District School Board Ontario North East

Schumacher Board Office

Street Address

153 Croatia Avenue, Schumacher, ON P0N 1G0

Mailing Address

P.O. Box 1020, Timmins, ON P4N 7H7

705-360-1151

New Liskeard Board Office

198022 River Road

New Liskeard, ON P0J 1P0

705-647-7394

Mayor and Council of the City of Temiskaming Shores
P.O. Box 2050, 325 Farr Drive
Haileybury, ON
P0J 1K0

Town Council,

We write to you today to share District School Board Ontario North East's revised Community Planning and Partnerships Policy and Procedure.

District School Board Ontario North East adopts the policy promoting cooperation and collaboration in relationships between school boards and community organizations as part of the strong foundation to a sustainable publicly funded education system.

Partnerships with local organizations are truly valued and DSB1 recognizes the importance for the success of both our students and the community.

Sincerely,

Chair of the Board

Vice-Chair of the Board



COMMUNITY PLANNING AND PARTNERSHIPS

1.0 Rationale

The purpose of the Community Planning and Partnerships Policy is to encourage school boards to reach out to the community organizations to share planning information on a regular basis. Particularly, boards are encouraged to ensure that additional efforts are made to share information with community organizations prior to commencing a pupil accommodation.

The sharing of information will allow school boards and other entities to work together to the benefit of boards, students and the community, and to optimize the use of public assets owned by school boards. This policy is intended to assist boards in establishing more facility partnerships, and to support effective planning with community partners regarding land-use and green space/ park planning.

The policy also focuses on opportunities to share facilities with community partners when building new schools and undertaking significant renovations, when considering the use of unoccupied space in schools, and when considering properties associated with schools that may close and sites that may be considered for future disposition.

School boards' primary responsibility is to support the achievement and safety of students. Within that context, the intent of this policy is to:

- Reduce facility operating costs for school boards and government;
- Improve services and supports available for students;
- Strengthen relationships between school boards and community partners and the public;
- Maximize the use of public infrastructure through increased flexibility and utilization; and
- Provide a foundation for improved service delivery for communities.

2.0 Definitions

3.0 Policy

District School Board Ontario North East adopts the policy on Community Planning and Partnerships, promoting cooperation and collaboration relationships between school boards and community organizations as part of the strong foundation to a sustainable publicly-funded education system.



COMMUNITY PLANNING AND PARTNERSHIPS

Procedures

1.0 Role of School Boards

School Boards have the authority to make decisions regarding their school facilities and the use of their properties that are consistent with the Education Act. Boards will identify which schools will or will not be suitable for facility partnerships based on board- determined criteria.

The board will follow Ontario Regulation 444/98 regarding the lease or sale of surplus assets, including schools or parts of schools. The board has the authority to co- build with other entities and to enter into a variety of facility partnerships through license or joint use agreement as defined in paragraph 44 of subsection 171 (1) , paragraph 4 of subsection 172.1. (2), and sections 183, 194 and 196 of the Education Act, with Ministry approval in some instances. Boards may choose to enter into license or joint use agreements for space that is unused but not surplus.

2.0 School Board Planning and Broader Community Objectives

The Ministry recognizes that encouraging community planning and facility partnerships will be most effective when community partners work with School boards and notify them in a timely manner when they are looking for space or considering new construction.

- 2.1** School boards must have a capital plan that addresses the future needs of their students. The areas of enrolment growth and decline should be presented. The plans should include enrolment projections, school capacity, renewal needs, potential consolidations and the construction of new schools or additions, including significant renovations.
- 2.2** In this planning process, boards will forecast where new schools or additions may be needed; which schools will remain well-utilized; which open and operating schools may have unused space; and which schools may be candidates for consolidation or closure. This information will assist boards in identifying the facilities that may be suitable for facility partnerships with respect to new construction and unused space in schools and in administrative buildings. It also provides an opportunity to consider community partners.
- 2.3** School board must share their planning information with the community partners so that external entities may have sufficient time to respond to the presented opportunities. The board must also include information related to the CPP policy and discussions with community organizations in school information profiles when undertaking the accommodation review process.
- 2.4** When unused space is declared surplus, boards will continue to follow the circulation process as defined in O. Reg. 444/98. Where the unused space in open and operating schools is not surplus, but available for partnerships, or where the partnership opportunity involves new construction, the information will be provided to potential partners through the notification process as outlined in section 4 in this policy.

3.0 Community Planning and Partnerships

3.1 The school board is responsible to determine what facilities are suitable and not suitable for facility partnerships, what entities are suitable and not suitable partners, and when to enter into a partnership. These decisions to share must be made in a way that is well- informed, well-coordinated, transparent and consistent with student achievement and safety.

3.2 Boards will develop criteria to identify Community Partners:

3.2.1 Principles and criteria regarding eligibility of partner(s);

- Partnership operations, of the shared portion, must not jeopardize the health and safety of the students;
- Partner(s) must be able to fund their own upgrades to their shared portion;
- Partner(s) must have approval of the Board to any changes to their leased portion;
- Partner(s) must sign a lease that clearly defines expectations of the partnership for both parties.

3.2.2 How available space will be selected;

- Surplus space to student enrolment

3.2.3 What entities will be selected for the notification;

- Municipalities
- Agencies
- Co- terminus boards
- District Social Services Administration Board
- Consolidated Ministry Services Managers
- Public Health Boards & Local Health Integration networks
- Children's Mental Health Centres

3.2.4 How notification to partners of space and construction;

- Formal letter
- Website

3.2.5 How entities will be selected for partnerships, including prioritization, if applicable.

- Co- terminus boards
- Other Ministry divisions
- Municipalities
- Day cares
- Agencies

3.3 Criteria regarding eligibility of partners, will take into consideration the value of the partnership to students. The criteria will incorporate the following requirements:

3.3.1 Health and safety of students;

3.3.2 Appropriate partnership for a school setting;

3.3.3 Student achievement strategy must not be compromised;

3.4 Entities that provide competing education services such as tutoring services, JK-12 private schools or private colleges, and credit offering entities that are not government-funded, are not eligible partners;

- 3.5** Facility sharing between publicly funded school boards through co-ownership, lease or other agreements remains a priority. Board facility partnerships should not disadvantage co-terminus boards that have priority status under O. Reg. 444/98.
- 4.0 Procedure for CPP Notification**
- 4.1** Surplus space being offered for sale or lease will continue to follow the circulation processor as outlined in O. Reg. 444/98. Non- surplus space will follow a new notification process similar to O. Reg. 444/98.
- 4.2** DSB Ontario North East will post information on the website regarding our intention to build new schools and to undertake significant renovations and information regarding unused space in open and operating schools and administrative buildings that is available for facility partnerships. This information will be updated at least once a year in case space in existing schools, and as needed in the case of co- building opportunities. The information posted will contain the name of the contact person for further information.
- 4.3** DSB Ontario North East will inform entities from their notification list when key information regarding community planning or facility partnerships is changed. The notification list will address:
- 4.3.1** at a minimum the entities listed in O. Reg. 444/98 Disposition of Surplus Real Property, and will specifically include:
- All applicable levels of municipal government (single, upper, lower tiers);
 - Applicable District Social Services Administration Board(s) or Consolidated Municipal Service Boards;
 - Applicable Public Health Boards, Local Health Integration Networks and Children's Mental Health Centres.
- 4.3.2** the Board may prioritize the list as it sees fit;
- 4.3.3** if requested child care operators or government-funded organizations will be added to the list.
- 5.0 Annual CPP Meeting**
- 5.1** DSB Ontario North East will hold at least one meeting per year to discuss potential planning partnership opportunities with the public and community organizations.
- 5.2** DSB Ontario North East will notify the entities on their notification list and general public about the annual meeting.
- 5.3** At the annual CPP meeting, DSB Ontario North East will clearly request that organizations prepare to bring relevant planning information, including but not limited to, population projections, growth plans, community needs, land-use and green space requirements.
- 5.4** The board will receive and listen to what needs or plans the community partners may have.
- 5.5** The board will formally document the invitation list and those in attendance at the annual meeting with the minutes posted to the website.
- 5.6** The CPP meeting may be a stand-alone meeting or may be held as a part of a scheduled board meeting.

6.0 School Board Planning Prior to a Pupil Accommodation Review

- 6.1** In addition to the annual CPP, the board will continue discussions with affected municipalities and other community organizations as they explore options to address under-utilized space issues in schools within specific areas of the board. The discussions will inform proposals that Administration may present to the Board of Trustees, including recommendations to undertake a pupil accommodation review process.
- 6.2** At the discussions with the community organizations, DSB Ontario North East will obtain a clear indication of any community planning and partnership opportunities in areas where a pupil accommodation review may take place.
- 6.3** DSB Ontario North East will request technical information from local municipalities where a planned pupil accommodation review will occur. This technical information is to be specified by the school board and can include population and future development projections in the area.

7.0 Co-building with Community Partners

- 7.1** The construction of new school, additions and renovations represents a significant public investment in a long-term asset. It is an opportunity to leverage other infrastructure investments by co-building with entities that provide services and programs for children, their families and the broader community.
- 7.2** As part of the planning process, when the board is considering a new school or undertaking a significant addition or renovation will notify the entities on their notification list 1 to 3 years prior to the potential construction start date. The information, on plans and site, provided will be as detailed as possible to support potential partners' consideration.
- 7.3** The notification will be supported by a board resolution but does not have to identify the source of funding or Ministry approval when they notify their partners.
- 7.4** The board will evaluate any expressions of interest and can select a partner based on criteria of this policy. The Ministry's Approval may be required depending on the Education Act.
- 7.5** Partnerships agreements cannot be finalized until both the board and the partners have an approved source of funding. Any request for Ministry funding and request for transfer from reserve approvals are expected to reflect that boards have solicited interests from partners.
- 7.6** The board and facility partners will have ownership of their respective portions of the facility, where the portions are sizeable.
- 7.7** DSB Ontario North East will encourage community partners to provide notification to provide to the board when community partners have proposals or plans to build their own new facilities. This information should be provided to the board when the facility partnership-related public meetings are being held.
- 7.8** The Ministry has deadlines related to student accommodation needs and funding parameters therefore, the board will expect 10 working days' written notification if the community / entity is to be a potential partner.

8.0 Sharing Unused Space in Existing School with Community Partners

- 8.1** The school board will review under-utilized open and operating schools and administrative facilities for their suitability for partnership, based on the previous criteria outlined. The starting point will be facilities that have been 60 percent utilized or less for two years, and then will extend their review to other potentially suitable facilities.
- 8.2** The criteria for partnerships in schools must consider issues related to safety, student achievement and pupil accommodation strategies, zoning and site use restrictions, facility conditions, the configuration of space and the ability to separate the space used by partners from the space used by students, among other factors.
- 8.3** When space is both suitable for facility partnerships and is available for the long- term, the board will consider declaring the space surplus and circulating it for lease through O. Reg. 444/98.
- 8.4** When it is both suitable for facility partnerships but not surplus to the board needs, the board will follow the notification process outlined in this policy. This notification will be followed by board resolution.
- 8.5** DSB Ontario North East will provide information about the available space including size, location, facility amenities and any required renovations.

9.0 Partnership Agreements and Cost-Recovery

- 9.1** The school board is responsible for providing clear instructions to potential partners regarding their rights and responsibilities as tenants, including maintenance standards and the applicability, or the lack thereof, of board user policies, including accessibility and the inclusiveness policies. The school board will be responsible to ensure that proper legal agreements respect the Education Act and the board's rights.
- 9.2** DSB Ontario North East will not take on additional costs to support facility partnerships and will continue to use their discretion in supporting partnerships based in their student achievement strategy.
- 9.3** On a cost-recovery basis, the fees charged to partners will cover the operations and capital cost, including administrative costs and property taxes (if applicable), to the board for the space occupied by the partner. Additional costs to perform minor renovations to protect student safety, provide appropriate washrooms, and otherwise make the space for suitable use by facility partners must be borne by the partner. These financial expectations will be made clear to potential partners in the agreements.
- 9.4** In co-building, partners will be required to pay for and finance their share of construction, including a proportional share of joint-use or shared space. The board portion must be constructed within the Ministry space and funding benchmark.

Appendices

References

Education Act
Ontario Regulation 444/98

REVIEW

Review of Proposed Draft Spruce Budworm Insect Pest Management Program The Abitibi River, Gordon Cosens, Martel, Nipissing, Pineland, Romeo Malette, Spanish, Sudbury, Temagami And Timiskaming Forests

The Ontario **Ministry of Natural Resources and Forestry (MNRF)** invites you to review, and comment on, the proposed insect pest management program and draft project proposals for specific aerial insecticide project(s) to control the spruce budworm infestation on the **Abitibi River, Gordon Cosens, Martel, Nipissing, Pineland, Romeo Malette, Spanish, Sudbury, Temagami and Timiskaming Forests** in Chapleau, Cochrane, Hearst, Kirkland Lake, North Bay, Sudbury and Timmins Districts. Based upon the analysis of the available insect pest management options, the MNRF is proposing a course of action that includes aerial spraying of insecticide on selected forest stands.

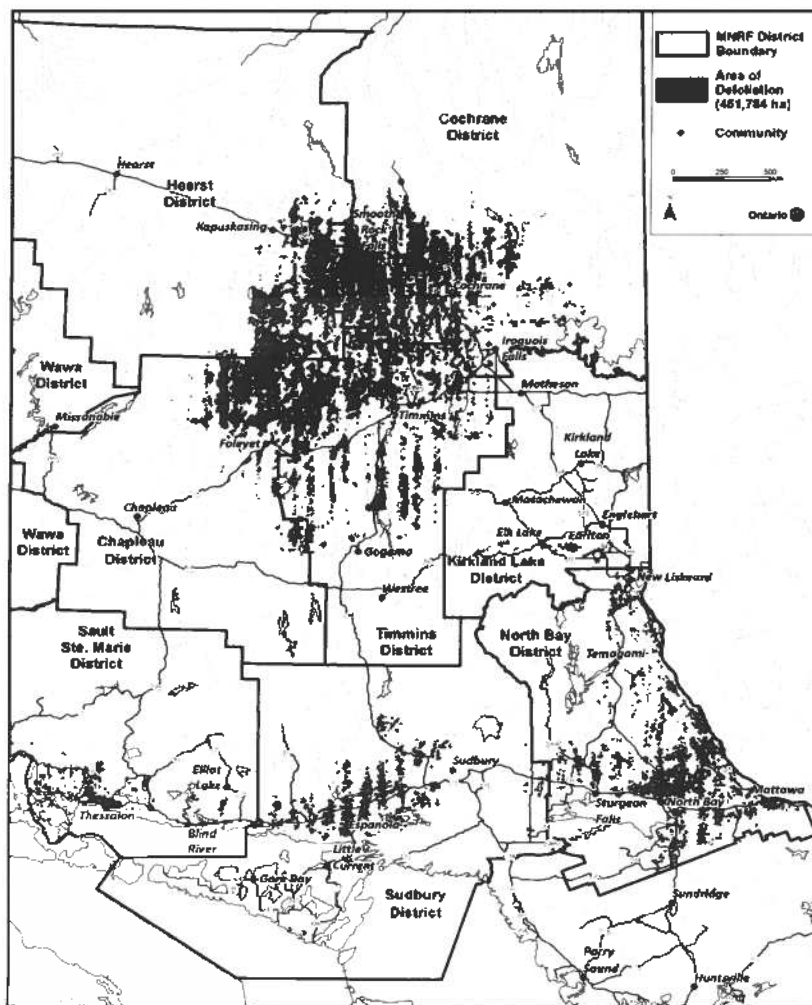
The Information Forum related to the review of the proposed insect pest management program will be held via individual or group remote meetings which may be arranged by calling the individual listed below during the review period from **March 1, 2021 – March 15, 2021**.

Remote meetings with representatives of the interdisciplinary team that developed the insect pest management program can also be requested at any time during the review period. Reasonable opportunities to remotely meet the program development team members during non-business hours will be provided upon request. If you require more information or wish to discuss your interests with a program development member, please e-mail NERbudworm@ontario.ca.

How to Get Involved

To facilitate your review, the following information can be obtained electronically on the Natural Resources Information Portal <https://nrip.mnr.gov.on.ca/s/fmp-online>:

- insect infestation information and population forecasts;
- a portrayal of areas eligible for insect pest management;
- the current version of values information for the affected management unit(s) in the MNRF district(s);
- the evaluation of management options;
- the selected course of action, with reasons;
- draft project proposals for specific aerial insecticide projects, and associated information products (e.g., maps); and
- the results of the district insect pest management program for the same insect species in the previous year (if any)



Comments on the proposed insect pest management program and associated project proposals must be received by the MNRF contact individual listed below by **March 15, 2021**.

For more information on the Insect Pest Management Program please contact NERbudworm@ontario.ca.

During the planning process there is an opportunity to make a written request to seek resolution of issues with the MNRF District Manager or the Regional Director using a process described in the 2020 *Forest Management Planning Manual (Part D, Section 7.5.4)*.

The final date to request issue resolution with the Regional Director is **March 30, 2021**.

The Ministry of Natural Resources and Forestry (MNRF) is collecting your personal information and comments under the authority provided by the Forest Management Planning Manual, 2020 approved by regulation under Section 68 of the *Crown Forest Sustainability Act, 1994*. Any personal information you provide (home and/or email address, name, telephone number, etc.) may be used by MNRF to contact you regarding comments submitted. Your comments will become part of the public consultation process and may be shared with the general public. Your personal information may also be used by the MNRF to send you further information related to this forest management planning exercise. If you have questions about the use of your personal information, please contact Jennifer Rosko, MNRF, District Business Co-ordinator, at 705-668-0534.

Renseignements en français : NERbudworm@ontario.ca.



MINUTES OF THE REGULAR MEETING OF THE BOARD

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

Present: Doug Jelly – Chair, Derek Mundle – Vice-Chair, Cliff Fielder, Patricia Hewitt, Pat Kiely, Airianna Leveille, Ian MacPherson, Sharon Gadoury East, Kelly Black, CAO

Absent: Patrick Adams

Staff: Mark Stewart, Director of Client Services, Janice Loranger, Director of Finance, Rachel Levis, Director of Human Resources, Corey Mackler, IT Manager, Lynne Bernier, Children Services Manager, Beth Nowak, Children Services, Robert Smith, Interim EMS Chief, Steve Beaton, EMS Deputy Chief

Media: Darlene Wroe, The Temiskaming Speaker

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

1. Disclosure of Pecuniary Interest

Nil

2. Petitions and Delegations

Nil

3. 2021 Board Elections

In standing with the DSSAB's Act's annual election requirements, Kelly Black, Chief Administrative Officer, presided over the election.

3.1 Chair Nominations and Election

The first call for nominations of the Chair was called: Doug Jelly was nominated.

The second and third call for nominations of the Chair were called and no other nominations were made. Nominations were closed and members proceeded to a vote.

Resolution #2021-01

Moved by Sharon Gadoury-East and seconded by Ian MacPherson

That the nominations for the Chair be closed and that Doug Jelly accept the position of Chair of the District of Timiskaming Social Services Administration Board for the year 2021.

Carried.

3.2 Vice-Chair Nominations and Election

The first call for nominations of the Vice-Chair was called: Derek Mundle was nominated

The second and third call for nominations of Vice-Chair were called and no other nominations were made. Nominations were closed and members proceeded to a vote.

Resolution #2021-02

Moved by Doug Jelly and seconded by Sharon Gadoury-East

Carried.

That the nominations for the Vice-Chair be closed and that Derek Mundle accept the position of Chair of the District of Timiskaming Social Services Administration Board for the year 2021.

Doug Jelly assumed the Chair position for the rest of the meeting.

3.3 HR Standing Committee and FLS Standing Committee

Members for sub-committees were selected.

Resolution #2021-03

Moved by Sharon Gadoury-East and seconded by Ian MacPherson

Carried.

**THAT the following Board members be appointed to the following subcommittees:
Human Resources Standing Committee: Derek Mundle, Sharon Gadoury-East, and Pat Kiely
French Language Services Standing Committee: Airianna Leveille and Ian MacPherson**

4.0 Acceptance/Additions to Agenda

Resolution #2021-04

Moved by Derek Mundle and seconded by Cliff Fielder

THAT the minutes of the regular meeting of the Board held on January 20, 2021 be approved as presented.

Carried.

5.0 ADOPTION OF THE PREVIOUS MINUTES

Resolution #2021-05

Moved by Patricia Hewitt and seconded by Airianna Leveille

THAT the minutes of the regular meeting of the Board held on December 16, 2020 be approved as presented.

Carried.

6.0 CORRESPONDENCE

6.1 North East LHIN – Community Paramedicine

6.2 Additional MHA Funding – Letter January 8th, 2021

6.3 Additional MHA Funding – Letter January 13th, 2021

Resolution #2020-06

Moved by Ian MacPherson and seconded by Pat Kiely

THAT the Board receive the correspondence as presented for information.

Carried.

7.0 BUSINESS ARISING FROM THE PREVIOUS MINUTES

Nil

8.0 OTHER BUSINESS

8.1 Memo and 2021 Budget Proposals

Janice Loranger, Director of Finance presented this item for Information.

Carried.

8.2 Board Members Expense Summary

Janice Loranger, Director of Finance, presented this item for approval.

Resolution #2020-07

Moved by Sharon Gadoury-East and seconded by Cliff Fielder

THAT the Board Expenses be approved as presented

Carried.

8.3 Q4 Operational Overview Report - 2020

This item was presented for information.

8.4 Community Safety and Wellbeing Plans

Kelly Black, Chief Administrative Officer, presented this item for approval.

Resolution #2020-08

Moved by Ian MacPherson and seconded by Airianna Leveille

THAT the CAO address issue 8.4 as per the Direction of the Board

Carried.

9.0 IN-CAMERA SESSION

Resolution #2021-09

Moved by Airianna Leveille and seconded by Ian MacPherson

THAT the BOARD move into the in-camera session to discuss items on the Agenda (6:20 pm).

Carried.

10.0 RETURN TO REGULAR MEETING

Resolution #2021-10

Moved by Pat Kiely and seconded by Patricia Hewitt

THAT the BOARD resolve to rise from the in-camera session and reconvene with the regular meeting of the Board with report at 6:55 pm.

Carried.

1.0 ADJOURNMENT / NEXT MEETING

Resolution #2021-11

Moved by Sharon Gadoury-East and seconded by Cliff Fielder

THAT the Board meeting be hereby adjourned at 6:56 PM

AND

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

Carried.

Minutes signed as approved by the Board:



Doug Jelly, Chair

2021-02-18
Date

Recorder: Velma Stanger

Temiskaming Shores Public Library Board

Meeting Minutes

Wednesday, January 20, 2021

7:00 p.m. via zoom

1. Call to Order

Meeting called to order by Chair Brigid Wilkinson at 7:06 p.m.

2. Roll Call

Present: Jeff Laferriere, Brigid Wilkinson, Claire Hendrikx, Brenda Morissette, Thomas McLean, Patricia Hewitt and Library CEO Rebecca Hunt.

Regrets: Emily Kutalowski

Absent: Jessica Cooper, Jamie Lindsay

Members of the Public: 0

3. Welcome to new Council Representative/Library Board Member, Patricia Hewitt.

4. Adoption of the Agenda

Motion #2021-1

Moved by: Claire Hendrikx

Seconded by: Jeff Laferriere

Be it resolved that the Temiskaming Shores Public Library Board accepts the agenda as amended.

Carried.

Additions: Letter from Ontario Library Services regarding appointment to assemblies.

5. Declaration of conflict of interest

6. Adoption of the Minutes

Motion #2021-2

Moved by: Brenda Morissette

Seconded by: Thomas McLean

Be it resolved that the Temiskaming Shores Public Library Board approves the minutes of the meeting held on Wednesday, November 18, 2020 as presented.

Carried.

7. Business arising from Minutes

- a. None

8. Correspondence:

- a. From Claire Hendrikx, Executive Director—The Temiskaming Foundation. Approval of Emergency Community Support Fund grant application for Wifi Hotspots. For information.
- b. From Julia Merritt, Chair—Federation of Ontario Public Libraries. For information.

9. Secretary–Treasurer’s Report

Report and monthly financial statement included in the trustees’ information packet

Library CEO's Report

January 6, 2021

Elevator:

The elevator repairman was here on December 23 but was unable to repair the elevator. He has spoken to Matt Bahm about what next steps to repair the elevator will be.

Fire Safety Plan: The fire safety plan has been approved by the fire chief and both parties have signed off on it.

Ice Dams:

There are some pretty significant ice dams on the roof over the lobby of the building, which have been causing some ice and icicles around the book drop area. Building maintenance staff are aware and are working on getting the heat trace lines, which were disconnected during the construction, reconnected. In the meantime they have placed a caution sign in that area and have been putting salt and sand down.

Northern College Partnership:

The shelving has been set up and Brenda and I counted the number of boxes in each collection to ensure everything will fit on the shelves. Once the boxes have been brought into the library we will unpacked them and set up the collection.

Overdrive Advantage Program:

Our library patrons have checked out the 35 ebook and audio titles we purchased in the Advantage program 316 times since we began in June. We had a small credit left over so I have added five popular titles to our collection. I will keep monitoring usage and may possibly add more titles every quarter if warranted. The titles are expensive, between \$29-\$60 for either 24 months or 26 checkouts depending on the licensing offered so it is not possible for us to add too many titles to our collection at a time.

Shut down:

So far we have been quite busy during the shutdown. Each day we have been filling most appointments for contactless pickup, and spending a good deal of time on the phone with patrons doing tech support for ebook devices and on how to use our library catalogue to place holds on the items they would like. At times the phone is ringing off the hook with every staff person on a line! As well we have sold 15 bus passes and some bus tickets for the city during the shut down.

Zoom:

I have subscribed to the basic pro plan on Zoom and hopefully this will make it easier for virtual board meetings. It is much easier to share screens on Zoom, and we can more easily manage closed sessions. The plan cost \$180.00 for one year.

Finances and Statistics

The Board reviewed the financial and statistical reports as provided by the CEO.

Motion #2021-3

Moved by: Thomas McLean

Seconded by: Brenda Morissette

Be it resolved that the Temiskaming Shores Public Library Board accepts the January Secretary-Treasurer's report and Financial report.

Carried.

10. Committee Reports

- a. FINANCE AND PROPERTY: Nothing to report.
- b. PLANNING, POLICY, PERSONNEL AND PUBLICITY: Minutes of the January 14, 2021 meeting.
- c. LIBRARY SERVICES COMMITTEE: Nothing to report.

11. New Business

- a. 2021 Budget approval.

Motion #2021-4

Moved by: Jeff Laferriere

Seconded by: Thomas McLean

Be it resolved that the Temiskaming Shores Public Library Board accepts the 2021 Budget as approved by council.

Carried.

- b. Meeting schedule.** The CEO will send out a request for feedback on meeting on the second or fourth Wednesday of the month.
- c. Report LIB-01-2021 Stay at Home order library services.** For information
 - i. Discussion.**

Motion #2021-5

Moved by: Jeff Laferriere

Seconded by: Claire Hendrikx

Be it resolved that the Temiskaming Shores Public Library Board acknowledges receipt of report LIB-01-2021 and that the library continues with contactless pickup library services with the appropriate number of staff on site to complete contactless pickup duties as allowed under provincial legislation.

Carried.

12. Plan, Policy review and By-law review. Motion

- a. CIRC-3 and CIRC-4 – to add in rules for park passes**

Motion #2021-6

Moved by: Thomas McLean

Seconded by: Claire Hendrikx

Be it resolved that the Temiskaming Shores Public Library Board accepts the library's policies: Circ-3 and Circ-4 as reviewed and amended by the Board.

Carried.

b. CIRC-9 Wifi Hotspots lending policy

Motion #2021-7

Moved by: Jeff Laferriere

Seconded by: Claire Hendrikx

Be it resolved that the Temiskaming Shores Public Library Board accepts the library's policies: Circ-9 Wifi Hotspot lending policy as reviewed and amended by the Board.

Carried.

c. Personnel-9 Salary Administration 2021-2023

Motion #2021-8

Moved by: Claire Hendrikx

Seconded by: Jeff Laferriere

Be it resolved that the Temiskaming Shores Public Library Board accepts the library's policies: Personnel-9 Salary Administration 2021-2023 as reviewed and amended by the Board.

Carried.

13. Closed Session

Motion #2021-9

Moved by: Claire Hendrikx

Seconded by: Brenda Morissette

Be it resolved that the Temiskaming Shores Public Library Board goes into closed session at 7:53 p.m. regarding identifiable individuals.

Carried.

Motion #2021-10

Moved by: Jeff Laferriere

Seconded by: Brenda Morissette

Be it resolved that the Temiskaming Shores Public Library Board rise from closed session at 8:07 p.m. without report.

Carried.

14. Adjournment

Adjournment by Jeff Laferriere at 8:08 p.m.

Chair –

February 1, 2021

Sent by E-mail
sylvia.jones@pc.ola.org

Honourable Sylvia Jones
Solicitor General
18th Floor - 25 Grosvenor St.
Toronto, ON M7A 1Y6

Re: Community Safety & Well-Being Plan - Extension Request

Dear Solicitor General Jones,

The Township of Asphodel-Norwood is participating in a regional Community Safety & Well-Being Plan (CSWB) plan with the City of Peterborough and the eight (8) lower-tier municipalities located within the County of Peterborough. The decision to develop a joint plan was derived after consulting with our municipal neighbours. Our vision for a long-term tool that addresses the unique needs of our area while supporting safe, healthy, and sustainable communities by moving away from reactionary, incident-driven responses and re-focusing on proactive, collaborative initiatives to take the strain off the emergency response system is shared by all of our municipal partners; as the success of our community is dependent upon each and every individual's well-being.

Preparations are underway, but the response efforts needed to manage the COVID-19 outbreak have taken priority and an unprecedented amount of time, energy, and resources. A meaningful CSWB Plan requires extensive public consultation and engagement in order to prepare a document that is both comprehensive and in alignment with the legislative intent. Given the current political climate and the ongoing effects of the pandemic, a deadline extension for the completion and adoption of a CSWB Plan would be the most appropriate course of action. The Township appreciates the extension previously granted from January 1, 2021 to July 1, 2021, but humbly asks the Solicitor General consult with municipalities before prescribing a new deadline.

With that in mind, I put forward the following resolution for your consideration:

WHEREAS the Police Services Act, 1990, was amended on January 1, 2019 to mandate every municipality in Ontario to prepare and adopt a Community Safety and Well-Being (CSWB) Plan; and

WHEREAS the Ministry of Municipal Affairs and Housing introduced the Municipal Emergency Act, 2020 to assist municipal governments and local boards during the COVID-19 emergency; and

WHEREAS the protective measures municipalities have put in place to protect their communities, Councillors, and staff members include eliminating face-to-face meetings, closing municipal offices, and directing staff to work from home; and

WHEREAS Bill 189, Coronavirus (COVID-19) Support and Protection Act, 2020 was passed to amend various acts to support municipal, policing, and community partners during the pandemic;

NOW THEREFORE, BE IT RESOLVED that while these measures are imperative and necessary, they impose undue hardship on municipalities to meet provincial deadlines such as the completion and adoption of a Community Safety & Well-Being (CSWB) Plan prior to July 1, 2021. The Council of the Township of Asphodel-Norwood calls upon the Solicitor General to review the imposed deadline for municipalities to complete and adopt a Community Safety & Well-Being (CSWB) Plan in consultation with local governments to address the unique challenges facing individual regions.

Thank you in advance for your time and consideration of our request. Please do not hesitate to reach out should you require any further information.

Sincerely,



Candice White, CAO/Clerk/Treasurer
Township of Asphodel-Norwood

Cc: Ministry of Community Safety and Correctional Services
All Ontario Municipalities in Ontario

TREASURER'S STATEMENT OF REMUNERATION - 2020
CITY OF TEMISKAMING SHORES

NAME	POSITION	REMUNERATION	OVERHEAD	CONFERENCE/ TRAVEL	TOTAL
Kidd, Carmen	Mayor	\$32,000.08	\$2,798.78	\$3,501.77	\$38,300.63
Foley, Jesse	Councillor	\$13,999.96	\$1,133.86	\$8.85	\$15,142.67
Hewitt, Patricia	Councillor	\$14,799.96	\$1,193.56	\$1,460.00	\$17,453.52
Jelly, Doug	Councillor	\$14,799.96	\$598.15	\$1,537.48	\$16,935.59
Laferriere, Jeff	Councillor	\$13,999.96	\$1,133.86	\$18.68	\$15,152.50
McArthur, Mike	Councillor	\$13,999.96	\$582.66	\$38.85	\$14,621.47
Whalen, Danny	Councillor	\$14,399.96	\$1,163.72	\$966.63	\$16,530.31
		\$117,999.84	\$8,604.59	\$7,532.26	\$134,136.69

TIMISKAMING HEALTH UNIT

NAME	POSITION	REMUNERATION	TRAVEL	TOTAL
Kidd, Carman	Mayor	\$3,010.00	\$758.02	\$3,768.02
Foley, Jesse	Councillor	\$560.00	\$0.00	\$560.00
McArthur, Mike	Councillor	\$910.00	\$0.00	\$910.00
		\$4,480.00	\$758.02	\$5,238.02

**DISTRICT TIMISKAMING SOCIAL SERVICES
ADMINISTRATION BOARD**

NAME	POSITION	REMUNERATION	TRAVEL	TOTAL
Jelly, Doug	Councillor	\$5,100.00	\$188.60	\$5,288.60
Hewitt, Patricia	Councillor	\$3,000.00	\$41.40	\$3,041.40
		\$8,100.00	\$230.00	\$8,330.00

POLICE SERVICES BOARD

NAME	POSITION	REMUNERATION	OVERHEAD	CONFERENCES TRAVEL	TOTAL
Whalen, Danny	Councillor	\$0.00	\$0.00	\$0.00	\$0.00
Chartrand, Monique	Appointee	\$850.00	\$56.36	\$0.00	\$906.36
Twarowski, Tyler	Appointee	\$650.00	\$59.96	\$0.00	\$709.96
Shepherdson, Ruth	Appointee	\$225.00	\$11.39	\$0.00	\$236.39
Jelly, Doug	Councillor	\$200.00	\$6.64	\$187.63	\$394.27
		\$1,925.00	\$134.35	\$187.63	\$2,246.98

OTHER BOARDS

NAME	Board	REMUNERATION	EXPENSES	TOTAL
Whalen, Danny	FONOM	\$7,450.00	\$5,268.76	\$12,718.76
Whalen, Danny	AMO	\$0.00	\$0.00	\$0.00

Date: 23-Feb-21

Signature:



Laura-Lee MacLeod
Treasurer

Memo

To: Mayor and Council
From: Logan Belanger, Municipal Clerk
Date: March 2, 2021
Subject: Integrity Commissioner Update
Attachments: None

Mayor and Council:

At the February 19, 2019 regular meeting, Council adopted By-law No. 2019-036 to enter into a Service Agreement with Expertise for Municipalities (E4m) for Integrity Commissioner Services for the City of Temiskaming Shores, from March 1, 2019 until February 28, 2021.

Under Bill 68, all Ontario municipalities as of March 1, 2019 must have adopted codes of conduct and appointed an integrity commissioner. Specifically, integrity commissioners have the legislated responsibility of providing advice and education to Members of Council, members of local boards, municipal staff and the public and will oversee the process for Municipal Conflict of Interest Act complaints.

On November 29, 2018, Peggy Young-Lovelace (E4m) made a presentation at the Temiskaming Municipal Association (TMA) meeting, in regards to the role of the Integrity Commissioner. Subsequently the TMA recommended that each municipality review the proposal from E4m and consider appointing them as the Integrity Commissioner.

The Municipal Clerk contacted E4m to request a two-month extension to the existing agreement, while the City proceeds through the procurement process, in accordance with By-law No. 2017-015, being a by-law to adopt a Procurement Policy for the City of Temiskaming Shores.

There is no direct financial impact of the requested extension. E4m does not charge an annual retainer fee; services provided are charged at an hourly rate, plus any required travel and accommodations.

Prepared by:

Reviewed by:

Reviewed and submitted for
 Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Enter Name
 Enter Position Title

Shelly Zubycck
 Director of Corporate
 Services

Christopher W. Oslund
 City Manager

Memo

To: Mayor and Council
From: Shelly Zubyc, Director of Corporate Services
Date: March 2, 2021
Subject: Enforcement Officer Appointments
Attachments: Draft By-laws:
Appoint Municipal Law Enforcement Officer (Refer to By-law No. 2021-029)
Appoint Property Standards Officer (Refer to By-law No. 2021-030)
Repeal Municipal Law Enforcement Appointment (Refer to By-law No. 2021-031)

Mayor and Council:

Mr. Gabriel Tassé has accepted the position of By-law/ Property Standards Officer and will commence his employment with the City on March 15, 2021. As such the following appointing by-laws for Mr. Tassé have been prepared for consideration at the March 2, 2021 Regular Council meeting with an effective start date of March 15, 2021:

- Property Standards Officer – Under Section 15.1 of the Building Code Act, prescribing the standards for the maintenance and occupancy of property within the municipality
- Municipal Law Enforcement Officer – Under Section 15 (1) of the Police Services Act, appointing persons to enforce the By-Laws of the municipality

Given this appointment, the by-law to temporarily appoint Sheryl Gilbert as a Municipal Law Enforcement Officer during the COVID-19 Pandemic, can now be repealed. This by-law was adopted at the January 19, 2021 Regular Meeting.

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

Shelly Zubyc
Director of Corporate Services

Christopher W. Oslund
City Manager

Memo

To: Mayor and Council
From: Steve Burnett, Manager of Environmental Services
Date: March 2, 2021
Subject: Contract – Ontario Clean Water Agency
Attachments: None

Mayor and Council:

At the Regular Council Meeting held on September 20, 2016, through By-law No. 2016-150, Council approved entering into an agreement with the Ontario Clean Water Agency (OCWA) for the operation, maintenance and management of the water and wastewater treatment facilities and associated utility infrastructure within the City of Temiskaming Shores. This current agreement is set to expire on December 31, 2021.

Within the agreement, Section 4.1 allows for successive five (5)-year renewal terms upon agreement by both parties. In addition, notification is to be provided to OCWA in writing whether the City wishes to terminate or renew the agreement at the end of the current term.

At the recent Public Works Committee Meeting held on February 18, 2021, this topic was discussed resulting in the following recommendation:

Recommendation PW-2021-012

Moved by: Councillor Danny Whalen

Be it resolved that:

The Public Works Committee hereby recommends that Council consider entering into contract negotiations with Ontario Clean Water Agency (OCWA).

Carried

Based on the above and extensive knowledge/experience that OCWA has with the City's water and wastewater systems, it is recommended that Council approve the renewal of the agreement for the operation, maintenance and management of the City's water and wastewater treatment facilities and direct staff to enter into negotiations with the Ontario Clean Water Agency for an additional five (5)-year term.

Prepared by:

“Original signed by”

Steve Burnett
Manager of Environmental Services

Reviewed and submitted for Council's
consideration by:

“Original signed by”

Christopher W. Oslund
City Manager

Subject: Tender Award - Triaxle

Report No.:

PW-004-2021

Agenda Date:

March 2, 2021

Attachments

Appendix 01: Bid Results

Appendix 02: Draft Agreement (**Please refer to By-law No. 2021-032**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-004-2021;
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with Freightliner North Bay for supply and delivery of a triaxle in the amount of \$195,986 plus applicable taxes;
3. That Council approves the purchase of appurtenances for the above vehicle with an upset limit of \$15,000.00 plus applicable taxes; and
4. That Council directs staff to prepare the necessary by-law agreement for consideration at the March 2, 2021 Regular Council Meeting.

Background

In conjunction with the Asset Management and Fleet Replacement Plans, staff recommended the replacement of one of our dump trucks within the current fleet. Council considered and approved the replacement of this unit with a triaxle as part of the 2021 budget process.

Request for Quote (RFQ) PW-RFQ-002-2021 was distributed to known suppliers and advertised in the City's Bulletin and on the City's Website.

Analysis

Three (3) submissions were received in response to the Request for Quotations prior to the closing date of February 23rd, 2021 at 2:00 p.m. The RFQ was for the supply and delivery of one (1) Triaxle.

The proposals were reviewed and evaluated in accordance to the requirements of the RFQ and the deliverables to be provided by the successful service provider. Appendix 1 shows the results of the bids.

Relevant Policy / Legislation / City By-Law

- 2021 Public Works Capital Budget
- By-Law No. 2017-015, Procurement Policy

Consultation / Communication

- Consultation with City Manager throughout the project.

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 ☐

During the 2021 capital budget deliberation process, Council approved a total of \$225,000.00 for this purchase.

Alternatives

Council could consider awarding the purchase to Lewis Motor Sales as they have a unit in stock which meets the requirements of the RFQ.

Both Freightliner and Kenworth have an expected delivery date of late 2021.

Submission

Prepared by:

Reviewed and submitted for Council's
consideration by:

"Original signed by"

"Original signed by"

Mitch Lafreniere
Manager of Transportation Services

Christopher W. Oslund
City Manager

Document Title: PW-RFQ-002-2021 Supply and Delivery - Triaxle

Closing Date: **Tuesday, February 23, 2021**

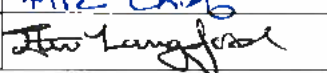
Closing Time: **2:00 p.m.**

Department: **Public Works**

Opening Time: **2:30 p.m.**

Attendees via teleconference: 705-672-2733 Ext. 774

City of Temiskaming Shores:

Logan Belanger, Municipal Clerk	Kelly Conlin, Deputy Clerk	Mitch Lafreniere, Manager of Transportation Services	Steve Langford Fire Chief
			

Others (teleconference):

MARK LEA, KENWORTH		

Submission Pricing

Bidder: **KENWORTH - TIMMINS/NEW LISKEARD**

Description	Amount
Lump Sum (not to include HST)	\$ 215,500. ⁰⁰

Bidder: **FREIGHTLINER - NORTH BAY**

Description	Amount
Lump Sum (not to include HST)	\$ 195,986. ⁰⁰

Bidder: **KOLLEWIS MOTOR SALES INC. NORTH BAY**

Description	Amount
Lump Sum (not to include HST)	\$ 203,608. ⁷⁶

Bidder:

Description	Amount
Lump Sum (not to include HST)	\$

Bidder:

Description	Amount
Lump Sum (not to include HST)	\$

Bidder:

Description	Amount
Lump Sum (not to include HST)	\$

Note: All offered prices are offers only and subject to scrutiny. Submissions will be reviewed for errors, omissions and accuracy by municipal staff prior to any awarding. All proponents whether successful or not will be notified of results, in writing at a later date.

Subject: Tender Award – Liquid Calcium

Report No.: PW-005-2021

Agenda Date: March 02, 2021

Attachments

Appendix 01: Bid Results

Appendix 02: Draft Agreement (**Please refer to By-law No. 2021-033**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-005-2021; and
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with Pollard Distribution for the supply and delivery of liquid calcium in the amount of \$49,920 plus applicable taxes for consideration at the March 2, 2021 Regular Council meeting.

Background

In conjunction with several South Temiskaming municipalities, the City of Temiskaming Shores co-operatively procures the services of qualified contractors for the supply and application of liquid dust suppressant at various locations within the City.

The work shall consist generally of supplying and applying liquid calcium chloride or approved alternative for the purpose of suppressing dust on granular roadway surfaces, as directed by the Superintendent of Transportation or designate.

Two bids were received in response to PWO-RFT-001-2021 which had a closing date of Tuesday February 23, 2021, which are shown in Appendix 01

Analysis

Both bidders have successfully completed similar projects in the past for the City of Temiskaming Shores and have the ability to successfully complete this work as per the tender documents

Relevant Policy / Legislation / City By-Law

- 2021 Public Works Operating Budget
- By-Law No. 2017-015, Procurement Policy

Consultation / Communication

- Consultation with City Manager throughout the project

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 ☐

Alternatives

No alternatives were considered.

Submission

Prepared by:

Reviewed and submitted for Council's
consideration by:

"Original signed by"

"Original signed by"

Mitch Lafreniere
Manager of Transportation Services

Christopher W. Oslund
City Manager

Document Title: PWO-RFT-001-2021 Liquid Calcium Chloride
Closing Date: Tuesday, February 23, 2021
Closing Time: 2:00 p.m.
Department: Public Works
Opening Time: 3:00 p.m.
Attendees via teleconference: 705-672-2733 Ext. 774
City of Temiskaming Shores:

Logan Belanger, Municipal Clerk	Kelly Conlin, Deputy Clerk	Mitch Lafreniere, Manager of Transportation Services	Arianna Leveille Public Works Clerk
			
			Teleconference

Others (teleconference):

Kevin Pollard	Josh Powell	

Submission Pricing

Bidder: **Da-lee Dust Control Limited.**

Location	Unit Price	Total w HST
Harley (78,000):	.35	30,849. ⁰⁰
Evanturel (26,000):	.35	10,283. ⁰⁰
Kerns (78,000):	.35	30,849. ⁰⁰
Chamberlain (52,000):	.35	20,566. ⁰⁰
Hudson (78,000):	.35	30,849. ⁰⁰
Temiskaming Shores (156,000):	.35	61,698. ⁰⁰
Hilliard (26,000):	.35	10,283. ⁰⁰
Brethour (52,000):	.35	20,566. ⁰⁰
Casey (28,000):	.35	11,074. ⁰⁰
Armstrong (78,000):	.35	30,849. ⁰⁰
Charlton - Dack (52,000):	.35	20,566. ⁰⁰
Harris (26,000):	.35	10,283. ⁰⁰
Temagami (78,000):	.35	30,849. ⁰⁰

Bidder: **POLLARD DISTRIBUTION INC**

Location	Unit Price	Total w HST
Harley (78,000):	.32	28,204. ⁸⁰
Evanturel (26,000):	.32	9,401. ⁶⁰
Kerns (78,000):	.32	28,204. ⁸⁰
Chamberlain (52,000):	.32	18,803. ²⁰
Hudson (78,000):	.32	28,204. ⁸⁰
Temiskaming Shores (156,000):	.32	56,409. ⁶⁰
Hilliard (26,000):	.32	9,401. ⁶⁰
Brethour (52,000):	.32	18,803. ²⁰
Casey (28,000):	.32	10,124. ⁸⁰
Armstrong (78,000):	.32	28,204. ⁸⁰
Charlton - Dack (52,000):	.32	18,803. ²⁰
Harris (26,000):	.32	9,401. ⁶⁰
Temagami (78,000):	.32	28,204. ⁸⁰

Bidder: **N/A**

Location	Unit Price	Total w HST
Harley (78,000):		
Evanturel (26,000):		
Kerns (78,000):		
Chamberlain (52,000):		
Hudson (78,000):		
Temiskaming Shores (156,000):		
Hilliard (26,000):		
Brethour (52,000):		
Casey (28,000):		
Armstrong (78,000):		
Charlton - Dack (52,000):		
Harris (26,000):		
Temagami (78,000):		

Bidder: **N/A**

Location	Unit Price	Total w HST
Harley (78,000):		
Evanturel (26,000):		
Kerns (78,000):		
Chamberlain (52,000):		
Hudson (78,000):		
Temiskaming Shores (156,000):		
Hilliard (26,000):		
Brethour (52,000):		
Casey (28,000):		
Armstrong (78,000):		
Charlton- Dack (52,000):		
Harris (26,000):		
Temagami (78,000):		

Note: All offered prices are offers only and subject to scrutiny. Submissions will be reviewed for errors, omissions and accuracy by municipal staff prior to any awarding. All proponents whether successful or not will be notified of results, in writing at a later date.

Memo

To: Mayor and Council
From: Mathew Bahm, Director of Recreation
Date: March 2, 2021
Subject: Rotary Splash Pad – Project Budget
Attachments: Appendix 01 – Updated Donations and Project Costs

Mayor and Council:

City staff continue to move the Rotary Splash Pad Project forward towards its projected construction and completion in 2021. Staff have recently completed a thorough review of received and committed funds towards the project. Staff have also received complete updated 2021 pricing for the project.

At this time, the City has received or has been committed funds totalling \$538,624 which is approximately \$16,500 above the \$522,000 goal. This figure includes recent donations from the New Liskeard Lions Club, from our online donation platform and from the Frog's Breath Foundation. Additionally, we expect to receive another \$5,000 from the 2021 disbursement of the Smart and Caring Fund which is included in this figure.

Upon receiving updated 2021 pricing, staff have noted that there are a number of increases to various aspects of the project. These increases, along with slight variations in project scope, have left the project without any contingency funds to cover any unexpected cost overruns. A complete project budget is included in Appendix 01.

Since the 2021 municipal budget was passed, staff have been working diligently to complete various projects around the city. So far, within recreation facilities, staff have been able to realize approximately \$15,000 in savings from three (3) projects. As more projects are completed, we expect that there will be ample savings found to be able to cover the proposed budget increase for the Rotary Splash Pad Project.

Therefore, to ensure that adequate funds are available, staff are recommending that council increase the budget for the Rotary Splash Pad Project to \$550,000 from its current figure of \$522,000.

Staff are expecting to bring forward a report to council at the March 16, 2021 meeting to award the supply and installation of the splash pad components and to release the Request for Proposal for the splash pad site preparation and water supply installation.

Prepared by:

“Original signed by”

Matthew Bahm
Director of Recreation

Reviewed and submitted for Council’s
consideration by:

“Original signed by”

Christopher W. Oslund
City Manager

CITY OF TEMISKAMING SHORES
SPLASH PAD PROJECT
BUDGET

REVENUE

Rotary Club	\$	100,000
City of Temiskaming Shores	\$	100,000
One Foot Forward	\$	50,000
Ontario Trillium Foundation	\$	150,000
Frog's Breath Foundation	\$	55,000
100 Women Who Care	\$	11,555
Timbermart	\$	10,000
TransCanada Pipelines	\$	10,000
Pedersen Construction	\$	10,000
Donations under \$5,000 (Total)	\$	32,073
New Liskeard Lions Club	\$	5,000
Smart and Caring Fund 2021 (Est.)	\$	5,000

Total Goal: \$ 522,000

Total Committed to Date: **\$ 538,628**

Amount Above Goal: \$ 16,628

EXPENDITURES

	2018 Pricing	Feb 2020 Pricing	Feb 2021 Pricing	
Site Preparation	\$ 104,000	\$ 74,500.00	\$ 74,500.00	RFP
Water Supply Line	\$ 43,000	\$ 92,300.00	\$ 92,300.00	RFP
Wastewater System	\$ 108,500	\$ 69,600.00	\$ 72,454.78	Xylem
Electrical Service	\$ 7,500	\$ 5,000.00	\$ 5,000.00	Contractor
Control building	\$ 10,000	Included	Included	CRCS Recreation
Elements	\$ 159,000	\$ 169,030.00	\$ 169,580.00	CRCS Recreation
Site Plumbing	\$ 17,500	\$ 7,500.00	\$ 10,200.00	CRCS Recreation
Concrete Pad	\$ 37,500	\$ 36,553.00	\$ 38,200.00	CRCS Recreation
Construction		\$ 42,847.00	\$ 50,000.00	CRCS Recreation
Landscaping	\$ 10,000	\$ 2,000.00	\$ 2,000.00	
Contingency Allowance	\$ 25,000	\$ 2,500.00	\$ 12,500.00	
Shade Structure		\$ 8,000.00	\$ 8,000.00	
Donor Recognition		\$ 5,000.00	\$ 5,500.00	
HST (Non-recoverable)		\$ 9,061.01	\$ 9,508.13	
	<u>\$ 522,000</u>	<u>\$ 523,891.01</u>	<u>\$ 549,742.91</u>	

Subject: Active Transportation Plan

Report No.: RS-005-2021

Agenda Date: March 2, 2021

Attachments

Appendix 01: RFP Results

Appendix 02: Draft Agreement (**Please refer to By-law No. 2021-034**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-005-2021; and
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with WSP Canada Inc. for the creation of an Active Transportation Plan in the amount of \$44,390 plus applicable taxes, for consideration at the March 2, 2021 Regular Council meeting.

Background

During 2021 budget deliberations, Council approved the creation of an Active Transportation Plan at a cost of \$45,000.

Request for Proposal (RFP) RS-RFP-001-2021 was released on January 20, 2021 with submissions to be received by February 22, 2021.

Analysis

Three (3) submissions were received in response to the Request for Proposal prior to the closing deadline of 2pm local time on Monday, February 22, 2021. The RFP was to solicit proposals from qualified consultants to create an Active Transportation Plan for the City of Temiskaming Shores.

The submissions were thoroughly reviewed by senior staff in accordance to the requirements of the RFP and the deliverables to be provided by the successful proponent. The following proponents submitted proposals (in order of opening with lump-sum prices included):

Proponent	Lump-Sum Price (Before HST)
JL Richards	\$44,535
Trace Consulting and Design	\$52,890
WSP Canada Inc	\$44,390

Senior staff completed a detailed review of the three submitted proposals in accordance with the RFP document and its evaluation criteria. All three proposals included the mandatory requirements and met the minimum expectations of the City for this project. WSP Canada Inc's proposal was scored the highest of the three bidders and their proposal provides the best overall value to the City of Temiskaming Shores.

Relevant Policy / Legislation / City By-Law

- 2021 Recreation Services 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 ☐

During the 2021 capital budget deliberation process, Council approved \$45,000 for this project. Staff are recommending to proceed with the proposal submitted by WSP Canada Inc. Including non-recoverable HST, the total cost of the project would be \$45,171.26 which is \$171.26 above the budgeted amount.

Alternatives

1. Council could direct staff to re-issue the Request for Proposal.
2. Council could direct staff to cancel Request for Proposal RS-RFP-001-2021 and forgo creating an Active Transportation Plan

Submission

Prepared by:

"Original signed by"


Matthew Bahm
Director of Recreation

Reviewed and submitted for Council's
consideration by:

"Original signed by"

Christopher W. Oslund
City Manager

Document Title: RS-RFP-001-2021 Active Transportation Plan
Closing Date: Monday, February 22, 2021
Closing Time: 2:00 p.m.
Department: Recreation
Opening Time: 2:30 p.m.
Attendees via teleconference: 705-672-2733 Ext. 774
City of Temiskaming Shores:

Logan Belanger, Clerk 	Mathew Bahm, Director of Recreation	Brad Hearn	
	Teleconference	Teleconference	

Others (teleconference):

Carolyn Longaphie Trace Planning	Gord Scobie J.L. Richards	Angela Chiarello J.L. Richards
Christina Valente WSP Canada		

Submission Pricing
Bidder: J.L. Richards & Associates

Description	Amount
Lump Sum Price (before HST)	\$ 44,535.00

Bidder: Trace Planning & Design

Description	Amount
Lump Sum Price (before HST)	\$ 52,890.00

Bidder: WSP Canada Inc.

Description	Amount
Lump Sum Price (before HST)	\$ 44,390.00

Bidder:

Description	Amount
Lump Sum Price (before HST)	\$

Bidder:

Description	Amount
Lump Sum Price (before HST)	\$

Bidder:

Description	Amount
Lump Sum Price (before HST)	\$

Note: All offered prices are offers only and subject to scrutiny. Submissions will be reviewed for errors, omissions and accuracy by municipal staff prior to any awarding. All proponents whether successful or not will be notified of results, in writing at a later date.

The Corporation of the City of Temiskaming Shores

By-law No. 2021-028

Being a by-law to adopt an Asset Management 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 on August 16, 2012 the Ministry of Infrastructure launched the first phase of the Municipal Infrastructure Strategy under the long-term infrastructure plan Building Together, as part of identifying infrastructure needs, municipalities were required to complete detailed asset management plans to accompany any request for provincial funding; and

Whereas the Province of Ontario implemented the Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17, outlining that every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2021 (phase 1), then include all assets by July 1, 2023 (phase 2), and building in proposed levels of service and lifecycle management/ financial strategy by July 1, 2024 (phase 3), and

Whereas Council considered Memo No. 006-2021-PW at the February 2, 2021 Regular Council meeting, and supported Resolution No. 2021-052 directing staff to prepare the necessary by-law to adopt the Asset Management Plan (addressing phase 1 requirements), for consideration at the March 2, 2021, Regular Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores enacts the following as a by-law:

1. That Council for the City of Temiskaming Shores hereby adopts an Asset Management Plan, 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, semantical or descriptive nature to the by-law and schedule,

after its passage, where such modifications or corrections do not alter the intent of the by-law or its associated schedules.

Read a first, second and third time and finally passed this 2nd day of March, 2021.

Mayor – Carman Kidd

Clerk – Logan Belanger



Schedule A to

By-law No. 2021-028

Asset Management Plan

2021

Asset Management Plan – Phase 1



Executive Summary

The Asset Management Plan (Phase 1) document has been developed for the core infrastructure assets of the City of Temiskaming Shores, which include water, wastewater, stormwater, roads, and bridges. This first phase of the Asset Management Plan will provide a framework for considering, prioritizing, and optimizing asset management efforts, and providing direction for effective management of its aging infrastructure to best achieve established goals and objectives.

This Plan seeks to formalize and present some of the major capital infrastructure needs, with an emphasis on the 10 year period from 2021 to 2031, and provide a framework for expanding and enhancing the Municipality's asset management system. Phase 2 of the plan will build on phase 1 to include all remaining assets that will be completed by July 2023. And finally, phase 3 builds on phase 1 and 2 by adding the proposed levels of service and a strategy to fund the activities. This funding strategy will further identify the gap between municipal own source revenues and the need. This financial strategy will be completed by July 2024.

As the City's first Asset Management Plan, the focus of the Plan is primarily on major capital needs. Therefore, the estimated Service Life of assets was used as the primary indicator for measuring our current Levels of Service. Areas the Municipality will focus on to advance its Asset Management Capabilities and improve future updated versions of the Plan are highlighted throughout.

It should be noted that while phase 1 of the Plan focuses on the forecasted Capital Needs for its core assets, the City remains proactive and responsible in managing its infrastructure. Several Inspection Programs are currently in practice in the Municipality, including a CCTV program for Sanitary and Storm Sewer Systems, updating or Roads Needs Studies, and OSIM inspections of Temiskaming Shore's Bridge and Culvert inventory. The costs associated with these programs, however, have not been incorporated in this Plan.

This Plan is considered and 'living document' and will be updated and revised as additional information becomes available, as existing infrastructure is renewed and as changes in strategy are required. To ensure that the Plan remains visible, it will be referred to in regular reports to Council. Every five years, a full review of the City's Asset Management Planning process should be considered and major changes may be presented to Council more frequently, if required.

A major component of this Plan is related to non-infrastructure solutions intended to improve the City's Asset Management Capacity. This includes the development of a dedicated Asset Management System and a complete well-designed geographic information system (GIS) to support Municipal Asset Management efforts. Details for the non-infrastructure solutions are presented in Section 6.2. Alongside this task, the City shall integrate and align its data records between departments such that in the final Asset Management System, asset information will only need to be stored in one location and the data will be structured to enable effective management of the City's infrastructure. This will include refinement of the existing

infrastructure data bases, such as that contained in the Public Sector Accounting Board (PSAB) reporting and Roads Needs Studies, utilizing the same segmentation and naming conventions for consistency.

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1. Introduction

1.1 About the City of Temiskaming Shores

The City of Temiskaming Shores is located on the shores of beautiful Lake Timiskaming in northeastern Ontario. The community is at the head of the Ottawa River waterway and offers all of the amenities and services found in larger centres. The community was founded in 2004 by the amalgamation of the former communities of Haileybury, New Liskeard and Dymond.

Temiskaming Shores is a community with endless opportunities for business development within a setting that offers a range of residential living environments and four-season recreation at the doorstep. Scenic landscapes, a healthy environment, an abundance of clean water, a rich heritage, a mature range of consumers, educational, social and health care services, and a multi-cultural population offer a quality living environment for this northern community. The provision of regional services in the areas of education, health and public administration to the 35,000 people living throughout the rest of Timiskaming District and northwestern Quebec fill out the City's economic impact.

1.2 City of Temiskaming Shores Mission & Values Statements

Mission Statement:

To ensure that the City of Temiskaming Shores is a dynamic leader providing incredible opportunities for all.

Statement of Values:

The Municipal Government of the Corporation of the City of Temiskaming Shores hereby adopts and embraces the following values as being integral to its good governance:

Responsibility, Teamwork, Promise-Keeping and Fairness

1.3 Asset Management Plan Purpose

Historically, the City of Temiskaming Shores has been proactively and responsibly managing its infrastructure portfolio. As the infrastructure ages and demands increase, so will the challenge of ensuring the needs of the community are effectively met with the limited resources available. This Asset Management Plan (Phase 1) will hopefully address this concern by providing a framework for considering, prioritizing, and optimizing asset management efforts, and providing direction for effective management of the Municipal infrastructure to best achieve established goals and objectives.

As an integrated Plan, this Asset Management Plan considers the lifecycle and needs of all “core” infrastructure assets and classes within the Plan’s scope and provides a sustainable and holistic view of the asset portfolios described herein. The Plan not only focuses on managing individual assets, but considers the condition and performance of complete asset systems through a systematic, risk-based decision-making process. The resulting Plan is intended to provide the optimal allocation of resources towards meeting prescribed goals, objectives, and levels of service.

The City currently manages a “core” asset portfolio of over \$242 M worth of public physical capital assets (estimated replacement value, 2019 CAD). These assets provide the foundation upon which the City’s economic growth, strength and quality of life are based. This first phase of the Asset Management Plan is an overview for managing its core assets of all categories in the City’s portfolio.

This Plan is being developed under Council Resolution No. 2019-063, dated May 21, 2019, at which time Council approved the submission of an Expression of Interest to obtain funding for the preparation of the comprehensive Asset Management Plan. Since that time staff have been refining inventories of assets groups and amending the Plan. The final draft of (phase 1) of the Plan will be presented to Council which is anticipated to be completed before July 1, 2021. Once approved, changes to the first phase of the Plan will be reported to and approved by Council, as required, to address changing circumstances, followed by phase 2 and 3.

1.3.1 Provincial Regulation (O. Reg. 588)

In many parts of Ontario, existing infrastructure is degrading faster than it is being repaired or replaces, putting services at risk. To help address this issue, the Province implemented the *Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17*, effective January 1, 2018.

The goal of this regulation is to help improve the way municipalities plan for their infrastructure. The regulation builds on the progress municipalities have made while bringing consistency and standardization to asset management plans to help spread best practices throughout the sector and enable the collection of comparable data.

1.4 Asset Management Plan Goals and Objectives

The City of Temiskaming Shores currently manages its infrastructure proactively and with fiscal responsibility. A variety of programmes have already been initiated to improve the quality of investment decisions made, and support the City’s asset management efforts. This Plan seeks to formalize and present some of the major capital infrastructure needs, with an emphasis on the initial 10 year period from 2021 to 2031, and provide a framework for expanding and enhancing the City’s asset management system.

1.5 Relationship with Other Documents

Funding for the preparation of this Asset Management Plan was provided, in part, by the Ministry of Infrastructure programs as well as from within the existing Municipal Budget documents. Our operation and maintenance practices are guided by the strategies presented herein but operate under the budgets established by Council.

The City utilizes a standard Geographic Information System (GIS), where information is available, as well as data held in the various spreadsheets and other forms. Some of the data available appears to overlap traditional segmentation of roads or piped infrastructure information. Assumptions were made to combine data where this overlap was evident. Information from some of the sources could not be combined due to the naming or segmentation creating ambiguity in the data.

1.6 Asset Management Plan Scope

The City's Asset Management System encompasses Asset Management Strategies and Policies, the management of all assets within the various categories from conception to end-of-life, performance and condition monitoring and assessment, risk management, financing strategies, future demand and improvement processes.

This Plan (phase 1) considers the following municipal own asset categories:

Water System:

- Approximately 104.8 kilometres of water distribution infrastructure.
- Approximately 3500 water service connections of various sizes.
- Approximately 1341 control valves.
- Approximately 449 hydrants.
- Approximately 14 specialized valves/meters.

Sanitary System:

- Approximately 95.1 kilometres of sanitary sewer collection and forcemain infrastructure.
- Approximately 3500 sanitary sewer connections.
- Approximately 1056 maintenance structures.
- Approximately 14 specialized valves/meters.

Storm System:

- Approximately 62.9 kilometres of storm sewer collection infrastructure.
- Approximately 2027 catch basins and maintenance structures.
- Approximately 468 kilometres of drainage ditches.
- Approximately 7.4 kilometers of centerline culverts
- 1 Storm Water Management System

Transportation System:

- Approximately 209.6 lane kilometres of paved roadway.
- Approximately 34 lane kilometres of surface treated roadway.
- Approximately 172.8 lane kilometres of gravel roadway.
- Approximately 40.3 kilometres of sidewalk.
- Approximately 18 kilometres of active trails.
- 10 Bridge structures.
- 6 Large diameter culverts.

Other Assets:

- 19 Environmental buildings & facilities

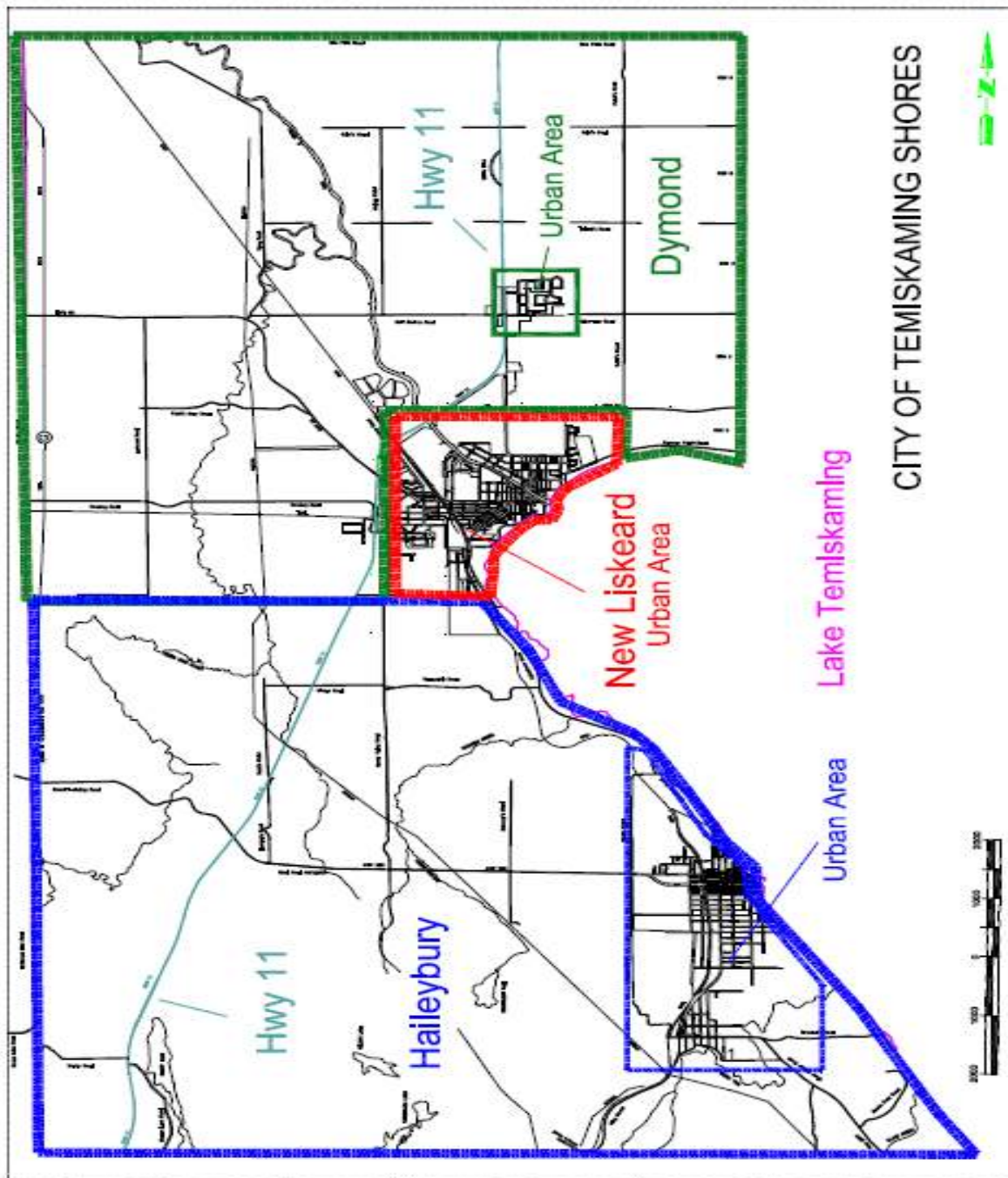


Figure 1.1: Overview Map of Temiskaming Shores

While the Planning process commenced in 2018, the City will conduct an annual review of the State of Infrastructure report. The evaluation and improvement process discussed in Section 1.8 also reflects the intent that this Plan be considered a “living document,” to be revised and updated as necessary.

1.7 Asset Management Plan Development Process

The City of Temiskaming Shores utilized existing staff and resources as well as contract support persons if necessary to facilitate the development of this Plan. The process for developing the Asset Management Plan, limitations of the current version of the Plan, and planned next steps are detailed below.

1.7.1 Municipal Goals and Objectives:

The first step in the Plan development process was to determine the desired outcomes, as well as plan the approach or approaches that were to be used to achieve them.

Known infrastructure inventories and all other available information were used within individual asset groups to identify and express priorities and needs associated with provision of those services. A plenary session involving staff, elected officials and other appropriate stakeholders was also used to identify and discuss these goals and objectives.

Limitations of this Plan

The City considers this to be the first phase of a larger, continual Asset Management Planning process that forms an important part of its overall Asset Management effort. As a result of the project timeline and data availability, other elements than “core assets” have been excluded from this version of the Plan. The City will seek to incorporate the missing data in Phase 2 and 3 of the Plan, set to be completed by 2023.

Next Steps

As the City moves forward with its Asset Management practices, the Plan will be adjusted to reflect a more accurate representation of asset needs. The City will re-visit the Goals and Objectives documented in this Plan as additional information becomes available, and at a minimum, review them upon repeating the Asset Management Planning process for the next Plan revision.

1.7.2 State of Infrastructure:

The second step in the Plan development process was to determine the current State of Infrastructure along with its levels of service. While the State of Infrastructure is independent of infrastructure needs, a thorough understanding of the present state of infrastructure was determined to be a key element required when considering the needs of the infrastructure portfolio and what levels of service are realistically achieved. There are a variety of ways to assess and report on the State of Infrastructure.

Individual asset performance and condition assessments are considered as the preferred measure for assessing the state of individual infrastructure assets, though asset age or maintenance data were also used as an indicator where the information was otherwise unavailable.

The City of Temiskaming Shores currently has several infrastructure condition monitoring and assessment programs in place, including;

- Sanitary and Storm Sewer CCTV program:

A large portion of Sanitary and Storm Sewer systems have been inspected over a number of years and the condition of these sections have been documented to highlight areas that should be considered as priority for replacement or rehabilitation. Moving forward, the City has acquired a CCTV camera and consideration will be given to prioritizing the inspection of those areas that pose gaps in information.

- Road Needs Study:

The most recent Roads Needs Study was updated in 2020 utilizing external consultants through municipal asset management programs, offered by the Federation of Canadian Municipalities (FCM). This study reviewed the road network, broke the various road sections down into individual segments, consistent in their characteristics and other infrastructure located within, and recorded the performance and condition details for each. This information has and will continue to be used to identify the capital and maintenance needs of the system, the timing for the required work and the road priority.

- OSIM Bridge Inspections:

As legislated by the Province of Ontario, every bridge and large diameter culvert is inspected under the Ontario Structure Inspection Manual (OSIM) every two years. The most recent inspection was carried out by a qualified consultant in 2020 and is being repeated in 2022. From this inspection, a Bridge Condition Index was developed that assists in the scheduling of bridge maintenance and upkeep. Safety concerns are addressed immediately.

Limitations of this Plan

This initial version of the Plan is largely based on infrastructure asset age information collected through PSAB 3150 reporting records as well as all available information on the asset groups that was collected since 2015.

Additional limitations, that have been identified, are documented in Section 3 of the Plan, identified by Asset Category.

Next Steps

The City should consider revisions to the procurement policies to support and improve data management practices. Contract terms should specify the format of electronic deliverables and define minimum data requirements to support Asset Management efforts moving forward.

All reporting procedures should incorporate / include asset condition information, as it becomes available. This will assist in determining or establishing a more accurate representation of the State of Infrastructure.

1.7.3 Current Levels of Service:

Level of Service defines the performance required of the infrastructure. To measure a Level of Service, one or more corresponding Key Performance Indicator has to be identified. In order to minimize monitoring and analysis efforts, the Key Performance Indicators monitored should be limited to only those required to measure the current Levels of Service.

Limitations of this Plan

The current Levels of Service defined for the initial version of the Plan have been limited to those associated with the capital replacement of assets. An Estimated Service Life was established for each asset that corresponds with either the typical lifespan experienced in industry, or adjusted to better represent the Asset Management Strategy for the replacement or retention of the particular asset.

1.8 The Asset Management Plan as a “Living Document”

The process for developing and implementing this Plan was intended to follow the Deming cycle for quality control; Plan, Do, Check, Act. This process provides a framework for continual monitoring and improvement of the Plan, as well as for planned asset management strategies and activities. A variety of components are included in each step as outlined below.

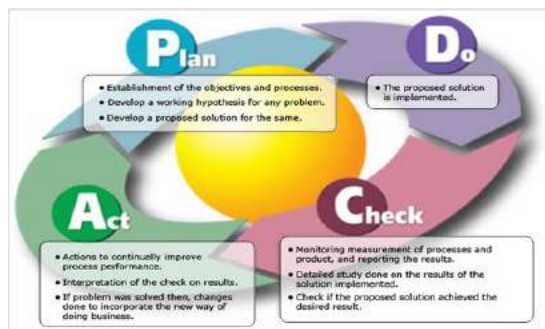


Figure1.2: Deming Cycle

Step 1: Plan

The following components are included in this step:

Review of Previous Plan

Prior to establishing or revising the Asset Management Plan, any previous Plans will be reviewed. This review will establish a historical context for the decisions made and an understanding of the future visions pursued, as well as providing a framework to measure asset performance against. By recognizing the “living” nature of the Plan documents, evaluation of changes made over time will also serve to identify best practices and unsuccessful strategies to avoid. Where the Plan continues to serve the City’s needs, it may serve as a template to produce future Plans.

Audit Results and Auditor Recommendations

Results from any audits on the Asset Management Plan or System, as well as any associated auditor recommendations, will be considered in revising the active Plan and producing future Plans.

Management Review Results

As part of the third step of the Plan development process, a management review shall be conducted. While the results from this review are intended to be incorporated in the existing Plan as a process of continuing improvement, some issues may not be immediately actionable. Assessment of the management review results during the development process for subsequent Plans will provide the opportunity to re-assess and potentially implement recommendations that were previously not accepted.

The full Asset Management Planning process should be undertaken by the City every five years. The process should be initiated one year prior to the intended release of the updated or revised Plan. The City may consider retaining the services of an outside party, such as an independent consultant, to facilitate the review and revision of at least every second Plan in order to incorporate changes to industry good practice and capture the benefits of an external review.

Step 2: Do

The second step of the Plan development process is its implementation. The Plan will be implemented upon completion of the first step. Where necessary, significant changes may be implemented through a phased approach as documented in the Plan.

Step 3: Check

The Plan shall be considered a “living document,” to be revised and refined as required. Prior to making adjustments, the efficacy and propriety of the Plan, strategies and activities must be assessed. This is performed through six approaches: monitoring, inspections and testing, performance documentation, audits, management reviews, and stakeholder engagement.

Monitoring

Asset management activities specified in the Plan will be monitored on an on-going basis. Overall activities in the Plan will be compared with performance measures and the results will be used to develop an improvement plan which will document specific tasks.

The State of Infrastructure report will also be reviewed and revised on an annual basis by the City.

It is anticipated that in the early stages of implementation this monitoring may lead to more frequent adjustments to the Plan.

Inspections and Testing

Assets will be inspected and tested as specified in the Plan. If subsequent inspections identify significant deterioration in condition or performance, corrective actions may be undertaken and inspection frequency may be increased until the desired outcome is achieved and confirmed.

Performance Documentation

A review of asset performance, with respect to design capacity in comparison to actual measured capacity, of specific assets may be carried out to ensure that the current and desired Levels of Service can be provided. This review may take the form of summary tables or charts displaying capacity in relation to levels of service. It may also include assessment of other studies or models used to evaluate asset performance, such as water system models or traffic demand studies.

Management Review

The Asset Management System, including applicable policies, procedures, and Plans, should undergo management review every (3) three years.

Audits

The Asset Management System, including applicable policies, procedures, and Plans, may undergo audit by an external consultant every (5) five years.

Step 4: Act

The final step in the Plan development is to act on the information gathered from the previous step. This step is implemented through continual plan evaluation and improvement efforts. The Plan will be evaluated and adjusted on an ongoing basis by Municipal staff and management during implementation. Formal Management evaluation and audited reviews will take place as described previously. The outcomes and recommendations of each review will be incorporated into improving future versions of the Plan.

2. Asset Management Policy

An Asset Management Policy may be defined as the “*principles and mandated requirements derived from, and consistent with, the organizational strategic plan, providing a framework for the development and implementation of the asset management strategy and the setting of the asset management objectives*”.

Simply put, the asset management policy defines an organization’s commitment to asset management and provides staff with a mandate and direction to implement the Plan strategy and activities in compliance with the overall organizational strategic plan. Creation of such policies is an essential requirement of Asset Management Systems and, at the very least, highly recommended by most recognized guidelines and standards, including InfraGuide and the International Infrastructure Management Manual (IIMM).

The City of Temiskaming Shores formally adopted a documented Municipal Asset Management Policy by Resolution No. 2019-063, dated May 21, 2019. This Policy signifies Councils commitment to effective Asset Management, and the establishment of Municipal priorities for our Asset Management programmes.

2.1 Policy Statements

Asset management is a broad strategic framework that encompasses many disciplines and involves the entire organization. The term asset management, as used in this document, is defined as “*The application of sound technical, social and economic principles that considers present and future needs of users, and the service from the asset.*”

To guide the organization, the following policy statements have been developed for all three phases of the plan:

- a) The City of Temiskaming Shores will maintain and manage infrastructure assets at defined levels to support public safety, community well-being and community goals.
- b) The City of Temiskaming Shores will monitor standards and service levels to ensure that they meet/support community and Council goals and objectives.
- c) The City of Temiskaming Shores will develop and maintain asset inventories of all of its infrastructures.
- d) The City of Temiskaming Shores will establish infrastructure replacement strategies through the use of full life cycle costing principals.
- e) The City of Temiskaming Shores will plan financially for the appropriate level of maintenance of assets to deliver service levels and extend the useful life of assets.
- f) The City of Temiskaming Shores will plan for and provide stable long term funding to replace and/or renew and/or decommission infrastructure assets.

- g) Where appropriate, the City of Temiskaming Shores will consider and incorporate asset management in its other corporate plans.
- h) The City of Temiskaming Shores will report to citizens regularly on the status and performance of work related to the implementation of this asset management policy.

2.2 Background & Purpose of Asset Management Policy

Council has a mandate to provide a wide range of services. Council adopts policies that support their vision, goals and objectives and guide staff to effectively implement the policy for the delivery of those services.

Council vision and goals for infrastructure assets

Council's vision and goal for the community is a safe, livable, sustainable and economically vibrant community underpinned by well managed and maintained infrastructure assets. These assets include but are not limited to efficient transportation networks, safe and reliable water distribution networks, economical and reliable sewage collection systems, productive fleets, and accessible parks, recreation and civic facilities.

Though these assets age and deteriorate, by using sound asset management practices, Council and the community can be assured that the assets meet performance levels, are used to deliver the desired service in the long term and are managed for present and future users.

This policy is to articulate Council's commitment to asset management, and guides staff using the policy statements for all three phases of the plan. In doing so, this policy also outlines how it is to be intergraded within the organization in such a way that it is coordinated, cost effective and organizationally sustainable. This policy also demonstrates to the community that Council is exercising good stewardship, and is delivering affordable service while considering its legacy to future residents.

Staff will implement the policy through the development and use of asset management guidelines and best practices. Since the performance of asset management is organization specific, reflective of knowledge, technologies and available tools, and will evolve over time, the responsibility for developing guidelines and practices is delegated to staff.

2.3 Policy Principles, Guidelines and Integration

Principles

The key principles of the asset management policy are outlined in the following list.

The City shall:

- Make informed decisions by identifying all revenues and costs (including operation, maintenance, replacement and decommission) associated with infrastructure asset

decisions, including additions and deletions. Trade-offs shall be articulated and evaluated, and the basis of the decision recorded.

- Integrate corporate, financial, business, technical and budgetary planning for infrastructure assets.
- Establish organizational accountability and responsibility for asset inventory, condition, use and performance.
- Consult with stakeholders where appropriate.
- Define and articulate service, maintenance and replacement levels and outcomes.
- Use available resources effectively.
- Manage assets to be sustainable.
- Minimize total life cycle costs of assets.
- Consider environmental and energy conservation goals.
- Consider social and sustainability goals.
- Minimize risks to users and risks associated with failure.
- Pursue best practices where available.
- Report the performance of its asset management program.

Guidelines and Practices

This policy shall be implemented by staff using accepted industry guidelines and best practices (such as those recommended by the Federation of Canadian Municipalities e.g., InfraGuide).

The City will also comply with required capital asset reporting requirements, and integrate the asset management program into operational plans throughout the organization.

Strategic Asset Management Plans may be developed for a specific class of assets, or be generic for all assets, and should outline long term goals, processes and steps toward how they will be achieved. The Asset Management Plans should be based on current inventories and condition (acquired or derived), projected or desired performance and remaining service life and consequences of losses (***e.g., vulnerability assessments, Emergency Management Ontario Critical Infrastructure Consequence of Loss Assessment***). Operational plans should reflect these details. Replacement portfolios and associated financial plans should consider alternative scenarios and risks, as well as include public consultation.

Context and integration of Asset Management within the City

The context and integration of asset management throughout the organization's lines of business is typically formalized through references and linkages between corporate documents. Where possible and appropriate, Council and staff will consider this policy and integrate it in the development of corporate documents such as:

- Official plan
- Business plans
- Corporate strategic plan
- Corporate financial plan
- Capital budget plan
- Operational plans and budgets (including vehicle and fleet plans and budgets)
- Energy Conservation plans
- Neighborhood plans
- Community Improvement plans
- Annual reports
- Design criteria and specifications
- Infrastructure servicing, management and replacement plans, e.g., transportation plans
- Community social plans
- Parks and recreation plans
- Facility plans

2.4 Key Roles for Managing the Asset Management Policy

City policies are approved by Council. While staff, public and other agencies may provide input on the nature and text of the policy, Council retains the authority to approve, update, amend or rescind policies.

Role	Responsibility
Identification of issues, and development of policy updates	Council and staff
Establish levels of service	Council, staff and public
Exercise stewardship of assets, adopt policy and budgets	Council
Implementation of policy	City Manager and staff
Development of guidelines and practices	City Manager and staff
On-going review of policies	Council and staff

Implementation, review and reporting of Asset Management work

The implementation, review and reporting of this policy shall be integrated within the organization. Due to the importance of this policy, the organization's asset management program shall be reported annually to the community, and implementation of this policy reviewed by Council at the mid-point of its term.

Actions	Responsibility
Adopt Asset Management Policy	Council and City Manager

Monitor and review infrastructure standards and service levels at established intervals

Develop and maintain infrastructure strategies including development and service plans

Develop and maintain asset inventories

Assess infrastructure condition and service levels

Establish and monitor infrastructure replacement levels through the use of full life cycle costing principles

Develop and maintain financial plans for the appropriate level of maintenance, rehabilitation, extension and decommission of assets

Report to citizens on status of the community's infrastructure assets and asset management program. The channels may include annual citizen reports, business plans, etc.

Council and City Manager

Recreational Services, Community Growth and Planning, Public Works, Finance, other asset operation and maintenance departments, Finance

Public Works, Finance, other asset operation and maintenance departments, Finance

Public Works, and other asset operation and maintenance departments

Public Works, Finance, and other asset operation and maintenance departments

Public Works, Finance, and other asset operation and maintenance departments, Finance

Council, City Manager, Corporate Services

3. Core Infrastructure Data Collection

3.1 Water System Inventory

The water system infrastructure inventory data used for the analysis was gathered from several sources. The combination of the geographic information system (GIS) information collected for this asset as well as other available records and information were combined to provide a relatively accurate accounting. Limited global positioning (GPS) data was available for the hydrants, curb stops and water valves connected to the water infrastructure, however, the inventory of those appurtenances, linked to the water infrastructure piping, are also considered to be fairly accurate. Base information about the material, installation date, diameter and length were derived from available records and data related to the system. These records also provided information about the size of valves, hydrants and connections per pipe segment and the two data sets were linked via their street (location) information. Information on Water treatment and storage facilities were gathered separately.

3.2 Sanitary Sewer System Inventory

The sanitary sewer system infrastructure data used for the analysis was compiled from several sources. The combination of the geographic information system (GIS) information collected for this asset as well as other available records and information were combined to provide a relatively accurate accounting. Limited global positioning (GPS) data was available for the maintenance holes and cleanouts connected to the sanitary infrastructure, however, the inventory of those appurtenances, linked to the sanitary sewer infrastructure piping, are also considered to be fairly accurate. Base information about the material, installation date, diameter and length were derived from available records and data related to the system. These records also provided information about the number and location of maintenance holes and connections per pipe segment and the two data sets were linked via their street (location) information. Information on Wastewater treatment and pumping facilities were gathered separately.

3.3 Storm Sewer System Inventory

The storm sewer system infrastructure data used for the analysis was compiled from several sources. The combination of geographic information system (GIS) information collected for this asset as well as other available records and information were combined to provide a relatively accurate accounting. Limited global positioning (GPS) data was available for the maintenance holes and catch basins connected to the storm water infrastructure, however, the inventory of those appurtenances, linked to the storm sewer infrastructure piping are also considered to be fairly accurate. Base information about the material, installation date, diameter and length were derived from available records and data related to the system. These records also provided information about the number and location of maintenance holes and catch basins per pipe segment and the two data sets were linked via their street (location) information.

3.4 Roads Network Inventory

Data derived from a Roads Needs Survey, conducted in 2017 and 2020, was used in conjunction with the previously developed geographic information system (GIS) layer for the Municipality's roads. The information gathered in the Survey was reviewed, with respect to the road data, and it was determined that the road condition data contained more suitable information for use in an Asset Management Plan. It is recommended that all data sets should ideally be combined in the future to provide a more detailed source of information when combined with all other asset inventories.

3.5 Bridge Inventory

The bridge inventory was developed through the use of the most recent OSIM inspection data. Basic Bridge Condition Index values were calculated for each structure using the estimated cost of repair derived from the inspections along with the initial installation cost and the current bridge value. Bridges with a repair value either greater or close to the replacement value were considered to be in poor condition.

3.6 Miscellaneous Asset Inventories

Information for the following asset classes was acquired from various sources of data. This information assisted in providing a current and base cost for each asset.

- Sidewalk Inventory
- Centerline Culverts
- Environmental Land, Building and Facility Inventory

4. State of Local Infrastructure

4.1 Introduction & Overview

The City of Temiskaming Shores infrastructure may be considered to be generally in “fair to good” condition. This is a result of the City being proactive in the management of its infrastructure. As the infrastructure continues to age, however, adequate funding will need to be made available to continue this trend and either replace or rehabilitate the assets as required.

4.1.1 Inventory Overview

The State of Local Infrastructure Report is a review of existing infrastructure data pertaining to infrastructure age and condition. The City’s public sector accounting board (PSAB) asset registry and staff knowledge of the various categories of infrastructure forms the basis for the assessment, with any available condition information taking priority in forecasting for both short and long-term needs.

This report was developed to advance the understanding of the state of the local infrastructure assets, and to improve transparency with respect to management of the infrastructure inventory. The report is the first element of an asset management plan whose purpose is to improve infrastructure-related decision-making processes.

The State of Local Infrastructure Report Card reviews the following infrastructure:

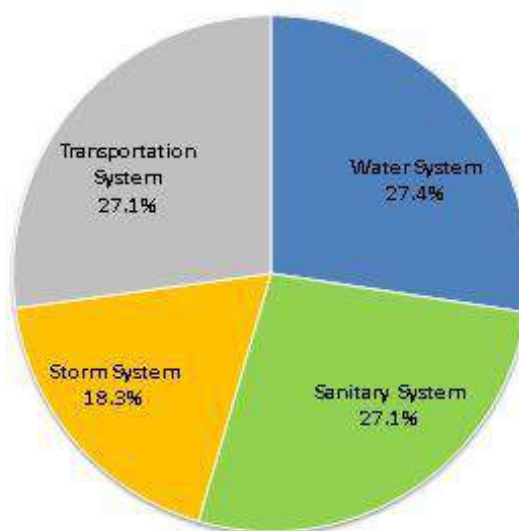
- Water
- Sanitary Sewer
- Storm Sewer (incl. Centerline Culverts)
- Roads
- Bridges (incl. Large Diameter Culverts)
- Sidewalks & Active Trails
- Environmental Buildings & Facilities

Table 4-1 summarizes the estimated replacement cost for the City’s “core” infrastructure asset portfolio, derived on the basis of replacement costs, while Figure 4-1 illustrates each infrastructure asset division as a percentage of the total portfolio value. All values are estimated construction / replacement costs represented in 2019 Canadian Dollars (CAD).

Table 4-1: Total Replacement Cost of Core Assets

Asset Category	Replacement Cost
Water System	\$66,434,145.00
Sanitary System	\$65,754,450.00
Storm System	\$44,473,010.00
Transpotation System	\$65,775,136.00
	\$242,436,741.00

Figure 4.1 Asset Replacement Cost Percentage by Asset Division



4.1.2 Factors to Determine Infrastructure Condition

In order to prepare asset category risk profiles, and create capital needs forecasts, appropriate Condition Rating has been established for each category. The state of the infrastructure was assessed based on a variety of factors which include age, material (service life), number of repairs, sufficient capacity, etc.

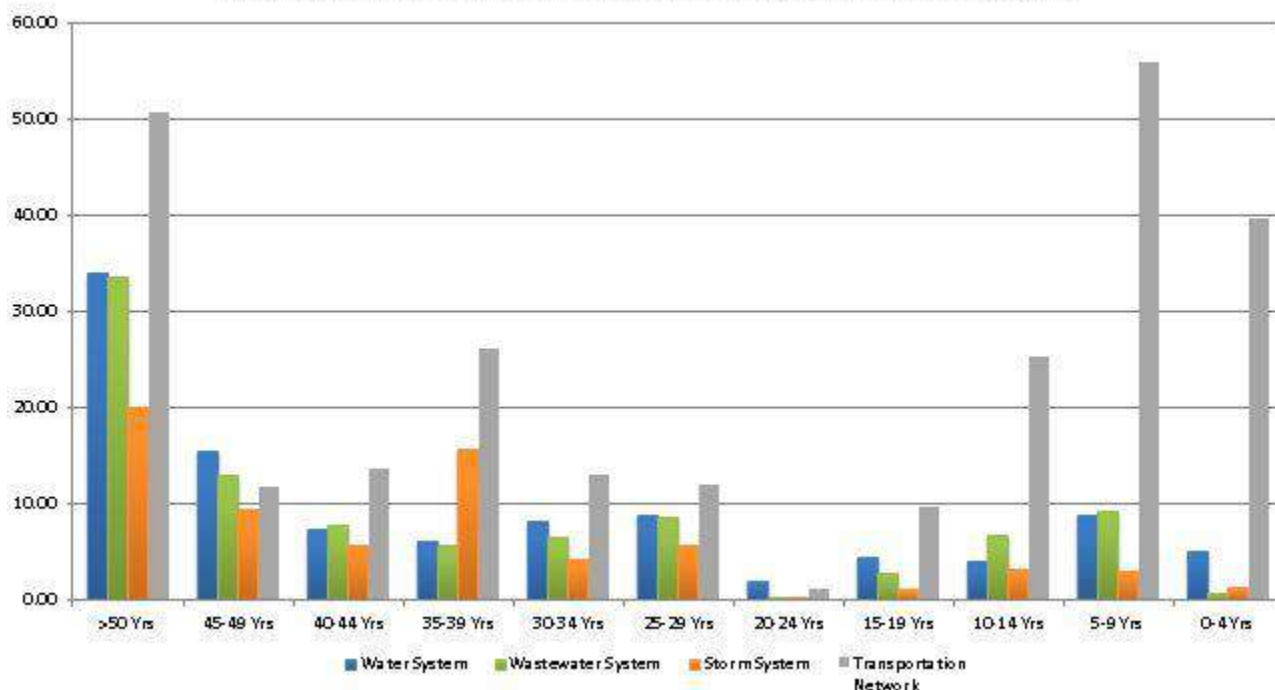
Age and Material is the most significant assessment criterion. As an asset ages its condition deteriorates by a combination of many factors. The type of material significantly affects the rate at which deterioration occurs. The Estimated Service Life of a material can be adjusted to

match industry good practices and reflect the typical life span of similar assets, to match local experience, or to match the asset management strategy of the infrastructure owner. In general, an asset's Estimated Service Life is heavily influenced by the demands placed on it, operation and maintenance practices, and legislative / regulatory and technological changes (e.g., technological obsolescence). For this Plan, the initial service lives were derived to reflect accepted industry asset performance as well as the City's asset management goals.

The number of repairs provides an accurate measure of operational decline due to deterioration. Therefore, areas that have a history of "breakage" are a significant burden on the operational budget.

Sufficient system capacity is also a violable factor when it comes to determining the condition of particular assets. For example, watermains that have large diameters are often transmission lines that supply significant quantities of water to large areas within the city. As such, problems with larger diameter pipes are considered to have high associated social and economic risks.

Figure 4.2 Linear Infrastructure Assets Age Distribution (Km.)



4.1.3 Useful Life Consumption

While age is not a precise indicator of an asset's health, in the absence of assessed condition assessment data. It can serve as a high-level, meaningful approximation and help guide replacement needs and facilitate strategic budgeting.

4.1.4 System Characteristic Overview

A basic character overview has been established for each asset category included in this Plan. Due to the nature of the individual asset categories, the overviews cannot be readily combined and summarized.

Beyond the risk of infrastructure failures, Temiskaming Shores faces a number of potential legislative / regulatory and potential reputational risks. One identified risk is that related to hazardous materials. A section of the water main inventory for instance, contains Asbestos Cement. A change in legislation requiring the removal of such materials could impose a cost of nearly \$1.0M on the City for the Water system alone. To address these risks, the City may choose to accelerate the replacement of certain material or asset types.

4.1.5 Final Report Card Score

To rate the asset inventory using a report card, a scoring system modified from the Canadian Infrastructure Report Card was applied. The system is outlined in Table 4-2 and Table 4-3.

Table 4-2: Infrastructure Condition Score

Average Score	Rating	Definition of Rating
5	Very Good (A) 80-100%	<i>Fit for the Future</i> – The infrastructure in the system or network is generally in very good condition, new or recently rehabilitated. A few elements show general signs of deterioration that may require attention.
4	Good (B) 60-79%	<i>Adequate</i> – The infrastructure in the system or network is good condition; some elements show general signs of deterioration that require attention. A few elements may demonstrate signs of significant deficiencies.
3	Fair (C) 40-59%	<i>Requires Attention</i> – The infrastructure in the system or network is in fair condition; it shows general signs of deterioration and requires attention. Some elements demonstrate significant deficiencies.
2	Poor (D) 20-39%	<i>At Risk</i> – The infrastructure in the system or network is poor condition and mostly below acceptable standards, with many elements approaching the end of the expected service life. A large portion of the system demonstrates significant deterioration.
1	Very Poor (F) 0-19%	<i>Unfit for Service</i> – The infrastructure in the system or network is in unacceptable condition with wide spread signs of advanced deterioration. Many components or elements in the system demonstrate signs of imminent failure, which is / will affect service delivery.

Table 4-3: Financial Capacity Score

Average Score	Rating	Definition of Rating
5	Very Good (A)	The municipality is fully prepared for its short-, medium- and long-term replacement needs based on existing infrastructure portfolio.
4	Good (B)	The municipality is well prepared to fund its short-term and medium-term replacement needs but requires additional funding strategies in the long-term to begin to increase its reserves.
3	Fair (C)	The municipality is underprepared to fund its medium- to long-term infrastructure needs. The replacement of assets in the medium-term will likely be deferred to future years.
2	Poor (D)	The municipality is not well prepared to fund its replacement needs in the short-, medium- or long-term. Asset replacements will be deferred and levels of service may be reduced.
1	Very Poor (F)	The municipality is significantly underfunding its short-term, medium-term, and long-term infrastructure requirements based on existing funds allocation. Asset replacements will be deferred indefinitely. The municipality may have to divest some of its assets (e.g., bridge closures, facility closures) and levels of service will be reduced significantly.

Table 4-4 summarizes the condition scores determined for each asset category, and their corresponding Grade.

Figure 4.3 State of Linear Infrastructure Assets Condition (%)

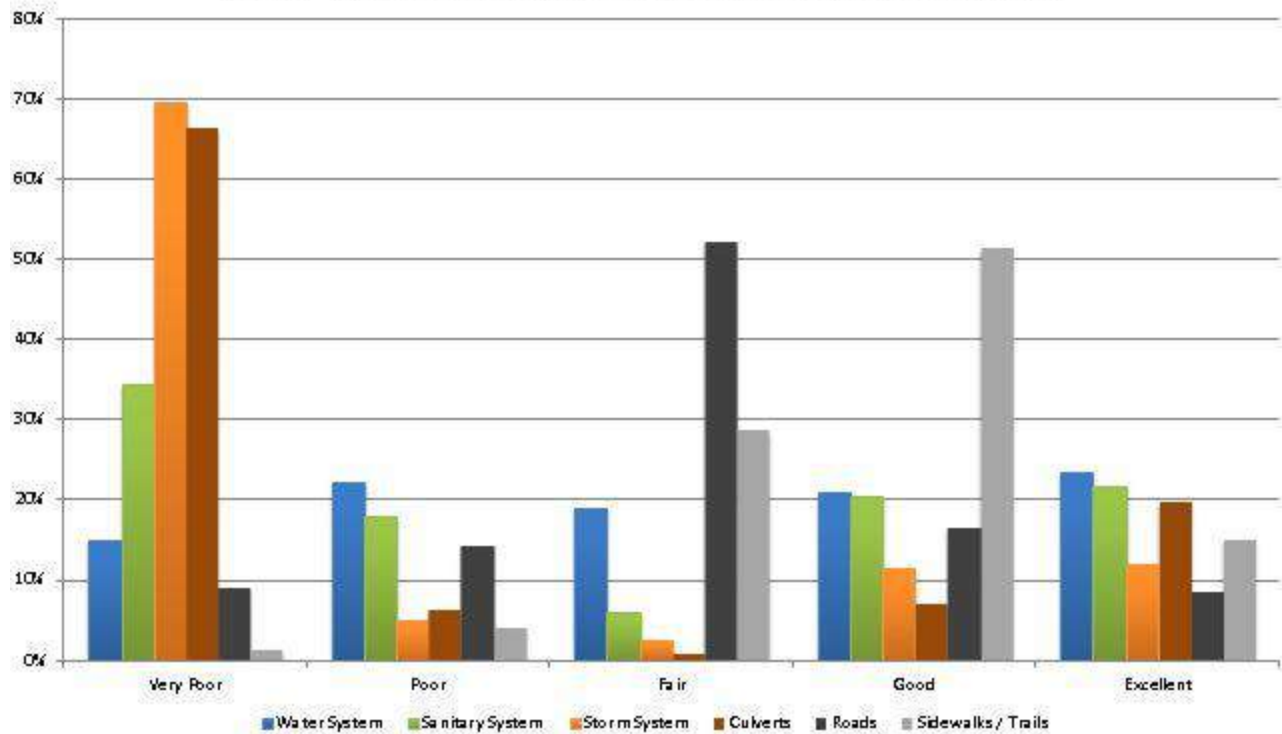


Table 4-4: Infrastructure Report Card Summary

Asset Category	Financial Capacity	Asset Condition	Overall Grade
Water System	C	B-	C+
Sanitary System	C	C+	C
Storm System	D+	D+	D+
Roads	B-	C+	B-
Bridges & Large Dia. Culverts	D	B-	C
Sidewalks / Trails	B-	B	B-
Enviro. Facilities	C+	B	B-

Final Grade: C+

4.2 Water Distribution System

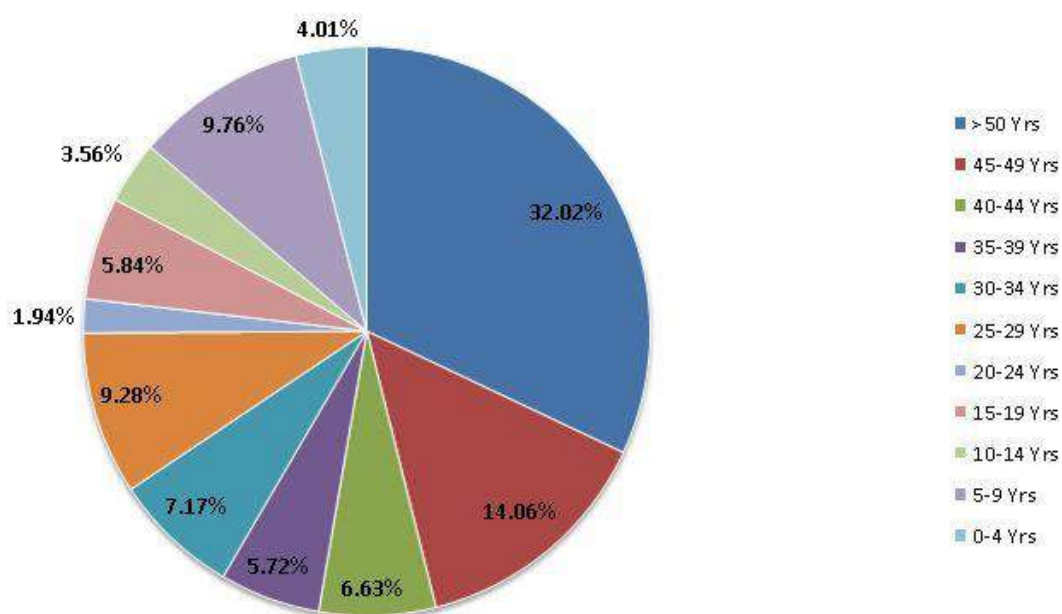
4.2.1 Inventory Overview

The water distribution infrastructure for Temiskaming Shores includes 104.8 km of piping, 1341 line valves, 449 hydrants and 14 specialized valves/meters. The average age of pipe in the system is 40 years old. The age distribution of the water infrastructure is shown in Figure 4.4 and Figure 4.5.

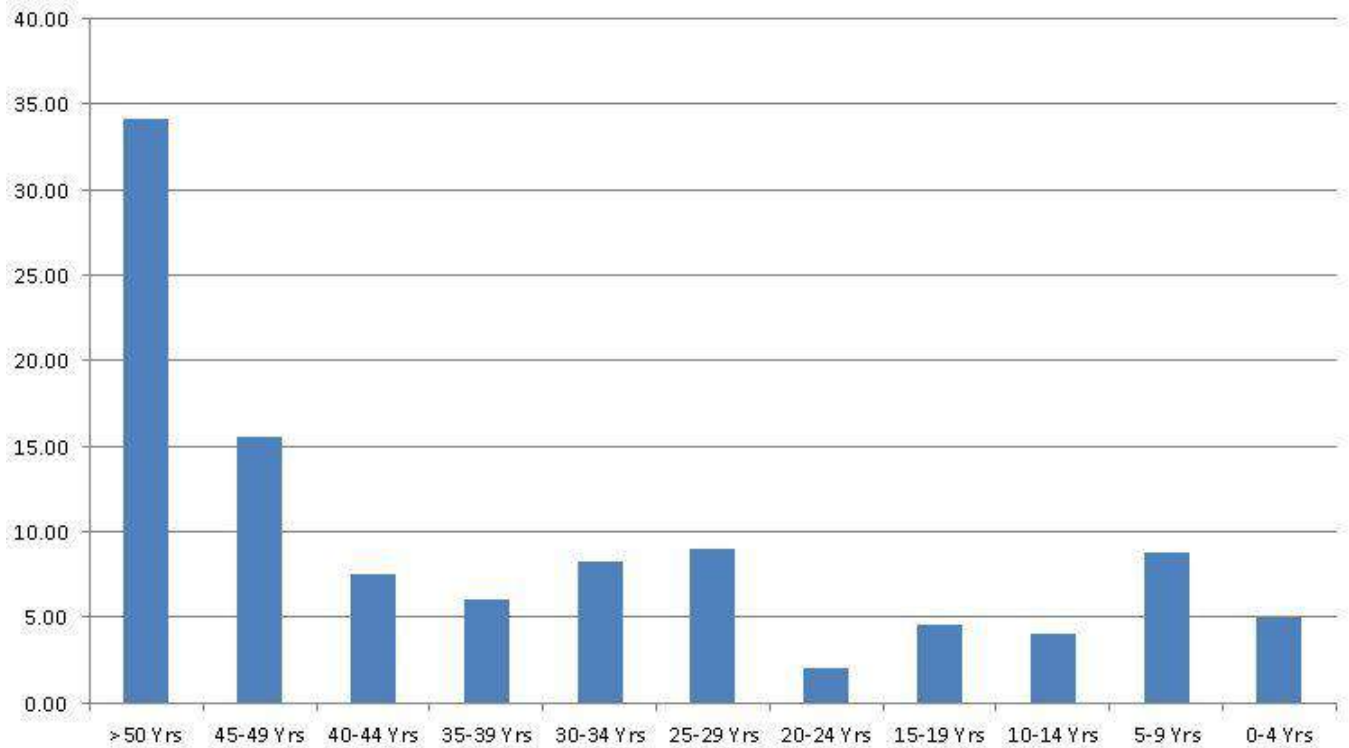
Table 4-5 Total Replacement Cost for Water Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Watermains	104.8 km	60-100	\$ 43,273,645.00
Valves	1341 units	75	\$ 1,968,000.00
Fire Hydrants	449 units	75	\$ 2,918,500.00
Specialized Valves/Meters	14 units	15-20	\$ 374,000.00
Water Facilities	5 structures + components	15-75	\$ 17,900,000.00
Total:			\$ 66,434,145.00

Figure 4.4 Water System Infrastructure Age Distribution (%)



**Figure 4.5 Length of Water System Infrastructure by Age
(Kms.)**



The majority of water distribution pipes in Temiskaming Shores are 150 mm diameter Cast / Ductile Iron installed over 50+ years ago, as shown in Figures 4.6, 4.7 and 4.8.

Figure 4.6 Water System Age and Material (Km)

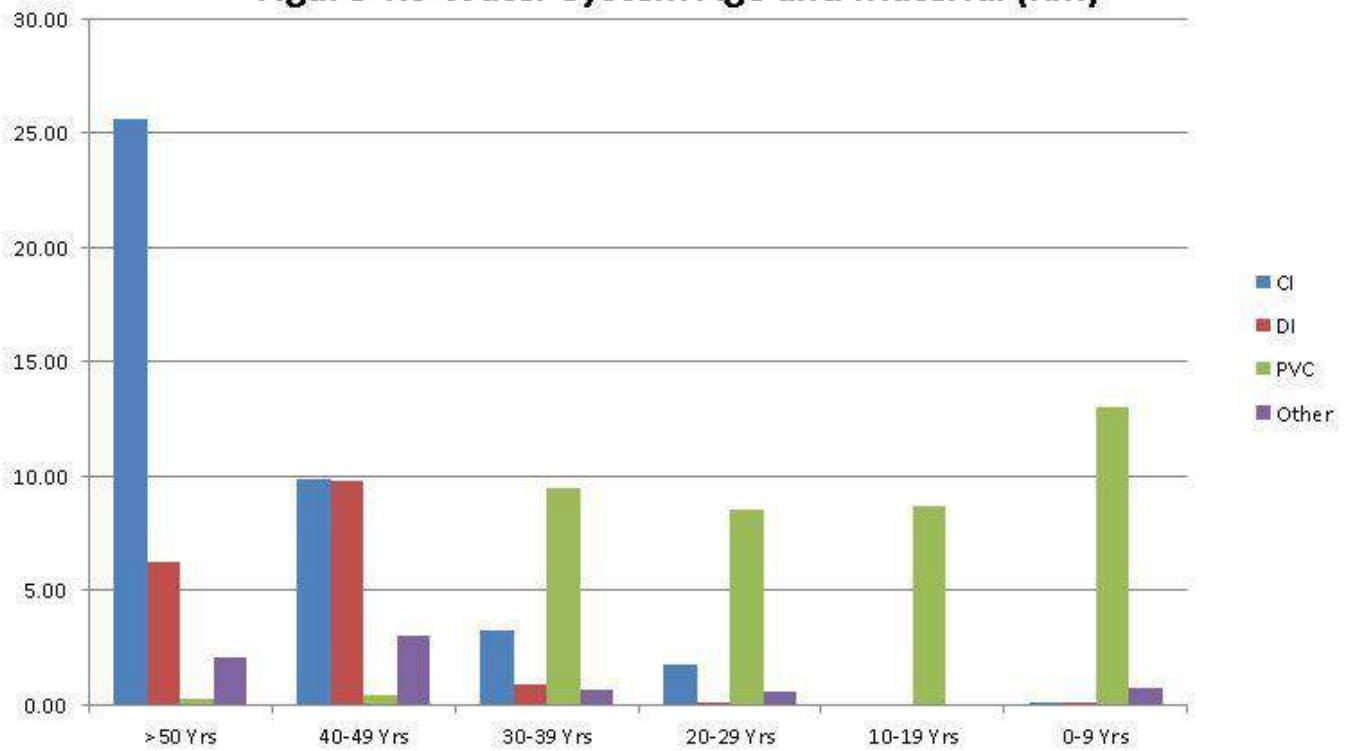


Figure 4.7 Watermain Material Distribution by Percentage

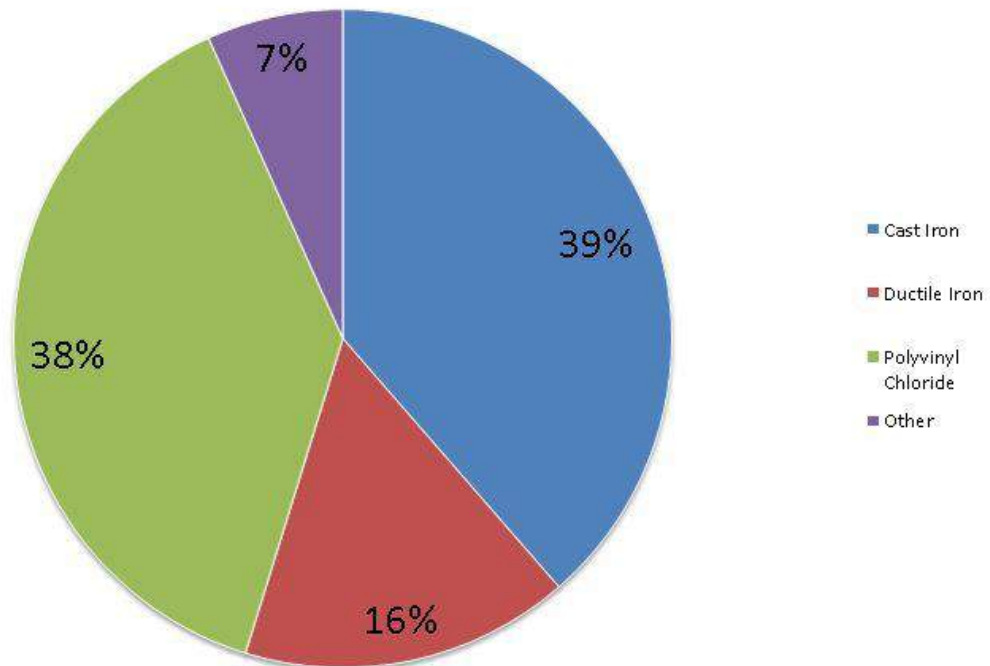
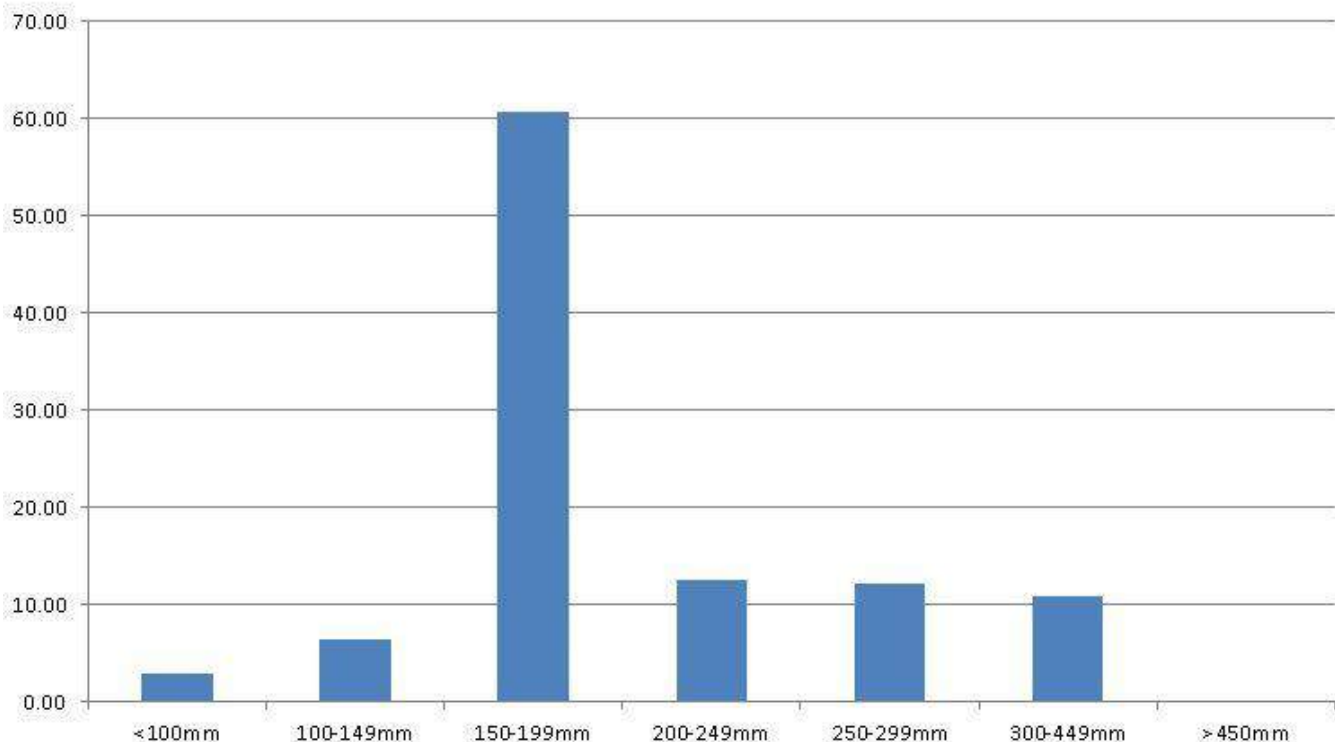


Figure 4.8 Water System Infrastructure Diameter (Kms.)



4.2.2 Water Facilities

The City of Temiskaming Shores is responsible for 2 water treatment plants and 3 water reservoirs for servicing its residents. These facilities are currently operated by the Ontario Clean Water Agency.

- The New Liskeard Water Treatment Plant is located at 305 McCamus Avenue and attains its raw water from two (2) drilled wells (raw water) and treated. Once completed, treated water is directed to a clear well where it's then pumped to the Water Reservoir located at 177104 Shepherdson Road. The New Liskeard system currently services about 4,800 residents. This location has an allowable limit of 8000 m³/day with an average consumption of 3231m³/day as of 2019.

As of 2016, the New Liskeard Plant and Storage Facility, also directs water to the Dymond water reservoir located at 284 Raymond Street. The Dymond system services about 500 residents.

- The Haileybury Water Treatment Plant located at 1 Browning St. receives its water source directly from Lake Temiskaming and treated. Once completed, treated water is directed to a clear well where it's then pumped to the Water Reservoir located at 400

Niven St. S. The Haileybury systems services about 4,200 residents. This location has an allowable limit of 6816 m³/day with an average consumption of 2627m³/day as of 2019.

The Haileybury Water Treatment Plant is also utilized as the Ontario Clean Water Agency Hub Office for this district.

4.2.3 Water System Condition Report Card

In 2019, the City of Temiskaming Shores experienced the highest total of 108 watermain and service line breaks. As the number of watermain breaks consistently increase over the years, it can directly attribute to the significant reconstruction and rehabilitation needs of the city.

Table 4-6 shows the average ratings and overall report card grade for the City's water system. This initial report has considered age, material type and diameter (capacity) of pipe as well as perceived or reported physical condition in the assessment. These values may be adjusted as appropriate, as more information is gathered, or as the City upgrades the asset.

Table 4-6: Water System Inventory Report Card

Infrastructure Condition Rating	Financial Rating	Overall Rating
3.16	2.5	2.83

Facility Condition Rating	Financial Rating	Overall Rating
3.89	2.8	3.34

4.3 Sanitary Sewer System

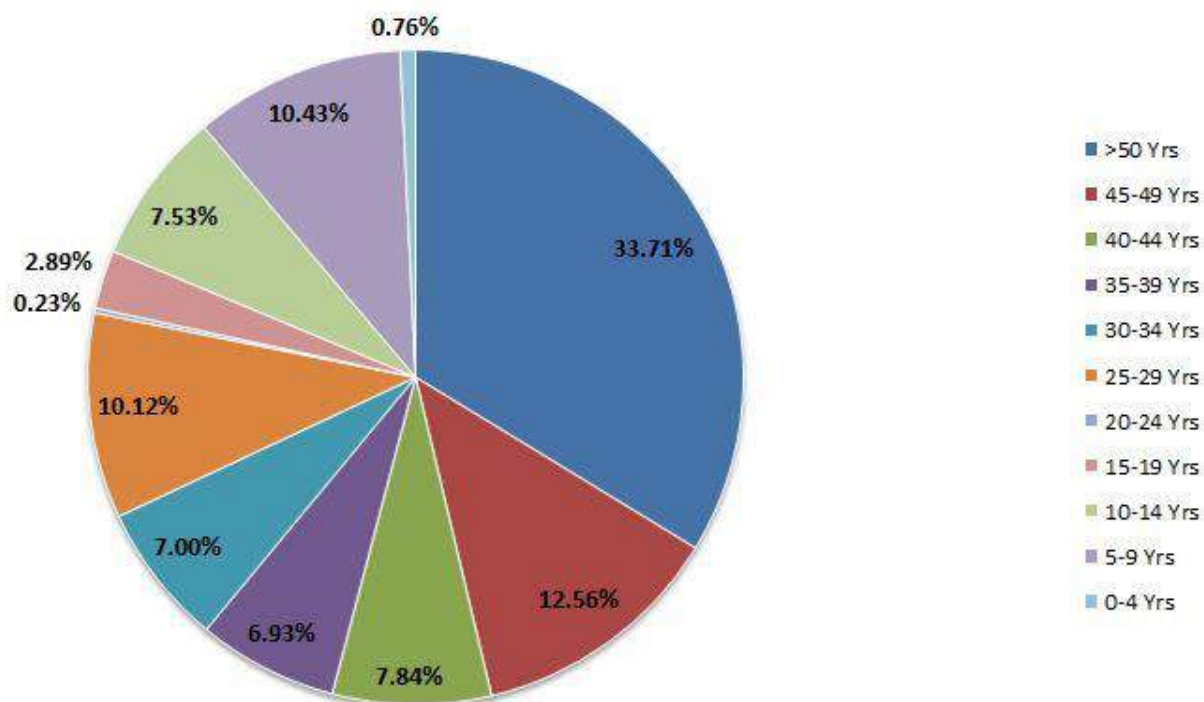
4.3.1 Inventory Overview

The sanitary sewer system infrastructure for Temiskaming Shores includes approximately 95.1 km of piping, 1056 maintenance structures and 14 specialized valves/meters. The average age of pipe in the system is 40.1 years old. The age distribution of the sanitary sewer system infrastructure is shown in Figure 4.9 and Figure 4.10.

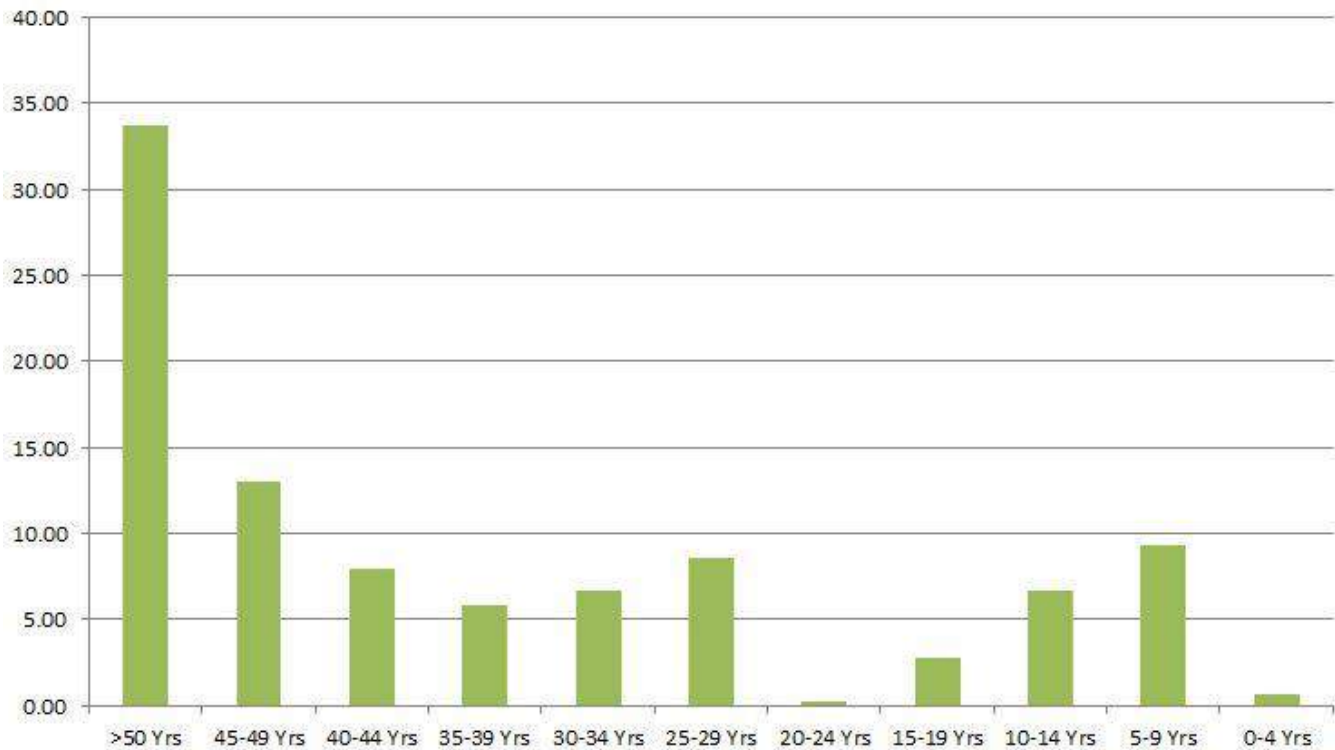
Table 4-7 Total Replacement Cost for Sanitary Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Sanitary Sewer	95.1 km	60-100	\$ 39,513,175.00
Manholes	1056 units	50	\$ 4,721,440.00
Specialized Valves/Meters	14 units	15-20	\$ 329,000.00
Wastewater Facilities	14 structures + components	15-75	\$ 21,190,835.00
Total:			\$ 65,754,450.00

Figure 4.9 Sanitary System Infrastructure Age Distribution (%)



**Figure 4.10 Length of Sanitary System Infrastructure by Age
(Kms.)**



The majority of sanitary sewer pipes are 200 mm diameter comprised of Vitrified Clay or Asbestos Cement material installed over 50+ years ago, as shown in Figures 4.11, 4.12 and 4.13.

Figure 4.11 Sanitary System Age and Material (Km)

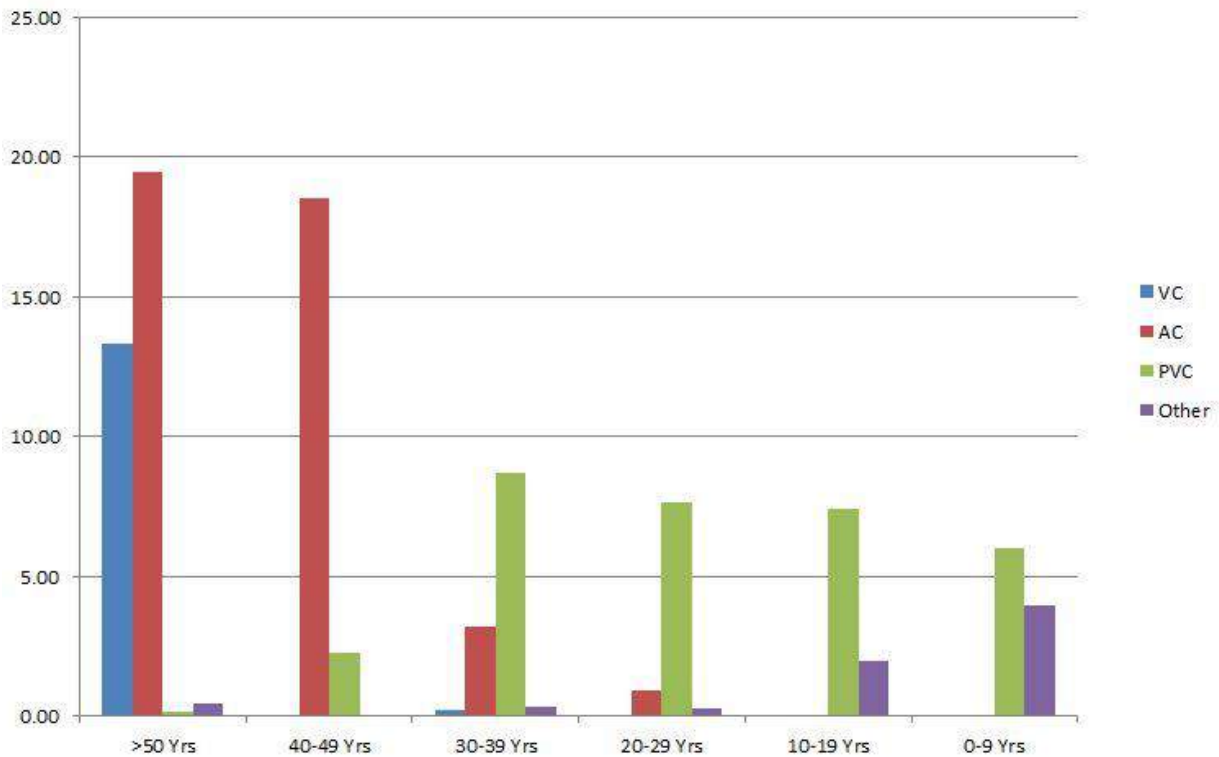


Figure 4.12 Sanitary Sewer Material Distribution by Percentage

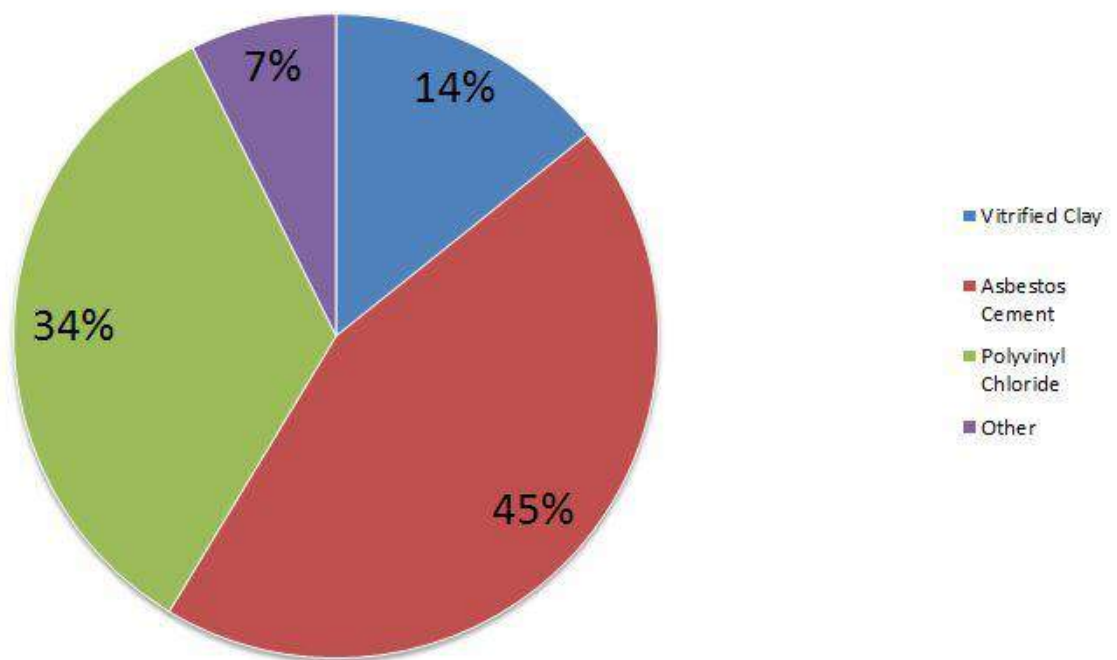
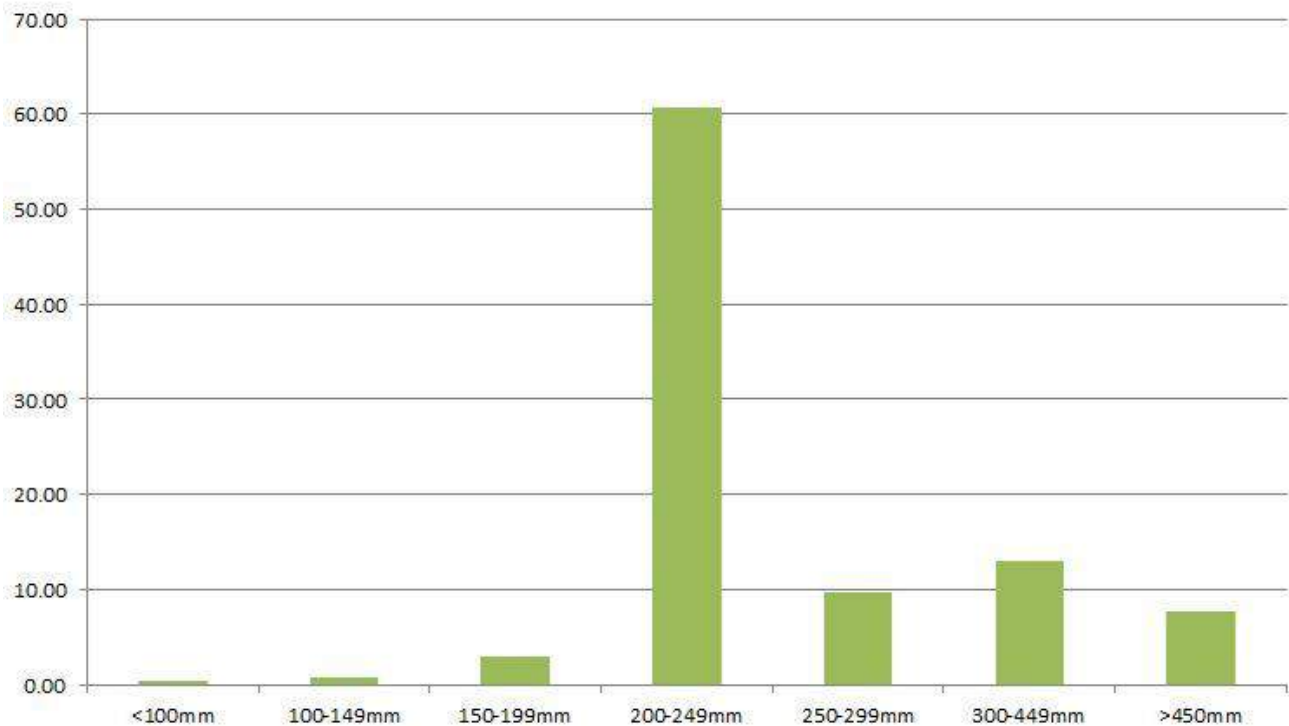


Figure 4.13 Sanitary System Infrastructure Diameter (Kms.)



4.3.2 Wastewater Facilities

The City of Temiskaming Shores provides a complex wastewater treatment system for its residents. There are 2 wastewater aerated lagoons and 1 mechanical sewage treatment plant. It's also responsible for 11 sanitary lift/pumping stations located throughout the municipality.

- The New Liskeard Wastewater Lagoon located at 177304 Bedard Road, is a class 1 facility that provides sewage treatment for the former town of New Liskeard and Township of Dymond area. There are 7 pumping stations in the collection system that direct sanitary sewage to the lagoon. The New Liskeard lagoon has rated working capacity of 5500 m³/day (average) and continuously discharges to the Wabi River which flows into Lake Timiskaming. This location is at 84.5% capacity and pumping capacity is sufficient as of 2019.

Pumping Station Locations:

- Cedar St.
- Elm Ave.
- Jaffray St. (Goodman)
- Gray Rd.
- Montgomery St.
- Niven St. N.
- Riverside Dr.

- The Haileybury Wastewater Treatment Plant is a class 2 extended aeration wastewater treatment plant located at 275 View Street. It serves a population of approximately 4200 residents within the former town of Haileybury and has an average rated working capacity of 2728 m³/day (average). There are 2 pumping stations in the collection system that direct sanitary sewage to the plant. This location is at 80% capacity and pumping capacity is sufficient as of 2019.

Pumping Station Locations:

- Brewster St.
- Farr Dr.

- The North Cobalt Wastewater Lagoon located at 543083 Proctors Road, is a class 2 facility that provides sewage treatment for the residence of South Haileybury (North Cobalt). There are 2 pumping stations in the collection system that direct sanitary sewage to the lagoon. The North Cobalt lagoon has a rated working capacity of 1200 m³/day (average) and continuously discharges to the Farr Creek which flows into Lake Timiskaming. This location is at 48.1% capacity and pumping capacity is sufficient as of 2019.

Pumping Station Locations:

- Groom Dr.
- Station St.

4.3.3 Sanitary System Condition Report Card

It's important to note that a small area of the city is still being serviced by combined sewer systems that were installed prior to the 1930s. If a combined sewer overflow was to occur, it would be discharged into Lake Timiskaming through the storm system. Therefore, it can directly attribute to the significant reconstruction and rehabilitation needs of the city in order to avoid harming the lake water quality.

Table 4-8 shows the average ratings and overall report card grade for the Municipality's sanitary sewer system. This initial report has considered age, material type and diameter (capacity) of pipe as well as perceived or reported physical condition in the assessment. These values may be adjusted as appropriate, as more information is gathered, or as the City upgrades the asset.

Table 4-8: Sanitary System Inventory Report Card

Condition Rating	Financial Rating	Overall Rating
2.77	2.5	2.64
Facility Condition Rating	Facility Financial Rating	Overall Rating
3.74	2.8	3.27

4.4 Storm System

4.4.1 Storm sewer Inventory Overview

The City of Temiskaming Shores has approximately 62.9 km of storm sewer piping and 2026 maintenance structures located within its infrastructure portfolio. The current average pipe age is 39.2 years. The age distribution of storm sewer infrastructure installation years is shown in Figure 4.14 and Figure 4.15.

Table 4-9 Total Replacement Cost for Storm Assets

Storm System			
Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Storm Sewer	62.9 km	40-80	\$ 33,199,225.00
Catchbasins	1872 units	50	\$ 4,769,040.00
Manholes	154 units	50	\$ 749,120.00
Culverts	7.4 km	40-80	\$ 5,280,625.00
Ditches	468 units	10-15	
Ponds	1 unit	50	\$ 475,000.00
Total:			\$ 44,473,010.00

Figure 4.14 Storm System Infrastructure Age Distribution (%)

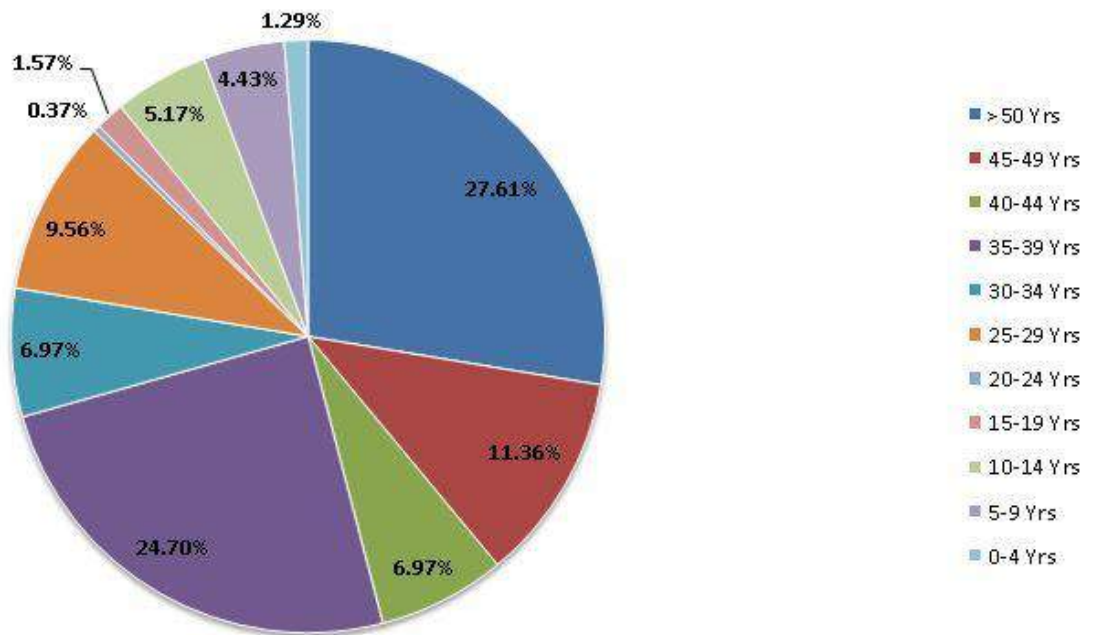
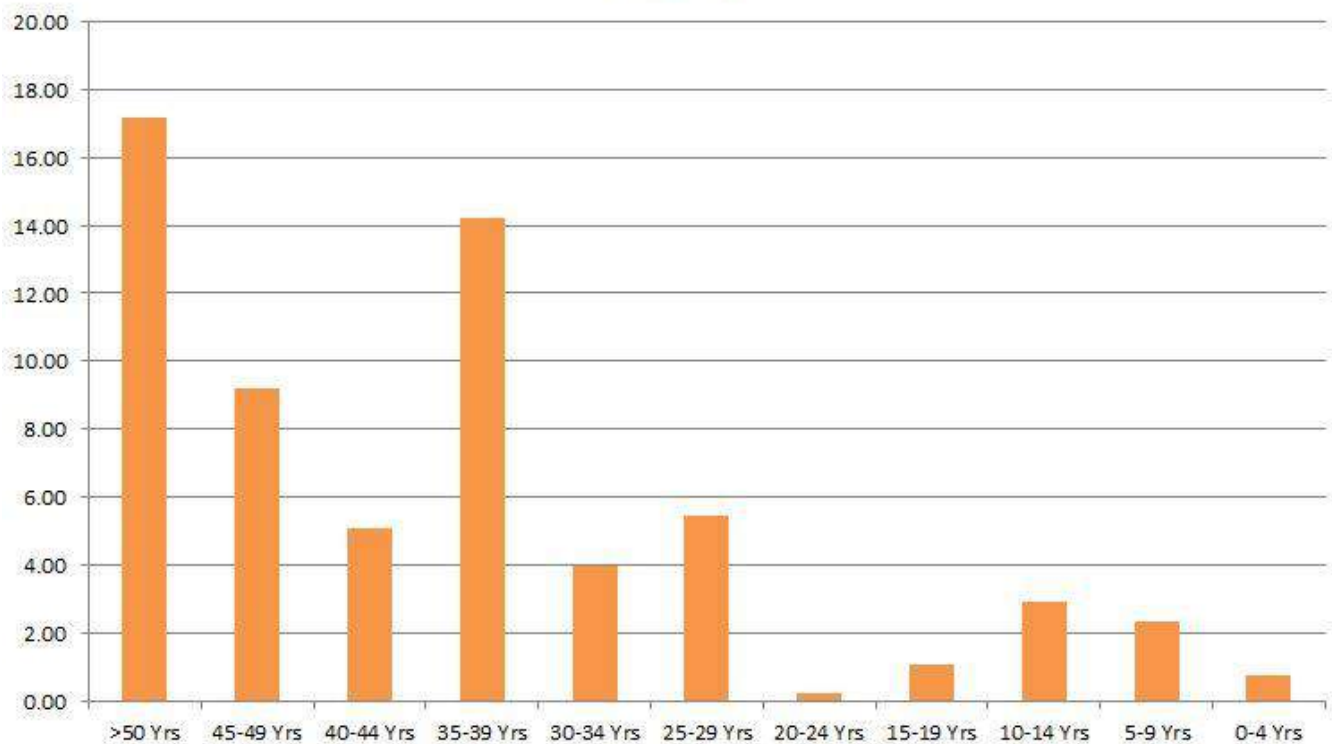


Figure 4.15 Length of Storm System Infrastructure by Age (Kms.)



The majority of storm sewer pipes are Corrugated Steel Pipe with a diameter of 300 to 450 mm and installed over 30+ years ago, as shown in Figure 4.16, 4.17 and 4.18.

Figure 4.16 Storm System Age and Material (Km)

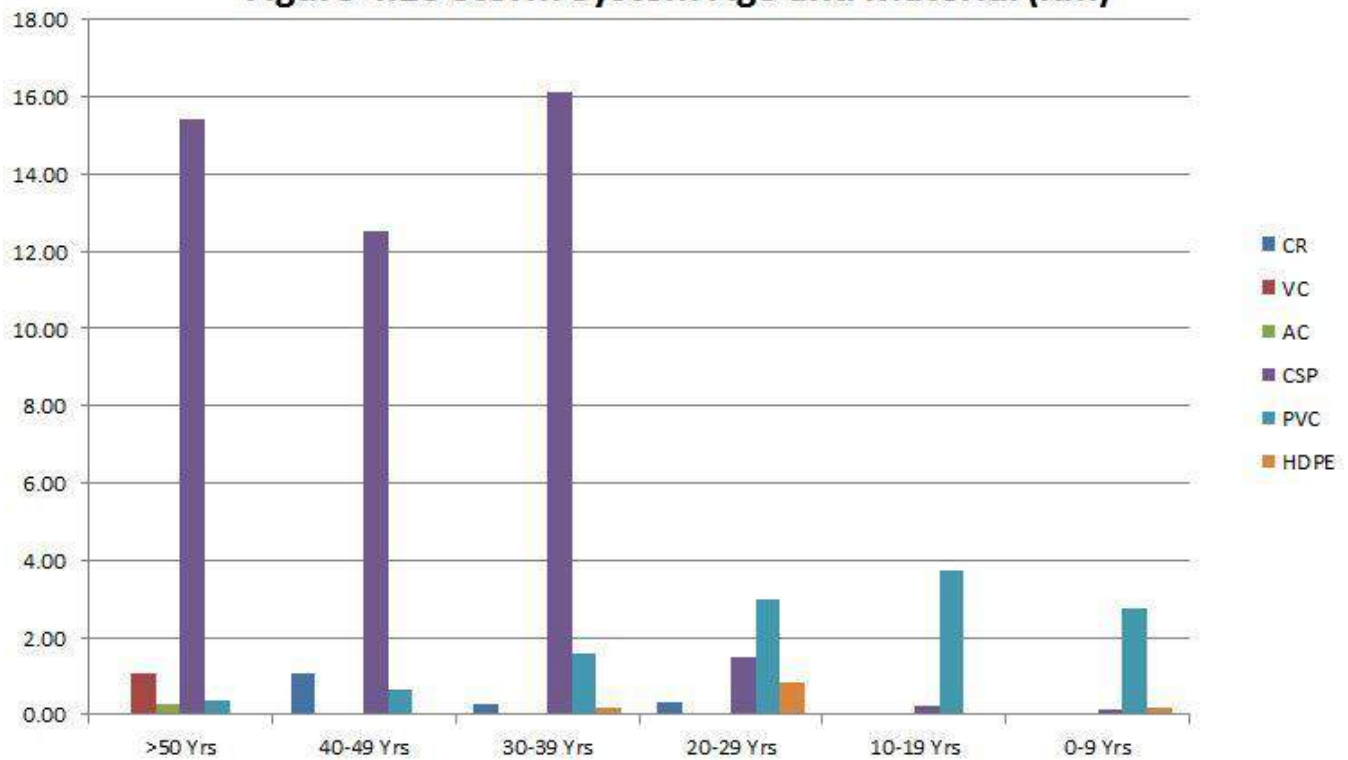


Figure 4.17 Storm Material by Percentage

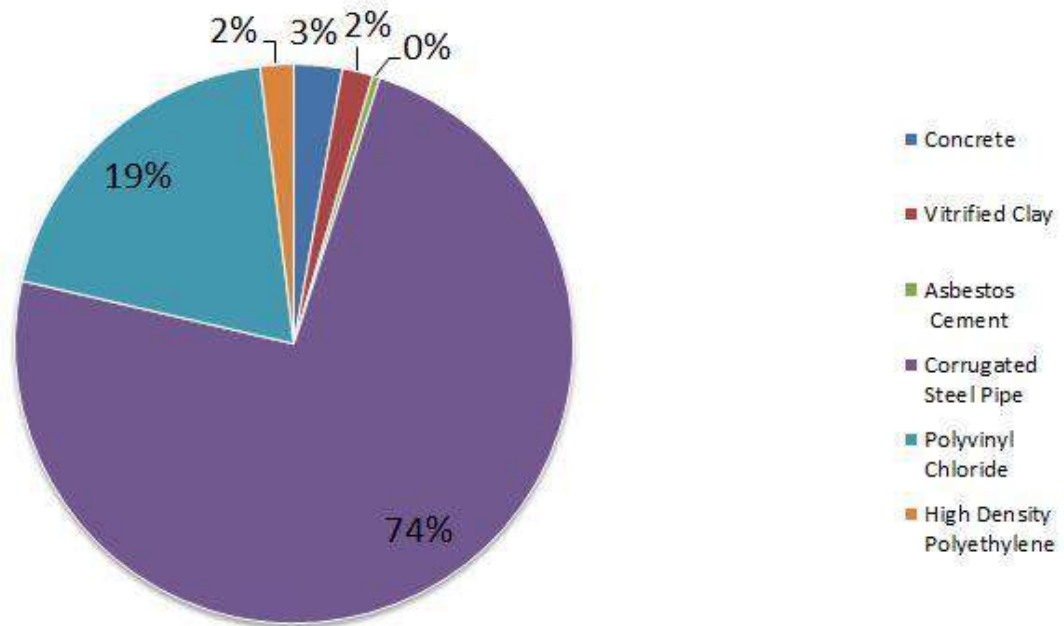
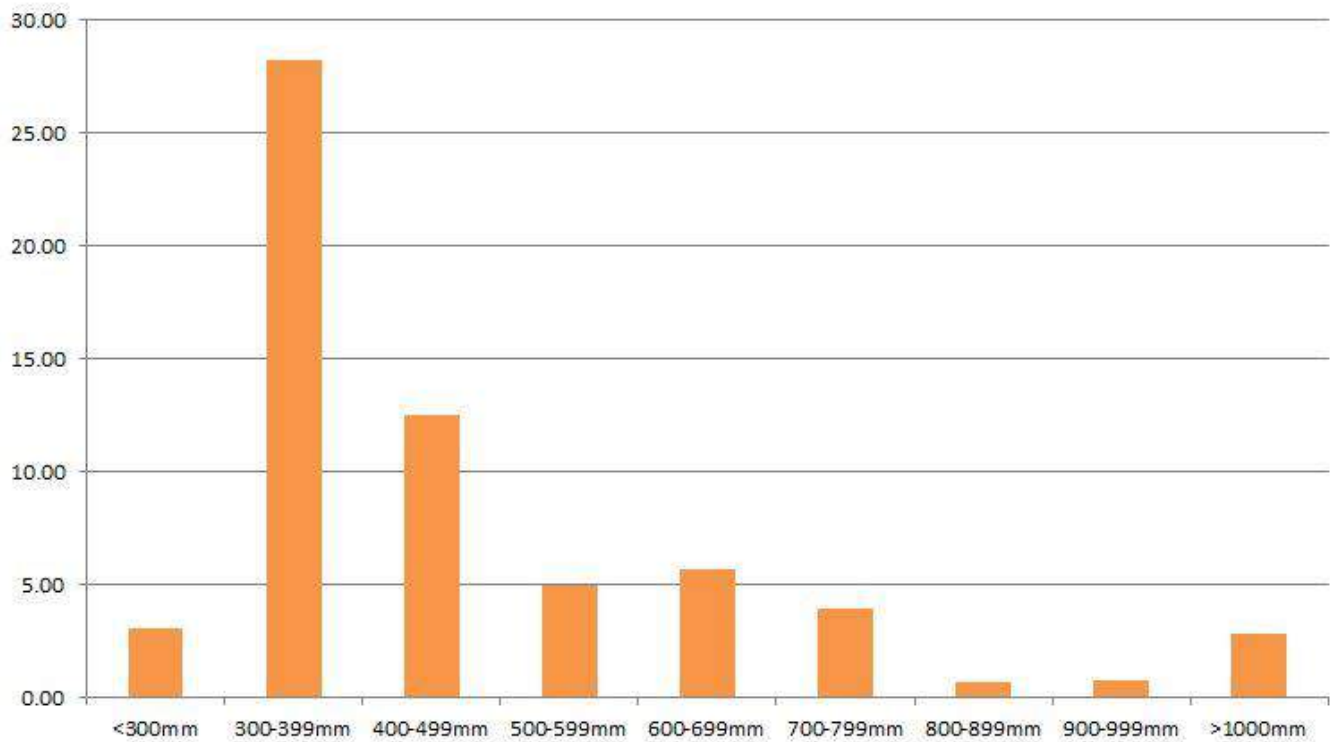


Figure 4.18 Storm System Infrastructure Diameter (Kms.)



4.4.2 Centerline Culverts Inventory Overview

The City of Temiskaming Shores has approximately 7.6 km of centerline culverts piping and 1 Storm Water Management System located within its infrastructure portfolio. The current average pipe age is 40.6 years. The age distribution of storm sewer infrastructure installation years is shown in Figure 4.19 and Figure 4.20.

Note: that the average age of centerline culverts was based on staff knowledge and remains inaccurate, due to a lack of data.

Figure 4.19 Centerline Culverts Age Distribution (%)

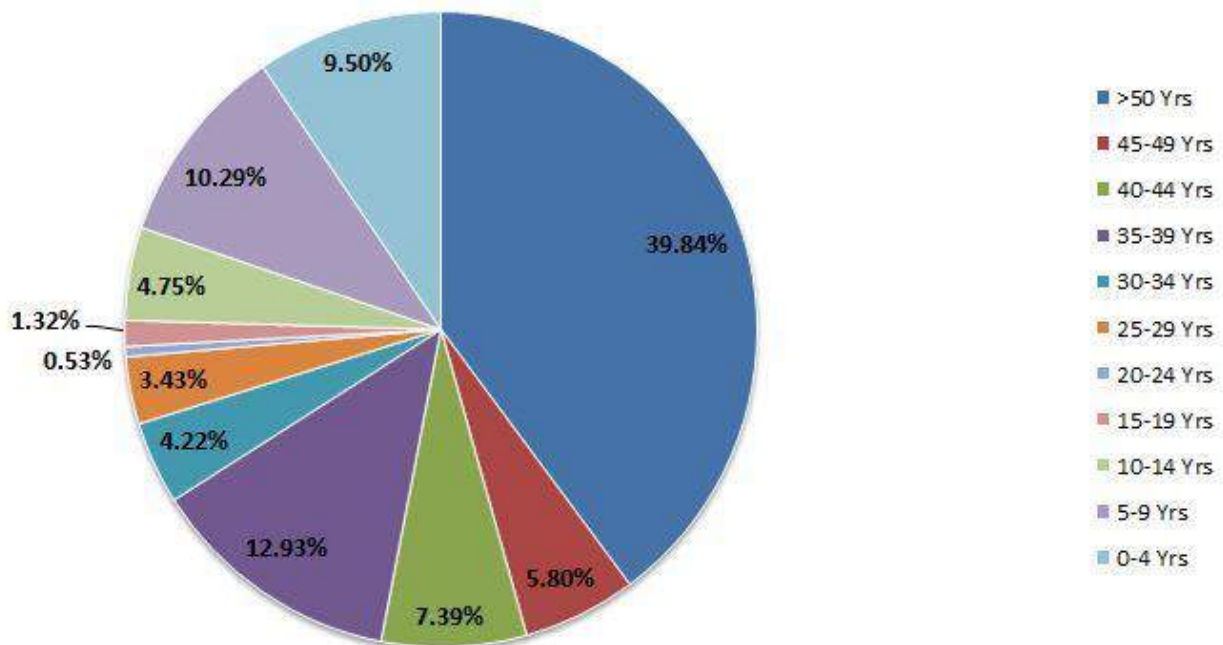
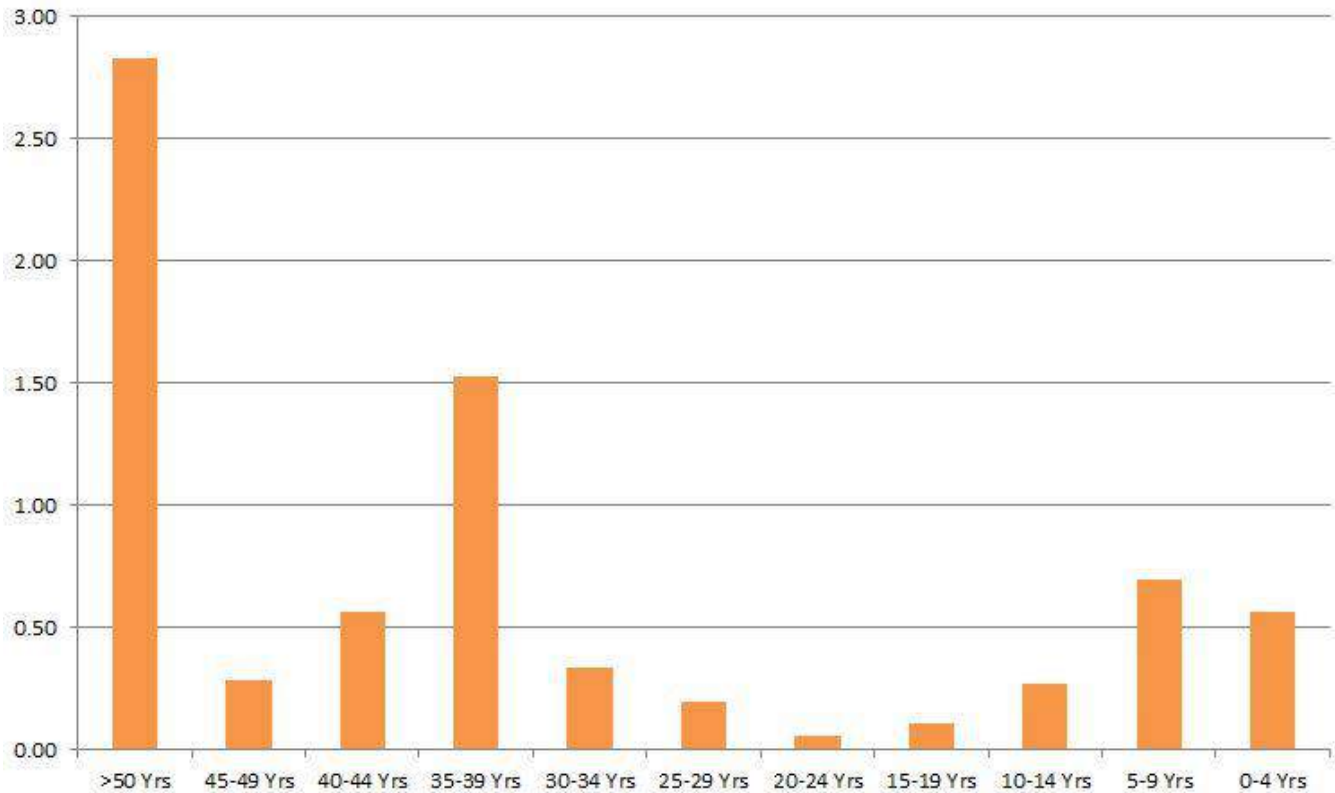


Figure 4.20 Length of Centerline Culverts by Age (Kms.)



The majority of the culverts are Corrugated Steel Pipe with a diameter of over 1000 mm and installed over 50+ years ago, as shown in Figure 4.21, 4.22 and 4.23.

Figure 4.21 Centerline Culverts Age and Material (Km)

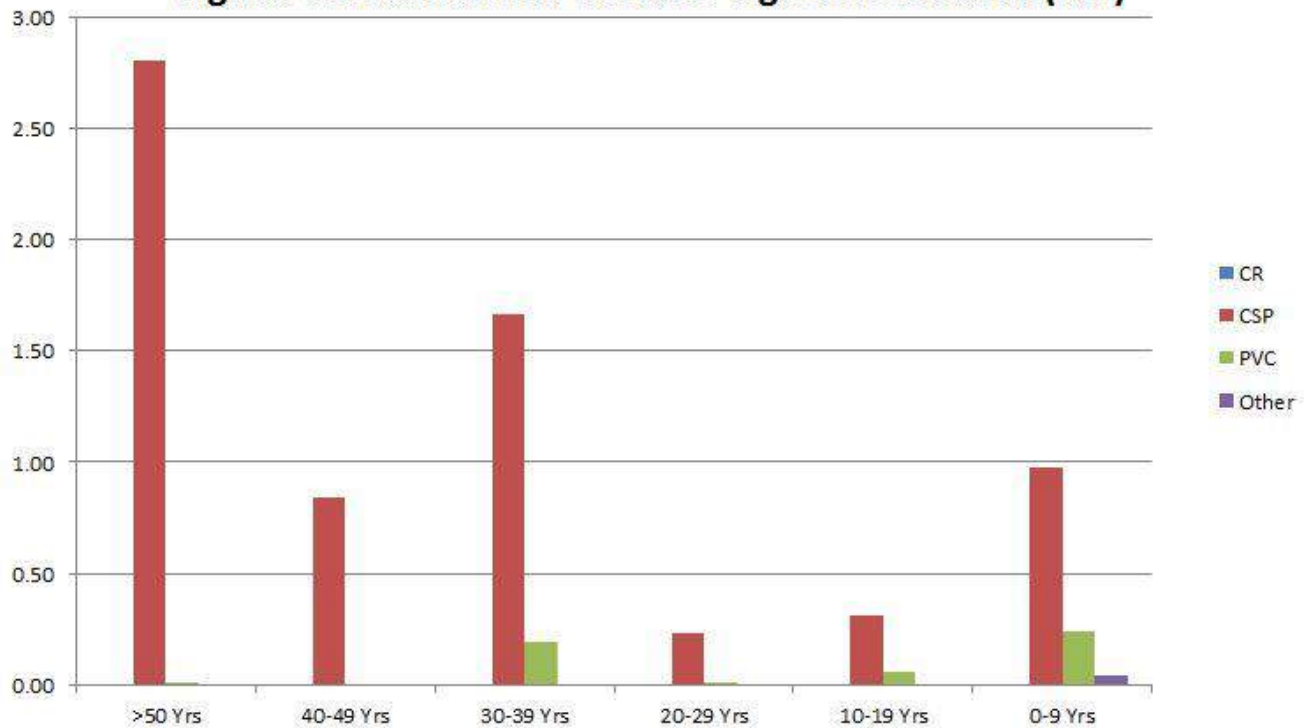


Figure 4.22 Centerline Culvert Material by Percentage

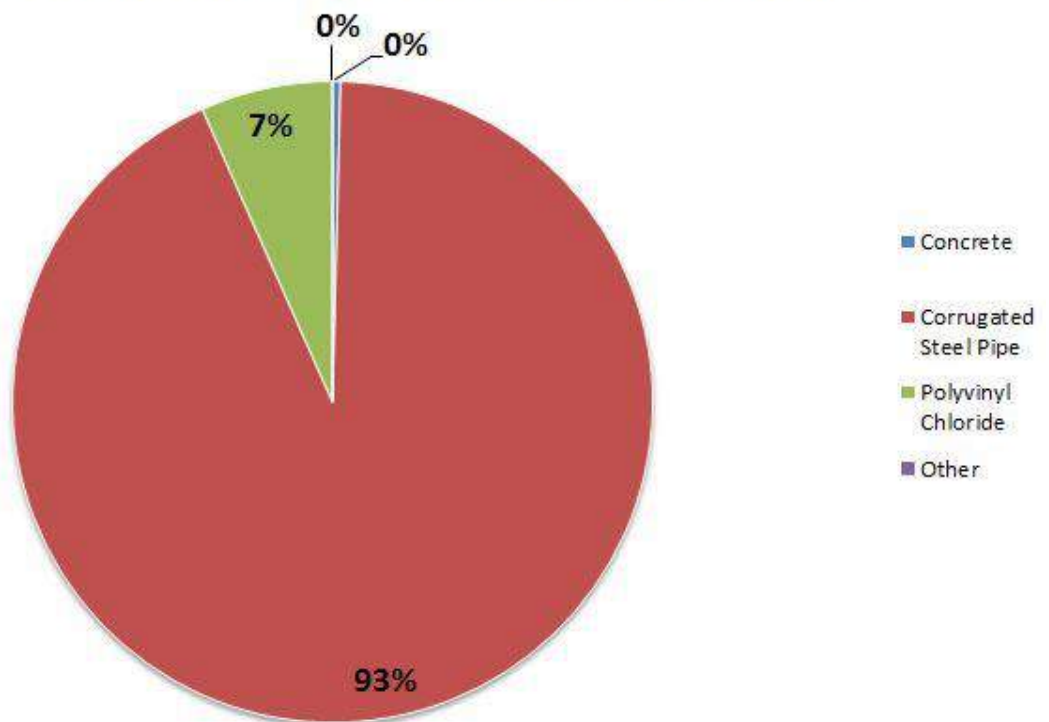
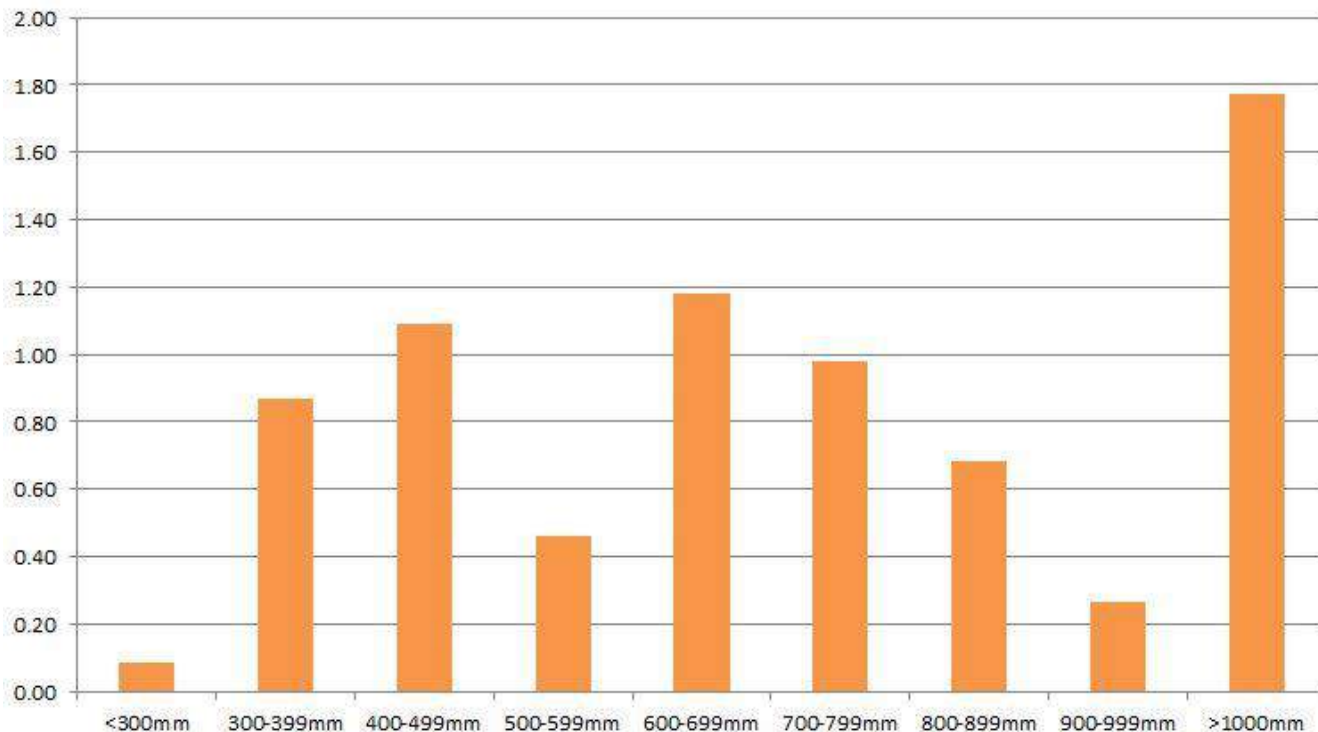


Figure 4.23 Centerline Culverts Diameter (Kms.)



4.4.3 Storm System Condition Report Card

Table 4-10 shows the average ratings and overall report card grade for the City's storm water system. This initial report has considered age, material type and diameter of pipe as well as perceived or reported physical condition in the assessment. These values may be adjusted as appropriate, as more information is gathered, or as the City upgrades the asset.

Note: that the Report Card takes both urban storm networks and Culverts into account.

Table 4-10: Storm System Inventory Report Card

Condition Rating	Financial Rating	Overall Rating
1.92	1.80	1.86

4.5 Transportation System

4.5.1 Road Inventory Overview

The City of Temiskaming Shores has approximately 200.5 km of roadways. This includes approximately 209.6 lane kilometres of asphalt surface roadway, 34 lane kilometres of surface treated roadway, and 172.8 lane kilometres of gravel surface roadways as identified through the 2020 Roads Review exercise. The surface type and classification of the roads, as recorded in the City's records, is shown in Figure 4.24 and Figure 4.25.

Note: The City completes a review of the Roads Condition Study every 3 years. The information gathered in the 2017 and 2020 reviews contained complete and accurate information about the road surface type and condition that was correlated with the staff and consultant information and used for the development of this Plan.

Table 4-11 Total Replacement Cost for Transportation Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Roads (paved lane km)	209.6 km	30-100	\$ 34,412,504.00
Roads (Surface Treated lane km)	34 km	20-100	\$ 1,300,240.00
Roads (gravel lane km)	172.8 km	10-50	\$ 3,213,135.00
Sidewalks	40.2 km	60-80	\$ 7,206,755.00
Active Trails	18 km	30	\$ 1,551,605.00
Total:			\$ 47,684,239.00

Figure 4.24 Roads Network by Surface Type (%)

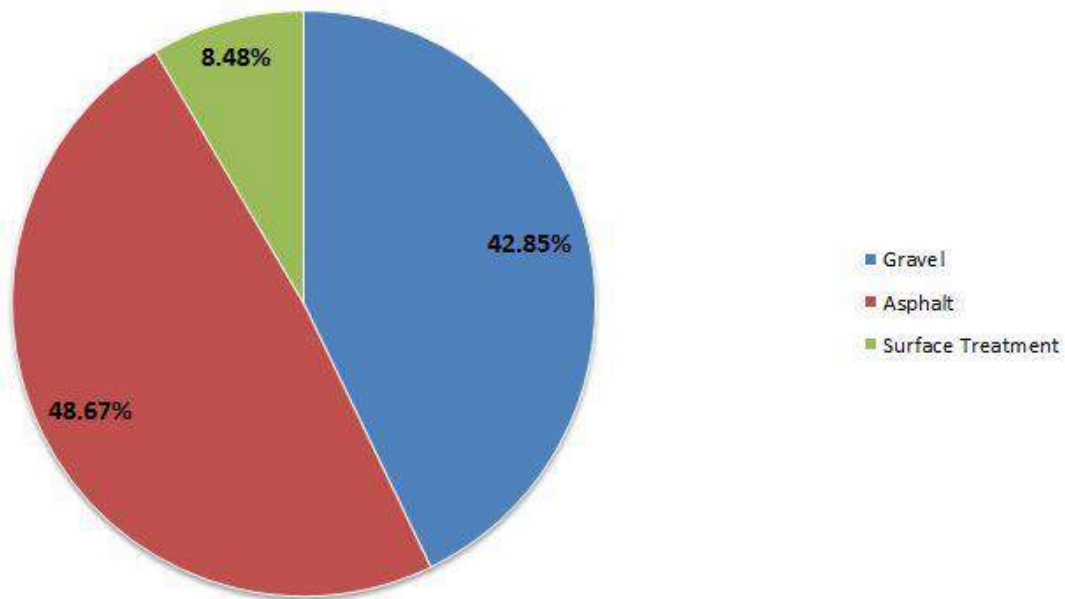
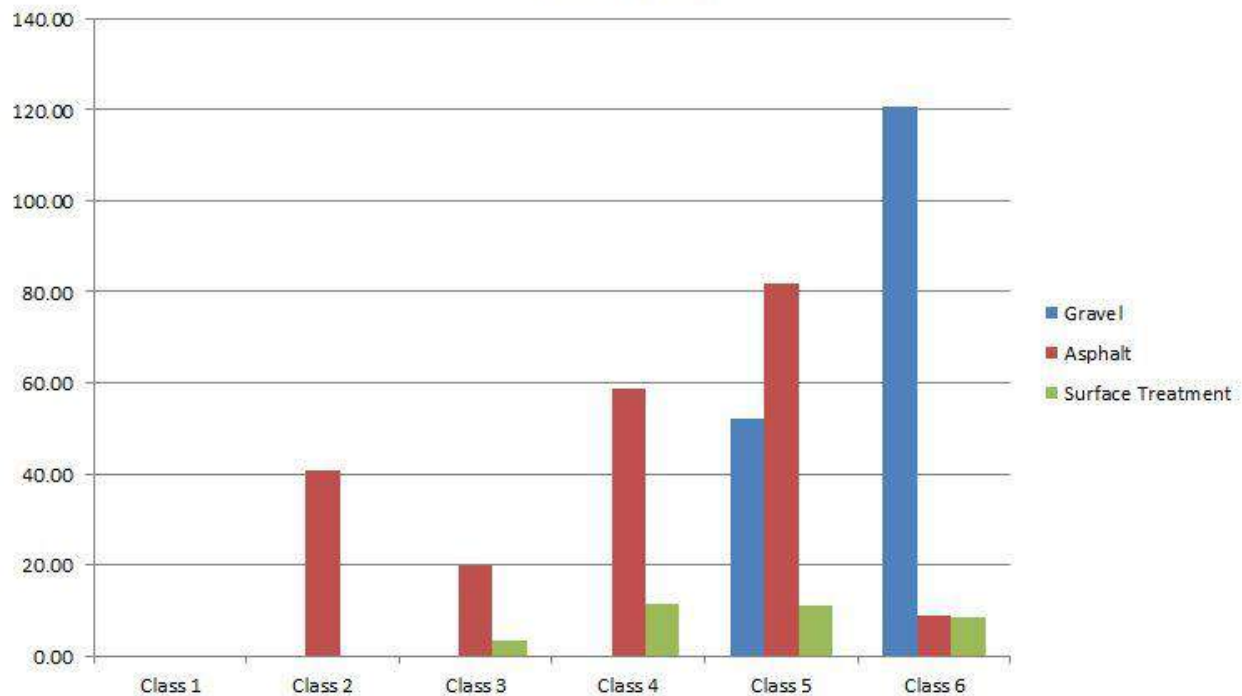
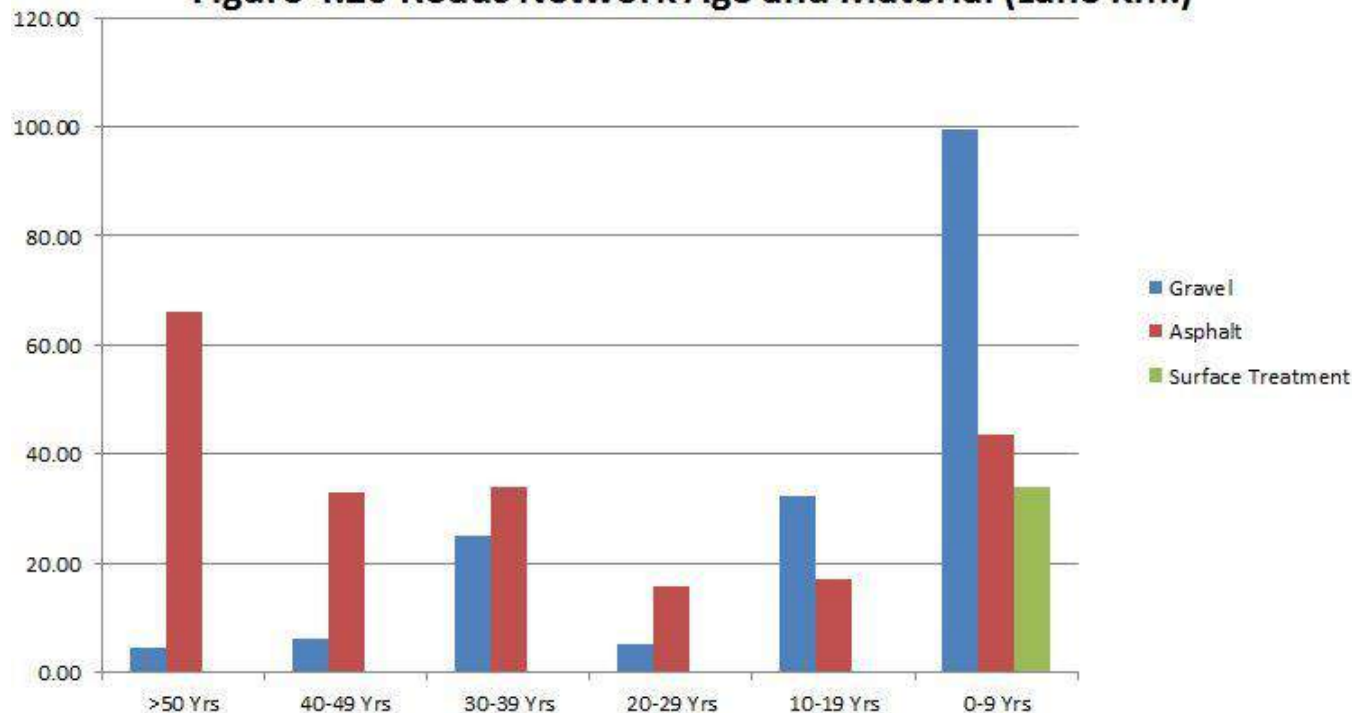


Figure 4.25 Roads Network Classification and Material (Lane Km.)



The age distribution of roadway network is illustrated in Figure 4.26. The majority of the roads have been constructed prior to 1963 or over 50 years ago. However, a large percentage of these roads have been resurfaced since that time.

Figure 4.26 Roads Network Age and Material (Lane Km.)



4.5.2 Sidewalk Inventory Overview

The City of Temiskaming Shores has approximately 40.2 km of sidewalks and approximately 18 km of active trails. The walkway type and age, as recorded in the City's records, is shown in Figure 4.27 and Figure 4.28.

Note: The City completes a review of the Sidewalk Condition Study every 3 years. The information gathered in the 2018 contained complete and accurate information about the sidewalk surface type and condition that was correlated with the staff and consultant information and used for the development of this Plan.

Figure 4.27 Walkway Network by Type (Km.)

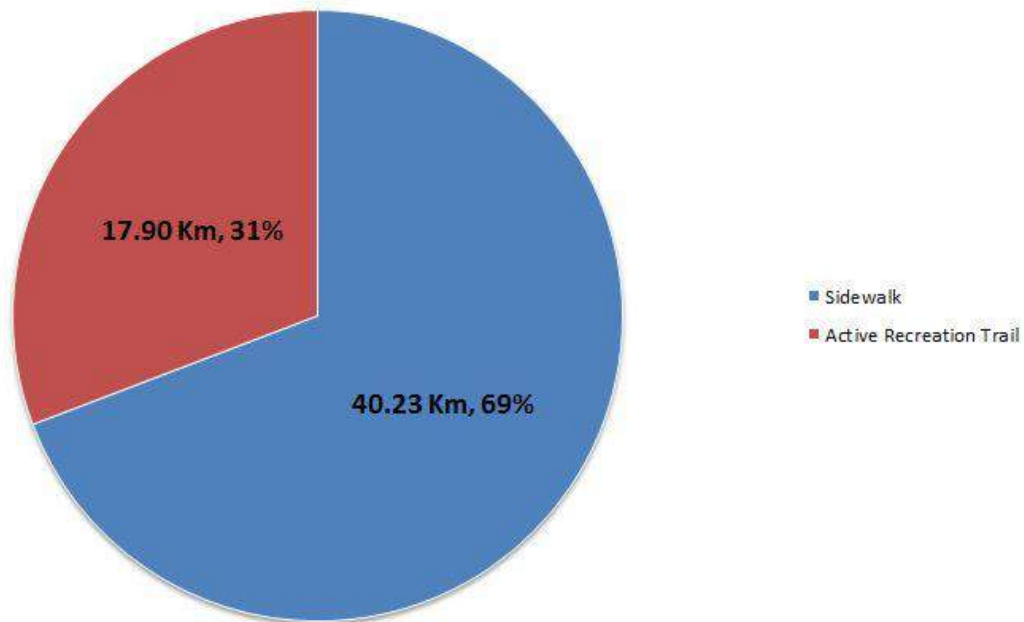
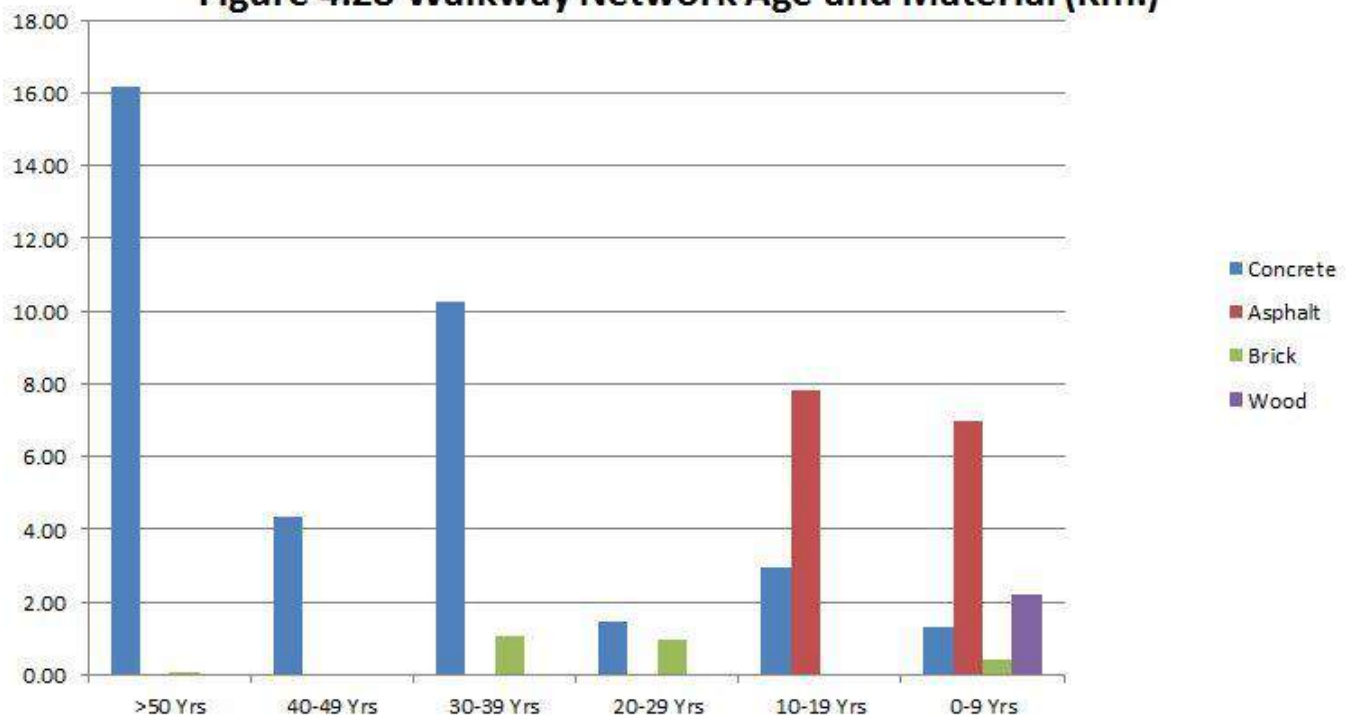


Figure 4.28 Walkway Network Age and Material (Km.)



4.5.3 Transportation System Condition Report Card

It's worth noting that the city also has to take infrastructure condition into account before moving forward with road resurfacing projects. A full reconstruction of the road might be preferred in order to maximise to durability and life expectancy of the assets in question.

Table 4-12 presents the average ratings and overall report card grade for the City's Transportation network. This initial report has considered estimated age, surface and sub-surface material type, network capacity and perceived or reported physical condition in the assessment. These values may be adjusted as appropriate, as more information is gathered, or as the City upgrades the asset.

Note: that the Report Card takes both roads and walkways into account.

Table 4-12: Transportation Network Inventory Report Card

Road Condition Rating	Sidewalk Condition Rating	Financial Rating	Overall Rating
3.01	3.64	3.4	3.35

4.6 Bridges & Large Dia. Culverts

4.6.1 Inventory Overview

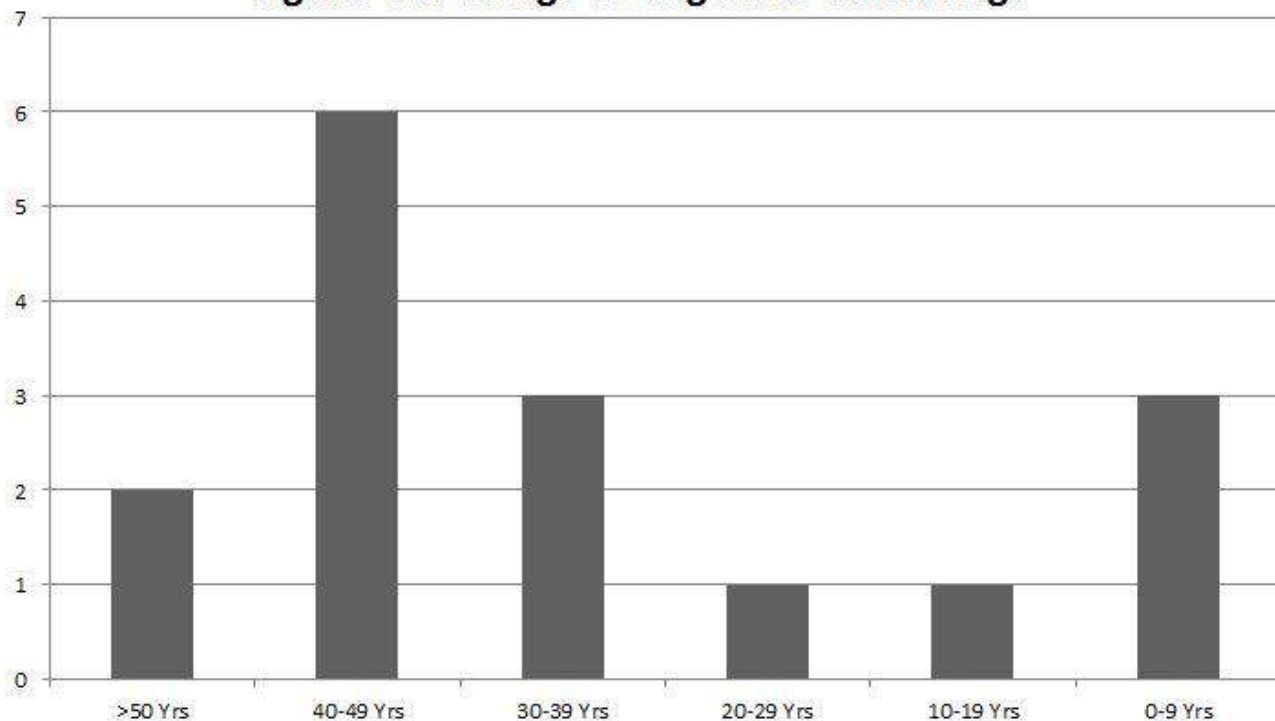
There are 16 bridges and large diameter culverts in the City of Temiskaming Shores. The average life expectancy of bridges built prior to 1970 is assumed to be 60 years, and bridges built after 1970 is assumed to be 75 years. Multi-plate culverts average life expectancy is assumed to be 40 years. The average age of City's bridges and culverts is 33.4 years. Figure 4.29 shows the age distribution for the City's bridges and large diameter culvert installations.

Note: that the City of Temiskaming Shores and the Township of Harley are both responsible for two bridges on Uno Park Road.

Table 4-13 Total Replacement Cost for Bridge & Large Dia. Culvert Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Bridges	10 units	40-70	\$ 14,375,000.00
Large Dia. Culverts	6 units	40-70	\$ 3,050,000.00
Total:			\$ 17,425,000.00

Figure 4.29 Bridge & Large Dia. Culvert Age



A breakdown of the bridge and culvert structures is as follows:

- 1 Concrete Box Culvert
- 3 Single Cell Multi-plate Culverts
- 1 Double Cell Multi-plate Culvert
- 1 Multi-plate Arch CSP
- 2 Bailey Bridge
- 3 CPCI Concrete Girder
- 2 Fixed Steel Girder
- 1 Wood Superstructure
- 1 Steel I-Girder
- 1 Steel I-Girder (pedestrian bridge)

4.6.2 Bridge & Large Dia. Culvert Inventory Condition Report Card

Figure 4-30 shows the average ratings and overall report card grade for the City's bridge and large diameter culvert inventory. This initial report has considered information gathered in the 2020 OSIM Bridge Inspection report conducted every two years, as it relates to estimated age, material type, structure size (width / diameter) and perceived or reported physical condition in the assessment. These values may be adjusted as appropriate, as more information is gathered, or as the City upgrades the asset.

Note: the OSIM Bridge Inspection report contains a summary of findings, recommendations, and prioritization of rehabilitative maintenance for each bridge and culvert structure in the City of Temiskaming Shores. Therefore, rehabilitative maintenance has also been considered in the overall rating of the structures.

Figure 4.30 State of bridge and Large Dia. Culvert Structures

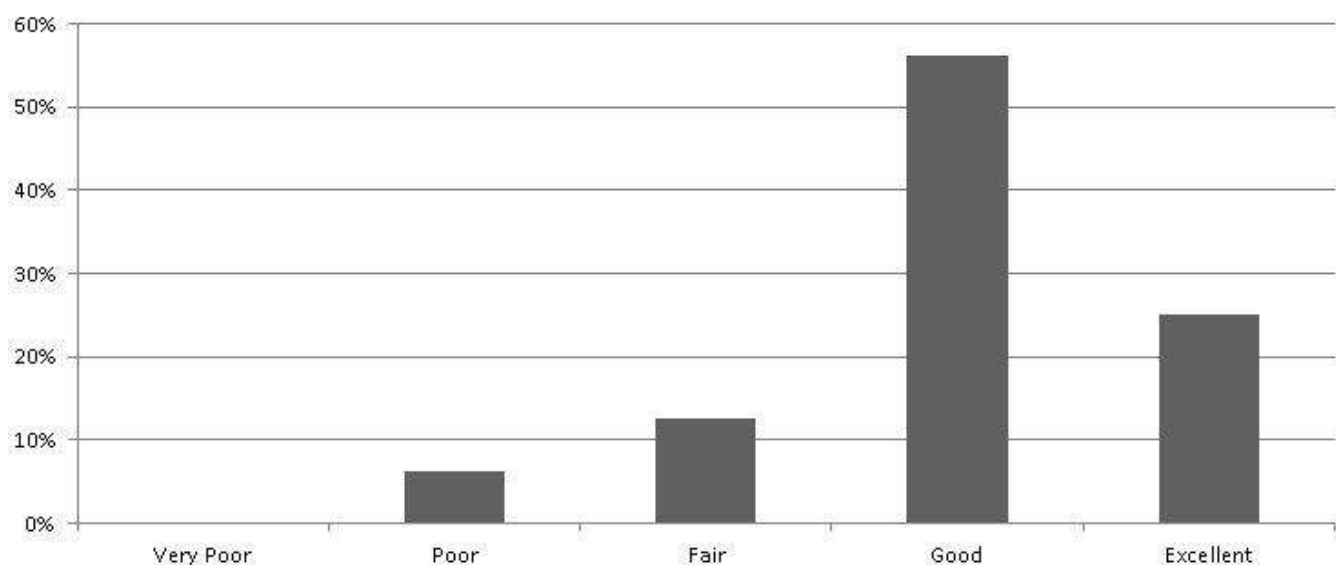


Table 4-14: Bridge & Large Dia. Culvert Inventory Report Card

Condition Rating	Financial Rating	Overall Rating
3.39	1.5	2.45

5. Current Levels of Service

5.1 Introduction

The levels of service are high level indicators, comprised of many factors that, as listed below, establish defined quality thresholds at which municipal services should be supplied to the community. They support the organization's strategic goals and are based on customer expectations, statutory requirements, standards, and the financial capacity of a municipality to deliver those levels of service.

Levels of Service are used:

- to inform customers of the proposed type and level of service to be offered;
- to identify the costs and benefits of the services offered;
- to assess suitability, affordability and equity of the services offered;
- as a measure of the effectiveness of the asset management plan
- as a focus for the AM strategies developed to deliver the required level of service

In order for a municipality to establish a current level of service, it will be important to review the key factors involved in the delivery of that service, and the interactions between those factors. In addition, it will be important to establish some key performance metrics and track them over an annual cycle to gain a better understanding of the current level of service supplied.

Within this Asset Management Plan, key factors affecting level of service will be outlined below and some key performance indicators for each asset type will be outlined for further review. This will provide a framework and starting point from which the City can determine future desired levels of service for each infrastructure class.

The City of Temiskaming Shores target Levels of Service have been linked to Council's vision, goals and objectives for infrastructure assets as presented in Section 2, *Asset Management Policy*, of this Plan and include the key factors listed below.

5.2 Key Factors that Influence Level of Service

- Strategic and Corporate Goals
- Legislative and Regulatory Requirements
- Expected Asset Performance
- Community Expectations
- Availability of Finances

5.2.1 Strategic and Corporate Goals

Infrastructure levels of service can be influenced by strategic and corporate goals. Strategic plans spell out where an organization wants to go, how it's going to get there, and helps decide how and where to allocate resources, ensuring alignment to the strategic priorities and objectives. It will help identify priorities and guide how municipal tax dollars and revenues are spent into the future. The level of importance that a community's vision is dependent upon infrastructure, will ultimately affect the levels of service provided or those levels that it ultimately aspires to deliver.

5.2.2 Legislative and Regulatory Requirements

Infrastructure levels of service are directly influenced by many legislative and regulatory requirements. For instance, the Safe Drinking Water Act, the Minimum Maintenance Standards for municipal highways, Ontario Building Code, and the Accessibility for Ontarians with Disabilities Act are all legislative requirements that prevent levels of service from declining below a certain standard.

5.2.3 Expected Asset Performance

A level of service will be affected by current asset condition, and performance and limitations in regards to safety, capacity, and the ability to meet regulatory and environmental requirements. In addition, the design life of the asset, the maintenance items required, the rehabilitation or replacement schedule of the asset, and the total costs, are all critical factors that will affect the level of service that can be provided.

5.2.4 Community Expectations

Levels of services are directly related to the expectations that the general public has from the infrastructure. For example, the public will have a qualitative opinion on what an acceptable road looks like, and a quantitative one on how long it should take to travel between two locations. Infrastructure costs are projected to increase dramatically in the future, therefore it is essential that the public is not only consulted, but also be educated, and ultimately make choices with respect to the service levels that they wish to pay for.

5.2.5 Availability of Finances

Availability of finances will ultimately control all aspects of a desired level of service. Ideally, these funds must be sufficient to achieve corporate goals, meet legislative requirements, address the asset's life cycle needs, and meet community expectations. Levels of service will be dictated by availability of funds or elected officials' ability to increase funds, or the community's willingness to pay.

5.3 Key Performance Indicators

Performance measures or key performance indicators (KPI) that track levels of service should be specific, measurable, achievable, relevant, and time bound (SMART). Many good performance measures can be established and tracked through software products. In this way, through automation, results can be reviewed on an annual basis and adjustments can be made to the overall asset management plan, including the desired level of service targets.

In establishing measures, a good rule of thumb to remember is that maintenance activities ensure the performance of an asset and prevent premature aging, whereas rehab activities extend the life of an asset. Replacement activities, by definition, renew the life of an asset. In addition, these activities are constrained by resource availability (in particular, finances) and strategic plan objectives. Therefore, performance measures should not just be established for operating and maintenance activities, but also for the strategic, financial, and tactical levels of the asset management program. This will assist all levels of program delivery to review their performance as part of the overall level of service provided.

This is a very similar approach to the “balanced score card” methodology, in which financial and nonfinancial measures are established and reviewed to determine whether current performance meets expectations. The “balanced score card”, by design, links day to day operations activities to tactical and strategic priorities in order to achieve an overall goal, or in this case, a desired level of service.

The structure of accountability and level of indicator with this type of process is represented in the following diagram, modified from the InfraGuide’s best practice document, “Developing Indicators and Benchmarks” published in April 2003.

Level of Indicator Municipal Structure

Strategic	Council & City Manager
Tactical	Director or Public Works Managers
Operational	Transportation & Environmental Divisions

As a note, a caution should be raised over developing too many performance indicators that may result in data overload and lack of clarity. It is better to develop a select few that focus in on the targets of the asset management plan.

Outlined below for each infrastructure class is a suggested service description, suggested service scope, and suggested performance indicators. These should be reviewed and updated in each update of the Asset Management Plan.

Core Values

Accessibility – Services are available and accessible for customers who require them.

Reliability – Services are provided with minimal service disruption and are available to customers in line with needs and expectations.

Safety – Services are delivered such that they minimize health, safety and security risks.

Regulatory – Services meet regulatory requirements of all levels of government.

Affordability – Services are suitable for the intended function (fit for purpose).

Sustainability – Services are designed to be used efficiently and long-term plans are in place to ensure that they are available to all customers into the future.

5.3.1 Transportation Services

The city's "core" transportation network comprises roadways, bridges, culverts and sidewalks. Together, this infrastructure enables the municipality to deliver transportation and pedestrian facility services and give people a range of options for moving about in a safe and efficient manner.

5.3.1.1 Scope of Services

- **Movement** – providing for the movement of people and goods.
- **Access** – providing access to residential, commercial, and industrial properties and other community amenities.
- **Recreation** – providing for recreational use, such as walking, cycling, or special events such as parades.

5.3.2 Performance Indicators

Strategic Indicators	<ul style="list-style-type: none"> ▪ Percentage of total reinvestment compared to asset replacement value ▪ Completion of strategic plan objectives (related to transportation)
Financial Indicators	<ul style="list-style-type: none"> ▪ Annual revenues compared to annual expenditures ▪ Annual replacement value depreciation compared to annual expenditures ▪ Total cost of borrowing compared to total cost of service ▪ Revenue required to maintain annual network growth
Tactical Indicators	<ul style="list-style-type: none"> ▪ Percentage of road network rehabilitated / reconstructed ▪ Value of bridge / large culvert structures rehabilitated or reconstructed ▪ Overall road condition index as a percentage of desired condition index ▪ Overall bridge condition index as a percentage of desired condition index ▪ Annual adjustment in condition indexes ▪ Annual percentage of network growth ▪ Percent of paved road lane km where the condition is rated poor or critical

	<ul style="list-style-type: none"> ▪ Number of bridge / large culvert structures where the condition is rated poor or critical ▪ Percentage of road network replacement value spent on operations and maintenance ▪ Percentage of bridge / large culvert structures replacement value spent on operations and maintenance
Operational Indicators	<ul style="list-style-type: none"> ▪ Percentage of road network inspected within last 5 years ▪ Percentage of bridge / large culvert structures inspected within last two years ▪ Operating costs for paved roads per lane km ▪ Operating costs for gravel roads per lane km ▪ Operating costs for bridge / large culvert structures per square metre ▪ Number of customer requests received annually ▪ Percentage of customer requests responded to within 24 hours

5.3.3 Water & Sewer Services

The city's water distribution/treatment network comprises of water mains, hydrants, valves and various water facilities. The sewer network comprises sanitary sewer mains, maintenance holes and pump stations. The storm sewer network also comprises of storm mains, catch basins, maintenance holes and open ditches with numerous outlets.

Together, the above infrastructure enables the City to deliver a potable water distribution service, and a waste water and storm water collection service to the residents of the municipality.

5.3.2.1 Scope of Services

- The provision of clean safe drinking water through a distribution network of water mains and pumps.
- The removal of waste water through a collection network of sanitary sewer mains.
- The removal of storm water through a collection network of storm sewer mains, and catch basins

5.3.2.2 Performance Indicators

Strategic Indicators	<ul style="list-style-type: none"> ▪ Percentage of total reinvestment compared to asset replacement value ▪ Completion of strategic plan objectives (related to water/sanitary/storm)
Financial	<ul style="list-style-type: none"> ▪ Annual revenues compared to annual expenditures ▪ Annual replacement value depreciation compared to annual expenditures

Indicators	<ul style="list-style-type: none"> ▪ Total cost of borrowing compared to total cost of service ▪ Revenue required to maintain annual network growth ▪ Lost revenue from system outages
Tactical Indicators	<ul style="list-style-type: none"> ▪ Percentage of water/sanitary/storm network rehabilitated / reconstructed ▪ Overall water/sanitary/storm network condition index as a percentage of desired condition index ▪ Annual adjustment in condition indexes ▪ Annual percentage of growth in water/sanitary/storm network ▪ Percentage of mains where the condition is rated poor or critical for each network ▪ Percentage of water/sanitary/storm network replacement value spent on operations and maintenance
Operational Indicators	<ul style="list-style-type: none"> ▪ Percentage of water/sanitary/storm network inspected ▪ Operating costs for the collection of wastewater per kilometre of main ▪ Number of wastewater main backups per 100 kilometres of main ▪ Operating costs for storm water management (collection, treatment, and disposal) per kilometre of drainage system. ▪ Operating costs for the distribution/ transmission of drinking water per kilometre of water distribution pipe. ▪ Number of days when a boil water advisory issued by the medical officer of health, applicable to a municipal water supply, was in effect. ▪ Number of water main breaks per 100 kilometres of water distribution pipe in a year. ▪ Number of customer requests received annually per water / sanitary / storm networks ▪ Percentage of customer requests responded to within 24 hours per water / sanitary

5.4 Data Collection

To appropriately record, track and monitor Levels of Service, the City will continue with or initiate programmes to collect the following types of information in addition to using discrete asset identifiers:

5.4.1 Water System

1. Date of break or water quality incident
2. Location of break or water quality incident
3. Cause of break or water quality incident
4. Estimated water loss
5. Pipe characteristics (diameter, material, installation year)
6. Time taken to respond to the incident
7. Time taken to return water mains back to service

5.4.2 Sanitary Sewer System

1. Date of blockage
2. Location of blockage
3. Cause of blockage
4. Pipe characteristics (diameter, material, installation year)
5. Time taken to respond to the incident
6. Time taken to return sewer back to service
7. CCTV inspection or Pipe Condition Rating

5.4.3 Storm Sewer System

1. Date of blockage or “*flooding on road*” incident
2. Location of blockage / flood (road and location on road)
3. Rainfall depth for discrete events
4. Time taken to respond to the incident
5. Time taken to return road back to service
6. Pipe characteristics (diameter, material, installation year)
7. CCTV inspection or Pipe Condition Rating

5.4.4 Roads Network

1. Road name inclusive of location (from/to)
2. Physical road characteristics (surface material, installation year)
3. Provincial road classification
4. Maintenance performed on the road (task and the date most recently resurfaced)

5. Pavement Condition survey resulting in a Pavement Condition Index (PCI)
6. Average Annual Daily Traffic (AADT) measured or reported
7. Annual operating costs for hard surface roads

5.4.5 Bridges

1. Bridge Name, Location & Provincial Bridge File Number
2. Bridge Characteristics (construction type, material, installation year)
3. Maintenance conducted on bridge (task and the date most recently repaired)
4. Bridge Condition Index (BCI) as per OSIM inspection
5. Average Annual Daily Traffic (AADT) report as per OSIM inspection
6. Detour route based on OSIM inspection
7. Bi-Annual Appraisal Reports

This information should be recorded in an Asset Management software database and reviewed annually to determine appropriateness and applicability as time and maintenance programs are carried out. It is suggested that the City consider the use of a weighted matrix, as presented in Table 5-1, to assist with the determination of future capital and maintenance programs.

Table 5-1: Sample Weighted Matrix for Sanitary Sewer System

Criteria	Detail	Range Values	Range Ratings	Units	Weighting
Install Year	Lifespan Remaining	1921 - 2021	1 - 5	Years	30%
Location	Impact of failure & area affected		1 - 5	N/A	15%
Material	Material descriptor		1 - 5	N/A	40%
Size	Impact of failure & number of connections affected	1 - 50	1 - 5	Millimetres	15%

6. Asset Management Strategy

6.1 Introduction

6.1.1 Approach

An Asset Management Strategy can be broken down into six types of planned actions:

Non-infrastructure solutions

- Actions or policies that impact the total lifecycle cost or lifespan of individual assets or asset networks.

Operations & maintenance activities

- Standard Operating Procedures and regularly scheduled inspections and maintenance.

Renewal / rehabilitation activities

- Significant repairs that improve assets' condition and extend the useful lifespan.

Replacement activities

- Activities at the end of assets' useful lifespan. Assets can be replaced with similar infrastructure, alternative infrastructure or non-infrastructure solutions to meet or adjust the service needs.

Disposal activities

- Activities related with the removal and safe disposal of assets upon completion of the service life, the replacement, or when otherwise no longer needed by the City.

Expansion activities

- Activities required to extend service, meet growth demands, or increase the levels of service provided.

In addition to the planned actions, the Asset Management Strategy addresses the procurement methods, and provides an overview of risks associated with the Strategy.

6.1.2 Asset Replacement Strategy Overview

The Asset Management Strategy considers the estimated unit replacement cost to forecast the capital investment required on five-year intervals in the 25 year time horizon between 2021 and 2046. Replacement costs were calculated using 2019 dollars with an inflation rate of 3

percent. Where the per unit replacement cost estimate was less than the replacement cost cited in the public sector accounting board (PSAB) 3150 registry, the greater value was used.

For the initial 10 year period, infrastructure replacement has been optimized between the road network, water system, sanitary sewer system, and storm water system. Since the road network requires the most frequent capital interventions, it was used as the basis for driving the strategy. If the buried infrastructure was within 10 years of its estimated Service Life when the road was scheduled to be rehabilitated or replaced, the capital replacement of the buried asset would be accelerated to correspond with the road intervention. The objective of this coordination of effort is to minimize disruptions to the public, while reducing overall costs by bundling activities.

To forecast the cost for replacing assets, a variety of assumptions were made as outlined in the following sections. The estimated unit costs were compared with recent, local construction costs and compared with the replacement cost estimates recorded in the City's PSAB registry. The larger total replacement cost has been applied. This decision was made assuming that the greater value would provide a greater tolerance for errors in the estimates. Moving forward, the City will track infrastructure investments to improve the accuracy and reliability of unit replacement cost estimates as well as enable the inclusion of non-capital (operations and maintenance) expenditures in the Plan.

6.1.2.1 Water System

The following assumptions were made in estimating the per unit replacement cost:

- The replacement cost estimate includes:
 - ✓ Excavation, supply and installation of pipe, fire hydrants and valves; and
 - ✓ Excavation, supply and installation of water services to property line (15 m or 50 foot lot frontage is assumed as an overall City average, therefore 12 services are installed per 100 m).
- The replacement cost does not include removal of retired assets or provision of a temporary water main.

Table 6-1 below shows the cost to replace each asset category in the City of Temiskaming Shores.

Table 6-1: Replacement Cost for Water Infrastructure

Asset Component	Replacement Cost per Metre (2019)
Water Mains 150mm	\$ 400
Water Mains 200mm	\$ 425
Water Mains 250mm	\$ 450
Water Mains 300mm	\$ 500

Water Mains 450mm	\$ 550
Water Valves	\$ 1000 - \$5000
Hydrants	\$ 6500
Specialized Valves	CPI
Water Facilities	CPI

*Note – Pipe diameters less than 150 mm will be replaced with 150 mm water mains. Estimated cost for replacement includes all pipe, appurtenances and service connections. Pipe diameters greater than 300 are assumed to be transmission lines from source/plant to reservoir with no service connections. CPI (refer to the construction price index)

6.1.2.2 Sanitary Sewer System

The following assumptions were made in estimating the per unit replacement cost:

- The replacement cost estimate includes:
 - ✓ Excavation, supply and installation of pipe and maintenance hole structures; and
 - ✓ Excavation, supply and installation of sanitary sewer services to property line (15 m or 50 foot lot frontage is assumed as an overall City average, therefore 12 services are installed per 100 m).
- The replacement cost does not include removal of retired assets or diversion of existing flows.
- Sanitary Sewer depth of 2.8 to 3.0 m.

Table 6-2 below shows the cost to replace each asset category in the City of Temiskaming Shores.

Table 6-2: Replacement Cost Sanitary Infrastructure

Asset Component	Replacement Cost per Metre (2019)
Sanitary Mains 200mm	\$ 400
Sanitary Mains 250mm	\$ 425
Sanitary Mains 300mm	\$ 450
Sanitary Mains 375mm	\$ 500
Sanitary Mains 450mm	\$ 550
Sanitary Mains 525mm	\$ 600
Manholes	\$ 1600
Specialized Valves	CPI
Wastewater Facilities	CPI

*Note – Pipe diameters less than 200 mm will be replaced with 200 mm sanitary sewer mains. Estimated cost for replacement includes all pipe, appurtenances and service connections. Pipe diameters greater than 450 are assumed to be truck mains with minimal service connections. CPI (refer to the construction price index)

6.1.2.3 Storm Water System

The following assumptions were made in estimating the per unit replacement cost:

- The replacement cost estimate includes:
 - ✓ Excavation, supply and installation of pipe, catch basin, maintenance hole structures and culverts.
- The replacement cost does not include removal of retired assets.
- Storm Sewer depth of 2.5 to 3.5 m.

Table 6-3 below shows the cost to replace each asset category in the City of Temiskaming Shores.

Table 6-3: Replacement Cost Storm Infrastructure

Asset Component	Replacement Cost per Metre (2019)
Storm Mains 300mm	\$ 425
Storm Mains 350mm	\$ 500
Storm Mains 450mm	\$ 575
Storm Mains 600mm	\$ 650
Storm Mains 750mm	\$ 750
Storm Mains 800mm	\$ 825
Storm Mains 900mm	\$ 900
Storm Mains 1000mm and greater	\$ 1000

*Note – Pipe diameters less than 300 mm will be replaced with 300 mm storm sewer mains. Estimated cost for replacement includes all pipe, appurtenances and service connections where required.

6.1.2.4 Roads Network

The capital forecast for the Road Network assumed that the short-term needs (investments for the first 10 years) would follow the interventions identified in the review of the Roads Needs Study. The long-term forecast was developed utilizing the public sector accounting board (PSAB) records being integrated with the results from the Roads Needs Study. There is some degree of risk for duplication of costs; however, this is considered a minor risk in that the accuracy of such a forecast typically decreases as the time horizon increases.

The following assumptions were made in estimating the per unit replacement cost for the long-term forecast:

Asphalt Surface

- The replacement cost estimates assumes that all existing asphalt areas will be replaced with asphalt.
- Asphalt depth is assumed at 90 mm for Class 2 and 50mm for Class 3 to 6.
- Price does not include asphalt removal.
- Price is for supply, haul, place and compaction of asphalt only.

Surface Treatment

- The replacement cost estimates assume that all existing surface treatment areas will be replaced with surface treatment.
- Surface treatment application is assumed to be double prime treatment at first application followed by a third application after year three.
- Surface treatment of existing gravel surface roadways will be carried out at a rate of no less than 3.0 kilometres per year.
- Price does not include pulverizing or grading of existing surface.
- Price is for supply, haul, place and compaction of Class 2 aggregate and emulsion.

Gravel

- The replacement cost estimates assume that all remaining gravel surfaces areas will be resurfaced every ten (10) years.
- Granular application is assumed to be 75 mm in depth.
- Price does not include pulverizing or grading of existing surface.
- Price does not include re-grading of roadside ditches prior to placement of granular material.
- Price is for supply, haul, place and compaction of Granular “A” aggregate.
- Roadway stabilization, in advance of surface treatment to be considered.

Sidewalks

- The replacement cost estimates assumes that all existing sidewalks will be replaced with the same surface type.
- Price does not include sidewalk removal.

Bridges and Large Diameter Culverts

- The replacement cost estimates are based on the city's initial construction cost with the addition of the inflation rates.

Table 6-4 below shows the cost to replace each asset category in the City of Temiskaming Shores.

Table 6-4: Replacement Cost Transportation Infrastructure

Asset Component	Replacement Cost per Square Metre (2019)
Asphalt 90mm	\$ 70
Asphalt 50mm	\$ 35
Surface Treatment	\$ 10
Gravel	\$ 5
Sidewalk – (Concrete or Brick)	\$ 120
Bridges & Large Dia. Culverts	CPI

*Note - CPI (refer to the construction price index)

6.2 Non-Infrastructure Solution

6.2.1 Data Collection Strategies

Data Collection Preparation

A meeting should be arranged shortly prior to, or as part of collection projects, in order to determine what information is to be updated or augmented, what information is currently available and what the condition is of that information. To facilitate this, an initial data review should be conducted of available data related to the collection exercise. Sources of information should include but not be limited to:

- Infrastructure master plans
- Water & sewer models
- Engineering as-built or record drawings
- Planning studies
- Paper maps
- AutoCAD drawings or GIS files/databases
- Inspection reports
- Imagery

These data-sources should be integrated into a single source appropriate for the data collection exercise. It is generally good practice to house this information in a database. If field staff are performing the data collection using a digital collector (GPS, tablet etc.), where possible, the database should be loaded onto this device so that updates can be made directly. The data schema and populated database should be reviewed prior to commencement of collection and be returned for review and quality assurance and control after collection. A data gap analysis will then be performed that will assess the level of effort required to complete the inventory and identify any assumptions to be made. It is important to note that the completeness and accuracy of the inventory is based on the available existing information, staff knowledge and the visibility of above ground assets. If possible and acceptable, some data may be synthesized based on existing data, but must be flagged as such in the database. Only after all available data-sources have been exhausted should field collection be considered.

Field Data Collection

After all pertinent and available information has been compiled, verified and audited (with appropriate reporting), a field data collection task may be necessary to determine additional or still missing information. A meeting will be held to determine the level of detail required and final use of the information. This will include confirmation and sign-off of the proposed data-model, as well as a detailed list of assets to be collected and what information about those assets is to be collected (overall schema). Sign-off will also be obtained if any special access is required on-site as well as any safety equipment required. All tools to be used in the data collection will be presented to the client at this time.

The field crew supervisor will ensure that all field members are aware of their duties and responsibilities. It is vital that appropriately trained field staff be used, particularly if inspections requiring sign-off are required. Inspection forms will be pre-populated if possible. Each field crew member will be responsible for the entirety of their work. If possible, a small pilot area should be completed and submitted for comment.

Once all field data has been collected, it will be compiled within the agreed upon schema and quality assurance and control, standardization and normalization. Once this is complete, the database will be reviewed at a follow up meeting to discuss the results and further requirements.

6.2.2 Data Management Strategies

Information that is collected by the Municipality represents a significant investment of staff time and resources. Proper information and data management processes and procedures are vital to an organisation's ability actively and effectively make use of available resources to provide an appropriate level of service to their customers as well as prepare required reports for auditing and financial purposes such as the public sector accounting board (PSAB) 3150 reporting. It is therefore critical that this information be regularly maintained to ensure the integrity of the information and allow for improved decision making and management of the Municipality's assets. The ability to rely on information is expected to become even more

crucial as future Provincial and Federal funding programs become contingent on the accuracy of collected data.

While the City of Temiskaming Shores has a wealth of information available, the development of this Plan has highlighted the need for a more robust and streamlined data management strategy. At its core, a proper data management strategy can be broken down into four primary questions:

- What data should I be collecting and why?
- How should I store this information once collected?
- How often should I review my collected data and how should I maintain it?
- Are there any software / hardware applications available to me that will not only allow me to collect, store and maintain this information but also allow me to use this information to answer questions?

To effectively manage the infrastructure data, the Municipality will adopt a Data Management Policy in line with the following policy statement:

It should become the policy of the Municipality to manage their data effectively and efficiently. This should be done through the use of appropriate computerized applications and databases and the collection and storage only of information that has an immediate use and / or answers an immediate business need as required of the Municipality.

This data will be maintained on a regular schedule for each individual dataset by general agreement or Government mandate.

Metadata defining what data has been collected is available and describing the data in terms of what it represents and how current it is will also be provided.

Once an appropriate data model has been determined and agreed upon, the City will create a schedule to determine who will be responsible for each primary data set, how often this information will be reviewed and how often new collections will be done. This information should be recorded as part of the asset information as metadata so that users know how current the information is.

It should be noted that some information may be acquired from other Agency sources such as the Canadian GeoBase (<http://geobase.ca>). This is a free data source that includes the National Road Network which is maintained by the Federal and Provincial governments. Sources such as this may be used to reduce the time required to maintain key datasets.

6.2.3 Information Storage Strategy

How information is stored is as important if not more so than the information itself. The reason for this is that information storage often dictates not only how easily or quickly information may be accessed and used, but also how it is used in terms of formatting etc.

It is recommended that the City adopt a relational database model for the storage of collected information. Ideally, the City would be able to house all information within a single database structure. Practically though, certain key systems such as finance and taxation are required to be contained within their own systems. This does not preclude however the ability to link information between applications.

The primary advantages of storing information using a database model are that agreed upon data standards are enforced and the duplication of information is reduced or eliminated ensuring that staff use the same information. Examples of this would include street name lists, address lists, assessment role numbers, etc.

6.2.4 Software / Hardware Strategy

Software and hardware are often seen and promoted as “solutions.” However, they should really be viewed as tools to assist in providing core functions required by City staff.

Databases

As discussed above, database technology is strongly recommended to assist in the storage and retrieval of information. Common applications such as MS Excel can link to a database to retrieve information and provide statistical and empirical evidence and graphs. Databases also excel as interacting with each other such that information can be passed from one system to another relatively easily. Lastly, databases often act as what is termed a “back end” to front facing applications such as finance and taxation systems, asset and customer management systems, maintenance management systems and geographic information systems (GIS).

As discussed above, it is recommended that the City consider a detailed review of enterprise database applications such as Microsoft SQL Server, Oracle, MySQL, PostgreSQL or similar products.

Asset Management

Asset management has become a major concern in recent years for several reasons. Municipalities are aware that much of their above and below ground infrastructure is on the decline. Financial responsibilities have required municipalities to make due with less. Provincial and Federal funding is now being linked to a municipality’s ability to show evidence of need (PSAB 3150 reporting).

Asset Management applications take the information that is collected and provided about an asset and assist with the decision making process to allow staff to determine what course of action to take regarding an asset and when.

Maintenance Management

A maintenance management system can assist with the tracking of work performed against specific assets. The detail to which activity is tracked may vary to include costing and time /

resources require or may be more general that an activity was performed. This information may be aggregated at regular intervals to assist with establishing a base line for how well an asset is performing.

6.3 Operations & Maintenance Activities

The City of Temiskaming Shores currently has several infrastructure condition monitoring and assessment programs in place, including:

Sanitary and Storm Sewer CCTV program

The entire Sanitary and Storm Sewer systems are inspected under a seven year program. Each year, a selection of the pipes are flushed and inspected. Defects are recorded and coded to correspond with Pipeline Assessment Certification Program standards. Once complete, this will form the benchmark for comparing asset condition. Moving forward, it is recommended that consideration be given to prioritizing the inspection according to the expected deterioration of the system.

Road Needs Study

The Roads Needs Study is completed every 3 years utilizing internal and external forces. The last Roads Needs Study review was completed in 2020. The study reviews the road network, broken down into sections consistent in their characteristics, and records a variety of performance and condition details for each. This information is used to identify the capital and maintenance needs of the system, the timing for the interventions, and the road priority.

OSIM Bridge Inspections

The Province of Ontario legislates that every bridge be inspected under the Ontario Structure Inspection Manual (OSIM) every 2 years. From this inspection, a Bridge Condition Index (BCI) is developed that helps to schedule bridge maintenance and upkeep. Safety concerns are to be addressed immediately. The last OSIM Inspection was carried out in 2020.

Due to limitations of this project, costs associated with the operations and maintenance activities have not been included in the asset management strategy. In subsequent updates to of this Plan, the City will incorporate estimates for this work.

6.4 Renewal / Rehabilitation Activities

As the City increases the availability of condition data, the Plan will be revised to reflect this information. By monitoring condition data over time, the City will improve their ability to forecast deterioration and identify trends.

Understanding that the information driving the replacement activities is based on asset age, where appropriate, the City will augment the Plan with asset inspections to determine if renewal / rehabilitation are possible prior to replacement of the assets.

Priority projects identified within the City's Renewal/Rehabilitation Activities are shown in following section.

6.5 Risks

The City's overall Asset Management Strategy is founded on available data, anticipated service levels, growth expectations and other assumptions. Assumptions in these items introduce some unavoidable risk that the overall strategy may change over time as the City gathers and develops more complete data and processes.

Recognizing these uncertainties, the City is developing strategies to address each source of risk so that the Asset Management Strategy can evolve over time. Risk mitigation strategies for each of the following are discussed below:

- Data quality
- Levels of Service
- Growth – expected vs. actual
- Assumptions

Data quality

The data provided and collected for the report for various aspects were given only reflecting a very high level of the asset components, and did not accurately reflect the service life's of the necessary components of the assets (i.e. a water treatment plant was assessed at a facility level and did not have age, conditional, performance, or maintenance data for any of the facilities components (i.e. SCADA system, pumps, etc.). Given the high level of the data, significant risk exists in the component asset life reaching the end of their respective service lives before the facility has reached the end of the facility life. This introduces significant difficulty to establish a yearly budget that accurately would reflect the required asset replacement / rehabilitation cost required.

Strategy to address:

It is suggested an inspection program of assets be established to utilize the new workflow structure and build the existing database. With a newly built database, the report should be reviewed and see if the new data produces significant changes to the asset management strategy.

Levels of Service

The levels of service present a risk, since no previous levels of service were established for the city. The Levels of Service therefore have never been measured in previous years

and the expectation of each level of service has not been established. Adjustment is expected in the early years of levels of service to better reflect the level of commitment from the city, but risk exists if a level of service is set at a higher expectation than what is possible at the current levels of funding.

Strategy to address:

It is suggested that to address this source of risk, the targets established in the first year of utilizing the Levels of Service should be reviewed along with the cost to provide the levels of service. If the cost of the level of service is too high to maintain the target should be adjusted or alternative strategies to accomplish the level of strategy should be investigated.

Growth Levels

Growth forecasts are not guaranteed, and while effort has to be made to ensure that services are provided if the growth is met, growth can be greater or lesser than the expected forecast. This can potentially create a surplus or deficit of funding available.

Between the 2011 Census and the 2016 Census the City of Temiskaming Shores experienced negative population growth of -4.6%. Between the 2011 and 2016 Census the City of Temiskaming Shores also experience some changes in the age-composition of its population. Therefore, an increase or decrease to the population or to the average age of residents may result in changing service needs and demands.

Strategy to address:

It is suggested that the growth of the City should be reviewed on a yearly basis to determine if the forecast is accurate, and if possible the budgets should be adjusted accordingly. The City should consider conducting a review / study of current and future housing demands every 2 to 3 years.

Assumptions

Assumptions have been made in the report to fill data gaps and have been noted where undertaken. As with any assumption, risk exists in that the assumption made not account for a large enough percentage of the assets and could potentially results in unexpected costs if not corrected (i.e. year of installation assumed, when the asset is past its expected service life, and due to the degradation of the asset, effecting surrounding assets).

Strategy to address:

It is suggested that an inspection program be developed utilizing the information provided herein to eliminate the largest assumptions. The new findings should then be used to adjust the report findings, correcting the asset management strategy if required

Appendix A

Appendix A

Glossary of Terms

Term	Definition
Capital Cost	The total cost needed to bring a project to a commercially operable status.
Core Infrastructure Assets	<ol style="list-style-type: none"> 1. water asset that relates to the collection, production, treatment, storage, supply or distribution of water, 2. wastewater (sanitary) asset that relates to the collection, transmission, treatment or disposal of wastewater, including any wastewater asset that can from time to time manages stormwater, 3. stormwater management asset that relates to the collection, transmission, treatment, retention, infiltration, control or disposal of stormwater,
Lane Kilometers	A kilometer-long segment of roadway that is a single lane in width.
Level of Service	What people experience from the municipality's infrastructure. For example, bridges without load restrictions can offer a relatively higher level of service compared to bridges that do not allow heavy freight vehicles.
Lifecycle Activities	Activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities.
Operational Cost	The cost of resources used by an organization just to maintain its existence.
Service Life	The total period during which a municipal infrastructure asset is in use or is available to be used.
Risk Analysis	A technique used to identify and assess factors that may jeopardize the success of a project.
Provincial Road Classifications	<ol style="list-style-type: none"> 1. Class 1 roads (highway), is merely a high speed road connecting 2 or more cities. Normally, highways are under provincial or federal control. 2. Class 2 and 3 roads (arterial) are usually constructed to move traffic from one end of the city to the other. (average daily traffic counts dictate the class, that modifies the maintenance standards) 3. Class 4 roads (collector) have the function to collect traffic from local streets and discharge them onto other

	<p>collector or arterial roads.</p> <p>4. Class 5 and 6 roads (local) serve primarily to provide access to the traffic emanating from the properties and discharge them onto collectors. Class 6 roads can also be found with a gravel surface. (average daily traffic counts dictate the class, that modifies the maintenance standards)</p>
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The Corporation of the City of Temiskaming Shores

By-law No. 2021-029

**Being a by-law to appoint a Municipal Law
Enforcement Officer – Gabriel Tassé**

Whereas pursuant to Section 15 (1) of the *Police Services Act*, R.S.O. 1990, as amended, Council of a municipality may appoint persons to enforce the by-laws of the municipality; and

Whereas Section 15 (2) of the *Police Services Act*, R.S.O. 1990, as amended, defines municipal law enforcement officers as peace officers for the purpose of enforcing municipal by-laws; 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 Memo No. 009-2021-CS at the March 2, 2021 Regular Council meeting and directed staff to prepare the necessary by-law to appoint Gabriel Tassé as a Municipal Law Enforcement Officer.

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That **Gabriel Tassé** be hereby appointed as a Municipal Law Enforcement Officer for the purpose of enforcing City by-laws, appointment to be effective upon adoption of this by-law.

Read a first, second and third time and finally passed this 2nd day of March, 2021.

Mayor – Carman Kidd

Clerk – Logan Belanger

The Corporation of the City of Temiskaming Shores

By-law No. 2021-030

**Being a by-law to appoint a Property Standards Officer for the
purpose of enforcing by-laws related to the Use and
Occupancy of Property within the City of Temiskaming
Shores – Gabriel Tassé**

Whereas The City of Temiskaming Shores passed By-law No. 2007-043 under Section 15.1 of the Building Code Act S.O. 1992, c23, as amended prescribing the standards for the maintenance and occupancy of property within the municipality;

And whereas Section 1.1 of the Building Code Act S.O. 1992, c23 as amended defines an “officer” as meaning “a property standards officer who has been assigned the responsibility of administering and enforcing by-laws passed under section 15.1”;

And whereas Council considered Memo No. 009-2021-CS at the March 2, 2021 Regular Council meeting and directed staff to prepare the necessary by-law to appoint Gabriel Tassé as a Property Standards Officer.

Now therefore the Council of The Corporation of the City of Temiskaming Shores enacts the following as a by-law:

1. That **Gabriel Tassé** is hereby appointed as a Property Standards Officer for the purposes of enforcing by-laws passed under Section 15.1 of the Building Code Act S.O. 1992, c23, as amended; and
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law after 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 2nd day of March, 2021.

Mayor – Carman Kidd

Clerk – Logan Belanger

The Corporation of the City of Temiskaming Shores

By-law No. 2021-031

**Being a by-law to repeal By-law No. 2021-008 to appoint a
Municipal Law Enforcement Officer within 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 Sheryl Gilbert was temporarily appointed as a Municipal Law Enforcement Officer on January 19, 2021 to assist with enforcement during the COVID-19 Pandemic; and

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 repeals By-law No. 2021-008 – Appointment of a Municipal Law Enforcement Officer within the City of Temiskaming Shores.

Read a first, second and third time and finally passed this 2nd day of March, 2021.

Mayor – Carman Kidd

Clerk – Logan Belanger

The Corporation of the City of Temiskaming Shores
By-law No. 2021-032
Being a by-law to enter into an agreement with Freightliner
North Bay for the Supply and Delivery of one (1) Triaxle Dump
Truck

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to responds to municipal issues; and

Whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

Whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

Whereas Council considered Administrative Report No. PW-004-2021 at the March 2, 2021 Regular Council meeting and directed staff to prepare the necessary by-law to enter into an agreement with Freightliner North Bay for the Supply and Delivery of one (1) Triaxle Dump Truck, for consideration at the March 2, 2021 regular meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Council authorizes the entering into an agreement with Freightliner North Bay for the supply and delivery of one (1) Triaxle Dump Truck, in the amount of \$195,986.00, plus applicable taxes, and for the purchase of appurtenances for the above vehicle, with an upset limit of \$15,000.00 plus applicable taxes, copy of which is attached hereto as Schedule "A" and forming part of this by-law;
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

Read a first, second and third time and finally passed this 2nd day of March, 2021.

Mayor – Carman Kidd

Clerk – Logan Belanger



Schedule “A” to

By-law 2021-032

Agreement between

The Corporation of the City of Temiskaming Shores

and

Freightliner North Bay

for the Supply and Delivery of one (1) Triaxle Dump Truck

This agreement made in duplicate this 2nd day of March 2021.

Between:

The Corporation of the City of Temiskaming Shores

(hereinafter called "the Owner")

and

Freightliner North Bay

(hereinafter called "the Supplier")

Witnesseth:

That the Owner and the Supplier shall undertake and agree as follows:

Article I:

The Supplier will:

- a) Provide one (1) new Triaxle Dump Truck in accordance to the specifications contained in their submission in relation to the following:

**Corporation of the City of Temiskaming Shores
Request for Quotation (PW-RFQ-002-2021)
Supply and Delivery of Triaxle**

- b) Provide vehicle appurtenances in the upset amount of \$15,000, plus applicable taxes.
- c) Do and fulfill everything indicated by this Agreement and in the Form of Agreement attached hereto as Appendix 01 and forming part of this agreement.
- d) Delivery of vehicle by **December 31, 2021.**

Article II:

The Owner will:

- a) Pay the Supplier in lawful money of Canada for the supply and delivery of one (1) new Tri-Axle Dump Truck, in the amount of **One-hundred and Ninety-Five Thousand, Nine-Hundred and Eighty-Six Dollars, and Zero Cents (\$195,986.00)**, plus applicable taxes;
- b) Pay the Supplier in lawful money of Canada for the supply and delivery of vehicle appurtenances in the upset amount of **Fifteen Thousand Dollars and Zero cents (\$15,000.00)** plus applicable taxes;
- a) Make payment on account thereof upon delivery and completion of the said work and receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

Article III:

All communications in writing between the parties, or between them and the Engineer shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Supplier:

Freightliner North Bay
40 Commerce Crescent
North Bay, Ontario P1A 0B4
Attn.: Douglas Vardy

The Owner:

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

Remainder of Page left blank intentionally

Signed and Sealed in
the presence of

Douglas Vardy

Title: _____

**Corporation of the City of Temiskaming
Shores**

Mayor – Carman Kidd

Clerk – Logan Belanger



Appendix 01 to
Schedule "A" to

By-law No. 2021-032

Form of Agreement



Discover a whole new Ontario • Découvrez un tout nouvel Ontario

City of Temiskaming Shores
Request for Quotation
PW-RFQ-002-2021
Supply and Delivery – Triaxle

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

Objective

The objective of the Request for Quotation is to solicit quotations from qualified firms for the supply and delivery of one (1) new Triaxle Dump Truck.

Submission

Submissions must be in hard copy and submitted to the following address:

City of Temiskaming Shores

P.O Box 2050

325 Farr Drive

Haileybury, Ontario

P0J 1K0

Attention: Logan Belanger, Clerk "PW-RFQ-002-2021 Supply and Delivery – Triaxle"

Submissions may be sent by mail/courier, or delivered to City Hall, at the above noted address. Should City Hall be impacted by Provincial or local Public Health lockdown measures due to COVID-19, an appointment is required for in-person delivery; please contact 705-672-3363 to schedule a delivery time, during regular operating hours.

The closing date for the submission of Quotations will be at **2:00 pm local time on Tuesday February 23, 2020.**

- Quotations shall be in ink; late Quotations will not be accepted;
- Quotations by fax will not be accepted;
- Partial Quotations are not accepted;
- The City reserves the right to accept or reject any or all Quotations;
- The lowest priced quotation will not necessarily be accepted;
- The City reserves the right to enter into negotiations with a firm and any changes to the Quotation that are acceptable to both parties will be binding.
- The Quotations shall be valid for 30 (thirty) days from submission date.

Opening procedures will remain unchanged, i.e., to maintain physical distancing, in-person attendance during RFP, tender openings, etc. will be limited to staff only, with public participation occurring via teleconference.

Opening Procedure:

- Director or staff person responsible for the document will meet in the assigned conference room for the opening.
- Frontline staff will provide those depositing a submission, with the conference number and associated instructions to join the teleconference.

Prices will be revealed during the conference call, and the submission opening document will be made public to those who inquire.

Questions

Any questions with respect to the specifications, are to be directed to:

Mitch Lafreniere

Manager of Transportation Services
City of Temiskaming Shores
325 Farr Drive
Temiskaming Shores, ON P0J 1K0
Phone: (705) 672-3363 ext. 4113
Fax: (705) 672-3200
mlafreniere@temiskamingshores.ca

Scope of Work

The City of Temiskaming Shores is desirous of retaining a qualified firm for the supply and delivery of one triaxle dump truck;

Each bidder to provide a spec sheet showing vehicle summary as well as specifications for all components of the truck you are proposing.

- Class 8 Triaxle Dump, or equivalent
- Double frame
- Rails shall be 10 3/4 x 3 1/2 x 3/8 in. steel 337 in. to 416 in.
- Full steel insert for 10 5/8 in. or 10 3/4 in.
- Bumper – tapered chrome steel channel
- Front tow hook centre mounted
- Wheel base 260" approximately
- Front axle load (lbs), 20000
- Front dust shield for drum brakes – all front axles
- Steer lift axle load (lbs), 20000
- Rear axle load (lbs), 46000
- Dual Meritor tandem axles with pump or equivalent
- Spring brake 3030 long stroke dual 30 square inches travel or similar
- Dust shields for drum brakes – all rear axles
- 4 way locking differential on rear axles – driver controlled
- Separate switch for dual axles
- Wheel guards all axles
- Rear suspension shall be Tandem Hendrickson Primaax EX 462 or equivalent
- Single track rod shall be heavy duty for Hendrickson Primaax
- Must have 54" spread between rear axles
- All rims to be aluminium not polished
- Dual power steering gears
- Power steering cooler – radiator mounted air to oil
- Air ride suspension 10" ride height
- One air suspension pressure gauge for use with air suspension with dual levelling valves
- Air compressor 25.9 CFM or similar
- Fuel tank to be 100 US gallon minimum
- Rear rims to have 8000 lbs rating
- GCW (lbs), 120000
- Engine to be approximately 455HP at 1600RPM or greater
- Steel front engine supports
- 2021 Emissions Compliant Engine
- Engine Block Heater and oil pan heater required with plug under driver door (Immersion block heater 120V 1500W, oil pan heater 120V 300W)
- Alternator shall be 160-amp, brush type

- Batteries 4 total
- PTO mode Control in cab
- Transmission shall be automatic Allison or equivalent (please specify which in your spec)
- High-capacity oil to water cooler standard for transmission
- Front Tires shall be 425/65R22.2 20PR
- Rear Tires shall be 11R22.5 16PR
- Cab exterior shall be White in colour
- Dump box shall be Black in colour
- Specify in your bid submission warranty for the following
 - o Engine
 - o Standard service
 - o Transmission
 - o Paint

Dump Body and Hoist Specifications:

- BLF-S 20.5 Ft.

REQUIREMENTS	YES	NO
Dump body shall be a Bibeau model BFL-S or equivalent approved by the City of Temiskaming Shores prior to the closing of the tender. <i>BIBEAU MODEL BFL-S</i>	<i>YES</i>	
The dump body shall be a cross-memberless type construction – smooth sides shall be provided – posts on side panels are not acceptable.	<i>YES</i>	
All welds shall be continuous.	<i>YES</i>	
Inside length shall be 20.5' minimum.	<i>YES</i>	
Inside side height shall be 48" minimum.	<i>YES</i>	
Tailgate height shall be 60" minimum.	<i>YES</i>	
Outside width shall be a maximum of 99".	<i>YES</i>	
General Body Construction:	<i>YES</i>	
Floor shall be 3/16" thick, manufactured from Hardox 450 hi-tensile steel – no exceptions.	<i>YES</i>	
Side panels shall be 5/32" thick, manufactured from Hardox 450 hi-tensile steel – no exceptions.	<i>YES</i>	
Tailgate shall be 3/16" thick, manufactured from Hardox 450 hi-tensile steel – no exceptions.	<i>YES</i>	

Front panel shall be 1/8" thick, manufactured from Hardox 450 hi-tensile steel – no exceptions.	YES	
Long-members under floor shall be 1/8" thick, manufactured from AR250 hi-tensile steel – no exceptions.	YES	
Floor and Understructure Support	YES	
The entire floor shall be made from a one piece steel sheet, with no seams.	YES	
The long sills shall be formed in a symmetrical trapezoidal design with no 90 degree bends.	YES	
The open width of the long sills at the floor level shall be no less than 10" with a formed lip on each side. As a result, the overall width of the long sills shall be 13" minimum.	YES	
This design is necessary in order to provide adequate floor support.	YES	
Sides	YES	
The side panels shall be manufactured from one piece, Hardox 450, hi-tensile steel.	YES	
The top rails shall be formed from the single sheet side panel. Weld-on steel tubing will not be acceptable.	YES	

Each top rail shall be boxed on the inside through an "L" shaped plate.	YES	
This plate shall be manufactured from Hardox 450 steel.	YES	
The front corner posts shall be constructed from break-formed steel, with no 90 degree bends.	YES	
The side sheets shall have no other bends, braces, posts, etc. in order to fully maintain their capability to flex and better absorb eventual loading impacts.	YES	
Front Panel	YES	
There shall be a doghouse in the front panel to accommodate the front lift telescopic hoist.	YES	
The complete doghouse shall be tapered in both it's width and depth, with no 90 degree bends.	YES	
The doghouse shall be no more than 12" depth.	YES	
The front panel shall include one(1) vertical "V" shaped corrugation on each side of the doghouse for additional rigidity.	YES	
The dump cylinder brackets shall be a minimum of 3/8" thick.	YES	
The dump body shall be equipped with rubber bumpers to prevent contact between the body and the truck frame when empty.	YES	
The rubber bumpers shall be located at the front panel, and be designed to compress when loaded.	YES	
Tailgate	YES	
The rear corner posts shall have a 7" slope for the tailgate, and shall be fully boxed.	YES	
The tailgate shall be constructed from a single steel panel.	YES	
The outer left and right sides of the tailgate shall be reinforced by 4" x 3" structural rectangular tubing minimum.	YES	
The top and bottom portions of the tailgate shall be supported through formed	YES	

steel plate of AR450 hi-tensile steel. These braces shall be a dirt shedding design, and fully welded to the tailgate.	YES	
The tailgate hinges shall be manufactured from a minimum of 1" thick flame cut steel, and designed to provide an offset of not less than 7".	YES	
The tailgate hinges shall also be designed so as to transfer the complete weight of the tailgate off of the hinge pins when in a closed position.	YES	
Hinges shall be equipped with recessed grease fittings.	YES	
Tailgate locking pins shall be 1 1/4" diameter minimum.	YES	
A wear strip of no less than 500 Brinell shall be welded to the pin at the contact point of the tailgate hinges.	YES	
The tailgate latching system shall be an under-slung design only – over-slung designs are not acceptable.	YES	
The latches shall be equipped with grease fittings.	YES	
Protec safety locks shall be provided on tailgate.	YES	
Air-operated tailgate via a 3.25" diameter x 8" stroke double acting cylinder.	YES	
The 1" diameter piston rod shall be nitrated.	YES	
Hoist, Trunnion and Rear Hinges	YES	
The hoist cylinder trunnion shall consist of two x 4" beams and two x 2" flame cut cradle blocks.	YES	
The trunnion beams shall be positioned in such a way which when welded to the 4" x 6" x 3/8" thick mounting angles, the blocks slide inside the beams providing maximum support.	YES	
Rear hinge blocks must be rated at 70 tons minimum – no exception.	YES	
The rear hinge blocks shall attach to a 4" x 4" x 3/8" thick steel angle.	YES	
The design shall be such that the fixed blocks can be tightened to clamp onto 1 7/8" stress proof hinge pins.	YES	
The hinge blocks shall be a minimum of 3" thick.	YES	

The hinge blocks shall be equipped with a pair of o-rings in order to create a sealed grease chamber inside the blocks.	YES	
The front lift telescopic cylinder shall be trunnion style, and utilize nitrated piston rods.	YES	
The 4 stage hoist shall be a Mailhot model M185-7.5-4, rated at 50 tons capacity – no exception.	YES	
Air Tarp	YES	
An air operated tarp shall be installed on the dump body.	YES	
The tarp shall utilize left and right side air cylinders – electric or manual tarps are not acceptable.	YES	
Lighting	YES	
LED rear stop, tail and directional lights, as well as LED back-up lights, shall be installed in the rear corner posts.	YES	
200A amber strobe beacon lights shall be installed on the cab-shield.	YES	
The strobe beacon lights shall have independent amber switch inside the cab.	YES	
Finish Paint	YES	
The body shall be shotblasted before the application of the primer.	YES	
An epoxy type primer shall be applied.	YES	
Finish paint shall be black - Sherwin-Williams polyurethane type paint with baked on finish – no exception.	YES	
Miscellaneous	YES	
Body shall include 10" hardwood sideboards.	YES	
18" cab-shield shall be welded to front panel.	YES	
A fold-down type ladder shall be installed at the front driver's side of the body.	YES	

A Holland Hitch model PH410RA pintle hook with air cushion with duly reinforced plate shall be installed at the rear of the chassis.	YES	
The dump body shall include a heat kit, with exhaust through the rear corner posts. Exhaust diverter shall be activated through an in-cab switch.	YES	
Safety prop shall be provided.	YES	
Anti-sail type mudflaps will be installed ahead of and behind rear axle.	YES	
High lift tailgate to be provided. Tailgate to be hydraulically raised and lowered through hydraulic cylinders, complete with in-cab control.	YES	
Provisio load equalization kit for chassis supplied steerable lift axle shall be provided. Load equalization kit must be calibrated by body builder.	YES	

Hydraulics	YES	
A hot shift PTO shall be attached to the Allison automatic transmission.	YES	
The PTO must have the capability of engaging and disengaging at all speeds, through an in-cab switch.	YES	
A minimum 23 gpm pump shall be attached to the Chelsea PTO.	YES	
A 35 gallon oil reservoir shall be installed on the side of the chassis frame rails.	YES	
Two(2) section proportional type air controls and valve assembly shall be provided to control hoist and high-lift tailgate functions.	YES	
The in-cab proportional air controls shall be installed on a floor console.	YES	
The floor console to also include the following switches:	YES	
- Air tailgate	YES	
- Air tarp	YES	
- High-lift tailgate	YES	
- Exhaust diverter for heated body	YES	
- PTO engage/disengage	YES	

Quotation

Quotations submitted and prices offered shall be irrevocable and open for acceptance for a period of not less than thirty (30) days.

The form of Quotation must be signed in the space provided on the form, with the signature of the Proponent or responsible official of the firm bidding.

The lowest or any Quotation not necessarily accepted.

Change/Amendment

At any time prior to the closing date and time, The City reserves the right to alter, delete, amend or add to, in whole or in part, any of the terms, conditions, procedures, requirements and provisions of this Quotation, in which case, a formal addendum specifying the same in detail will be issued.

Withdrawal of Quotations

Proponents will be permitted to withdraw their Quotations, unopened after it has been deposited, if such a request is received by the Clerk or his designate in writing, prior to the time specified for the closing of Quotations.

Acceptance or Rejection of Quotations

The submission of a quotation does not obligate the City to accept any quotation or to proceed further with the retention of services. The City may, in its sole discretion, elect not to proceed with the acquisition in whole or in part and may elect not to accept any or all quotations for any reason or to cancel the RFQ without any obligation whatsoever to Proponents.

The City retains the separate right to accept or waive irregularities if, in the City's sole discretion, such irregularities are of a minor or technical nature or, where practicable to do so, the City may, as a condition of acceptance, request a Proponent to correct a minor or technical irregularity with no change to the quoted price. The determination of what is, or is not, a minor or technical irregularity, the determination of whether to accept, waive, or require correction of an irregularity, and the final determination of the validity of a bid, shall be at the City's sole and absolute discretion.

Proponents expressly waive any and all rights to make any claim against the City for any matter arising from the City exercising its rights as stated in these General Terms and Conditions.

Failure to comply with all Quotation Terms

Documented failure (See "Schedule A" attached) to comply with all terms, specifications, requirements, conditions and general provisions of this Quotation, to the satisfaction of the City, shall be just cause for the cancellation of the contract award. The City shall then have the right to award this contract to any other Proponent or to re-issue the Quotation.

Payment

The normal payment term offered by the City is net 30 days, upon satisfactory completion. Payment terms shall only be modified at the sole discretion of the City to take advantage of discounts for prompt payment or for other terms that shall be deemed to be in the best interests of the City.

Ownership of Materials

All accepted work and products, including drawings, reports or other materials delivered to the City by the Proponent shall become the property of the City.

Vendors Discharge of Liabilities

In addition to the obligations assumed by the Successful Proponent pursuant to General Conditions, the Proponent agrees to discharge all liabilities incurred by it, for labor, materials, services, Subcontractors and Products, used or reasonably required for use in the performance of the Work.

Protection of the City

The successful Proponent shall at all times well and truly save, defend, keep harmless and fully indemnify the City and its servants, employees and agents, from and against all actions, suits, claims, demands, loss, costs, charges, damages and expense, brought or made against or incurred by the City, its servants, employees or agents, in any way relating to goods, materials, articles or equipment, supplied pursuant to this Quotation.

Should any provision of this contract be deemed unenforceable by a court of law, all other provisions shall remain in effect.

Harmonized Sales Tax

Pricing shall exclude Harmonized Sales Tax or any other applicable taxes but will be considered extra.

AODA Compliance

The Bidder shall comply with the provisions of the Accessibility for Ontarians with Disabilities Act, 2005, and the Regulations thereunder with regard to the provision of its goods or services contemplated herein to persons with disabilities. Without limitation, if applicable, pursuant to section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service, made under the Accessibility for Ontarians with Disabilities Act, 2005, the Bidder shall ensure that all of its employees, agents, volunteers, or others for whom it is at law responsible, receive training about the provision of its goods and services to persons with disabilities. The Bidder acknowledges that pursuant to the Accessibility for Ontarians with Disabilities Act, 2005, the City of Temiskaming Shores must, in deciding to purchase goods or services through its procurement process, consider the accessibility for persons with disabilities to such goods or services.

Freedom of Information

This information is being collected pursuant to the provisions of the Municipal Freedom of Information and Protection of Privacy Act and will only be used to make a decision concerning the acceptance of this Quotation. Any information including all work as described in these documents, service or product details, unit prices, statements, and any other information provided by the Proponent shall be kept strictly confidential and release of same, except for any details such as the name of the successful Proponent and total price will be made public regarding this bid document stated in a report to the Council of the City, shall only be granted in accordance with the Municipal Freedom of Information and Protection of Privacy Act R.S.O.1990, c. M.56 as amended.

Any proprietary or confidential information contained in the Quotation should be clearly identified.

**City of Temiskaming Shores
PW-RFQ-002-2021**

Supply and Delivery – Triaxle

Form of Quotation

Each Quotation should contain the legal name under which the Proponent carries on business, telephone number and fax number, as well the name or names of appropriate contact personnel which the City may consult regarding the Quotation.

We, the undersigned, understand and accept those specifications, conditions, and details as described herein, and, for these rates/prices offer to furnish all equipment, labor, apparatus and documentation as are required to satisfy this Quotation.

NOTE: All portions of "Form of Quotation" must be accurately and completely filled out.

Description	Amount
Lump Sum (not to include HST)	195,986. ⁰⁰

City of Temiskaming Shores
PW-RFQ-002-2021
Supply and Delivery – Triaxle

Non-Collusion Affidavit

I/We DOUGLAS VARDY the undersigned am fully informed respecting the preparation and contents of the attached quotation and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

Neither the bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or prices in the attached bid or of any other Bidder, or to fix any overhead, profit or cost element of the bid price or the price of any bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed bid.

The price or prices quoted in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or proposal of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

FREIGHTLINER NORTH BAY

Company Name

40 COMMENCE COURT NORTH BAY

Address

[Signature]

Authorized Signature

Print Name:

DOUGLAS VARDY

Title:

DEALER PRINCIPAL

E-mail:

Phone No.:

[Redacted contact information] m

The Corporation of the City of Temiskaming Shores
By-law No. 2021-033
Being a by-law to enter into an agreement with Pollard
Distribution Inc. for the supply and application of
Liquid Calcium Chloride in the City of Temiskaming
Shores

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to responds to municipal issues;

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas Council considered Administrative Report No. PW-005-2021 at the March 2nd, 2021 Regular Council meeting and directed staff to prepare the necessary by-law to enter into an agreement with Pollard Distribution Inc. for the supply and application of Liquid Calcium Chloride for consideration at the March 2, 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 authorizes the entering into an agreement with Pollard Distribution Inc. for the Supply and Application of Liquid Calcium Chloride in the City of Temiskaming Shores, at a unit cost of \$0.32 per litre, plus applicable taxes, a copy of which is attached hereto as Schedule "A" and forming part of this by-law;
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

Read a first, second and third time and finally passed this 2nd day of March, 2021.

Mayor – Carman Kidd

Clerk – Logan Belanger



Schedule “A” to

By-law 2021-033

Agreement between

The Corporation of the City of Temiskaming Shores

and

Pollard Distribution Inc.

for the Supply and Application of Liquid Calcium Chloride

This agreement made in duplicate this 2nd day of March, 2021.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called "the Owner")

And:

Pollard Distribution Inc.
(hereinafter called "the Contractor")

Witnesseth:

That the Owner and the Contractor shall undertake and agree as follows:

Article I:

The Contractor will:

- a) Provide all material and perform all work described in the Contract Documents entitled:

**Corporation of the City of Temiskaming Shores
Liquid Calcium Chloride
Tender No. PWO-RFT-001-2021**

- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement, attached hereto as Appendix 01;
- c) Complete, as certified by the Manager of Transportation Services, all the work by **July 1, 2021.**

Article II:

The Owner will:

- a) Pay the Contractor in lawful money of Canada for the material and services aforesaid **Zero Dollars and Thirty-Two Cents (\$0.32), plus applicable taxes** per litre, subject to additions and deductions as provided in the Contract Documents.
- b) Make payment on account thereof upon delivery and completion of the said work and receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

Article III:

All communications in writing between the parties, or between them and the Engineer shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Contractor:

Pollard Distribution Inc.
P.O. Box 280
Harrow, Ontario
N0R 1G0

Attention: Kevin Pollard, President

The Owner:

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

Attention: Mitch Lafreniere, Manager of Transportation Services

Remainder of page left blank intentionally

In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in
the presence of

Pollard Distribution Inc.

President – Kevin Pollard

Municipal Seal

**Corporation of the City of
Temiskaming Shores**

Mayor – Carman Kidd

Clerk – Logan Belanger



Appendix 01 to
Schedule “A” to
By-law No. 2021-033
Form of Agreement



Form of Tender

Each FORM OF TENDER should contain the legal name under which the Bidder carries on business, telephone number and fax number, as well the name or names of appropriate contact personnel which the City may consult regarding the Tender.

I/We, the undersigned, have carefully examined the attached documents and conditions of the Tender. I/We understand and accept those specifications, conditions, and details as described herein, and, for these rates/prices offer to furnish all equipment, labour, apparatus and documentation as are required to satisfy this Tender.

NOTE: All portions of "Form of Tender" must be accurately and completely filled out.

Section 1

Location	Quantity L	Unit Price	Sub Total	H.S.T.	Total, \$
F.O.B. Delivered and applied to various locations Township of Harley	78,000	\$.32	\$24960. ⁰⁰	\$3244. ⁸⁰	\$28204. ⁸⁰
F.O.B. Delivered and applied to various locations Township of Evanturel	26,000	\$.32	\$8320. ⁰⁰	\$1081. ⁶⁰	\$9401. ⁶⁰
F.O.B. Delivered and applied to various locations Township of Kerns	78,000	\$.32	\$24960. ⁰⁰	\$3244. ⁸⁰	\$28204. ⁸⁰
F.O.B. Delivered and applied to various locations, Township of Chamberlain	52,000	\$.32	\$16640. ⁰⁰	\$2163. ²⁰	\$18803. ²⁰
F.O.B. Delivered and applied to various locations, Township of Hudson	78,000	\$.32	\$24960. ⁰⁰	\$3244. ⁸⁰	\$28204. ⁸⁰
F.O.B. Delivered and applied to various locations City of Temiskaming Shores	156,000	\$.32	\$49920. ⁰⁰	\$6489. ⁶⁰	\$56409. ⁶⁰
F.O.B. Delivered and applied to various locations, Township of Hilliard	26,000	\$.32	\$8320. ⁰⁰	\$1081. ⁶⁰	\$9401. ⁶⁰

Page 1 of 6 to be submitted










Location	Quantity L	Unit Price	Sub Total	H.S.T.	Total, \$
F.O.B. Delivered and applied to various locations, Brethour Twp.	52,000	\$.32	\$ 16,640. ⁰⁰	\$ 2,163. ²⁰	\$ 18,803. ²⁰
F.O.B. Delivered and applied to various locations Township of Casey	28,000	\$.32	\$ 8,960. ⁰⁰	\$ 1,164. ⁸⁰	\$ 10,124. ⁸⁰
F.O.B. Delivered and applied to various locations Township of Armstrong	78,000	\$.32	\$ 24,960. ⁰⁰	\$ 3,244. ⁸⁰	\$ 28,204. ⁸⁰
F.O.B. Delivered and applied to various locations Township of Charlton – Dack	52,000	\$.32	\$ 16,640. ⁰⁰	\$ 2,163. ²⁰	\$ 18,803. ²⁰
F.O.B. Delivered and Applied to various locations Township of Harris	26,000	\$.32	\$ 8,320. ⁰⁰	\$ 1,081. ⁶⁰	\$ 9,401. ⁶⁰
F.O.B. Delivered and applied to various locations within the boundaries of the Township of Temagami	78,000	\$.32	\$ 24,960. ⁰⁰	\$ 3,244. ⁸⁰	\$ 28,204. ⁸⁰



I/We ROLLARD DISTRIBUTION INC. offer to supply the requirements stated within.

I/We hold the prices valid for 30 (thirty) days from submission date.

The specifications have been read over and agreed to this 15TH day of FEBRUARY 2021

Company Name <u>ROLLARD DISTRIBUTION INC.</u>	Contact name (please print) <u>KEVIN ROLLARD</u>
Mailing Address 	Title <u>PRESIDENT</u>
Postal Code 	Authorizing signature  "I have the authority to bind the company/corporation/partnership."
Telephone 	Fax 
Cell Phone if possible 	Email 

Page 3 of 6 to be submitted

**City of Temiskaming Shores****PWO-RFT-001-2021
Liquid Calcium Chloride****Non Collusion Affidavit**

I/ We Polward Distribution Inc. the undersigned, am fully informed respecting the preparation and contents of the attached Tender and of all pertinent circumstances respecting such Bid.

Such Bid is genuine and is not a collusive or sham Bid.

Neither the Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collective or sham Bid in connection with the work for which the attached Bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the price of any Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed Bid.

The price or prices quoted in the attached Bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The Bid, Tender or Proposal of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at HARROW, ONT. this 15TH day of FEBRUARY, 2021

Signed

Company Name

Polward Distribution Inc.

Title

PRESIDENT.

Page 4 of 6 to be submitted



**City of Temiskaming Shores
PWO-RFT-001-2021
Liquid Calcium Chloride**

Conflict of Interest Declaration

Please check appropriate response:

- ☒ I/we hereby confirm that there is not nor was there any actual or perceived conflict of interest in our quotation submission or performing/providing the Goods/Services required by the Agreement.
- ☐ The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's quotation submission or the contractual obligations under the Agreement.

List Situations:

In making this quotation submission, our Company has / has no (*strike out inapplicable portion*) knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the quotation process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at Amherst, Ontario this 15th day of FEBRUARY, 2021.

Firm Name

POLLARD DISTRIBUTION INC.

KEVIN POLLARD

Bidder's Authorization Official

[Signature]

Title

PRESIDENT.

Signature

[Signature]

Page 5 of 6 to be submitted



**City of Temiskaming Shores
PWO-RFT-001-2021
Liquid Calcium Chloride**

Schedule "A"- Accessibility for Ontarians with Disabilities Act, 2005 Compliance Agreement

I/We, by our signature below, certify that we are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service made under the *Accessibility for Ontarians with Disabilities Act, 2005*. If requested, we are able to provide written proof that all employees have been trained as required under the act.

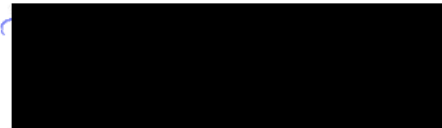
This regulation establishes accessibility standards for customer service as it applies to every designated public sector organization and to every person or organization that provides goods or services to members of the public or other third parties and that have at least one employee in Ontario.

Name POLLARD DISTRIBUTION INC. Company Name

Phone Number



Address



I, KEVIN POLLARD, declare that I, or my company, are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service under the *Accessibility for Ontarians with Disabilities Act, 2005*.

I, KEVIN POLLARD, declare that I, or my company, are not in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service under the *Accessibility for Ontarians with Disabilities Act, 2005*, yet fully agree to meet the required compliance training standards on or before the delivery of the required goods and/or services. In an effort to assist non-compliant vendors, a link to a free e-learning course module called Serve-Ability, Transforming Ontario's Customer Service is available at www.gov.on.ca/mcss/serveability/splash.html.

Date: FEBRUARY 15, 2021



PWO-RFT-001-2021
REQUEST FOR TENDER – Liquid Calcium Chloride

ADDENDUM NO. 1
(to the Request for Tender)

Purpose: change to Electronic Submission process

Due to courier/Canada Post interruptions and the current Provincial lockdown, the City will move to emailed submissions only.

1. The SUBMISSION section of PWO-RFT-001-2021 shall be as follows:

Submissions must be in a **.pdf format** and submitted electronically to:

tenders@temiskamingshores.ca

Subject Line: **"PWO-RFT-001-2021"**

Addressed to: Logan Belanger, Clerk

The closing date for the submission of PWO-RFT-001-2021 will be at **2:00 p.m. local time on Tuesday, February 23, 2021**

- late tenders will not be accepted;
- tenders by fax will not be accepted;
- tenders by mail will not be accepted;
- Partial tenders are not accepted;
- The City reserves the right to accept or reject any or all tenders;
- The lowest priced tender will not necessarily be accepted;
- The City reserves the right to enter into negotiations with a firm and any changes to the tender that are acceptable to both parties will be binding.
- The tender shall be valid for 30 (thirty) days from submission date.

"Original Signed by"
Airianna Leveille
Public Works Clerk

CITY OF TEMISKAMING SHORES
P.O. Box 2050
Haileybury, ON
P0J 1K0

Issued: February 2, 2021

A handwritten signature in blue ink, appearing to be "Airianna Leveille", written over a horizontal line.

The Corporation of the City of Temiskaming Shores

By-law No. 2021-034

Being a by-law to enter into an agreement with WSP Canada Inc. for the creation of 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 responds to municipal issues;

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas Council considered Administrative Report No. RS-005-2021 at the March 2, 2021 Regular Council meeting, and directed staff to prepare the necessary by-law to enter into an agreement with WSP Canada Inc. for the creation of an Active transportation Plan, in the amount of \$44,390, plus applicable taxes, for consideration at the March 2, 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 the Mayor and Clerk be authorized to execute an agreement with WSP Canada Inc. for the creation of an Active Transportation Plan, in the amount of \$44,390.00, plus applicable taxes, a copy of which is attached hereto as Schedule "A" and forms part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

Read a first, second and third time and finally passed this 2nd day of March, 2021.

Mayor – Carman Kidd

Clerk – Logan Belanger



Schedule “A” to

By-law 2020-034

Agreement between

The Corporation of the City of Temiskaming Shores

and

WSP Canada Inc.

for the creation of an Active Transportation Plan

This agreement made in duplicate this 2nd, day of March, 2021.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called “the Owner”)

and

WSP Canada Inc.
(hereinafter called “the Consultant”)

Witnesseth:

That the Owner and the Consultant shall undertake and agree as follows:

Article I:

The Consultant will:

- a) Create an Active Transportation Plan in accordance to the specifications contained in their submission in relation to the following:

**Corporation of the City of Temiskaming Shores
Request for Proposal (RS-RFP-001-2021)
Active Transportation Plan**

- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement attached hereto as Appendix 01 and forming part of this agreement.
- c) That the Consultant will finalize the Active Transportation Plan for the City of Temiskaming Shores prior to **October 29, 2021.**

Article II:

The Owner will:

- a) Pay the Consultant in lawful money of Canada for the creation of an Active Transportation Plan in the amount of **Forty-Four Thousand, Three-Hundred and Ninety Dollars and Zero cents (\$44,390.00)** plus applicable taxes;
- b) Make progress payments, typically monthly, based on receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

Article III:

All communications in writing between the parties shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of

transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Consultant:

WSP Canada Inc.

100 Commerce Valley Drive West
Thornhill, ON L3T 0A1

Attn.: Dave McLaughlin

The Owner:

City of Temiskaming Shores

325 Farr Drive / P.O. Box 2050
Haileybury, Ontario P0J 1K0

Attn.: Matthew Bahm

Remainder of Page left Blank Intentionally

In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in
the presence of

WSP Canada Inc.

Dave McLaughlin – Principal National Active
Transportation Practice Manager & Senior Project
Manager

Municipal Seal

**Corporation of the City of
Temiskaming Shores**

Mayor – Carman Kidd

Clerk – Logan Belanger



Appendix 01 to
Schedule “A” to
By-law No. 2020-034
Form of Agreement



CITY OF TEMISKAMING SHORES REQUEST FOR PROPOSAL RS-RFP-001-2021 ACTIVE TRANSPORTATION PLAN

FEBRUARY 22, 2021 | WSP CANADA INC.



wsp

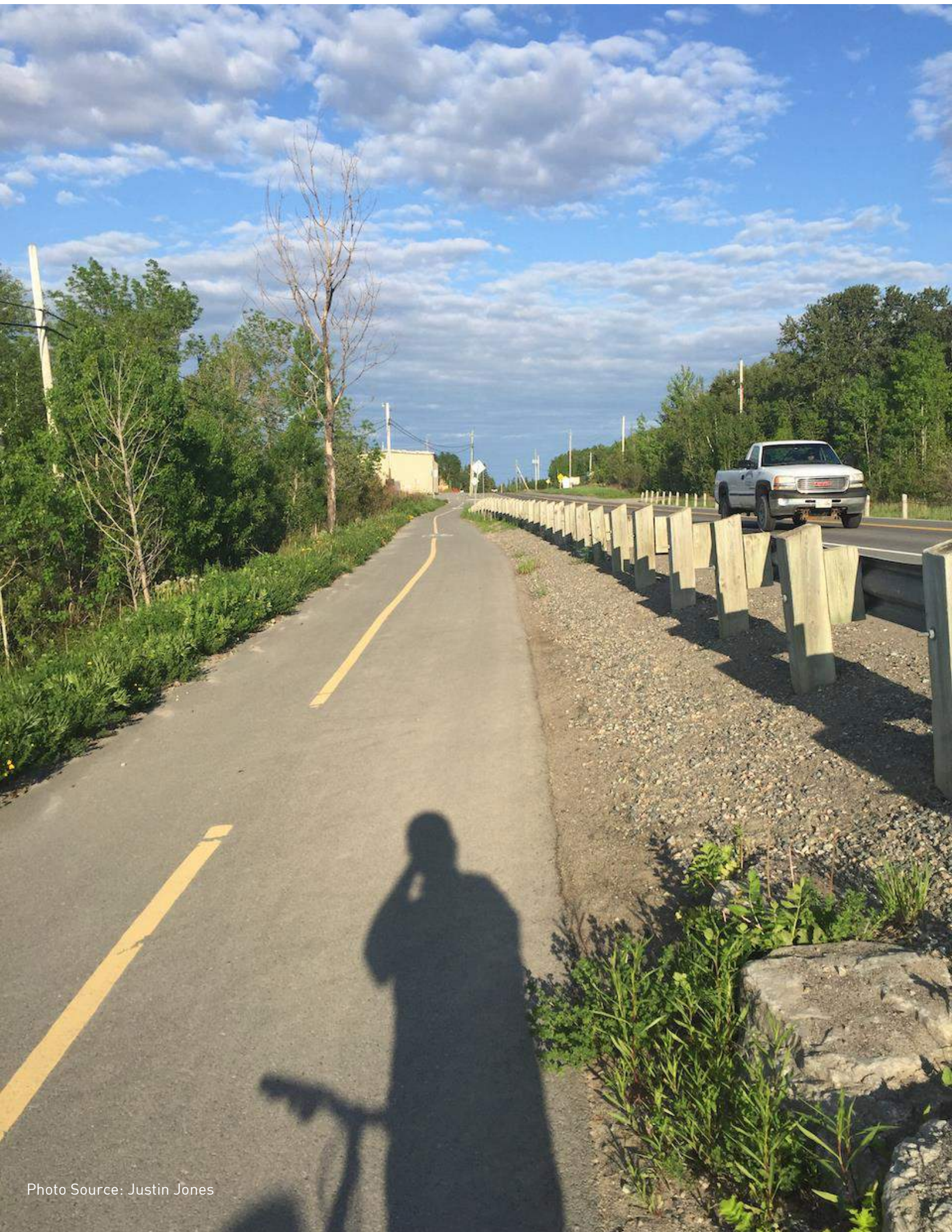


Photo Source: Justin Jones



February 22, 2021

Matt Bahm
Director of Recreation
City of Temiskaming Shores
325 Farr Drive
Temiskaming Shores, ON P0J 1K0
Phone: (705) 672-3363 ext. 4106
mbahm@temiskamingshores.ca

Attention: Matt Bahm, Director of Recreation

Subject: RS-RFP-001-2021 Active Transportation Plan

Dear Matt,

On behalf of WSP Canada Inc., we are very pleased to provide to you with this proposal to develop the Active Transportation Plan for the City of Temiskaming Shores. Our team brings a wealth of knowledge and experience in transportation and land-use master planning, active transportation, trails and cycling facility design, implementation and public and stakeholder engagement. Our team is uniquely positioned to bring a highly local perspective to the project. We have existing knowledge of the community needs and active transportation networks in the City of Temiskaming Shores and have experience completing active transportation projects for surrounding areas / regions, and elsewhere in Ontario and Canada. We will also draw upon our knowledge as lead authors of Ontario Traffic Manual Book 18: Cycling Facilities (including the Update which is expected to be released in Spring 2021), the primary cycling design guide in Ontario, to identify context-sensitive solutions that are unique for the City.

We have carefully and thoroughly reviewed the RFP and scope of work and we understand the level of effort and expertise required to meet the requirements of the City. Our workplan responds to the RFP scope and provides both innovative elements and added value. We are confident our team will develop an Active Transportation Plan that is informed by best practices and will help the City achieve its future infrastructure, policy and programming goals.

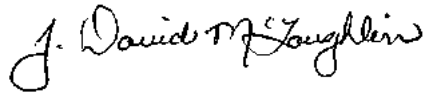
To the best of our knowledge, we are currently not aware of any conflicts of interest among any members of our project team that would prevent us from undertaking this assignment.

Thank you for the opportunity to submit this proposal. Should you have any questions regarding our proposal, please do not hesitate to contact the undersigned.

Yours sincerely,



Cristina Valente, BA
Senior Project Planner
Transportation Planning and Science



J. David McLaughlin, MES, MCIP, RPP
Principal
National Active Transportation Practice Manager & Senior Project Manager
Transportation Planning and Science

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1 WORK PLAN, METHODOLOGY, SCHEDULE AND LEVEL OF EFFORT

The following is a detailed description of our work plan that is based on the scope of work identified in section 7.2 of the City's RFP (RS-RFP-001-2021) for an Active Transportation Plan. Our work plan is organized into two key components: technical work; and project meetings / consultation and engagement. This approach reflects the evaluation criteria outlined in the RFP, but also reflects the methodology which we will apply to complete the Active Transportation Plan for Temiskaming Shores.

The **Project Schedule** (provided at the end of section 1 – see page 9) will be used as one of the primary tools for project management over the course of the study. Should there be a change to the overall schedule, the document will be reviewed and discussed with City staff prior to confirmation and revision. The anticipated level of effort for each task in the workplan, and for each member of the study team is outlined in Section 5.

TECHNICAL WORK

TASK 1: REVIEW AND MAP EXISTING ACTIVE TRANSPORTATION CONDITIONS

We will consolidate all relevant spatial information using data collected from the City as well as any publicly available information to develop an inventory of GIS data. The GIS data will be used to develop a map of existing active transportation conditions including: existing infrastructure / facilities including the STATO Trail; existing trail systems including routes in Pete's Dam Park and Devil's Rock; previously proposed routes including STATO Trail extension identified in the City's Recreation Master Plan; and other supportive infrastructure. The mapping will also illustrate other relevant data such as key community destinations, parks / open spaces and utility corridors.

The GIS database will build upon the existing database and trail mapping developed for the Recreation Master Plan, and will be updated on an on-going basis throughout the study process and provided to the City once the Active Transportation Plan is completed.

» **DELIVERABLE:** Map of existing and previously proposed active transportation conditions.

TASK 2: UNDERTAKE A SWOT ANALYSIS TO DETERMINE USE, CAPACITY AND BARRIERS

WSP will undertake stakeholder interviews with City staff and project partners to inform the development of a SWOT analysis, identifying the strengths, weaknesses, opportunities, and threats regarding the active transportation context in Temiskaming Shores.

The SWOT analysis will build upon the 2015 BFC workshop and will inform the study team of the current use / capacity of existing active transportation assets and facilities, barriers to active transportation in the community, and facilities that would contribute to increased active transportation. The findings of the SWOT analysis will provide insight on the existing active transportation demand / use as well as areas within the City that can benefit from increased investments and promotion in active transportation.

» **DELIVERABLE:** The findings of the SWOT analysis will be documented within the Active Transportation Plan and presented at stakeholder and public engagement.



TASK 3: IDENTIFY GAPS / MISSING LINKS AND MAP CANDIDATE ROUTES

Building upon the inventory and map of existing active transportation conditions (Task 1), we will assess missing links in the current active transportation network and identify locations for potential new on and off-road linkages that can increase active transportation usage in Temiskaming Shores. We will review the feedback that was collected / documented as part of the Recreation Master Plan to understand perceived gaps and barriers in the existing active transportation network as well as the findings from Task 2 to identify locations that would benefit most from new / improved active transportation infrastructure. Routes will be selected to help build an inter-connected system that links to residential areas, business areas, employment areas, parking, recreational / cultural destinations and schools. We will also identify routes that can strengthen access to the existing STATO Trail system.

The selection of potential new routes will be informed by discussions with City staff and stakeholders. We will also review the City's future roadway rehabilitation projects (e.g. projects identified in the current Capital Plan) and where / if applicable, propose active transportation facilities to be included in those projects.

>> DELIVERABLE: Map of candidate active transportation routes

TASK 4: INVESTIGATE CANDIDATE ROUTES (DESKTOP ANALYSIS)

We will conduct field investigations using high-resolution aerial imagery (to be retrieved in Task 1 when developing an inventory of GIS data). As part of this desktop exercise, we will review roads where proposed candidate routes have been identified, and specifically document conditions related to roadway width, shoulder width, adjacent land use, and number of traffic lanes to help refine the selection of routes and facility types for the City's preferred active transportation network (see Task 6).

>> DELIVERABLE: Documentation of the desktop analysis will be integrated into the GIS feature class for the City's active transportation network.

TASK 5: COMPLETE A CONDITIONS ASSESSMENT OF THE TRAIL SYSTEMS AT PETE'S DAM PARK AND DEVIL'S ROCK

WSP will conduct a detailed field investigation and document all observations relevant to existing trail conditions as well as potential improvements / amenity additions for trail systems at Pete's Dam Park and Devil's Rock. Geo-referenced photos will be taken during in-person field work, which can be overlaid into Google Earth for City staff's use.

The intent is to undertake the conditions assessment of trail systems at Pete's Dam Park and Devil's Rock once Task 4 has been completed. As such, should there be any specific locations where staff are required to ground-check existing conditions (e.g. where aerial imagery cannot provide sufficient context), this can be done at the time staff are completing in-person visits as part of Task 5.

Due to current COVID-19 health guidelines and protocols, we are planning for 1 staff to complete the in-person conditions assessment over 2 days.

>> DELIVERABLE: Documentation of the conditions assessment that will be integrated into the GIS feature class for trail systems in Pete Dam's Rock and Devil's Rock, as well as documentation provided in the Active Transportation Plan.

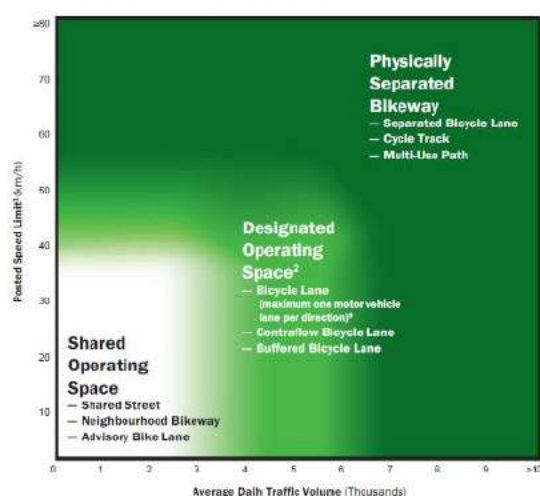


TASK 6: CONFIRM THE NETWORK AND MAP THE PREFERRED FACILITY TYPES

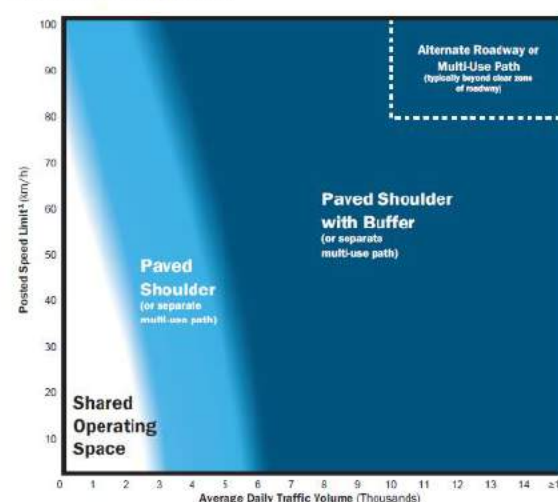
Building upon the findings from Tasks 1-5, and feedback received over the course of study, we will identify the preferred routes which will form the active transportation network for the City. Once the network is confirmed, we will identify a preferred facility type for all proposed routes on the network.

Facility selection will be based on current standards and guidelines including the refined three-step facility selection process included in the Ontario Traffic Manual (OTM) Book 18 Update. The refined process takes into consideration different thresholds for rural and urban / suburban contexts. The following graphics illustrate the rural and urban / suburban nomographs from the 2021 OTM Book 18 Update which will be applied as part of the facility development process for Temiskaming Shores.

**Desirable Cycling Facility Pre-Selection Nomograph
Urban/Suburban Context (Step 1)**



**Desirable Cycling Facility Pre-Selection Nomograph
Rural Context¹ (Step 1)**



As part of this process, we will identify routes on the active transportation network that are suitable to be implemented as signed bike routes.

In addition to the confirmation of routes and facility types, we will identify locations on the proposed active transportation network where additional consideration should be given to eliminate barriers and enhance a crossing at a physical barrier such a watercourse, bridge and railway tracks. The proposed facility types and locations of crossing enhancements will be mapped and submitted to the City for review and comment. The GIS database will be updated to include the recommended facility type for each proposed route and proposed crossing enhancement locations.

DELIVERABLE: Map of the preferred active transportation network by facility types.

TASK 7: OUTLINE BEST PRACTICES FOR THE DESIGN OF ACTIVE TRANSPORTATION AND TRAIL INFRASTRUCTURE / AMENITIES

The study team will assemble a set of design guidelines which can be used by the City as they move forward with the planning, design and implementation of active transportation infrastructure. The design guidelines could address: facility type application and design including regulatory signage and pavement markings; wayfinding signage; trail crossings at midblock locations, signalized intersections and unsignalized intersections; cycling facilities through main streets in urban / built-up areas; and transitions between different types of facilities.



The guidelines will speak to user safety, accessibility, users of all ages and abilities, and draw upon OTM Book 18: Cycling Facilities, OTM Book 15: Pedestrian Crossings, MTO Bikeways Design Manual, TAC Geometric Design Guide for Canadian Roads. In addition, we will integrate trail design guidance and trail related recommendations that has been identified in the City's Recreation Master Plan.

We are the lead authors of OTM Book 18 (including the current update, which is expected to be released in Spring 2021), MTO Bikeways Design Manual and the TAC Geometric Design Guide for Canadian Roads and have applied these standards in numerous municipalities across the Province. We will leverage our extensive experience to outline design guidance that is relevant, concise and applicable for the City of Temiskaming Shores. The following graphics illustrate a sample of the design guidance from the updated OTM Book 18 that we will review and consider when establishing design guidelines for Temiskaming Shores.

DELIVERABLE: Design guidelines will be documented within the Active Transportation Plan.

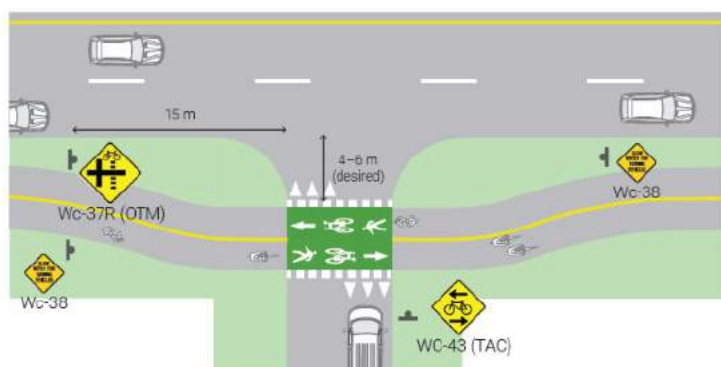


Figure 6.72 – High-Volume Driveway Treatment, In-Boulevard Facility (Multi-Use Path)

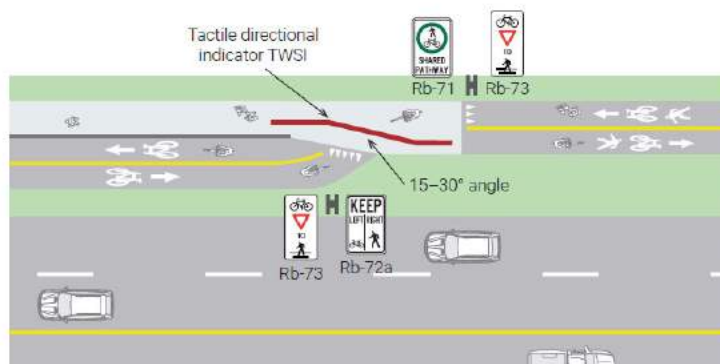


Figure 6.66 – Transition Between Multi-Use Path and Separate Pedestrian/Cycling Facilities

TASK 8: IDENTIFY AND MAP NETWORK PHASING INCLUDING A LIST OF PRIORITIZED PROJECTS

We will review all available capital information, plans and other available documents, to inform a preferred phasing horizon for each proposed active transportation route and crossing enhancement identified in Task 6. We will work with City staff to identify projects that can be identified in the short term which also align with the City's current capital plan horizons, and long-term projects beyond this horizon. We will also identify a list of priority projects for the short term.

DELIVERABLE: Map of the proposed phasing and priority projects.

TASK 9: DEVELOP COST ESTIMATES

We will apply a set of unit prices to develop capital cost estimated for each proposed route included in City's active transportation network. Unit prices will be based on information WSP has collected from recent projects in Ontario and reflect 2021 dollars. WSP has an internal library of unit prices that are updated regularly to reflect new information / tender pricing – we will draw upon this resource to inform cost estimates. Before developing the cost estimates, WSP will provide City staff with the unit prices and associated assumptions for review, comment and approval.

DELIVERABLE: The capital cost estimates will be developed / calculated in an Excel spreadsheet and provided to City staff for review and comment.



TASK 10: IDENTIFY FUNDING OPPORTUNITIES AND POTENTIAL PARTNERSHIPS

Building upon the cost estimates developed in Task 9, we will identify potential funding streams and partnerships to help support the implementation of the Active Transportation Plan. Funding streams can include growth-related funding and non-growth-related funding as well as external funding programs / grants from various levels of government. For example, the Healthy Communities Initiative and Transit Infrastructure Program recently announced by the Federal Government (2021) both include active transportation infrastructure as eligible for funding. We will also identify various partners that can serve as sources of funding and have a role in the implementation of the Active Transportation Plan such as municipal departments, private sector organizations and non-profit agencies.

» **DELIVERABLE:** Potential funding options and partnerships will be documented in the Active Transportation Plan.

TASK 11: ESTABLISH EDUCATIONAL, PROMOTIONAL AND PROGRAMMING RECOMMENDATIONS

We will build upon the City's successes and lessons learned to establish recommendations related to encouraging, educating and engaging residents about active transportation in Temiskaming Shores. We will leverage Justin Jones' past experience at the Share the Road Cycling Coalition and his previous knowledge developed through the facilitation of the Bicycle Friendly Communities Workshop to develop community-based outreach and education proposals for Temiskaming Shores. We will also draw upon the proposed recommendations contained in the City's Recreation Master Plan, to identify programs that can increase the profile of active transportation in the City, encourage more residents and visitors to explore Temiskaming Shores by foot and bike, and to normalize biking and walking as everyday travel options.

» **DELIVERABLE:** Proposed educational, promotional and programming recommendations will be documented in the Active Transportation Plan.

TASK 12: DEVELOP DRAFT AND FINAL ACTIVE TRANSPORTATION PLAN WITH SUPPORTIVE RECOMMENDATIONS

We will draft the Active Transportation Plan and incorporate the findings / outcomes from each task in the study process. As part of the master plan documentation, the study team will provide information on next steps to guide implementation which can include an implementation strategy, maintenance considerations and monitoring and evaluation tools. We will also build upon the recommendations contained in the City's Recreation Master Plan to identify a set of action-oriented recommendations that provide clear direction and next steps for City staff and those who will have a role in the implementation of the Active Transportation Plan. The draft plan will utilize graphics and tables and it will be written in a concise manner that is supported by technical appendices.

The draft Active Transportation Plan will be submitted to City staff and completed before the presentation to the Director of Recreation and selected project stakeholders (as per section 7.2 in the RFP). Following the meeting / presentation and a review of the draft plan from the Director of Recreation and stakeholders, we will incorporate all comments received, into the report and reissue a revised Active Transportation Plan to City staff. The revised Active Transportation Plan will be presented to City Council. As noted in the RFP, the final Active Transportation Plan will be provided to City staff in a digital format accompanied by two hard copies.



PROJECT MEETINGS, CONSULTATION AND ENGAGEMENT

TASK 13: PROJECT KICK-OFF MEETING WITH CITY SENIOR STAFF

Consistent with the requirements set out in the RFP, we will prepare a kick-off meeting with City of Temiskaming Shores Senior Staff to confirm the direction of the Active Transportation Plan.

TASK 14: MEETINGS / CALLS WITH CITY SENIOR STAFF

The City's Project Manager will be contacted by the consultant Project Manager on a regular basis to discuss project updates pertaining to the schedule, project budget, deliverables, etc. The purpose of these meetings / calls will be to maintain a dialogue between the two Project Managers ensuring that potential issues are addressed immediately and to ensure that everyone is on the same page. Additional members of our study team will join the calls as necessary depending on the subject / items being discussed.

TASK 15: DEVELOP CONSULTATION AND STAKEHOLDER PLAN

WSP will develop a Consultation and Engagement Plan that will inform all aspects of the engagement for the Active Transportation Plan. The Consultation and Engagement Plan will identify all potential project stakeholders, as well as the most applicable tools and tactics that will be undertaken to engage with those groups.

TASK 16: PREPARE FOR AND UNDERTAKE STAKEHOLDER ENGAGEMENT

Stakeholder Engagement will be delivered in 2 rounds – the first focused on the foundational aspects of the Active Transportation Plan and the second to confirm the network, phasing and prioritization. Throughout the stakeholder engagement process, our team's approach is to utilize engagement opportunities as a means of connecting stakeholders to the ongoing work being done by the City to facilitate ongoing relationships that will help to deliver new programs and projects once the Active Transportation Plan is complete. At the conclusion of each round of engagement, our team will report back to stakeholders with an engagement summary, providing an update detailing what we heard and how that feedback is being used to inform the development of the plan.

TASK 17: PREPARE FOR AND UNDERTAKE PUBLIC ENGAGEMENT

Public engagement for the Active Transportation Plan will be primarily focused on digital and other tools that do not require face-to-face interactions, with the expectation that physical distancing requirements will remain in effect throughout the process of developing the plan. Our team is ready and able to provide in-person engagement activities as public health restrictions change, and are also able to help City Staff design and deliver **experiential engagement** opportunities – deploying demonstration projects at key locations within the community for a short period of time to generate media and community interest and gather feedback about how a permanent project could be implemented. However, it is important to note that as part of our project fees (section 5), we have allocated our level of effort with the assumption that engagement will be conducted virtually. Should there be any changes to this approach, WSP will revisit the project budget with City Staff.

If possible, our team will provide collateral and promotional pieces that can be shared with the community at the 2021 Bike Festival / Bike Exchange to increase awareness of the development of the



ATP and gather initial input about the project. We are able to prepare in-person engagement tools like poster boards to gather information about preferred routes and key objectives and are also able to produce handouts with links to online engagement tools, depending on the City and stakeholder preferences.

Public Engagement will follow a similar track to Stakeholder Engagement – 2 rounds of engagement opportunities will provide members of the public with ample opportunity to comment on the foundations of the plan, the proposed network, and the delivery of community-based social marketing campaigns to further support active transportation. We will seek input using online engagement platforms – surveys, mapping tools and other tools as necessary. Our team will take additional outreach efforts to communities in Temiskaming Shores that have been traditionally marginalized by building relationships with existing service delivery agencies and other stakeholders in the City and creating engagement opportunities that fit the needs of their clients and contacts.

TASK 18: PREPARE AND PRESENT THE DRAFT ACTIVE TRANSPORTATION PLAN TO THE DIRECTOR OF RECREATION AND SELECTED PROJECT STAKEHOLDERS

WSP will prepare for and present the draft Active Transportation Plan to the Director of Recreation and selected project stakeholders. The intent of this presentation will be to provide staff / stakeholders with an overview of the study process, the consultation / engagement program and input received over the course of the study, key outcomes and the draft recommendations presented in the plan.

Following the presentation, the draft Active Transportation Plan will be made available to the Director of Recreation and select stakeholders for their review and commentary. Following the review of the draft plan from the Director of Recreation and stakeholders, we will incorporate all comments received, into the report and re-issue a revised Active Transportation Plan to City staff.

TASK 19: PREPARE AND PRESENT TO THE CITY COUNCIL OF TEMISKAMING SHORES

The revised Active Transportation Plan will be presented to City Council of Temiskaming Shores for approval. The presentation will outline the draft plan including the study process, key outcomes and recommendations.



Project Schedule | WSP

City of Temiskaming Shores Active Transportation Plan Request for Proposal RS-RFP-001-2021		March					April				May					June				July				August					September				October			
		1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	4	11	18	25
TECHNICAL WORK																																				
1	Review and map existing and previously proposed active transportation conditions					D																														
2	Undertake a SWOT analysis to determine the current use, capacity and barriers of active transportation																																			
3	Identify gaps / missing links and map candidate routes							D																												
4	Investigate candidate routes (desktop analysis)																																			
5	Complete a conditions assessment of the trail systems at Pete's Dam Park and Devil's Rock																																			
6	Confirm the network and map the preferred facility types (including recommendations for signed bike routes)															D																				
7	Outline best practices for the design of active transportation and trail infrastructure / amenities																																			
8	Identify and map network phasing including a list of prioritized projects																				D															
9	Develop Cost Estimates																			D																
10	Identify Funding Opportunities and Potential Partnerships																																			
11	Establish Educational, Promotional and Programming Recommendations																																			
12	Develop draft and final Active Transportation Plan with supportive recommendations																							D											D	
PROJECT MEETINGS + CONSULTATION AND ENGAGEMENT																																				
13	Project Kick-off Meeting with City of Temiskaming Shores senior staff		M																																	
14	Project Meetings / Calls with City of Temiskaming Shores senior staff								M								M					M					M			M						
15	Develop Consultation and Stakeholder Plan			D																																
16	Prepare for and undertake stakeholder engagement																																			
17	Prepare for and undertake public engagement																																			
18	Prepare and present the draft Active Transportation Plan to the Director of Recreation and selected project stakeholders																																			
19	Prepare and present to the City Council of Temiskaming Shores																																			

D

 Deliverable / Quality Control

C

 Consultation / Engagement

Task Preparation

M

 Project Team Meeting

Technical Review

C

 Council Presentation

2 CREATIVITY, INNOVATION AND PUBLIC ENGAGEMENT

Our team's approach to engagement can be summed up simply: Engage early and often and report back on your work regularly. As we work to create an Active Transportation Plan for the City of Temiskaming Shores, our team will follow international best practices for public engagement as identified by the International Association of Public Participation (IAP2), which focuses on ensuring that engagements are meaningful, audience specific and flexible.

Our team has the experience and skill to create a complete, comprehensive engagement and communications strategy for the Active Transportation Plan to ensure that the project reaches all relevant stakeholders and community members. We will create the necessary branding, web content, social media messages and traditional media collateral to ensure that the Active Transportation Plan process is widely known within the community. We have access to an optional engagement platform hosted through PublicInput which will provide an all-in-one solution to engagement, allowing for surveys to be delivered via the internet, text message or over the phone and providing an integrated tool to host virtual public information sessions throughout the project. As the project progresses, the contact information and respondent profiles that are developed as more people participate in the project will help to create a database of interested residents that can be refined and used by the City for future consultation opportunities beyond the lifespan of the Active Transportation Plan. In short, our team will:

- Create all the necessary materials to deliver effective engagement;
- Deliver those materials in an accessible and engaging way;
- Communicate about how that feedback informed the project; and
- Ensure that the relationships developed with residents and stakeholders throughout this process are handed over to the City upon completion of the project in a smooth, seamless manner.

2.1 COMMUNITY ENGAGEMENT METHODOLOGY

Our proposed engagement approach is divided into two rounds of engagement, with each round having three distinct phases: Knowledge Building and Planning, Information Gathering and Closing the Loop. While a more detailed Engagement and Consultation Strategy will be developed by WSP at the outset of the Active Transportation Plan, the following sections provide an overview of the types of activities that will be expected in each round and phase.

ROUND 1: EXISTING CONDITIONS, OPPORTUNITIES AND CHALLENGES

PHASE 1: KNOWLEDGE BUILDING AND PLANNING

Sometimes referred to as pre-consultation, this phase is vital to the development of an effective Engagement and Communications Plan. Our team will:

- Review background documents and previous engagements run through the City, particularly the Recreation Master Plan, to identify general community sentiment about projects and proposals.
- Conduct candid, detailed interviews with selected stakeholders to gain a clear understanding of the existing conditions and challenges in Temiskaming Shores.
- Refine our stakeholder map and project contact list as we gain new information.



By the end of Phase 1, we will present a Draft Engagement and Communications Strategy, a preliminary SWOT for the Active Transportation Plan, a Project Contact List and a Stakeholder Map for the project.

PHASE 2: INFORMATION GATHERING

At the beginning of Phase 2 we will also confirm a **Stakeholder Working Group**, who will be engaged in the two stakeholder workshops throughout the project's duration. This Working Group will help to guide some of the details that will be used in the public consultations and will also serve as a resource to generate new ideas and initiatives as the plan moves forward. Their participation will also help to boost awareness of the Active Transportation Plan process, since many will have distribution lists and preexisting networks that could serve to amplify messaging about the project. Other Engagement opportunities in Phase 2 are:

- Stakeholder Working Group Workshop #1: Hosted in advance of the public survey, this workshop will focus on developing a "Quick Wins Strategy" which will identify projects that could be implemented immediately, potentially through an application to the newly launched Canada Healthy Communities Initiative. As a value add, WSP can assist the City and its stakeholders in applying for the May 2021 round of funding for applicable projects. This workshop will help to refine and add to our initial SWOT Analysis and will seek feedback on the most pressing challenges that stakeholders see with regards to the active transportation system in the current form.
- Stakeholder Outreach: our project team will connect with stakeholder groups, including the Downtown New Liskeard BIA, Chamber of Commerce, Bicycle Friendly Community Committee, Public Works Committee, Recreation Committee and the Temiskaming Active School Travel Committee and others as identified through the process of creating the ATP.
- Public Surveys and Mapping Tools: Hosted on the project website, the Round 1 surveys will focus on
 - Existing travel patterns and rationale for travel choices
 - Potential enhancements to the City's active transportation network
 - Priority gaps and challenges regarding current conditions
- Stakeholder Working Group Survey: Using the feedback from public consultation, we will present a brief summary of the public input collected for stakeholder review and additional commentary. This will be done using a closed (invite only) online survey.
- Council Engagement can be added early in the project at City Staff's request. Our team has found that a Council-only survey can help to identify potential challenges and can help to further inform and involve Councilors in the process, but this is an optional step based on Senior Staff advice.

PHASE 3: CLOSING THE LOOP

During this phase, our team will report back on what we heard, providing a summary of the engagement and our background work. This information will be presented at a virtual Public Information Centre (PIC) hosted on the project website, with an option of an in-person PIC being available as public health restrictions permit.

ROUND 2 ENGAGEMENT: PHASING, PRIORITIZATION AND IMPLEMENTATION

PHASE 1: KNOWLEDGE BUILDING AND PLANNING

During this phase, much of the technical work necessary to develop an Active Transportation Plan will be performed. Engagement opportunities in this round will focus on ensuring that the assumptions and inputs that are informing our proposed routes, facility types and strategies align with the community's understanding, helping to ensure smoother implementation of the final recommendations. At the end of this Phase, we will present a more detailed Round 2 Engagement Strategy to the City for approval.



PHASE 2: INFORMATION GATHERING

During this phase, our team will conduct three engagement activities designed to invite feedback and collaboration regarding the proposed implementation of the plan's recommendations. During this phase, our team will develop the foundations of a Community Support Plan for the Active Transportation Plan, providing additional information regarding how community stakeholders and the City can build stronger partnerships to ensure that the plan is implemented and sustained in the years to come.

- Workshop # 2 with the Stakeholder Working Group will focus on developing a priority network for the plan as well as supportive programs and policies to continue to build Temiskaming Shores' culture of active transportation.
- A second public survey will also be hosted, asking respondents about their priorities and preferences for the active transportation network, which will help to identify future capital considerations and the phasing. Respondents will also be asked about policy and program implications of the plan.
- Near the end of Round 2, the proposed phasing for improvements will be presented to the Stakeholder Working Group for final feedback and confirmation

By the end of Round 2 of Engagement, all of the necessary information for the final draft of the plan will have been collected, positioning the team well to communicate about the results and finalize the project.

PHASE 3: CLOSING THE LOOP

In this final phase, our team will focus on providing clear, transparent rationale for the decisions that were made to inform the ATP. We will summarize the public input received and the technical data that informed our decisions as part of the draft Active Transportation Plan, to provide a high degree of confidence and transparency in the study process. Our team will present the key findings along with the technical work to the Director of Recreation and selected project stakeholders for final review before being presented to City Council for final public comment.

2.2 CREATIVITY AND INNOVATION

WSP's reputation as an innovative firm with regards to Active Transportation is well earned – our team has been on the forefront of advancing active transportation network developments and design standards in Ontario and beyond for many years. For this project, our team proposes a number of innovative solutions to help meet the needs of Temiskaming Shores and its residents.

DESIGN STANDARDS AND NETWORK DEVELOPMENT

Our team includes several of the lead authors of the yet-to-be-released update to OTM Book 18, the design manual that sets the standard for cycling infrastructure in Ontario. By choosing WSP, Temiskaming Shores ensures that the design standards brought to bear in the development of the ATP will be valid for years to come, and will help the City continue to expand its reputation as a leading-edge small community when it comes to active transportation in Ontario.

It is our goal to provide Temiskaming Shores with a proposed network that meets the needs of all residents and visitors to the City. We will provide infrastructure suggestions that meet or exceed best practices to provide active mobility choice for people of all ages and abilities, while also respecting the financial constraints faced by a smaller community.



PUBLIC ENGAGEMENT

VIRTUAL PLATFORMS AND ENGAGEMENT

Our team has access to several virtual engagement platforms that provide a high degree of value to our clients. Based on the desire and capacity of the City, our team can make use of a suite of tools that includes online public surveys, mapping tools and public events, while also providing paper copies, telephone survey options and even survey questionnaires delivered via text message. Our team will commit to build upon the engagement that was performed for the Recreation Master Plan, and will ensure that the comment database and resident contact information collected through the course of this project is provided to the City in a format that helps the City to continue to build a more communicative, effective relationship between the administration and the residents of Temiskaming Shores.

Throughout the COVID-19 Pandemic, our team has become increasingly experienced at hosting virtual engagements. We are effective at facilitating workshops using a suite of virtual tools including digital whiteboarding tools, real-time surveys, breakout rooms and other collaborative techniques. Our experience with these tools has shown that virtual engagements, particularly virtual workshops with key stakeholders, can be as effective as an in-person meeting, and can deliver significant cost savings to our clients. It is our suggestion that the majority of the engagement for the development of this ATP be done in the virtual space to keep costs low and keep accessibility to these sessions high.

EXPERIENTIAL ENGAGEMENT

WSP is working to provide more of its clients with the opportunity to include experiential engagement in their master planning processes. What this means in practice is the development and deployment of demonstration projects, with a deliberate effort to track and analyze how the intervention works from both a quantitative standpoint (measuring use, safety, speeds, etc.) and a qualitative view by circulating surveys and working to understand community sentiment towards the project. Depending on staff capacity at the City, our team is able to develop materials and assist the City in delivering these types of engagements within the City as part of this plan as it moves forward.

IMMEDIATE IMPLEMENTATION PROJECTS

It is our understanding that the City has delayed several of its planned road resurfacing projects for 2021 so as to ensure that a route that is recommended for improvements in the Active Transportation Plan is not repaved or resurfaced before those recommendations can be received and endorsed by Council. Our team will aim to make the best use of this foresight by identifying high-priority projects to the City and working to subsequently identify potential funding sources for those projects. If there is an opportunity to work with the City to apply for funding through the Healthy Communities Initiative to implement projects and extend the terms of the Active Transportation Plan Contract to include additional engagement and design work, our team has the expertise and capacity to deliver that additional work to the City to ensure immediate implementation of the highest priority projects in the City.



3 EXPERIENCE AND QUALIFICATIONS OF COMPANY AND PROJECT TEAM

3.1 WSP'S EXPERIENCE AND QUALIFICATIONS

WSP Canada Inc. is a multi-disciplinary consulting firm providing responsive and innovative consulting engineering, planning, project management, environmental management and landscape architecture and design services, among others. We work with all levels of government, private sector owners, architects and contractors across Canada and internationally. With strong client relationships and solid industry knowledge, we help our clients seize opportunities, understand and address challenges, identify and manage risks and navigate relevant regulatory systems. Our team is committed to helping our clients succeed no matter how they grow, what they choose to do, or where they move.

WSP is a leader in the field of active transportation, cycling and trail related planning, design and implementation. Over the past 20 years we have worked throughout the Province of Ontario and Canada to provide master planning, feasibility, preliminary and detailed design services to a range of clients. In addition to our expertise in transportation and active transportation planning and design assignments, WSP has experience in developing best practices that are reflective of emerging trends in topics such as healthy community design, age friendly communities, vision zero, transit oriented development and transportation demand management. Our Project Principal, Dave McLaughlin, is one of the lead authors of Ontario Traffic Manual Book 18: Cycling Facilities as well as the Ministry of Transportation Bikeways Design Guidelines. We have prepared multi-modal transportation strategies as well as detailed designs for numerous municipalities across Ontario. A more detailed overview regarding our corporate services and expertise for can be found in **Appendix B**.

We understand the local context in the City of Temiskaming Shores as well as the surrounding region. In 2015, Justin Jones delivered a workshop for the Bicycle Friendly Community program, and subsequently was retained by the City to provide peer-review services on the Armstrong Street bridge project and potential active transportation solutions. It is WSP's opinion that our understanding of the context as well as the unique needs upon which this plan will be developed is unparalleled; however, it is also important to note that we recognize that City staff are the local context experts and therefore, we will approach the study process in a way that is respectful of the deep understanding, history and knowledge that City staff, decision makers and members of the public have. This is not only a critical piece of the technical puzzle but one that can make the difference between a master plan that is deemed a success and one that remains on the shelf following adoption. It is WSP's commitment to work with the City's leaders and community members to create a solution that is tailored for Temiskaming Shores and provides feasible short, medium and long-term goals for a more active, sustainable, healthy and enjoyable community future.

A selection of our work experience and associated references are provided on the following. Select project sheets for these and other projects are included in **Appendix C**.



Project Name	Town of Penetanguishene Cycling Strategy
Name of Client	Town of Penetanguishene
Contact Name and Information	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Description of Services	<p>In 2018, WSP was retained by the Town of Penetanguishene to develop a cycling strategy. The goal of this long-term document was to guide the Town's planning and implementation of cycling infrastructure and policy into the next 20 years. Rather than being a prescriptive plan, this report is a foundational document that supported the Town's objective to improve cycling trips to recreational and tourism-based activities. A comprehensive review of local policy, cycling best practices and existing conditions was completed to understand and build upon the Town's cycling context. Pairing this knowledge with a set of action-oriented objectives, proposed routes were evaluated based on a set of criteria in order to create and design a preferred network of cycling routes and facilities.</p> <p>On-going consultation and engagement with Town staff and residents, which included a public open house, stakeholder workshop and advisory committee meeting, were conducted as a part of an effort to recommend suitable programs and policies which would foster a culture of cycling and public awareness. Specifically, 12 actions for outreach were identified for immediate and short-term application to promote cycling's benefits, educate residents on proper cycling technique and create community awareness.</p>
Start / End Date	March 2018 – March 2019 Completed within project schedule
Project Value	\$40,000, completed on-budget
Relevance to the City of Temiskaming Shores Active Transportation Plan	<p>WSP identified a preferred cycling network including routes and facility types that are intended to enhance connectivity for residents and visitors to the Town's existing trail system which also serves as a key tourism asset / destination for Penetanguishene.</p> <p>The Town of Penetanguishene has a similar population to Temiskaming Shores (approximately 9,000 residents). The Cycling Strategy identified an implementation strategy including costs and proposed phasing, that were realistic and achievable for a Town of this size. We identified potential funding sources from various levels of government and key partners that could have a role in the implementation of the strategy.</p>



Project Name	Grey County Cycling and Trails Master Plan
Name of Client	Grey County
Contact Name and Information	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Description of Services	<p>Grey County retained WSP to support the development of the Cycling and Trails Master Plan. Over the course of the study, WSP consulted and engaged with County staff, members of the public, businesses, stakeholders and local municipal staff to help inform the development of the plan. WSP worked closely with County staff to identify locations where the County's Paved Shoulder Program has been implemented, including locations where existing partial paved shoulders could be enhanced to provide a wider shoulder, and locations where a partial paved shoulder could be implemented. In addition to paved shoulders, the study team identified a comprehensive network and facilities throughout Grey County including rural areas and built-up / urban areas.</p> <p>The Cycling and Trails Master Plan was partially funded by money the County received through RTO 7. As such, a key consideration of the plan was to identify infrastructure and programs that could leverage the County's existing assets and increase tourism activity. The plan contains 23 recommendations that support multi-modal trip making, and programs to enhance active transportation within Grey County.</p>
Start / End Date	December 2018 – November 2020 Project schedule impacted /extended due to COVID-19 impacts
Project Value	\$50,000, completed on-budget
Relevance to the City of Temiskaming Shores Active Transportation Plan	<p>There are a number of existing trail systems within Grey County including the Grey County CP Rail Trail, the Tom Thomson Trail, the Great Lakes Waterfront Trail, the Georgian Trail, the Bruce Trail, and the Georgian Bluffs Trail. Recognizing the extent of existing off-road opportunities, the main focus of this plan was to identify on-road improvements that would support every day cycling and connectivity to the County's existing trails.</p> <p>Similar to Temiskaming Shores, there are many engaged community stakeholders that have a long-history in improving active living and recreation within the County. We engaged with staff, provincial ministries, agencies, organizations, committees, stakeholders and the public to develop a plan tailored to Grey County and their needs.</p>



Project Name	Multiple planning and design assignments for Sudbury
Name of Client	City of Greater Sudbury
Contact Name and Information	<div>██████████</div> <div>████████████████████</div> <div>██████████████████</div> <div>████████████████████████████</div>
Description of Services	<p>WSP has a long-standing history of undertaking various planning and design related assignments for the City of Greater Sudbury. Project samples include:</p> <p>Sudbury Transportation Master Plan (2016): This plan provides recommendations for a sustainable transportation network for pedestrians, cyclists and vehicles to accommodate projected demands for the city to the year 2031. The final report includes short-term and long-term solutions to create a multi-modal transportation network that support the City's core principles of healthy communities, sustainability, and economic vitality.</p> <p>Physically-Separated Cycling Infrastructure along Paris Street and Notre Dame Avenue (2019): WSP provided the detailed design of a physically-separated cycling facility along Paris Street and Notre Dame Avenue. WSP also prepared a Construction Phasing Plan and corresponding tender packages to allow for the Project to be constructed in reasonable phases over future construction seasons, starting in early 2019.</p> <p>Complete Streets Design Guidelines (2020 – ongoing): In July 2020, the City of Greater Sudbury retained WSP Canada to assist in developing Complete Streets Design Guidelines. The project was initiated in response to a recommendation in the City's Complete Streets Policy (2018) whereby the City will enact "design guidelines and standards to support the delivery of Complete Streets. " The Complete Streets Design Guidelines (CSDG) are expected to act as a tool to implement the Complete Streets policy through new roads and road rehabilitation and reconstruction projects.</p>
Project Value	<p>Sudbury Transportation Master Plan (2016): \$430,000</p> <p>Physically-Separated Cycling Infrastructure along Paris Street and Notre Dame Avenue (2019):\$396,000</p> <p>Complete Streets Design Guidelines (2020 – ongoing): \$250,000</p>
Relevance to the City of Temiskaming Shores Active Transportation Plan	We bring a wealth of experience working with upper and lower tier municipalities in Northern Ontario including agencies and stakeholders that have a role in the planning, design, implementation and operations of active transportation infrastructure in northern communities.



Project Name	Voyageur Cycling Route Feasibility Study and Implementation Plan
Name of Client	Waterfront Regeneration Trust and Discovery Routes Trails Organization
Contact Name and Information	<div>██████████</div> <div>██</div> <div>██████████</div> <div>██████████</div>
Description of Services	<p>In 2015, WSP was retained to undertake the Voyageur Cycling Route Feasibility Study and Implementation Plan. The Voyageur Cycling Route (VCR) concept was initiated by a group of local stakeholders who came together in 2013 to explore opportunities to develop a 380 km cycling route that would connect the Sudbury area to the Ottawa River in Deep River. The Voyageur Cycling Route Feasibility Study report is intended to achieve three goals:</p> <ol style="list-style-type: none"> 1. Identify a clear path to achieve the VCR vision including the recommended route, facility types and route characteristics; 2. Help develop partnerships and ultimately secure funding to implement the VCR; and 3. Provide an outline of an organizational structure that would be well positioned to support the ongoing success of the VCR once it has been implemented. <p>The final report outlines the anticipated community benefits, evaluation of trail governance models and the suggestion that the VCR form part of a future provincial cycling network are all key components of the feasibility study.</p>
Start / End Date	April 2015 – August 2016
Project Value	\$40,000, completed on-budget
Relevance to the City of Temiskaming Shores Active Transportation Plan	<p>To develop this plan, WSP consulted with a number of stakeholders including staff from various municipalities, economic development organizations, representative from First Nations, provincial ministries, conservation authorities, businesses and residents. To successfully complete the plan, WSP undertook a comprehensive engagement strategy with three key goals in mind: to gather input from the communities along the route; to increase awareness of the proposed route; and to build support for the route among community members. Similar to Voyageur Cycling Routes, our work plan to complete the AT Plan for Temiskaming Shores recognizes the importance of engaging with community members to truly understand the needs and priorities that will shape solutions that are realistic for the City.</p>



Project Name	Lake Huron North Channel Cycling Route
Name of Client	Tourism Sault Ste. Marie and Waterfront Regeneration
Contact Name and Information	<div></div> <div></div> <div></div> <div></div>
Description of Services	<p>In May 2012, WSP was retained by Tourism Sault Ste. Marie / Waterfront Regeneration Trust to undertake a feasibility study to refine the proposed route and to identify potential signage, marketing and promotional strategies, and an implementation plan. Included in the study process was a detailed consultation approach, which included an online questionnaire, meetings with local stakeholders and interest groups, and interviews with First Nation representatives located along the proposed route.</p> <p>Ultimately a preferred cycling route alignment was confirmed which runs along the North Shore Channel primarily on secondary, lower volume road, and off-road multi-use trails, where possible. The study team developed a detailed report, which outlined the preferred routes, identified a detailed implementation strategy including costing for both capital infrastructure, and marketing, and promotional strategies in the short and long term</p>
Start / End Date	April 2012 – March 2013
Project Value	\$43,000, completed on-budget
Relevance to the City of Temiskaming Shores Active Transportation Plan	<p>The Lake Huron North Channel Cycling Route was developed to be primarily on-road (it will form a key segment of the Great Trail and the Great Lakes Waterfront Trail) with some sections of off-road trail. A number of stakeholders will have a role in the implementation of the route including: RT013, Tourism Sault Ste. Marie, Algoma Country, Rainbow Country, the City of Greater Sudbury and the Ministry of Transportation Ontario.</p> <p>The Lake Huron North Channel Route demonstrates commitment on behalf of upper and lower tier municipalities, the provincial government, and other stakeholders to enhance cycling opportunities for Northern Ontario. The study is founded a 2011 study from RT08 that outlines the potential of implementing bike routes on paved roads as well as the improvement of off-road trails. Though specifically developed for RTO 8, the findings have be applied to cycle tourism throughout Ontario including the Lake Huron North corridor.</p>



Project Name	Update to Ontario Traffic Manual Book 18: Cycling Facilities
Name of Client	Ontario Traffic Council
Contact Name and Information	<div>██████████</div> <div>████████████████████</div> <div>██████████</div> <div>████████████████████</div>
Description of Services	<p>In 2013, WSP was retained by the Ontario Traffic Council (OTC) to develop Ontario Traffic Manual (OTM) Book 18: Cycling Facilities. WSP worked closely with a Project Steering Committee comprised of OTC and Ministry of Transportation (MTO) staff plus representatives from a number of contributing municipalities. The outcome of this project was the development of a comprehensive set of bikeway design guidelines that will serve as a resource for municipalities throughout the Province of Ontario.</p> <p>In 2018, WSP was retained by OTC to undertake an update to the 2013 Ontario Traffic Manual (OTM) Book 18. The update to OTM Book 18 was driven by broad policy changes in Ontario and municipalities which increased investment in cycling infrastructure implementation, and a shift towards designing intersections and facilities for users of all ages and abilities. In addition, there has been a large focus on adopting a Vision Zero and complete street based lens toward the planning, design and operation of cycling infrastructure. As such, the Ministry of Transportation Ontario decided that OTM Book 18 should be updated to provide modern design guidance based on new best practices and research. Three aspects of the OTM Book 18 were significantly overhauled to provide more detailed design guidance in the selection and design of cycling facilities.</p>
Start / End Date	<p>2018 – draft has been completed and is currently being reviewed by MTO (expected to be released in Spring 2021).</p> <p>Project schedule impacted /extended due to COVID-19 impacts</p>
Project Value	\$320,000 completed on-budget
Relevance to the City of Temiskaming Shores Active Transportation Plan	We will draw the facility selection guidance and the three-step facility selection process outlined in the updated OTM Book 18 to recommend appropriate routes and facility types for the City's active transportation network.

In addition to these project references, we have selected examples of other completed projects which outline our experience and expertise of delivering active transportation projects for various municipalities across Ontario – see Table 1.



Table 1 - Summary of WSP Qualifications

Projects completed by WSP	Pedestrian & Cycling Master Planning	Network Planning	Active Transportation Design Guidelines	Road Design	Off-Road / Trail Design	Implementation Strategy	Transportation Demand Management	Transportation Network Operations & Maintenance	Public Consultation
Aurora Trails Master Plan	✓	✓	✓		✓	✓		✓	✓
Whitchurch-Stouffville Active Transportation Servicing Plan	✓	✓		✓		✓		✓	✓
Kingston Active Transportation Master Plan	✓	✓	✓	✓		✓			✓
Quinte West Active Transportation Plan	✓	✓	✓		✓	✓			✓
Newmarket Active Transportation Implementation Plan	✓	✓		✓	✓	✓		✓	✓
Town of Lincoln Active Transportation Strategy	✓	✓				✓	✓	✓	✓
Town of Milton Active Transportation Strategy	✓	✓				✓	✓	✓	✓
County of Essex County-wide Active Transportation Study	✓	✓	✓	✓		✓	✓	✓	✓
Whitby Active Transportation Plan	✓	✓	✓			✓		✓	✓
Ajax Integrated Transportation Master Plan	✓	✓		✓		✓	✓	✓	✓
MTO Province-wide Cycling Strategy Study	✓	✓				✓		✓	✓
York Region Lake to Lake Cycling Route & Walking Trail	✓	✓		✓	✓	✓			✓



3.2 PROJECT TEAM

Our team will be led by Cristina Valente who has contributed and developed many active transportation plans and strategies. Each member of our team understands the master planning process and brings specific knowledge and expertise relevant to this assignment. The figure below illustrates how each team member will contribute to the development of the Active Transportation Plan and critical lines of communication that are needed to complete this study.

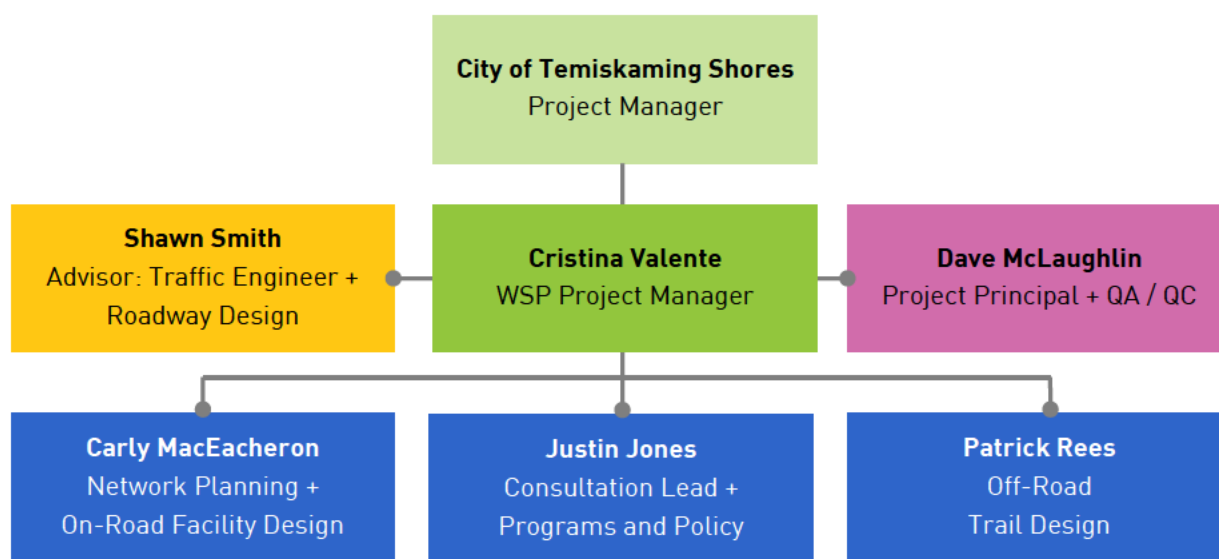


Figure 1 - Organization Chart for the Active Transportation Plan

The experience and expertise that each team members brings will provide significant value to the City of Temiskaming Shores. Three projects that have been completed in the last three years are highlighted for each team member, including a description of their role and responsibility for each. CVs for each study team member are included in **Appendix D**.

CRISTINA VALENTE, BA

ROLE: PROJECT MANAGER

Cristina Valente will serve as WSP's Project Manager for the Active Transportation Plan. Cristina will be responsible for overseeing day-to-day coordination and communication with both the study team as well as the City staff, stakeholders and the public. In addition to providing guidance and leadership to the rest of the team members, Cristina will also contribute to a number of the core technical tasks including but not limited to network development, facility design, cost estimates and report writing.

To assist Cristina and ensure success of the study, we have identified another member of the team who can provide Quality Control and insight on project deliverables. Dave McLaughlin will serve as the Project Principal / Quality Control and support Cristina as needed over the course of the study.

Cristina is a Senior Project Planner in the firm's Planning and Advisory services with eight years of experience in project management for transportation planning and active transportation studies. She joined WSP in 2012 and since that time has contributed to over 50 active transportation, trail, pedestrian and cycling related master plans as well as implementation strategies, feasibility and detailed design



studies, environmental assessments and transportation master plans. Cristina expertise includes master plan development, geographic information systems (GIS), development of phasing and costing strategies, development of consultation materials and data management. Cristina has been actively involved in many active transportation related projects for several Ontario municipalities including York Region, the City of London, the Town of Oakville and Essex County among others.

Recent Project Experience:

- Penetanguishene Cycling Strategy (2019): Managed the development of the strategy including day-to-day communication with Town staff and stakeholders, and oversaw the network development components, implementation and costing, as well as report development, and public and stakeholder consultation.
- Barrie Active Transportation Strategy (2019): Oversaw the development of report documentation for the Active Transportation Strategy (part of the City's TMP) and contributed to the network development process, implementation and GIS mapping.
- Grey County Cycling and Trails Master Plan (2020): Cristina managed the development of this master plan and day-to-day coordination with County staff. Cristina also coordinated writing / development of the master plan report, presentations to Council and public consultation.

JUSTIN JONES, MA, IAP2

ROLE: CONSULTATION LEAD + PROGRAMS AND POLICY

Justin Jones is a Community Engagement Planner with 10 years of experience working with municipalities to share best practices, design effective community engagement and create ambitious, but achievable education and encouragement programs to facilitate higher rates of active transportation. Justin excels at facilitating discussions with stakeholders to identify common objectives and creating options for new programs and policies that meet those objectives. He has extensive experience in crafting education and encouragement strategies relating to active transportation, drawing on his extensive background knowledge to identify best practices and create simple, effective implementation frameworks for his clients.

Justin is a member of the International Association of Public Participation, as well as an alumni of the inaugural class of the Dignity Institute – an engagement framework centred on the Dignity Infused Community Engagement (DICE) Method to centre the experiences of communities that have traditionally been left out of the planning process. He is an accomplished public speaker, an experienced facilitator in both in-person and virtual environments and an expert in many different aspects of engagement, equity and mobility.

Recent Project Experience:

- Quinte West Active Transportation Plan (2018): Justin led public outreach for a community-focussed Active Transportation Plan in the City of Quinte West. Justin was responsible for ensuring very strong responses to online surveys and open houses regarding the project and raising awareness of the Plan and engaged with members of Council and the community.
- Huron County Cycling Strategy (2017): Justin facilitated a series of workshop sessions designed to create an action-oriented workplan for cycling in Huron County. The resulting workplan was subsequently adopted by County Council as a Cycling Strategy.
- Penetanguishene Cycling Strategy (2018): Justin was the lead for promotion, education and outreach programs for the Town of Penetanguishene Cycling Strategy. Justin was also responsible for developing and leading the consultation components of the plan and lead the development of outreach / programming recommendations within the plan.



CARLY MACEACHERON, MSCE, P.ENG.**ROLE: NETWORK PLANNING + ON-ROAD FACILITY DESIGN**

Carly MacEacheron will carry out the network planning and facility design tasks, including the review of the City's existing AT network, identification of missing links and candidate routes, the identification and prioritization of projects, and the selection of preferred facility types with cost estimates. Carly is an Engineer in the Transportation Planning group at WSP's Ottawa office and has over five years of experience in the transportation planning, transportation engineering and road safety engineering fields. She has played an integral role in many active transportation plans, transportation master plans and active transportation facility design, and has developed design guidance and policy recommendations for several.

Carly is a member of the Canadian Institute of Transportation Engineers, Association of Pedestrian and Bicycle Professionals and Transportation Association of Canada. With her research background on topics related to transportation engineering, road safety and improving access to active transportation, she provides a unique and analytical approach to her work. She is skillful at developing context-sensitive and innovative recommendations based on extensive review of best practices.

Recent Project Experience:

- City of Ottawa Active Transportation Plan (ongoing): Carly is the Project Engineer for the ongoing update to the Ottawa Cycling Plan and Pedestrian Plan. She is leading the development and prioritization of the rural and urban cycling and pedestrian networks, coordinates GIS mapping, wrote design guidelines, developed an online public survey and will be responsible for documenting the plan.
- Petawawa Active Transportation Plan (2018): Carly provided assistance on the development of an active transportation plan and design guidelines, identified the context and AT needs of the Town, developed policy to support AT, and documented the plan.
- North Grenville Transportation Master Plan and Commuter Cycling Plan (2019): Carly was the Project Engineer and a key team member developing these two plans for the Municipality. Key tasks included carrying out projection and assignment of future traffic volumes, identification of network deficiencies and alternative solutions, identification of supporting transportation policy, recommending road and cycling network improvements, stakeholder and public engagement, and writing the final reports.

PATRICK REES, BLA, OALA, CSLA**ROLE: OFF-ROAD TRAIL DESIGN**

Patrick will serve as the off-road trail specialist for this assignment. He will leverage his expertise in developing off-road trail wayfinding and signage strategies, as well as recreational trail amenities in jurisdictions across Ontario, and apply it to this assignment.

Patrick is a Landscape Architect at WSP with over 10 years' experience spanning from feasibility studies to master plans to detailed design and contract management. He has dedicated many years of his career to focus on design and implementation of trail and active transportation facilities that meet the needs of communities and user groups alike. His expertise in park and open space design ranges from small urban nodes to expansive community-wide design solutions. He is well-versed in the development of trail projects and has created signage plans, graphic logos, and signboards for projects of various scales. His project experience includes a variety of responsibilities from coordination of concept design, detail design, agency approvals, public consultation, construction administration and warranty reviews.



Recent Project Experience:

- Farmers Market Trail Feasibility Study and Detailed Design, Waterloo (2017): Patrick worked with other members of the study team at WSP to complete a feasibility study and detailed design for a new multi-use trail that will re-direct the Great Trail (Trans Canada Trail) in Waterloo through an active rail corridor to St. Jacob's Farmers Market.
- Oakville Crosstown Trail, Oakville (2020): Patrick was the Project Manager for the Oakville Crosstown Trail; a multi-use trail within an existing hydro corridor. The trail will service the surrounding business park and will eventually connect over Highway 403 and into a residential neighbourhood.
- Cambridge Pedestrian Bridge and East Walkway, Cambridge, ON (2015): Patrick was the lead Landscape Architect on this study. He assisted with completing the conceptual design for a new pedestrian bridge crossing in downtown Galt over the Grand River and landscape restoration works along the existing east walkway and bridge approaches.

DAVE MCLAUGHLIN, BA, MES, MCIP, RPP**ROLE: PROJECT PRINCIPAL + QA / QC**

Dave McLaughlin will be the Project Principal, Quality Assurance / Quality Control lead as well assist on other components of the plan including network planning, facility design and implementation. Dave is a Senior Project Manager and Registered Professional Planner in Ontario (RPP) at WSP and has over 29 years of experience in the transportation and land use planning fields. Dave is a multi-modal transportation planner with extensive experience in active transportation network planning and facility design, transportation master plans, cycling and trail system network strategies and design guidelines, as well as transit and TDM planning, policy development, complete streets and vision zero. He is WSP's Active Transportation Planning and Design Lead in Canada, one of WSP's leading national urban mobility and complete streets specialists and is often involved in projects from the planning and approval stage through functional and detailed design stages.

Dave is a member of the Ontario Traffic Council's Active Transportation Committee, Canadian Institute of Planners and the Institute of Transportation Engineers, as well as a member of ITE's Pedestrian and Bicycle Council. He is also a member of the Association of Pedestrian and Bicycle Professionals (APBP) and is the past Chair of the Ontario Chapter of APBP. Dave is a volunteer member of the Board of Directors of the Share the Road Coalition and was a member of the Province of Ontario Ministers' Cycling Working Group that contributed to the development of #CycleON Action Plan 2.0. Dave provides technical support to all levels of government, agencies and many of the firm's multi-disciplinary teams for cycling, trail and multi-modal transportation assignments across Canada.

He is co-author of several Complete Street Design Guideline manuals as well as Ontario Traffic Manual Book 18: Cycling Facilities (2013) and is led the 2021 update to this manual, expected to be published by MTO in spring 2021. Dave also recently co-authored a White Paper on E-bikes, E-scooters and Micro-Mobility. He led the development of the MTO's Bikeway Design Manual (2014) and led the Lake Huron North Shore and Voyageur Cycling Route Feasibility Studies and supported the WSP design team on AT projects in Greater Sudbury. Dave participated in a visioning study many years ago for the Temiskaming Shores Waterfront.

Other Recent Project Experience:

- County of Essex CWATS Master Plan: Dave is the Project Manager for the update to the County's Master Plan. This plan builds upon the original plan completed by WSP in 2012 and looks at the successes of the County (including the implementation of infrastructure, programs and policies) to



provide recommendations to guide next steps for the County and its local area municipalities over the next 20+ years.

- Kingston Active Transportation Master Plan (2018): Dave was the Project Manager for the City of Kingston Active Transportation Master Plan. Dave provided key insights and lessons learned regarding cycling planning and facility design from across Ontario and Canada as a whole. He also reviewed all major deliverables and milestones for the plan.
- Barrie Active Transportation Strategy (2019): Dave was the Project Manager for the Active Transportation Strategy (part of the City's TMP). Dave was responsible for day-to-day communications with City staff, attended meetings and workshop sessions with City staff and stakeholders and reviewed all major deliverables and milestones for the plan. Dave was also part of the network development process, the phasing strategy and costing process.

SHAWN SMITH, P.ENG., M.ENG

ADVISOR: TRAFFIC ENGINEER + ROADWAY DESIGN

Shawn Smith will serve as the team's Advisor for network planning and facility design. Shawn is a Senior Project Planner at WSP with extensive experience in active transportation network planning and facility design and transportation demand management policies, programs and products. He is one of WSP's active transportation planning and design leads and is often involved in projects from the planning and approval stage through to detailed design and construction liaison.

Shawn is a member of the Association of Pedestrian and Bicycle Professionals (APBP) and is the past Chair of the Ontario Chapter of APBP. He is a former member of the Ontario Traffic Council's Active Transportation Committee and has also served on the Transportation Research Board's Landscape and Environmental Design Committee, and Managed Lanes Committee. Shawn has presented at conferences in Toronto, Waterloo, Ottawa, St. Louis, and Memphis and is a guest lecturer at York University.

Shawn has worked at the provincial and municipal levels of government and previously led an inter-municipal working group of 10 municipalities on active transportation infrastructure and programs. He oversaw the development of York Region's Pedestrian and Cycling Planning and Design Guidelines and implementation of the active transportation network in York Region including the Lake to Lake Cycling Route and Walking Trail. In 2018, he was recognized as the Wheels of Change Professional of the Year by Share the Road Cycling Coalition for his work at the municipal level to build a more bicycle-friendly Region. He is also author of Happy Trails: Biking and Hiking Adventures in the Greater Toronto Area.

Recent Project Experience:

- York Region Pedestrian and Cycling Planning and Design Guidelines (2018): Shawn led a team to deliver this complex assignment that included school site design guidelines, performance monitoring of active transportation on the Highway 7 rapidway, a maintenance strategy, wayfinding, protection intersections and other emerging design treatments and integration with other regional documents and guidelines.
- Lake to Lake Cycling Route and Walking Trail Implementation (2018): Shawn managed the implementation of several priority segments in Markham, Richmond Hill, and Aurora for the 120 kilometre route, including obtaining grant funding, stakeholder buy-in, and detailed design approvals. Shawn also worked on an annual State of the Trail report that kept momentum moving forward.
- York Region Major Capital and Vivanext Projects (2018): Shawn was a team member and active transportation lead providing technical guidance on the planning, design, and construction of active transportation infrastructure (sidewalks, multi-use paths, trails, bike lanes, cycle tracks, bridges) on regional roads.



3.3 PROJECT MANAGEMENT AND QUALITY

We believe disciplined project management will assist in maintaining a strategic focus for the project and deliver a successful result for the City of Temiskaming Shores. Our project management team with Cristina Valente (Project Manager) and Dave McLaughlin (Project Principal and QA / QC) have worked together for the past eight years on active transportation master plans and together, they will lead the team to successful completion while adhering to our in-house project management methodology, which is aligned with industry best practices.

WSP's Project Manager will have full accountability for controlling the project scope, schedule, and cost. Through our corporate financial software, our Project Manager is able to view latest project costs at any time and apply an earned value approach to determine exactly how the project is tracking relative to budget. The proposed process for quality control is the position of Dave McLaughlin as the Quality Control lead. Identifying a quality control lead is critical to ensuring consistency between project deliverables and approach as well as an ongoing set of high-quality deliverables.

In addition to identifying an individual to oversee quality control, it is also important to track key milestones over the course of the study. Throughout the development of the Active Transportation Plan, we will have regular meetings / calls with the City's Project Manager to review submitted deliverables, review the project schedule and upcoming milestones / tasks. The project schedule (see **section 2**), will be review and if needed, updated on a monthly basis and used at meetings to discuss project progress, and upcoming work. The fee schedule (see **section 5**) will be used to help monitor and maintain appropriate tracking for invoices and billing.

3.4 WHY CHOOSE OUR TEAM?

We have identified a team that has been specifically selected for their experience in the development of active transportation plans and strategies for municipalities of comparable size throughout Ontario and Canada. Several of our team members also have direct experience in Temiskaming Shores. Each of our team members is truly passionate about creating a culture of active transportation, raising the profile of multi-modal travel and enhancing mobility and recreation options for people of all ages and abilities. We bring with us different areas of expertise that not only address the requirements set-out in the City's RFP, but can be drawn upon should other planning or design related questions arise.

We are available to commit the time and resources to prepare a high-level strategic, master plan document that provides City staff with the processes, resources and tools to facilitate implementation beyond the master plan lifespan. We believe the approach that we have proposed is founded on best practices and sound technical judgement while also remaining adaptive to issues, opportunities and input as the study progresses.

We are excited for the opportunity to assist the City of Temiskaming Shores in the development of an Active Transportation Plan to enhance mobility options and recreational opportunities for people of all ages and abilities within the City. WSP is confident that we can help City staff achieve the vision and goals for active transportation in Temiskaming Shores.



4 KNOWLEDGE OF THE CITY REGARDING THE PROJECT

As has been referenced throughout this document, our Consultation and Program Lead, Justin Jones, has a high degree of familiarity with the City of Temiskaming Shores and the stakeholders who work to make active transportation more accessible in the City. Beginning with the delivery of a Bicycle Friendly Communities Workshop for the City in 2015, Justin has maintained relationships with City administration, Public Health and members of the City's active advocacy community. These relationships and this knowledge of the City will help to ensure that the consultation delivered as part of this project will be broad-ranging and meaningful, building on those existing relationships.

Our knowledge of the City also extends to a thorough review of background documents, especially the recent Recreation Master Plan. It is our understanding that the City has seen significant public input around that plan, and that feedback showed that the trails and active transportation infrastructure in Temiskaming Shores was identified as a major asset to the City. We know that the Armstrong Street Bridge over the Wabi River is an identified barrier for the City's active transportation network, and that the City is considering a bike and pedestrian bridge as a way of closing that priority gap.

It is also our understanding that the City is delaying some of its 2021 road projects to ensure that roads are not resurfaced or reconstructed in advance of the Active Transportation Plan being completed. We value and appreciate the City's foresight in this regard, and commit to ensuring that the recommendations that emerge as part of this plan reflect those projects that are being re-evaluated and present them in a way that aligns with the recommendations that will form the near-term active transportation network as this plan is completed.

We are aware of the City's historic support for the STATO Trail, including the City's ongoing efforts to access external funding, which has been successful in generating funding and support to build the trail to the point where it now connects all three of the City's population centres.

We know that interest in cycling and active transportation issues in Temiskaming Shores is very high. The City's Bicycle Friendly Communities Committee has been active and highly visible in the community, delivering new programs, hosting routine rides and growing the culture of cycling in the community. The ongoing partnerships between the City, Public Health and the stakeholders within the City has resulted in some excellent support for cycling, including some highly successful cycling day events and a successful series of community rides for all types of riders in the City.

We also know that Temiskaming Shores is a community, like many in Northern Ontario, that is facing economic challenges. With a population that is remaining the same or slightly shrinking in recent years, the City is being asked to do more with less each year. It is our goal with this project to provide the City with avenues to maximize the value of its investments, to create economic development and tourism opportunities and to enhance the quality of life for residents and visitors alike so that Temiskaming Shores is well positioned to become a destination for new investments in the future. It is our goal to provide the City with an Active Transportation Plan that will clearly illustrate Temiskaming Shores' commitment to building a community where quality of life is paramount, helping to drive new talent and new investment in the community.



5 ESTIMATED FEES AND DISBURSEMENTS

The **Fee Schedule** on the following page provides a spreadsheet that shows our estimated fees and disbursements, including the hours per task per team member to complete the scope of work. WSP confirms that the staff indicated are available to complete the hours shown on the schedule.

6 PROOF OF INSURANCE COVERAGE

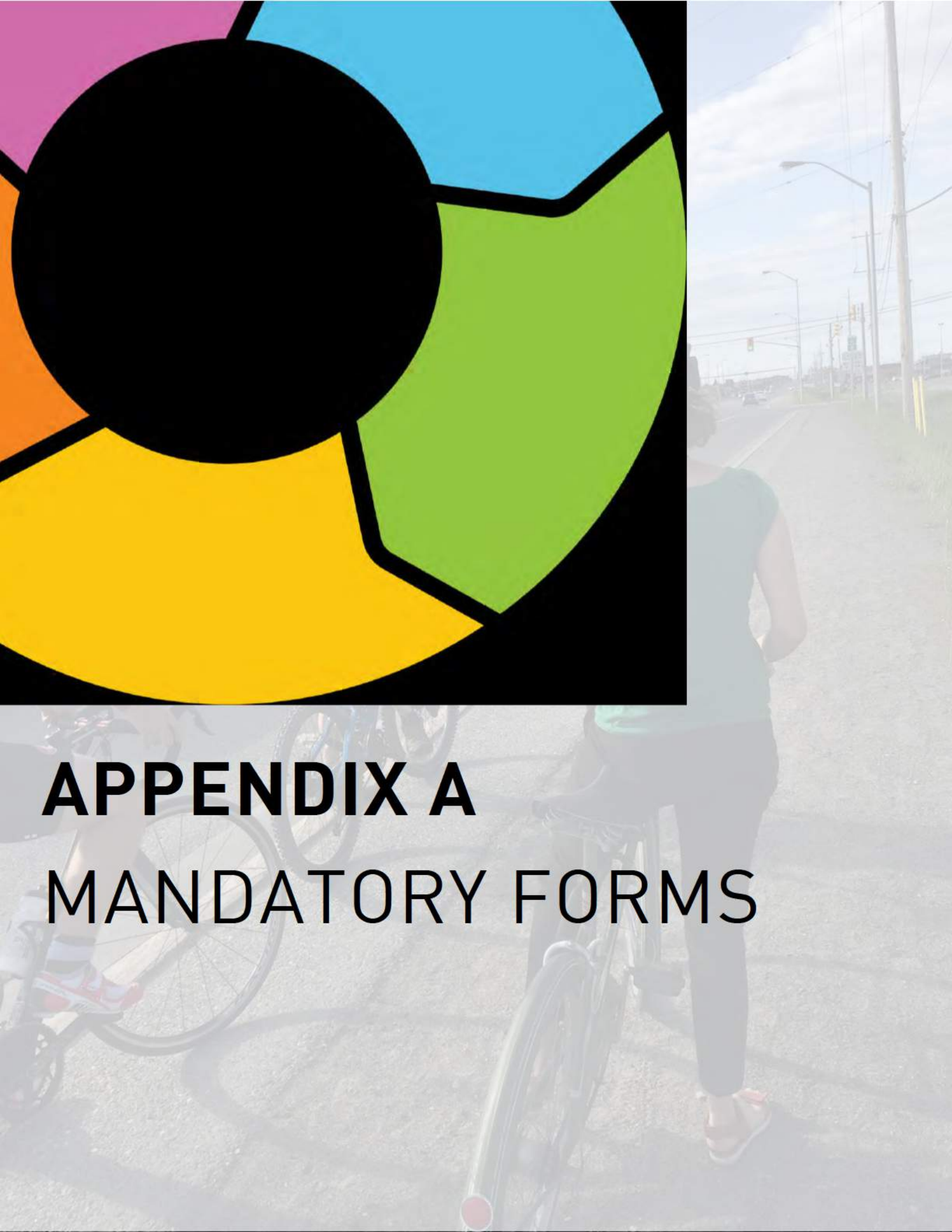
Should WSP be successful in this proposal pursuit, we would be more than pleased to provide the City of Temiskaming Shores with proof of insurance prior to signing a formal agreement with the City.





APPENDIX A

MANDATORY FORMS





City of Temiskaming Shores
RS-RFP-001-2021
Active Transportation Plan

FORM OF QUOTATION

Consultant's submission of proposal to:

The Corporation of the City of Temiskaming Shores

Stipulated Price

We/I, WSP Canada Inc. / Dave McLaughlin

(Registered Company Name/Individuals Name)

Of, 100 Commerce Valley Drive West, Thornhill ON L3T 0A1

(Registered Address and Postal Code)

Business: WSP Canada Inc.

Phone Number: [REDACTED]

Email: [REDACTED]

We/I hereby offer to enter into an agreement to supply services, as required in accordance to the proposal for a price of:

Lump sum price before HST: \$ 44,390.00



City of Temiskaming Shores
RS-RFP-001-2021
Active Transportation Plan

NON-COLLUSION AFFIDAVIT

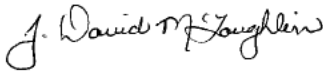
I/ We WSP / Dave McLaughlin the undersigned am fully informed respecting the preparation and contents of the attached quotation and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

Neither the bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or prices in the attached bid or of any other Bidder, or to fix any overhead, profit or cost element of the bid price or the price of any bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed bid.

The price or prices quoted in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or proposal of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Signed	<u>Dave McLaughlin</u> 
Company Name	<u>WSP Canada Inc.</u>
Title	<u>Principal National Active Transportation Practice Manager & Senior Project Manager</u>



**City of Temiskaming Shores
RS-RFP-001-2021**

Active Transportation Plan

CONFLICT OF INTEREST DECLARATION

Please check appropriate response:

- ☒ I/we hereby confirm that there is not nor was there any actual or perceived conflict of interest in our quotation submission or performing/providing the Goods/Services required by the Agreement.
- ☐ The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's quotation submission or the contractual obligations under the Agreement.

List Situations:

N/A

In making this quotation submission, our Company has / has no *(strike out inapplicable portion)* knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the quotation process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at Thornhill this 22 day of February, 2021.

FIRM NAME: WSP Canada Inc.

BIDDER'S AUTHORIZED OFFICIAL: Dave McLaughlin

TITLE: Principal
National Active Transportation Practice Manager & Senior Project Manager

SIGNATURE: *J. David McLaughlin*

RFP: RS-RFP-001-2021

Addendum No.: 01 – Clarifications to RFP Documents

Date Issued: February 12, 2021

All proponents shall acknowledge receipt and acceptance of this Addendum No. 01 by signing within the space provided and submitting the signed Addendum with the final submission. Submissions without this addendum may be considered incomplete.

Clarifications:

1. Insurance Requirements

Q – The RFP document mentions we need to include proof of insurance that comply with City of Temiskaming Shores insurance requirements. Can you specify the requirements, specifically CGL amount, PLI amount, automobile amount (if required) and what parties need to be added as additional insureds under CGL?

Q – With regards to complying with the City's insurance requirements and providing proof of insurance, can the City please confirm what the insurance requirements are and the form of proof that the City would find acceptable?

Q – Should the proponent not have the required insurance or be able to furnish proof of insurance before the time of submission of their proposal, would the City consider accepting an undertaking from the proponent to provide proof of insurance prior to the commencement of the project?

Q – Should the proponent not have the required insurance or be able to furnish proof of insurance before the time of submission of their proposal, would the City consider accepting an undertaking from the proponent to provide proof of insurance prior to the commencement of the project?

A – The City of Temiskaming Shores' insurance requirements are as follows:

The proponent shall provide proof of general liability insurance having limits of not less than \$5,000,000 inclusive per occurrence for bodily injury, death and damage to property and including the City as an additional insured and containing a cross liability clause. A letter from the proponent's insurer shall be included with their submission. An undertaking from the proponent to provide proof of insurance prior to signing a formal agreement with the city will be accepted as well.

2. Submission Timeline:

Q – On page 6 of the RFP document it states, "Project timelines are important to the City. Accordingly, a detailed project schedule with key milestones should be included in the proposal, (Final report shall be delivered to the City by October 31st, 2020)." Can you please clarify the final date for the report?

A – Section 12.0 i. Shall be updated to the following:

Project timelines are important to the City. Accordingly, a detailed project schedule with key milestones should be included in the proposal, (Final report shall be delivered to the City by October 29th, 2021);

3. Submission of RFP responses by electronic means:

Q – On page 2 of the RFP document it states, “Submissions must be in hard copy.” In light of Ontario’s “Stay at Home Order” issued on January 14, 2021 and regions gradually transitioning back between February 10 and February 22 (proposal is due February 22), will the City of Temiskaming Shores accept electronic submission of proponent’s proposal? An electronic submission will take into account the trends in public health indicators throughout the province should a proponent be in an area with stay-at-home orders still in effect. Also, couriers and Canada Post cannot guarantee timely delivery during this extraordinary time.

Q – To reduce the environmental footprint of the procurement process and in light of the current public health situation, would the City consider accepting a digital email submission? If so, could you please confirm the email address where the submission can be made.

Q – If the City does not accept a digital email submission for the proposal, would the City consider extending the deadline for the hard copy submission to February 26, 2021?

Q – I’m writing today to ask if it is possible to revise the submission guidelines to include submitting proposals as a digital pdf file via email given the current state of the pandemic, restrictions to travel and couriers unable to guarantee delivery times.

Q – Due to current COVID-19 lockdown measures, staff are working remotely and do not have access to printing and binding services that would typically be available in the office. As such, will the City accept a digital proposal submission?

A – The City acknowledges the unique circumstances faced by everyone due to COVID-19 and Section 4.0 shall be updated to the following:

4.0 Submission

Submissions must be sent using one of the following methods:

1. **Hard copy** and submitted to the following address:

City of Temiskaming Shores
P.O Box 2050
325 Farr Drive
Haileybury, Ontario P0J 1K0
Attention: Logan Belanger, Municipal Clerk
Re: **“RS-RFP-001-2021 Active Transportation Plan”**

2. **PDF format** and submitted electronically to:

tenders@temiskamingshores.ca

Subject Line: **“RS-RFP-001-2021 Active Transportation Plan”**

Addressed to: Logan Belanger, Clerk

Should City Hall be impacted by Provincial or local Public Health lockdown measures due to COVID-19, an appointment is required for in-person delivery; please contact 705-672-3363 to schedule a delivery time, during regular operating hours.

The closing date for the submission of quotations will be at **2:00 pm local time on Monday February 22, 2021.**

- Late Proposals will not be accepted;
- Proposals by fax will not be accepted;
- Partial Proposals are not accepted;
- The City reserves the right to accept or reject any or all Proposals;
- The lowest priced Proposals will not necessarily be accepted;
- The City reserves the right to enter into negotiations with a firm and any changes to the Proposal that are acceptable to both parties will be binding.
- The Proposal shall be valid for 30 (thirty) days from submission date.

4. Previous Completion of an Active Transportation Plan

Q – Could the City specify whether the proponent is required to have previously completed an Active Transportation Plan in order to qualify for this proposal?

A – Proponents are not required to have previously completed an Active Transportation Plan.

5. Condition Assessment of Trail Systems at Pete's Dam Park and Devil's Rock

Q – Regarding the completion of a 'condition assessment of the trail systems' (section 7.2, point iii.), does the city already have a process for analyzing the conditions of trails, or does a tool need be developed as part of this project to assess these trails?

Q – Section 7.2. Item iii of the RFP includes a condition assessment of the trail systems at Pete's Dam Park and Devil's Rock. Does the City expect that this assessment will be carried out in person, or will it be a desktop review?

A – Proponents are required to determine the most appropriate method to complete the assessment and provide their own tool to access trail conditions.

6. Evaluation of Proposed Recommendations

Q – Regarding the evaluation of the costs and benefits for each proposed measure, will a budget and guidelines be provided to determine the feasibility of these recommendations, which will allow us to have a more realistic plan and better prioritize the proposed interventions?

A – City of Temiskaming Shores staff will be available to work collaboratively with the successful proponent to ensure that all recommendations in the final report are within the

means of the City and its taxpayers.

7. Sub-Consultants and Sub-Contractors

Q – Could the City clarify whether disciplines other than engineering are eligible as sub-consultants and sub-contractors of the proponent?

A – There are no restrictions on the number and type of sub-contractors and/or sub-consultants for this project.

8. Project Budget

Q – To assist in helping our team shape and scope our work plan is the City in a position to share their budget for this assignment?

A – City of Temiskaming Shores will not be providing proponents with our internal budget figure for this project.

End of Addendum 01

Declaration: We hereby acknowledge receipt of the above referenced Addendum and it shall be incorporated into our RFP submission.	
Company:	WSP Canada Inc.
Signature of Authorized Representative:	<i>J. David McLaughlin</i>
Name/Title [print]:	Dave McLaughlin, Principal National Active Transportation Practice Manager & Senior Project Manager



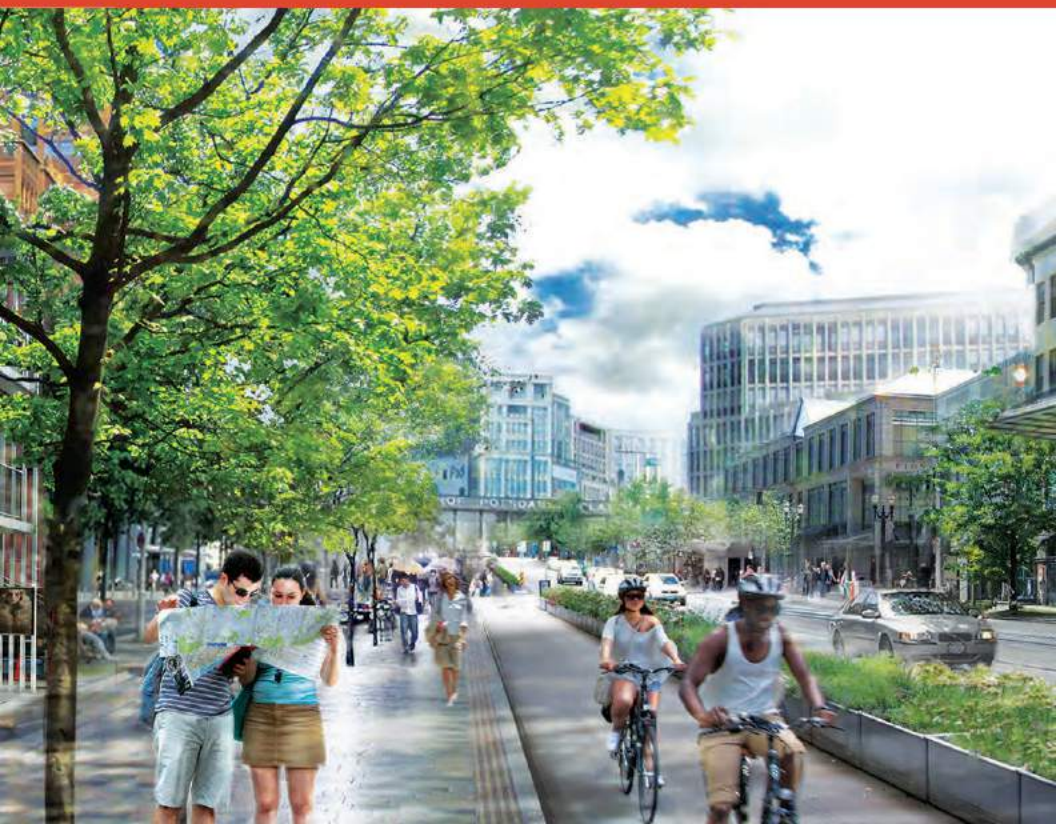
APPENDIX B

CORPORATE PROFILES





**Active
Transportation,
Public Realm,
and Streetscape
Design Services**





Delivering World Class Solutions Locally

WSP is a recognized leader in the development of active transportation policies, master plans, design guidelines and detailed design. Our team is experienced in the provision of pedestrian and cycling facilities, land use planning, multi-modal transportation planning, environmental management, landscape design, project management services and complete streets planning and design.

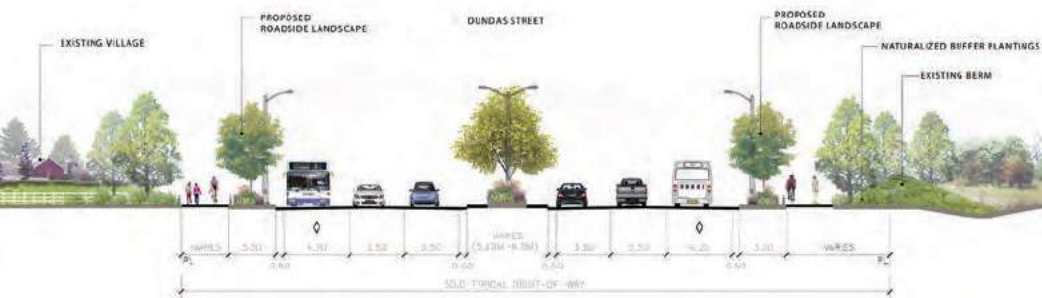
Our firm's integrated and multidisciplinary capabilities enable us to successfully guide active transportation and landscape architecture projects from concept and planning, through to detailed design and implementation. 150 offices in Canada means that our presence is second to none, allowing our clients access to experts who can address the challenges of today's complex and rapidly changing environments no matter which part of the country they call home.

ACTIVE TRANSPORTATION

Provincial, Federal and Agency Funding Applications

Public Realm Planning and Design

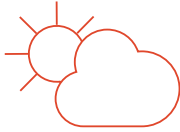
Below
Dundas Street Class Environmental
Assessment and Preliminary Design,
Burlington, ON





***Are you
Future Ready?***

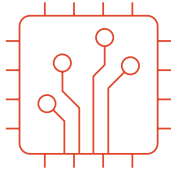
We see the future more clearly, and design for it today.



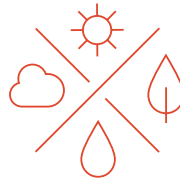
CLIMATE



SOCIETY



TECHNOLOGY



RESOURCES

Whether it's extreme weather changes, disruptive technological advancements, evolving demographics or dwindling resources, our experts are focusing on the current national and global trends to better understand and plan for the challenges of tomorrow.

**Big, bold, ambitious thinking
that inspires and influences,
*whatever tomorrow brings.***

***For more information on Future Ready please visit:
ca-futureready.wsp.com***



Ontario Traffic Manual (OTM) Book 18: Cycling Facilities

Project Overview

WSP has been retained by the Ontario Traffic Council to complete an update to Ontario Traffic Manual (OTM) Book 18: Cycling Facilities. WSP completed the first OTM Book 18 in 2014.

The intended outcome of this study is to update the existing set of bikeway design guidelines to reflect current trends, best practices and lessons learned since 2014. OTM Book 18 is meant to be used as a resource for municipalities throughout the Province of Ontario. To complete this study, WSP will work closely with Ministry of Transportation (MTO) staff and municipality representatives.

What Innovations And Future Trend(s) Did We Consider?

- Increasing demand for accessible street design and growing momentum of road safety initiatives such as Vision Zero
- Growing demand for mixed-use public space as links for commercial, leisure and residential use
- Densification of cities and increased demand on road infrastructure
- Increasing popularity of electrical bikes as a mode of transportation



Future Ready

Case Study

How Did We Consider These Trends?

WSP developed a bikeway selection tool which helps planners and engineers choose and design appropriate cycling facilities based on the location and roadway context.

We undertook a comprehensive review of bicycle facility guidelines, standards and legislation across local, provincial and international jurisdictions. In particular, we identified a diverse range of bikeway design options to accommodate all ages and abilities.

How Was Our Final Approach Better?

North American cycling facilities are undergoing rapid change, with many emerging design solutions. To capture the variation of best practices, WSP will complete a literature review of bicycle facility guidelines from national and international jurisdictions. WSP will build upon best practices at the local and international level to update the existing set of bikeway design guidelines—OTM Book 18.

The Outcome

WSP will produce an updated set of bikeway design guidelines that are intended to be used by municipalities throughout the Province of Ontario.



01



02



03



04



05

Notable Projects

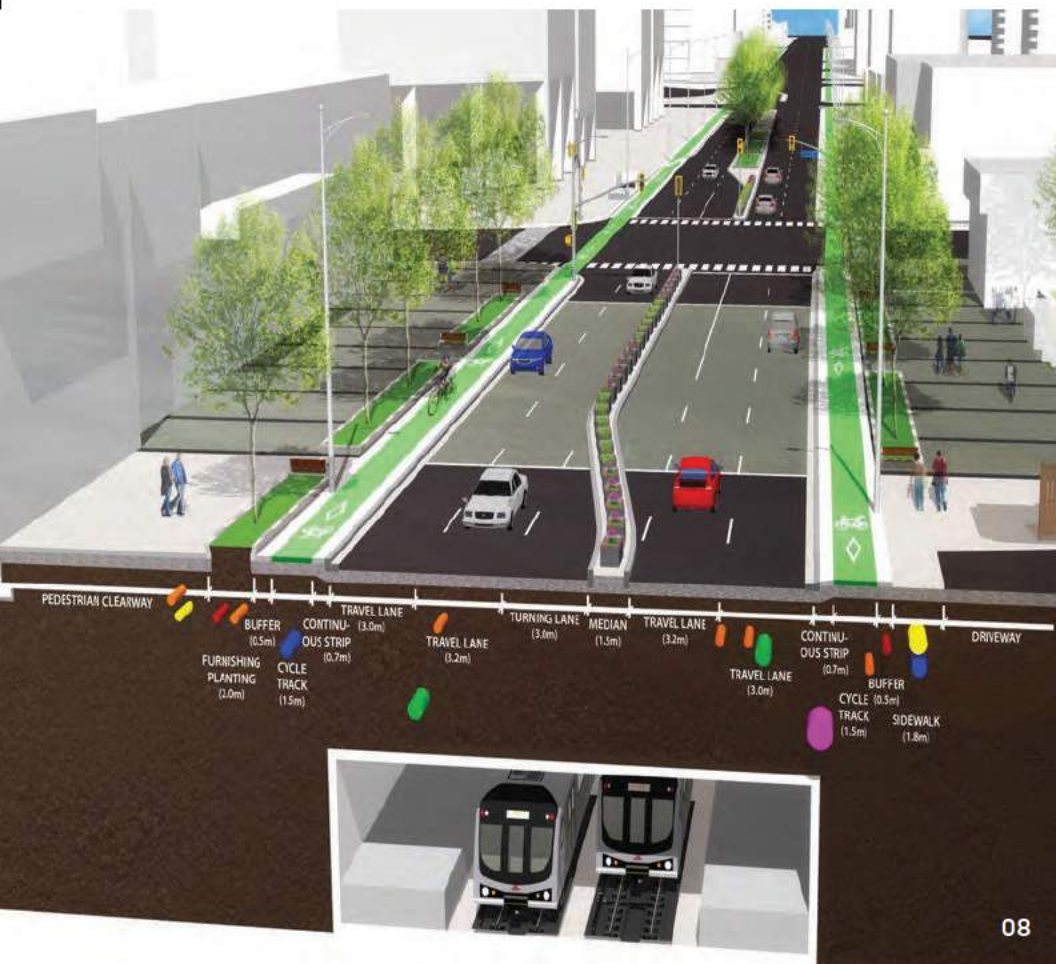
- 01 Highway 7 Buffered Bike Lane Design Peer Review**
York Region, ON
- 02 Bloor Street Bike Lanes Pilot Project**
Toronto, ON
- 03 University of Ontario Institute of Technology North Campus**
Oshawa, ON
- 04 Johnston Road Functional Design**
White Rock, BC
- 05 Trans Canada Trail, Downtown to Riverside Park**
Guelph, ON



06



07



08

06 Hall Street Corridor Preliminary Design
Nelson, BC

07 Lake Shore Boulevard Cycle Track Detailed Design
Toronto, ON

08 Reimagining Yonge Class Environmental Assessment
Toronto, ON



09



10



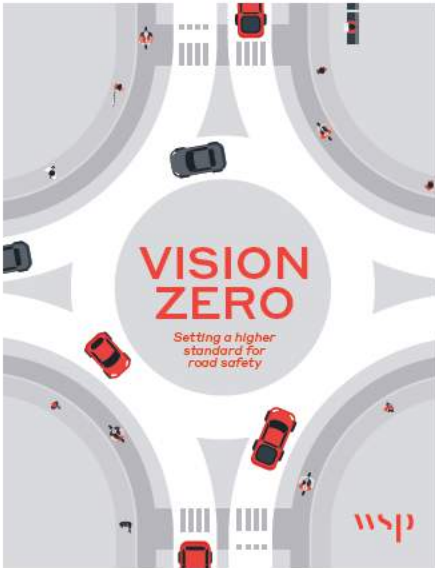
11

09 Bike Share Toronto Expansion
Toronto, ON

10 2nd Concession Grade Separation
York Region, ON

11 Province-wide Cycling Network Strategy
Ontario

Recent WSP White Papers



Zero = the only acceptable number of deaths and serious injuries in our worldwide road transportation system.



As planners and designers of the built environment, the legacy of our plans and designs last 30 to 100 years or more. If we could plan, design and build our communities and facilities to motivate and compel people to be more physically active and make healthier food choices.

Whitepapers mentioned above are available digitally. Please contact Dave McLaughlin (dave.mclaughlin@wsp.com) for more information.



WSP is one of the world's leading professional services consulting firms. We are dedicated to our local communities and propelled by international brainpower. We are technical experts and strategic advisors including engineers, technicians, scientists, project managers, planners, surveyors and environmental specialists, as well as other design and program management professionals. We design and deliver lasting solutions in the Buildings, Transportation, Infrastructure, Oil & Gas, Environment, Geomatics, Energy, Resources and Industry sectors as well as project delivery and strategic consulting services. With over 8,000 talented people across Canada and 42,000 globally, we engineer projects that will help societies grow for generations to come.

Dave McLaughlin

National Active Transportation Practice Manager
dave.mclaughlin@wsp.com

Amanda Gebhardt

Manager, Planning, Landscape Architecture and Urban Design
Amanda.Gebhardt@wsp.com



APPENDIX C

PROJECT SHEETS



PENETANGUSHENE CYCLING STRATEGY



PROJECT DESCRIPTION

In 2018, WSP was retained by the Town of Penetanguishene to develop a cycling strategy. The goal of this long-term document was to guide the Town's planning and implementation of cycling infrastructure and policy into the next 20 years. Rather than being a prescriptive plan, this report is a foundational document that supported the Town's objective to improve cycling trips to recreational and tourism-based activities.

A comprehensive review of local policy, cycling best practices and existing conditions was completed to understand and build upon the Town's cycling context. Pairing this knowledge with a set of action-oriented objectives, proposed routes were evaluated based on a set of criteria in order to create and design a preferred network of cycling routes and facilities.

On-going consultation and engagement with Town staff and residents, which included a public open house, stakeholder workshop and advisory committee meeting, were conducted as a part of an effort to recommend suitable programs and policies which would foster a culture of cycling and public awareness. Specifically, 12 actions for outreach were identified for immediate and short-term application to promote cycling's benefits, educate residents on proper cycling technique and create community awareness.

To achieve the Town's vision and aspirations for cycling, a proposed phasing plan, supportive implementation tools, promotional tactics and costing approach were generated for a cycling implementation strategy which would aid staff in decision making.

LOCATION

Penetanguishene, Ontario

CLIENT

Town of Penetanguishene

STATUS

Completed April 2019

An overall set of 18 network, design, outreach and implementation recommendations were proposed to support a cycling supportive community and improve the quality of life for residents while preserving the Town's natural and cultural heritage.

LIST OF PRIMARY SERVICES

- Public and Stakeholder Consultation
- Cycling Network Development
- Cycling Facility Selection and Design Guidance
- Outreach, Implementation and Phasing Strategies





GREY COUNTY CYCLING AND TRAILS MASTER PLAN



PROJECT DESCRIPTION

In 2018, WSP was retained by the County of Grey to develop the Cycling and Trails Master Plan. The Cycling and Trails Master Plan aims to enhance the quality of life for residents of the County through provision of low-cost access and options to engage in physical activity to improve health and social well-being. The plan also has a goal to improve opportunities for economic development and tourism by situating Grey County as the leader of cycling and trails in Ontario through connecting member municipalities, key destinations and surrounding regions.

The development of the Grey County Cycling and Trails Master Plan was guided by past initiatives and projects that outlined the need for a long-term guiding document to identify and prioritize opportunities to enhance cycling and trails within Grey County and its member municipalities. The plan is meant to reflect the guiding principles and objectives found in policies at all levels of government that support enhanced mobility, increased quality of life and healthy communities.

As part of the study process, WSP undertook a comprehensive consultation program and engaged with County staff, member municipalities, local stakeholders and businesses, clubs and organizations, members of the public and County Council. WSP worked closely with County staff to identify locations where the County's Paved Shoulder Program has been implemented, including locations where existing partial paved shoulders could be enhanced to provide a wider shoulder, and locations where a partial paved shoulder could be implemented. In addition to paved shoulders, the study team identified a comprehensive network and facilities throughout Grey County including rural areas and built-up / urban areas.

LOCATION

Grey County, ON, Canada

CLIENT

County of Grey

STATUS

Completed: November 2020

The Cycling and Trails Master Plan was completed in November 2020 subsequent to final a presentation to County Council.





GREATER CITY OF SUDBURY PHYSICALLY-SEPERATED CYCLING INFRASTRUCTURE

*Along Paris Street and Notre Dame Avenue
(Municipal Road 80) from Regent Street to
Turner Avenue*



PROJECT DESCRIPTION

WSP has provided detailed design of a physically-separated cycling facility along Paris Street and Notre Dame Avenue (Municipal Road 80) from Regent Street to Turner Avenue, excluding a previously constructed segment between Walford Road and York Street. WSP also prepared a Construction Phasing Plan and corresponding Tender packages to allow for the Project to be constructed in reasonable phases over future construction seasons, starting in early 2019.

The Paris/Notre Dame Bikeway, as recommended in the TMP (2016), will form the spine of the City's developing cycling infrastructure network. The Paris Street and Notre Dame Avenue (Municipal Road 80) corridor is envisioned as a complete street which provides safe and comfortable operating space for all users of the road, including pedestrians, cyclists, transit users and motorists.

WSP led the design of a physically-separated cycling facility that incorporates leading edge design practices and innovation and creativity in the community engagement and consultation process. The City has a community of highly engaged residents, particularly when it comes to active transportation, and therefore it was critical to the success of this Project in the long-term, to meaningfully engage the community in the design process. When the City was in the early stages of implementing a recommended network of cycling facilities, the City used this highly visible Project as a means to create excitement in the community around active transportation.

LOCATION

Sudbury, Ontario

CLIENT

The City of Greater Sudbury

PROJECT VALUE

Initial Project Bid Amount: \$396,000

Project Construction Cost: \$9 million

STATUS

Completed 2019

With consideration for a "corridor based approach" to project planning, there may be opportunities to incorporate improvements to other municipal infrastructure, subject to the cycling facility scope of work through specific sections of the overall Project.



SUDBURY TRANSPORTATION MASTER PLAN



LOCATION

Sudbury, Ontario

CLIENT

City of Greater Sudbury

PROJECT DESCRIPTION

WSP (formerly MMM Group Limited) developed a transportation master plan for the City of Greater Sudbury, as part of the City's Official Plan update. An active transportation master plan is an integral component of the overall work plan. In order to prepare a 20-year transportation vision for the City, the TransCAD model has been updated, and both existing and future transportation conditions have been analyzed.

Extensive community outreach has been conducted through Public Information Centres (PICs) and meetings with stakeholder groups. The public has been engaged through an online survey, and the PICs have been advertised in English and French, in several daily and weekly newspapers, as well as online through the City's website, Facebook page and Twitter account.

The final report incorporates short-term solutions to existing transportation concerns, and medium and long-term improvements to create a multi-modal transportation network. The improvement to mobility within the city, addresses the City's core principles of healthy communities, sustainability, and economic vitality.





VOYAGEUR CYCLING ROUTE FEASIBILITY STUDY AND IMPLEMENTATION PLAN



PROJECT DESCRIPTION

In 2015 WSP (formerly MMM Group Limited) was retained by Discovery Routes Trails Organization to develop a feasibility study and implementation plan for the Voyageur Cycling Route (VCR) which connects the Sudbury area to the Ottawa River. The vision for the VCR is to create healthier, safer communities within the study area and to grow Northeastern Ontario economically as a tourism destination for cyclists by connecting to the developing provincial cycling network.

The Voyageur Cycling Route Feasibility Study is intended to achieve three goals. To identify a clear path to fulfil the VCR vision, to help develop partnerships in order to secure funding for implementation and to provide an outline of an organizational structure that would be well positioned to support the ongoing success of the VCR once it is implemented. The study draws on previous studies that have been performed on the area in the past and builds on them. The identification of community benefits, evaluation of trail governance models and the suggestion that the VCR form part of a future provincial cycling network are all key components of the feasibility study.

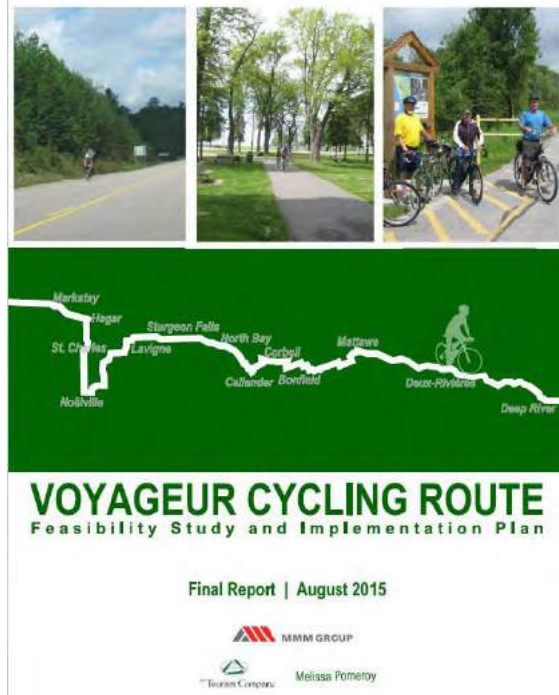
The study provides a variety of different components to aid the development of the VCR. It includes an outline of the public consultation process and the key information gathered, as well as an overview of the route and facility selection process used to identify and confirm the preferred VCR. The study also outlines the anticipated community benefits related to cycling and provides details on trail governance issues and recommendations for the governance of the VCR. An outline of the recommended implementation plan for the VCR including phasing and costing can also be found in the study.

LOCATION

Northeastern Ontario

CLIENT

Discovery Routes Trails Organization





LAKE HURON NORTH CHANNEL CYCLING ROUTE



PROJECT DESCRIPTION

As a result of the Northern Ontario Bike Summit in 2011, a concept was developed in 2012 for a proposed bike route along the Lake Huron North Channel between the cities of Sault Ste. Marie and Greater Sudbury. In collaboration with local stakeholders and interest groups, Tourism Sault Ste. Marie initiated the Lake Huron North Channel Cycling Route Study to confirm the cycling route alignment and develop a business, marketing and implementation plan for the sustainable development of a community connection corridor between Sault Ste. Marie and Sudbury.

In May 2012, WSP (formerly MMM Group Limited) was retained by Tourism Sault Ste. Marie to undertake a feasibility study to refine the proposed route and to identify potential signage, marketing and promotional strategies, and an implementation plan. Included in the study process was a detailed consultation approach, which included an online questionnaire, meetings with local stakeholders and interest groups, and interviews with First Nation representatives located along the proposed route.

Ultimately a preferred cycling route alignment was confirmed which runs along the North Shore Channel primarily on secondary, lower volume road, and off-road multi-use trails, where possible. The study team developed a detailed report, which outlined the preferred routes, identified a detailed implementation strategy including costing for both capital infrastructure, and marketing, and promotional strategies in the short and long term.

LOCATION

Northern Ontario

CLIENT

Tourism Sault Ste. Marie





PROJECT DESCRIPTION

In 2018, WSP was retained by the Ontario Traffic Council (OTC) to update Ontario Traffic Manual (OTM) Book 18: Cycling Facilities. WSP worked closely with the Project Steering Committee comprised of the OTC, Ministry of Transportation (MTO) staff and representatives from a number of contributing municipalities.

A comprehensive literature review was completed to examine the evolution of cycling facility design guidelines, standards and legislation across local, provincial, national and international jurisdictions since the publication of OTM Book 18 in December 2013. Founded upon the lessons learned from the previous manual, the study included an additional review of recent studies, policies and publications produced by the MTO, OTC, and Transportation Association of Canada (TIAC) among others, to reflect emerging cycling facility best practices.

The assessment's conclusions were reviewed by the OTC Steering Committee and resulted in the addition, expansion and/or update of sections within the manual. New sections included "Design Users" and "Intersection and Crossings" which described user considerations for realizing a fully utilized facility network and pavement markings, signage and signalization features for intersections, respectively. Specifically, curbside management, non-traditional bike types, equitable route selection and facility design, intersection treatments, wayfinding and maintenance were included as some of the new considerations featured within the updated manual.

The resulting Ontario Traffic Manual is a complete set of updated bikeway design guidelines which

LOCATION

Ontario, Canada

CLIENT

Ontario Ministry of Transportation and Ontario Traffic Council

STATUS

Estimated completion: Spring 2021

puts emphasis on safe bike-friendly streets for all ages and abilities. It complements existing local, provincial and national regulations and serves as a resource for municipalities to use to address design challenges and increase the quality and consistency of cycling facilities throughout the Province of Ontario.

LIST OF PRIMARY SERVICES

- Transportation Planning
- Transportation Engineering
- Cycling Facility Design





ESSEX COUNTY-WIDE ACTIVE TRANSPORTATION STUDY MASTER PLAN



PROJECT DESCRIPTION

WSP (formerly MMM Group Limited) was retained by the County of Essex to develop the Essex County-Wide Active Transportation Study (CWATS) Master Plan. This plan was intended to guide the county and its local municipalities in the implementation of cycling and pedestrian facilities over a 20-year horizon.

The study team worked closely with the County's CWATS Committee and local stakeholders in order to draw on their knowledge of the county, with specific attention to active transportation (pedestrian and cycling) facilities, and routing on the county and local levels. For the first phase of the study, WSP reviewed local official plans, transportation master plans, and the local GIS database to develop an inventory of previously existing or proposed pedestrian and cycling facilities. The existing municipal policies for pedestrian and cycling facilities were also used as the foundation to build the CWATS Master Plan.

The recommended CWATS network was developed based on the application of the selection principles, experience of the study team, observations made in the field, and local insight from members of the steering committee. The recommended CWATS network provides critical links between key destinations and local municipalities throughout the county. WSP also provided a designer's toolbox of pedestrian and cycling facility type guidelines to support the County in developing safe and attractive active transportation facilities.

Throughout the study, the team consulted twice with the public, providing the opportunity to ask questions, submit commentary, and collect input on deliverables for the proposed network.

LOCATION

Essex, ON, Canada

CLIENT

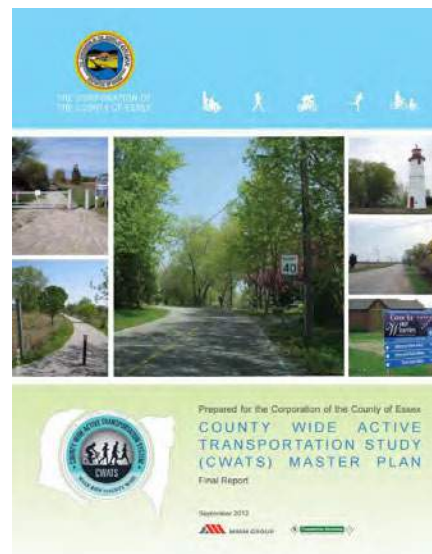
County of Essex

WSP developed a detailed implementation strategy to guide the efforts of the county and its local municipalities in improving the active transportation network. The implementation strategy involved recommendations for supportive programs, and network phasing including an interim design solution for immediate implementation on routes that are highly desirable for active transportation.

In 2018, the County retained WSP to undertake an update to the CWATS Master Plan. The intent of the update is to build upon new policies, lessons learned, and infrastructure built to date, to inform recommendations that can continue to guide the County and its local municipalities as they continue to implement active transportation supportive programming and CWATS routes / facilities. The CWATS Master Plan Update is expected to be completed in Summer 2021.

LIST OF PRIMARY SERVICES

- Transportation Planning
- Landscape Architecture
- On- and Off-Road Trail Design
- Cycling and Pedestrian Facilities
- Public and Stakeholder
- Consultation





TOWN OF GEORGINA TRAILS AND ACTIVE TRANSPORTATION MASTER PLAN



PROJECT DESCRIPTION

In 2013, WSP (formerly MMM Group Limited) was retained by the Town of Georgina to develop a Trails and Active Transportation (AT) Master Plan. The Trails and AT Master Plan is a County-wide Plan to integrate and connect on and off- road facilities to support community health, safety, economy, transportation and tourism. The Plan defines community-wide linkages for a range of users of different ages and abilities.

The Master Plan identifies a system of trails and active transportation routes and facilities that builds upon what is already on the ground to further develop a blueprint for pedestrian and cycling infrastructure improvements in the immediate, short and long term. As well, the Master Plan provides a set of supporting policies and recommendations to be used in the improvement and day to day community and design planning practices. An equally important component of the Plan is the promotion, education, outreach and encouragement to use the trails and AT facilities thus promoting a healthier community lifestyle.

The recommendations outlined in the Plan were designed to provide direction on how to initiate the Trail and AT network, as well as commerce, marketing and promotion in a realistic and achievable manner. The Master Plan development process incorporated a number of promotional and outreach activities to ensure a community-specific vision was developed. Activities such as media outreach and public information centres were carried out.

LOCATION

Georgina, Ontario

CLIENT

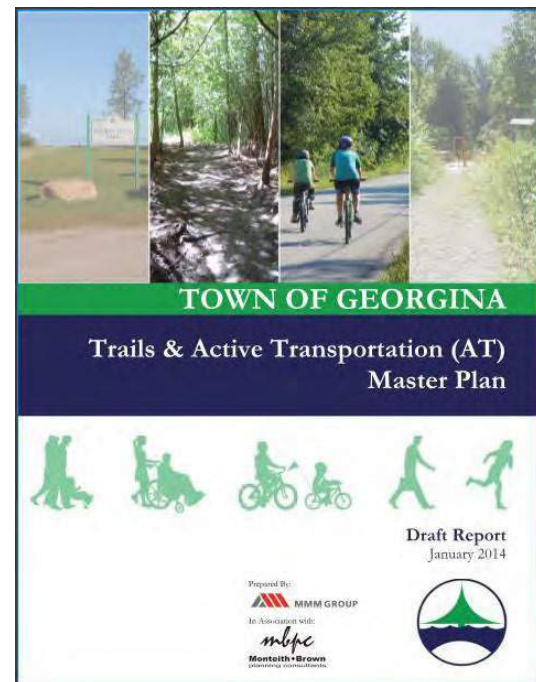
Town of Georgina

STATUS

Completed January 2014

LIST OF PRIMARY SERVICES

- Bike and Pedestrian Network Development
- Public and Stakeholder Consultation
- Implementation and Outreach Strategies
- Cycling Facility Selection and Design Guidance
- Master Plan Development





CITY OF KINGSTON ACTIVE TRANSPORTATION MASTER PLAN



PROJECT DESCRIPTION

In 2016, WSP (formerly MMM Group Limited) was retained for the development and design of Kingston's first Active Transportation Master Plan (ATMP) – branded as Walk 'n' Roll Kingston. The ATMP is an active transportation plan intended to enhance active transportation throughout the City and better address the mobility needs of pedestrians and cyclists of all ages and abilities and help the City achieve its goal of a twenty percent active transportation mode share by 2034.

The plan builds upon the City's official Plan, Transportation Master Plan and strategic objectives and vision to increase active transportation mode share throughout the City and follows best practices and benefits to highlight the health, safety, environmental, and economic advantages of active transportation. It provides a comprehensive City-wide active transportation network that is supported by linkages at a local level that provides a blueprint for short and long-term infrastructure and network improvements.

Objectives were established to support specific outcomes that the plan intends to achieve as it is implemented. These objectives include identifying: comprehensive active transportation network; corridors that encourage the use of walking and cycling; network that encourages and supports multi-modal transportation; facilities that support recreational and tourism trips; programs to help achieve the City's active transportation goals.

LOCATION

Kingston, ON

CLIENT

City of Kingston

STATUS

Completed April 2018

The proposed route network can be classified into two categories: City-wide Spine Routes and Neighbourhood routes within Transportation Focus Areas and along local roads. Recommendations were established in order to implement the network and help the City achieve the vision and goals of the Plan.

The Active Transportation Master Plan was developed to support the unique needs of the local community through a variety of outreach and promotional activities. These engagement tools and events included: an online survey; posting and collecting feedback via the City's website; an Active Transportation Community Stakeholder Forum; Pop-up workshops; Public Open Houses and Workshops; Cycling and Walking Tours; and Technical Advisory Group meetings.

LIST OF PRIMARY SERVICES

- Bike and Pedestrian Network Development
- Public and Stakeholder Consultation
- Implementation and Outreach Strategies
- Cycling facility Selection and Design



NEWMARKET ACTIVE TRANSPORTATION IMPLEMENTATION PLAN



PROJECT DESCRIPTION

WSP was retained by the Town of Newmarket to develop the Active Transportation Implementation Plan in 2017. The ATIP is a follow-up study to the 2014 Active Transportation Study which was adopted as part of the Town's Official Plan. Since the original study, the context for facility design guidance and planning changed and new policies put into place that affected the Town's existing implementation plan.

The first step of the study was to complete a comprehensive review and condition assessment of the trail system and evaluate other baseline condition data. This was used to develop and refine Newmarket's active transportation network. The team evaluated land-use data, census data, and development plans to inform network modifications that would increase the connectivity of the network. The network built on the existing Tom Taylor Trail and the recently constructed East-West Bikeway

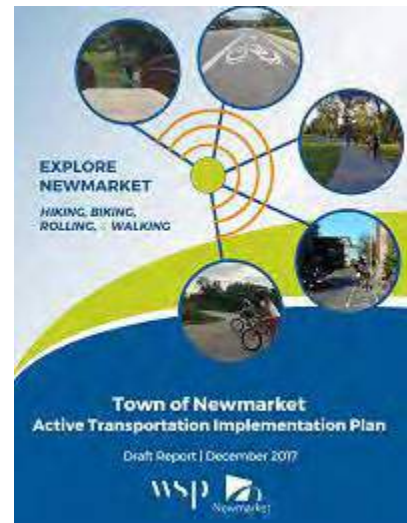
Detailed design guidance was developed as a reference for future design implementation in the Town. This applied concepts from OTM Book 18 to the Town's local context. In addition, a conceptual wayfinding plan was developed for the Town.

The final stage of the project was an implementation plan that prioritized project over the next 10 years. The prioritization process was completed through a review of the network, costing and the Town's capital plans. Operations, monitoring, funding and stakeholder engagement were all evaluated as part of a holistic implementation plan.

The study was supported by a consultation program consisting of a Public Information Centre and an online survey that was used to inform network planning and design guidance

LIST OF PRIMARY SERVICES

- Trail field-investigation and asset management
- Public Consultation
- Network Development
- Implementation and Phasing
- Cycling Facility Selection and Design Guidance
- Wayfinding





PROJECT DESCRIPTION

In 2016, WSP (formerly MMM Group Limited) was retained by the City of Quinte West to develop an Active Transportation Plan (ATP). The ATP is a multi-modal plan meant to enhance active transportation through addressing pedestrians, cyclists, mobility assisted users and other users. It responds to the increasing demand for and inquiries about active transportation design throughout the city.

Building upon the City's 2014 Transportation Master Plan, the Active Transportation plan follows best practices and benefits to demonstrate the health, fitness, safety transportation, environment and economic advantages. The plan sets out a comprehensive cycling and active transportation network create a blueprint for pedestrian and cycling infrastructure improvements in the immediate, short and long term.

Quinte West is composed of both rural and urban areas, presenting the challenge of changing people's attitudes towards walking and cycling. To address active transportation beyond road design, 18 proposed initiatives were developed to create community awareness, demonstrate the viability of active transportation and educate all users on proper activities. These initiatives are related to the physical and behavioural aspects of active transportation, including engineering, encouragement, education, enforcement and evaluation.

LOCATION

Quinte West, Ontario

CLIENT

City of Quinte West

STATUS

Completed March 2018

Policy principles were created to support the planning, design and implementation of active transportation infrastructure. Principles included complete streets, risk management and liability and accessibility. The purpose of these policies was to form the framework for active transportation planning and provide implementation tools.

The ATP was tailored to the needs of the community via through a number of promotional and outreach activities. Activities such as media outreach, public information centres an online questionnaire and outreach at community events were carried out. This consultation allowed for audiences to be engaged throughout the process and for a community-specific vision to be created.

CLIENT BRIEF/PROJECT CHALLENGES

- Bike and Pedestrian Network Development
- Public and Stakeholder Consultation
- Implementation and Outreach Strategies
- Cycling facility Selection and Design



WHITCHURCH-STOUFFVILLE ACTIVE TRANSPORTATION SERVICING PLAN



PROJECT DESCRIPTION

In 2018, WSP was retained by the Town of Whitchurch-Stouffville to develop a Servicing Plan for the Town's pedestrian and cycling network. The goal of this study was to address the discontinuous nature of the Town's sidewalks and bicycle road networks, and identify the infrastructure requirements for the development of an integrated pedestrian and cycling network in the communities of Stouffville, Ballantree and Musselman's Lake.

To facilitate this study, a comprehensive review and conditions assessment of the existing transportation networks was first conducted. The team then developed a set of criteria to select and compare route alternatives specific to the Town's context. Field investigations and desktop reviews were conducted to identify gaps and opportunities and to identify appropriate facility types, and the Sidewalk Prioritization tool was used to rank the priority of sidewalk connections based on safety, trip generation, and connectivity and latent demand.

The study was supported by a consultation program that included a public information centre, which collected input on the proposed transportation network and gave an opportunity for residents to inform the final network development.

The study concluded with final network recommendations, along with a preliminary phasing and costing plan to aid staff with decision making.

LOCATION

Whitchurch-Stouffville, Ontario

CLIENT

Town of Whitchurch-Stouffville

STATUS

Completed February 2018

Overall, the study recommended 121 km of new proposed facilities of all different types, which will help the Town in developing a comprehensive network that will develop and promote healthy, active and vibrant communities.

Whitchurch-Stouffville Council unanimously approved the plan in 2018.

LIST OF PRIMARY SERVICES

- Active Transportation Planning
- Cycling Facility Selection and Design Guidance
- Public Consultation
- Implementation and Phasing



The Corporation of the City of Temiskaming Shores
By-law No. 2021-035
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 March 2, 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 **March 2, 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 2nd day of March, 2021.

Mayor – Carman Kidd

Clerk – Logan Belanger