



The Corporation of the City of Temiskaming Shores
Committee of the Whole
Tuesday, April 29, 2025 – 3:00 p.m.
City Hall – Council Chambers – 325 Farr Drive

Agenda

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

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

6. **Disclosure of Pecuniary Interest and General Nature**
7. **Public Meetings pursuant to the Planning Act, Municipal Act and other Statutes**

- a) Zoning By-law Amendment Application No. ZBA-2025-04

Applicant: Mike and Carla Scott

Property: 583381 West Road, Temiskaming Shores

Purpose: To rezone the subject land from Rural – H2 to Rural H2-1

8. Public Works

a) Delegations/Communications

1. Jeremie Latour, Engineering Technologist – City of Temiskaming Shores

Re: Presentation of 2025 Phase 3 Asset Management Plan

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores hereby acknowledges receipt of the City of Temiskaming Shores 2025 Asset Management Plan presentation; and

Further that Council directs staff to prepare the necessary by-law to adopt the 2025 Asset Management Plan (Phase 3), for consideration at the May 20, 2025 Regular Council Meeting.

b) Administrative Reports

1. **Memo No. 010-2025-PW – Environmental Department Update**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 010-2025-PW, regarding the Environmental Services Operations update for information purposes.

2. Memo No. 011-2025-PW – Household Hazardous Waste (HHW) Event - Agreement with James Township

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council of the City of Temiskaming Shores acknowledges receipt of Memo No. 011-2025-PW; and

The Council directs staff to prepare the necessary by-law to enter into an agreement with James Township, for the collection and disposal services of Household Hazardous Waste during the City of Temiskaming Shores Household Hazardous Waste (HHW) Collection Event, for consideration at the May 20, 2025 Regular Council meeting.

3. Memo No. 012-2025-PW – By-law Amendment – Transit Fleet Lease Agreement with Voyago – Update List of Leased Buses

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council of the City of Temiskaming Shores acknowledges receipt of Memo No. 012-2025-PW; and

That Council directs staff to prepare the necessary amending by-law to By-law No. 2022-177, to authorize the entering into a lease agreement with 947465 Ontario Ltd. o/a Voyago, to update Appendix 01 – List of Leased Buses, to include the new transit busses, for consideration at the April 29, 2025, Special Council meeting.

4. Administrative Report No. PW-015-2025 – Engineering Award – McKelvie St. and Baker Ave. Infrastructure Extension

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-015-2025;

That Council hereby delegates authority to the Mayor and Municipal Clerk to enter into an agreement with EXP Services Inc. (EXP) for the remaining engineering services associated with the McKelvie St. and Baker Ave.

Infrastructure Extension Project, in the amount of \$ 221,930.00 plus applicable taxes, contingent upon the execution of the Transfer Payment Agreement with the province under the Housing-Enabling Water Systems Fund (HEWSF) for this project; and

That Council directs staff to prepare the necessary by-law to confirm the aforesaid agreement with EXP Services Inc., for presentation at a future Regular Council meeting.

5. Administrative Report No. PW-016-2025 – GFL Agreement - Household Hazardous Waste (HHW) Event

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-016-2025; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with GFL Environmental Services Inc., for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 7, 2025, for consideration at the May 20, 2025 Regular Council meeting.

a) New Business

None

9. Recreation Services

a) Delegations/Communications

None

b) Administrative Reports

1. Memo No. 013-2025-RS – Dymond Field B Renaming

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 013-2025-RS; and

That Council directs staff to prepare the necessary by-law to rename the Dymond Field B to the Isaac Walker-Dupont Memorial Ball Field, in recognition of contributions from the Isaac Walker-Dupont Foundation towards ball field improvements and youth slo-pitch within the City of Temiskaming Shores, for consideration at the May 20, 2025 Regular Council Meeting.

2. Memo No. 014-2025-RS – Recreation Operations Update (May)

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 014-2025-RS, regarding the Recreation Operations Update for the Month of May 2025, for information purposes.

3. Supplemental Administrative Report No. RS-002-2025-01 - City of Temiskaming Shores Strategic Plan

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Supplemental Administrative Report No. RS-002-2025-01; and

That Council directs staff to prepare the necessary by-law to amend By-Law 2025-005, to adopt the City of Temiskaming Shores Community-Based Strategic Plan, for consideration at the May 20, 2025, Regular Council meeting.

4. Administrative Report No. RS-008-2025 – Various Summer Events – Requests for Support

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-008-2025;

That Council approve the request from the Haileybury Legion Branch 54 / Thirsty Company for in-kind municipal support on Saturday July 5, 2025;

That Council decline the request from Whiskeyjack Beer Company for in-kind municipal support on Saturday August 23, 2025; and

That Council approve the request from the New Liskeard BIA for in-kind municipal support on Friday July 25, 2025, and on Saturday July 26, 2025.

c) New Business

None

10. Fire Services

a) Delegations/Communications

None

b) Administrative Reports

1. Fire Activity Report – April 29, 2025

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of the Fire Activity Report, for the period from March 26, 2025 to April 22, 2025, for information purposes.

c) New Business

None

11. Corporate Services

a) Delegations/Communications

None

b) Administrative Reports

1. Memo No. 012-2025-CS – Gas Tax Allocation 2024/2025

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 012-2025-CS; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with His Majesty the King in right of the Province of Ontario, as represented by the Minister of Transportation (Ontario), for the dedicated Gas Tax Funds - Public Transportation Program, for consideration at the April 29, 2025 Special Council meeting.

2. Memo No. 013-2025-CS – Economic Development Update: April 2025

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 013-2025-CS, regarding the Economic Development Update for April 2025, for information purposes.

3. Memo No. 014-2025-CS - Approval of Council Meeting Schedule – July 2025 to January 2026

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 014-2025-CS, and

That Council does hereby confirm the following schedule of meetings for the months of July 2025 to January 2026:

Tuesday, July 8, 2025	Committee of the Whole Meeting, followed immediately by the Regular Meeting
Tuesday, August 12, 2025	Committee of the Whole Meeting, followed immediately by the Regular Meeting
Tuesday, September 2, 2025	Committee of the Whole Meeting
Tuesday, September 16, 2025	Regular Meeting
Tuesday, October 7, 2025	Committee of the Whole Meeting
Tuesday, October 21, 2025	Regular Meeting
Tuesday, November 4, 2025	Committee of the Whole Meeting
Tuesday, November 18, 2025	Regular Meeting
Tuesday, December 2, 2025	Committee of the Whole Meeting
Tuesday, December 16, 2025	Regular Meeting

4. Memo No. 015-2025-CS – 2025 Final Municipal Budget for the City of Temiskaming Shores

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 015-2025-CS; and

That Council directs staff to prepare the necessary by-law to adopt the 2025 Municipal Budget for the City of Temiskaming Shores, for consideration at the April 29, 2025 Special Council meeting.

5. Administrative Report No. CS-016-2024 – 2025 Tax Ratios, Tax Rates, Water, Sewer and Special Rates

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-016-2024;

That Council directs staff to prepare the necessary by-laws utilizing the Revenue Neutral Tax Ratios for 2025 calculated using a phased-in elimination of the subclass reduction factors, for consideration at the April 29, 2025 Special Council meeting;

That Council directs staff to prepare the necessary by-laws utilizing the 2025 Tax Rates and Water/Sewer Rates, for consideration at the April 29, 2025 Special Council meeting;

That Council directs staff to prepare the necessary by-law to incorporate a ten dollar (\$10.00) increase to the Special Tax Levy for Enhanced Program, under the City of Temiskaming Shores Solid Waste Management Program (By-law 2014-172), as presented within the 2025 budget, for consideration at the April 29, 2025 Special Council meeting;

That Council directs staff to prepare the necessary by-law to incorporate a fee of twenty-eight dollars (\$28.00) per month per bin, for non-eligible recycling collection and processing for non-eligible properties, to the Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management Program (By-law 2014-172), effective February 1, 2025 until December 31, 2025, as presented within the 2025 budget, for consideration at the April 29, 2025 Special Council meeting.

6. Administrative Report No. CS-017-2025 – Strategic Alliance Agreement with New Liskeard Bikers Reunion

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-017-2024; and

That Council directs staff to prepare the necessary by-law to enter into a strategic alliance agreement with the New Liskeard Bikers Reunion for in-kind

services and support for the 2025 “Rockin” on Canada Day” event, for consideration at the May 20, 2025 Regular Council meeting.

7. Administrative Report No. CS-018-2025 – Rockin’ On Canada Day Event

Event of Municipal Significance

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-018-2025;

That Council for the City of Temiskaming Shores hereby designates the 2025 Rockin’ on Canada Day event as a municipally significant event; and

That the municipal clerk will forward a copy of this resolution to the Rockin’ on Canada Day Committee to confirm the event as municipally significant for the Alcohol and Gaming Commission on Ontario, to assist the Event Organizers in their application for a liquor licence for the event.

Event Authorization - Noise Exemption

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-018-2025; and

That in accordance with Section 4.8 of Noise By-law No. 2012-019, Council hereby authorizes the 2025 Rockin’ On Canada Day Event, to be held from Friday, June 27, 2025, to Sunday, June 29, 2025.

Event Authorization - Sign Exemption

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-018-2025; and

That in accordance with Part 6 – Exemptions of Signage By-law No. 2018-024, as amended, Council hereby designates the 2025 Rockin' On Canada Day Event as a sanctioned event, to permit the placement of temporary signage promoting or supporting the event on municipal road allowances, without the requirement for an encroachment agreement, provided that all other applicable provisions of Signage By-law No. 2018-024, as amended, are adhered to.

8. Administrative Report No. CS-019-2025 – Appointment of a Drainage Superintendent - Training and Transition Plan

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-019-2025; and

That Council directs staff prepare the necessary by-law to appoint Jeremie Latour as an assistant Drainage Superintendent for the City of Temiskaming Shores, under Section 93(1) of the Drainage Act, R.S.O. 1990, for consideration at the May 20, 2025 Regular Council meeting.

9. Administrative Report No. CS-020-2025 – Zoning By-law Amendment – Phippen Farms Inc.

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-020-2025;

That Council agrees to amend the provisions of the City of Temiskaming Shores Zoning By-law No. 2017-154, to permit the zone change from Rural – H1 to General Industrial (M1); and

That Council directs staff to prepare the necessary by-law to amend the City's Zoning By-law No. 2017-154, for consideration at the May 20, 2025 Regular Council meeting.

10. Administrative Report No. CS-021-2025 – Temiskaming Shores Development Corporation (TSDC) Business Improvement Grant Program

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-021-2025;

That Council agrees to support the Temiskaming Shores Development Corporation's Business Improvement Grant Program, and agrees to provide \$25,000 from the City's Economic Development Budget to the Temiskaming Shores Development Corporation for the implementation of the program; and

That staff provide an annual report to advise Council on the success achieved through the Business Improvement Grant Program.

11. Administrative Report No. CS-022-2025 – Vacant Unit Rebate Program Elimination

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-022-2025;

That Council directs staff to prepare the necessary by-law to amend by-law No. 2019-013 Municipal Property Tax Policy Rebate Program for consideration at the April 29, 2025 Special Council meeting; and

That Council directs staff to prepare the necessary by-law to eliminate the Vacancy Rebate Program for properties within the commercial, industrial or other prescribed property class for consideration at the April 29, 2025 Special Council meeting.

c) New Business

None

12. Schedule of Council Meetings

- a) Special Council Meeting – April 29, 2025 starting immediately after the Committee of the Whole meeting
- b) Regular Council Meeting – May 20, 2025 starting at 6:00 p.m.
- c) Committee of the Whole Meeting – June 2, 2025 starting at 3:00 p.m.

13. Closed Session

None

14. Adjournment

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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



Zoning By-law Amendment

Application No.: ZBA-2025-004

Owner: Mike and Carla Scott

Subject Land:

- 583381 West Road, Temiskaming Shores

Public Meeting – Zoning By-law Amendment



Purpose of the Amendment

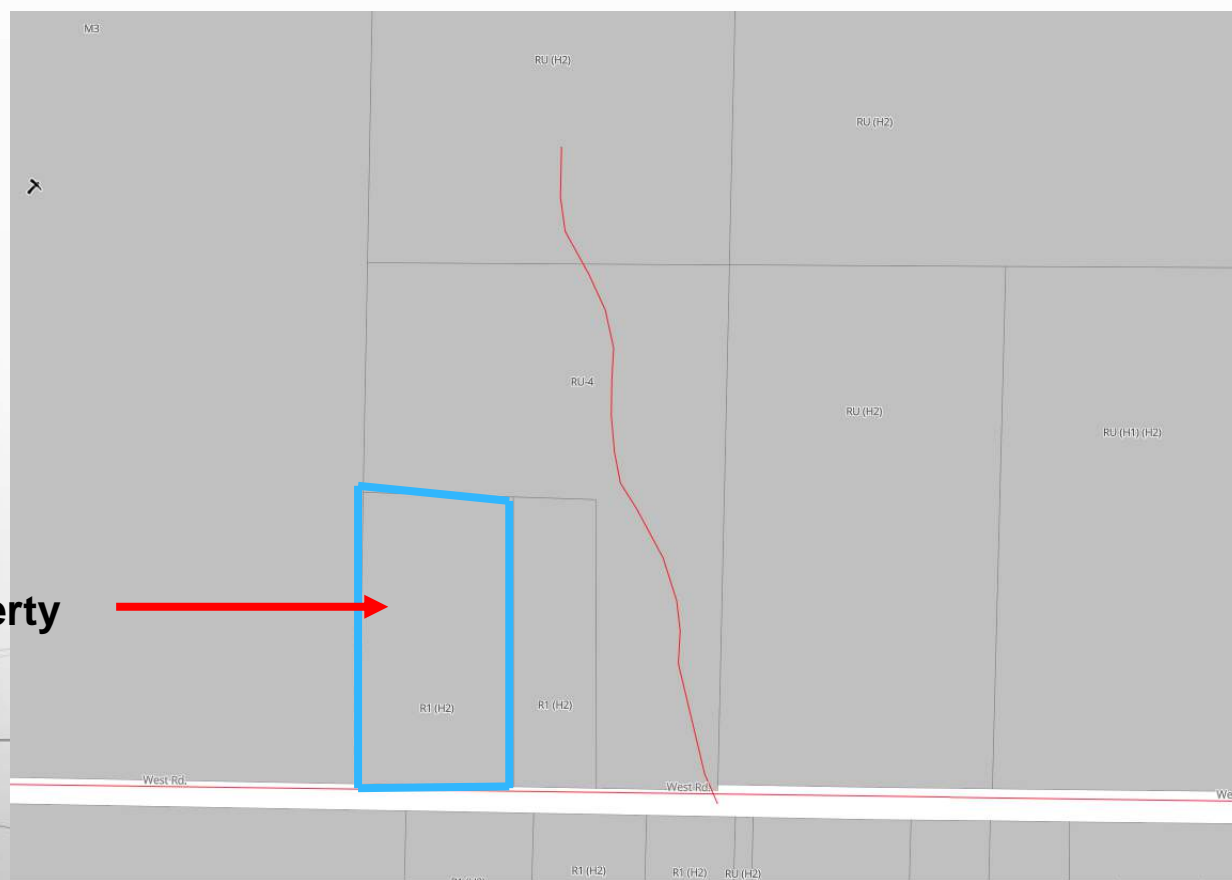
- To rezone the subject land from Rural – H2 to Rural H2-1.

Public Meeting – Zoning By-law Amendment



Location of Property

Subject Property



April 29th, 2025

Public Meeting – Zoning By-law Amendment



Official Plan Designation

- Rural Area
 - Requires that all uses be appropriately zoned.



Current Zoning – By-law 2017-154

- Rural – H2
 - Home Occupation is a permitted use and defined as a gainful occupation conducted in a dwelling which is secondary to the use of the dwelling as a private residence and the nature and scope of which is compatible with the residential character of the dwelling.
 - H2 Hold: various sites within aggregate resource influence area where uses are limited to non sensitive accessory uses.

Public Meeting – Zoning By-law Amendment



Proposed Zoning

- Rural – H2 - 1
 - Add exception to Section 4.7.1(i) to permit a home occupation which involves the retail sale of products made off site.



Additional Information

Public Notice and Comments

- Notice of the public hearing was advertised in the Temiskaming Speaker beginning on April 9th, 2025 and to surrounding property owners.
- Application has been circulated to City staff, and no concerns or objections have been received
- No comments or concerns have been received from members of the public

Next Steps

- An administrative, planning report and draft by-law will be presented for consideration at a future Committee of the Whole Meeting.



2025 ASSET MANAGEMENT PLAN

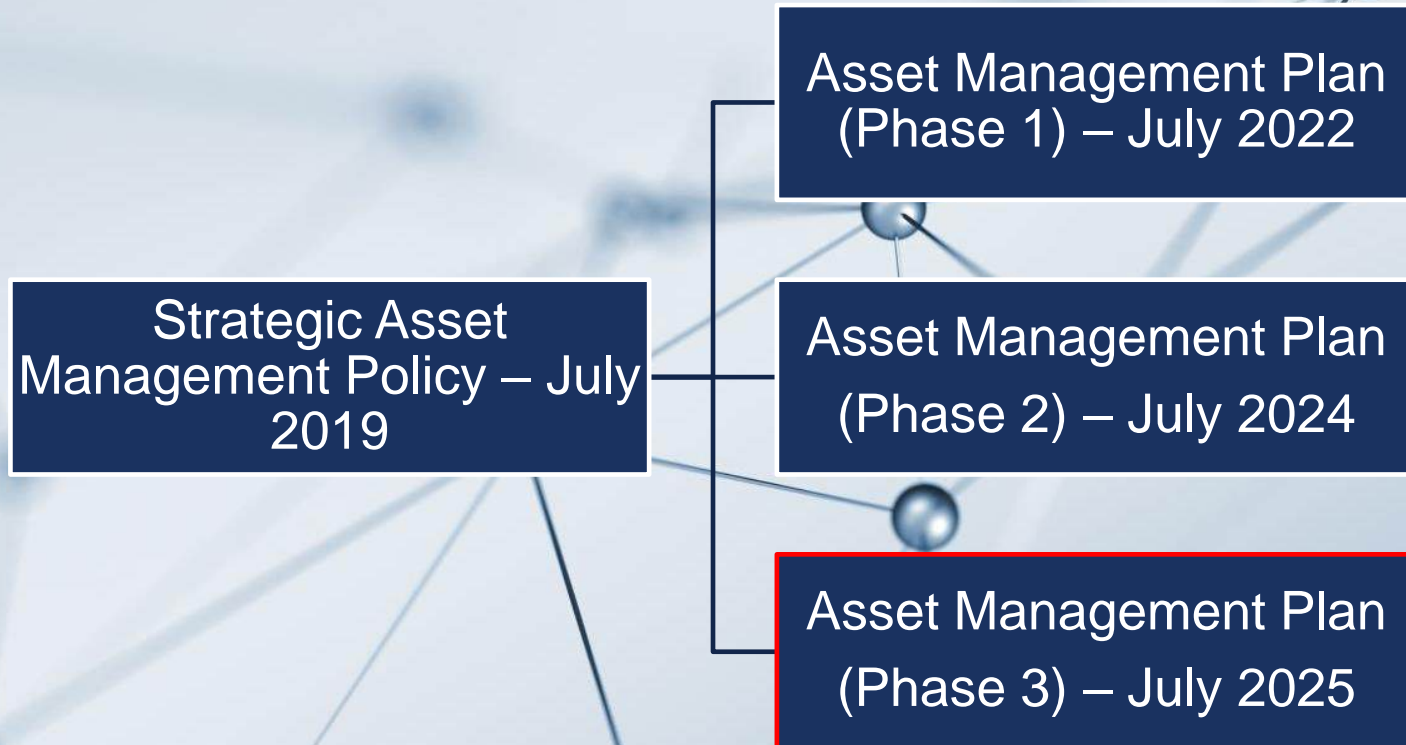
Phase 3 - Municipal Asset Management Plan (O. Reg. 588/17)

Prepared by: Jeremie Latour, Engineering Technologist (staff)

ASSET MANAGEMENT PLANS

- **Financial Strategy**
 - Align asset investment needs with budgets
- **Lifecycle Management**
 - Plan for asset maintenance, renewal, upgrade, and growth
- **Risk & Criticality**
 - Identify and address high-risk assets to ensure reliable services
- **Levels of Service**
 - Define, measure, and track performance
- **State of Assets**
 - Summarize the value, age, and condition of our assets

REGULATION OVERVIEW



REGULATION OVERVIEW

Phase 1

Core Assets

Current Levels of Service

Condition and Risk Assessments

Cost to Maintain Current Levels of Service

Phase 2

All Assets

Current Levels of Service

Condition and Risk Assessments

Cost to Maintain Current Levels of Service

REGULATION OVERVIEW

Phase 3

Completed Plan by June 2025

1. Proposed Levels of Service (10-year projection)
2. Lifecycle Management
3. Funding / Financial Planning to fund activities that are required to meet the Proposed Levels of Service.

Point (score) or Financial based system.



2025

PHASE 3 OVERVIEW

Total 2025 Asset Data

Water System:

- 103.7 km Watermains
- 36.3 km Water Services
- 1358 Water Valves
- 451 Hydrants
- 8 Facilities

Sanitary System:

- 95.1 km Sanitary Sewer
- 3850 Sanitary Connections
- 1047 Maintenance Structures
- 16 Facilities

Stormwater System:

- 64.8 km Storm Sewer
- 2077 CB/Maintenance Structures
- 7.8 km Centerline Culverts

Transportation System:

- 211 lane km Paved Roadways
- 30.7 lane km Surface Treatment Roadways
- 174.8 lane km Gravel Roadways
- 39.2 km Sidewalks
- 38.8 km Curb
- 10 Bridges
- 6 Large Diameter Culverts

Stormwater System:

- 9.4 km Entrance Culverts

Transportation System:

- 1299 Street Lights (all types)
- 3342 Traffic Signs
- 5.6 km Guard Rails

Solid Waste:

- *1 Landfill

Buildings and Facilities:

- 60 Structures

Recreation and Culture:

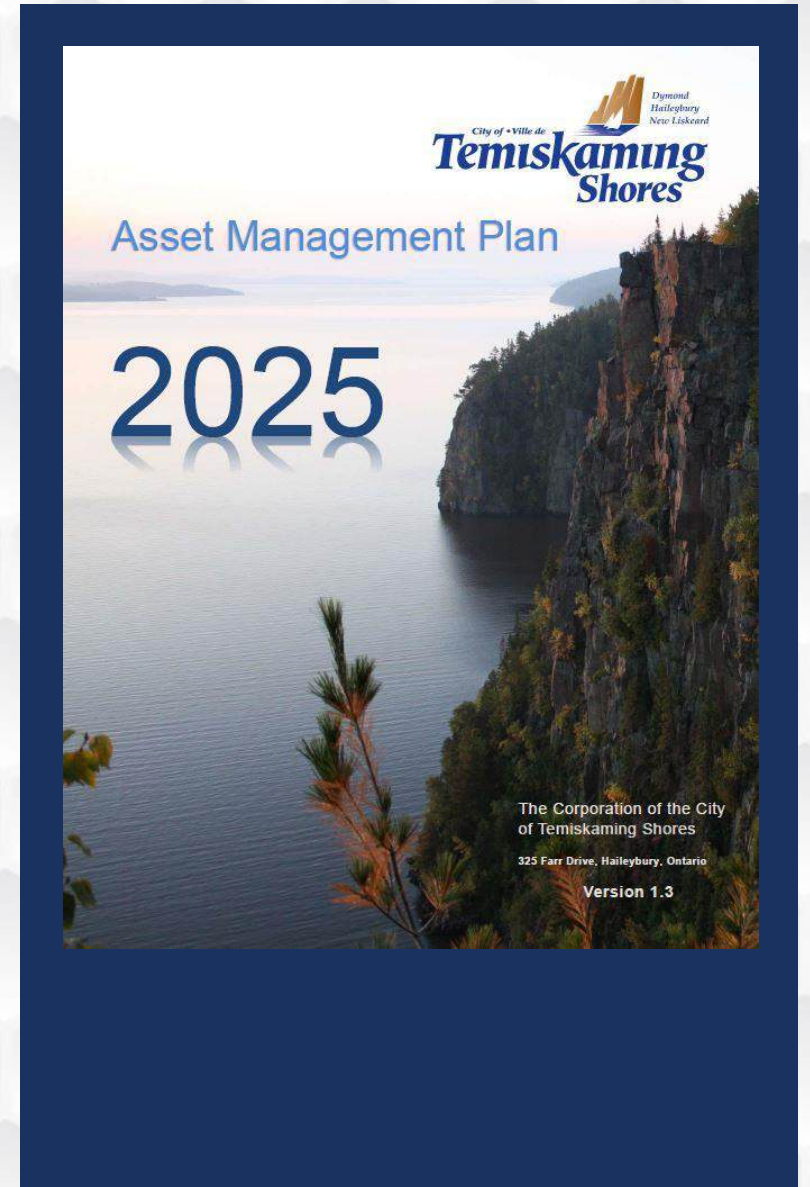
- 17.8 km Active Trails
- 2 km Natural Trails
- 34 Fields, Courts, Parks, etc.

Fleet:

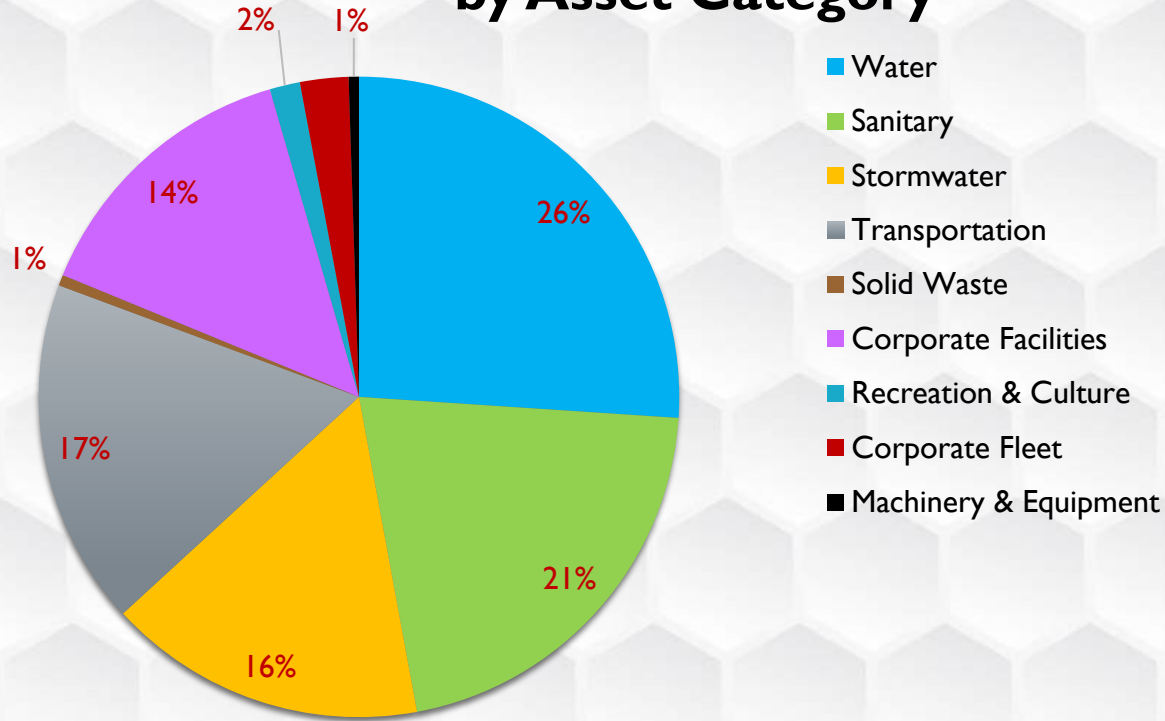
- 66 Units

Machinery and Equipment:

- pooled



Asset Replacement Cost Percentage by Asset Category



**Revised unit costs to include estimated
Excavation, Granular and Removal to Pipe
material costs associated to linear
infrastructure**

38%

39%

51%

48%

17%

16%

-10%

27%

10%

34%

Asset Category	Replacement Cost
Water	\$ 162,514,034
Sanitary	\$ 131,323,937
Stormwater	\$ 100,338,056
Transportation	\$ 109,094,152
Solid Waste	\$ 3,401,248
Corporate Facilities	\$ 89,234,746
Recreation & Culture	\$ 9,538,085
Corporate Fleet	\$ 15,238,174
Machinery & Equipment	\$ 3,212,541

\$ 623,894,974

REPLACEMENT COST PER CAPITA

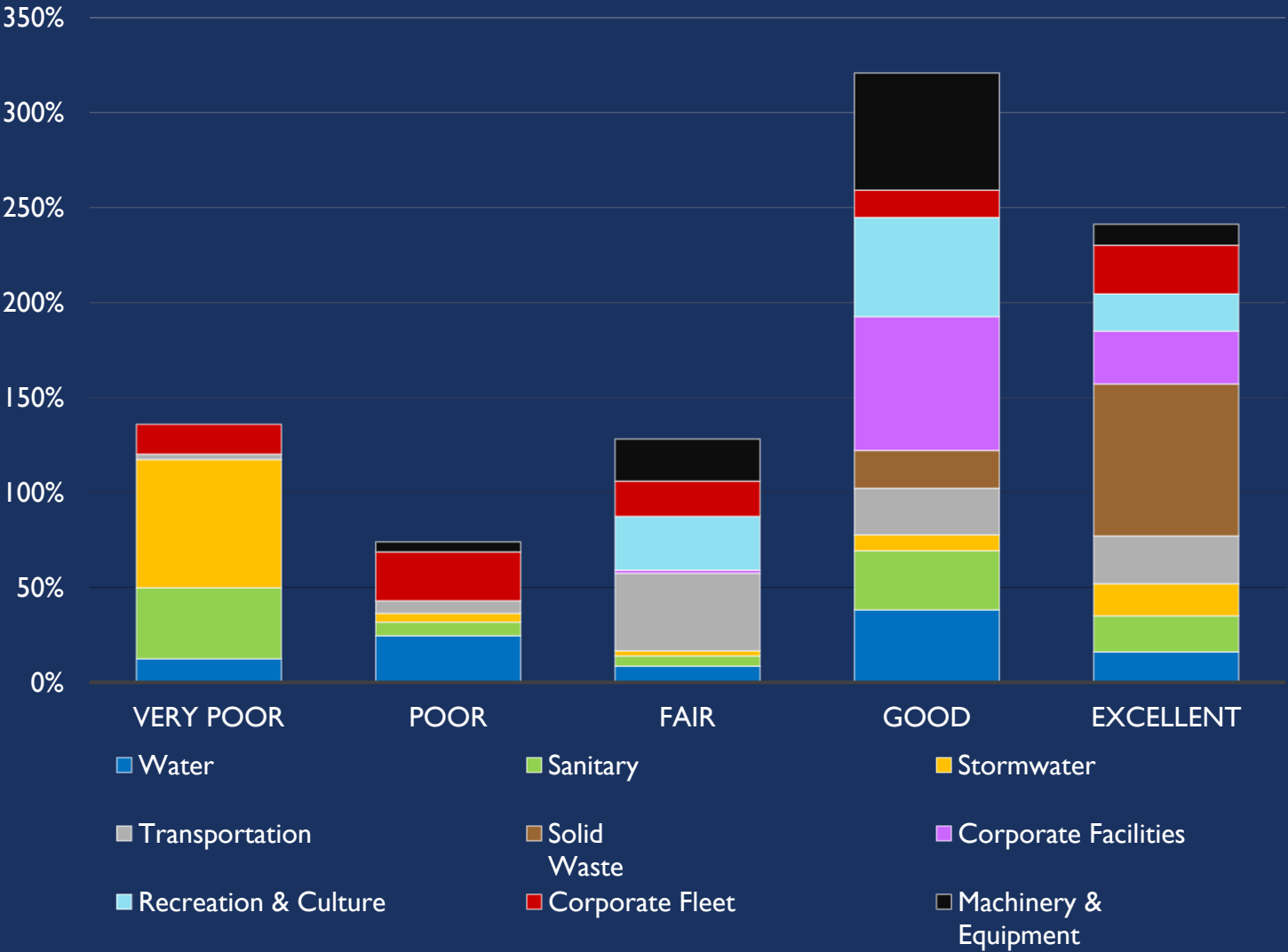
City	R. Cost	Population	Cost per Capita
• Kitchener	\$ 4.9 Billion	282,375	\$ 17,488
• Barrie	\$ 4.3 Billion	157,194	\$ 27,509
• Elliot Lake	\$ 313 Million	11,372	\$ 27,552
• Timmins	\$ 1.4 Billion	44,819	\$ 32,228
• Hamilton	\$ 21.3 Billion	597,010	\$ 35,678
• Ottawa	\$ 42.0 Billion	1.1 M	\$ 39,179
• Hawkesbury	\$ 411 Million	10,194	\$ 40,317
• Thunder Bay	\$ 4.8 Billion	111,113	\$ 43,199
• Sarnia	\$ 4.3 Billion	72,320	\$ 59,457
• North Bay	\$ 3.2 Billion	52,662	\$ 60,847
• Orillia	\$ 2.0 Billion	33,411	\$ 61,656
• Kapuskasing	\$ 509 Million	8,057	\$ 63,174
• Sudbury	\$ 10.8 Billion	171,446	\$ 63,460
• Temiskaming Shores	\$ 624 Million	9,634	\$ 64,760
• Kenora	\$ 1.2 Billion	14,967	\$ 80,176
• Kirkland Lake	\$ 933 Million	7,750	\$ 120,374



SERVICE PLANNING FRAMEWORK

- Corporate Levels of Service (Strategic Priorities)
- Legislative Levels of Service (Government Regulations)
- Community Levels of Service (Capacity, Function, Quality, Affordability)
- Technical Levels of Service (Risk)

State of Infrastructure Assets (%)

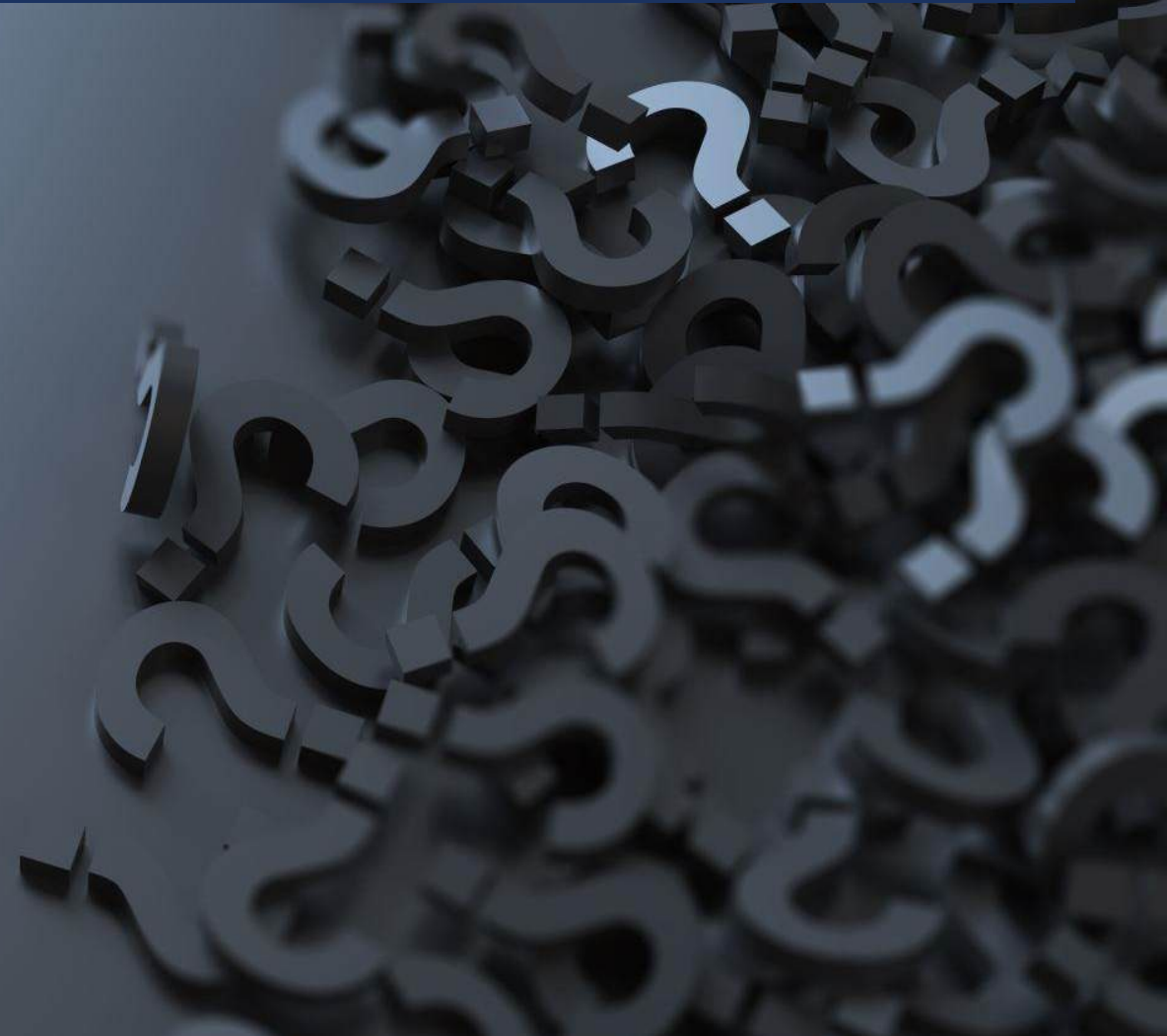


Asset Category	Financial Capacity	Asset Condition	Overall Grade
Water Services	C	B-	C+
Sanitary Services	C	C+	C+
Storm System	C-	C-	C-
Transportation Services	C	C	C
Solid Waste	C+	A	B
Buildings & Facilities	C+	A-	B
Recreation & Culture	C	B+	B-
Fleet	B	C+	B-
Machinery & Equipment	B	B	B

B-

FURTHER EXPLANATION

- **Sidewalks vs Active Trails vs Natural Trails**
 - STATO, Pete's Dam Network, Natural Feature Areas
- **Technical levels of Service for Core assets (5.3.9)**
 - Set by provincial regulation
- **Long Term Planning Adjustments**
 - Trend analysis and reporting
- **Landfill**
 - Assessment of the grounds
- **Lifespan**
 - 30 years vs 100 years material VS Condition
- **Report Cards (Table 4-4)**
 - Financial Capacity
- **Gravel Roads**
 - Service Life



PROPOSED LEVELS OF SERVICE

Proposed Change	Example	Cost	Risk	Impact
Decrease level of service	Lower average condition index for roads	Short term cost savings May increase overall lifecycle cost	Public Safety	↓
			Service to the Customer	↓
			Organizational Reputation	↓
Change level of service metric	Use % (Poorer constant)	May decrease	Organizational Reputation	↑
Adding enhancements or new levels of service	Dedicated bicycle pathways	Increase to construction costs or operating costs	Public Safety	↑
			Service to the Customer	↑
			Organizational Reputation	↑

Service	Community Expectations	Current Performance	Proposed Performance	Forecasted Trend
Water	Reliable & Safe	Meets Expectations	Expected to stay the same	↔
	Affordable	Needs Improvements	Expected to decline	↓
	Achievable Long-term Sustainability			NO

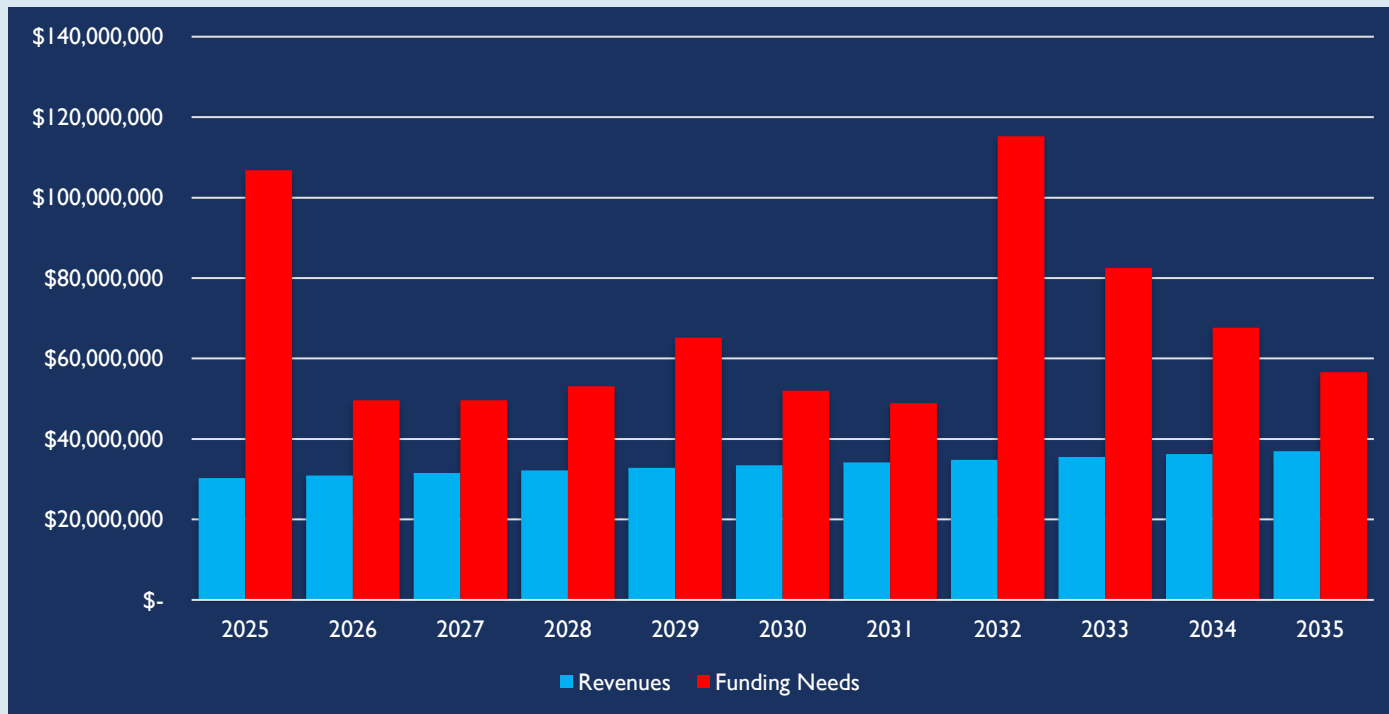
Trade-offs for a different result

FINANCIAL STRATEGY

- **Hard Costs** are the tangible expenses directly related to the physical construction or removal of an asset such as materials and labor.
- **Current Replacement Cost = \$612,894,974**
- **Lifecycle Costs** (operational cost) are the total cost of an asset throughout its life including operation, maintenance, and repairs.
- **Annual Average Cost = \$14,974,296**
- **Soft Costs** are intangible (indirect or contractual) miscellaneous costs related to the replacement of materials such as mobilization, engineering design and oversight, traffic control, temporary services and testing. These costs can be more difficult to estimate and can vary significantly depending on the project scope and complexity.
- **Average Cost= 10%**
- **Intangible Services** are costs related to the administrative, support and regulatory function for the operation of the municipality such as planning, policing/health, information technology and finance.
- **Annual Average Cost = \$12,416,000**

FINANCIAL STRATEGY

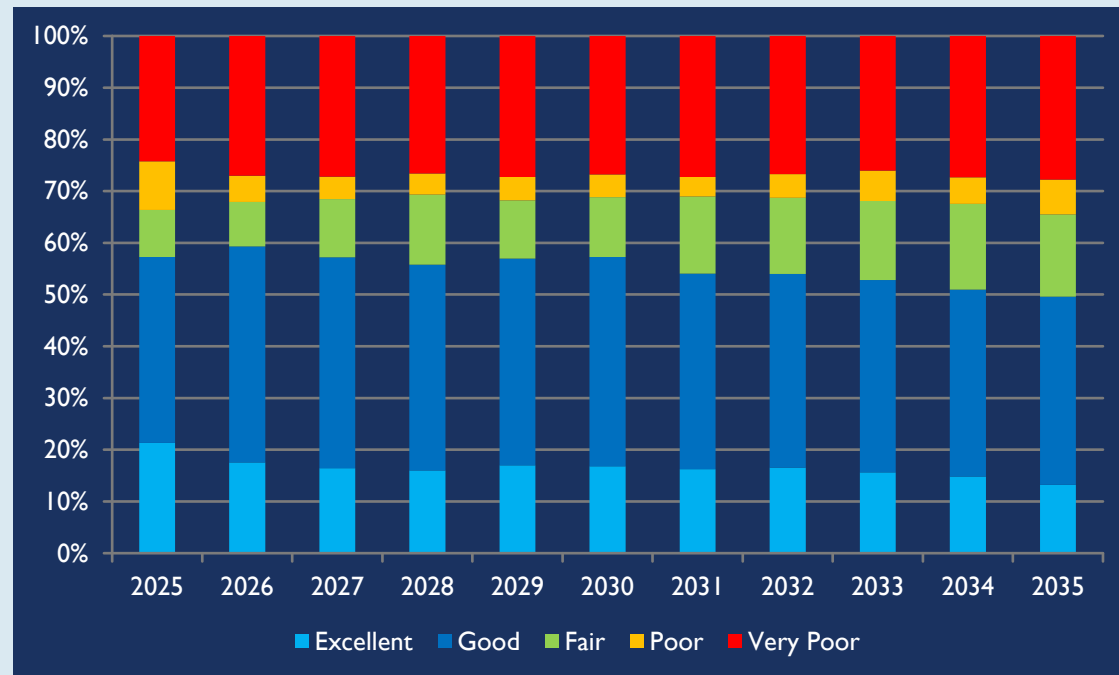
- Financial Indicators
- Funding Analysis
- Managing a \$409 M Backlog over \$624 M to **Achieve Excellence**



- Municipal Budgets
 - (Capital and Operational)
- Internal Revenue Sources
 - (Tax levy, User fees, Reserves, etc.)
- **External Revenue Sources
 - (Grant funding, Borrowing)

FINANCIAL STRATEGY

- Overall Asset Condition Forecast Reporting (Asset Performance) and **for each asset category** if minimum funding isn't achieved. (5.2% decrease)
- Annual Average Asset Operation Cost = \$14,974,296**
+ intangible assets = \$12,416,000



Asset Category	Annual Lifecycle Cost Requirement	Annual Minimum Capital Investment	Annual Capital Investment Need (backlog)
Water	\$2,326,548	\$ 104,000 to \$ 587,000	\$9,710,432
Sanitary	\$1,735,987		\$7,614,306
Stormwater	\$300,918	\$ 150,000	\$803,055
Transportation	\$3,060,833	\$ 500,000	\$8,232,024
Solid Waste	\$1,577,079	\$ 40,000	-
Corporate Facilities	\$1,686,718	\$ 250,000	\$8,064,180
Recreation & Culture	\$2,055,021	\$ 150,000	\$434,926
Corporate Fleet	\$2,201,192	\$ 200,000	\$1,165,169
Machinery & Equipment	\$30,000	\$ 30,000	-
	\$ 14,974,296	\$ 1,907,000	\$ 36,024,092

The background of the slide is a photograph of a paved road with yellow double lines, curving through a dense forest of tall trees. A solid blue horizontal bar is positioned at the top of the image, containing the title text in white.

UPDATES AND CONSIDERATIONS

- Review and Update the AMP at least every 5 years as of 2025
- Annual Review before July 1st
 - Addressing factors impeding the municipality's ability to implement its plan
- Communication Strategies
 - Open Data, Public Engagement
- AMP Implementation Strategies and other plans
- Detailed Facility Analysis



THANK YOU!

Asset Management Plan

2025

The Corporation of the City
of Temiskaming Shores

325 Farr Drive, Haileybury, Ontario

Version 1.3

Executive Summary

The Asset Management Plan (Phase 3) document has been developed for the City's major infrastructure asset groups. This Third and Final 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 for its entire asset portfolio.

This Plan seeks to formalize and present some of the major capital infrastructure needs, with an emphasis on the 10 year period from 2025 to 2035, and provide a framework for expanding and enhancing the Municipality's asset management system. Phase 3 of the plan has built on phase 1 (completed in March 2022) and phase 2 (completed in April 2024) to include all remaining assets and Financial Strategies. Phase 3 will include 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. Finally, Municipal Council will conduct an annual review of its AMP progress on or before July 1st in each year. The City will also review and update its AMP at least five years as of 2025 and every five years thereafter. 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 and proposed 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 focused on its core assets and phase 2&3 focused on the City's entire asset portfolio. The City remains proactive and responsible in managing its infrastructure and forecasting its capital needs. Several inspection programs are currently in practice in the municipality, including a CCTV program for sanitary and storm sewer systems, updating our 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 a '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. Any 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 7.2. 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.

\$623.9 Million

Total Replacement Cost (2025)



\$209.5 Million

Transportation &
Stormwater



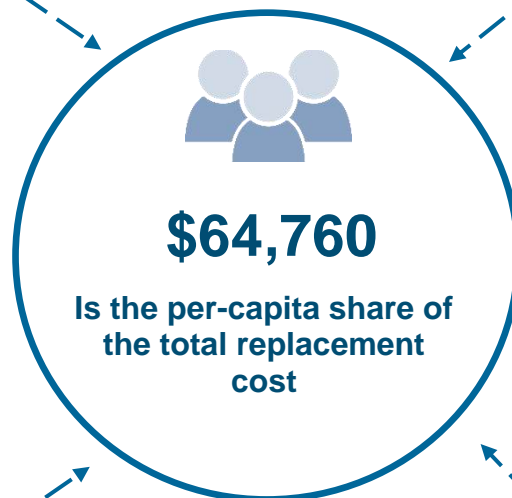
\$297.3 Million

Water, Sanitary &
Solid Waste



\$89.2 Million

Corporate Facilities



\$9.5 Million

Recreation &
Culture

\$15.2 Million

Corporate Fleet



\$3.2 Million

Machinery &
Equipment

City Population: 9,634

[2021 census profile]

The per-capita replacement cost does not include lifecycle costs.



**Land Area:
178km²**



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1.0

INTRODUCTION



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 32,000 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 Final Asset Management Plan (Phase 3) seeks to address this concern by providing a framework for considering, prioritizing, and optimizing asset management efforts, and providing direction for effective management of Municipal infrastructure to best achieve established goals and objectives.

As an integrated plan, this Asset Management Plan considers the lifecycle and needs of all 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 an asset portfolio of over **\$624 M** worth of public physical capital assets (estimated replacement value, 2024 CAD). These assets provide the foundation upon which the City's economic growth, strength and quality of life are based. This second phase of the Asset Management Plan is an overview for managing its 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 refined inventories of assets groups and amended the Plan. The final draft of (phase 2) of the Plan was presented to Council and approved on April 16th, 2024. The final draft of (phase 3) of the Plan will be presented to Council which is anticipated to be completed before July 1st, 2025.

1.3.1 Provincial Regulation (O. Reg. 588)

In many parts of Ontario, existing infrastructure is degrading faster than it is being repaired or replaced, 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 manage their infrastructure. The regulation builds on the progress municipalities have made while bringing consistency and standardization to asset management plans to 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 2025 to 2035, and provide a framework for expanding and enhancing the City's asset management system. 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.

1.5 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 Plan 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 3) considers the following municipal own asset categories:

Water:

- Approximately 103.7 kilometres of water distribution infrastructure.
- Approximately 36.3 kilometres of water service lines of various sizes.
- Approximately 1,358 control and specialized valves.
- Approximately 451 hydrants.
- 8 water treatment and distribution facilities

Sanitary:

- Approximately 95.1 kilometres of sanitary sewer collection and forcemain infrastructure.
- Approximately 3,850 sanitary sewer connections.
- Approximately 1,047 maintenance structures.
- Approximately 31 specialized valves/meters.
- 16 sanitary treatment and collection facilities

Stormwater:

- Approximately 64.8 kilometres of storm sewer collection infrastructure.
- Approximately 2,075 catch basins and maintenance structures.
- Approximately 468 kilometres of drainage ditches.
- Approximately 7.8 kilometres of centerline culverts
- Approximately 9.5 kilometres of entrance culverts



- 1 storm water management system

Transportation:

- Approximately 211 lane kilometres of paved roadway.
- Approximately 30.8 lane kilometres of surface treated roadway.
- Approximately 174.8 lane kilometres of gravel roadway.
- Approximately 39.2 kilometres of sidewalk.
- Approximately 38.8 kilometres of curb
- 10 bridge structures.
- 6 large diameter culverts.
- 1,299 street, decorative and traffic control lights.
- 3,351 traffic signs.
- 5.6 kilometres of guard rails.

Solid Waste:

- 1 Landfill (including operational buildings and equipment).

Corporate Facilities:

- 61 mix buildings & facilities.

Recreation & Culture:

- Approximately 17.8 kilometres of active recreation trails
- Approximately 2.0 kilometres of Natural trails
- 35 parks (all types) & green spaces.

Corporate Fleet:

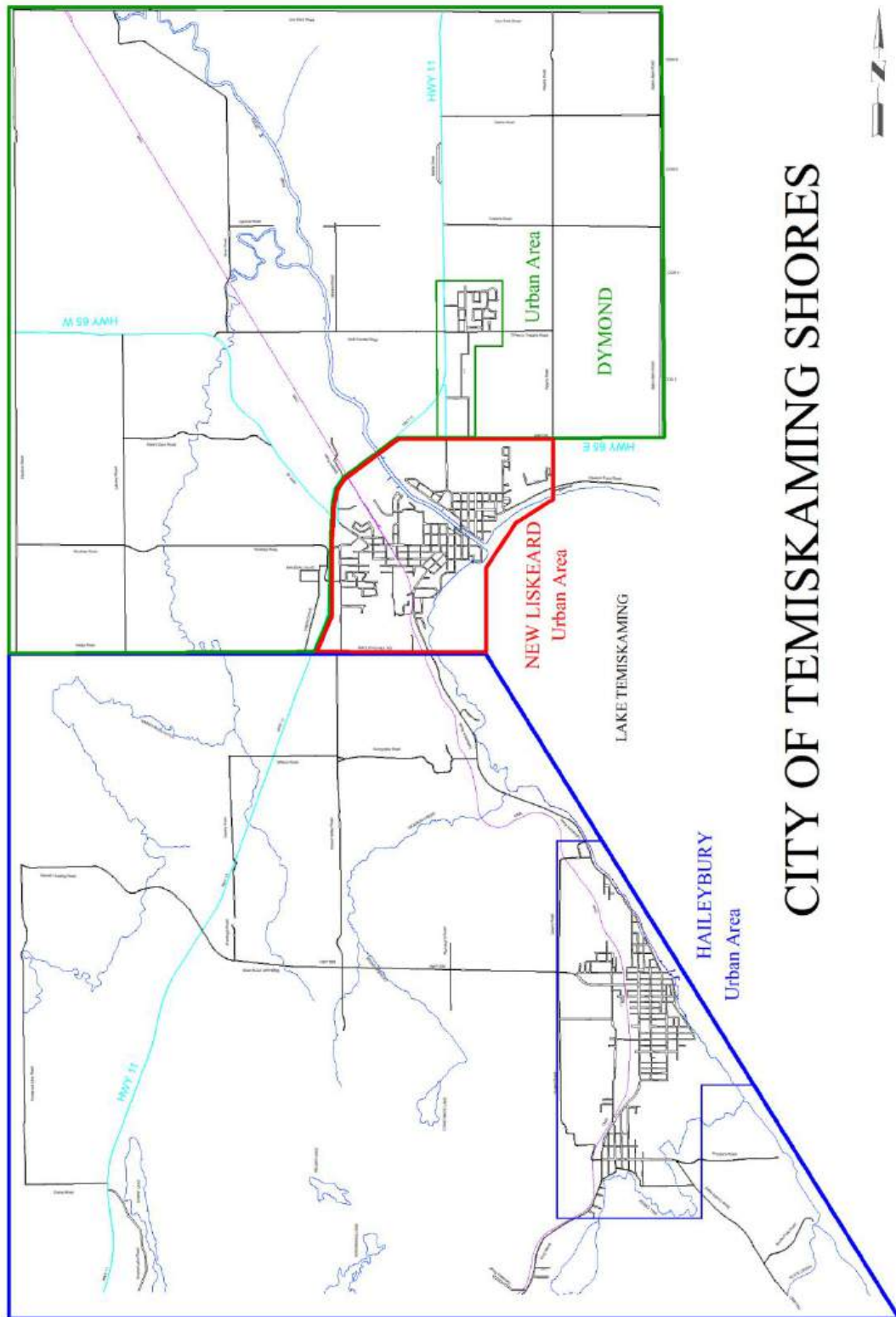
- 66 fleet & heavy equipment units.

Machinery & Equipment:

- Numerous machinery and equipment such as small tools and attachments



Figure 1.1: Overview Map of Temiskaming Shores



1.7 Asset Management Plan Development Process

The City of Temiskaming Shores utilized existing staff and resources as well as contract support persons 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 goals and objectives.

Limitations of this Plan

The City considers this to be the third and final phase of its 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 have now been included in this version of the plan. The City will seek to incorporate missing and improve data accuracy in future reviews of the plan.

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 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 Closed Circuit Television (CCTV) Program:

Most of the City's 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. Recently, the City has acquired a CCTV camera to inspect those areas that pose gaps in information.

- Road Needs Study:

The City engaged external consultants to update the roads study in 2020, and funding for this review was available through 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 and updated internally 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 2024 and is being repeated in 2026. 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 version of the plan is largely based on infrastructure asset age information collected through PSAB 3150 reporting records and 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 the level of service, one or more corresponding key performance Indicator (KPI) must be identified. In order to minimize monitoring and analysis efforts, the KPI's monitor should be limited to those required to measure the current Levels of Service.

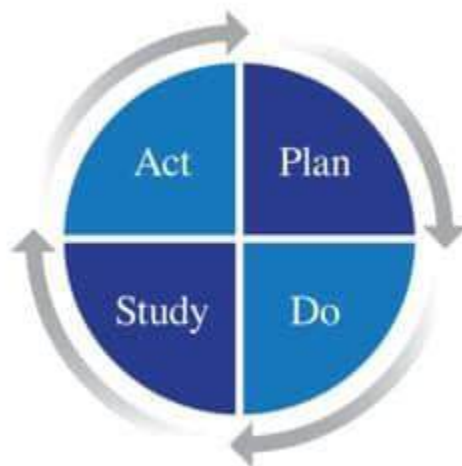
Limitations of this Plan

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 Plan, Do, Study, Act (PDSA) cycle for quality control (the W.Edwards Deming Institute). 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: PDSA (Plan-Do-Study-Act) The W. Edwards Deming Institute



* www.deming.org



Step 1: Plan

The following components are included in this step:

Review of Previous Plan

Prior to establishing or revising the Asset Management Plan, 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. 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 audits on the Asset Management Plan or system, and other 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 will 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 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 a third party, to facilitate the review and revision for every other plan to incorporate changes of industry best practices 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 (design capacity in comparison to actual measured capacity) 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.



2.0

ASSET MANAGEMENT POLICY



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 setting of 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 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 Council’s 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 infrastructure.
- 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/renew/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 efficient transportation networks, safe and reliable water distribution networks, economical and reliable sewage collection systems, productive fleets, 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 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 articulates a 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 integrated with other organization goals in such a way that it is coordinated, cost effective and sustainable. This policy 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 and the by the Municipal Finance Officers Association e.g., Amp It Up).

The City will 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 Plan 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
- Economic Development 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.

Table 2-1: Roles and Responsibilities

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.



Table 2-1: Roles and Responsibilities

Actions	Responsibility
Adopt Asset Management Policy	Council and City Manager
Monitor and review infrastructure standards and service levels at established intervals	Council and City Manager
Develop and maintain infrastructure strategies including development and service plans	Recreational Services, Community and Planning, Public Works, Finance, other asset operation and maintenance departments, Finance
Develop and maintain asset inventories	Public Works, Finance, other asset operation and maintenance departments, Finance
Assess infrastructure condition and service levels	Public Works, and other asset operation and maintenance departments
Establish and monitor infrastructure replacement levels through the use of full life cycle costing principles	Public Works, Finance, and other asset operation and maintenance departments
Develop and maintain financial plans for the appropriate level of maintenance, rehabilitation, extension and decommission of assets	Public Works, Finance, and other asset operation and maintenance departments, Finance
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, City Manager, Corporate Services



3.0

INFRASTRUCTURE DATA COLLECTION



Infrastructure Data Collection

3.1 Water System Inventory

The water system infrastructure inventory data was gathered from several sources. A combination of geographic information system (GIS) information and other available records were collected to provide a complete accounting. Limited global positioning (GPS) data was available for hydrants, curb stops and water valves connected to the water infrastructure. The City's inventory of these appurtenances, linked to the water infrastructure piping are considered to be fairly accurate. Base information about the material, installation date, diameter and length were derived from available records. 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 System Inventory

The sanitary system infrastructure data was compiled from several sources. The combination of geographic information system (GIS) information and other available records were collected to provide a complete accounting. Limited global positioning (GPS) data was available for maintenance holes and cleanouts connected to sanitary infrastructure, however the City's inventory of appurtenances, linked to the sanitary sewer infrastructure piping are considered to be accurate. Base information about the material, installation date, diameter and length were derived from available records. 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 Stormwater System Inventory

The stormwater system infrastructure data used for the analysis was compiled from several sources. A combination of geographic information system (GIS) information and other available records were collected to provide a complete accounting. Limited global positioning (GPS) data was available for the maintenance holes and catch basins connected to the stormwater infrastructure, however the City's inventory of these appurtenances linked to the stormwater infrastructure piping are considered to be accurate. Base information about the material, installation date, diameter and length were derived from available records. 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 Road Network Inventory

Data derived from a roads needs survey, conducted in 2020 and an internal survey in 2023, 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. It was determined that road condition data contained more suitable information for use in an Asset Management Plan. It is recommended that all data sets be combined in the future to provide a more detailed source of information when combined with other asset inventories.

3.5 Bridge Inventory

The bridge inventory was developed through the use of the most recent Ontario Structure Inspection Manual (OSIM) data. Basic bridge condition index values were calculated for each structure using the estimated cost of repair derived from inspections, initial installation cost, and current bridge values. 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.

- Sidewalks, curb and active trails
- Centerline and entrance culverts
- Street, decorative and traffic control lights
- Fleet units
- Traffic signs
- Guard rails
- Buildings and facilities
- Parks & structures
- Solid waste
- Machinery and equipment



4.0

STATE OF INFRASTRUCTURE



State of Local Infrastructure

4.1 Introduction & Overview

The City of Temiskaming Shores infrastructure may be considered to be 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 replace, rehabilitate or dispose of 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 distribution and treatment system
- Sanitary collection and treatment system
- Stormwater collection and management system
- Transportation network
- Solid waste management
- Buildings & facilities
- Parks & structures
- Fleet units
- Machinery and equipment



Table 4-1 summarizes the estimated replacement cost for the City’s 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 2024 Canadian Dollars (CAD).

Note: The replacement costs outlined in this strategy are based on direct capital costs and do not incorporate soft costs, reference 7.1.2. for additional information.

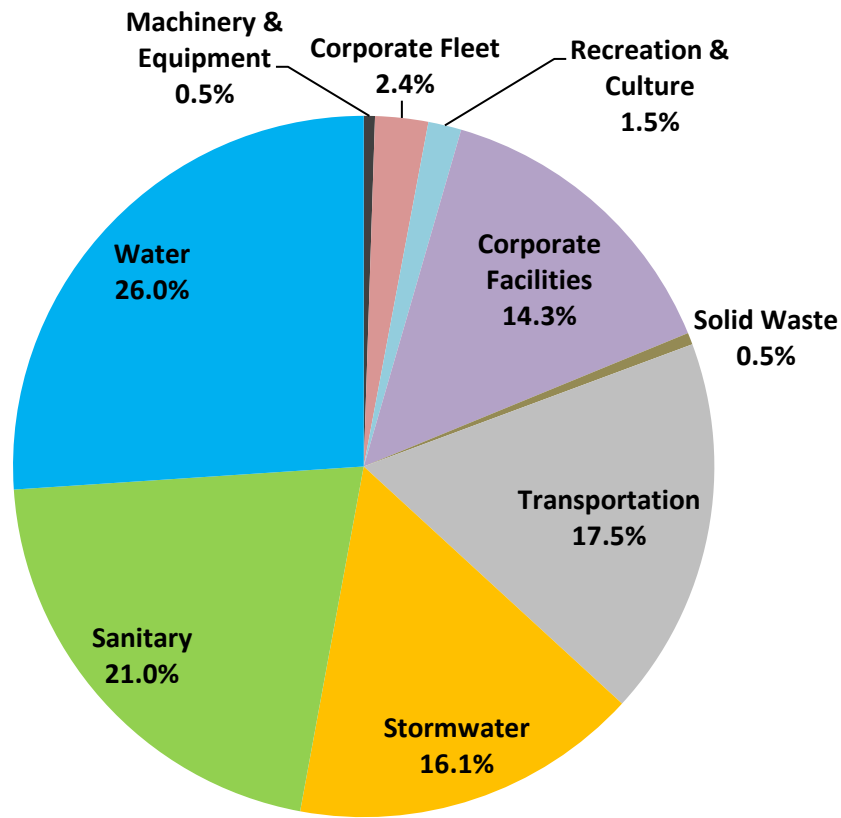
Table 4-1: Total Replacement Cost per Asset Category

Asset Category	Replacement Cost
Water	\$ 162,514,034
Sanitary	\$ 131,323,937
Stormwater	\$ 100,338,056
Transportation	\$ 109,094,152
Solid Waste	\$ 3,401,248
Corporate Facilities	\$ 89,234,746
Recreation & Culture	\$ 9,538,085
Corporate Fleet	\$ 15,238,174
Machinery & Equipment	\$ 3,212,541

Total: \$623,894,974



Figure 4.1: Asset Replacement Cost by Asset Category (%)



4.1.2 Factors to Determine Infrastructure Condition

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

Age and material are the most significant assessment criterion. As an asset ages, its condition deterioration is influenced by many factors. The asset's material significantly affects the rate of deterioration. 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, 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 a 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.

Table 4-2: Average Age per Category

Asset Category	Average Age (years)
Water	43
Sanitary	44
Stormwater	42
Transportation	41
Solid Waste	-
Corporate Facilities	42
Recreation & Culture	24
Corporate Fleet	7
Machinery & Equipment	-

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 water distribution legislation requiring the removal of such materials could impose a cost of nearly \$1.5M 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 4-3 and Table 4-4.



Table 4-3: 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 in 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 in 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 4-4: 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 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, medium 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 4-5 summarizes the condition scores determined for each asset category, and their corresponding Grade.



Figure 4.2: State of Infrastructure Assets (%)

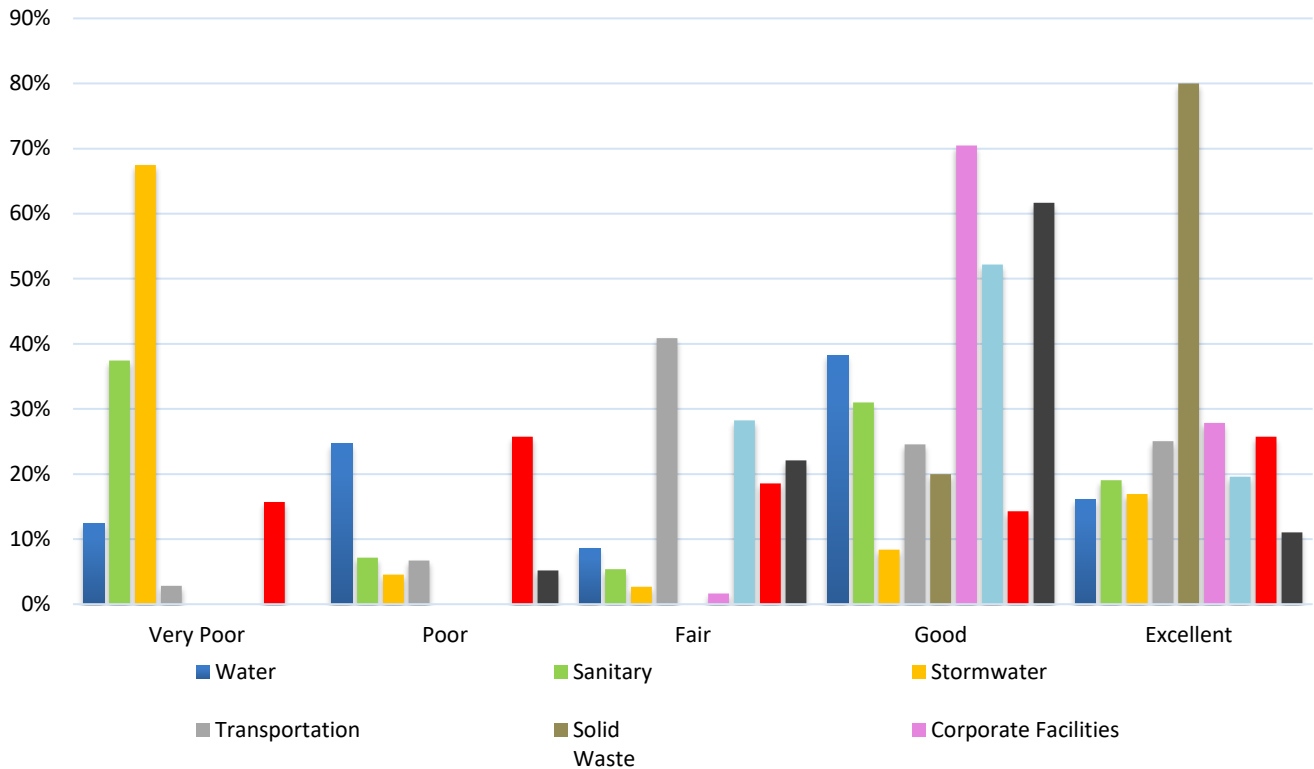


Table 4-5: Infrastructure Report Card Summary

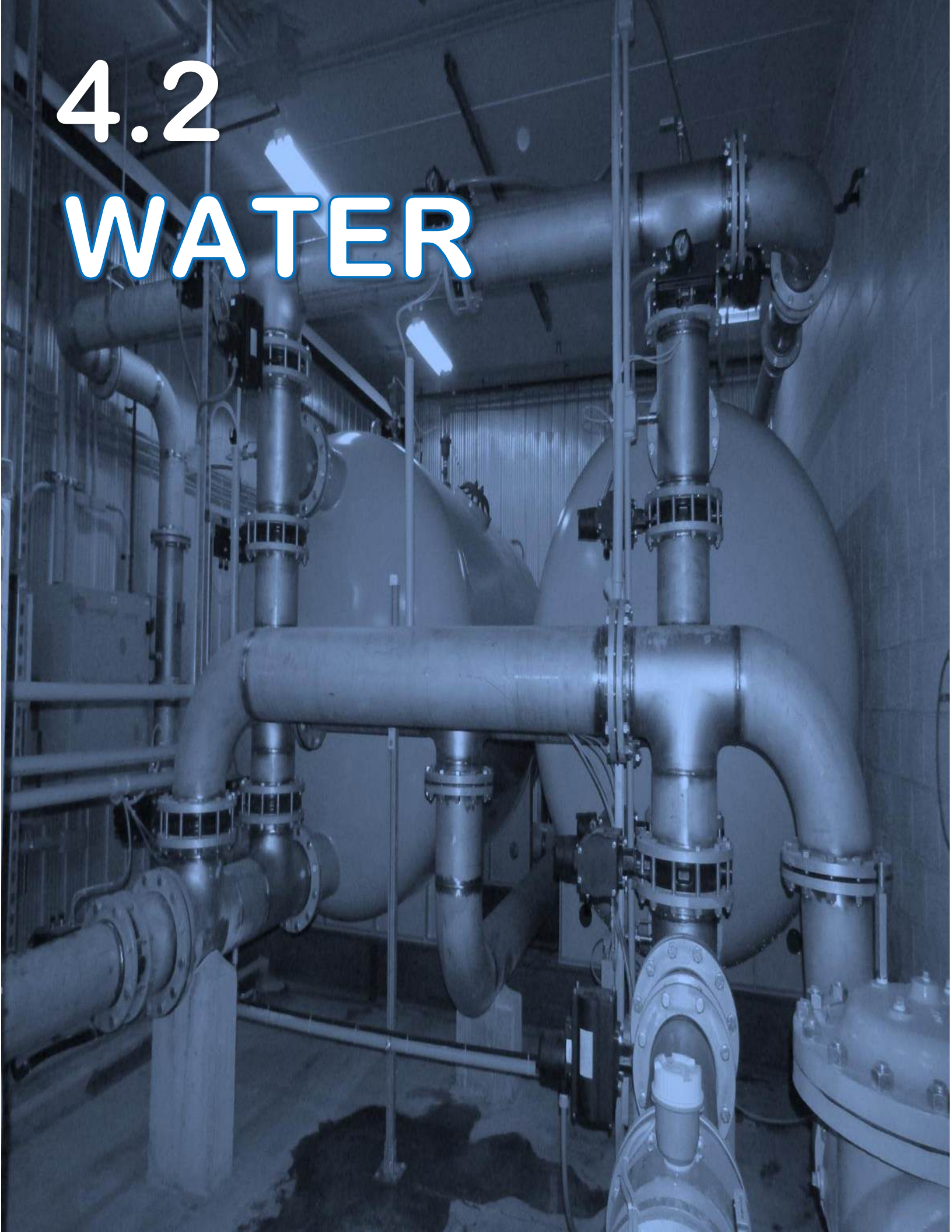
Asset Category	Financial Capacity	Asset Condition	Overall Grade
Water	C	B-	C+
Sanitary	C	C+	C+
Stormwater	C-	C-	C-
Transportation	C	C	C
Solid Waste	C+	A	B
Corporate Facilities	C+	A-	B
Recreation & Culture	C	B+	B-
Corporate Fleet	B	C+	B-
Machinery & Equipment	B	B	B

Final Score: B-



4.2

WATER



4.2 Water

4.2.1 Inventory Overview

The water distribution and treatment system for Temiskaming Shores includes 103.7 km of piping, 1,358 control and specialized valves and 451 hydrants. The average age of pipe in the system is 43 years old. The age distribution of the water infrastructure is shown in Figure 4.3 and Figure 4.4.

Table 4-6: Total Replacement Cost for Water Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Watermains	103.7 km	60-100	\$ 109,373,948.00
Control and Specialized Valves	1,358 units	75	\$ 3,385,300.00
Fire Hydrants	451 units	75	\$ 3,608,000.00
Water Services	36.3 km	60-100	\$ 25,604,776.00
Water Facilities	8 units	15-75	\$ 20,547,290.00
Total:			\$ 162,519,314.00

Figure 4.3: Water Distribution Infrastructure by Age (%)

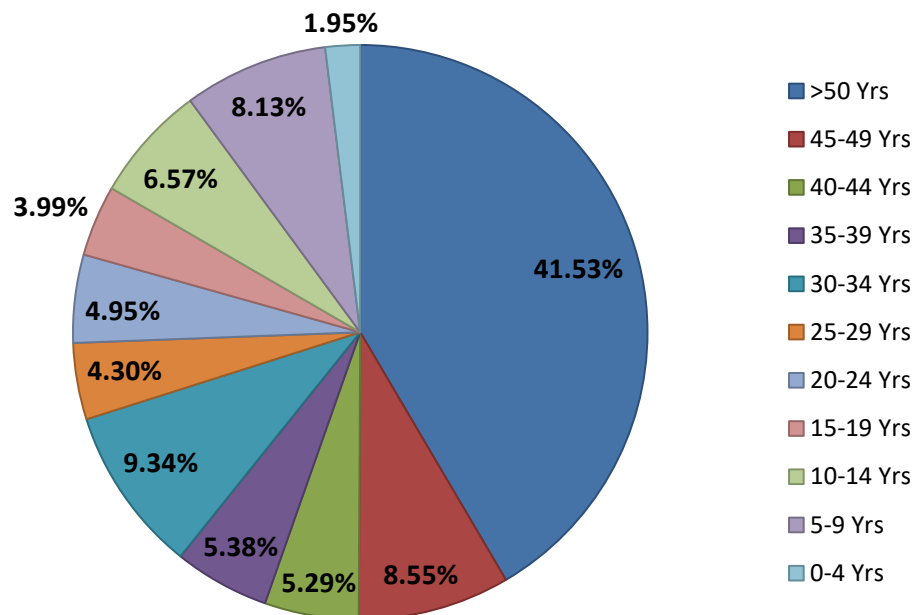
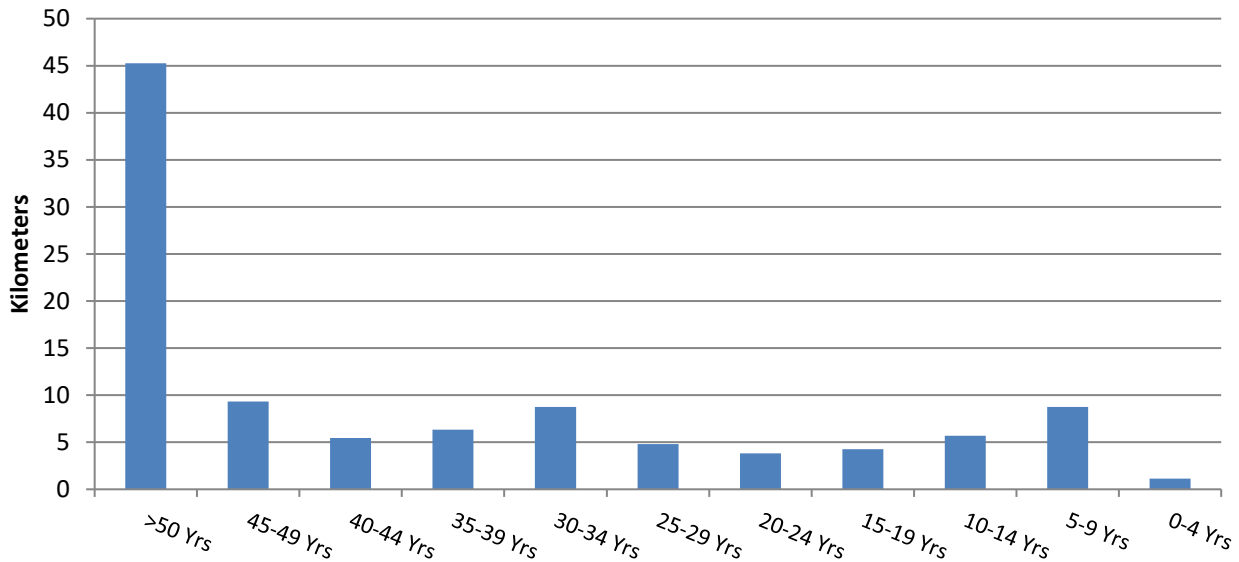


Figure 4.4: Length of Water Distribution Infrastructure by Age (Km)



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 4.5, 4.6 and 4.7.

Figure 4.5: Length of Water Distribution Infrastructure Material by Age (Km)

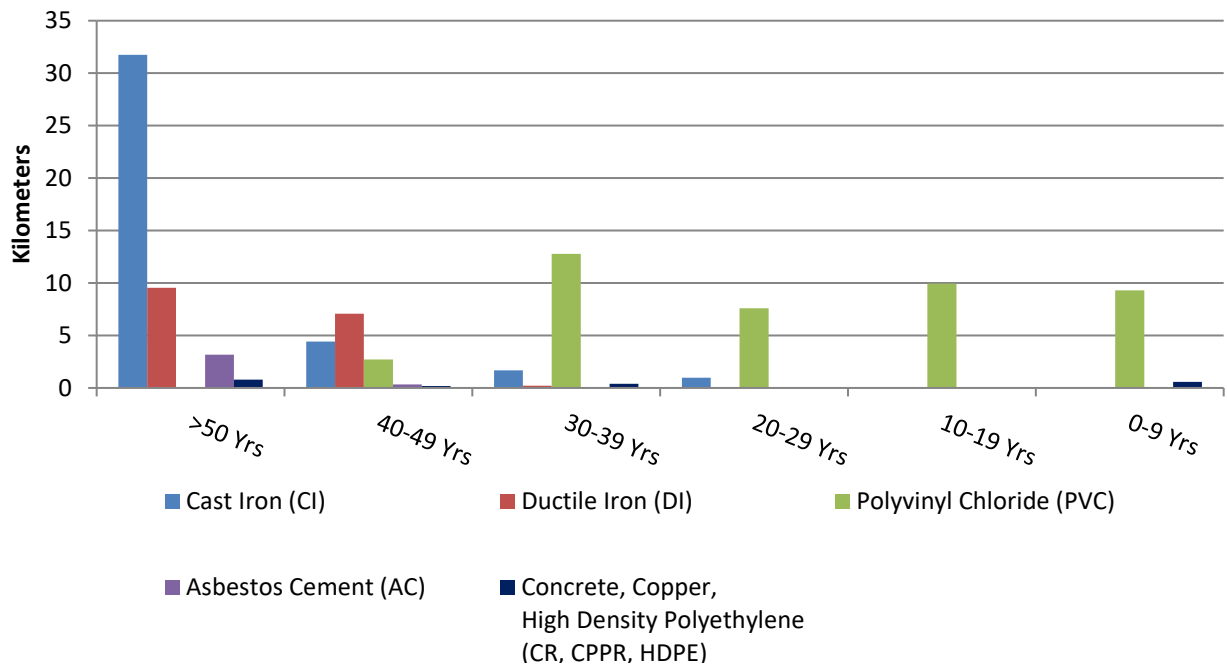


Figure 4.6: Water Distribution Infrastructure Material (%)

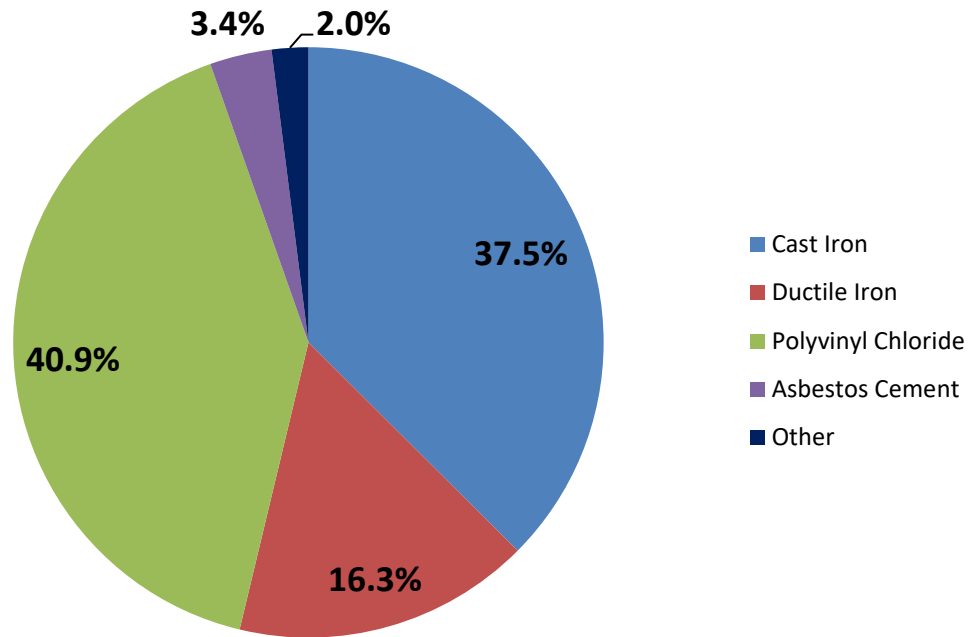
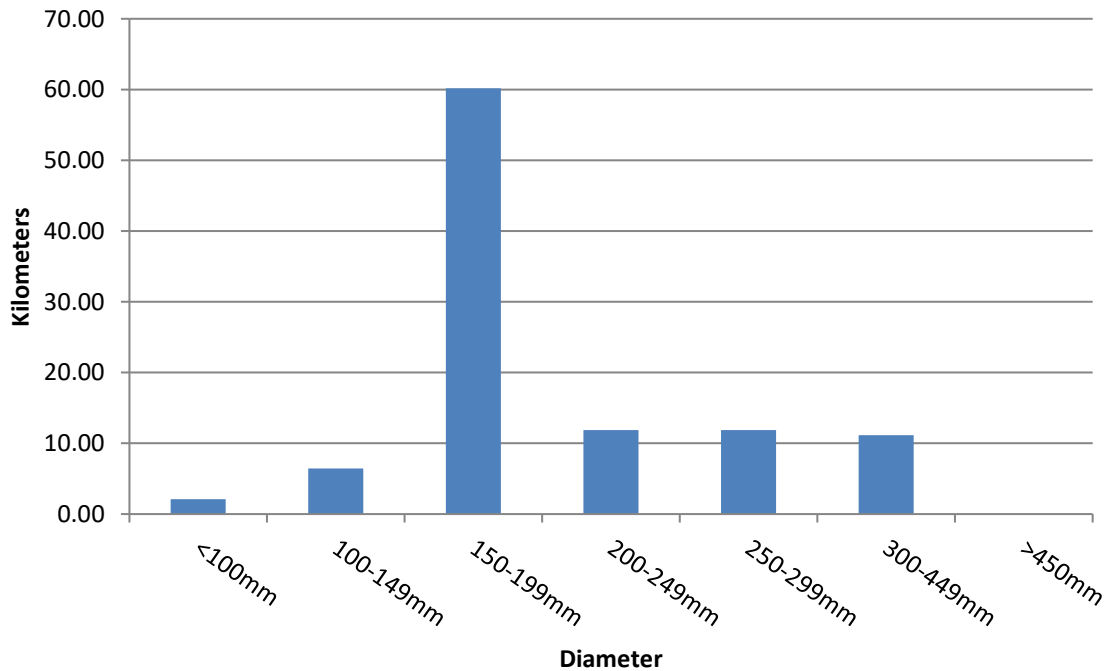


Figure 4.7: Water Distribution Infrastructure Diameter (Km)



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. The average age of the City's water facilities is 50 years. However, a large percentage of these facilities have received significant maintenance and upgrades since that time. The City's water facilities are currently operated under contract 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 drilled wells (raw water) and then treated. Once completed, treated water is directed to a clear well and pumped to the water reservoir located at 177104 Shepherdson Road. The New Liskeard system currently services about 4,800 residents. This location has a rated capacity limit of 7,865 m³/day with an average consumption of 3,675m³/day as of 2024.

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 is then treated. Once completed, treated water is directed to a clear well and is pumped to the Water Reservoir located at 400 Niven St. S. The Haileybury systems services about 4,200 residents. This location has a rated capacity limit of 6,820 m³/day with an average consumption of 2,298m³/day as of 2024. The Haileybury Water Treatment Plant is also utilized as the Ontario Clean Water Agency (current contracted agency) hub office for this district.

4.2.3 Risk and Criticality Analytics

Risk and criticality calculation determines the overall risk of water asset failures. Figure 4.8 and 4.9 provide a representation of the level of risk per kilometer and cost. Figure 4.10 represents the total risk of the water assets.

Note: The level of risk for all environmental facilities will remain in the high risk levels due to social and environmental impacts. Analyzing and determining the consequence and probability of failure of these facilities remains a difficult task for the municipality. However, these facilities are consistently monitored in order to allow the City to prioritize operational and capital projects based on the greatest risk of failure for each facility.



Figure 4.8: Level of Risk - Watermains (Km)

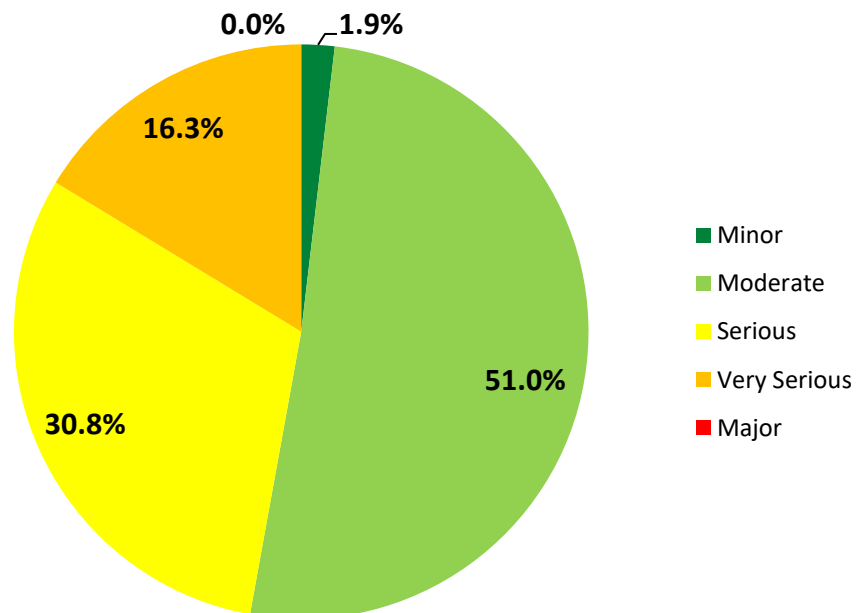
Consequence	5	0.00	1.95	0.09	0.00	0.00
	4	13.46	1.18	2.60	3.72	0.00
	3	4.96	1.61	2.49	2.91	0.00
	2	23.68	5.81	23.42	7.21	0.00
	1	2.37	0.62	3.32	2.23	0.00
		1	2	3	4	5
Probability						

Figure 4.9: Level of Risk - Watermains (\$)

Consequence	5	\$ -	\$ 2,839,200	\$ 126,672	\$ -	\$ -
	4	\$ 15,689,546	\$ 1,347,800	\$ 3,042,288	\$ 4,375,858	\$ -
	3	\$ 5,301,850	\$ 1,717,350	\$ 2,660,020	\$ 3,106,460	\$ -
	2	\$ 24,391,224	\$ 5,983,270	\$ 24,122,600	\$ 7,425,270	\$ -
	1	\$ 1,925,590	\$ 551,360	\$ 2,942,470	\$ 1,825,120	\$ -
		1	2	3	4	5
Probability						

*Reference section 7.4.1

Figure 4.10: Total Risk of Water Assets (%)



4.2.4 Lifecycle Activities

Figure 4.11 provides a representation of the overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its water assets (10-year forecast). The City's annual average operating expenditure for water assets total \$2,326,548. The City's annual average total requirements are \$12,269,634.

Figure 4.11: Water Lifecycle Forecast Cost (\$)

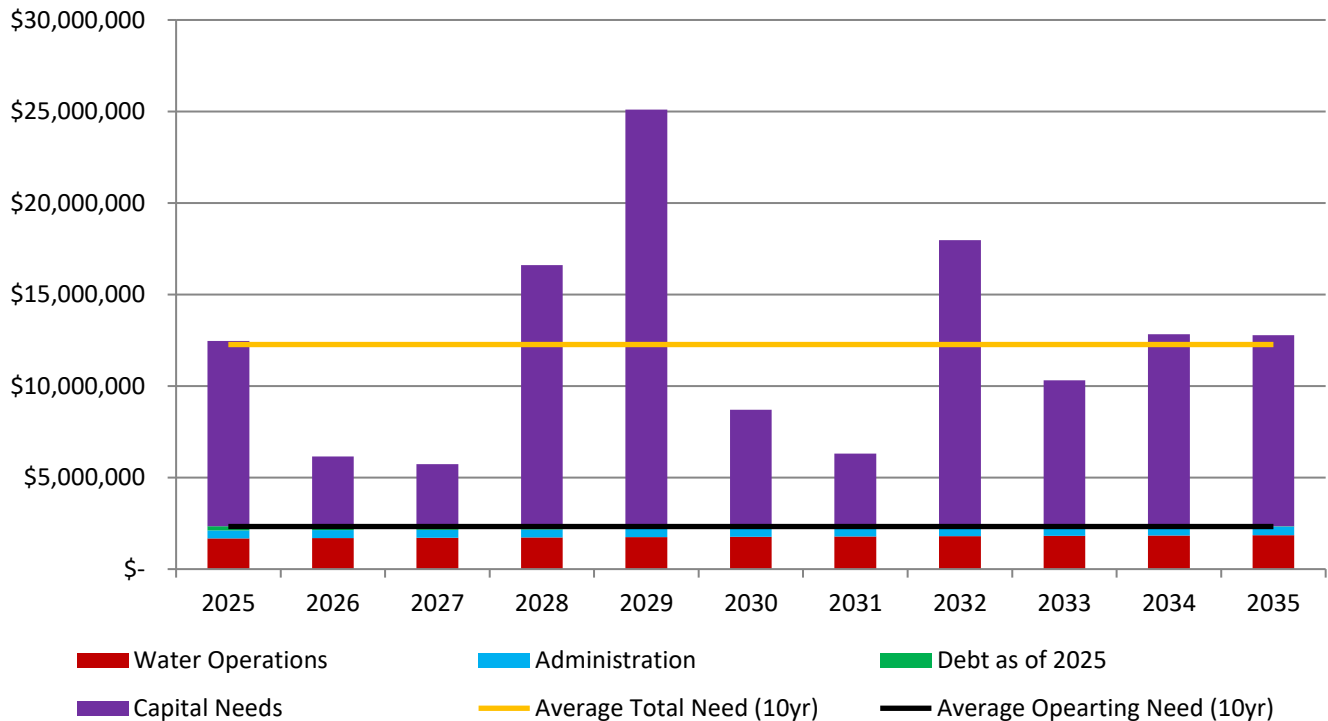


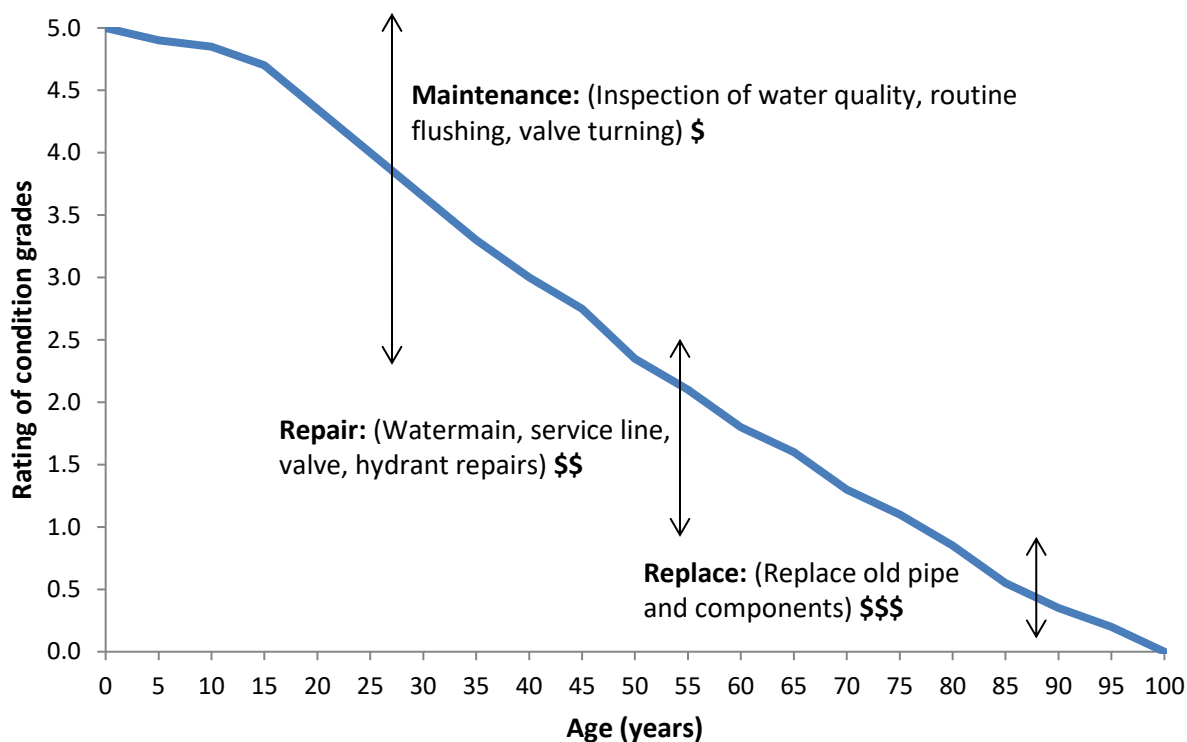
Figure 4.12 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the most return on the investment from construction to disposal of the asset. It's also important to consider the varieties of factors that can cause the lifespan of the asset to vary from its expected service life. These factors can include but are not limited to:

- Quality of initial construction
- Appropriateness of the materials selected
- Loadings exerted on the pipe from traffic above or natural soil movement
- Soil conditions
- Chemistry of the flow within the pipe



Note: The following lifecycle deterioration rate and strategies example will be based on the current recommended and best construction practices and materials for each asset category. Watermains will be calculated using polyvinyl chloride (PVC) with a life expectancy of 100 years.

Figure 4.12: Water Lifecycle Intervention Strategies



Some operational lifecycle activity options for water assets include but are not limited to:

- Regulated watermain flushing and inspections programs
- Valve exercising programs to prevent improper functionality of the asset
- Watermain and service line repairs
- Fire hydrant repairs
- Fire hydrant winterizing
- Treatment monitoring
- Treatment facility repairs

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention such as consultation and design work for rehabilitation and replacement activities.



4.2.5 Condition Report Card

In 2022, the City of Temiskaming Shores experienced the highest total number of repairs (109 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.

Figure 4.13 and table 4-7 shows the average ratings and overall report card grade for the City's water system using a five point system. This initial condition report is age based. Material type and diameter (capacity) of pipe have been considered in the risk analysis. These values may be adjusted as the City developpes a physical condition assessment program, as more information is gathered, or as the City upgrades the asset. *Reference section 4.1.5

Figure 4.13: Water Condition Report Card (%)

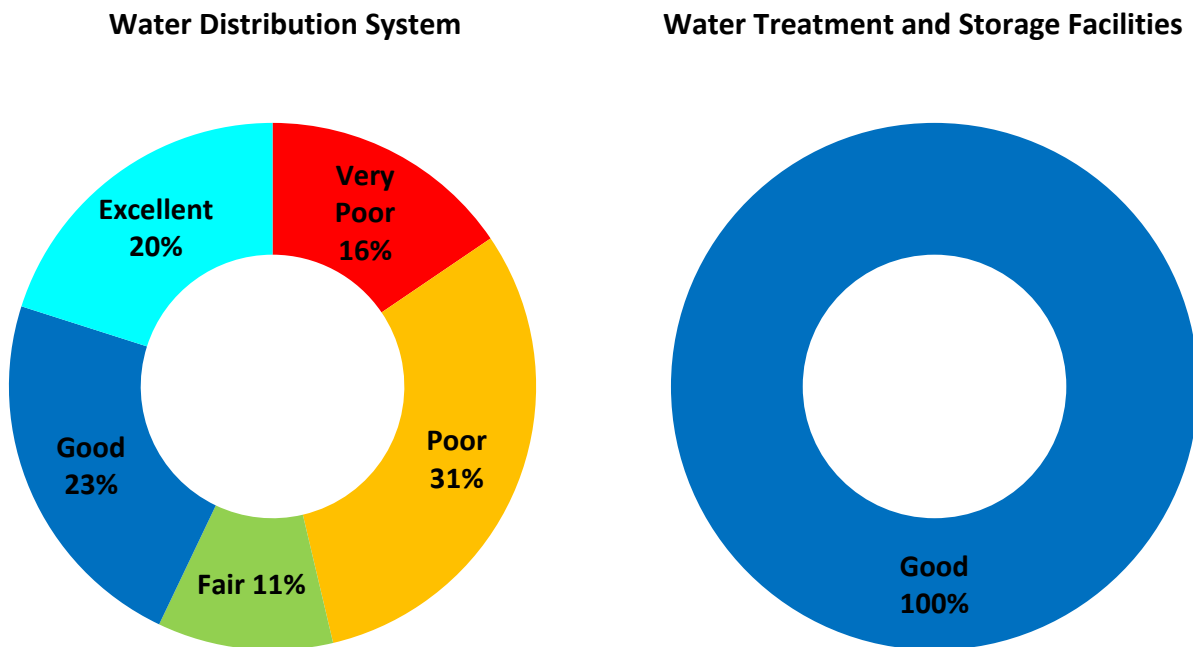


Table 4-7: Water Services Report Card

Infrastructure Condition Rating	Financial Rating	Overall Rating
3.01	2.50	2.76
Facility Condition Rating	Financial Rating	Overall Rating
4.00	2.80	3.40



4.3

SANITARY



4.3 Sanitary

4.3.1 Inventory Overview

The sanitary (sewer) system collection and treatment system for Temiskaming Shores includes approximately 95.1 km of piping, 1047 maintenance structures and 31 control and specialized valves. The average age of pipe in the system is 44 years old. The age distribution of the sanitary sewer system infrastructure is shown in Figure 4.14 and Figure 4.15.

Table 4-8: Total Replacement Cost for Sanitary Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Sanitary Sewer	95.1 km	60-100	\$ 85,666,950.00
Manholes	1047 units	50	\$ 11,156,800.00
Control and Specialized Valves	31 units	15-20	\$ 342,300.00
Sanitary Services	3850 units	60-100	\$ 10,395,000.00
Wastewater Facilities	16 units	15-75	\$ 23,762,887.00
Total:			\$ 131,323,937.00

Figure 4.14: Sanitary Collection Infrastructure by Age (%)

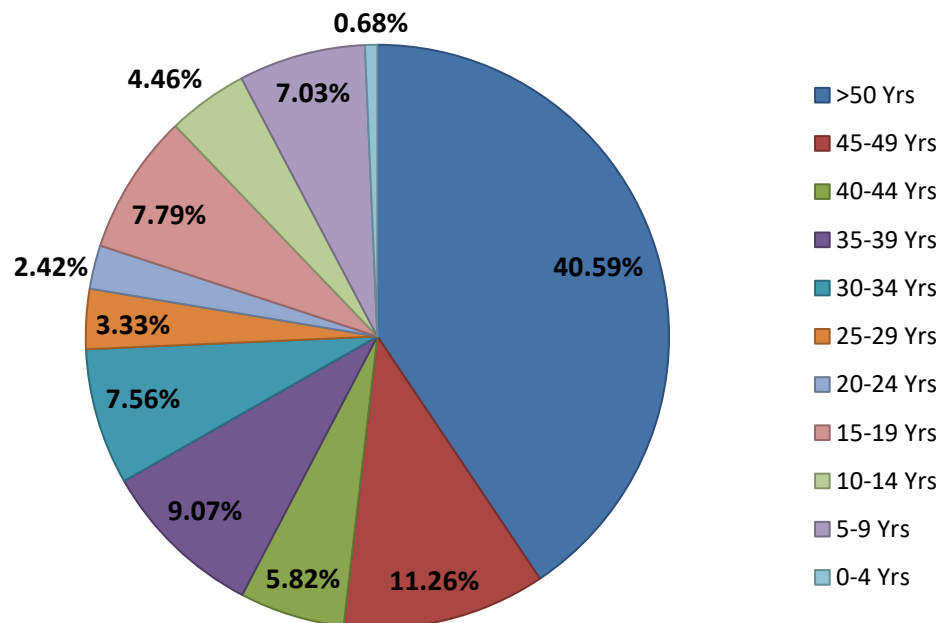
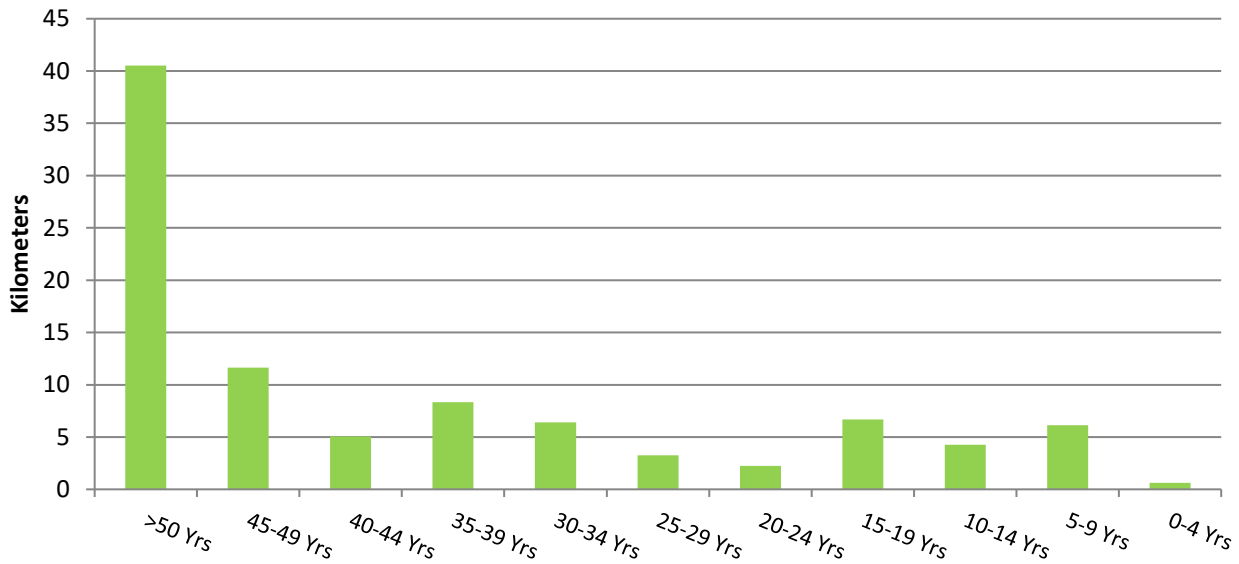


Figure 4.15: Length of Sanitary Collection Infrastructure by Age (Km)



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 4.16, 4.17 and 4.18.

Figure 4.16: Length of Sanitary Collection Infrastructure Material by Age (Km)

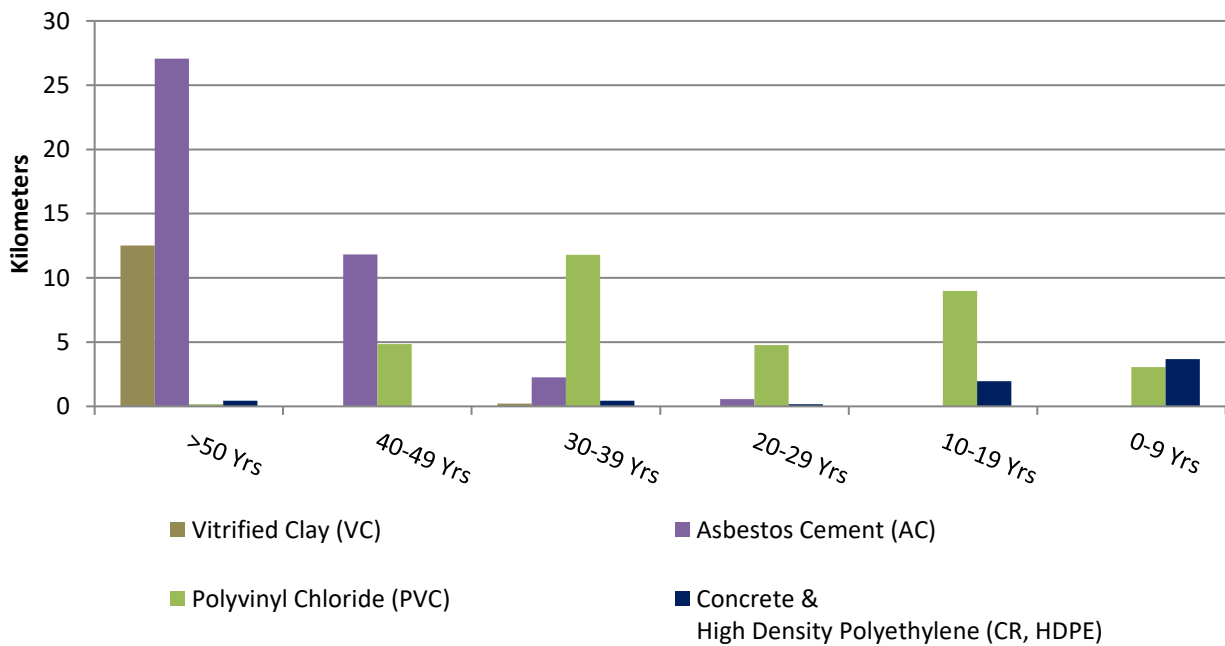


Figure 4.17: Sanitary Collection Infrastructure Material (%)

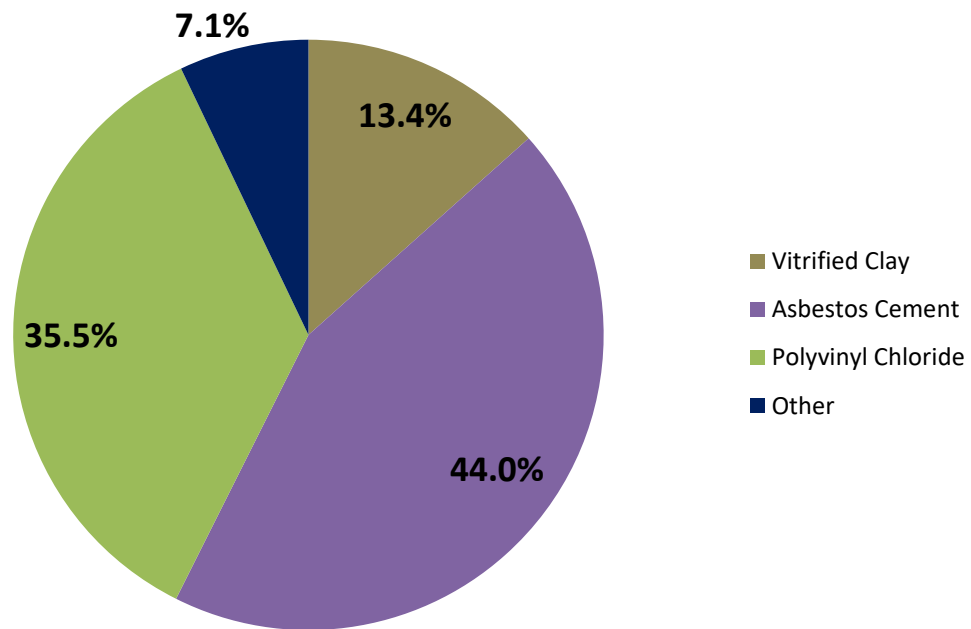
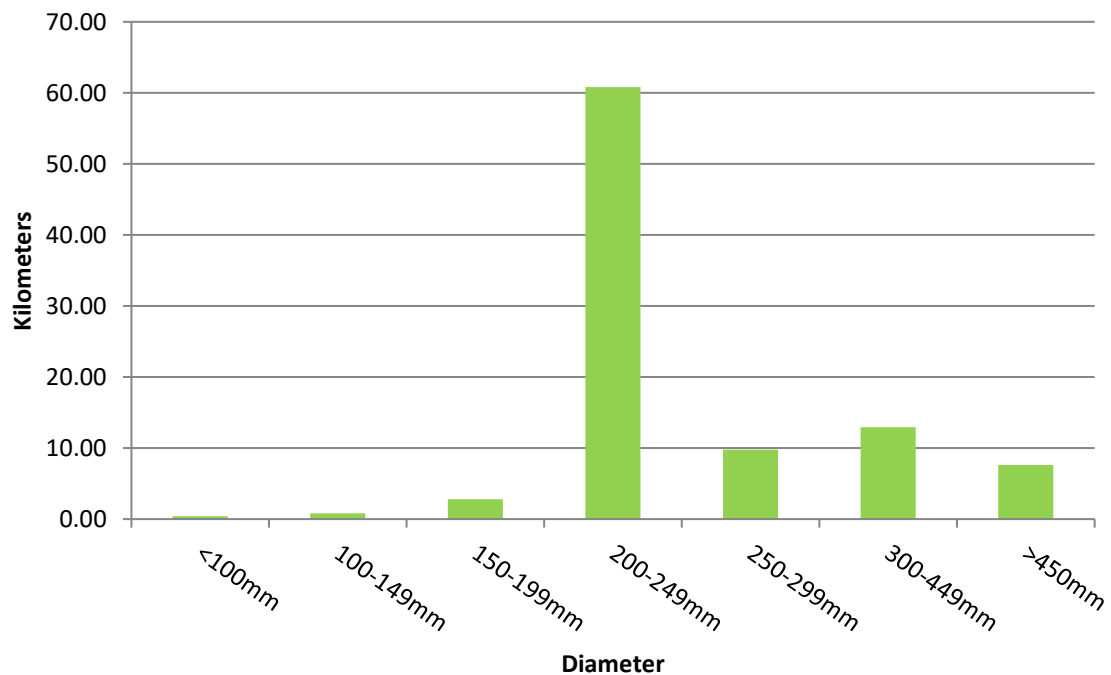


Figure 4.18: Sanitary Collection Infrastructure Diameter (Km)



4.3.2 Sanitary Facilities

The City of Temiskaming Shores provides a complex wastewater treatment system for its residents. There are two wastewater aerated lagoons and one mechanical sewage treatment plant. It's also responsible for 11 sanitary lift/pumping stations located throughout the municipality. The average age of the City's sanitary facilities is 34 years. However, a large percentage of these facilities have received significant maintenance and upgrades since that time. The City's wastewater facilities are currently operated under contract by the Ontario Clean Water Agency.

- The New Liskeard Wastewater Lagoon located at 177304 Bedard Road, is a class 1 facility that provides sewage treatment for residents and businesses in 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 a rated working capacity of 5,500 m³/day (average) and continuously discharges to the Wabi River which flows into Lake Timiskaming. This location is at 89% capacity and pumping capacity is sufficient as of 2024.

Pumping Station Locations:

- Cedar Street
- Elm Avenue
- Jaffray Street (Goodman)
- Gray Road
- Montgomery Street
- Niven Street North
- Riverside Drive

- 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 4,200 residents within the former town of Haileybury and has an average rated working capacity of 2,728 m³/day (average). There are 2 pumping stations in the collection system that direct sanitary sewage to the plant. This location is at 70% capacity and pumping capacity is sufficient as of 2024.

Pumping Station Locations:

- Brewster Street
- Farr Drive

- The North Cobalt Wastewater Lagoon located at 543083 Proctors Road, is a class 2 facility that provides sewage treatment for the residents 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 1,200 m³/day (average) and continuously discharges to the Farr Creek which flows into Lake Timiskaming. This location is at 35% capacity and pumping capacity is sufficient as of 2024.

Pumping Station Locations:

- Groom Drive
- Station Street



4.3.3 Risk and Criticality Analytics

The risk and criticality calculation determines the overall risk of the wastewater asset failures. Figure 4.19 and 4.20 provides a representation of the level of risk per kilometer and cost. Figure 4.21 represents the total risk of the wastewater assets.

Note: The level of risk for all environmental facilities will remain in the high risk levels due to social and environmental impacts. Analyzing and determining the consequence and probability of failure of these facilities remains a difficult task for the municipality. However, these facilities are consistently monitored in order to allow the City to prioritize operational and capital projects based on the greatest risk of failure for each facility.

Figure 4.19: Level of Risk – Sewer mains (Km)

Consequence	5	7.45	1.53	0.35	1.69	0.00
	4	0.01	0.00	0.00	2.27	0.00
	3	4.78	0.33	0.37	1.75	0.00
	2	1.86	0.46	1.27	6.19	0.00
	1	23.09	2.60	6.52	32.60	0.00
		1	2	3	4	5
Probability						

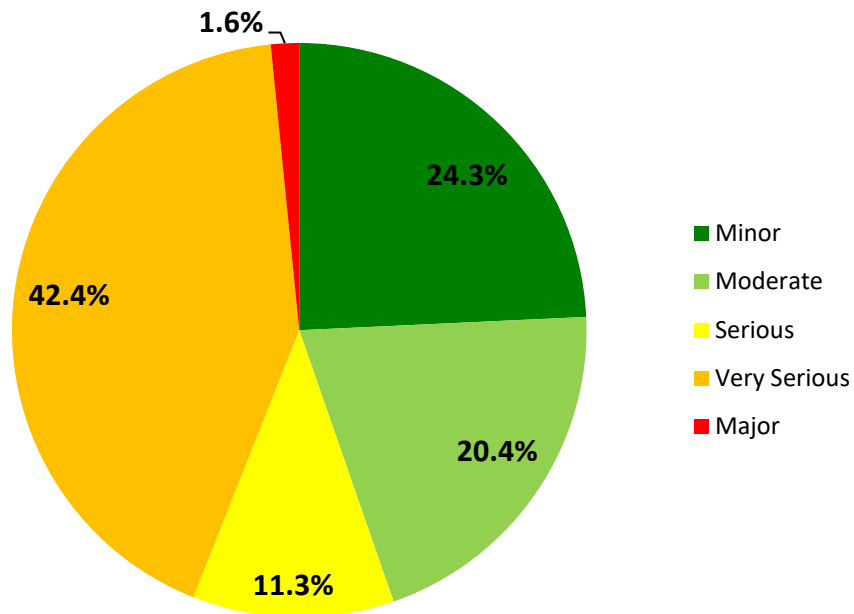
Figure 4.20: Level of Risk – Sewer mains (\$)

Consequence	5	\$ 6,481,730	\$ 1,608,250	\$ 388,500	\$ 1,803,120	\$ -
	4	\$ 2,700	\$ -	\$ -	\$ 1,021,050	\$ -
	3	\$ 3,773,770	\$ 332,290	\$ 370,670	\$ 1,771,540	\$ -
	2	\$ 1,836,450	\$ 457,380	\$ 1,160,830	\$ 5,597,710	\$ -
	1	\$20,423,180	\$ 2,445,060	\$ 6,136,980	\$31,049,640	\$ -
		1	2	3	4	5
Probability						

*Reference section 7.4.1



Figure 4.21: Total Risk of Sanitary Assets (%)



4.3.4 Lifecycle Activities

Figure 4.22 provides a representation of the overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its wastewater assets (10-year forecast). The City's average annual operational requirements for wastewater assets total \$1,735,987. The City's annual average total requirements are \$9,523,891.



Figure 4.22: Sanitary Lifecycle Cost (\$)

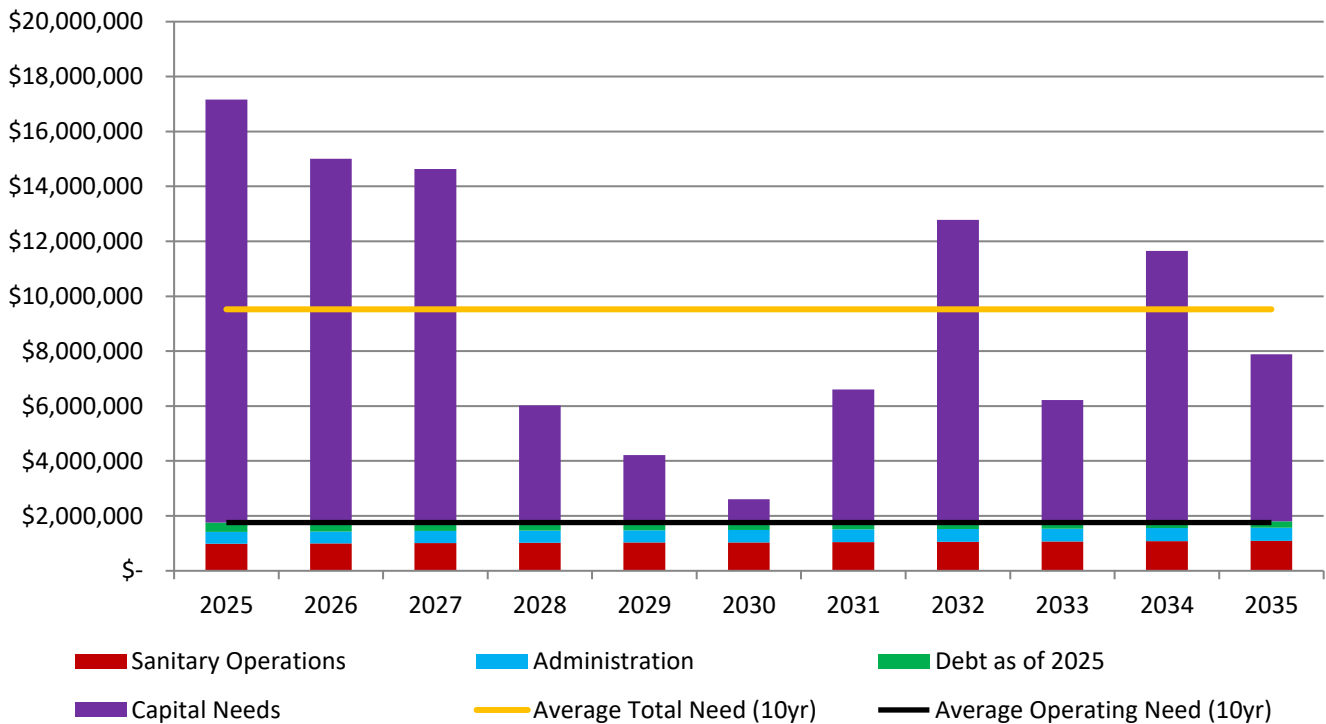


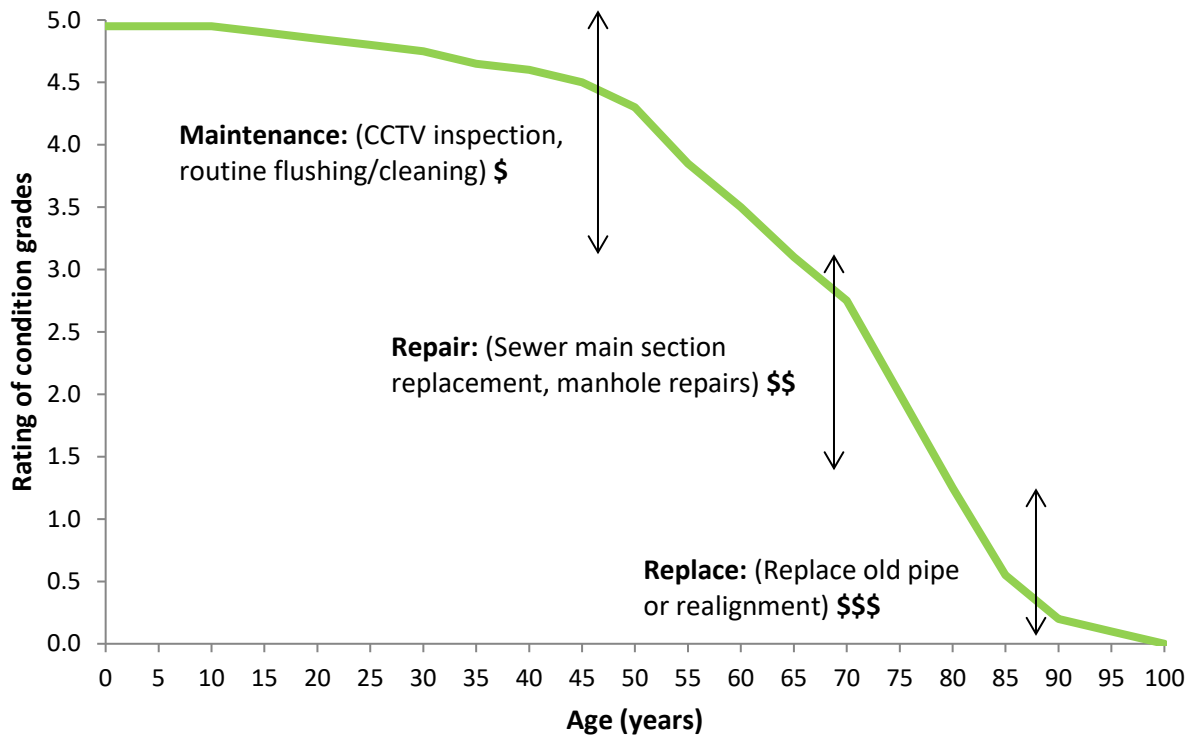
Figure 4.23 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the best return on the investment value. A variety of factors can affect the lifespan of the asset to vary from its expected service life. These factors can include but are not limited to:

- Quality of initial construction
- Appropriateness of the materials selected
- Loadings exerted on the pipe from traffic above or natural soil movement
- Soil conditions
- Chemistry of the flow within the pipe

Note: The following lifecycle deterioration rate and strategies example are based on the current recommended and best construction practices and materials for each asset category. Sewer mains are calculated using polyvinyl chloride (PVC) with a life expectancy of 100 years.



Figure 4.23: Sanitary Lifecycle Intervention Strategies



Some operational lifecycle activities for sanitary assets include but are not limited to:

- Sewer flushing and inspections programs
- Sewer main and manhole structure repairs
- Treatment monitoring
- Treatment facility repairs

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention. These include consultation and design work for rehabilitation and replacement activities.

4.3.5 Condition Report Card

It's important to note that no areas of the city are being serviced by combined sewer systems.

Figure 4.24 and table 4-9 shows the average ratings and overall report card grade for the City's sanitary sewer system using a five point system. This initial condition report is age based. Material type and diameter (capacity) of pipe have been considered in the risk analysis. These values may be adjusted as the City developpes a physical condition assessment program, as more information is gathered, or as the City upgrades the asset. *Reference section 4.1.5



Figure 4.24: Sanitary Condition Report Card (%)

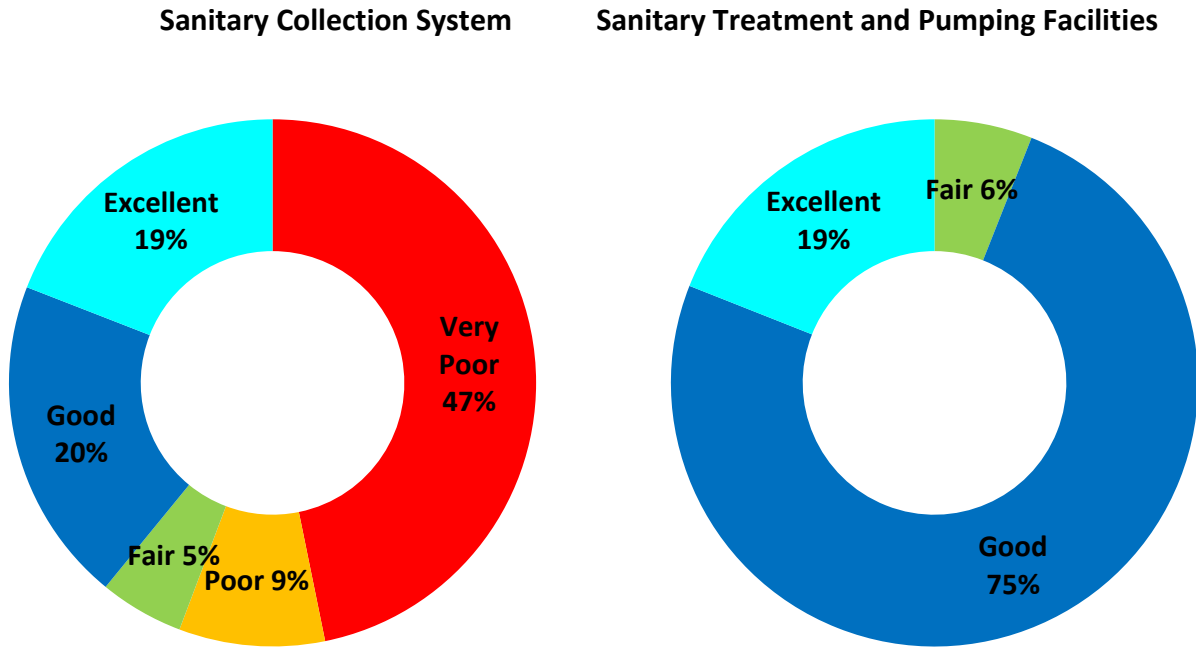


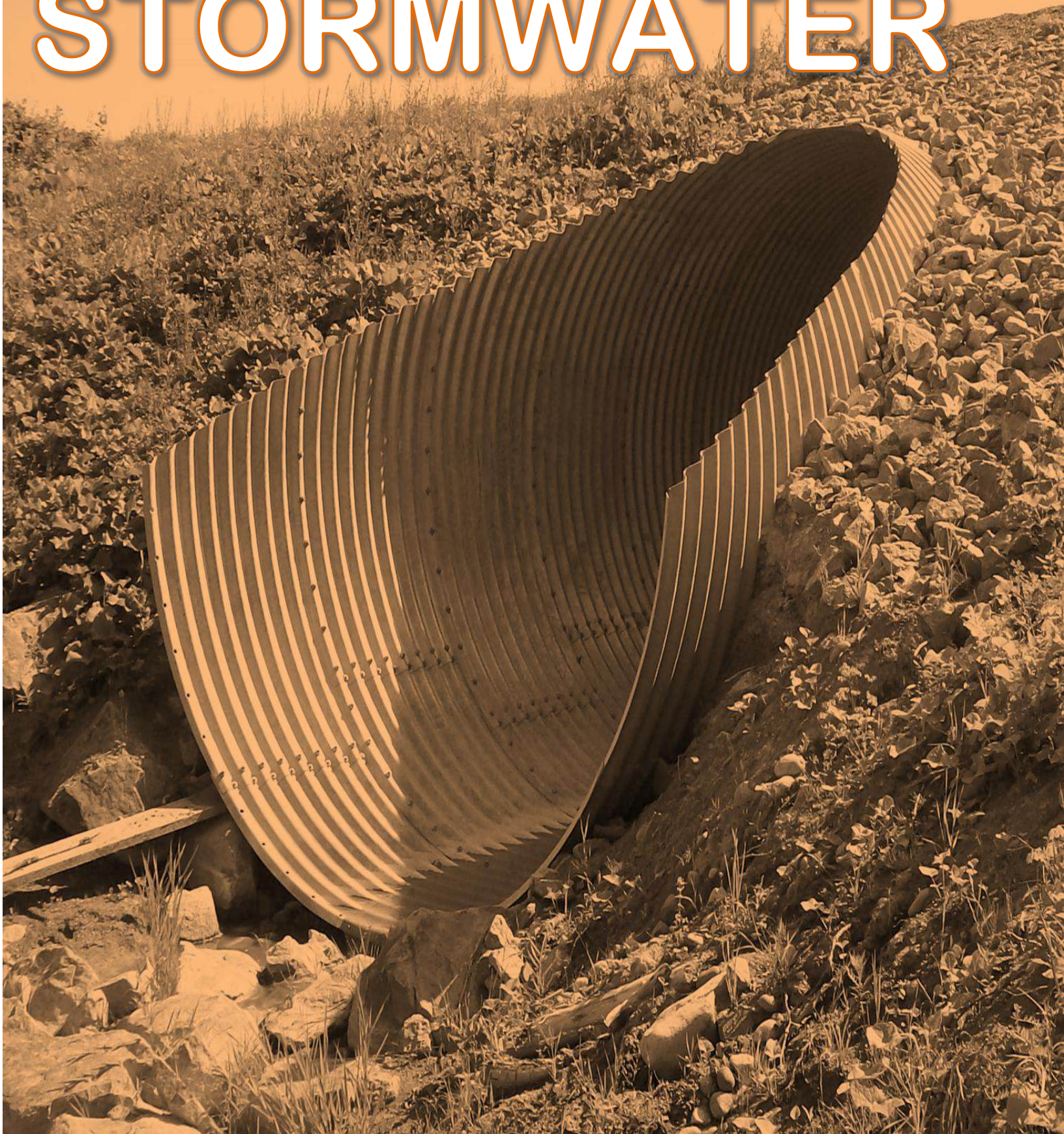
Table 4-9: Sanitary Services Report Card

Infrastructure Condition Rating	Financial Rating	Overall Rating
2.56	2.50	2.53
Facility Condition Rating	Financial Rating	Overall Rating
4.13	2.80	3.47



4.4

STORMWATER



4.4 Stormwater

4.4.1 Inventory Overview

The stormwater management system for Temiskaming Shores has approximately 64.8 km of stormwater sewer piping and 2,075 maintenance structures located within the infrastructure portfolio. The current average pipe age is 42 years. The age distribution of storm sewer infrastructure installation years is shown in Figure 4.25 and Figure 4.26.

Table 4-10: Total Replacement Cost for Stormwater Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Storm Sewer	64.8 km	40-80	\$ 65,944,900.00
Catchbasins	1912	50	\$ 13,075,200.00
Manholes	163 units	50	\$ 1,862,380.00
Centerline Culverts	7.8	40-80	\$ 9,164,568.00
Entrance Culverts	9.5 km	40-80	\$ 9,816,008.00
Ditches	468 units	10-15	\$ -
Ponds	1 unit	50	\$ 475,000.00
Total:			\$ 100,338,056.00

Figure 4.25: Stormwater System Infrastructure by Age (%)

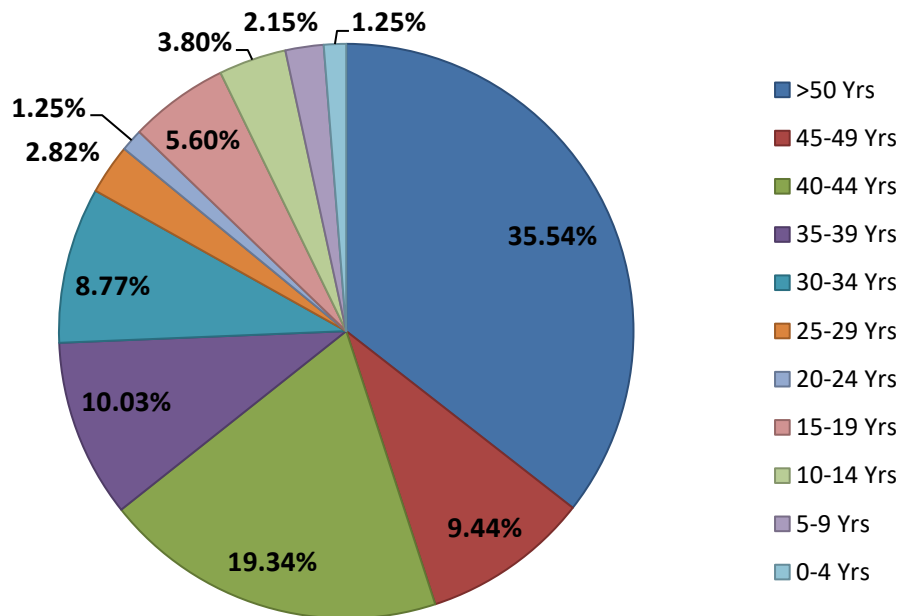
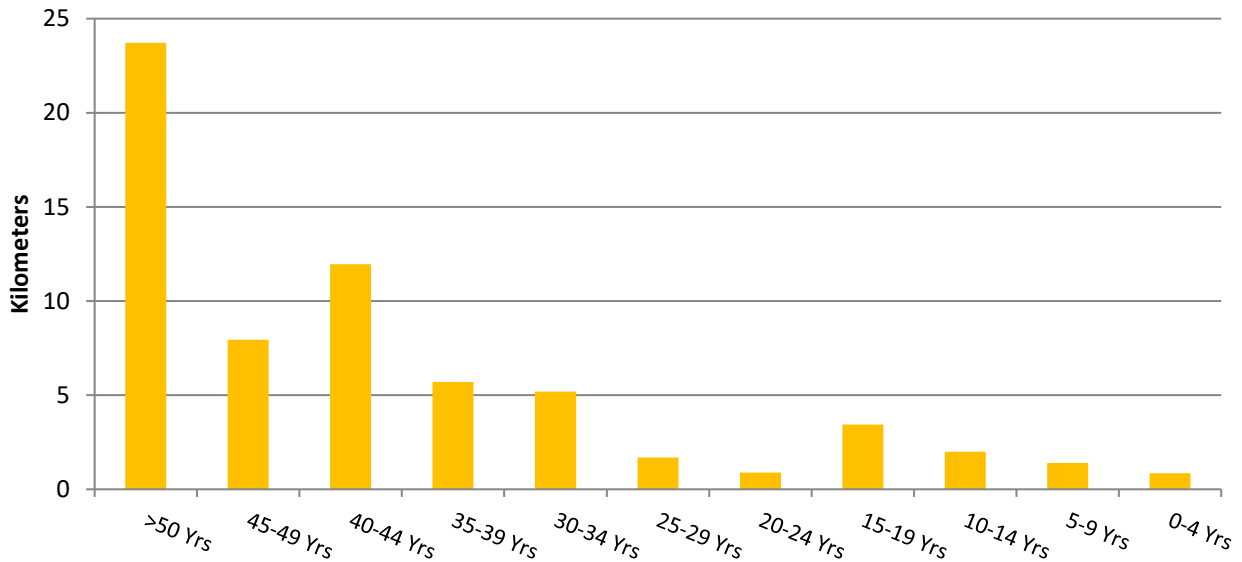


Figure 4.26: Length of Stormwater System Infrastructure by Age (Km)



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 4.27, 4.28 and 4.29.

Figure 4.27: Length of Stormwater System Infrastructure Material by Age (Km)

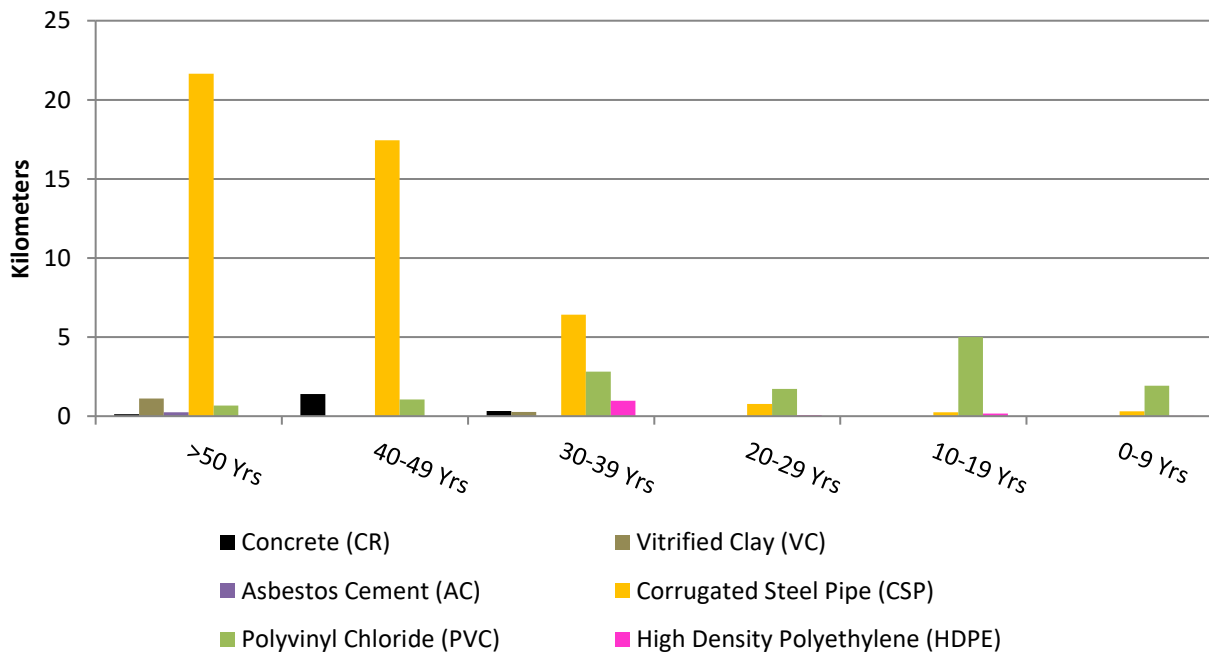


Figure 4.28: Stormwater System Infrastructure Material (%)

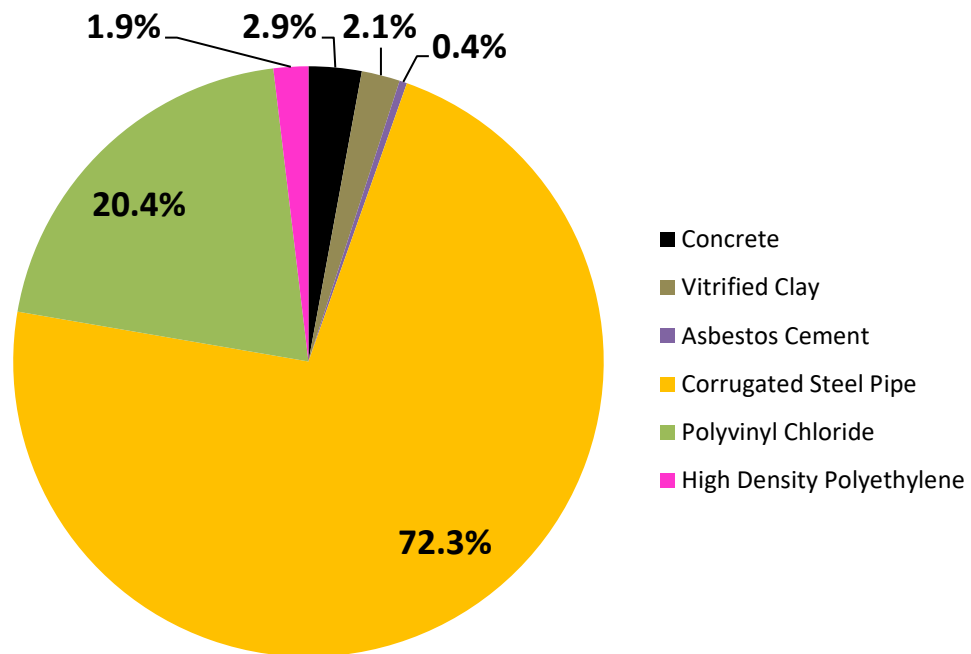
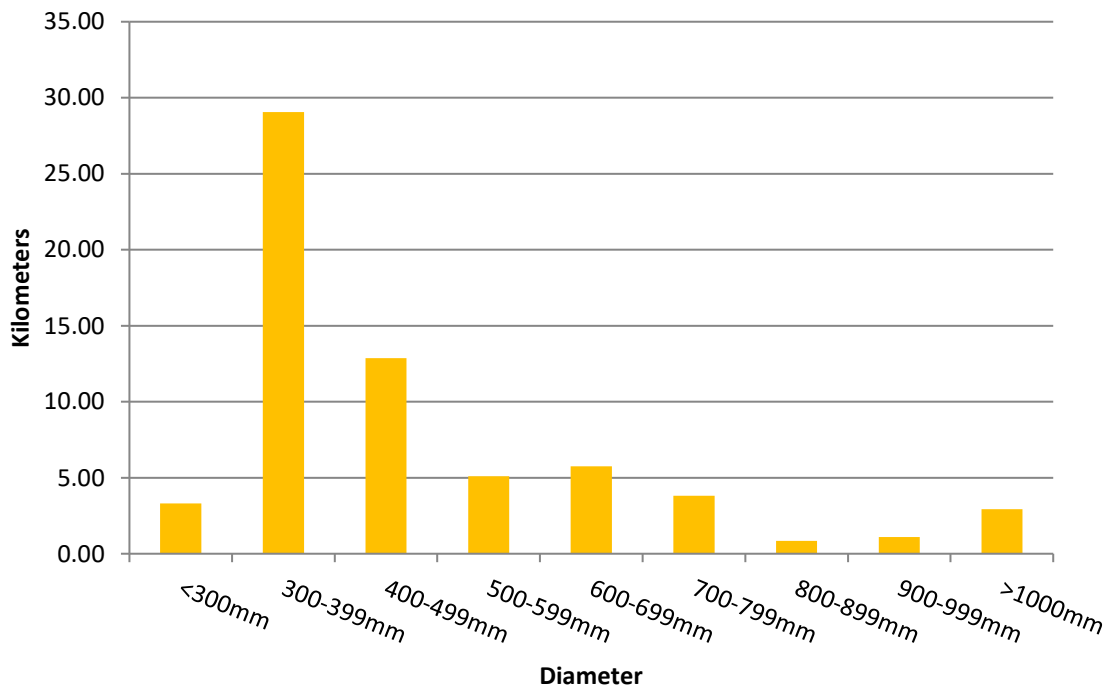


Figure 4.29: Stormwater System Infrastructure Diameter (Km)



4.4.2 Centerline and Entrance Culverts Inventory Overview

The City of Temiskaming Shores has approximately 7.8 km of centerline culverts, 9.5 km of entrance culverts piping and one Storm Water Management System located within its infrastructure portfolio. The current average pipe age is 40 years. The age distribution of storm sewer infrastructure installation years is shown in Figure 4.30 and Figure 4.31.

Note: that the average age of centerline culverts was based on staff knowledge and remains inaccurate, due to a lack of data. The age for entrance culverts isn't calculated.

Figure 4.30: Centerline Culvert Infrastructure by Age (%)

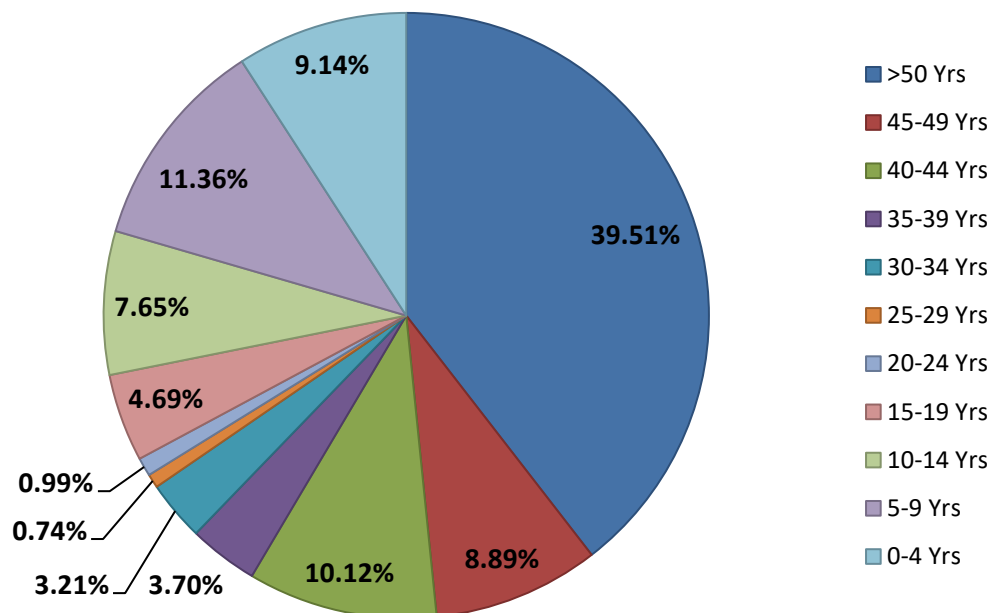
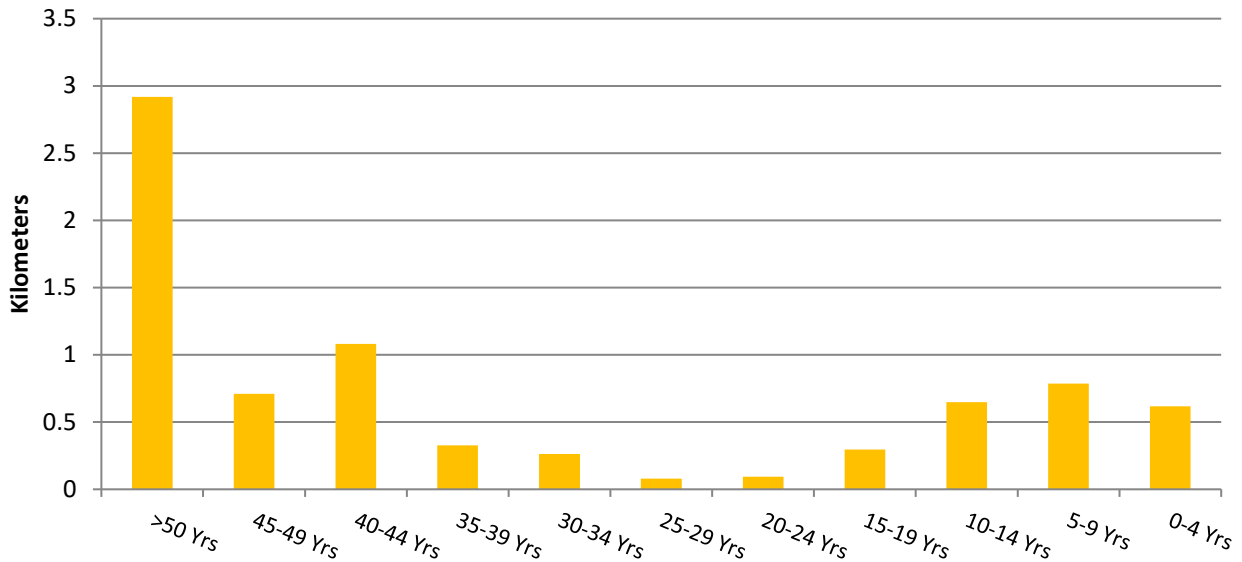


Figure 4.31: Length of Centerline Culvert Infrastructure by Age (Km)



The majority of the culverts are corrugated steel pipe with a diameter of over 1,000 mm and installed over 50+ years ago, as shown in Figure 4.32, 4.33 and 4.34.

Figure 4.32: Length of Centerline Culvert Infrastructure Material by Age (Km)

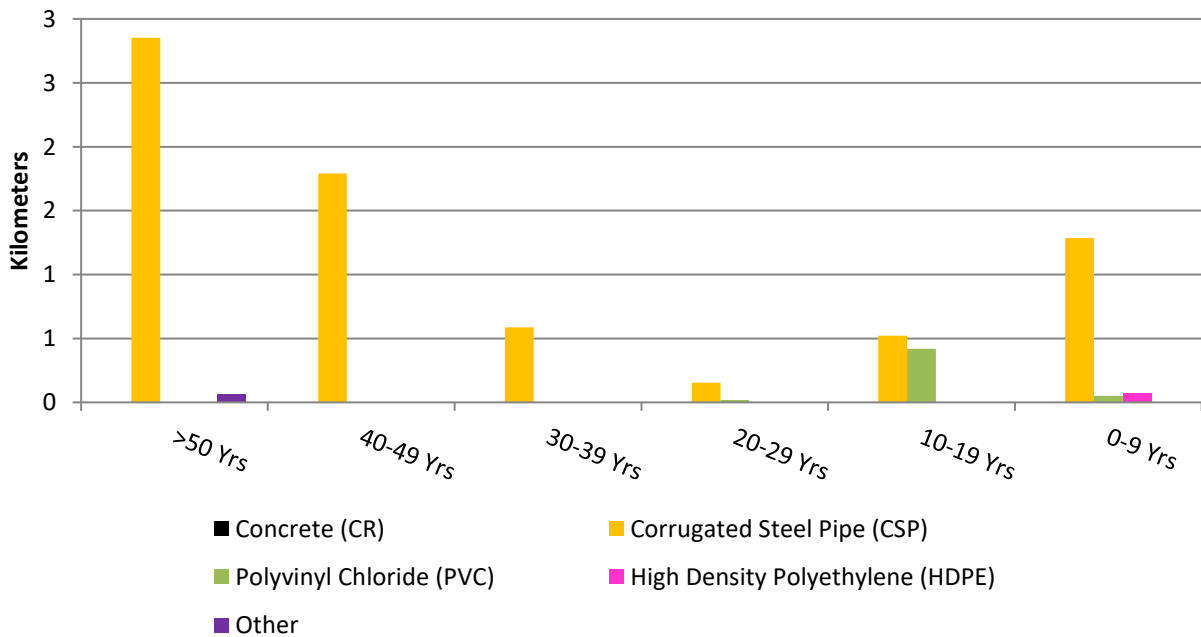


Figure 4.33: Centerline Culvert Infrastructure Material (%)

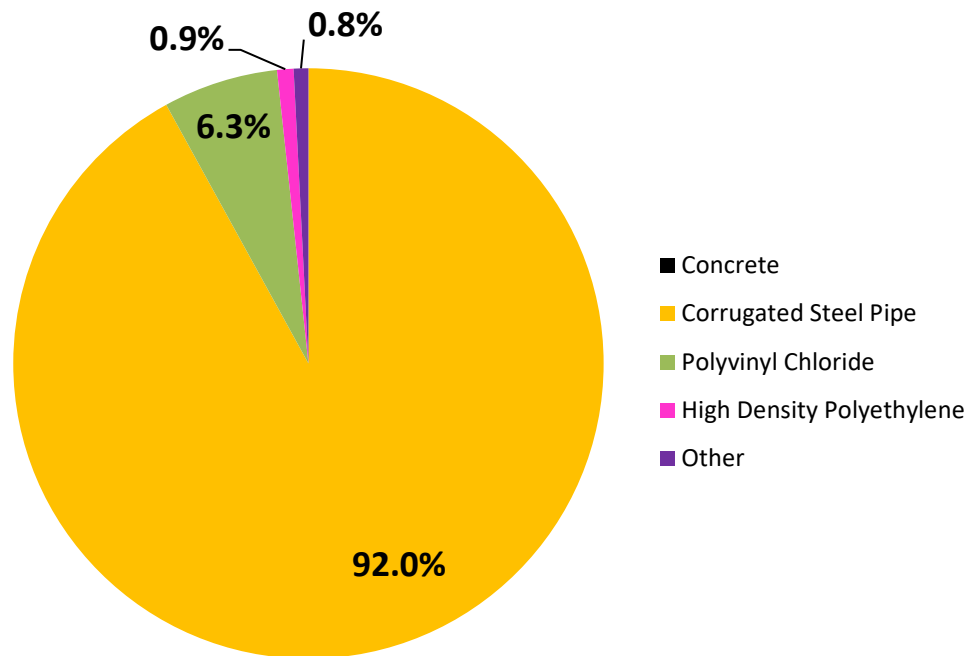


Figure 4.34: Centerline Culvert Infrastructure Diameter (Km)

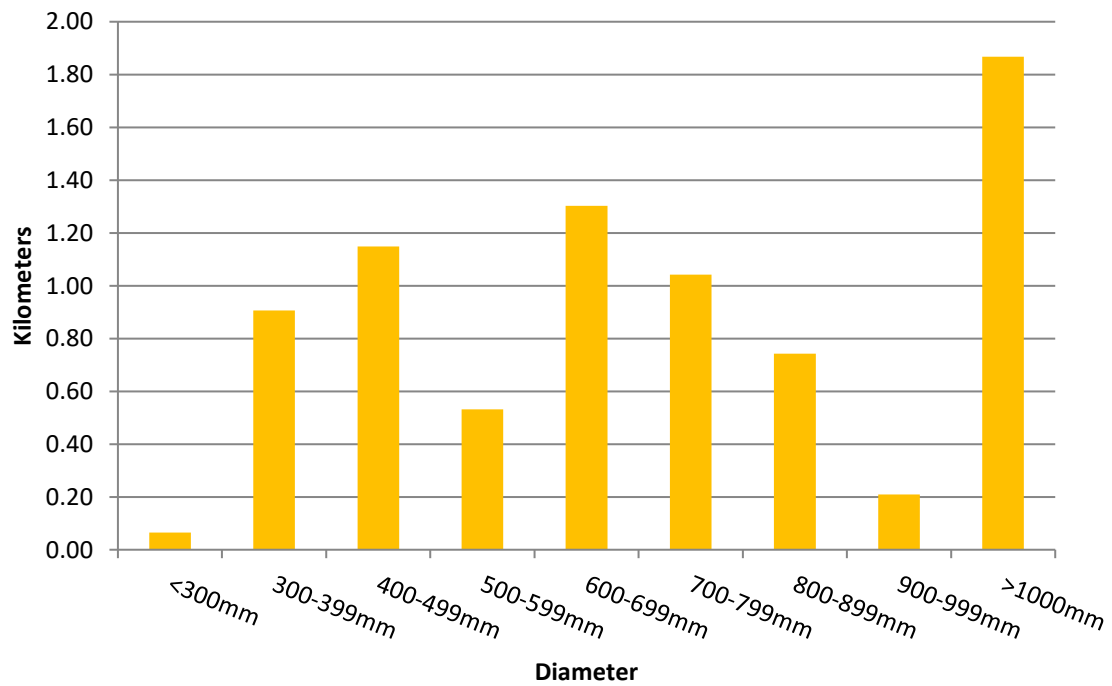


Figure 4.35: Entrance Culvert Infrastructure Material (%)

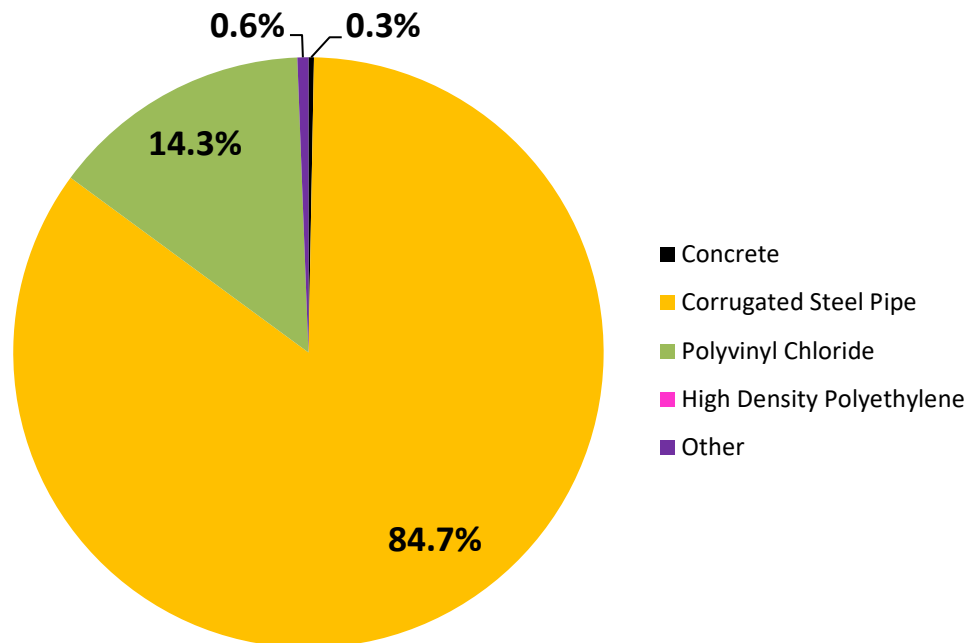
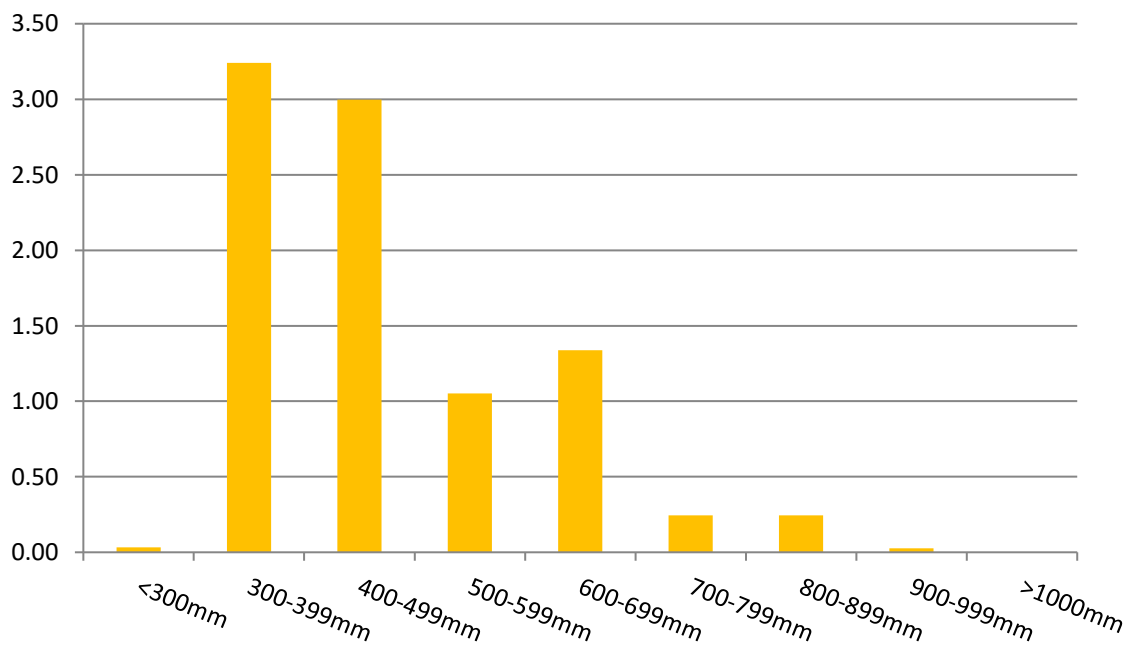


Figure 4.36: Entrance Culvert Infrastructure Diameter (Km)



4.4.3 Risk and Criticality Analytics

The risk and criticality calculation determines the overall risk of storm asset failures. Figure 4.37 and 4.38 provide a representation of the level of risk per kilometer and cost. Figure 4.39 represents the total risk of the storm assets.

Note: Only critical infrastructure will be analysed. Therefore, entrance culverts will be excluded from the Risk and Criticality Analytics.

Figure 4.37: Level of Risk – Stormwater mains & Centerline Culverts (Km)

Consequence	5	0.69	0.08	1.20	2.45	0.00
	4	1.81	0.04	0.22	5.25	0.00
	3	2.99	0.28	0.43	6.53	0.00
	2	9.06	1.77	1.58	34.85	0.00
	1	1.35	0.00	0.07	1.95	0.00
		1	2	3	4	5
Probability						

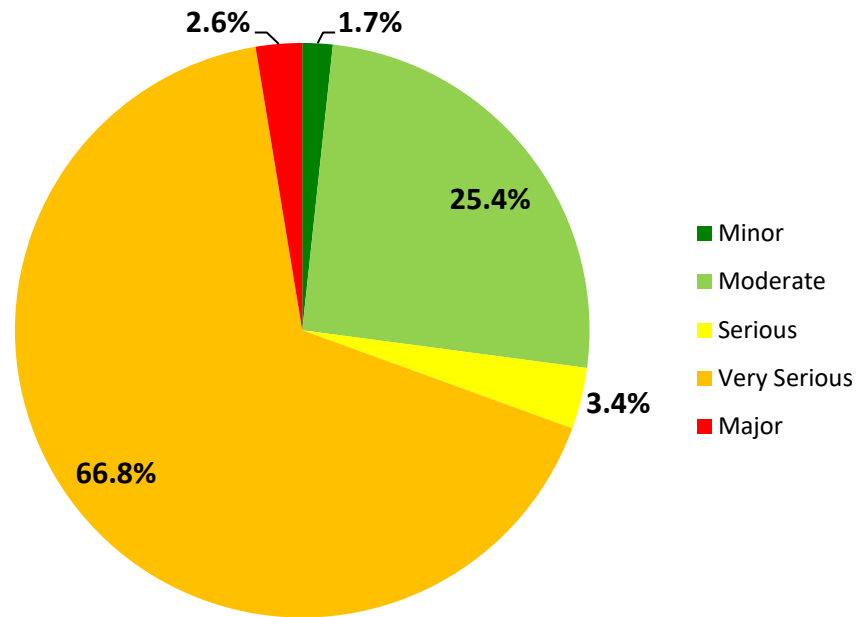
Figure 4.38: Level of Risk – Stormwater mains & Centerline Culverts (\$)

Consequence	5	\$ 983,840	\$ 115,830	\$ 1,714,570	\$ 3,500,640	\$ -
	4	\$ 2,173,916	\$ 40,600	\$ 267,508	\$ 6,311,324	\$ -
	3	\$ 3,396,690	\$ 322,460	\$ 489,230	\$ 7,257,870	\$ -
	2	\$ 8,880,030	\$ 1,749,090	\$ 1,538,070	\$ 34,137,660	\$ -
	1	\$ 891,660	\$ 1,980	\$ 46,860	\$ 1,289,640	\$ -
		1	2	3	4	5
Probability						

*Reference section 7.4.1



Figure 4.39: Total Risk of Stormwater Mains and Centerline Culverts Assets (%)



4.4.4 Lifecycle Activities

Figure 4.40 provides a representation of the overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its stormwater management assets (10-year forecast). The City's average annual operational requirements for storm assets total \$300,918. The City's annual average total requirements are \$1,134,065.



Figure 4.40: Stormwater Management Lifecycle Cost (\$)

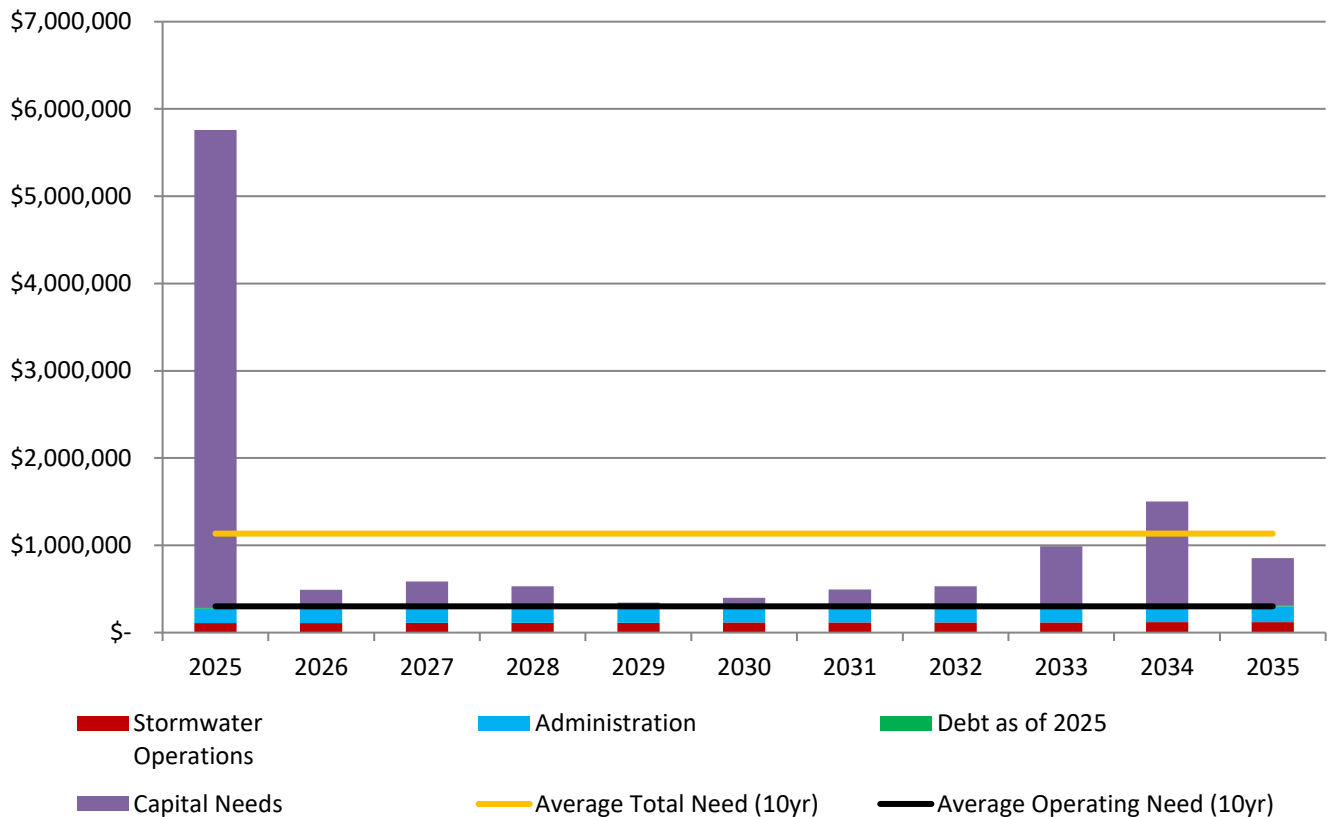


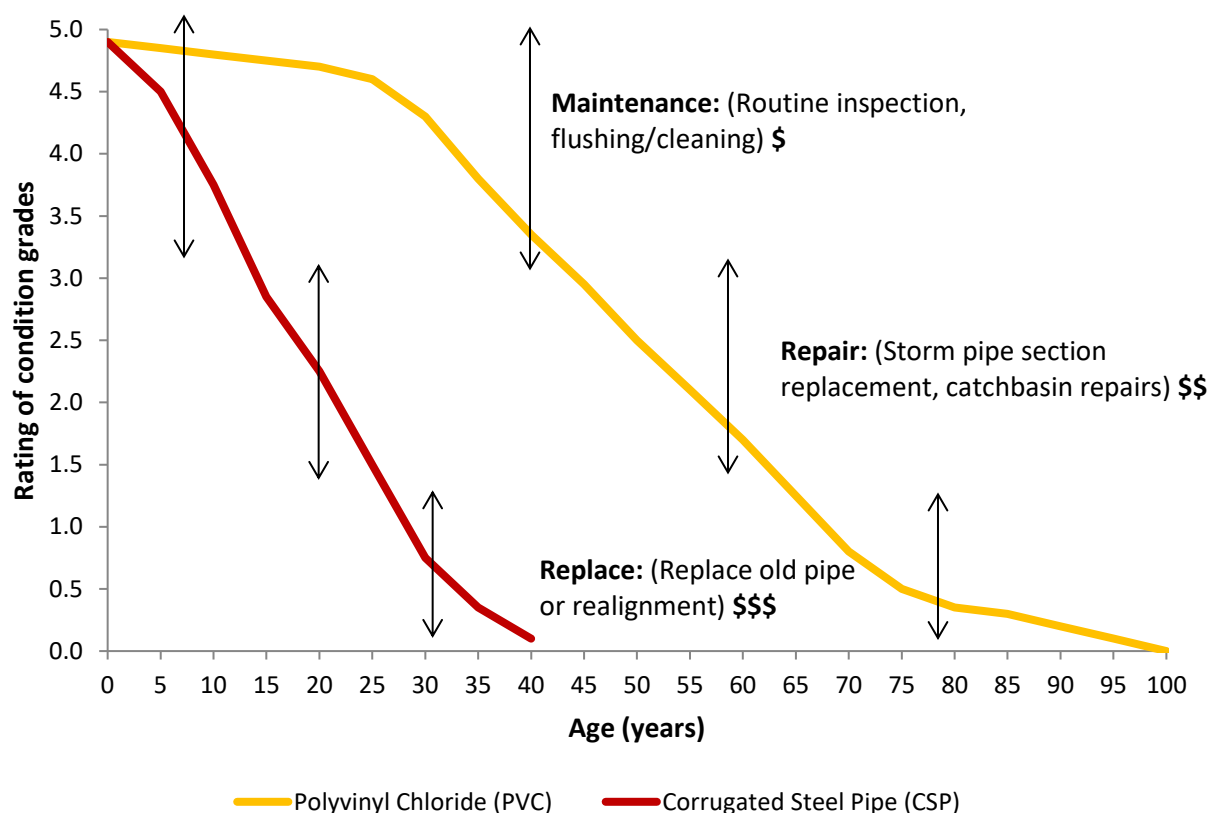
Figure 4.41 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the best return on the investment value. A variety of factors can cause the lifespan of the asset to vary from its expected service life. These factors can include but are not limited to:

- Quality of initial construction
- Appropriateness of the materials selected
- Loadings exerted on the pipe from traffic above or natural soil movement
- Soil conditions
- Chemistry of the flow within the pipe

Note: The following lifecycle deterioration rate and strategies example is based on the current recommended and best construction practices and materials for each asset category. Stormwater mains are calculated using polyvinyl chloride (PVC) with a life expectancy of 100 years and Culverts will be calculated using corrugated steel pipe (CSP) with a life expectancy of 40 years.



Figure 4.41: Stormwater and Culvert Lifecycle Intervention Strategies



Some operational lifecycle activity options for storm assets include but are not limited to:

- Stormwater flushing and inspections programs
- Stormwater pipe and structure repairs

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention such as consultation and design work for rehabilitation and replacement activities.

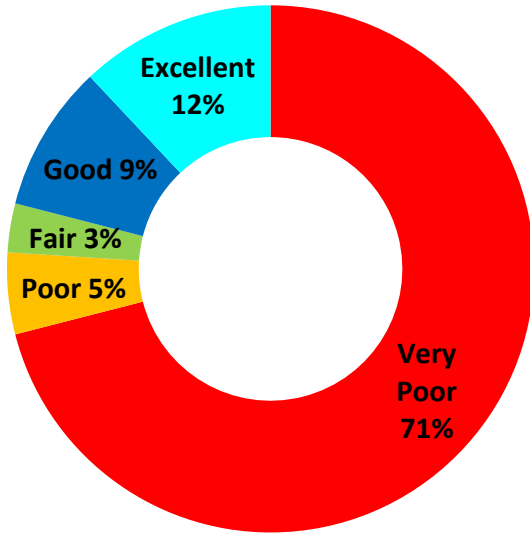
4.4.5 Condition Report Card

Figure 4.42 and table 4-11 shows the average ratings and overall report card grade for the City's stormwater system using a five point system. This initial condition report is age based. Material type and diameter (capacity) of pipe have been considered in the risk analysis. These values may be adjusted as the City developps a physical condition assessment program, as more information is gathered, or as the City upgrades the asset. *Reference section 4.1.5



Figure 4.42: Stormwater Condition Report Card (%)

Stormwater Collection System



Centerline Culverts

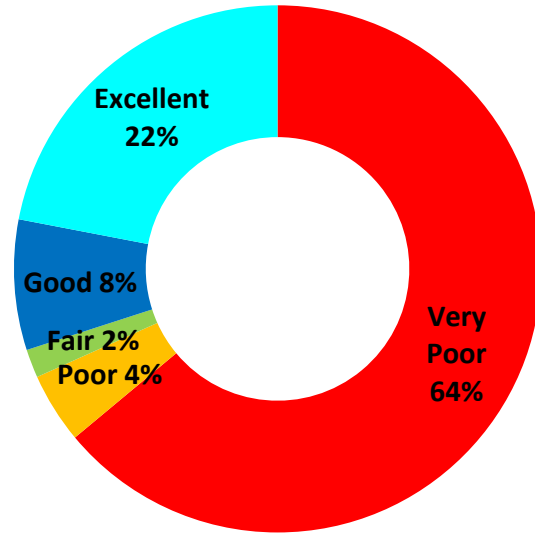


Table 4-11: Stormwater Services Report Card

Stormwater Condition Rating	Financial Rating	Overall Rating
1.86	2.00	1.93
Culvert Condition Rating	Financial Rating	Overall Rating
2.18	2.00	2.09



4.5

TRANSPORTATION



4.5 Transportation

4.5.1 Inventory Overview

Table 4-12: Total Replacement Cost for Transportation Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Paved Roads	211.0 lane km	30-100	\$ 50,177,301.00
Surface Treated Roads	30.8 lane km	20-100	\$ 1,171,360.00
Gravel Roads	174.8 lane km	10-50	\$ 4,364,591.00
Sidewalks	39.2 km	60-80	\$ 13,130,936.00
Curb	38.8 km	60-80	\$ 8,536,660.00
Bridges	10 units	40-70	\$ 21,325,000.00
Large Diameter Culverts	6 units	40-70	\$ 3,750,000.00
Street Lights & Traffic Signals	1299 untis	10-20	\$ 6,239,726.00
Signs	3351 units	10	\$ 276,998.00
Guard Rails	5.6 km	20	\$ 121,580.00
Total:			\$ 109,094,152.00

4.5.2 Road Inventory Overview

- Road Kilometers: Total length of road
- Lane Kilometers: Considering the number of lanes

The transportation network for Temiskaming Shores has approximately 201 km of roadways. This includes approximately 211 lane kilometres of asphalt surface roadway, 30.8 lane kilometres of surface treated roadway, and 174.8 lane kilometres of gravel surface roadways as identified through the 2023 Roads Review exercise. The surface type and classification of the roads, as recorded in the City's records, is shown in Figure 4.43 and Figure 4.44.

Note: The City reviews the Roads Condition Study every 3 years. The information gathered in the 2020 and 2023 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. Although roads are impacted by many variables that result in different useful lives and age; only the average road surface life, age and instrument/visual inspections information has been utilized for this plan.



Figure 4.43: Road Network Surface Type (%)

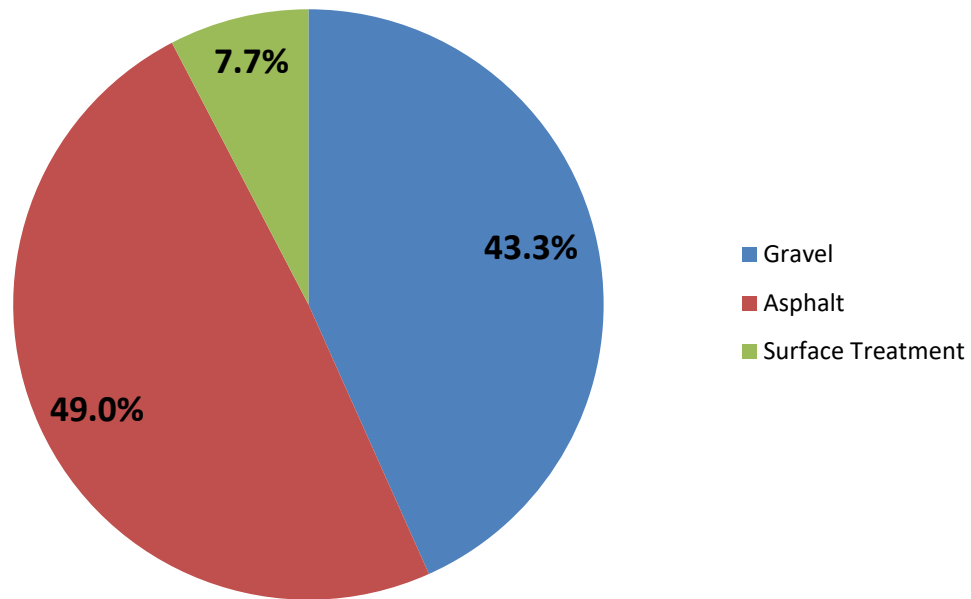
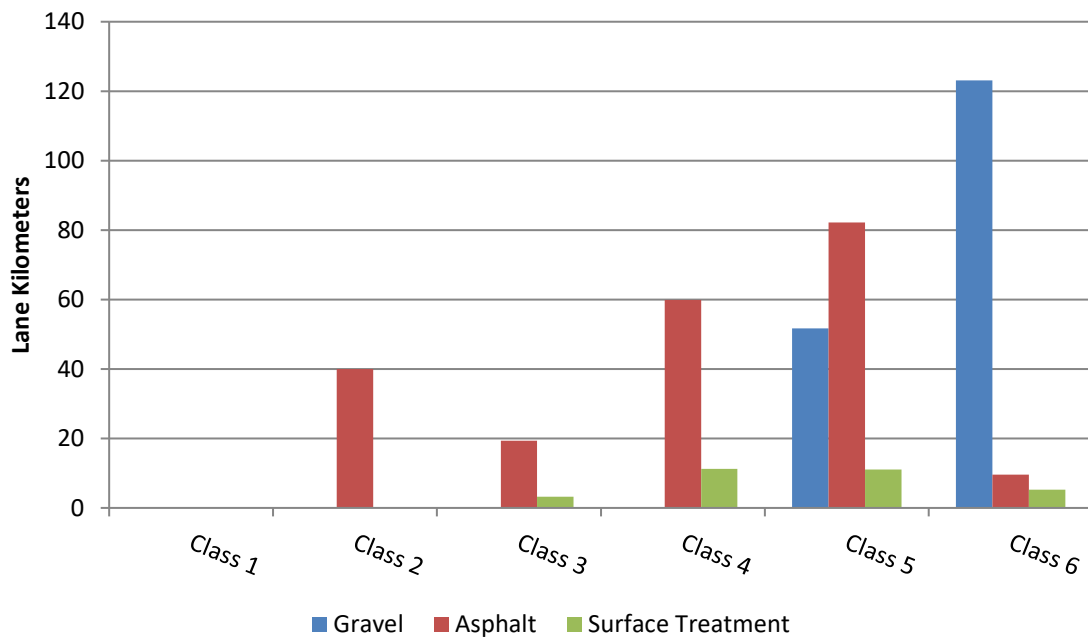


Figure 4.44: Road Network Classification and Material (Lane Km)

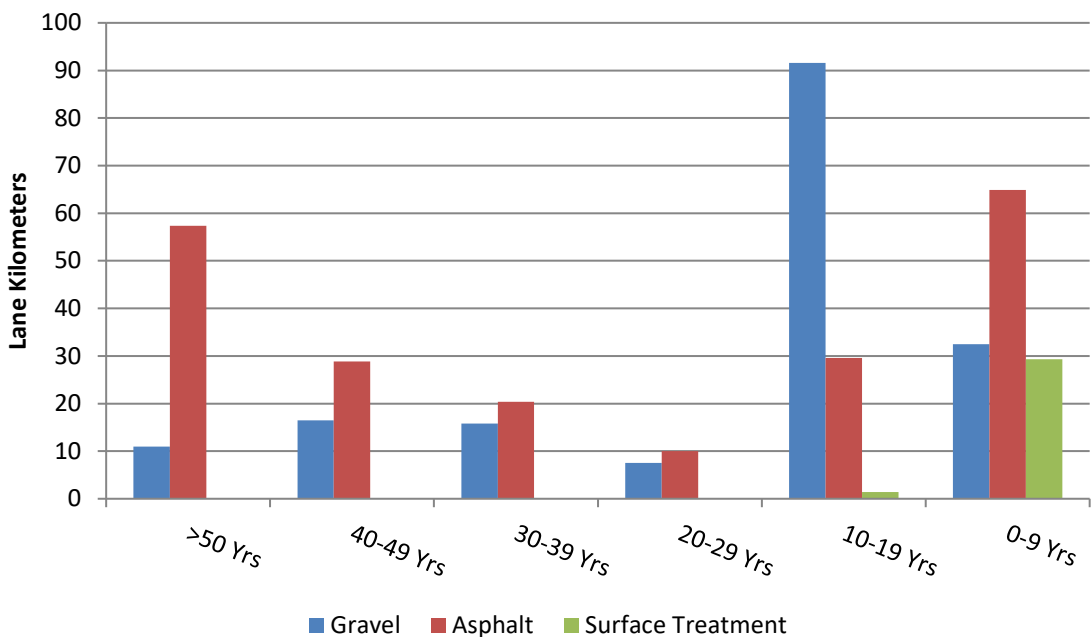


*Reference Ontario Regulation 239/02. Minimum maintenance standards for municipal highways



The age distribution of the roadway network is illustrated in Figure 4.45. The majority of the roads were constructed prior to 1963 or over 50 years ago. However, a large percentage of these roads have been resurfaced since that time.

Figure 4.45: Road Network Material by Age (Lane Km)



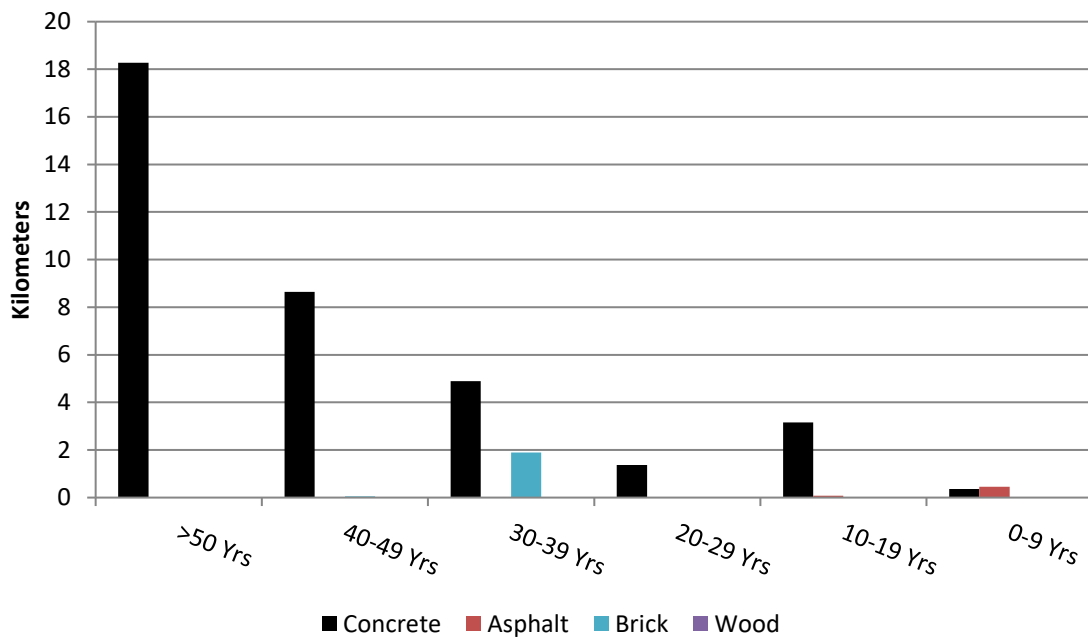
4.5.3 Sidewalk Inventory Overview

The City of Temiskaming Shores has approximately 39.2 km of sidewalks and approximately 38.8 km of concrete curb. The walkway type and age, as recorded in the City’s records, is shown in Figure 4.46.

Note: The City reviews the Sidewalk Condition Study every 3 years. The information gathered in the 2021 and 2024 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 4.46: Walkway Network Material by Age (Km)



4.5.4 Bridge and Large Diameter Culvert 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 36 years. Figure 4.47 shows the age distribution for the City's bridges and large diameter culvert installations.

Note: The City of Temiskaming Shores and the Township of Harley are both responsible for Capital investments for two bridges on Uno Park Road. The Township of Harley is also responsible for conducting the OSIM Bridge Inspection report on the same two bridges.

The OSIM Bridge Inspection report contains a summary of findings, recommendations, and prioritization of rehabilitative maintenance for each bridge and large culvert structure in the City of Temiskaming Shores. Therefore, rehabilitative maintenance has also been considered in the overall rating of the structures. Culverts larger than 3m in diameter will be considered "large diameter structures".

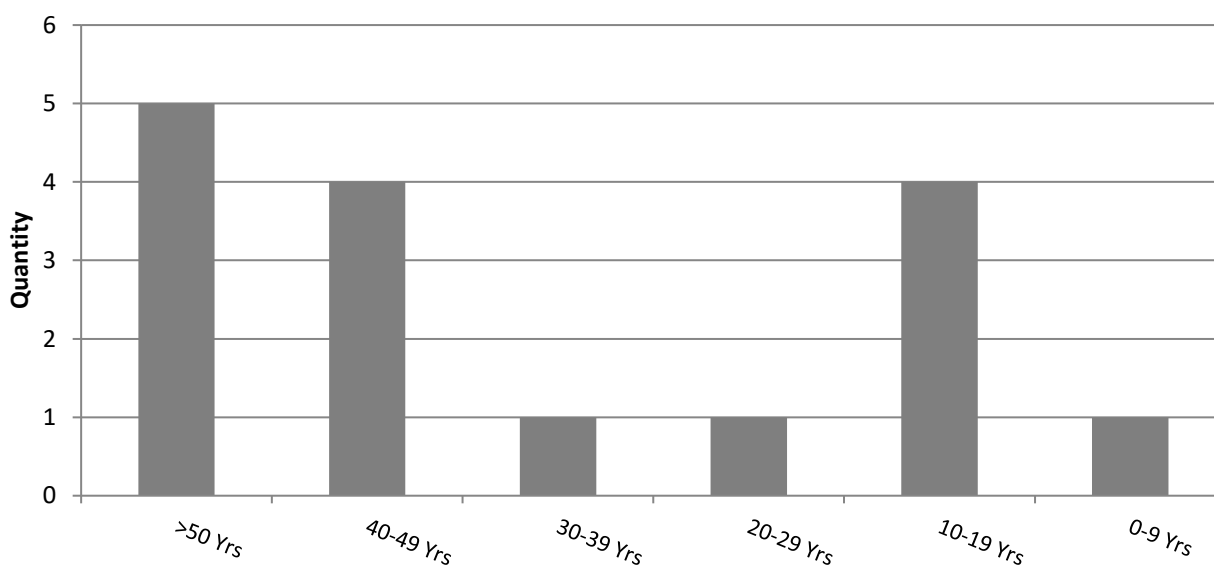
A breakdown of the bridge and culvert structures is as follows:

- 1 Concrete box culvert
- 3 Single cell multi-plate culverts
- 1 Double cell multi-plate culvert
- 1 Multi-plate arch corrugated steel pipe (CSP)



- 3 Bailey bridge
- 3 Precast concrete girder (Canadian precast concrete institute)
- 2 Fixed steel girder
- 1 Steel I-girder
- 1 Steel I-girder (pedestrian bridge)

Figure 4.47: Bridges and Large Diameter Culverts by Age



4.5.5 Street Lights and Traffic Signals Inventory Overview

The City of Temiskaming Shores has approximately 978 street lights and poles, 302 decorative lights, 12 decorative poles, 4 sets of traffic signals and 3 pedestrian crossing signals. The oldest street light was installed prior to 1960 and the newest installation was placed in 2023. All of the street light heads were replaced in 2016 with LED's that increased the life expectancy and reduced power consumption. The next step is to replace all the decorative lights with LED heads. Maintenance of the City's street light and traffic signals is currently contracted to a third party vendor.

4.5.6 Traffic Signs Inventory Overview

The City of Temiskaming Shores has approximately 1,000 regulatory signs, 442 warning signs, 786 bylaw signs and 1,123 information signs. In 2017, the City purchased a retroreflectometer to measure the reflection level of its traffic signs. This instrument allows field staff to better detect and replace a sign has failed and surpassed its life expectancy.



4.5.1 Risk and Criticality Analytics

The risk and criticality calculation determines the overall risk of the transportation asset failures. Figure 4.48, 4.49, 4.50 and 4.51 provides a representation of the level of risk per kilometer, structure and cost. Figure 4.52 and 4.53 represents the total risk of the transportation assets.

Note: Only critical infrastructure will be analysed. Therefore, only roads and bridges will be included in the Risk and Criticality Analytics.

Figure 4.48: Level of Risk – Roads (Km)

Consequence	5	9.55	3.80	0.00	0.00	0.00
	4	6.19	2.67	2.17	0.00	0.00
	3	12.77	12.10	4.43	6.30	0.00
	2	14.20	48.25	7.76	2.30	0.00
	1	4.67	61.22	1.81	0.91	0.00
		1	2	3	4	5
Probability						

Figure 4.49: Level of Risk – Roads (\$)

Consequence	5	\$ 9,443,903	\$ 3,740,199	\$ -	\$ -	\$ -
	4	\$ 2,307,557	\$ 1,022,554	\$ 891,635	\$ -	\$ -
	3	\$ 5,793,817	\$ 4,194,614	\$ 1,154,074	\$ 2,412,353	\$ -
	2	\$ 5,336,690	\$ 10,271,687	\$ 3,077,211	\$ 952,345	\$ -
	1	\$ 970,351	\$ 3,633,467	\$ 189,768	\$ 321,025	\$ -
		1	2	3	4	5
Probability						

Figure 4.50: Level of Risk – Bridges & Large Diameter Culverts (each)

Consequence	5	1.00	6.00	0.00	0.00	2.00
	4	0.00	0.00	1.00	1.00	0.00
	3	0.00	2.00	1.00	0.00	0.00
	2	1.00	1.00	0.00	0.00	0.00
	1	0.00	0.00	0.00	0.00	0.00
		1	2	3	4	5
Probability						



Figure 4.51: Level of Risk – Bridges & Large Diameter Culverts (\$)

Consequence	5	\$ 2,200,000	\$ 16,050,000	\$ -	\$ -	\$4,000,000
	4	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ -
	3	\$ -	\$ 800,000	\$ 450,000	\$ -	\$ -
	2	\$ 125,000	\$ 250,000	\$ -	\$ -	\$ -
	1	\$ -	\$ -	\$ -	\$ -	\$ -
		1	2	3	4	5
Probability						

*Reference section 7.4.1

Figure 4.52: Total Risk of Roads (%)

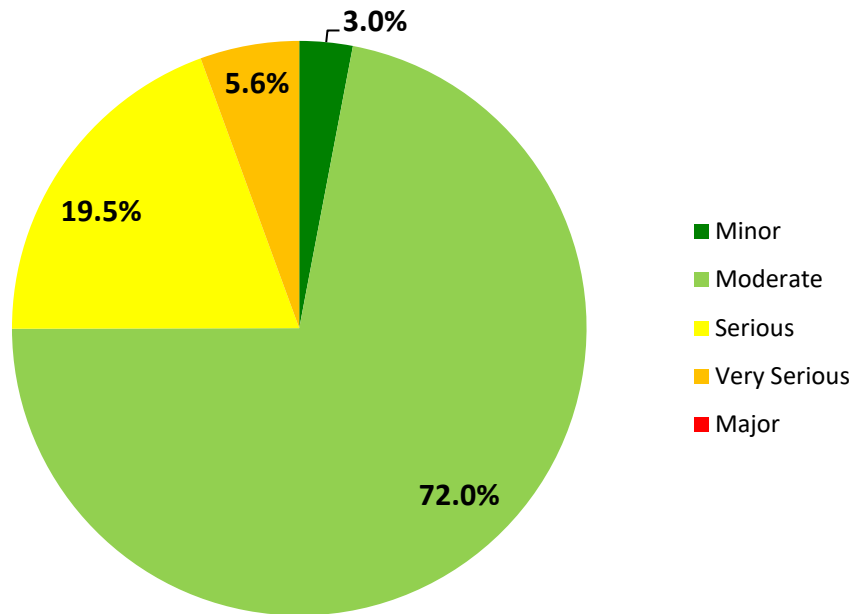
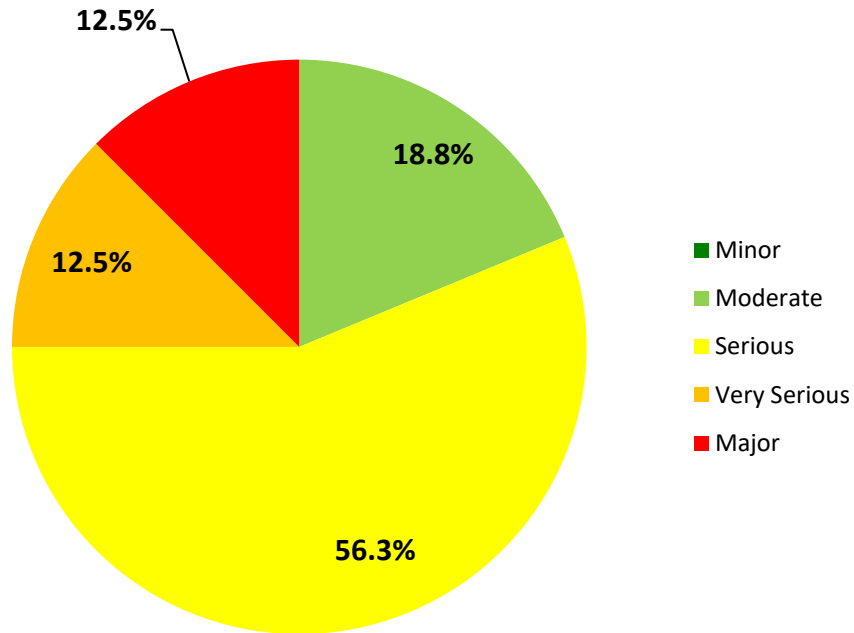


Figure 4.53: Total Risk of Bridges and Large Diameter Culverts (%)



4.5.2 Lifecycle Activities

Figure 4.54 provides a representation of the overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its transportation assets (10-year forecast). The City's average annual operational requirements for storm assets total \$3,060,833. The City's annual average total requirements are \$11,598,941.



Figure 4.54: Transportation Lifecycle Cost (\$)

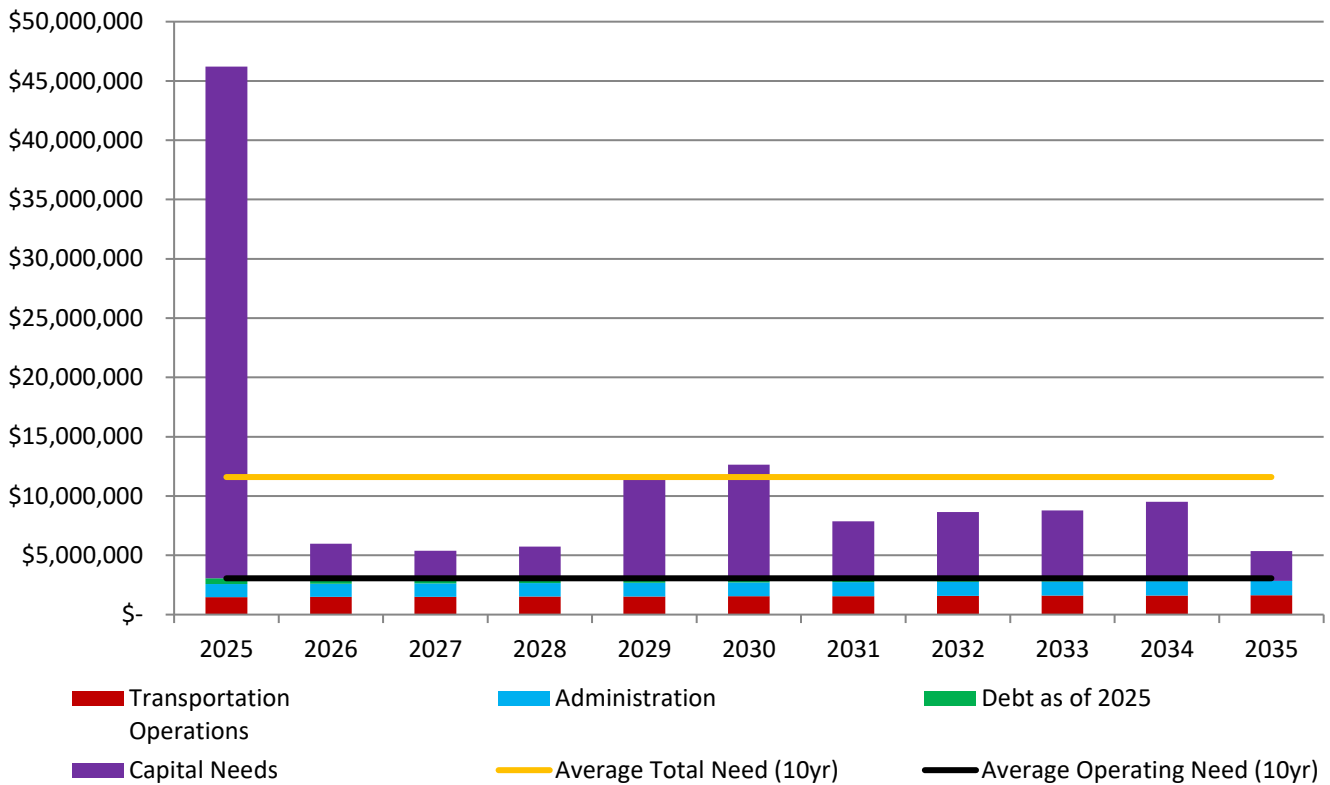
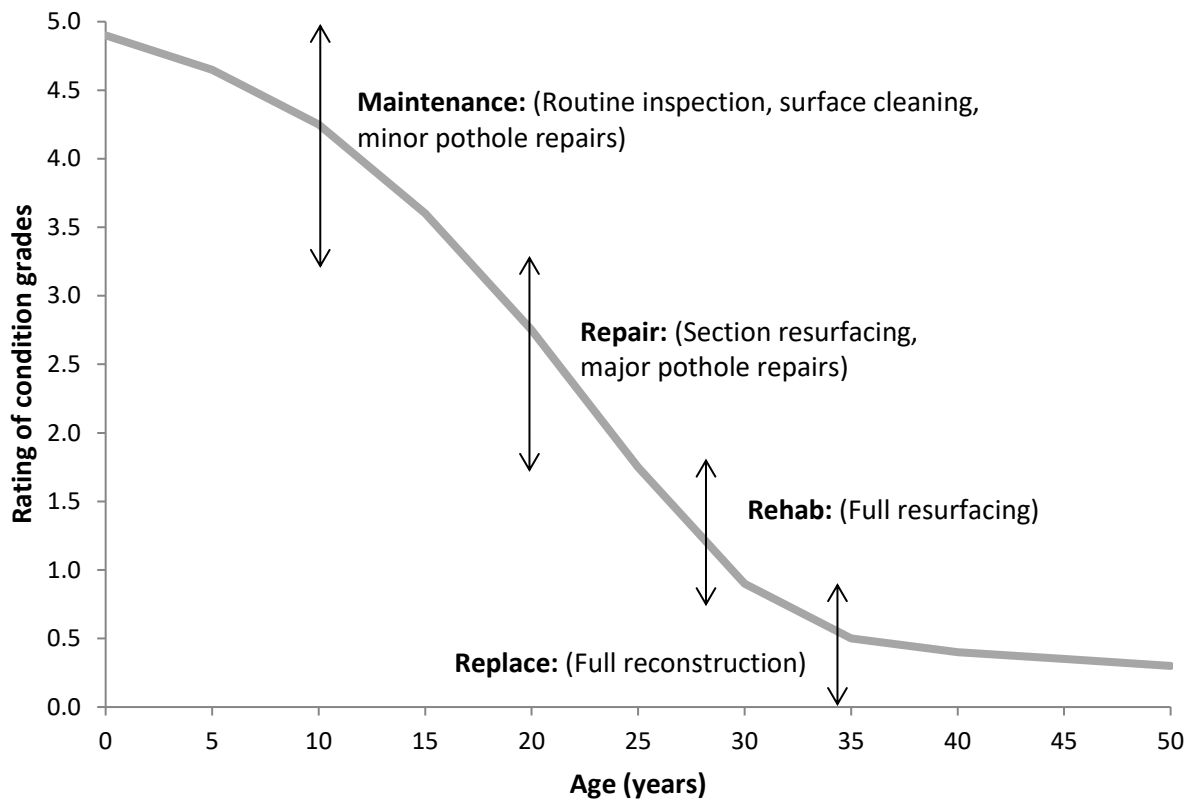


Figure 4.54 and 4.55 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the best return on the investment value. A variety of factors can cause the lifespan of the asset to vary from its expected service life. These factors can include but are not limited to:

- Quality of initial construction
- Appropriateness of the materials selected
- Loadings exerted from traffic or natural soil movement
- Surrounding soil conditions



Figure 4.55: Roads (pavement) Lifecycle intervention Strategies



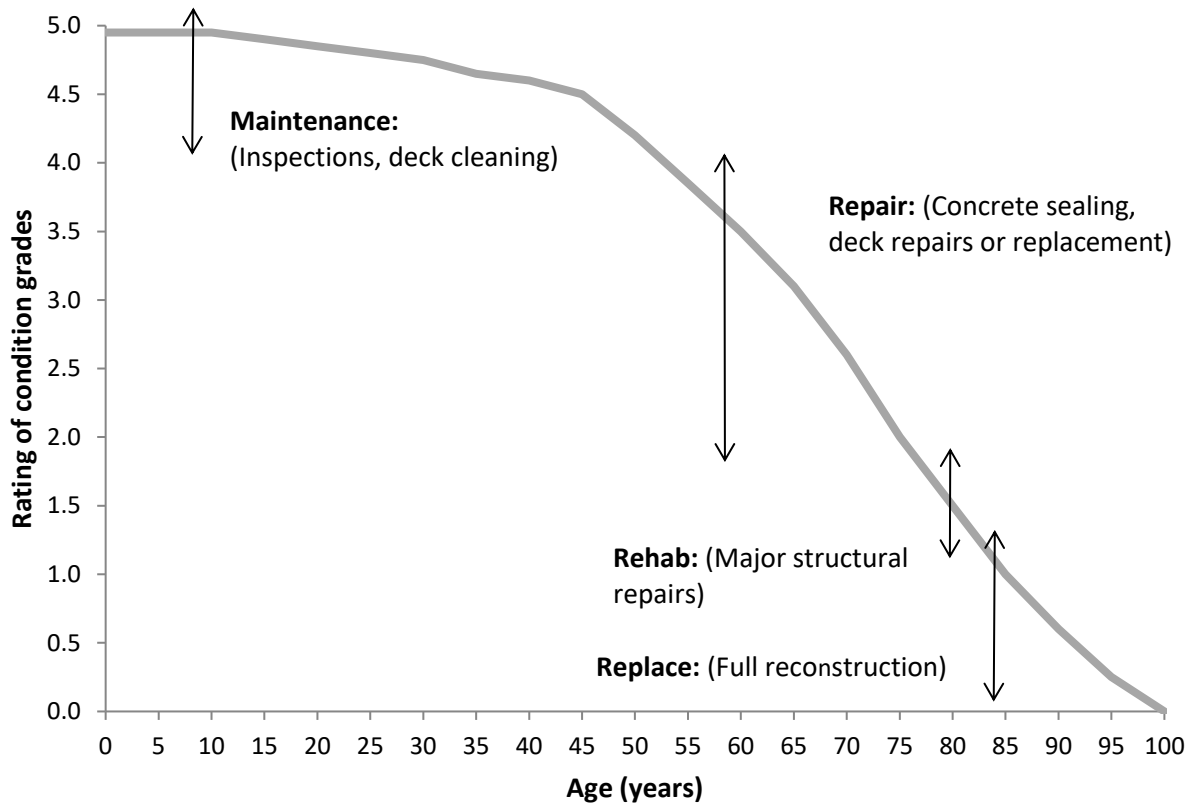
Some operational lifecycle activity options for road assets include but are not limited to:

- Hard top maintenance such as pavement patching and shoulder/curb repairs
- Pavement markings
- Loose top maintenance such as grading, dust control and adding gravel
- Winter control such as snow plowing and removal, sanding/salting and road patrolling
- Sign and guardrail repairs or installation/removal

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention such as consultation and design work for rehabilitation and replacement activities.



Figure 4.56: Bridges and Large Diameter Culverts Lifecycle Intervention Strategies



Some operational lifecycle activity options for bridge assets include but are not limited to:

- Regulated bi-annual inspections programs
- Deck cleaning
- Structural maintenance such as concrete sealing
- Structural repairs such as deck resurfacing

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention such as consultation and design work for rehabilitation and replacement activities.

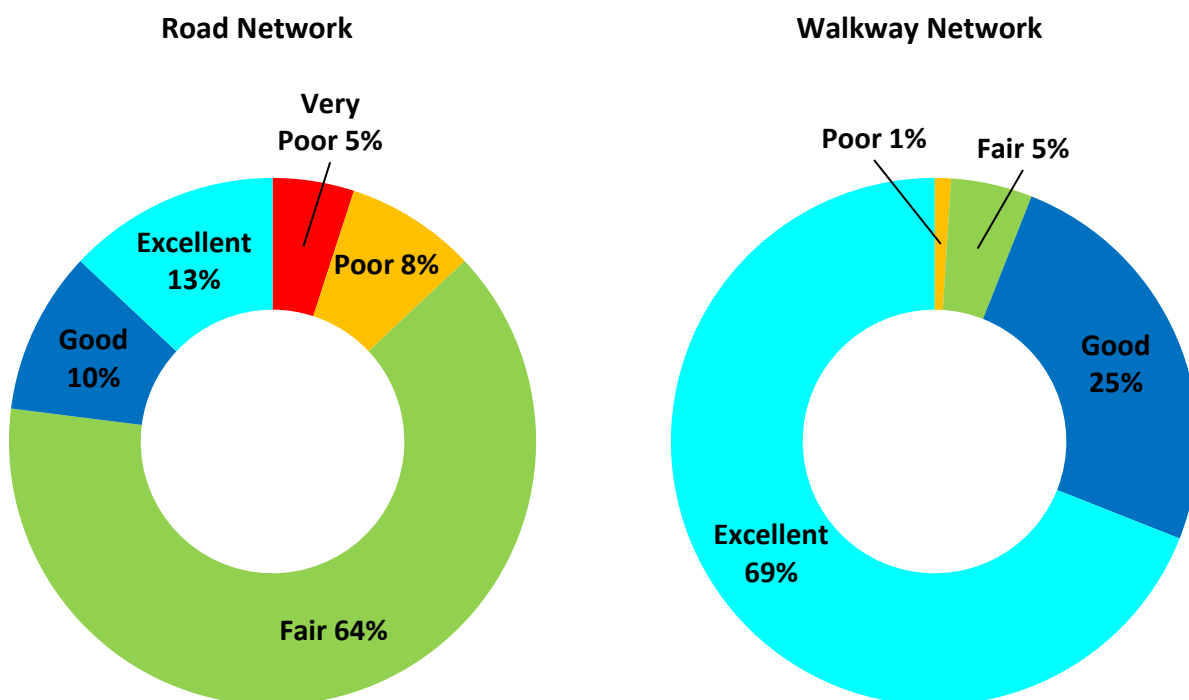


4.5.3 Condition Report Card

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 the durability and life expectancy of the assets in question.

Figure 4.57 and table 4-13 presents the average ratings and overall report card grade for the City's Transportation network using a five point system. This initial condition report is based on physical inspections. It 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. *Reference section 4.1.5

Figure 4.57: Transportation Condition Report Card (%)



Bridges and Large Diameter Culverts

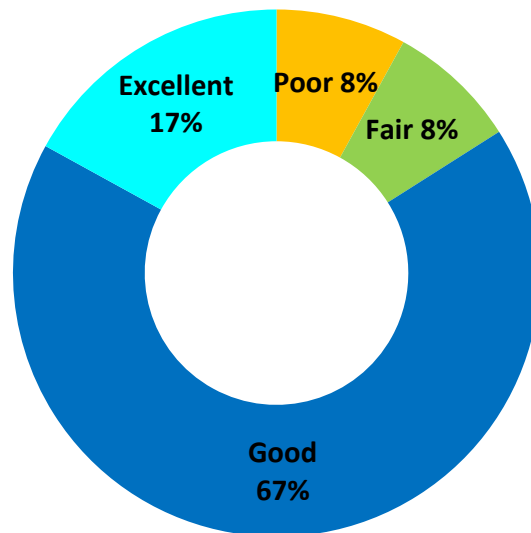


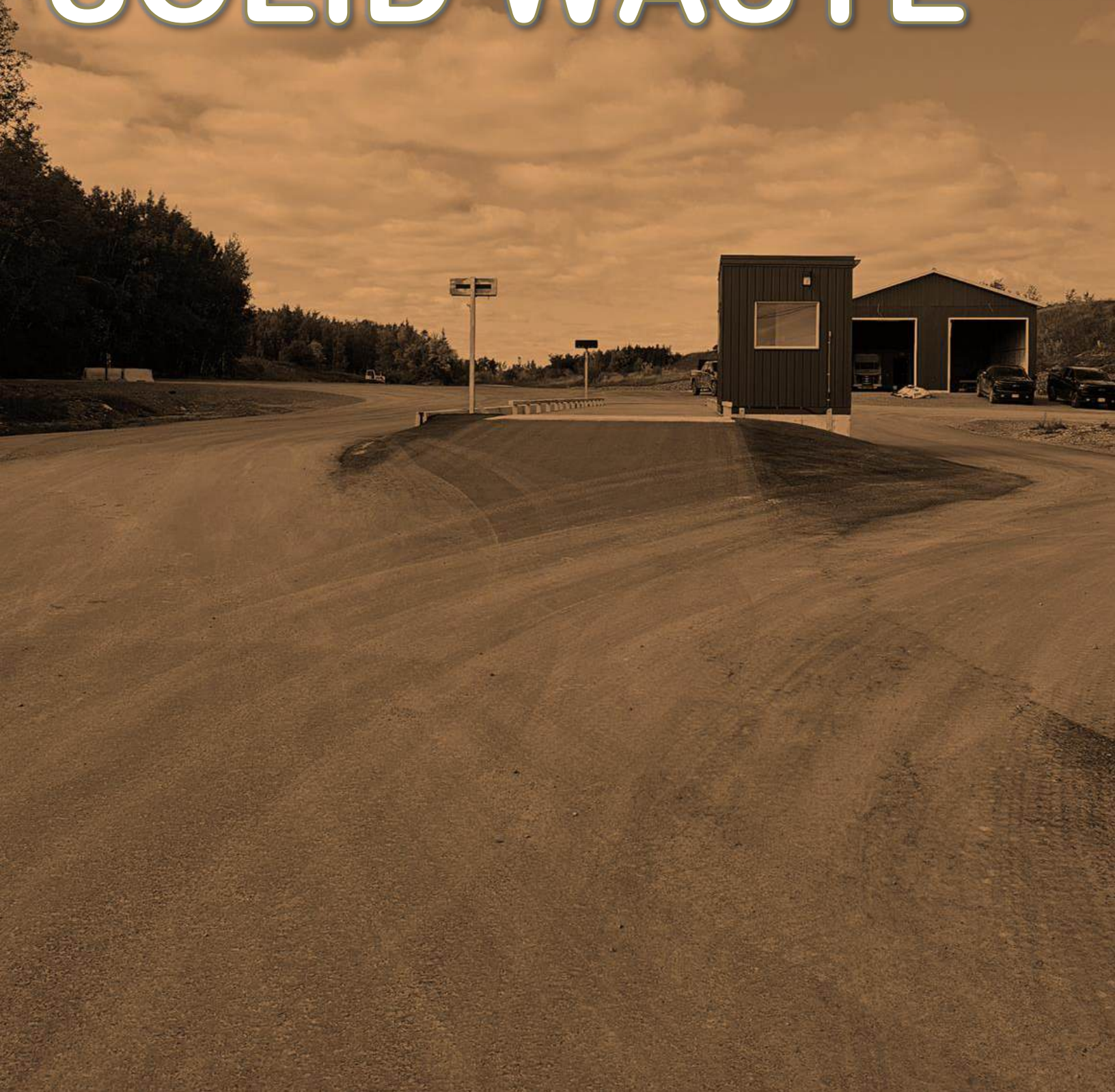
Table 4-13: Transportation Services Report Card

Road Condition Rating	Financial Rating	Overall Rating
3.20	3.40	3.30
Walkway Condition Rating	Financial Rating	Overall Rating
4.63	3.40	4.02
Bridge Condition Rating	Financial Rating	Overall Rating
2.92	1.50	2.21



4.6

SOLID WASTE



4.6 Solid Waste

4.6.1 Inventory Overview

The City of Temiskaming Shores owns various solid waste assets. The City is responsible for curbside waste collection and delivery to the appropriate facility for disposal. Figure 4.58 shows the average age for each asset category.

Note: This service is currently contracted through a third party. Operational assets such as privately owned vehicles or equipment for the collection/delivery of this service are excluded.

Once decommissioned, landfills must be relocated which have undetermined costs, but it's anticipated to be millions of dollars for a new location. Therefore, the replacement cost for the City's landfill is calculated based on current municipal owned assets. The Landfill replacement cost includes two operational buildings and weigh scale not covered by other categories.

***Note:** As of January 2025, all municipalities in Ontario will transition their blue box recycling program to a new collection model. Therefore, the City will no longer be responsible for the collection and processing of recycling materials. All of the City's recycling related assets will be disposed of in consequence of this program.

Table 4-14: Total Replacement Cost for Solid Waste Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Garbage Bins	4,523 units	10-15	\$ 298,518.00
Landfills	1 unit	25-30	\$ 3,102,730.00
Total:			\$ 3,401,248.00

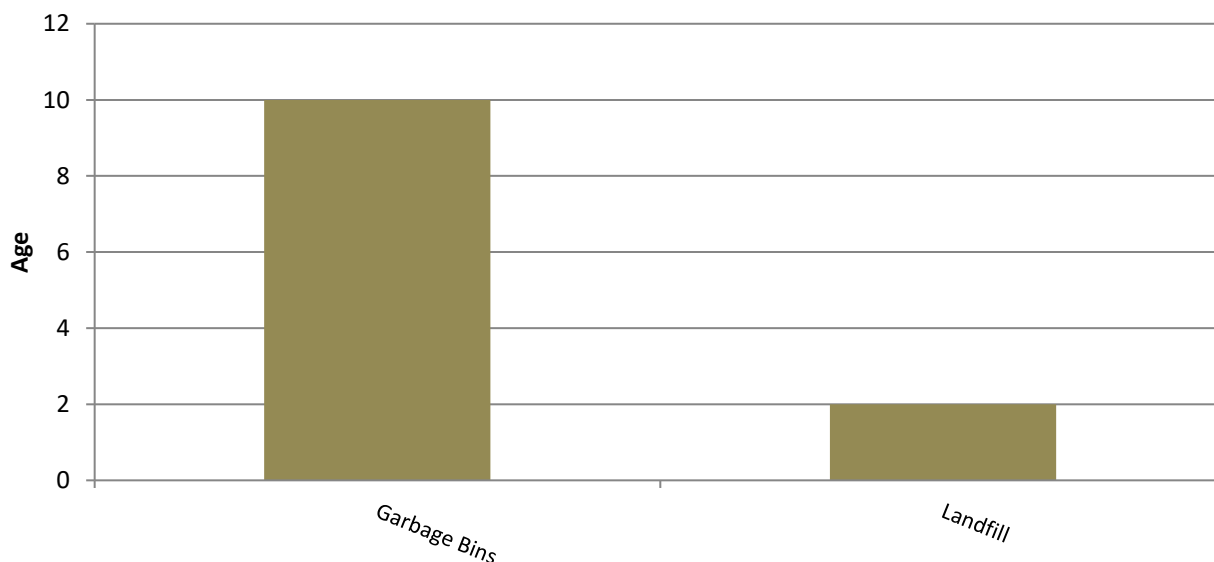


4.6.2 Waste Disposal Sites Inventory Overview

The City of Temiskaming Shores provides one solid waste disposal site for its residents. The City's solid waste is currently serviced and operated under contract by a private contractor.

- As of 2025, the New Liskeard Spoke Transfer Station located at 547 Barr Drive has ceased operations as a central facility that provided temporary recycling waste disposal for collection crews and residents. The City's retained possession of the facility and will be repurposed for municipal operation needs.
- The New Liskeard Landfill located at 70165 Rockley Road, has been in operation since 1916 and ceased acceptance of municipal waste from the general public in 2009 at which time all municipal waste was directed and deposited into the Haileybury Landfill Site. As of 2023, The New Liskeard Landfill has been reconstructed and recommissioned to replace the current decommissioned Haileybury Landfill.
- The Haileybury Landfill located at 544091 Dump Road, has been in operation since 1975 and has ceased to acceptance of municipal waste from the general public in 2023 at which time all municipal waste has been directed to the former and recommissioned New Liskeard Landfill.

Figure 4.58: Solid Waste by Age per Asset Category (Years)



4.6.3 Risk and Criticality Analytics

Note: The level of risk for all Solid Waste assets will remain in the high risk levels due to social and environmental impacts. Analyzing and determining the consequence and probability of failure of this service remains a difficult task for the municipality. However, these assets are consistently monitored

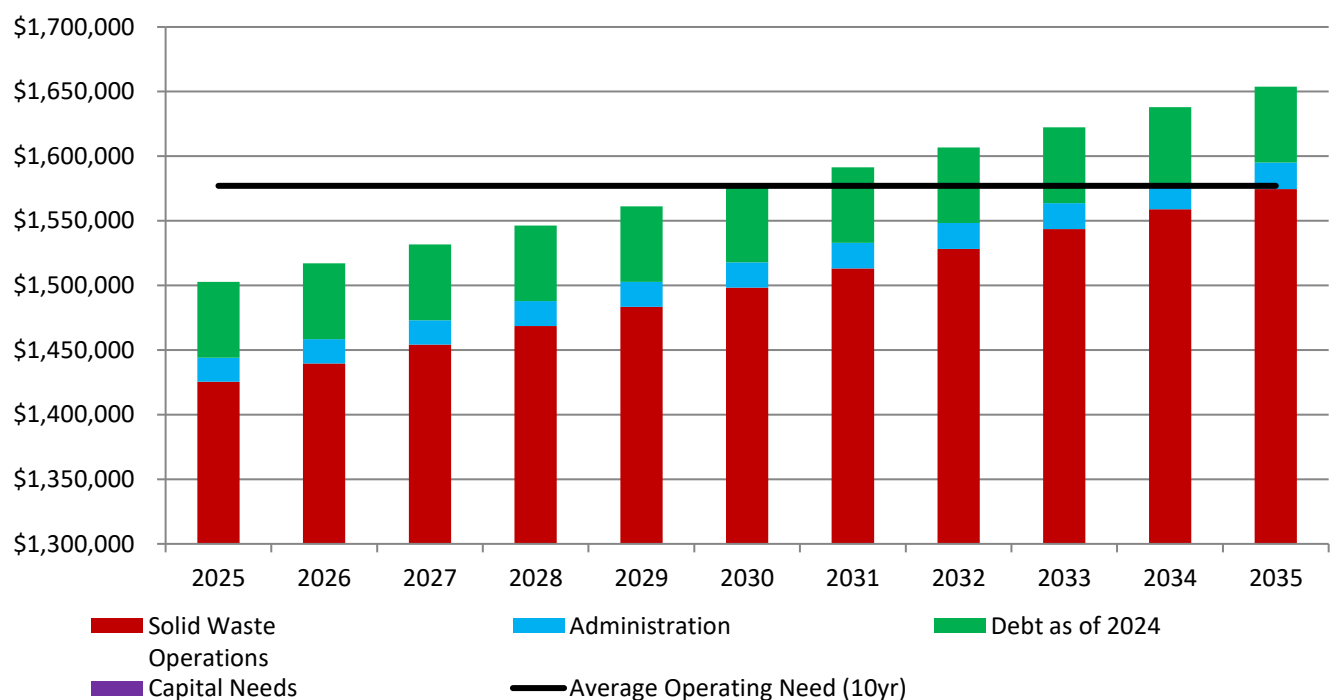


in order to allow the City to prioritize operational and capital projects based on the greatest risk of failure for each asset and service.

4.6.4 Lifecycle Activities

Figure 4.59 provides a representation of the overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its Solid Waste assets and services (10-year forecast). The City’s average annual operational requirements for storm assets total \$1,577,079. The City’s has no capital needs forecasted until 2035.

Figure 4.59: Solid Waste Lifecycle Cost (\$)



The intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset and service. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It’s also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the most return on the investment value. It’s also important to consider the varieties of factors that can cause the lifespan of the asset and service to vary from its expected service life. These factors can include but are not limited to:

- Quality of initial construction
- Appropriateness of the materials selected for the type of structures
- Service volume and service delivery



- Land location and weather conditions

Note: The lifecycle deterioration rate and strategies will be based on the capacity as per design by population utilising the service and by age. For example, the City's landfill was calculated with a designed life expectancy of 25 years before considerations to improve the capacity and/or other improvements of the asset are made.

Some operational lifecycle activity options for Solid Waste assets include but are not limited to:

- Repair or replace collection bins as needed
- Equipment, structural and land repairs
- Modernization upgrades

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention such as consultation and design work for rehabilitation and major replacement activities.

4.6.5 Condition Report Card

Figure 4.60 and table 4-15 presents the average ratings and overall report card grade for the City's Solid Waste using a five point system. This initial condition report is based on physical inspections. It has considered estimated age, 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. *Reference section 4.1.5



Figure 4.60: Solid Waste Condition Report Card (%)

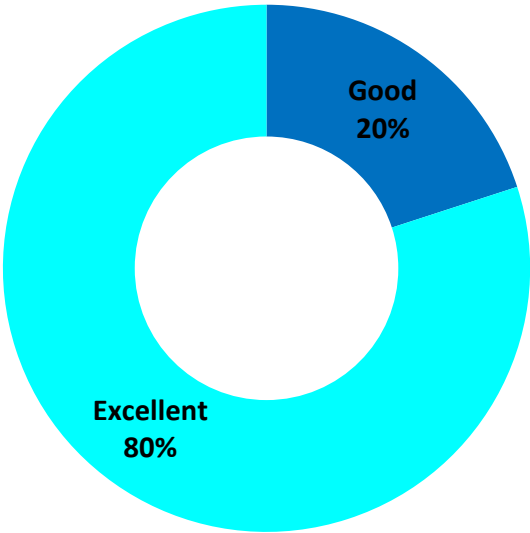


Table 4-15: Solid Waste Report Card

Condition Rating	Financial Rating	Overall Rating
4.80	2.80	3.80



4.7 CORPORATE FACILITIES



4.7 Corporate Facilities

4.7.1 Inventory Overview

The City of Temiskaming Shores owns and maintains approximately 61 buildings and facilities ranging from administrative buildings, community centres to small storage buildings with an estimated building footprint of 23,400 square meters. The average age of the City's buildings and facilities is 42 years. Figure 4.60 shows the age distribution for the City's buildings and facilities.

Note: The age is based on the construction/acquisition year of each building and facility. Environmental and solid waste facilities will be listed under the "Water, Sanitary and/or Solid Waste" categories. The replacement values will include the structure and components that relate to the operation of each facility or building. Miscellaneous machinery and equipment assets in storage buildings will be listed under the "Machinery and Equipment" category. The Replacement costs are based on insurance replacement values.

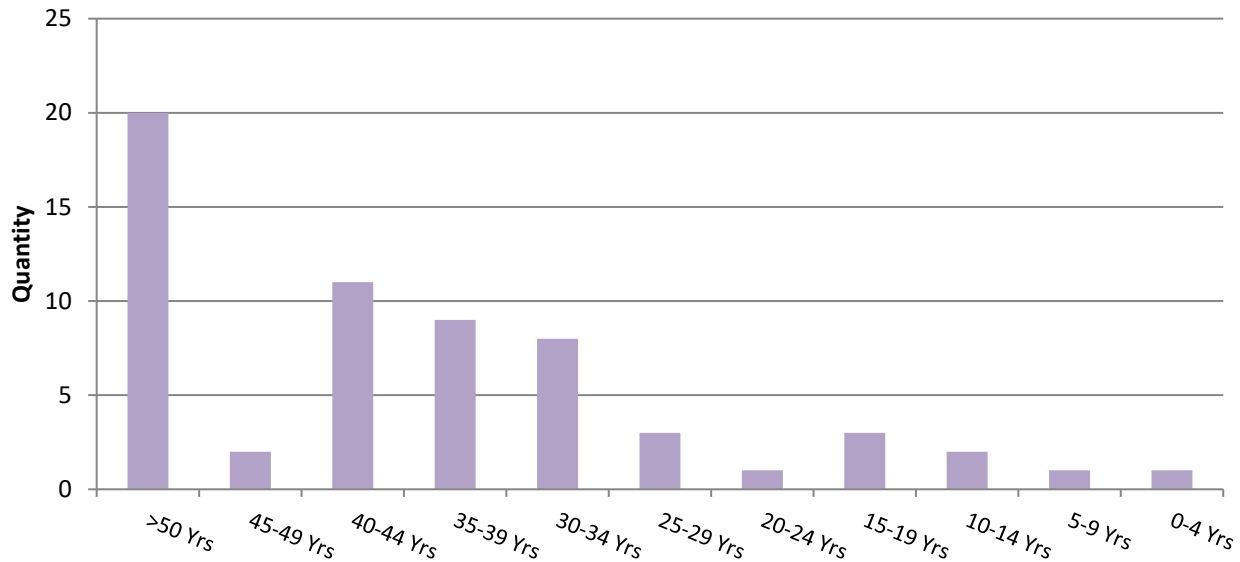
Table 4-16: Total Replacement Cost for Building and Facility Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Administration Facilities	1 unit	20-75	\$ 10,046,562.00
Cemetery Services	7 units	20-75	\$ 513,081.00
Fire Services	2 units	20-75	\$ 5,758,284.00
Library Facilities	1 unit	20-75	\$ 3,279,199.00
Operation Buildings	17 units	20-75	\$ 11,014,420.00
Recreation Facilities	26 units	20-75	\$ 54,839,220.00
Miscellaneous Buildings/Structures	7 units	20-75	\$ 3,783,980.00
		Total:	\$ 89,234,746.00

The age distribution of the buildings and facilities is illustrated in Figure 4.61. The majority of the buildings and facilities have been constructed over 50 years ago. However, a large percentage of these buildings and facilities have received significant maintenance and upgrades since that time.



Figure 4.61: Buildings and Facilities by Age



4.7.2 Risk and Criticality Analytics

The risk and criticality calculation determines the overall risk of the buildings and facilities asset failures. Figure 4.62 and 4.63 provides a representation of the level of risk per structure and cost. Figure 4.64 represents the total risk of the buildings and facilities assets.



Figure 4.62: Level of Risk – Buildings and Facilities (each)

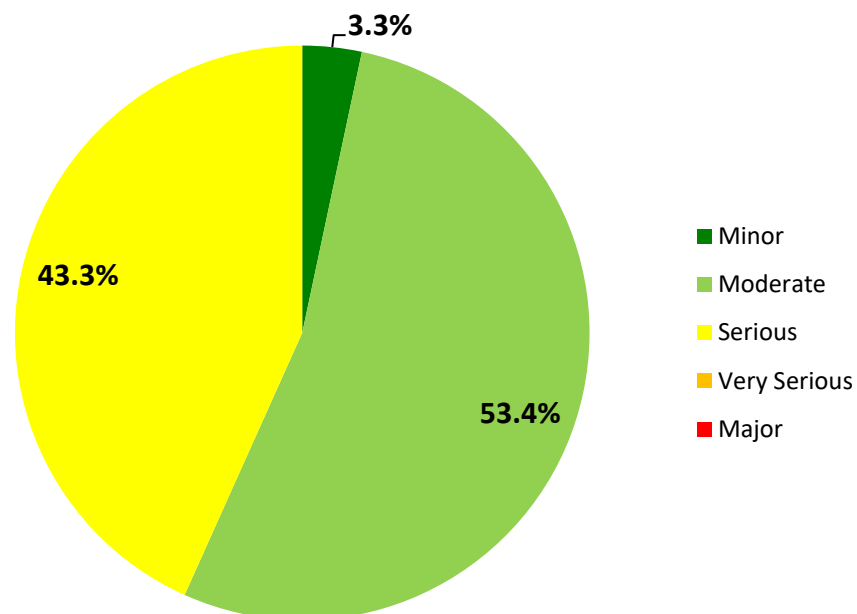
Consequence	5	8.00	6.00	0.00	0.00	0.00
	4	4.00	12.00	0.00	0.00	0.00
	3	7.00	8.00	0.00	0.00	0.00
	2	3.00	3.00	1.00	0.00	0.00
	1	2.00	7.00	0.00	0.00	0.00
		1	2	3	4	5
Probability						

Figure 4.63: Level of Risk – Buildings and Facilities (\$)

Consequence	5	\$39,736,413	\$ 40,275,316	\$ -	\$ -	\$ -
	4	\$ 1,801,310	\$ 5,842,164	\$ -	\$ -	\$ -
	3	\$ 673,006	\$ 639,334	\$ -	\$ -	\$ -
	2	\$ 108,656	\$ 76,331	\$ 49,616	\$ -	\$ -
	1	\$ 18,000	\$ 14,600	\$ -	\$ -	\$ -
		1	2	3	4	5
Probability						

*Reference section 7.4.1

Figure 4.64: Total Risk of Buildings and Facilities Assets (%)



4.7.3 Lifecycle Activities

Figure 4.65 provides a representation of the overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its Buildings and Facilities assets (10-year forecast). The City's average annual operational requirements for storm assets total \$1,686,718. The City's annual average total requirements are \$9,798,967.

Figure 4.65: Buildings and Facilities Lifecycle Cost (\$)

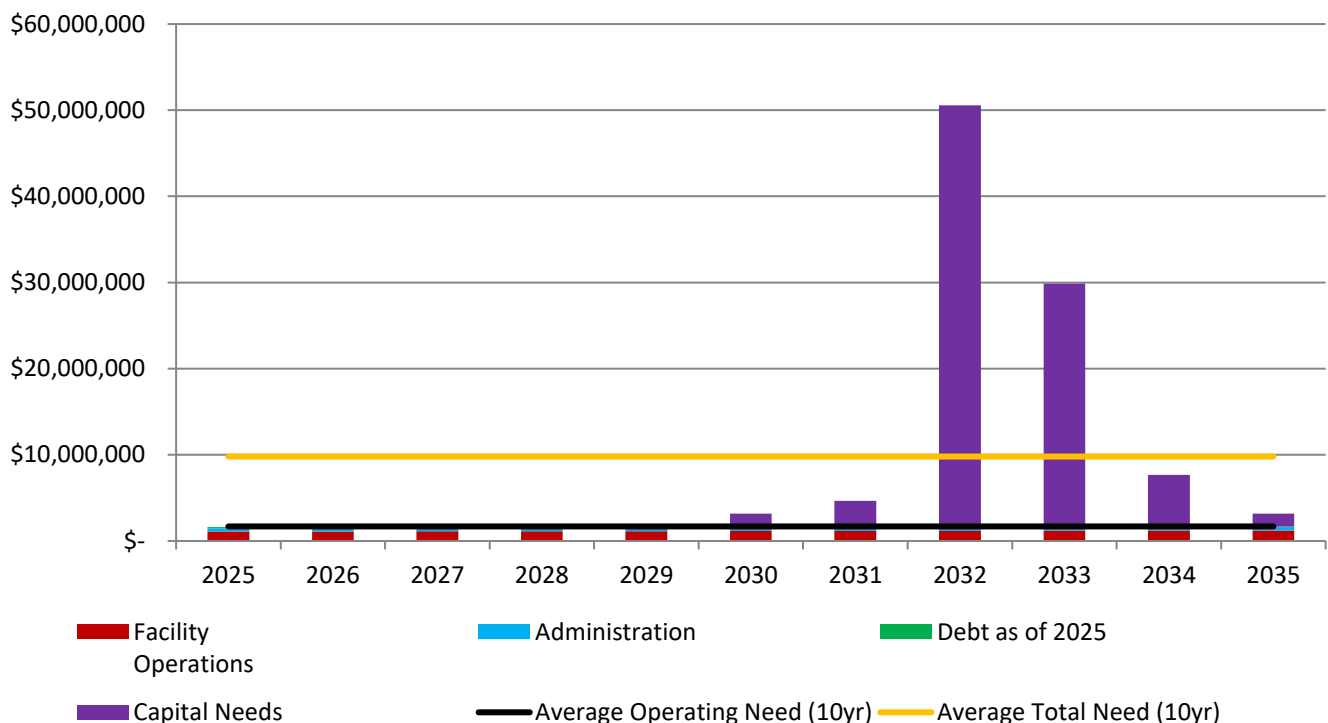


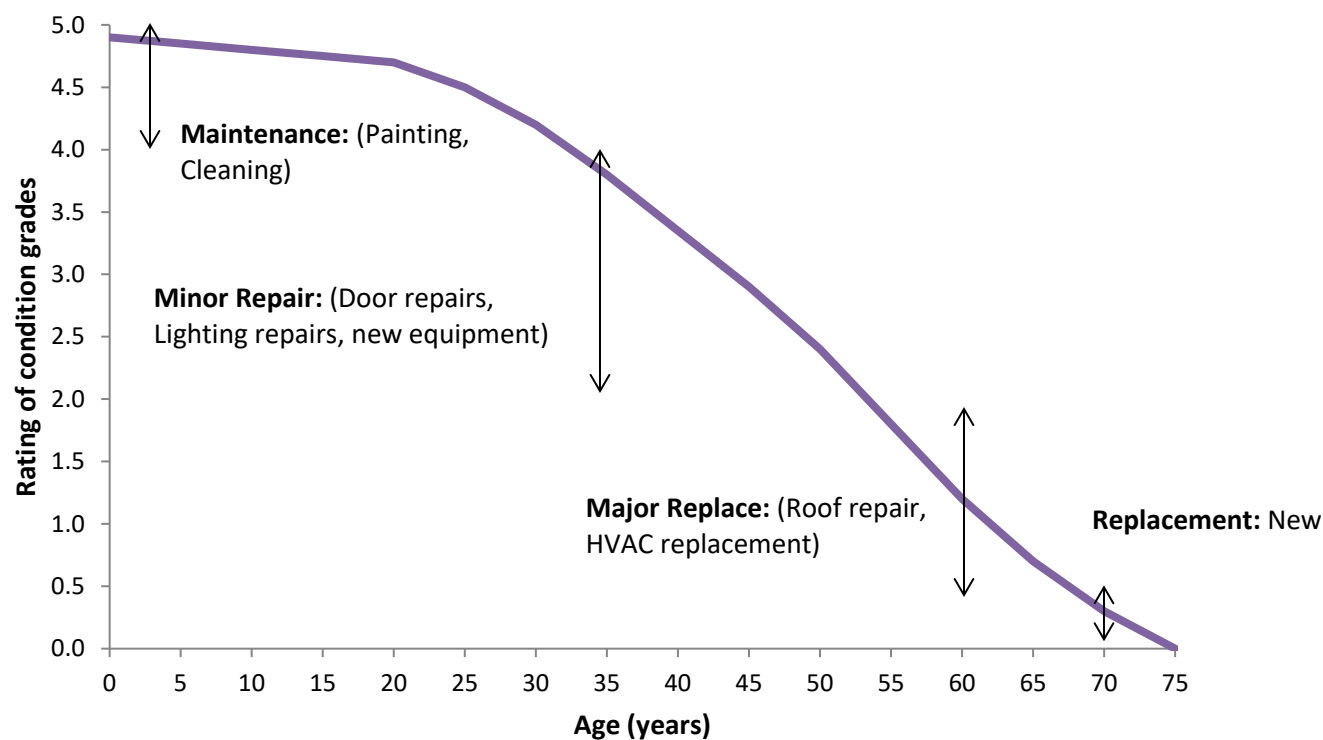
Figure 4.66 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through analysis in order to come up with the preferred intervention. It's also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the most return on the investment value. A variety of factors can cause the lifespan of the asset to vary from its expected service life. These factors can include but are not limited to:

- Quality of initial construction
- Appropriateness of the materials selected for the type of structure
- Traffic volume and service delivery
- Soil and weather conditions
- Legislation (e.g. AODA)



Note: The following lifecycle deterioration rate and strategies example will be based on the current recommended and best construction practices and materials for each asset category. Buildings and Facilities will be calculated with a life expectancy of 75 years before a type of replacement is considered.

Figure 4.66: Buildings and Facilities Lifecycle Intervention Strategies



Some operational lifecycle activity options for building and facility assets include but are not limited to:

- Structural inspections programs
- Equipment and structural repairs
- Modernization upgrades

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention such as consultation and design work for rehabilitation and major replacement activities.

4.7.4 Condition Report Card

Figure 4.67 and table 4-17 presents the average ratings and overall report card grade for the City's Buildings and Facilities using a five point system. This initial condition report is based on physical inspections and has considered age, building use and perceived or reported physical condition in the assessments. These values may be adjusted as appropriate, as more information is gathered, or as the City upgrades the asset. *Reference section 4.1.5

Figure 4.67: Buildings and Facilities Condition Report Card (%)

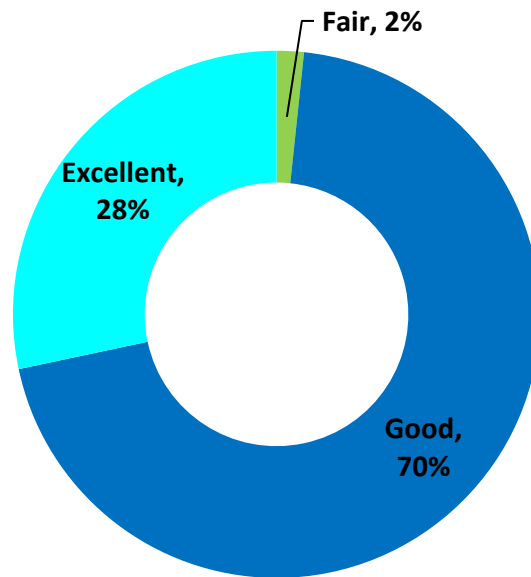


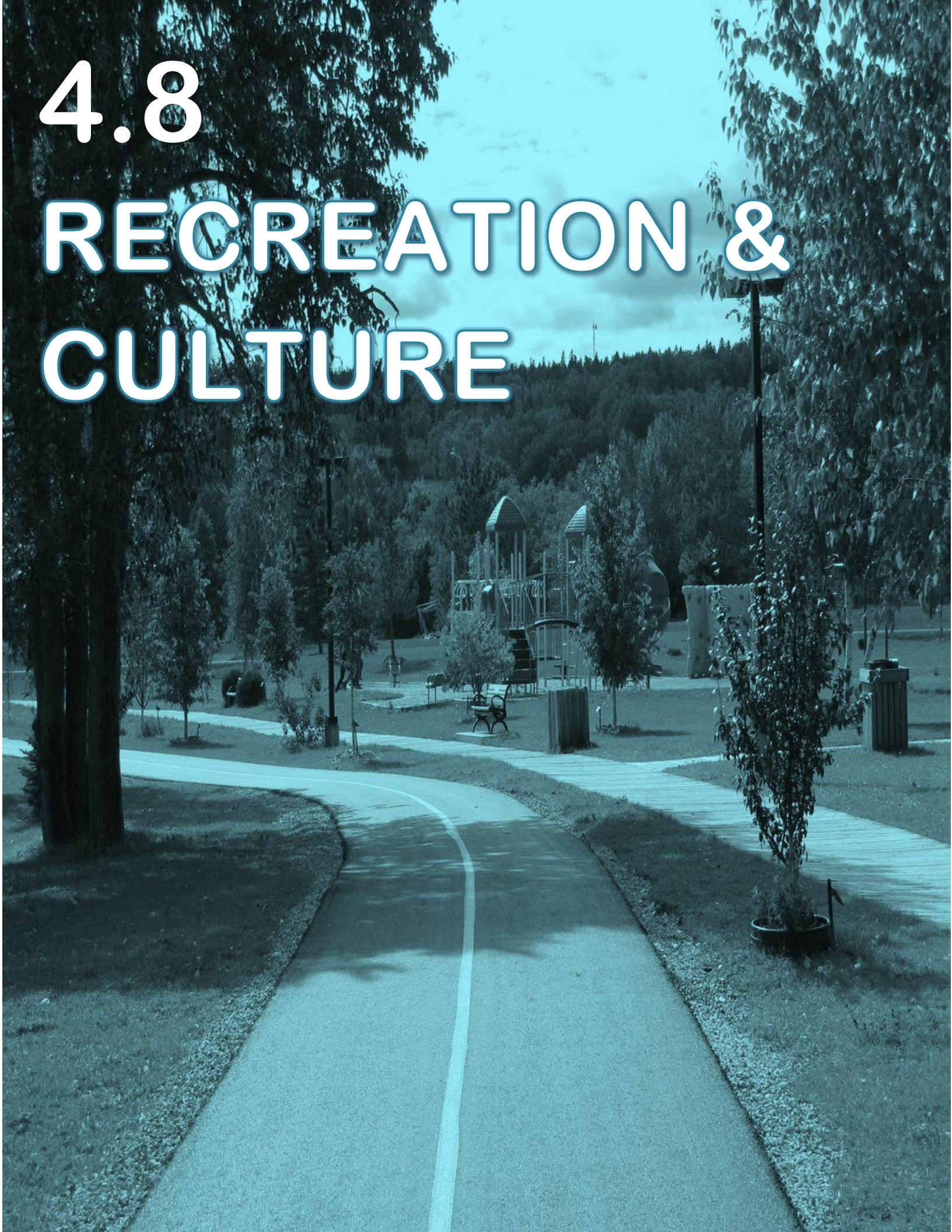
Table 4-17: Buildings and Facilities Report Card

Condition Rating	Financial Rating	Overall Rating
4.26	2.80	3.53



4.8

RECREATION & CULTURE



4.8 Recreation and Culture

4.8.1 Inventory Overview

The City of Temiskaming Shores owns and maintains a wide range of parks, marinas and green spaces for a variety of recreational activities spanning a total area of more than 56 hectares. Figure 4.68 shows the average age distribution for the City's Recreation and Culture assets.

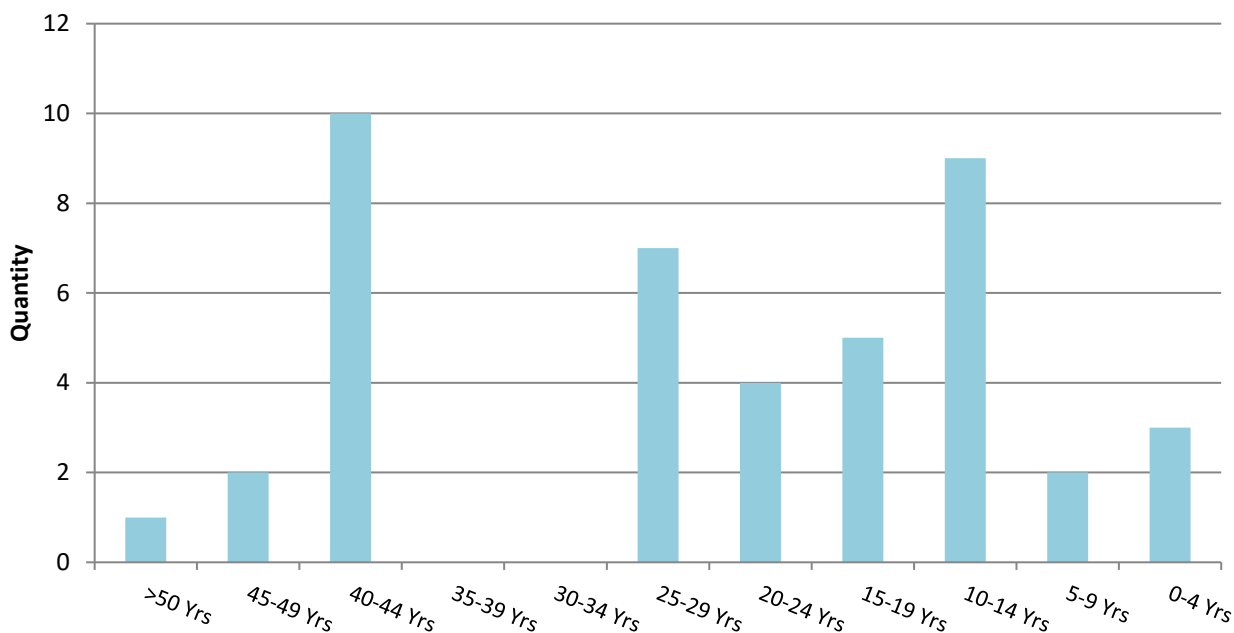
Note: The age is based on the construction/acquisition year of each asset. Some recreation and cultural facilities will be listed under the "Corporate Facilities" category. The replacement values will include the any component that relate to the operation of each asset type. Land Improvements include but are not limited to picnic shelters, monuments/status, street benches and memorial trees.

Table 4-18: Total Replacement Cost for Recreation and Culture Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Active Trails	17.8 km	20-30	\$ 2,463,836.00
Natural Trails	2.0 km	20-30	\$ 29,547.00
Sport Fields	5 units	20-30	\$ 2,184,000.00
Sport Courts	7 units	10-25	\$ 447,000.00
Playgrounds	13 units	10-25	\$ 850,500.00
Skate Parks	1 unit	10-30	\$ 400,000.00
Splash Pads	1 unit	10-30	\$ 722,000.00
Dog Parks	1 unit	30-50	\$ 90,000.00
Outdoor Rinks	2 units	10-50	\$ 200,000.00
Marinas and Wharfs	4 units	10-50	\$ 1,533,702.00
Land Improvements	-	N/A	\$ 617,500.00
		Total:	\$ 9,538,085.00



Figure 4.68: Recreation and Culture Assets by Age



4.8.2 Risk and Criticality Analytics

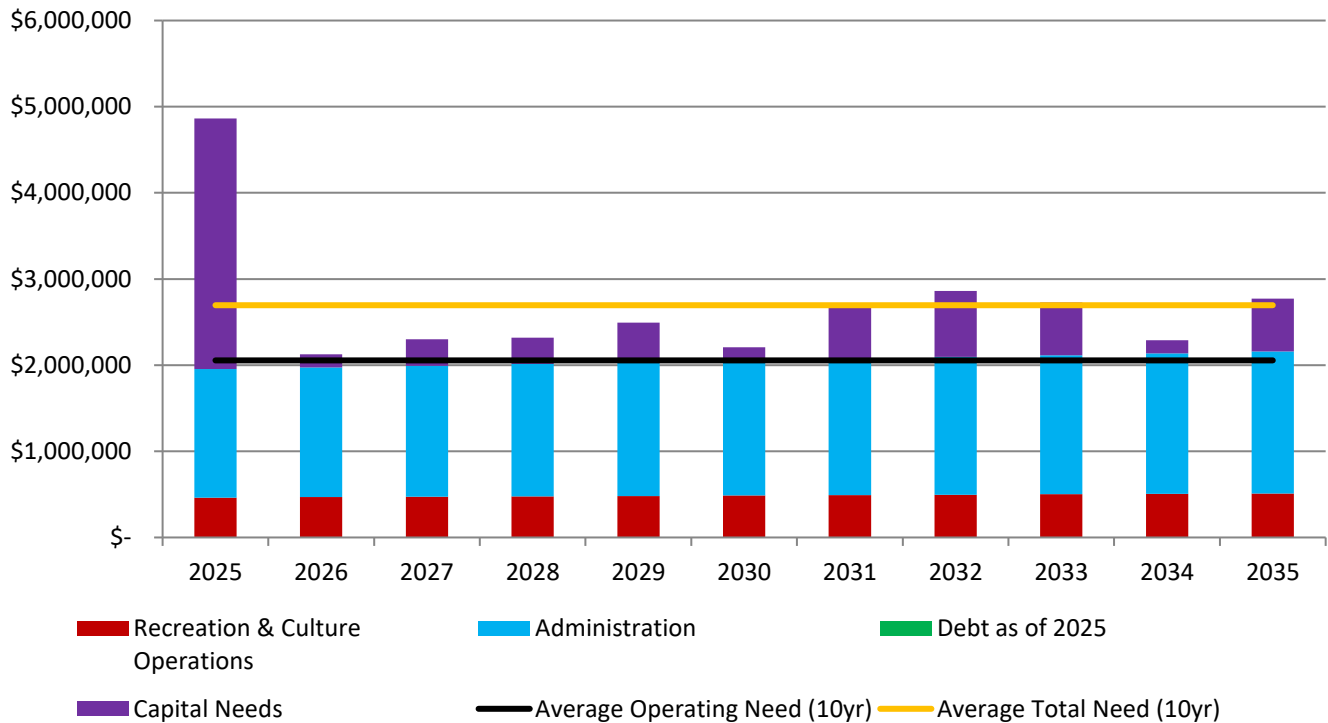
Note: The level of risk for all Recreation and Culture assets under this category will remain in the low risk levels due to lower social and environmental impacts. However, these assets are consistently monitored in order to allow the City to prioritize operational and capital projects based on the greatest risk of failure for each asset and service.

4.8.3 Lifecycle Activities

Figure 4.69 provides a representation of the overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its Recreation and Culture assets and services (10-year forecast). The City's average annual operational requirements for storm assets total \$2,055,021. The City's annual average total requirements are \$2,695,449.



Figure 4.69: Recreation and Culture Lifecycle Cost (\$)



The intervention strategies that are generally appropriate depend on the stage of deterioration/condition of the asset and service. The selection of the strategy is determined through analysis in order to come up with the preferred intervention. It's also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the best return on the investment value. A variety of factors can cause the lifespan of the asset and service to vary from its expected service life. These factors can include but are not limited to:

- Quality of initial construction
- Appropriateness of the materials selected for the type of structures or land
- Service volume and service delivery
- Land location and weather conditions
- Legislation

Note: The lifecycle deterioration rate and strategies are based on the capacity as per design by population utilising the service and by age. For example, the City's playgrounds are calculated with a designed life expectancy of 25 years before considerations for improvements or as needed based demand.



Some operational lifecycle activity options for Recreation and Culture assets include but are not limited to:

- Small structure replacements
- Equipment, structural and land repairs
- Modernization upgrades

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention such as consultation and design work for rehabilitation and major replacement activities.

4.8.4 Condition Report Card

Table 4-19 presents the average ratings and overall report card grade for the City’s Recreation and Culture assets using a five point system. This initial condition report is based on physical inspections and has considered age, asset use 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. *Reference section 4.1.5

Figure 4.70: Recreation and Culture Condition Report Card (%)

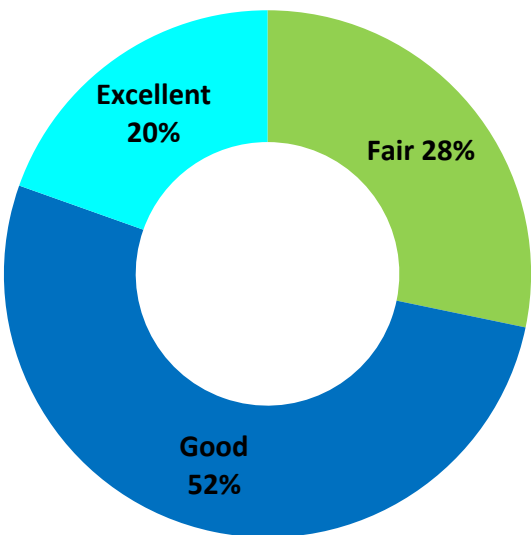


Table 4-19: Recreation and Culture Report Card

Condition Rating	Financial Rating	Overall Rating
3.91	2.50	3.21



4.9

CORPORATE FLEET



4.9 Corporate Fleet

4.9.1 Inventory Overview

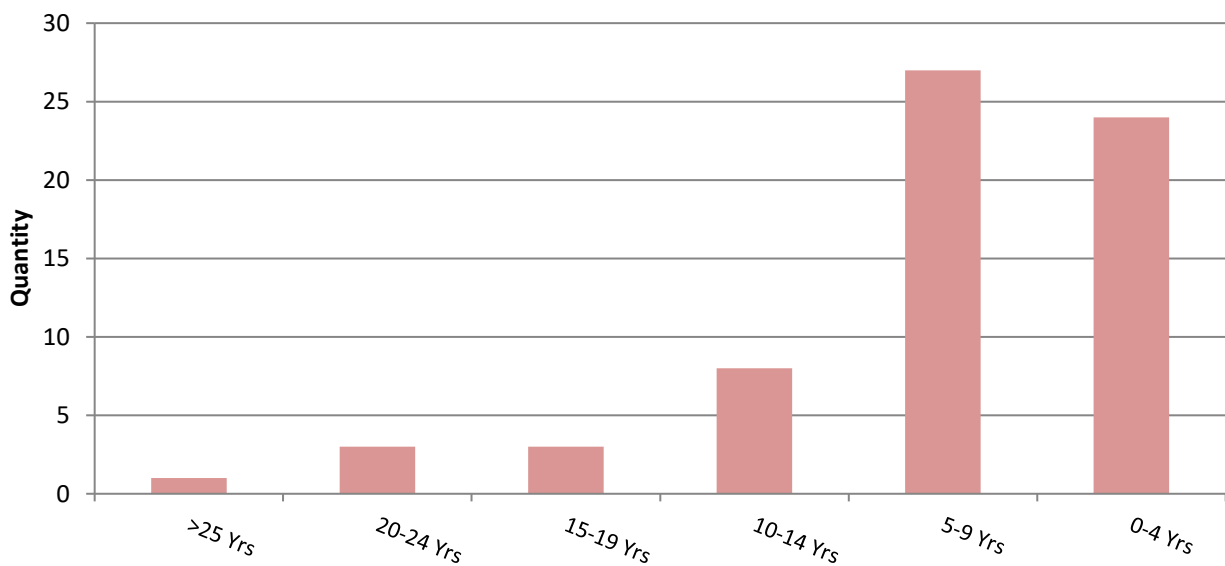
The City of Temiskaming Shores owns 66 fleet assets. The average age of the City's Fleet is 7 years. Figure 4.71 shows the age distribution for the City's fleet.

Note: Trailers, mowers and similar assets will be listed under the "Machinery and Equipment" category. The City's transit units are currently serviced by City staff if possible and operated under contract by a private third party. Some of the smaller fleet units are currently leased under a municipal fleet program. They are still accounted for at full replacement value.

Table 4-20: Total Replacement Cost for Fleet Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Light Vehicles	24 units	10-25	\$ 1,344,000.00
Medium Vehicles	2 units	10-12	\$ 140,000.00
Heavy Vehicles	25 units	10-12	\$ 7,357,000.00
Emergency Vehicles	9 units	10-15	\$ 4,440,000.00
Transit	6 units	10	\$ 1,957,174.00
Total:			\$ 15,238,174.00

Figure 4.71: Fleet Units by Age



4.9.2 Risk and Criticality Analytics

The risk and criticality calculation determines the overall risk of the Fleet asset failures. Figure 4.72 and 4.73 provides a representation of the level of risk per structure and cost. Figure 4.74 represents the total risk of the Fleet assets.

Figure 4.72: Level of Risk – Fleet (each)

Consequence	5	0.00	0.00	0.00	0.00	0.00
	4	0.00	2.00	0.00	2.00	7.00
	3	0.00	7.00	0.00	1.00	9.00
	2	0.00	2.00	0.00	1.00	9.00
	1	2.00	13.00	1.00	2.00	7.00
		1	2	3	4	5
Probability						

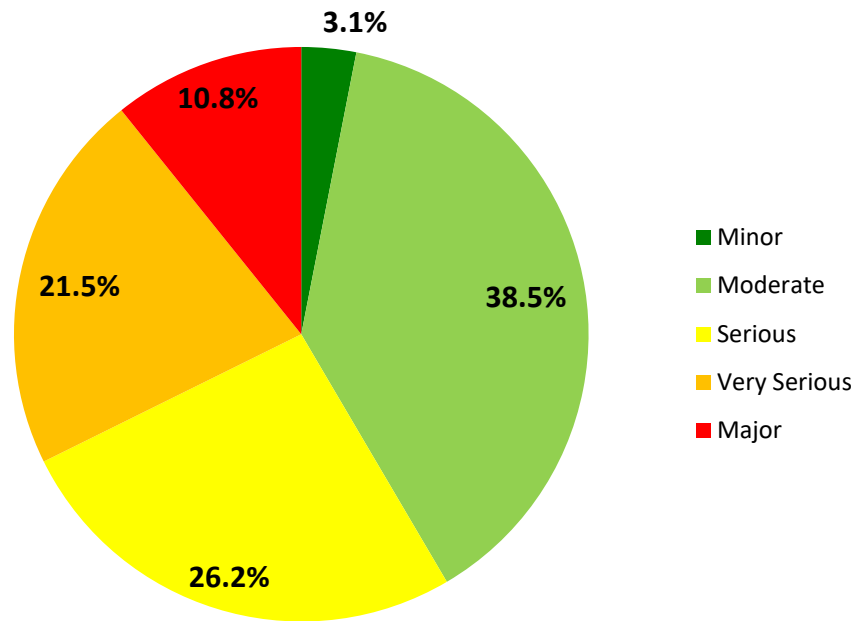
Figure 4.73: Level of Risk – Fleet (\$)

Consequence	5	\$ -	\$ -	\$ -	\$ -	\$ -
	4	\$ -	\$ 140,000	\$ -	\$ 385,000	\$2,969,587
	3	\$ -	\$ 446,000	\$ -	\$ 185,000	\$3,519,000
	2	\$ -	\$ 120,000	\$ -	\$ 185,000	\$3,404,587
	1	\$ 76,000	\$ 702,000	\$ 134,000	\$ 386,000	\$2,416,000
		1	2	3	4	5
Probability						

*Reference section 7.4.1



Figure 4.74: Total Risk of Fleet Assets (%)



4.9.3 Lifecycle Activities

Figure 4.75 provides a representation of the overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its Fleet assets (10-year forecast). The City's average annual operational requirements for storm assets total \$2,201,192. The City's annual average total requirements are \$3,586,480.



Figure 4.75: Fleet Lifecycle Cost (\$)

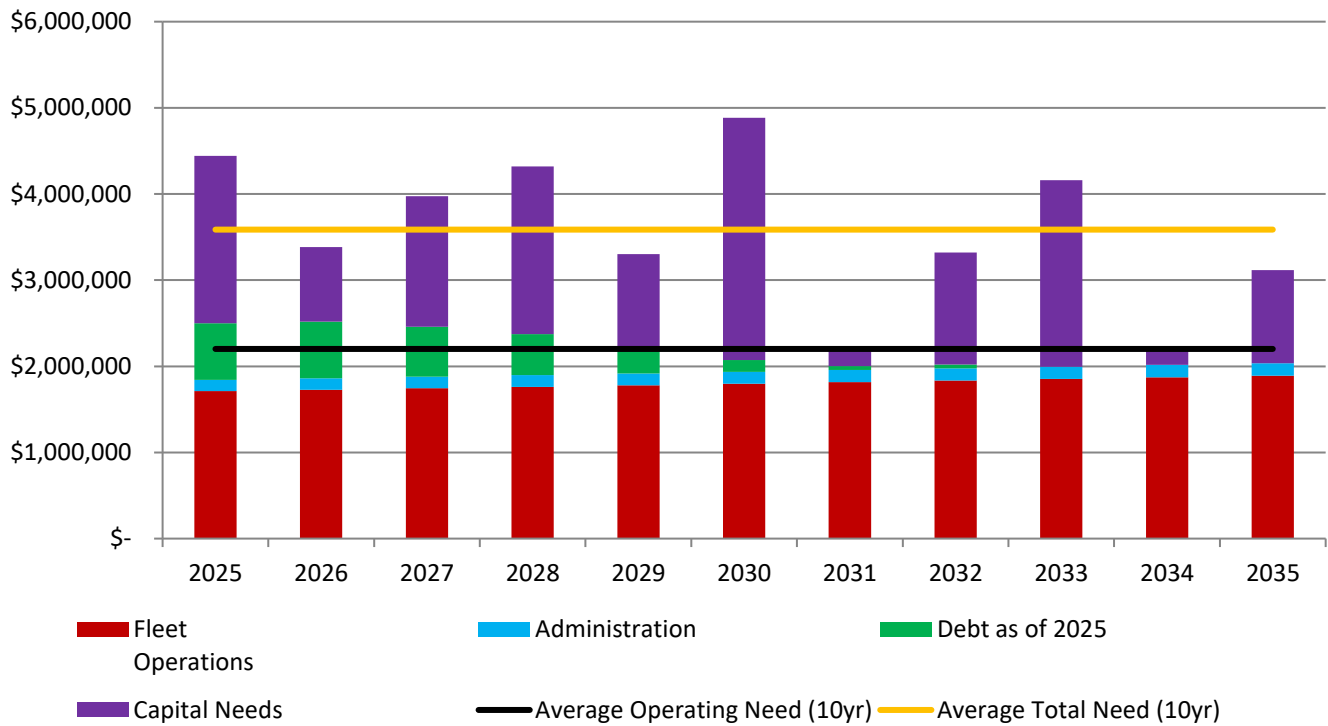


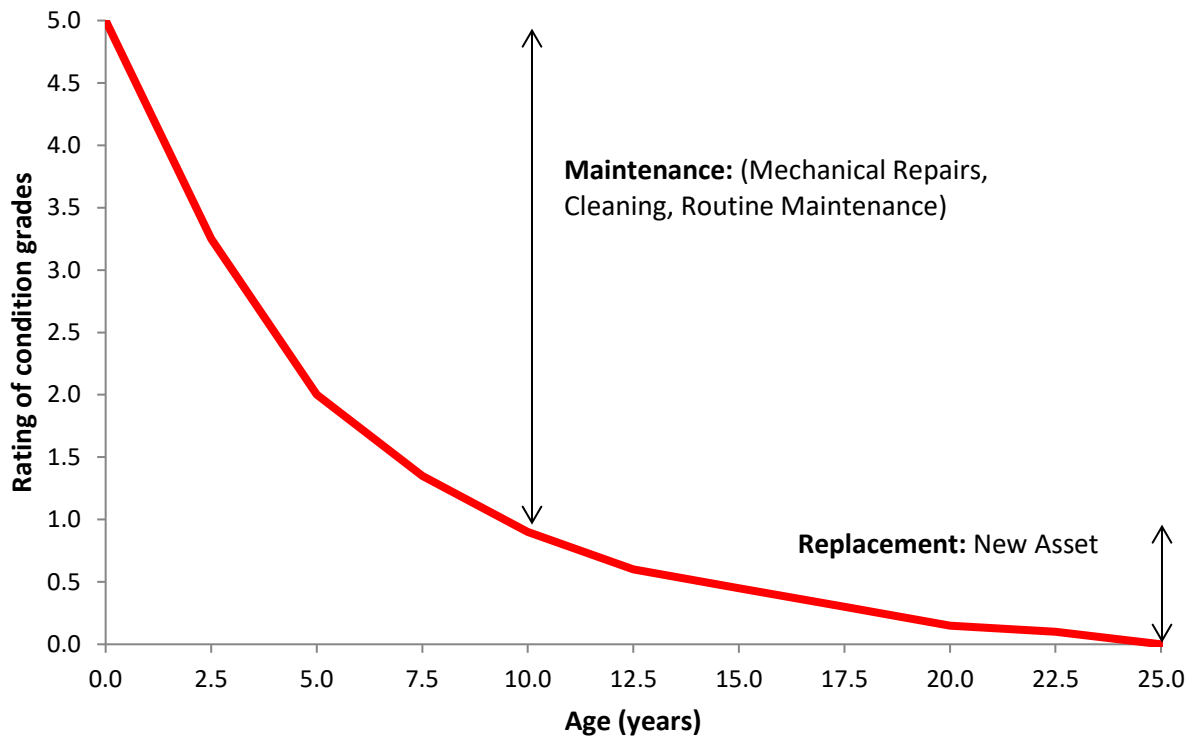
Figure 4.76 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through analysis in order to come up with the preferred intervention. It's also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the best return on the investment value. A variety of factors can cause the lifespan of the asset to vary from its expected service life. These factors can include but are not limited to:

- Quality at initial purchase
- Type of asset and its designed purpose
- Frequency of use
- Quality of repairs as needed

Note: The following lifecycle deterioration rate and strategies example will be based on the current recommended industry deterioration rates for each asset category. Fleet will be calculated with a maximum life expectancy of 25 years before a type of replacement is considered. However, small fleet assets could be calculated with a life expectancy of 10 years.



Figure 4.76: Fleet Lifecycle Intervention Strategies



Some operational lifecycle activity options for Fleet assets include but are not limited to:

- Mechanical inspections and repairs
- Routine maintenance such as fluid and tire changes
- *Possible aesthetic maintenance such as washing and cleaning*

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention.

4.9.4 Condition Report Card

Figure 4.77 and table 4-21 presents the average ratings and overall report card grade for the City's Fleet using a five point system. This initial condition report is age based. These values may be adjusted as the City developpes a physical condition assessment program, as more information is gathered, or as the City upgrades the asset. *Reference section 4.1.5



Figure 4.77: Fleet Condition Report Card (%)

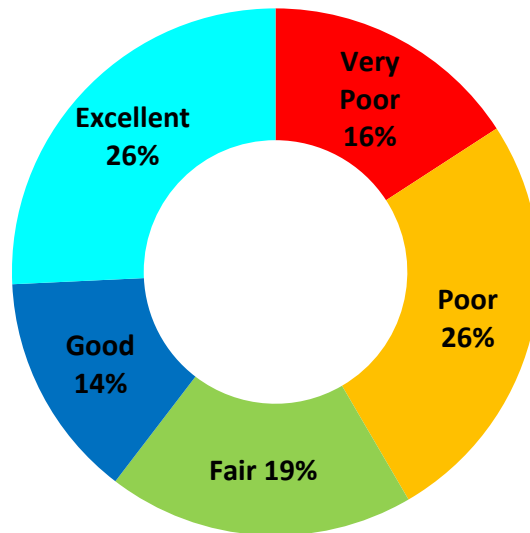


Table 4-21: Fleet Report Card

Condition Rating	Financial Rating	Overall Rating
3.09	3.50	3.30



4.10

MACHINERY & EQUIPMENT



4.10 Machinery and Equipment

4.10.1 Inventory Overview

The City of Temiskaming Shores owns a variety of miscellaneous Machinery and Equipment assets.

Note: Most assets listed aren't attributed to the operation or contents of certain buildings, facilities or location.

Table 4-22: Total Replacement Cost for Machinery and Equipment Assets

Asset Type	Quantity	Useful Life (Years)	Replacement Cost
Environmental Services	pooled	5-10	\$ 855,573.00
Transportation Services	pooled	5-10	\$ 615,400.00
Leisure Services	pooled	5-10	\$ 942,328.00
Fire Services	pooled	5-10	\$ 664,240.00
Other	pooled	5-10	\$ 135,000.00
Total:			\$ 3,212,541.00

Note: Some Machinery and Equipment assets don't have a recorded acquisition year. Therefore, an age table won't be provided for these assets as it would be inaccurate.

4.10.2 Risk and Criticality Analytics

Note: The level of risk for most Machinery and Equipment assets under this category will remain in the low risk levels due to lower social and environmental impacts. However, these assets are consistently monitored in order to allow the City to prioritize operational and capital projects based on the greatest risk of failure for each asset and service.

4.10.3 Lifecycle Activities

The overall cost of the lifecycle activities that the City would need to undertake in order to maintain the current level of service for its Machinery and Equipment assets and services is undetermined. The City's current average annual requirements for Machinery and Equipment assets are mostly "on an as-needed basis".

The intervention strategies remain the same and are generally appropriate depending on the stage of deterioration/condition of the asset and service. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important to consider the approach in assessing the intervention method, in order to determine which decision can provide the most return on the investment value. A variety of factors can cause the lifespan of the asset and service to vary from its expected service life. These factors can include but are not limited to:



- Quality at initial purchase
- Type of asset and its designed purpose
- Frequency of use
- Quality of repairs as needed

Note: The lifecycle deterioration rate and strategies will be based on staff recommendations and by age. These assets will be calculated with a life expectancy of 5 to 10 years before considerations for improvements or as needed based on demand.

Some operational lifecycle activity options for Recreation and Culture assets include but are not limited to:

- Mechanical inspections and repairs
- Routine maintenance
- *Possible aesthetic maintenance such as washing and cleaning*

The overall cost of these options may include wages/labour, materials, contracted/hired costs and other miscellaneous costs related to the lifecycle intervention.

4.10.4 Condition Report Card

Figure 4.78 and table 4-23 presents the average ratings and overall report card grade for the City's Machinery and Equipment using a five point system. This initial condition report is based on physical inspections and has considered age (if known), asset use 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. *Reference section 4.1.5



Figure 4.78: Machinery and Equipment Condition Report Card (%)

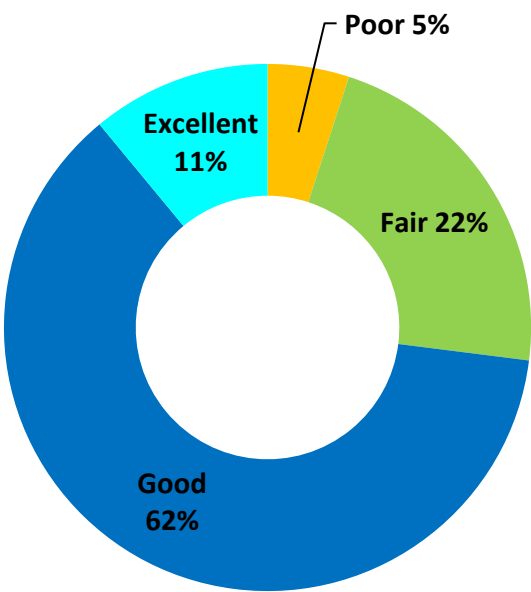


Table 4-23: Machinery and Equipment Report Card

Condition Rating	Financial Rating	Overall Rating
3.78	3.8	3.79



5.0 - 6.0

LEVELS OF SERVICE



Current Levels of Service

5.1 Introduction

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; and
- as a focus for the AM strategies developed to deliver the required level of service.

In order for a municipality to establish a level of service, it is important to review the key factors involved in the delivery of that service, and the interactions between those factors. In addition, it's 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
- Available of Finances



5.2.1 Strategic and Corporate Goals

Infrastructure levels of service can be influenced by strategic and corporate goals. Strategic plans provide direction to an organization, and helps determine how to allocate resources, ensuring alignment to the strategic priorities and objectives. It identifies priorities and guides municipal tax expenditures into the future. A community's vision is dependent upon infrastructure, and the assets will ultimately affect the levels of service provided or those levels that it 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 dictate minimum service levels.

5.2.3 Expected Asset Performance

Levels of service can be affected by current asset condition, and performance and limitations regarding 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 general public's expectations. 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 Available Finances

Financial capacity will ultimately control all aspects of desired service levels. Ideally, 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.

Level of Indicator Municipal Structure

Strategic	Council & City Manager
Tactical	Department Directors and Managers
Operational	Departmental 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 Water Service Delivery

- To provide clean and safe drinking water through a distribution network of water mains and pumps.

5.3.2 Sanitary Service Delivery

- To provide removal of waste water through a collection network of sanitary sewer mains.

5.3.3 Stormwater Service Delivery

- To provide removal of storm water through a collection network of storm sewer mains and catch basins.

5.3.4 Transportation Service Delivery

- To provide the ability of movement of people and goods.
- To provide access to residential, commercial, and industrial properties and other community amenities.
- To provide and encourage recreational use, such as walking, cycling, or special events such as parades.

5.3.5 Solid Waste Service Delivery

- To provide of clean, safe, economic and efficient disposal and/or recycling of waste.

5.3.6 Facilities and Recreational Service Delivery

- To provide adequate quality, functional and safe recreational areas, facilities.

5.3.7 Municipal Fleet

- To provide economic and efficient services to assist with the delivery of other services as noted above.

5.3.8 Performance Indicators

Strategic Indicators	<ul style="list-style-type: none">▪ Percentage of total reinvestment compared to asset replacement value▪ Completion of strategic plan objectives
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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 or reserve levels ▪ Revenue required to maintain annual network growth
Tactical Indicators	<ul style="list-style-type: none"> ▪ Percentage of network in need of rehabilitated / reconstructed ▪ Value of rehabilitated or reconstructed projects ▪ Overall condition index as a percentage of desired condition index ▪ Annual adjustment in condition indexes ▪ Annual percentage of network growth ▪ Percentage of assets where the condition is rated poor or critical ▪ Percentage of network replacement value spent on operations and maintenance
Operational Indicators	<ul style="list-style-type: none"> ▪ Percentage of network inspected within last year ▪ Operating and maintenance costs for various assets as needed ▪ Number of notices and advisories issued ▪ Number of customer requests received annually ▪ Percentage of customer requests responded to within 24 hours



5.3.9 Legislative Performance Measures Analysis

Service	Description	Performance Measures (by O.Reg 588/17)	2022	2023	2024
Water	The City's drinking water system provides all of its drinking water to the communities of North Cobalt, Haileybury, New Liskeard and Dymond and also can provide fire protection within these communities. See appendix B for the City's water distribution map.	Percentage of properties connected to the municipal water system.	67.0%	67.0%	67.0%
		Percentage of properties where fire flow is available.	50.1%	50.1%	50.1%
	A boil water advisory is a public health advisory issued by governmental or other health authorities to consumers when a community's drinking water is or could be contaminated by pathogens. Advisories are typically lifted within 24 to 48 hours, once the laboratory results have confirmed that the water is free from contamination and safe to drink. Note that regulations and standards are subject to change, impacting procedures and reporting.	The number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system.	17 / 3,850	20 / 3,850	25 / 3,850
		The number of connection-days per year due to water main breaks/repairs compared to the total number of properties connected to the municipal water system.	109 / 3,850	93 / 3,850	97 / 3,850



Service	Description	Performance Measures (by O.Reg 588/17)	2022	2023	2024
Sanitary	The City's sanitary system provides the collection and disposal of wastewater to the communities of North Cobalt, Haileybury, New Liskeard and Dymond. See appendix B for the City's wastewater collection system map.	Percentage of properties connected to the municipal wastewater system.	66.9%	66.9%	66.9%
	A combined sewer system collects rainwater runoff, domestic sewage and industrial wastewater into one pipe. The City does not have this type of system within it's sanitary and storm network.	The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	-	-	-
	Sewer overflows can occur in almost every sanitary system even though systems are intended to collect and contain all the sewage that flows into them. The main cause for overflows occur when too much rainfall or snowmelt infiltrates the sanitary system or by blockages. Some excess water can also inflow through roof drains connected to sewers and broken or badly connected service lines and mains. This excess in flow can surpass the systems capacity resulting in overflows. Large objects can also infiltrate the system causing blockages resulting in overflows.	The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system. (Sewer Mains only)	3 / 3,850	1 / 3,850	2 / 3,850
	The City currently has some controled preventative measures to avoid and minimize the risk of overflows within the sanitary system. This has been achieved by the implementation of a proper operation inspection and maintenance program, upsizing the pipe diameter or treatment plant if needed when a reconstruction occurs and by emergency bypassing at lift stations and treatment plants to surrounding rivers and lakes. Emergency bypassing/overflow is an event where raw sewage can bypass all treatment processes with the exception of partial disinfection before being discharged to the environment. This method can prevent damages to treatment plants and to the collection system. However, this method should and is only considered as a last measure of protection.	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system.	1 / 3,850	13 / 3,850	10 / 3,850



Service	Description	Performance Measures (by O.Reg 588/17)	2022	2023	2024
Stormwater	The City's storm management system provides the collection and disposal of surface water to the communities of North Cobalt, Haileybury, New Liskeard and Dymond. See appendix B for the City's storm collection system map. (Note as per designed capacity).	Percentage of properties in municipality resilient to a 100-year storm.	95 % (Pending study for confirmation)		
		Percentage of the municipal stormwater management system resilient to a 5-year storm.	100 % (Pending study for confirmation)		

Service	Description	Performance Measures (by O.Reg 588/17)	2022	2023	2024
Roads	The City's road network provides the means of transportation to the communities of North Cobalt, Haileybury, New Liskeard and Dymond. See appendix B for the City's road network and classes.	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality.	Arterial = 62.6 Lkm Collector = 71.2 Lkm Total Land = 178.1 km ² Local = 282.9 Lkm		
	Refer to section 4.5.3 for condition rating Refer to section 6.3.3 for condition analysis strategies	For paved roads in the municipality, the average pavement condition index value.	62	60	60
		For unpaved roads in the municipality, the average surface condition (e.g. excellent, good, fair or poor).	Good	Good	Good

Service	Description	Performance Measures (by O.Reg 588/17)	2022	2023	2024
Bridges	The City has many different types of bridges that support many traffic types. The majority of the City's bridges can support heavy transport vehicles, motor vehicles, pedestrians and cyclists.	Percentage of bridges in the municipality with loading or dimensional restrictions.	10%	10%	10%
	Refer to section 4.5.3 for condition rating Refer to section 6.3.3 for condition analysis strategies	For bridges in the municipality, the average bridge condition index value.	71.7	70.3	69.4
		For structural culverts in the municipality, the average bridge condition index value.	59	58.2	55.1



5.3.10 Corporate Performance Measures Analysis

Service	Description	Performance Measures	Current (2024 Avg)
Solid Waste	The City is responsible for domestic waste collection and delivery to local facilities for further processing and disposal. Waste is collected bi-weekly as per the schedule.	Number of major late/missed pickup events per day-year	0
	To maximize recyclable materials and move to reduced or zero waste	Average annual waste collected (weighted as of 2024)	33,432 cu yd
Corporate Facilities	The City has many different types of buildings and facilities that provide essential and community services.	Number of unplanned facility shut downs per year	1 / 67
		Meet maintenance and cleaning planning schedules	100%
		Total facility energy consumption per year (including environmental facilities)	15,885 GJ
Recreation & Culture	The City has many different types of green spaces, parks, and recreation structures available to the community.	Frequency of maintenance and inspection effectiveness as per service level standards	95%
Corporate Fleet	The City's fleet provides essential services to the community. Maximizing equipment capital and maintenance investment is key.	Desired maximum annual average out of service days per unit.	14
		Asset replacement targets set by useful life expectancy	65%
Machinery & Equipment	The City's machinery and equipment provides essential services to the community. Maximizing equipment capital and maintenance investment is key.	Asset replacement targets set by useful life expectancy	90%



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 Services

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 Services

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 Stormwater Services

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 Road 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) if 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

5.4.6 Buildings and Facilities

1. Building name, location and intended use.
2. Building characteristics (construction type, material, contents and age)
3. Maintenance conducted on buildings (task and the date most recently repaired)
4. Annual operating costs
5. Structural condition inspection and reports

5.4.7 Street & Traffic Control Lighting

1. Pole location (GPS co-ordinates and number)
2. Pole material /condition
3. Luminaire characteristics (arm length, bulb type and wattage, installation year)
4. Luminaire condition
5. Maintenance conducted on light (task and the date most recently repaired)
6. Annual operating costs for lighting (Hydro consumption)

5.4.8 Other Asset Groups

6. Location and number



7. Characteristics (type, material and approximate age)
8. Maintenance conducted on asset (task and the date most recently repaired)
9. Annual operating costs if required
10. Condition inspection and reports if conducted



Proposed Levels of Service

6.1 Introduction

Asset management planning sets short and long-term strategic goals of its assets and infrastructure networks. Proposed levels of service will examine how the City can best serve the public in the future. In order to achieve the overall goals established by the municipality, the asset management plan needs to integrate the current and past assessments and future financial, operational and capital plans.

The City's goal is to move away from reactive to proactive planning-based strategies. It's important to assess all levels of maturity when considering planned maintenance or repair. Assuring public buy-in will also be considered to assure needed change for long-term strategies. Forecasted or proposed levels of service come with several uncertainties that can impact the timing and cost of planned work. Inconsistencies in external funding also poses challenges when considering major repair or replacement of assets. The challenges that arise from uncertainties will need to be balanced between cost and risk trade-offs to avoid a drastic decrease in levels of service. Refer to Section 8 "Financial Strategy" for further information on how the following proposed levels of service will be funded and supported.

6.1.1 Unpredictability

The following provides examples on the considerations that municipal staff and council will consider when determining the overall proposed levels of service. Note that section 7.4 explains the City's approach on individual asset risk assessment.

Economics & Climate Change:

Uncertainty in weather patterns continues to introduce new challenges when considering asset improvements. Capacity performance in stormwater and transportation networks during significant weather events draws resources at a higher rate than anticipated. Therefore, emergency relief funds and preparedness plans must be introduced in the planning process to insure adequate levels of services during these events. These events can also introduce abnormal asset performance in short or long-term form. Economics and demographics surrounding global and local conditions such as aging population, health pandemic or financial recession may also impose significant strain on the City's capacity to operate at full capacity as planned.

Legislation and Regulations:

Although new or updated legislation from all levels of government is usually communicated in advance, it is important to note that significant changes to forecasted strategies may need to be reconsidered because of new changes in legislations.



Aging Assets:

Aging assets in core infrastructure is one of the biggest challenges that municipalities face. Lifecycle activity investments, supporting new technologies and innovations to develop higher efficiency and cost reductions continue to be the City's higher considerations.

Human Resources:

Staff capacity to meet service expectations set by these levels of service also play a vital role in the organization. Overworked or understaffed conditions can have profound consequence on the delivery of services. This may delay planned and unplanned work. A reduction or cut in services may also take place to deploy staff time to more critical services. The City will insure that staff time and work load is always at reasonable levels dependent on current status.

Proposed Levels of Service Trade-offs:

These considerations form the fundamental discussions that will need to occur while establishing proposed levels of service. Table 6-1 provides several examples of concepts for these discussions related to potential trade-offs.

Table 6-1: Service Trade-off Options

Proposed Change	Example	Cost	Risk	Impact
Decrease level of service	Lower average condition index for roads	Short term cost savings May increase overall lifecycle cost	Public Safety	↓
			Service to the Customer	↓
			Organizational Reputation	↓
Change level of service metric	Use % (Poorer constant)	May decrease	Organizational Reputation	↑
Adding enhancements or new levels of service	Dedicated bicycle pathways	Increase to construction costs or operating costs	Public Safety	↑
			Service to the Customer	↑
			Organizational Reputation	↑



Long term forecasting must also consider the performance indicators and measures as mentioned in section 5.3.8 & 9.

6.1.2 Proposed Level of Service Framework

The proposed levels of service may differ from the current levels of service. The following tables outline the City's forecasted levels of service and framework. The overall technical assessment is subject to unplanned cost and risk events that may not always represent the level of service provided to the public. Refer to section 8 for further information on funding strategies. ***The forecasted trend will demonstrate the results for the next 10 years if the current methods and strategies stay the same as of 2025.***

Community Expectations:

The community expectations will be classified into two categories (Reliable & Safe and Affordable). Reliability and Safety identifies the asset's fiscal performance, therefore is it delivering its services as designed and attended. Affordability identifies the capacity or health of the financial support that each asset will require to deliver its services as attended.

Current Performance Status:

The current performance defines the condition (health) of the overall assets by category in its current state (2025). The community expectations can be measured by the (Needs Improvements, Meets Expectations, Exceeds Expectations) status. "Needs Improvements" means that some or most areas need significant improvement. "Meets Expectations" means that some or most areas are adequate and occasionally needs improvements or exceeds expectations. "Exceeds Expectations" means that some or most areas perform very well.

Proposed Performance Status:

The proposed performance defines the forecasted condition (health) of the overall assets by category until 2035. The community expectations can be measured by the (Expected to Decline, Expected to stay the Same, Expected to Improve) status. The proposed community expectations will be a result of how the City staff and public perceives the outcome of the challenges on obtaining the require funding and results of each asset over time.

6.1.3 Proposed Level of Service Status


The City's drinking water system is heavily dependent on the following to forecast the outcome of its service to the public:

- **A drinking-water works permit (DWWP):** A permit to establish or alter a drinking-water system requirements as outlined in the Safe Drinking Water Act.
- **An accepted operational plan:** The Drinking-Water Quality Management Standard (DWQMS) will be the standard upon which operational plans will be based. The plan will document an operating authority's quality management system (QMS).



- **An accredited operating authority:** A third-party audit of an operating authority's QMS will be the basis for accreditation.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the drinking water system is viable.
- **A permit to take water (PTTW):** Requirements as outlined in the Ontario Water Resources Act.

The considerations to achieve long-term sustainability will include a change in the service level metrics. The public works department environmental division that's responsible for the municipality's water distribution and treatment system will implement a phase in approach for addressing the long-term affordability concerns and consequences. Information can be found in the City's developed 2021-2030 plan "Water & Wastewater System Financial Plan" and "Ontario Clean Water Agency Temiskaming Shores Operation Plans".

Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Water	Reliable & Safe	Meets Expectations	Expected to stay the Same	
	Affordable	Needs Improvements	Expected to Decline	
	Achievable Long-term Sustainability			NO

The City's sanitary system is heavily dependent on the following to forecast the outcome of its service to the public:

- **Environmental Compliance Approval (ECA):** A permit to establish, dispose or alter a wastewater treatment plants.
- **Environmental Protection Act (EPA):** Requirements as per environmental risks.
- **An accepted operational plan:** The plan will document an operating authority's quality management system (QMS).
- **An accredited operating authority:** A third-party audit of an operating authority's QMS will be the basis for accreditation.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the sanitary system is viable.
- **Effluent Monitoring:** Requirements as outlined in the Ontario Water Resources Act.

The considerations to achieve long-term sustainability will include a change in the service level metrics. The public works department environmental programs responsible for the municipality's sanitary (wastewater) collection and treatment system. This area will implement a phased in approach for addressing the long-term affordability concerns and consequences. Information can be found in the City's developed 2021-2030 plan "Water & Wastewater System Financial Plan" and "Ontario Clean Water Agency Temiskaming Shores Operation Plans".





Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Sanitary	Reliable & Safe	Meets Expectations	Expected to stay the Same	
	Affordable	Meets Expectations	Expected to stay the Same	
	Achievable Long-term Sustainability			YES

The City's stormwater system is heavily dependent on the following to forecast the outcome of its service to the public:

- **Water Discharge:** Location of water discharge from networks.
- **An accepted operational plan:** The plan will document a strategy to mitigate the impacts of flooding and exposure of risk.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the stormwater system is viable.

The considerations to achieve long-term sustainability will include a change in the service level metrics. The public works department transportation division that's responsible for the municipality's stormwater collection system will implement a phase in approach for addressing the long-term asset condition and affordability concerns and consequences. A stormwater management plan will be developed to address these concerns.

Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Stormwater	Reliable & Safe	Needs Improvements	Expected to Decline	
	Affordable	Needs Improvements	Expected to Decline	
	Achievable Long-term Sustainability			NO

The City's transportation network is heavily dependent on the following to forecast the outcome of its service to the public:

- **Minimum Maintenance Standards (MMS):** Road maintenance requirements as outlined in the regulation.
- **An accepted operational plan:** The plan will document a strategy to ensure MMS are met or exceeded.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the transportation network is viable.




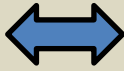
The considerations to achieve long-term sustainability will include a change in the service level metrics and possible enhancements to existing assets. The public works department transportation division that's responsible for the municipality's road network will implement a phase in approach for addressing the long-term affordability concerns and consequences. A transportation master plan will be developed to address these concerns. The annual winter operation plans will only be considered.

Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Transportation	Reliable & Safe	Meets Expectations	Expected to Improve	
	Affordable	Meets Expectations	Expected to stay the Same	
	Achievable Long-term Sustainability			YES

The City's solid waste is heavily dependent on the following to forecast the outcome of its service to the public:

- **Environmental Compliance Approval (ECA):** A permit to establish, dispose or alter a landfill sites.
- **Environmental Protection Act (EPA):** Requirements as per environmental risks.
- **An accepted operational plan:** The plan will document a waste disposal management program.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the solid waste services are viable.
- **Leachate Monitoring:** Requirements as outlined in the Ontario Water Resources Act in conjunction with the Contaminant Attenuation Zones (CAZ).

The considerations to achieve long-term sustainability will include a change in the service level metrics and possible enhancements to existing services. The public works department environmental program that's responsible for the municipality's solid waste services will implement operational programs to address long-term sustainability.



Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Solid Waste	Reliable & Safe	Meets Expectations	Expected to Improve	
	Affordable	Meets Expectations	Expected to stay the Same	
	Achievable Long-term Sustainability			YES



The City's corporate facilities is heavily dependent on the following to forecast the outcome of its service to the public:

- **Accessibility for Ontarians with Disabilities Act (AODA):** Standards to eliminate barriers for people with disabilities.
- **Building Code:** Requirements on construction and maintenance standards.
- **Environmental Impact Assessment:** Net-zero energy readiness standards.
- **An accepted operational plan:** The plan will document a maintenance management program.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the building and facility services are viable.

Considerations to achieve long-term sustainability will include a possible change in all three levels of proposed change. The recreation department that's responsible for the municipality's corporate facilities operations in conjunction with corporate services will implement a phased in approach for addressing long-term affordability concerns and consequences. A Municipal Energy & Greenhouse Gas Reduction plan and Age Friendly Community plan have been developed to address these concerns. The development of a building and facility capital plan will also be considered for development. Note that some recreation facility assessment will be included in the "Temiskaming Shores Recreation Master Plan".

Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Corporate Facilities	Reliable & Safe	Meets Expectations	Expected to stay the Same	
	Affordable	Needs Improvements	Expected to Decline	
	Achievable Long-term Sustainability			YES

The City's recreation & culture department is heavily dependent on the following to forecast the outcome of its service to the public:

- **Accessibility for Ontarians with Disabilities Act (AODA):** Standards to eliminate barriers for people with disabilities.
- **Environmental Impact Assessment:** Natural impacts such as soil erosion, damage to vegetation, noise disturbance.
- **An accepted operational plan:** The plan will document a maintenance management program.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the recreation & culture services are viable.



The considerations to achieve long-term sustainability will include a possible change in all three levels of proposed change. The recreation department that's responsible for the municipality's recreation & culture will implement a phase in approach for addressing the long-term affordability concerns and consequences. A Recreation Master plan has been developed to address these concerns in the "Temiskaming Shores Recreation Master Plan" and "Temiskaming Shores Active Transportation Plan."

Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Recreation & Culture	Reliable & Safe	Meets Expectations	Expected to stay the Same	↔
	Affordable	Meets Expectations	Expected to stay the Same	↔
	Achievable Long-term Sustainability			YES

The City's corporate fleet is heavily dependent on the following to forecast the outcome of its service to the public:

- **Highway Traffic Act:** Regulation under this act.
- **Environmental Impact Assessment:** Natural impacts such as soil erosion, damage to vegetation, noise disturbance.
- **An accepted operational plan:** The plan will document a maintenance management program.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the fleet operations are viable.

The considerations to achieve long-term sustainability will include a change in the service level metrics and possible enhancements to existing assets. The public works department transportation division that's responsible for the municipality's corporate fleet will implement a phase in approach for addressing the long-term affordability concerns and consequences. This service will also be included in the transportation master plan that will be developed to address these concerns. The annual winter operation plans will only be considered.

Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Corporate Fleet	Reliable & Safe	Meets Expectations	Expected to Improve	↑
	Affordable	Meets Expectations	Expected to stay the Same	↔
	Achievable Long-term Sustainability			YES



The City's machinery & equipment is heavily dependent on the following to forecast the outcome of its service to the public:

- **An accepted operational plan:** The plan will document a maintenance management program.
- **A Financial Plan:** This must be prepared in accordance with the prescribed requirements in the Financial Plans Regulation, including an indication that the city's machinery and equipment are viable.

The considerations around long-term sustainability for machinery and equipment will heavily depend on the asset itself. All departments will have some form of responsibility towards addressing the long-term affordability concerns and consequences. No plan will be considered for development as it may be addressed in other plans as mentioned above.

Service	Community Expectations	Current Performance	Forecasted Performance	Trend
Corporate Fleet	Reliable & Safe	Meets Expectations	Expected to stay the Same	↔
	Affordable	Meets Expectations	Expected to stay the Same	↔
	Achievable Long-term Sustainability			YES

Conclusion:

The City will aim to involve the community in discussions and achieve the final result. A 2024 community strategic plan has been developed to engage the public that will ensure that future iterations of the AMP reflect the value and priorities of the community, while also balancing affordability considerations.





7.0

ASSET MANAGEMENT STRATEGY

Asset Management Strategy

7.1 Introduction

7.1.1 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.

7.1.2 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 10 year time horizon between 2025 and 2035. Replacement costs were calculated using 2024 dollars with an inflation rate of 2 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 and surrounding municipalities. The larger total replacement cost has been applied. This decision was made assuming that a higher 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 unpredictable cost allocations such as non-capital (operations and maintenance) expenditures in the Plan.

The replacement value of municipal assets will be divided into two categories.

- Hard Costs are the tangible expenses directly related to the physical construction like materials and labor as described in the following tables.
- Soft Costs are indirect or contractual miscellaneous costs related to the replacement of materials such as (mobilization, engineering design and oversight, traffic control, temporary services and testing). These costs can be more difficult to estimate and can vary significantly depending on the project scope and complexity. The soft costs can amount to ten percent **(10%)** based on past municipal projects. While these costs can be substantial and influence overall project feasibility, they have been excluded for consistency and comparability across asset classes. As such, future financial planning may require adjustments to account for these additional costs where applicable.

7.1.2.1 Water

The following assumptions were made in estimating the per unit replacement cost (2024):

- The replacement cost estimate includes:
 - ✓ Excavation, supply and installation of pipe as per Table 7-1. Includes Earth excavation, Granular, Pipe and Removals
 - ✓ Supply and installation of Hydrants and Valves
 - ✓ Excavation, supply and installation of water services as per Table 7-1 to property line (Length of existing lines are known).



- Water main average depth of 2.5 to 3.0 m.

Table 7-1 below shows the cost to replace each asset category in the City of Temiskaming Shores.

Table 7-1: Replacement Cost for Water Infrastructure

Asset Component	Unit Cost
Water Mains under 100mm	\$ 660 /m
Water Mains 100mm	\$ 910 /m
Water Mains 150mm	\$ 1,030 /m
Water Mains 200mm	\$ 1,070 /m
Water Mains 250mm	\$ 1,130 /m
Water Mains 300mm	\$ 1,216 /m
Water Mains 450mm	\$ 1,456 /m
Main & Service Water Valves	\$ 100 - \$6,000 each
Hydrants	\$ 8,000 each
Specialized Valves	CPI
Water Facilities	CPI

*Note – Water main Pipe diameter that are less than 150 mm will be replaced with 150 mm water mains. CPI (refer to the construction price index)

7.1.2.2 Sanitary

The following assumptions were made in estimating the per unit replacement cost (2024):

- The replacement cost estimate includes:
 - ✓ Excavation, supply and installation of pipe as per Table 7-2. Includes Earth excavation, Granular, Pipe and Removals
 - ✓ Supply and installation of maintenance hole structures.
 - ✓ Excavation, supply and installation of 125mm sanitary sewer services to property line (15 m or 50 foot lot frontage is assumed as an overall City average).
- Sanitary main average depth of 2.8 to 3.0 m.

Table 7-2 below shows the cost to replace each asset category in the City of Temiskaming Shores.

Table 7-2: Replacement Cost Sanitary Infrastructure

Asset Component	Unit Cost
Sanitary Mains under 200mm	\$ 660 /m
Sanitary Mains 200mm	\$ 960 /m
Sanitary Mains 250mm	\$ 990 /m
Sanitary Mains 300mm	\$ 1,010 /m



Sanitary Mains 375mm	\$ 1,030 /m
Sanitary Mains 450mm	\$ 1,060 /m
Sanitary Mains 525mm	\$ 1,160 /m
Manholes (depth)	\$ 3,800 /m
Specialized Valves	CPI
Wastewater Facilities	CPI

*Note – Sanitary main Pipe diameters less than 200 mm will be replaced with 200 mm sanitary sewer mains. CPI (refer to the construction price index)

7.1.2.3 Stormwater

The following assumptions were made in estimating the per unit replacement cost (2024):

- The replacement cost estimate includes:
 - ✓ Excavation, supply and installation of pipe as per Table 7-3. Includes Earth excavation, Granular, Pipe and Removals
 - ✓ Supply and installation of maintenance hole structures and catch basins.
- Stormwater main depth of 2.5 to 3.5 m.

Table 7-3 below shows the cost to replace each asset category in the City of Temiskaming Shores.

Table 7-3: Replacement Cost Stormwater Infrastructure

Asset Component	Unit Cost
Storm Mains under 300mm	\$ 660 /m
Storm Mains 300mm	\$ 960 /m
Storm Mains 350mm	\$ 990 /m
Storm Mains 450mm	\$ 1,020 /m
Storm Mains 600mm	\$ 1,150 /m
Storm Mains 750mm	\$ 1,160 /m
Storm Mains 800mm	\$ 1,234 /m
Storm Mains 900mm	\$ 1,234 /m
Storm Mains 1000mm and greater	\$ 1,430 /m
Catch Basins (depth)	\$ 3,200 /m

*Note – Pipe diameters less than 300 mm will be replaced with 300 mm stormwater mains.

7.1.2.4 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 (2024):

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 is for removal, 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 if needed.
- Price is for removal, supply, haul, place and compaction of Class 2 aggregate and emulsion.

Gravel

- The replacement cost estimates assume that all existing gravel areas will be replaced with gravel.
- 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.

Sidewalks

- The replacement cost estimates assumes that all existing sidewalks will be replaced with the same surface material type.
- Price is for removal and place of sidewalk materials.

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 7-4 below shows the cost to replace each asset category in the City of Temiskaming Shores.

Table 7-4: Replacement Cost Transportation Infrastructure

Asset Component	Unit Cost
Asphalt 90mm	\$ 90.36 /m ²
Asphalt 50mm	\$ 52.54 /m ²
Surface Treatment	\$ 10 /m ²
Gravel	\$ 6.70 /m ²
Sidewalk – (Concrete or Brick)	\$ 220 /m ²
Curb – (Concrete)	\$ 220 /m
Bridges & Large Dia. Culverts	CPI
Streetlights	\$ 2,500 – 9,950 each
Guard Rails	\$ 20 – 30 /m
Street Signs	\$ 15 – 60 each

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

7.1.2.5 Other Asset Groups

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

- Assets under “Corporate Facilities” and some “Recreation and Culture” are based on the City’s initial construction cost or the replacement insured value of the structure with the addition of the inflation rates and the approximate value of its contents.
- Assets under “Solid Waste”, “Corporate Fleet”, “Machinery and Equipment” and some “Recreation and Culture” are based on the initial purchase of each unit with the addition of the inflation rates or the approximate value of a new equivalent unit.



7.2 Non-Infrastructure Solution

7.2.1 New Data Collection Strategies

Data Collection Preparation

A meeting should be arranged shortly prior to, or as part of the new data collection project, 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 municipal staff or a third party 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, municipal 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 and tools that are required.

The City will ensure that all data collection 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. A small pilot area should be completed and submitted for comment if required.

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.

7.2.2 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.

7.2.3 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 municipal staff use the same information. Examples of this would include street name lists, address lists, assessment roll numbers, etc.

7.2.4 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 municipal 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 at 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 in 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 include costing, and time / resources required and when an activity is performed. This information may be aggregated at regular intervals to assist with establishing a base line for how well an asset is performing.

7.2.5 Neighbouring Municipalities

Municipalities working together can present significant opportunities and benefits. The City of Temiskaming Shores currently works with the surrounding Townships for the maintenance, operational and capital costs associated with boundary roads.

- Township of Hudson – 50% cost for Pipeline Road
- Township of Harley – 50% cost for Uno Park Road + 50% cost for 2 bridges
- Township of Harris – 50% cost for Sale Barn Road

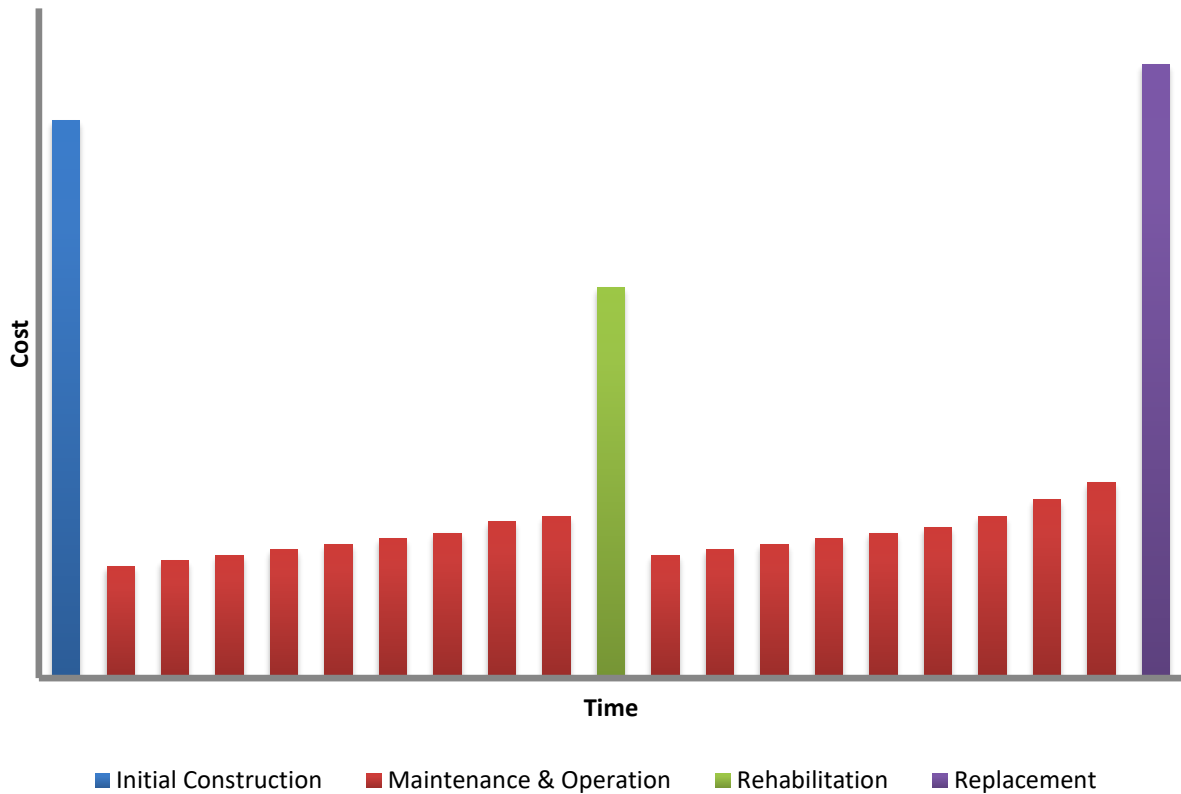
7.3 Lifecycle Management

Lifecycle cost is the total cost of an asset throughout its life including planning, design, construction, operation, maintenance, renewal, replacement and disposal costs.

Figure 7.1, illustrates how costs typically accumulate over an asset's life.



Figure 7.1: Accumulation of Costs Over an Asset's life



7.3.1 Maintenance and Operation Activities

The City realizes the benefits of lower-cost treatment methods such as preventive maintenance and light rehabilitation activities. However, more costly treatments such as heavier rehabilitation and full reconstruction may become necessary.

Allowing the assets to deteriorate further, triggers the need for heavier rehabilitation strategies. Although heavy rehabilitation and full reconstruction is typically less cost-effective than maintenance and light rehabilitation in the short term, it's still preferable to apply this type of strategy to lower the maintenance cost in the long term.

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

Water System Maintenance and Programs

The entire water system is inspected on an annual basis. Each year, the pipes are flushed and inspected. Defects or underperformance of the system are recorded and coded to correspond with Safe Drinking Water Act standards. Once complete, this will form the benchmark for comparing asset condition.



Sanitary and Stormwater System Maintenance and Programs

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.

Transportation System Maintenance and Programs

The City abides by the Ministry's minimum maintenance standards, which specifies the frequency that roads and sidewalks need to be patrolled and how issues, including pothole, winter maintenance, etc., are addressed based on the road classification.

The Roads Needs Study is completed every 3 years utilizing internal and external resources. The last Roads Needs Study review was completed in 2023. The study reviews the road network, breaks down 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.

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 2024.

Building and Facility Maintenance and Programs

The City abides by all requirements under the Ontario Building Code, Canadian Safety authority standards and other standards or guidelines that may apply during inspections, construction and maintenance activities. All municipal buildings and facilities are inspected each year and repaired as needed. Building maintenance is performed in-house by the maintenance staff and completion of this work helps to identify and schedule future projects and form asset condition ratings for each structure.

Fleet Maintenance and Programs

Municipal fleet and equipment are inspected and maintained at regular intervals to meet Ontario regulatory requirements. Fleet maintenance is performed in-house by the mechanic staff, however in certain cases can be outsourced if the repairs require specific technical expertise. Maintenance records will help to identify and schedule future replacement of units.

The costs associated with the operations and maintenance of these activities, have been included in the overall operational cost of each asset category.



7.3.2 Rehabilitation and Replacement 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.

7.3.3 Calculating Asset Condition

The condition calculation determines the overall condition of asset failure. The analytic can become a documented approach to determining capital priorities. A municipality could then compare priorities across asset types and categories. The City will be introducing some age based and/or assessment-based condition analytics, to supplement professional judgement.

Note: The Asset represented as follows are visual examples of condition rating and can be a misinterpretation of the current asset over the course of this document's development or revision process.

Table 7-5: Condition Ratings Option 1

Age Based Rating		
Condition	Useful Life Remaining	Final Score
Failed	0% - 19%	1
Poor	20% - 39%	2
Fair	40% - 59%	3
Good	60% - 79%	4
Excellent	80% - 100%	5

Condition Index Rating			
Condition	Score Range	Final Score	Intervention Strategy (Roads)
Failed	0 - 39	1	Reconstruction
Poor	40 - 57	2	Rehabilitation
Fair	58 - 74	3	Resurface
Good	75 - 85	4	Preventative Maintenance
Excellent	86 - 100	5	Corrective Maintenance



Examples:

Excellent to Good
(Golf Course Road Bridge)



Fair
(Armstrong Street Bridge)



Poor to Failure
(Firstbrooke Line Road Bridge)



Excellent to Good
(Wilson Road Culvert)



Fair
(McLean Road Culvert)



Poor to Failure
(River Road Culvert)



Excellent to Good
(Georgina Avenue Asphalt)



Fair
(Dawson Point Road Asphalt)



Poor to Failure
(Albert Street Asphalt)



Table 7-6: Condition Ratings Option 2

Condition Assessment Rating Scale		
Rating	Condition	Description
4.8-5.0	Excellent	No visible defects, new or near new condition, may still be under warranty if applicable
4.0-4.7	Good	Good condition, but no longer new, may have some slightly defective or deteriorated component(s), but is overall functional
3.0-3.9	Adequate	Moderately deteriorated or defective components; but has not exceeded useful life
2.0-2.9	Marginal	Defective or deteriorated component(s) in need or replacement; exceeded useful life
1.0-1.9	Poor	Critically damaged component(s) or in need of immediate repair; well past useful life



Maintenance and Administrative Facility Conditional Assessment	SCORE
Inspection Area	
Substructure	
Foundations: Walls, columns, pilings other structural components	
Basement: Materials, insulation, slab, floor underpinnings	
Shell	
Superstructure/structural frame: columns, pillars, walls	
Roof: Roof surface, gutters, eaves, skylights, chimney surrounds	
Exterior: Windows, doors, Power Operators and all finishes (paint, masonry)	
Shell appurtenances: Balconies, fire escapes, gutters, downspouts	
Interiors	
Partitions: Walls, interior doors, fittings such as signage	
Stairs: Interior stairs and landings, Guards, Railings	
Finishes: Materials used on walls, floors and ceilings	
<i>This component covers all interior spaces, regardless of use</i>	
Conveyance (Elevators and Escalators)	
Elevators	
Lifts: any other such fixed apparatuses for the movement of goods or people	
Plumbing	
Fixtures	
Water distribution	
Sanitary Waste	
Rain water drainage	
HVAC (Heating, ventilation, and air conditioning)	
Energy supply	
Ventilation systems	
Heat Generation and distribution systems	
Cooling generation and distribution systems	
Testing, balancing, controls and instrumentation	
Chimneys and vents	
Fire Protection	
Fire Dampers	
Sprinklers	
Standpipes	
Hydrants, Pumps, Valves, Panels and other fire protection specialties	
Electrical	
Electrical service and distribution	
Lighting & branch wiring (interior and exterior)	
Communications and security	
Other electrical systems (lighting protection, generators, exit signs and emergency lighting)	
Equipment/Fare Collection	
Equipment related to the function of the facility, including maintenance or vehicle service equipment	
For clarity, includes items valued above \$10,000 and related to facility function	
Site	
Roadways/driveways and associated signage, markings and equipment	
Parking lots and associated signage, markings and equipment	
Pedestrian areas and associated signage, markings, and equipment	
Site development such as fences, walls, and miscellaneous structures	
Site Utilities	
Overall Assessment Score	



7.4 Risk Management

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 only reflect a very high level of the asset components, and did not accurately reflect the service life 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 in establishing a yearly budget that accurately reflects the required asset replacement / rehabilitation cost required.

Strategy to address:

It is suggested an inspection program of assets be established to build the existing database. With a newly built database, the report should be reviewed to assess 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. Levels of Service 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 must 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 2016 Census and the 2021 Census the City of Temiskaming Shores experienced negative population growth of -2.9% from 9,920 to 9,634. Between the 2016 and 2021 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, commercial construction and labour force needs every two to three 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 may not account for a large enough percentage of the assets and could potentially result in unexpected costs if not corrected (i.e. year of installation assumed, when the asset is past its expected service life, degradation of an asset's effect on surrounding assets).

Strategy to address:

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

7.4.1 Calculating Asset Risk

The risk or criticality calculation determines the overall risk of asset failure. The risk/criticality analytic can become a documented approach to determining capital priorities. A municipality could then compare priorities across asset types and categories. The City will be introducing some risk/criticality assessments based on analytics, to supplement professional judgement.



The City's risk/criticality formula is provided below:

$$\text{Asset Risk/Criticality} = \text{Probability of Failure (PoF)} + \text{Consequence of Failure (CoF)}$$

The assessment of PoF will be dependent upon the condition and age of the asset, whereas CoF will be assessed based on analytics established by the municipality. The City will use weighted averages for its PoF and CoF using a scale out of 5 points each as the PoF was determined to be more important to the calculation.

The City's risk/criticality weighted average example is provided below:

$$(80\% \times \text{PoF Rating}) + (20\% \times \text{CoF Rating}) = \text{Risk Rating (100\%)}$$

Table 7-7: Probability and Consequence of Failure Ratings

Asset	Condition / Age	Condition Qualitative	PoF Rating	PoF Qualitative	Weighting
Asset 1	5	Excellent	1	Rare	80%
Asset 2	4	Good	2	Unlikely	80%
Asset 3	3	Fair	3	Possible	80%
Asset 4	2	Poor	4	Likely	80%
Asset 5	1	Very Poor	5	Almost Certain	80%

Consequence of Failure Rating (Water)

Asset	Detail	Value	CoF Rating	CoF Qualitative	Weighting
Asset 1	Pipe Diameter	Less than 100mm	1	Minor	20%
Asset 2		100 to 150mm	2	Moderate	20%
Asset 3		150 to 200mm	3	Serious	20%
Asset 4		200 to 300mm	4	Very Serious	20%
Asset 5		300mm and Over	5	Major	20%



Consequence of Failure Rating (Sanitary)

Asset	Detail	Value	CoF Rating	CoF Qualitative	Weighting
Asset 1	Pipe Diameter	Less than 200mm	1	Minor	20%
Asset 2		200 to 250mm	2	Moderate	20%
Asset 3		250 to 300mm	3	Serious	20%
Asset 4		300 to 350mm	4	Very Serious	20%
Asset 5		350mm and Over	5	Major	20%

Consequence of Failure Rating (Stormwater and Culverts)

Asset	Detail	Value	CoF Rating	CoF Qualitative	Weighting
Asset 1	Pipe Diameter	Less than 250mm	1	Minor	20%
Asset 2		250 to 500mm	2	Moderate	20%
Asset 3		500 to 700mm	3	Serious	20%
Asset 4		700 to 1000mm	4	Very Serious	20%
Asset 5		1000mm and Over	5	Major	20%



Consequence of Failure Rating (Roads)

Asset	Detail	Value	CoF Rating	CoF Qualitative	Weighting
Asset 1	Road Classification	Class 6	1	Minor	20%
Asset 2		Class 5	2	Moderate	20%
Asset 3		Class 4	3	Serious	20%
Asset 4		Class 3	4	Very Serious	20%
Asset 5		Class 2 and 1	5	Major	20%

Consequence of Failure Rating (Bridges and Large Diameter Culverts)

Asset	Detail	Value	CoF Rating	CoF Qualitative	Weighting
Asset 1	Replacement Value	Up to \$100k	1	Minor	20%
Asset 2		\$101k to \$300k	2	Moderate	20%
Asset 3		\$301k to \$500k	3	Serious	20%
Asset 4		\$501k to \$700k	4	Very Serious	20%
Asset 5		\$701k and Over	5	Major	20%



Consequence of Failure Rating (Corporate Facilities)

Asset	Detail	Value	CoF Rating	CoF Qualitative	Weighting
Asset 1	Replacement Value	Up to \$10k	1	Minor	20%
Asset 2		\$11k to \$50k	2	Moderate	20%
Asset 3		\$51k to \$200k	3	Serious	20%
Asset 4		\$201k to \$1M	4	Very Serious	20%
Asset 5		\$1M and Over	5	Major	20%

Consequence of Failure Rating (Corporate Fleet)

Asset	Detail	Value	CoF Rating	CoF Qualitative	Weighting
Asset 1	Replacement Value	Up to \$50k	1	Minor	20%
Asset 2		\$51k to \$100k	2	Moderate	20%
Asset 3		\$101k to \$150k	3	Serious	20%
Asset 4		\$151k to \$200k	4	Very Serious	20%
Asset 5		\$200k and Over	5	Major	20%



8.0

FINANCIAL STRATEGY



Financial Strategy

8.1 Introduction

The financial strategy is the final component of the plan, and it provides the needs/plan to move forward with the Asset Management Strategy that was provided previously in this report.

This section will not present detailed information on the budgeting process as it pertains to the current and proposed levels of service established by the municipality but rather aims to highlight major components of the process to understand short- and long-term financing. The City has and will develop financial reports and plans to establish funding allocations to support its services.

Financing infrastructure has become an increasingly critical challenge. To ensure the continued delivery of adequate and affordable services to residents, the City of Temiskaming Shores along with provincial and federal governments must explore improved practices and innovative approaches to infrastructure funding. While it is reasonable that those who benefit from municipal infrastructure should contribute to its cost, questions remain about equitable cost distribution for example, determining responsibility for the rehabilitation of arterial roads that traverse major urban centers.

Prior to the introduction of Ontario Regulation 588/17, *Asset Management Planning for Municipal Infrastructure*, municipal accounting practices often failed to account for the full replacement costs of depreciating assets. This led to significant fiscal pressures when assets reached the end of their service life. The adoption of standards set by the Public Sector Accounting Board (PSAB) has addressed this gap, bringing greater awareness to the scale of the infrastructure deficit. While asset management systems are essential tools in addressing this challenge, innovative financing mechanisms and diversified revenue streams are equally vital. This strategy adheres to PSAB Section PS 3150 by supporting accurate accounting and comprehensive reporting of tangible capital assets. It's important to recognize which levels of government are responsible for providing different programs and services. Some programs and services that are jointly funded. Below is a generalized overview of the responsibilities of each level of government.

Municipal government has the responsibility for:

- Building and Land Development (building permits and fees)
- Family and Community Support Services
- Protective Services (Policing, Fire and EMS)
- Public Health & Social Services
- Local Road Maintenance and Improvement
- Recreation Facilities, Parks and Structures
- Transit
- Utilities (water, sanitary, wastewater)
- Waste Collection
- Municipal Property Tax



Provincial government has the responsibility for:

- Municipalities
- Employment Programming
- Highways
- Hospitals/Health
- Justice
- Provincial Parks
- Landlord and tenant support
- Schools
- Provincial Policing
- Post-secondary Education
- Provincial Property Tax
- Immigration
- Work Safety Enforcement

Federal government has the responsibility for:

- Airports
- Borders and Passports
- Broadcasting and Telecommunications
- Child Benefits
- Employment Insurance
- Fisheries, Oceans and National Parks
- Income Tax
- International Support (embassies)
- Immigration
- Mortgages
- Federal Policing
- National Defense and Veteran Affairs
- Postal Service
- Student Loans

8.2 Financial Indicators

In Canada, the oversight of financial reporting standards is the responsibility of the Accounting Standards Oversight Council (AcSOC). AcSOC provides strategic input and oversight for two independent boards: the Public Sector Accounting Board (PSAB) and the Accounting Standards Board (AcSB). PSAB is responsible for setting accounting standards for public sector entities, including federal, provincial, territorial, and municipal governments. AcSB, on the other hand, is responsible for setting accounting standards for the private sector.



In 2009, the Public Sector Accounting Board (PSAB) issued Statements of Recommended Practices (SORP) which provide guidance on how public sector bodies should report on indicators of financial condition. This information helps municipalities better understand, for example, the risk facing a municipality in maintaining its current programs and services it currently, as well as the policy and operational decisions it must make in light of its financial health.

The indicators are the following:

- **Sustainability**

Sustainability measures the ability of the municipality to maintain its existing programs and services, including maintaining its financial obligations to its residents and ratepayers, without increasing its debt or raising taxes relative to its economy that it operates. This may include the revision of Annual Surplus or Deficits, Financial Assets to Liabilities and Net Debt to Provincial GDP.

- **Flexibility**

Flexibility describes the extent to which a municipality can change its debt burden or raise taxes within its economy. Increasing debt and taxation reduces flexibility and the municipality's ability to respond to changing circumstances. This may include the revision of Debt Servicing Costs to Revenues, Own Source of Revenue to Provincial GDP and Net Book Value of Tangible Capital Assets to Cost of Tangible Capital Assets.

- **Vulnerability**

Vulnerability indicators can measure the amount municipalities are dependent on sources of revenue outside their control and its exposure to risk which might affect the municipality's ability to meet its commitments. The lower the municipality's own source revenue is, the more it relies on fiscal decisions of others such as provincial and federal aid. This may include the revision of Senior Government Funding to Total Revenues.

The Financing strategy outlines the suggested approach to funding the lifecycle management strategy of its assets that is proposed to be adopted by the municipality. Long term and forecasted financial planning and policies around one strategy can have a significant impact on other plans and strategies in operating and capital budgets. The following financing strategies should be carefully considered by the municipality:

- Use of Grants & Contributions
- Rate Sensitivity
- Debt Levels
- Infrastructure Funding Gap
- Reserve & Reserve Funds
- User Fees
- Asset Management Policies
- Taxation
- Global market changes



Some of these factors may have a greater impact based on terms and conditions. When creating a plan that spans 5 to 10 years, it's important to consider variables such as inflation rates, debt terms, rate of return on investment and projected municipal growth. The City may need to expand their asset base to meet increased demand. Accordingly, anticipated expansion requirements will be integrated into the City's overall financing strategy.

Table 8-1 represents various funding sources within financing strategies. The initial capital purchase or construction cost typically represents a substantial investment, often supported by external funding sources, though not in all cases. Ongoing costs to operate, maintain and monitor assets are generally funded through the annual operating budget mostly consisting of taxation and user fees. Major repair and disposal costs also need to be considered when ultimately acquiring and/or replacing the assets.

Table 8-1: Financing Methods

Asset Lifecycle	Financing Methods
Purchase, Install, Initial Construction	Charges, Reserves, Taxation, User Fees, Grants (Funding), Other
Operate, Maintain, Monitor	Taxation, User Fees
Major Repair, Disposal	Charges, Reserves, Taxation, User Fees, Grants (Funding), Other

8.3 Municipal Budgets

The budgets consider both costs (expenditures) and available funding (revenues), which are broken into two components: operating and capital budgets.

Operating Budget:

The operating budget is developed annually and includes personnel, facility, equipment and material costs. Each department is responsible for preparing its budget. The budget reflects anticipated adjustments to service levels, incorporating projected revenues, expenditures, inflation and service demand growth.

Capital Budget:

The capital budgets are developed each year to plan for major projects, purchases, improvements to facilities, infrastructure and equipment. Each department proposes their capital budget based on risk, strategic priorities and end of life. The capital budget funding allocation is generally split between external funding and grants while the other half is mainly derived from current year taxation and some reserve funds as required. Debt financing is also considered for significant capital expenditures when required funding is beyond the municipality's available cash flow. The City ensures compliance with the annual repayment limit as provided by the province.



8.4 Internal Revenue Sources

Most municipalities and the public are familiar with a variety of internal and external revenue sources. Developing the framework on how to utilize and optimize the use of the various funding sources is critical to the budget process. The following describes a few of the revenue sources currently used by municipalities:

- **General Operating Revenues (Tax levy):** Rural municipalities, towns and smaller cities mainly rely on local taxes, user fees and grants rather than on borrowing, due to having less borrowing capacity compared to larger cities.
- **Earmarked User Fees:** An earmarked user fee is dedicated to a specific project; for example, water and sanitary charges for environmental infrastructure, disposal fees for solid waste facilities, and admission charges for recreational complexes.
- **Reserves:** Reserves are funds set aside by municipalities for specific future needs, such as capital projects, operational stability, or risk mitigation. They provide financial flexibility and support long-term sustainability without over-reliance on debt or sudden tax increases. Using reserves to fund capital is a strategic approach to relying solely on long-term debt. This approach offers a predictable and flexible funding source, demonstrates responsible fiscal management and helps maintain stable tax rates.
- **Special Assessments and Local Improvement Charges:** A special assessment is a specific charge added to the existing property tax to pay for improved capital facilities that border them. The charge is based on a specific capital expenditure in a particular year but may be spread over a number of years.
- **Development Charges:** Municipalities have the ability to charge a discretionary development fee to assist in financing the capital costs of new development. Development charges are more common in larger municipalities. Developers are generally responsible for on-site services, such as local roads, sidewalks and street lighting. Historically, development charges have financed “hard” services, such as water supply, sewage treatment, trunk mains and roads. The City of Temiskaming Shores does not currently have a Development Charge By-Law.

8.5 External Revenue Sources

- **Grants (Funding):** Municipalities often rely on funding from provincial and federal governments to support major capital projects. These funding programs are subject to annual review and may change in response to shifting priorities or fiscal constraints. As part of their review processes, upper levels of government assess the fiscal challenges faced by municipalities, which can affect the amount and type of funding allocated.

Geographic location, economic conditions, and demographic factors also influence outcomes, as municipalities with greater need or strategic importance may receive a larger share of



available funds. In recent years, many grant programs have introduced stricter eligibility criteria, including the requirement for municipalities to have a council-approved asset management plan in place.

Other financing instruments have been made available to municipalities. The federal government's initiative to provide grants to municipalities from federal gas tax revenue is one example of a financing instrument. It involves the direct participation of the private sector in a venture controlled by the public sector. The public sector's role is to facilitate, regulate, and guarantee provision of an asset and the private sector's role is to design, finance, build and operate the asset in a formalized partnership agreement.

The City has accessed funding for large-scale capital projects and remains committed to pursuing all available funding opportunities. While these grants are typically short-term and not guaranteed from year to year, they remain a key tool for supporting large infrastructure investments and reducing the financial burden on local taxpayers.

- **Borrowing (Debt):** Municipalities may engage in both short-term and long-term borrowing. Short-term borrowing may be used to finance capital expenditures or to maintain cash flow throughout the year.
- **Fundraising/Partnerships:** At times, community groups or local organizations may take an active role in fundraising to support specific municipal projects. These efforts are most commonly associated with improvements to recreational facilities, such as parks, sports fields, or playground equipment. Municipalities welcome and value these partnerships, recognizing the important role they play in supporting community initiatives. However, because these contributions are not guaranteed, they are considered a supplementary not a primary source of funding.

8.6 Temiskaming Shores Financial Strategy

The City has identified revenue sources that will support the Asset Management Plan (AMP) developed through this report. The following provides a description of the major revenue sources identified by the City to support the AM Strategy. These sources include:

- **Municipal Transfer to Capital and/or Reserves:** The City currently allocates a portion of its general tax levy to fund its annual capital program. This contribution is built into the current tax rate, and the City intends to maintain a consistent allocation going forward. In addition, the use of reserve funds supports long-term financial sustainability, helps to manage risk, and provides funding flexibility.
- **Canada Community-Building Fund (CCBF, formerly known as Federal Gas Tax Fund) and Provincial Gas Tax:** Both the CCBF and Provincial Gas Tax are established as permanent sources of funding for municipalities. The CCBF is predictable, long-term and stable, and helps municipalities address their infrastructure deficit. Municipalities that operate public transit services are eligible to receive the Provincial Gas Tax funding which is based on two cents per



litre of provincial gas tax revenue collected. This funding supports the expansion and improvement of public transit services across the province. The City's 2025 CCBF allocation was \$631,029 and the Provincial allocation for 2024/25 was \$153,617.

While both programs are established as permanent, the actual funding amounts can vary annually based on factors such as fuel consumption levels and government budget allocations.

- **Ontario Community Infrastructure Fund (OCIF):** The OCIF assistance grant provides annual funding to small, northern and rural municipalities across the province for repairing roads, bridges, water and wastewater infrastructure. The City's allocation for 2025 was \$616,399.
- **Ontario Municipal Partnership Fund (OMPF):** OMPF is the province's primary general assistance grant to municipalities aimed at supporting local priorities and services. The program primarily targets small, northern and rural municipalities across the province recognizing the unique challenges they face. The City's allocation for 2025 is \$3,803,100.
- **Assessment Growth:** Assessment growth refers to the increase in a municipality's property tax base resulting from new development, property improvements, or changes in property classification. While growth forecasts help guide long-term planning, they are not guaranteed. Actual growth can vary sometimes falling short of or exceeding expectations which may lead to budget surpluses or shortfalls.

Another consideration is updated property assessments provided by the Municipal Property Assessment Corporation (MPAC). It's important to understand that while property assessment values determine the distribution of taxes among properties, they do not directly increase the City's total tax revenue only the overall growth in assessment base does.

At this time, assessment growth is not incorporated into the annual operating budget. This is due to its unpredictability, the potential for timing delays, and the likelihood of adjustments such as assessment reductions and write-offs. As a result, the City takes a cautious approach and does not rely on projected growth revenue to fund ongoing services or commitments. The average total net growth between 2017-2024 was \$8.5M.

- **Municipal Taxation:** The primary source of municipal funding is property taxation. Property taxes are levied on properties within the municipality's boundary. Funds are allocated across departmental operations and capital budgets through a structured budget process. The City's budget cycle typically begins in the fall of each fiscal year. The City maintains a system of internal controls to ensure assets and services are protected, and that all transactions are properly authorized, recorded and publicly reported. Property tax revenue supports the majority of municipal services and programs not covered by user fees, service charges, or other external funding sources.
- **Borrowing (Debt):** The remainder of the capital program, especially significantly large infrastructure projects, may be financed through debt. These large projects are usually



contingent upon approved federal and provincial funding programs. Debt would be the last means to be considered for infrastructure funding.

When considering debt financing, the City must account for the following:

- The annual repayment limit imposed by the province
- Whether internal debt limits need to be derived or updated
- If existing debt strategies need to be revised
- The impact of debt on future operating costs

The Province of Ontario limits municipal debt based on a maximum percentage of revenues that may be used to service the debt costs annually. Debt servicing costs include interest and principal payments and are currently limited to 25 percent (25%) of the municipality's net own source revenues. The Province of Ontario calculates the annual repayment limit (ARL) for municipalities, based on the municipality's calculation of revenues and debt servicing costs. For the year 2025, the City's ARL statement indicates that it has a repayment limit of \$4,198,270.

As the City nears its maximum borrowing limit, the ability to borrow further debt to finance infrastructure investments is more restrictive at which point the City should look to maximize available capital grants from federal and provincial governments.

- **Services Charges (Service/User fees):** In order to project rate impacts on either taxation or user fees, the City will follow lifecycle activities associated with levels of service that it has currently agreed to and considered in this report. Service charges are generally determined based on projected demand and consumption.

For example, water and sewer rates generate revenue for water and sanitary infrastructure upgrades. The rate structure in place includes annual increases which help fund infrastructure needs outlined in this report.

8.7 Funding Analysis

The City of Temiskaming Shores is a diversified municipal government institution that provides a wide range of services to its citizens. It's important to note that some services may not directly support the municipality's infrastructure but are crucial for its longevity and sustainability. Municipal services are provided by departments, and their activities are reported in these service areas:

General Government Services: The Corporate Services department is responsible for economic development programs, IT services, adopting bylaws, adopting administrative policy, levying taxes, ensuring effective financial management, monitoring performance and ensuring that high quality municipal service standards are met. The City also administers and maintains three cemeteries within the municipality.



Protection Services: Police services, including law enforcement, crime prevention, and the maintenance of peace, order, and public safety are provided through a contractual agreement with the Ontario Provincial Police (OPP). Fire protection services are provided by a volunteer Fire Department, which provides fire suppression, fire prevention and education programs to residents. The City enforces by-laws and offers animal control and property standards.

Transportation and Environmental Services: The Public Works department is responsible for the delivery of municipal services related to planning, design, construction, maintenance and repair of roads and stormwater assets. Other responsibilities may include snow removal, roadway signage and maintaining all municipal vehicles and equipment. The Environmental Services department is responsible for municipal services related to planning, design, construction, maintenance and repair of water and wastewater assets, operation of treatment facilities, as well as solid waste disposal and diversion services.

Health and Social Services: The City supports the delivery of public health and social services through partnerships with external agencies. Public health services are delivered by the Northeastern Public Health Unit (NEPH) (formerly the Timiskaming Health Unit), while land ambulance services are provided through the District of Timiskaming Social Services Administration Board (DTSSAB). Social and family services such as general assistance, childcare and social housing are also delivered through DTSSAB. Although these services are not administered directly by the City, they are supported financially.

Recreation and Cultural Services: The Recreation department is responsible for providing, facilitating the development of, and maintaining high quality parks, buildings and facilities, and cultural services, including library services.

Library Services: Public library boards are local boards appointed by council who govern the public library and ensure community needs are met. They are accountable to the municipality and receive funding from municipal tax dollars. They provide access to resources, programming and opportunities for participatory learning and leisure.

Planning and Development: The Planning and Development division is responsible for preparing land use plans, by-laws and policies for sustainable development of the City and for reviewing and approving new development.



The following analysis will highlight the City's financial scenarios that the municipality must undertake for the next 10-years to sustain its delivery of its proposed levels of service.

Table 8-2: Historical Operating Expenditures for Services (\$,000)

Service Area	2015	2016	2017	2018	2019	2020	2021	2022	2023
General Government	\$ 2,665	\$ 2,653	\$ 2,280	\$ 2,585	\$ 3,520	\$ 2,924	\$ 3,427	\$ 3,155	\$ 2,842
Protection to Persons & Property	\$ 4,534	\$ 4,213	\$ 4,401	\$ 4,244	\$ 4,034	\$ 3,761	\$ 4,027	\$ 3,868	\$ 4,448
Transportation	\$ 4,873	\$ 4,494	\$ 4,356	\$ 4,472	\$ 4,935	\$ 4,448	\$ 5,043	\$ 5,112	\$ 5,871
Environmental	\$ 4,415	\$ 4,628	\$ 4,696	\$ 4,847	\$ 5,249	\$ 5,033	\$ 5,370	\$ 5,721	\$ 6,182
Health Services	\$ 1,648	\$ 1,874	\$ 1,750	\$ 1,719	\$ 1,348	\$ 1,760	\$ 1,873	\$ 1,995	\$ 2,065
Social and Family Services	\$ 1,346	\$ 1,320	\$ 1,276	\$ 1,334	\$ 1,277	\$ 1,169	\$ 1,099	\$ 1,135	\$ 1,121
Recreation & Culture	\$ 2,592	\$ 2,759	\$ 2,922	\$ 2,771	\$ 2,847	\$ 2,490	\$ 2,708	\$ 3,054	\$ 3,312
Planning & Development	\$ 1,507	\$ 1,244	\$ 1,564	\$ 1,328	\$ 1,616	\$ 936	\$ 1,099	\$ 2,426	\$ 1,940
Total:	\$ 23,580	\$ 23,185	\$ 23,245	\$ 23,300	\$ 24,826	\$ 22,521	\$ 24,646	\$ 26,466	\$ 27,781

The historical operating expenditures represent the annual cost needed to sustain the municipality's levels of service. The City has seen an increase of 16% in operating expenditures (approximately 4.2 million dollars) in the past 9 years. This aligns with the municipality's average annual increase of 2% to the tax levy.

Note that although some service areas may be directly related to specific asset groups outlined in this plan. It's important to consider all operational requirements to reflect the true cost and the City's approach to servicing its residents and ratepayers.



Table 8-3: Historical Capital and Debt Expenditures (\$,000)

Category	2015	2016	2017	2018	2019	2020	2021	2022	2023
Capital Expenditures	\$ 9,397	\$ 7,823	\$ 11,256	\$ 5,280	\$ 3,694	\$ 4,627	\$ 4,235	\$ 13,345	\$ 8,138
Long-term Debt Repayment	\$ 685	\$ 739	\$ 794	\$ 1,058	\$ 1,323	\$ 1,295	\$ 1,477	\$ 1,663	\$ 1,710
Total:	\$ 10,082	\$ 8,562	\$ 12,050	\$ 6,338	\$ 5,017	\$ 5,922	\$ 5,712	\$ 15,008	\$ 9,848

The historical capital expenditures represent the annual investment towards major projects. The City has invested an average of 7.5 million dollars in the past 9 years towards capital assets with support from external funding. The long-term debt repayment represents the annual expense towards repayment of debt for past capital and major projects.

Table 8-4: Historical Funding Sources (\$,000)

Category	2015	2016	2017	2018	2019	2020	2021	2022	2023
Operating Revenues	\$ 25,747	\$ 26,282	\$ 26,756	\$ 27,085	\$ 28,698	\$ 27,646	\$ 28,581	\$ 30,254	\$ 30,320
Capital Revenues	\$ 5,189	\$ 5,386	\$ 5,309	\$ 1,173	\$ 789	\$ 1,658	\$ 2,423	\$ 3,979	\$ 1,650
Debt Issued	\$ 709	\$ 1,235	\$ 6,150	\$ 2,354	\$ 914	\$ 1,695	\$ 3,941	\$ 596	\$ 635
Sub-total:	\$ 31,645	\$ 32,903	\$ 38,215	\$ 30,612	\$ 30,401	\$ 30,999	\$ 34,945	\$ 34,829	\$ 32,605
Reserves Available	\$ 3,293	\$ 3,899	\$ 5,863	\$ 6,614	\$ 7,687	\$ 9,667	\$ 14,697	\$ 10,365	\$ 8,019
Total:	\$ 34,938	\$ 36,802	\$ 44,078	\$ 37,226	\$ 38,088	\$ 40,666	\$ 49,642	\$ 45,194	\$ 40,624

The City is committed to building healthier reserves to ease pressure on funding capital projects, reduce the need to incur new debt as well as for unplanned emergency circumstances as approved by council.



Figure 8.1: Overall Financing Historical Reporting

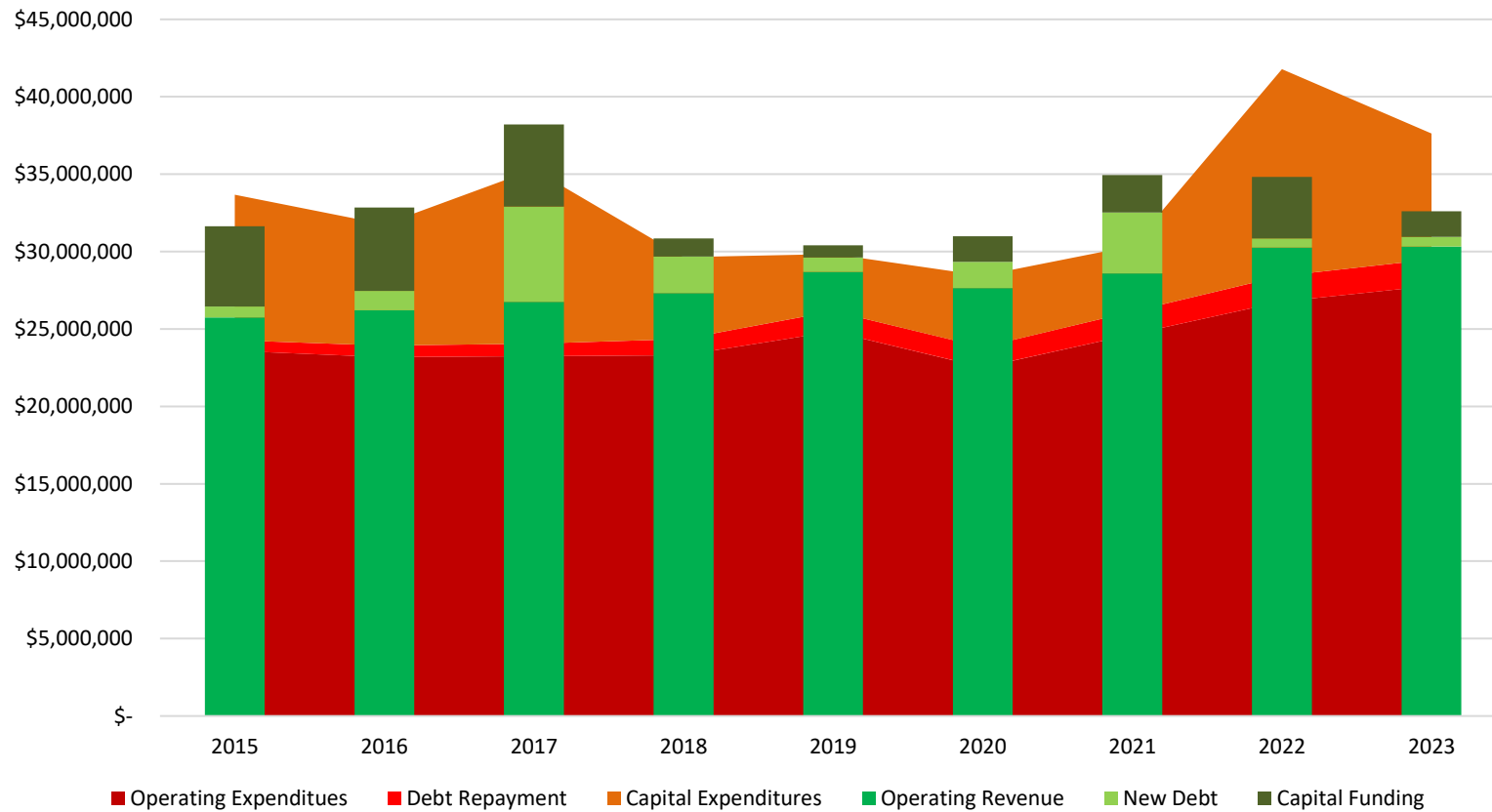


Table 8-2,3,4 and Figure 8.1 represent the overall cost of the lifecycle activities that the City undertook from 2015 to 2023 in order to maintain its historical levels of service. Forecasting modelling will be based on the 2015-2023 budgets.



Figure 8.2: Overall Financing Forecast Reporting

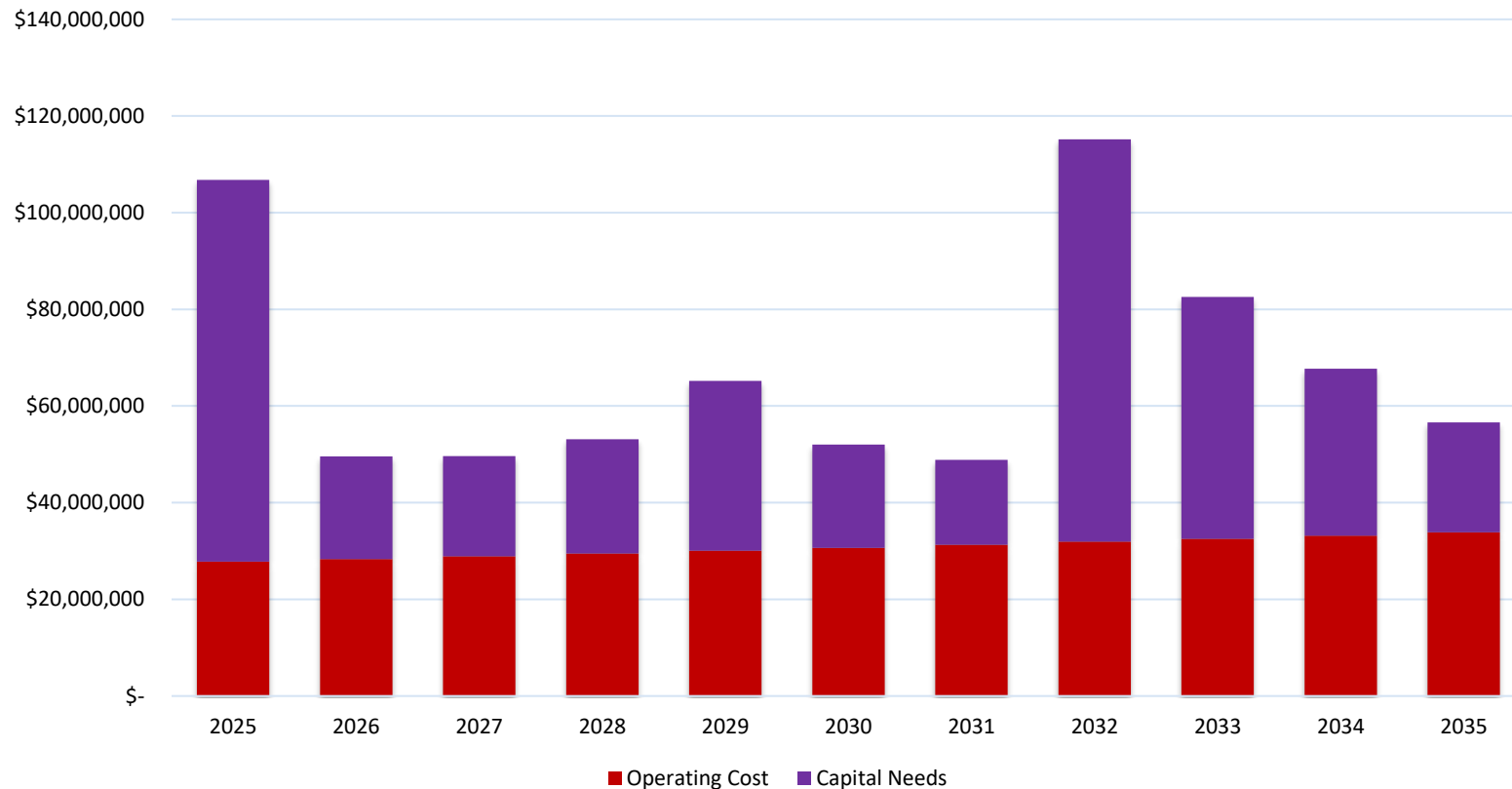


Figure 8.2 represents the funding forecast for the City's proposed levels of service for 2025 to 2035. The funding forecast will represent an average **2%** annual increase for both revenues and expenditures.

Note: That future capital investments are not built into this illustration to reduce backlog as there are several uncertainties especially in terms of external funding, debt capacity and unplanned emergencies. Please refer to table 8-5 (Minimum Capital Investment per Year) for projected minimum capital spending.



Figure 8.3: Overall Financing Forecast Need

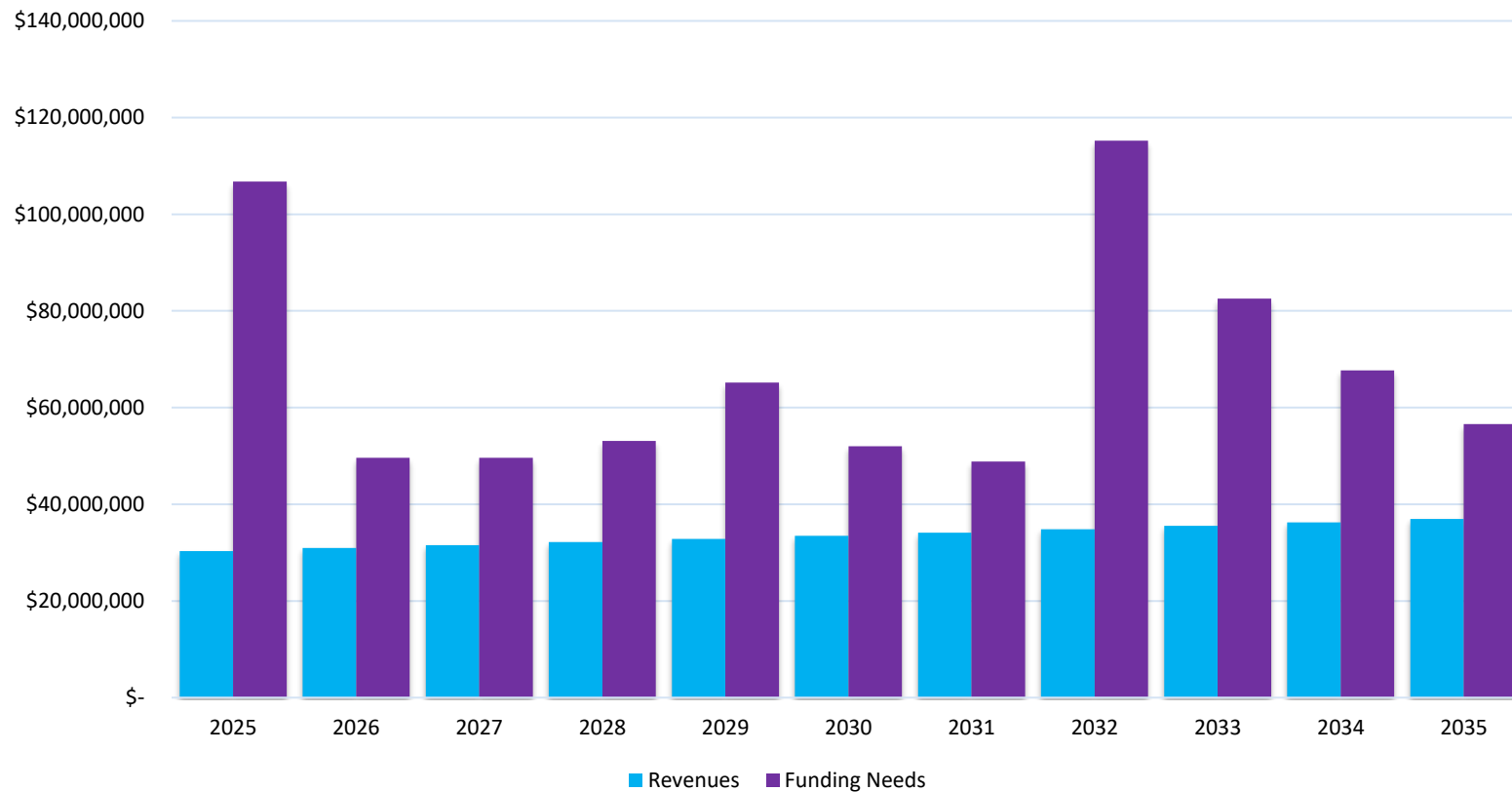


Figure 8.3 represents the forecasted municipal revenues to the funding needs based of end of life of each asset group and operational costs to sustain the City’s asset condition backlog for 2025 to 2035.



Figure 8.4: Overall Financing Forecast Backlog

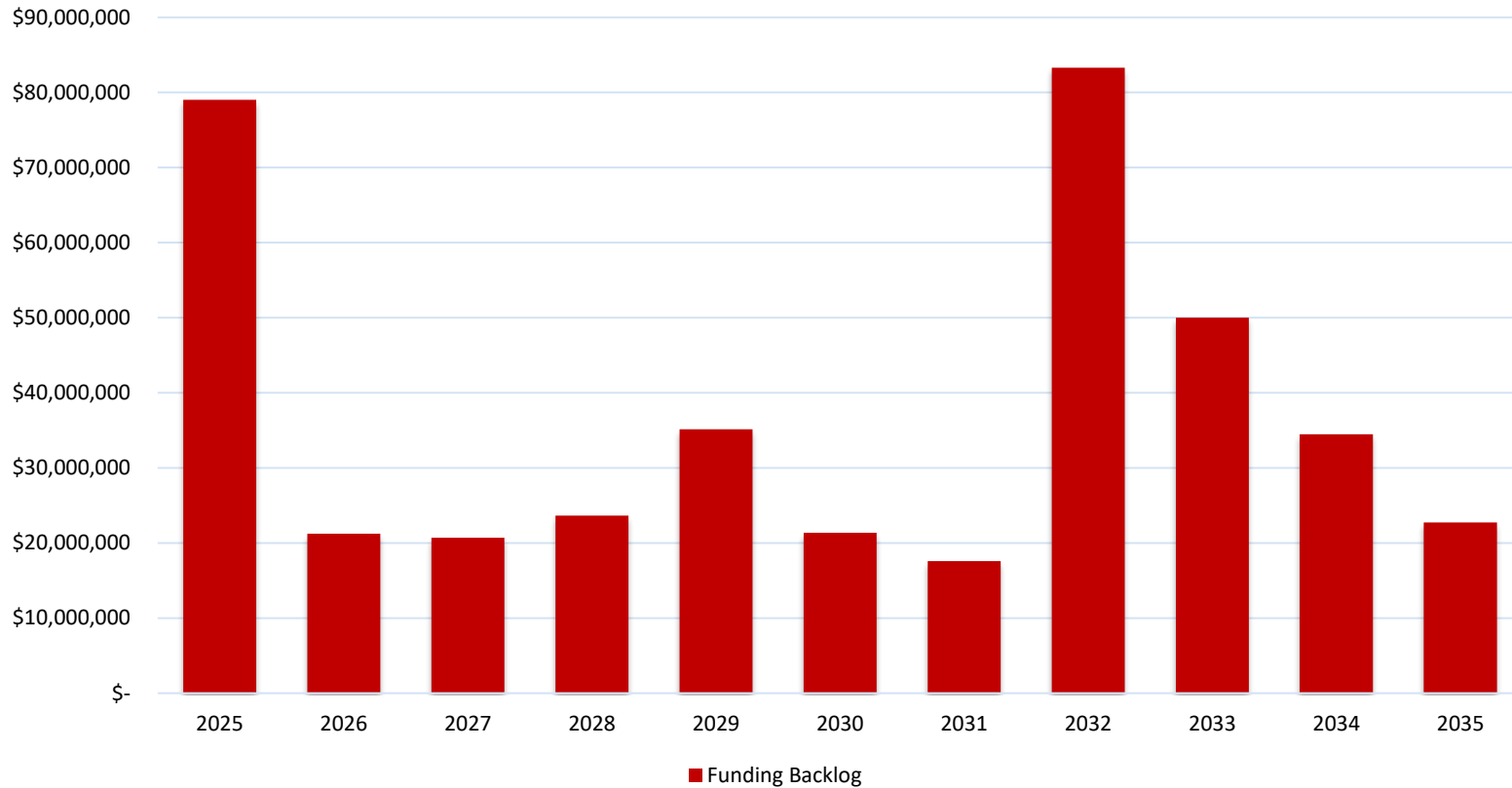


Figure 8.4 represents the funding forecast backlog to achieve excellent asset conditions for 2025 to 2035. To achieve excellence status, the City is forecasting an overall backlog of \$409M over the course of 10 years. The City will require other sources of revenue such as provincial and federal government funding or cost containment strategies in order to reduce its backlog.



Expenditure and Revenue Forecast:

The following table demonstrates the estimated annual minimum operating and capital funding requirements relative to the forecasted budgetary restraints of the municipality to sustain the proposed levels of service for 2025 to 2035. Two scenarios can arise when implementing the minimum funding.

Scenario 1: The municipality and relative categories will acquire and utilize all the minimum funding towards capital investments per year.

Scenario 2: The municipality and relative categories will acquire and utilize none or a portion of the minimum funding and differ the remaining amount to a future year to support major assets replacements and/or projects of significant value.

The minimum capital reinvestment requirements take into consideration statistical parameters that utilize the condition, estimated service lives, replacement costs and lifecycle probability as mentioned in this plan. The minimum funding can then be used to develop short-term and long-term replacement financial strategies that can be achievable for the municipality.

Note: The replacement costs outlined in this strategy are based on direct capital costs and do not incorporate soft costs such as design, engineering, permitting, project management, or environmental assessments. While these costs can be substantial and influence overall project feasibility, they have been excluded for consistency and comparability across asset classes. As such, future financial planning may require adjustments to account for these additional costs where applicable.

Table 8-5: Minimum Annual Investment per Year (\$)

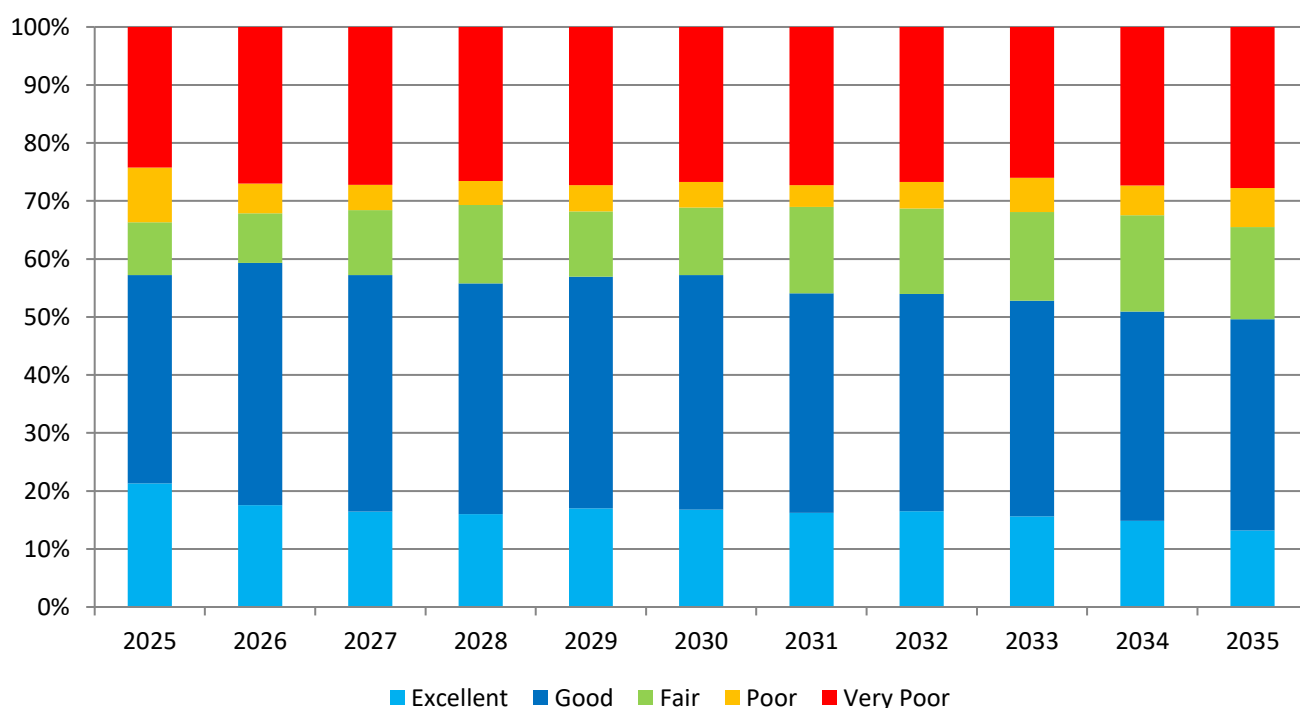
Asset Category	Minimum Lifecycle Cost Requirement	Minimum Capital Investment	Capital Investment Needs (backlog)
Water	\$2,326,548	\$104,000 to \$587,000	\$9,710,432
Sanitary	\$1,735,987		\$7,614,306
Stormwater	\$300,918	\$150,000	\$803,055
Transportation	\$3,060,833	\$500,000	\$8,232,024
Solid Waste	\$1,577,079	\$40,000	-
Corporate Facilities	\$1,686,718	\$250,000	\$8,064,180
Recreation & Culture	\$2,055,021	\$150,000	\$434,926



Corporate Fleet	\$2,201,192	\$200,000	\$1,165,169
Machinery & Equipment	\$30,000	\$30,000	-
Total:	\$ 14,974,296	\$ 1,907,000	\$36,024,092

The following figures demonstrates the overall effects on the asset condition for the next 10 years based on budget scenarios with a 2% inflation rate for all service areas if the minimum investments aren't achieved.

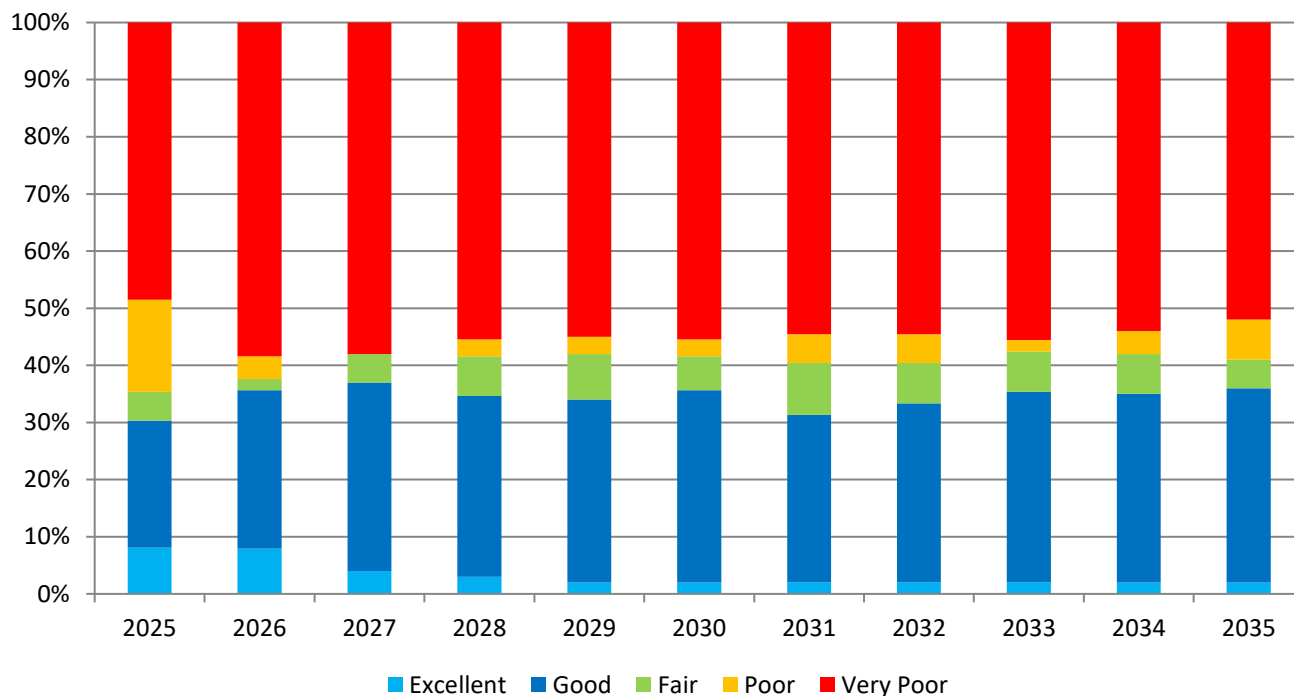
Figure 8.5: Overall Asset Condition Forecast Reporting



The estimated outcome of the City's overall assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 3.09 to 2.93 by the year 2035 for a **total decrease of 5.2%**.



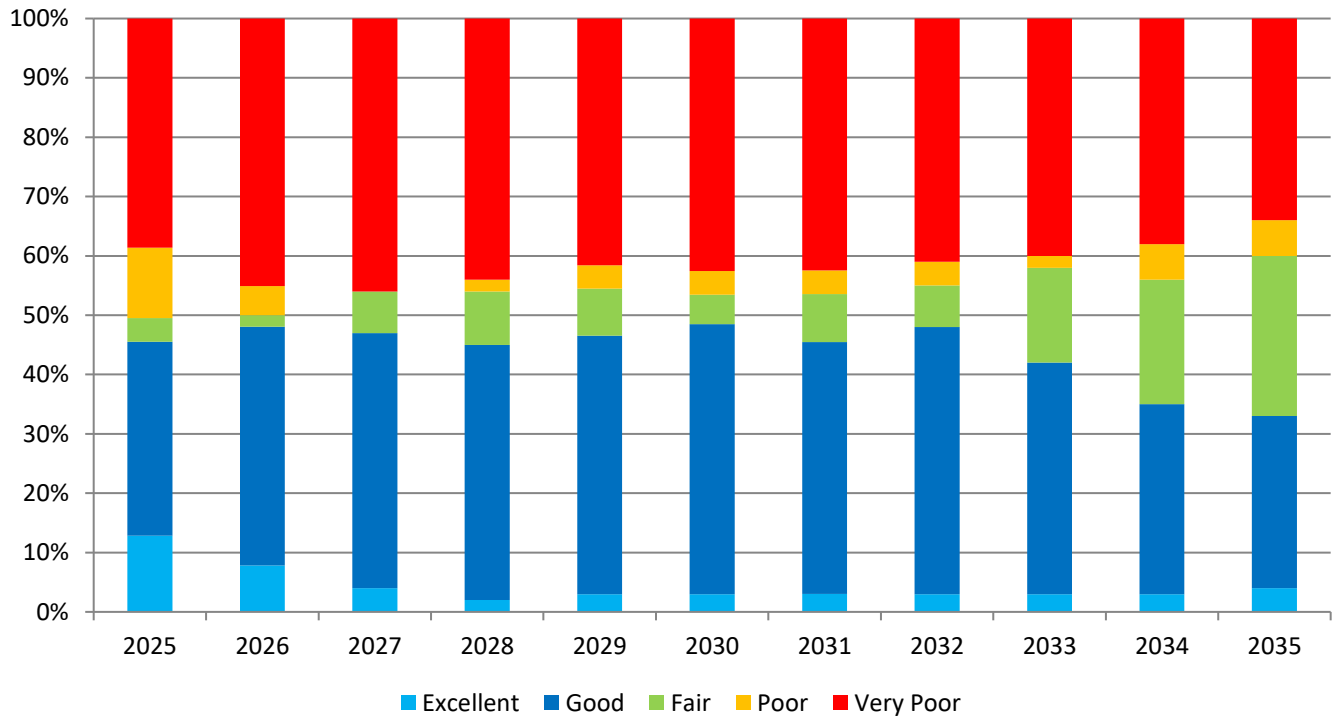
Figure 8.6: Water Condition Forecast – Budget Scenario



The estimated outcome of the City's overall water assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 2.76 to 2.52 by the year 2035 for a **total decrease of 9.1%**.



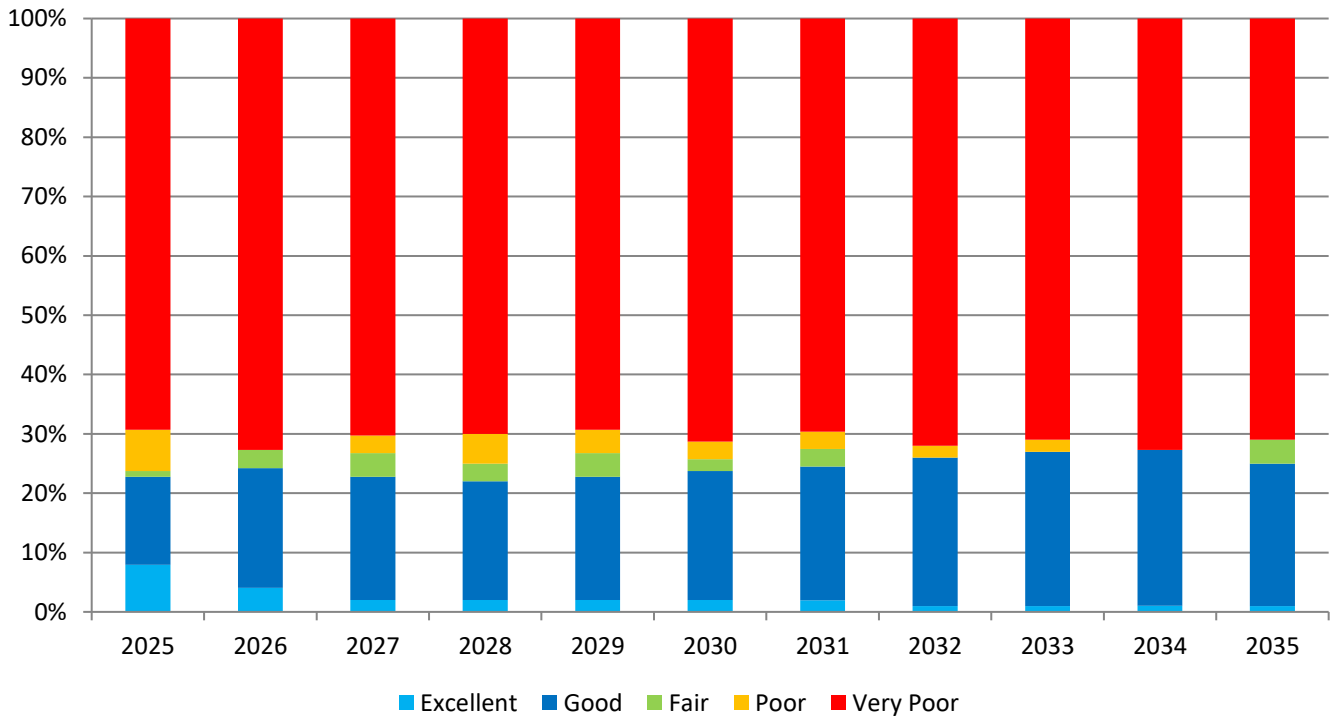
Figure 8.7: Sanitary Condition Forecast – Budget Scenario



The estimated outcome of the City's overall sanitary assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 2.53 to 2.20 by the year 2035 for a **total decrease of 7.4%**.



Figure 8.8: Stormwater Condition Forecast – Budget Scenario

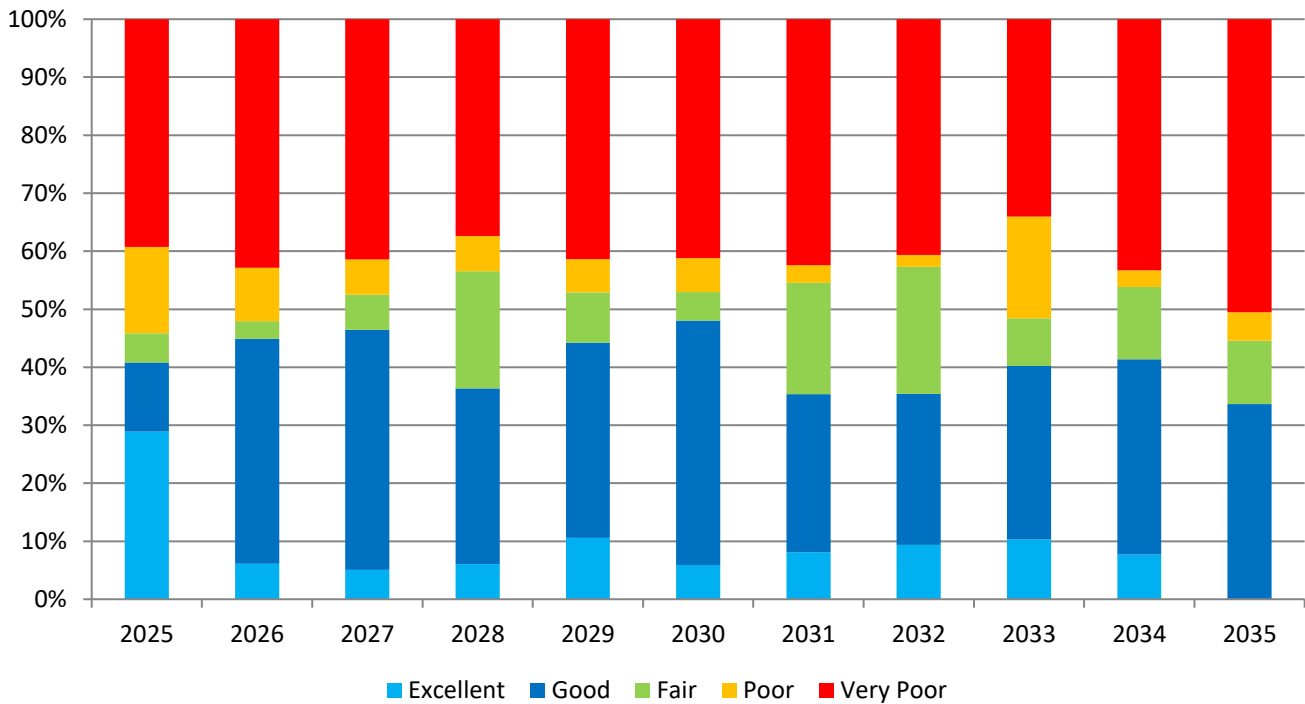


The estimated outcome of the City's stormwater assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 1.93 to 1.60 by the year 2035 for a **total decrease of 17.1%**.

The estimated outcome of the City's centerline culvert assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 2.09 to 1.89 by the year 2035 for a **total decrease of 10.1%**.



Figure 8.9: Transportation Condition Forecast – Budget Scenario



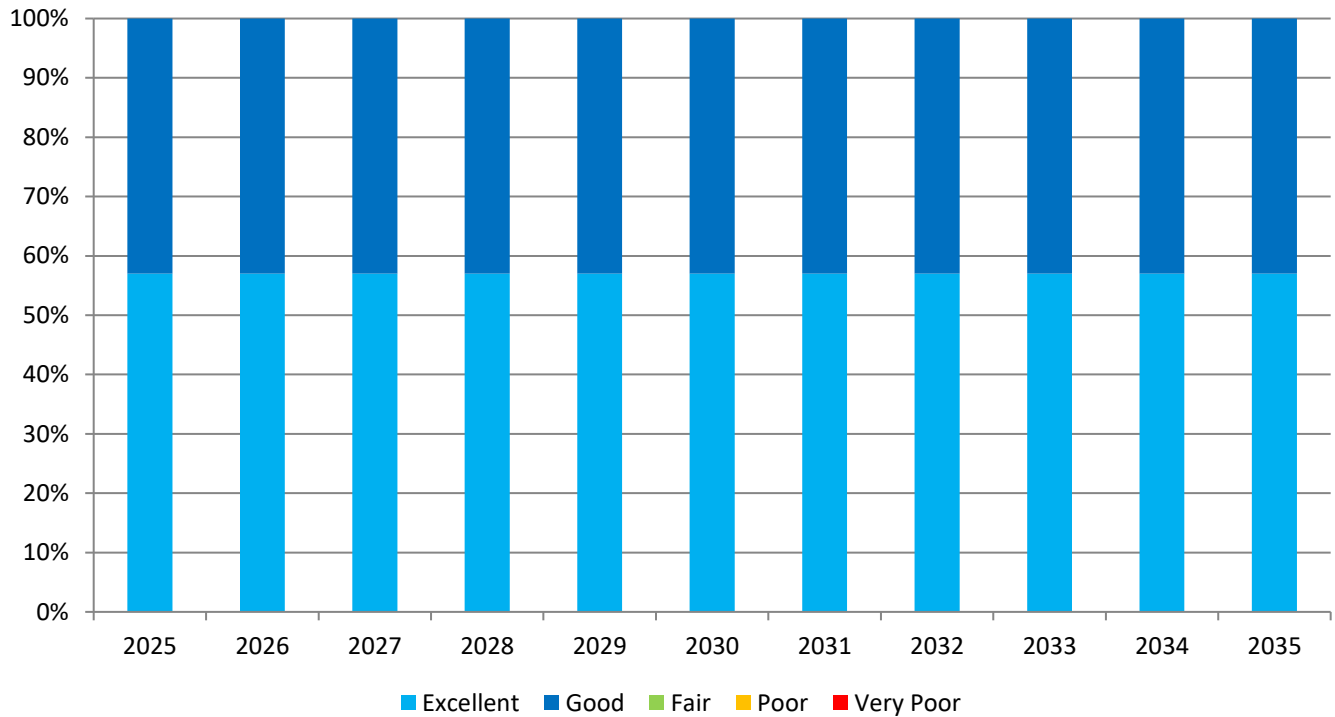
The estimated outcome of the City's roadway assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 3.30 to 3.00 by the year 2035 for a **total decrease of 9.5%**.

The estimated outcome of the City's walkway assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 4.02 to 3.83 by the year 2035 for a **total decrease of 4.8%**.

The outcome of the City's bridge assets physical condition relative to the funds allocated will forecast a decrease in condition rating from 2.21 to 2.15 by the year 2035 for a **total decrease of 2.7%**.



Figure 8.10: Solid Waste Condition Forecast – Budget Scenario

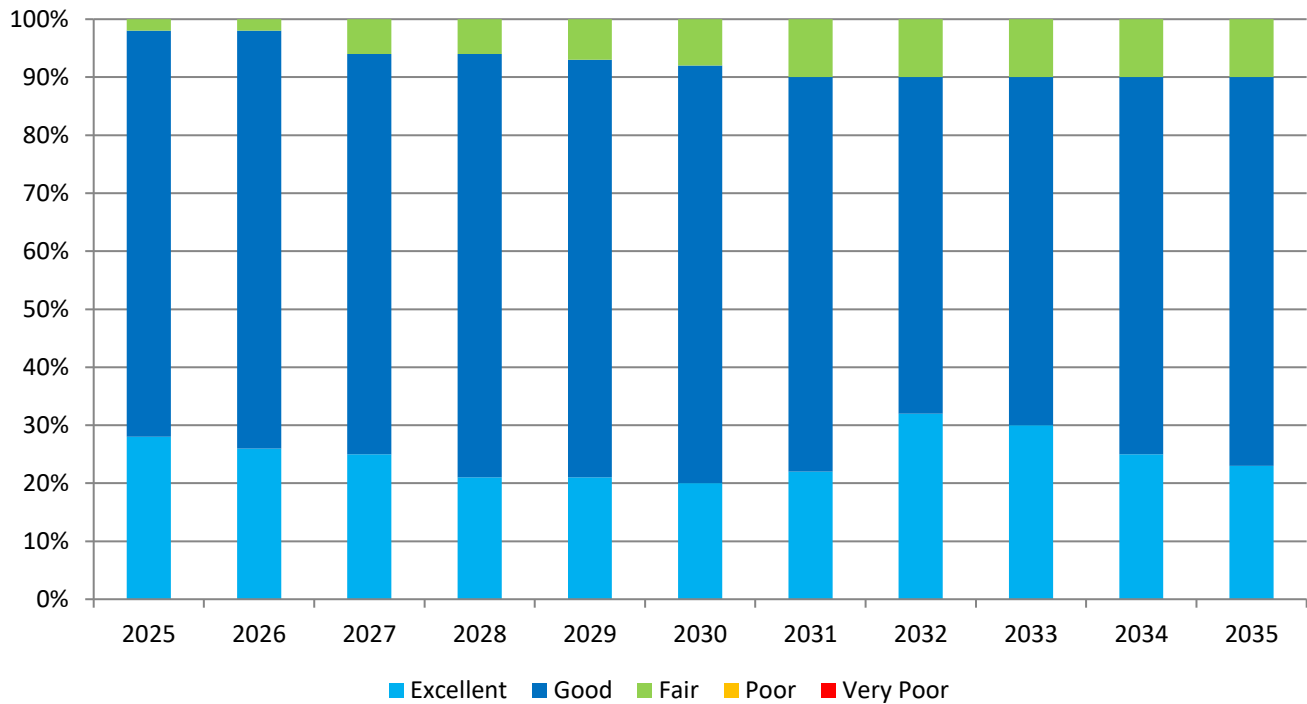


The estimate outcome of the City's solid waste assets physical condition if minimum capital reinvestment isn't achieved will forecast a constant condition rating of 3.80 by the year 2035 for a **total of 0%.**

Note: that the Solid Waste category has seen a significant investment in 2023 due to the opening of a new landfill site and closure of former landfill site. This resulted in this category to be reclassified.



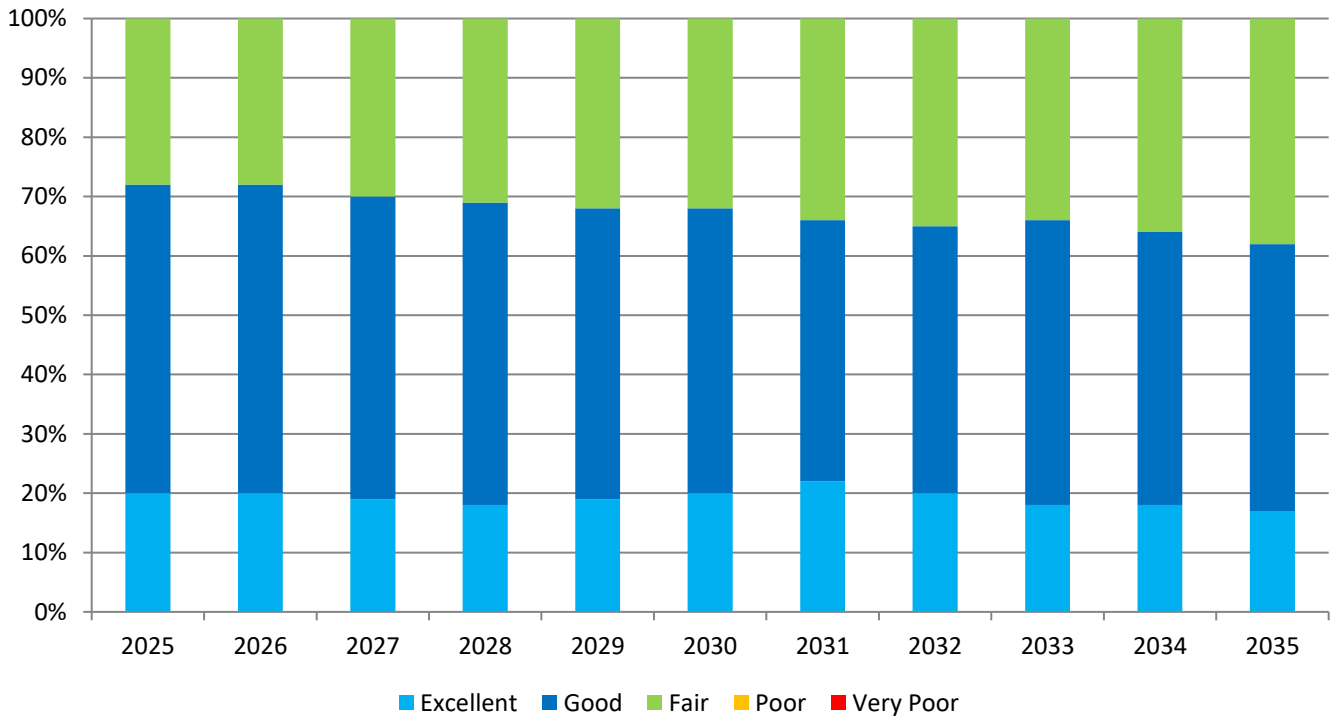
Figure 8.11: Corporate Facilities Condition Forecast – Budget Scenario



The estimated outcome of the City's corporate facility assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 3.53 to 3.26 by the year 2035 for a **total decrease of 8.0%**.



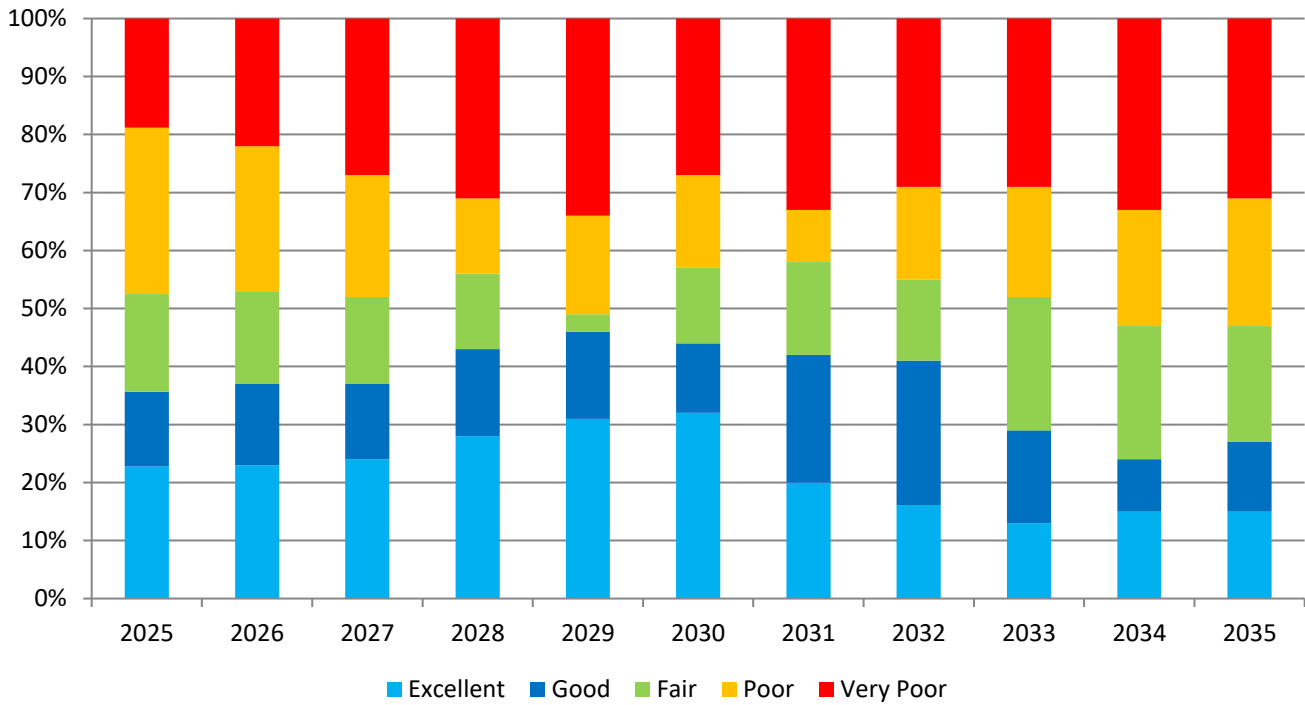
Figure 8.12: Recreation & Culture Condition Forecast – Budget Scenario



The estimated outcome of the City's recreation & culture assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 3.31 to 2.80 by the year 2035 for a **total decrease of 16.7%**.



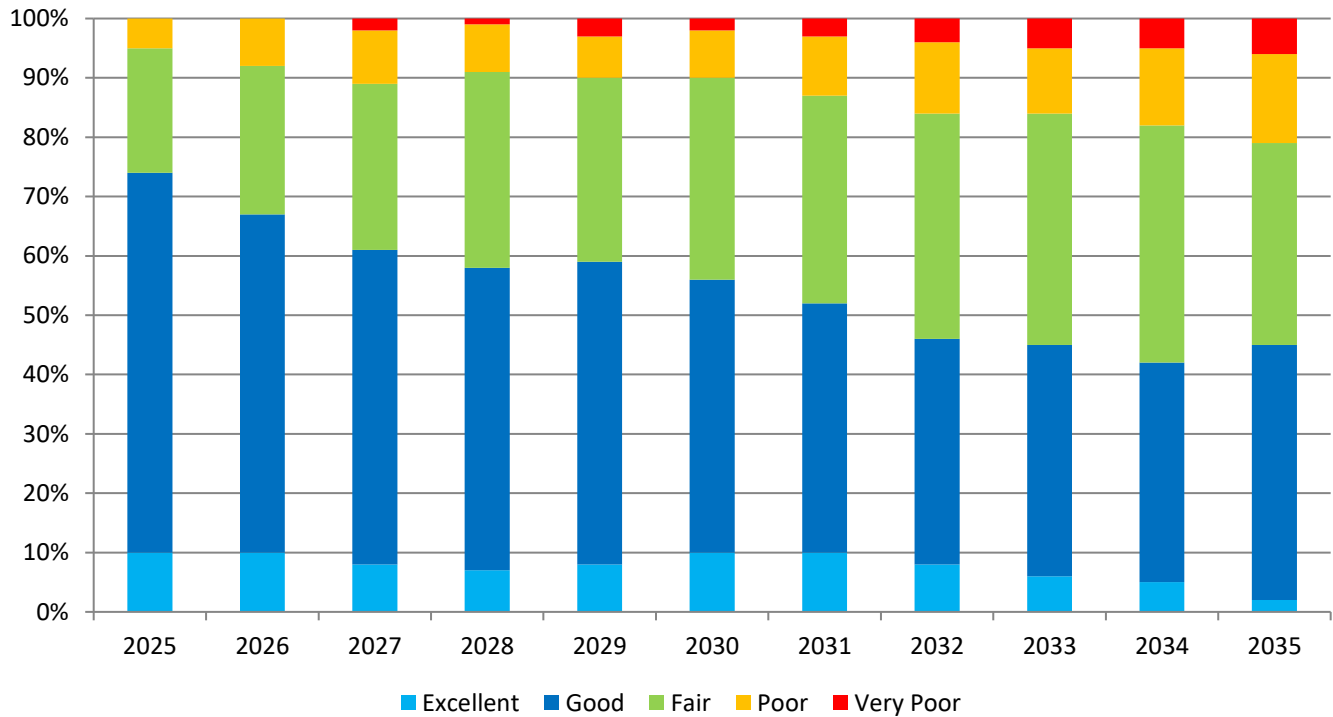
Figure 8.13: Corporate Fleet Condition Forecast – Budget Scenario



The estimated outcome of the City's corporate fleet assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 3.22 to 3.04 by the year 2035 for a **total decrease of 5.6%**.



Figure 8.14: Machinery & Equipment Condition Forecast – Budget Scenario



The estimated outcome of the City’s machinery & equipment assets physical condition if minimum capital reinvestment isn’t achieved will forecast a decrease in condition rating from 3.79 to 3.39 by the year 2035 for a **total decrease of 11.1%**.

8.8 Recommendations

It is recommended that the municipality pursue the implementation of a corporation-wide multi-year capital budget. This would provide a broader planning horizon, which would provide perspective and awareness of future projects outside of traditional short-term plans. To manage the funding gap, it is recommended that a gradual increase to the tax levy and user fees continue to be implemented to reach sustainability. The focus will be to improve financial reporting capabilities and improve integration between the AMP activities and the City’s budget development process. For the next AMP update, a more in-depth analysis of soft costs is recommended for incorporation in the plan.



Conclusion

This plan is intended to be a living document and will continually be revised to include updated asset data inventories, levels of service metrics and life cycle activities to better reflect the needs of the municipality. The 2025 municipal asset management plan will become the City's plan for the effective and efficient management of its assets. The City may require a phase in approach AMP with recommendations that may take several years to achieve. The municipality's goal will be to strengthen alignment with strategic plans and master plan initiatives. To also improve confidence in asset data, strategies and decision support. Community engagement and communication strategies surrounding the AMP will be developed that will be critical for the future AMP iterations and to ensure that the desired levels of service reflect the values and priorities of the community, while also balancing affordability considerations. The City will use the annual AMP review to look back and project forward, celebrate successes and learn from efforts made.

This AMP will remain current until replaced by an updated plan. The next major AMP review is scheduled for 2030 and every 5 years following. This long-term and consistent approach will be able to determine if further adjustments are required.

Appendix A

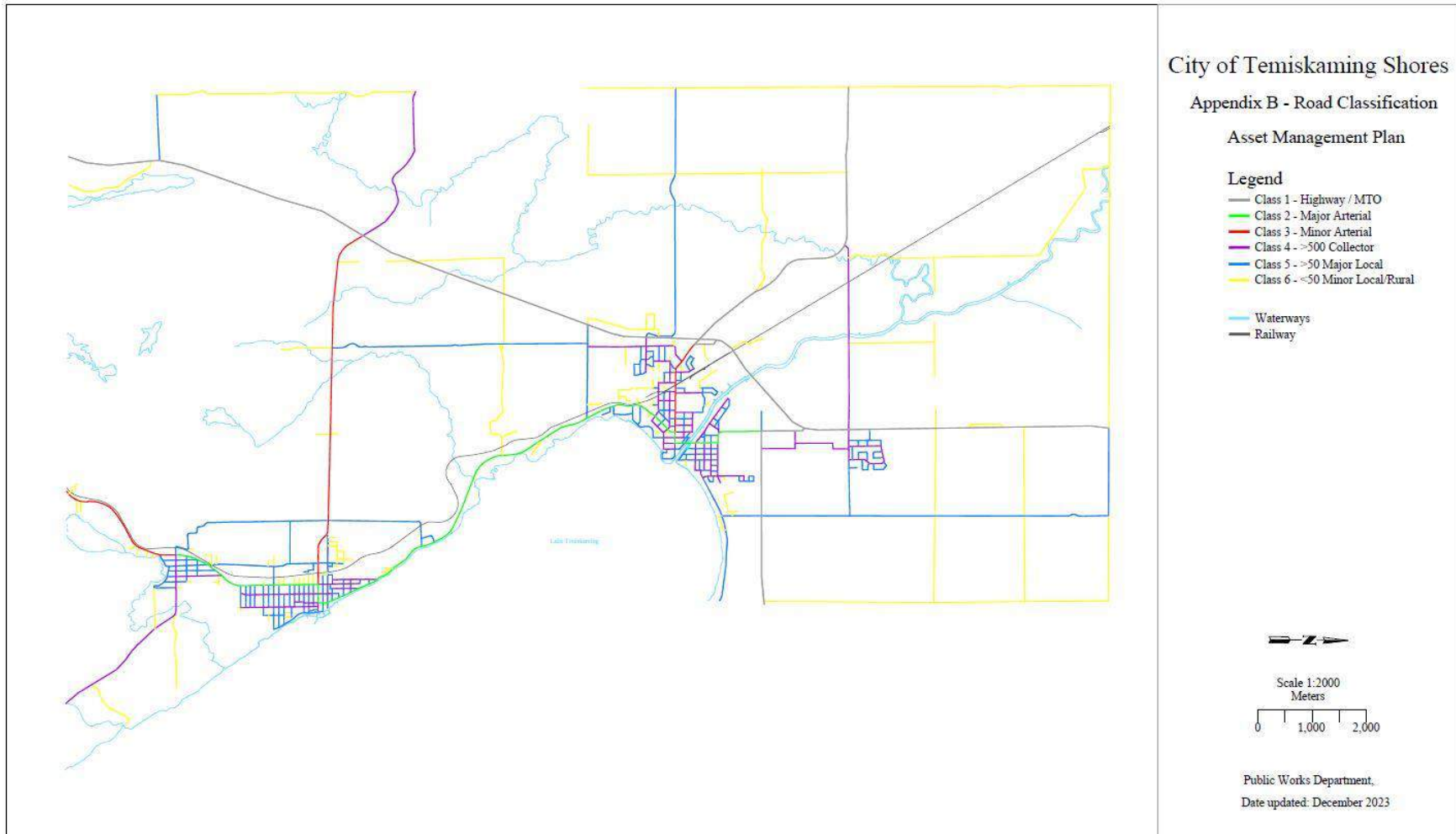


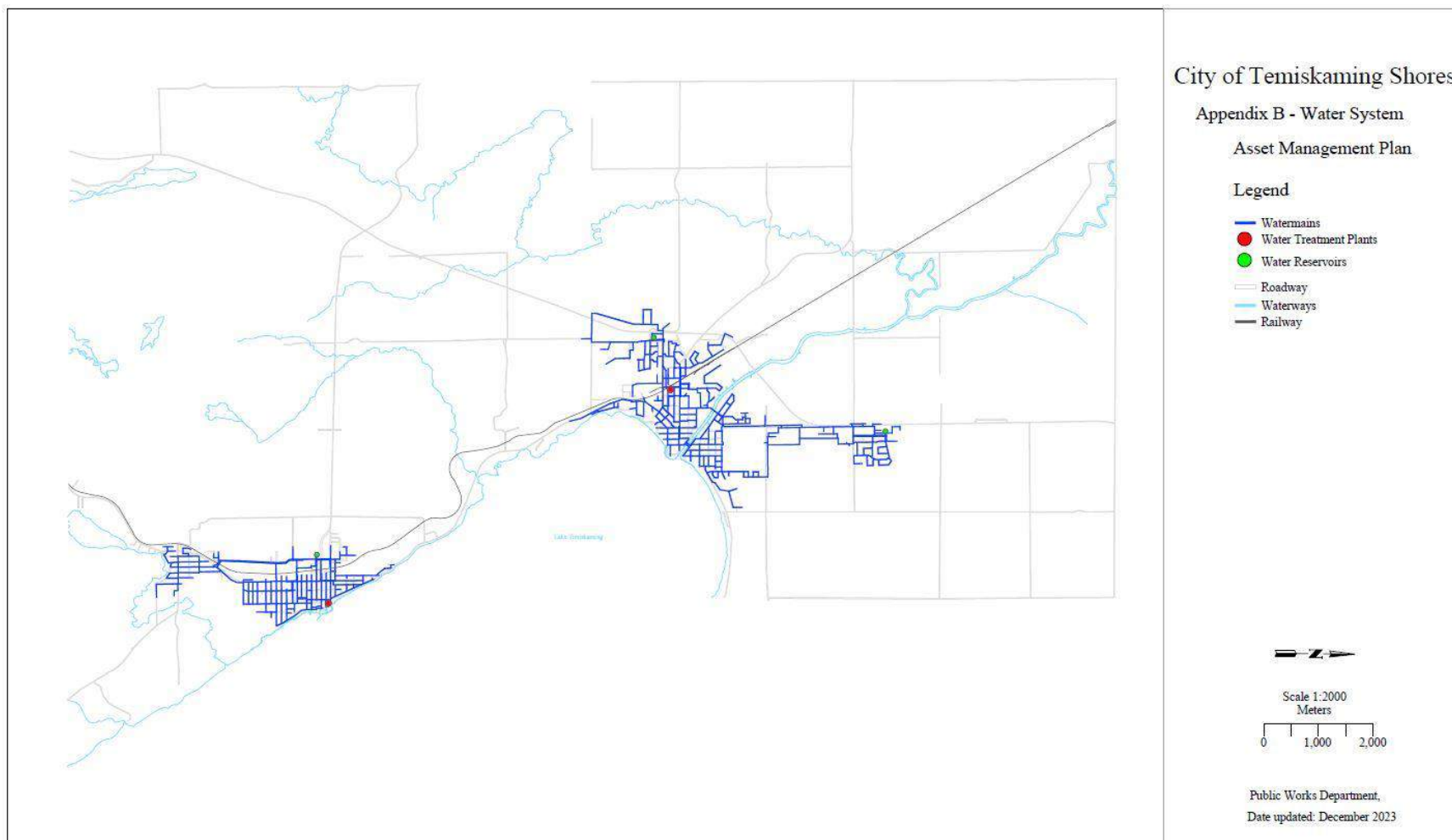
Glossary of Terms	
Term	Definition
Capital Cost	The total cost needed to bring a project to a commercially operable status.
Core Infrastructure Assets	<ul style="list-style-type: none"> • water asset that relates to the collection, production, treatment, storage, supply or distribution of water. • wastewater (sanitary) asset that relates to the collection, transmission, treatment or disposal of wastewater. • stormwater management asset that relates to the collection, transmission, treatment, retention, infiltration, control or disposal of stormwater. • Transportation asset that relates to the conveyance of traffic.
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	<ul style="list-style-type: none"> • Class 1 roads (highway), is merely a high speed road connecting 2 or more cities. Normally, highways are under provincial or federal control. • 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.) • Class 4 roads (collector) have the function to collect traffic from local streets and discharge them onto other collector or arterial roads. • 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.)

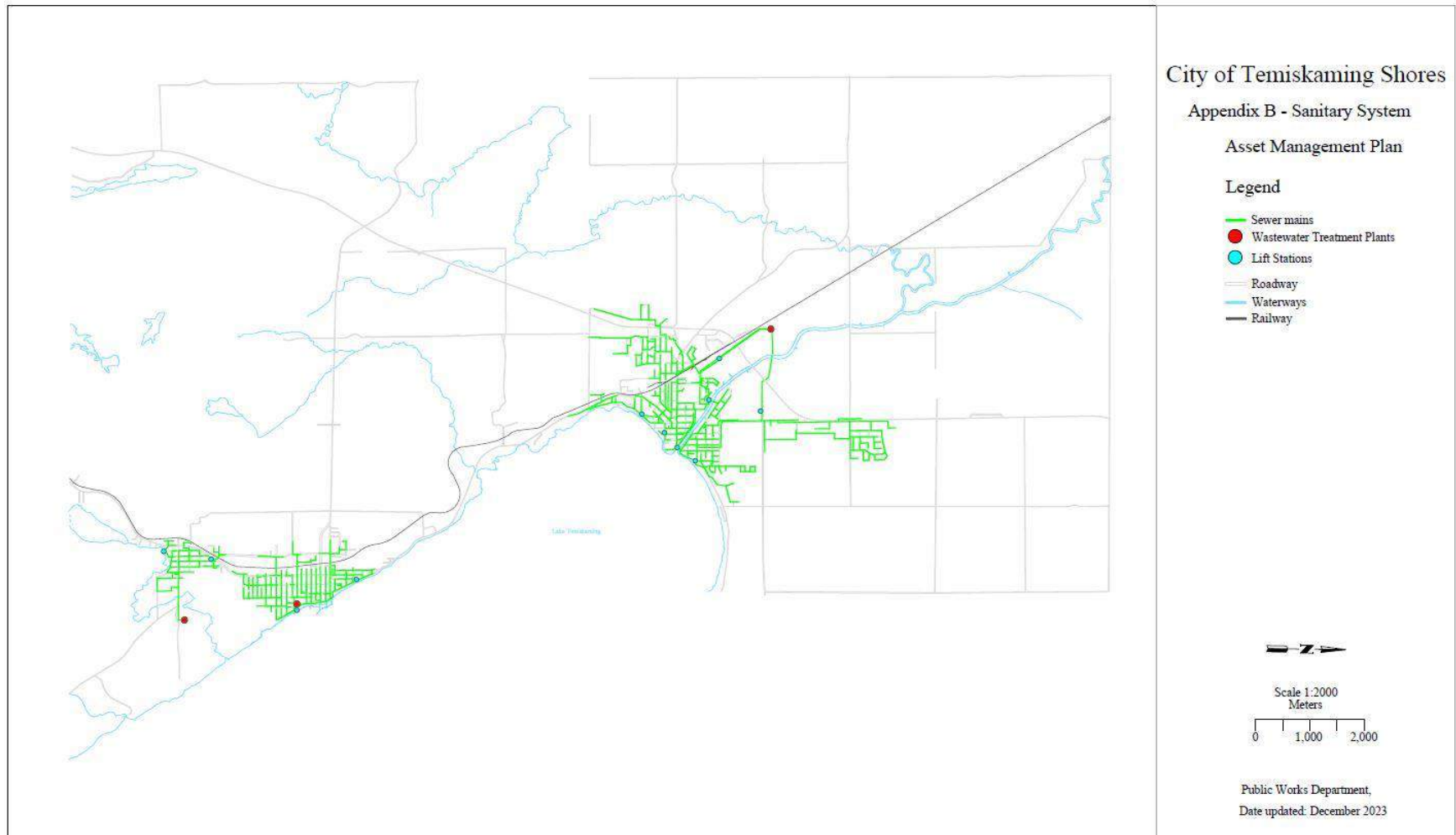


Appendix B













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Memo

To: Mayor and Council
From: Steve Burnett, Manager of Environmental Services
Date: April 29, 2025
Subject: Environmental Department Update
Attachments: None

Mayor and Council:

I am pleased to provide the following update for the Environmental Department.

Water and Sanitary Operations

Staff continue to repair/ maintain both the water and sanitary systems within the City and address issues as they arise. The biannual flushing of problem areas within the sanitary system is scheduled to take place the week of May 5, 2025. The Spring watermain flushing program is scheduled to commence the week following the Victoria Day long weekend.

Training/Conference

Four staff members will be attending the upcoming Northeastern Ontario Water Works Conference (NEOWWC) on May 28 and 29 in Timmins. Over the two (2) days, staff will be provided with water distribution training, visit the trade show and attend various guest speaker presentations.

Drinking Water Systems - Annual Ministry Inspections

Each year the Ministry of Environment, Conservation and Parks conducts inspections for the City's two (2) drinking water systems to ensure that requirements within the Safe Drinking Water Act are being met.

In January 2025, the Haileybury Drinking Water System was inspected, and in February 2025 the New Liskeard Drinking Water System inspection was completed. Both inspections saw a Final Inspection Rating of 100 percent, with zero non-compliance issues identified.

McKelvie St./Baker Ave. Infrastructure Extension Project

A Request for Proposal (RFP) for engineering services related to this project was prepared and released with a closing date of April 22, 2025. An Administrative Report recommending award is presented to Council within this Committee of the Whole package.

Staff prepared a draft Development Agreement that has been circulated internally for review and comments. This agreement will be presented to Council for consideration at a future meeting.

Staff recently received communication from the Housing Enabling Water Systems Fund team identifying that the Transfer Payment Agreement review is still in progress. It is anticipated that completion of the agreement will take place either in late May or early June 2025.

Capital Projects

- **ICI Water Meter Program (Carryover)** – All software related training is now complete. It is anticipated that the mock bills for the first quarter of 2025 will be sent to the affected establishments by the end of April.
- **New Liskeard Lagoon Capacity Needs Study** – A funding application has been prepared and submitted to the Canada Housing Infrastructure Fund for the New Liskeard Lagoon Aeration/Capacity Project with a project cost of \$ 5,880,600.00.
- **Haileybury Reservoir Upgrades** - Procurement for the upgrades has commenced.
- **Haileybury Water Treatment Plant Upgrades** - Procurement for the upgrades has commenced.
- **Sewer Pump Replacements** – The replacement pumps for both the New Liskeard Lagoon and Station Pumping Station have arrived with installation to be completed soon.

Prepared by:

“Original signed by”

Steve Burnett
Manager of Environmental Services

Memo

To: Mayor and Council
From: Steve Burnett, Manager of Environmental Services
Date: April 29, 2025
Subject: Household Hazardous Waste (HHW) Event - Agreement with James Township
Attachments: Appendix 01: Draft Agreement – James Township

Mayor and Council:

At the May 21, 2024 Regular Council meeting, Council considered Memo No. 017-2024-PW, and directed staff to contact the surrounding municipalities to discuss participation in the City of Temiskaming Shores annual Household Hazardous Waste (HHW) Collection Event.

In 2024, the City entered into one (1) agreement with Coleman Township, to allow their residents use of the HHW Collection Event that took place on June 1, 2024. The agreement outlined a per capita chargeback of the net expense, based on the most recent Statistics Canada Census.

Recently, James Township contacted City staff requesting use of the 2025 HHW Collection Event for their residents. As such, it is recommended that Council direct staff to prepare the necessary by-law to enter into an agreement with James Township, for their residents to participate in the City's HHW Collection Event, under the same conditions as Coleman Township. The draft agreement with James Township is attached as Appendix 1.

The City's annual HHW Collection Event is scheduled to take place on Saturday June 7, 2025, from 9:00 a.m. until 2:00 p.m.

Prepared by:

Reviewed and submitted for
Council's consideration by:

Steve Burnett
Manager of Environmental Services

Sandra Lee
City Manager

The Corporation of the City of Temiskaming Shores

By-law No. 2025-000

**Being a by-law to enter into an agreement with the Township
of James for the acceptance and disposal of Household
Hazardous Waste at the City of Temiskaming Shores annual
Collection event**

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

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

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

Whereas Council considered Memo No. 017-2024-PW, titled Household Hazardous Waste Event – Agreements with Surrounding Municipalities at the June 4, 2024 Committee of the Whole meeting, and agreed to enter into agreements with outside municipalities for the acceptance of Household Hazardous Waste at the City of Temiskaming Shores annual collection event; and

Whereas Council considered Memo No. 011-2025-PW, titled Household Hazardous Waste Event – Agreement with James Township, at the April 29, 2025 Committee of the Whole meeting, directed staff to prepare the necessary by-law to enter into an agreement with James Township for the collection and disposal services of Household Hazardous Waste during the City of Temiskaming Shores Household Hazardous Waste (HHW) Collection Event, for consideration at the May 20, 2025 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 enter into an Agreement with the **Township of James** for the acceptance of Household Hazardous Waste materials at the City of Temiskaming Shores annual collection event, 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 20th day of May, 2025.

Mayor

Clerk

DRAFT



Schedule "A" to

By-law No. 2025-000

Agreement between

The Corporation of the City of Temiskaming Shores

and

Township of James

For the acceptance and disposal of Household Hazardous
Waste at the City's Annual Collection Event

This Agreement made on the 20th day of May, 2025;

Between:

The Corporation of the City of Temiskaming Shores
(herein referred to as “the City”)

And:

The Corporation of the Township of James
(herein referred to as “Municipality”)

Witnesses that in consideration of the fees reserved and the covenants and provisos herein contained on the part of the City and the Municipality; the City hereby grants the Municipality permission to dispose of Household Hazardous Waste (HHW), generated within their jurisdiction, to the City’s annual HHW event collection site (date/ time/ location to be determined at the sole determination by the City each year). The location hereinafter shall be referred to as the “HHW Depot”.

1. Definitions

- 1.1 "Household Hazardous Waste"** shall include corrosive, flammable or toxic products by reference to the Consumer Chemicals and Containers regulation, 2001 made under the Hazardous Products Act (Canada); flammable, corrosive or toxicity hazards by reference to Environmental Protection Act R.R.O. 1990, Regulation 347, batteries; pressurized and aerosol containers; portable fire extinguishers; fertilizers; fungicides; herbicides; insecticides; paints and coatings; oil bottles and filters; fluorescent light bulbs and tubes; switches, thermostats, thermometers, barometers and measuring devices containing mercury; antifreeze and solvents used for household purposes by the Municipal User (hereinafter referred to as "HHW").
- 1.2 "Small Quantity Generator"** means a farming business that is not required to submit a Generator Registration Report under the Environmental Protection Act Ontario), as amended from time-to-time, and generates HHW and does not generate more than 100 kilograms per month of HHW. Containers of material not larger than a standard 5-gallon pail will be accepted by Small Quantity Generators.
- 1.3 "Municipal User"** means a resident of the Municipality or a Small Quantity Generator located in the Municipality who utilizes the City's HHW Depot for the purpose of disposing of their own HHW.

2. City’s Covenants

- 2.1** The City shall provide Municipal Users access to the City’s Annual Household Hazardous Waste Collection Event located at the HHW Depot, for the purpose of disposing of their HHW.
- 2.2** The City shall establish, at their sole determination, the date, time and location of the annual Household Hazardous Waste Collection Event, and shall communicate the event details to the Municipality not later than 30 days prior to the event.
- 2.3** The City shall receive funding from Producer Responsible Organizations for all HHW material collected from the City’s annual HHW event, and the funding shall be applied to the expenses of hosting the event.
- 2.4** The City shall invoice the Municipality annually for a portion of the net expense incurred by the City to facilitate the receiving, handling, and final disposal of the Municipal User’s HHW, calculated by the City on a per capita basis, based on the most recent Statistics Canada Census.
- 2.5** The City shall not charge Municipal Users directly for the HHW disposal at the HHW Depot.
- 2.6** The City shall not maintain records of the number of Municipal Users and quantities of HHW received at the HHW Depot from Municipal Users.

3. Municipality’s Covenants

- 3.1** The Municipality shall pay the City fee for a portion of the costs incurred by the City to facilitate the receiving, handling, and final disposal of the Municipal User’s HHW, on a per capita basis, based on the most recent Statistics Canada Census.
- 3.2** The Municipality shall make payment to the City in full, not later than 30 days of receipt of the invoice from the City.
- 3.3** Municipal User’s shall access the HHW Depot for the purpose of disposing HHW during the operating hours of the annual collection event only.
- 3.4** Municipal User’s to deposit HHW materials accepted by the City only. The City reserves the right to refuse any material not defined herein as HHW. Whether unloaded or not, refused material shall be removed by or at the expense of the Municipality or the Municipal User seeking to dispose of it.

4. Indemnity and Insurance

- 4.1** The Municipality shall indemnify and hold the City harmless from and against any liability, loss, claims, demands, costs and expenses, of every nature and kind whatsoever, including reasonable legal fees, occasioned wholly or in part whether willful or otherwise by reason of or on account of the Municipality's use of the City's Household Hazardous Waste collection event at the HHW Depot, or arising out of any breach, violation or non-performance on the part of the Municipality of any covenant or provision in the Agreement, whether arising from actions of the Municipality or by its employees, servants, agents, subcontractors or others the Municipality is responsible for at law. Such indemnification shall continue in effect after expiry of this Agreement with respect to any matter arising during the use of the City's Household Hazardous Waste collection event at the HHW Depot by the Municipality.
- 4.2** The Municipality shall obtain and maintain at its own expense, in a form satisfactory to the City, general liability insurance on an occurrence basis in an amount not less than Five Million (\$5,000,000) dollars for the entire term of this agreement. The general liability insurance shall include the City as an additional insured with respect to the Municipality's use of the HHW Depot, and all its obligations under this Agreement.
- 4.3** The Municipality shall not cancel or permit to lapse the above-mentioned insurance unless the insurer provides the City at least thirty (30) days' advanced notice in writing. Evidence of this insurance shall be delivered to the City at the inception of this Agreement and thereafter promptly on the insurance renewal date. The City reserves the right to request such higher limits of insurance or other types of insurance as it may reasonably require. Failure to satisfactorily meet these conditions relating to insurance shall be deemed a breach of this agreement.

5. Provisos

- 5.1 Non-Waiver** – Any condoning, excusing or overlooking by the City of any default, breach or non-observance by the Municipality of any covenant, proviso or condition herein contained does not constitute a waiver of the City's rights hereunder in respect of any continuing or subsequent default, breach or non-observance and does not defeat or affect in any way the rights of the City hereunder in respect of any continuing or subsequent default, breach or non-observance. All rights remedies herein contained on the part of the City are deemed to be cumulative and not alternative.
- 5.2 Default provisions** – Whenever:
- a) The Municipality defaults in the payment of any installment of fees, or of any other sum payable hereunder, and the default continues for thirty (30) days; or

- b) The Municipality fails to perform or observe any of the covenants, agreements or provisions, conditions or provisos contained in this agreement on the part of the Municipality.

5.3 Notices – All notices given pursuant to this agreement are sufficiently given if mailed, prepaid and registered, in the case of the City, addressed as follows:

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

and in the case of the Municipality, addressed as follows:

Township of James
P.O Box 10
33 Third Street East
Elk Lake, ON
P0J 1G0

unless either party gives notice to the other of a change of address by registered mail. The date of receipt of any notice is deemed to be seven days after mailing.

- 5.4 Right of Termination** – Either party shall have the right to terminate this agreement by providing written notice to the other party a minimum of thirty (30) days of its intention and thereupon any payments owing to the City under this agreement shall be computed, apportioned and paid in full to the date of such termination.
- 5.5 Binding Effect** – The terms and provisions of this agreement extend to, are binding upon and inure to the benefit of the parties, their successors and assigns and shall be interpreted according to the laws of the Province of Ontario.
- 5.6 Captions** – The captions appearing at the headings of the paragraphs in this agreement have been inserted as a matter of convenience and for reference only and in no way define, limit or enlarge the scope of the meaning of this agreement or any of its provisions.

Remainder of Page left blank intentionally

Signed and Sealed in
the presence of

Mayor

Clerk

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

Mayor – Jeff Laferriere

Clerk – Logan Belanger

Memo

To: Mayor and Council
From: Mitch McCrank, Manager of Transportation Services
Date: April 29, 2025
Subject: Amend Transit Fleet Lease Agreement with Voyago – Update Schedule
Attachments: Appendix 01: Draft By-law Amendment (**Please refer to By-law No. 2025-049**)

Mayor and Council:

Staff are pleased to report that confirmation has been received regarding the scheduled delivery of two (2) new transit buses. As such, staff is recommending the Transit Fleet Lease Agreement with Voyago be amended to incorporate this delivery.

Through By-law 2023-103, Council approved the procurement of new transit buses for the Temiskaming Transit Service. These buses will be leased to the City's current transit service provider, Voyago, under the terms of the existing Transit Fleet Lease Agreement, which was established under By-law 2022-177.

As the new transit buses are scheduled for delivery in the coming weeks, and in preparation for their arrival and integration into the fleet, it is necessary to update the existing lease agreement with Voyago to formally include these new vehicles in Schedule "A" – List of Leased Buses.

Recommendation:

Be it resolved that Council of the City of Temiskaming Shores acknowledges receipt of Memo No. 012-2025-PW; and

That Council directs staff to prepare the necessary amending by-law to By-law No. 2022-177, to authorize the entering into a lease agreement with 947465 Ontario Ltd. o/a Voyago, to update Appendix 01 – List of Leased Buses, to include the new transit busses, for consideration at the April 29, 2025, Special Council meeting.

Prepared by:

“Original signed by”

Mitch McCrank, CET
Manager of Transportation Services

Reviewed and Submitted by:

“Original signed by”

Sandra Lee
City Manager

The Corporation of the City of Temiskaming Shores

By-Law No. 2025-049

Being a by-law to amend By-law No. 2022-177 to authorize the entering into an agreement with 947465 Ontario Ltd. o/a Voyago for the lease of five Accessible Transit Buses (Revised List of Leased Vehicles – three (3) new Transit Busses)

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 The City of Temiskaming Shores shares a Public Transit System with the Town of Cobalt under the name of Temiskaming Transit Témiskaming (TTT) which is subsidized by the two municipalities on a percentage basis; and

Whereas the City of Temiskaming Shores administers the Public Transit System on behalf of the Town of Cobalt with equal representation from both the Town of Cobalt and the City of Temiskaming Shores sitting on the TTT Committee; and

Whereas the City of Temiskaming Shores on behalf of the Temiskaming Transit Témiskaming (TTT) Committee entered into an agreement with 947465 ONTARIO LTD. o/a VOYAGO (the Operator) to operate the public transit system which began on or before March 1, 2023 and expires on December 31, 2025; and

Whereas the City of Temiskaming Shores on behalf of the Temiskaming Transit Témiskaming (TTT) Committee had Five (5) medium duty, low floor, accessible transit buses to be used by the public transit system; and

Whereas Council considered Administrative Report No. PW-030-2022 at its December 20, 2022 Regular Council meeting, and directed staff to prepare the necessary by-law for the lease of accessible transit buses to 947465 ONTARIO LTD. o/a VOYAGO at a yearly lease of \$1.00 per leased bus plus HST, and subsequently adopted By-law No. 2022-177 to formally adopt the agreement; and

Whereas Council considered Memo No. 012-2025-PW at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary amending by-law to

By-law No. 2022-177, to authorize the entering into a lease agreement with 947465 Ontario Ltd. o/a Voyago, for the purpose of updating Appendix 01 – List of Leased Buses, to include the new transit busses, for consideration at the April 29, 2025, Special Council meeting.

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

1. That Appendix “01” - List of Leased Buses, of Schedule “A” to By-law No. 2022-177, be deleted in its entirety and replaced with Schedule “A” to reflect three additional busses, a copy attached hereto 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.
3. That this by-law shall come into force and effect upon the final passage thereof, and that all by-laws, parts of by-laws and resolutions inconsistent with this By-law are hereby repealed

Read a first, second and third time and finally passed this 29th day of April, 2025.

Mayor

Clerk



Schedule “A” to
By-law 2025-049

Appendix 1 to Schedule "A" of By-law No. 2022-177

LIST OF LEASED BUSES

Current as of April 25, 2025

Unit No.	Make	Model	Year	VIN	Colour	GVWR	No. of Seated Passengers	License Plate No.
500-20	Alexander Dennis	Enviro 200 30'	2020		White	31,835	21	
501-20	Alexander Dennis	Enviro 200 35'	2020		White	31,835	29	
502-15	New Flyer	MD30	2015		White		23	
503-15	New Flyer	MD30	2015		White		23	
504-19	Elkhart Coach	ECII	2019		White		18+2	
505-23	GMC (Arboc, Spirit of Freedom)	4500	2023		White	14,200	21	
506-23	GMC (Arboc, Spirit of Freedom)	4500	2023		White	14,200	21	

Subject: Engineering Award – McKelvie St.
and Baker Ave. Infrastructure
Extension

Report No.: PW-015-2025

Agenda Date: April 29, 2025

Attachments

Appendix 01: Submission Evaluation

Appendix 02: EXP Proposal

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-015-2025;
2. That Council hereby delegates authority to the Mayor and Municipal Clerk to enter into an agreement with EXP Services Inc. (EXP) for the remaining engineering services associated with the McKelvie St. and Baker Ave. Infrastructure Extension Project in the amount of \$ 221,930.00 plus applicable taxes, contingent upon the execution of the Transfer Payment Agreement with the province under the Housing-Enabling Water Systems Fund (HEWSF) for this project; and
3. That Council directs staff to prepare the necessary by-law to confirm the aforesaid agreement with EXP Services Inc., for presentation at a future Regular Council meeting.

Background

In November 2024, staff submitted a funding application to the Ministry of Infrastructure's Housing Enabling Water System Fund – Second Intake, for the reconstruction of McKelvie Street from Hessle Avenue to Baker Avenue, and extension of Baker Avenue to Peters Road.

On January 27, 2025, staff were pleased to receive a message from the Minister of Infrastructure to advise that the McKelvie St./Baker Ave. Infrastructure Extension Project was approved, with a maximum provincial contribution of \$ 7,402,570.00, which is 73 percent of the total project cost amount of \$10,140,507.50.

At the Committee of the Whole Meeting held on February 4, 2025, staff presented to Council the following schedule of activities:

Schedule	Activity
February/March, 2025	Enter into a Transfer Payment Agreement (TPA) with the province
April/May, 2025	Enter into an engineering agreement for finalizing design, construction tender document preparation, and contract administration
July 2025	Release of construction tender and enter into a development agreement with the developer
August 2025	Award of construction tender
Fall 2025/Winter 2026	Extension of Baker Ave. to Peters Rd. (must be completed first to allow for ingress/egress during McKelvie St. construction)
Spring/Summer/Fall 2026	McKelvie St. construction
Spring/Summer 2027	Complete construction project with the placement of curb and asphalt.

To ensure that the above schedule is maintained, staff prepared and released Request for Proposal No. PW-RFP-004-2025, titled Engineering Services - McKelvie -Baker Extension Project, which closed on April 22, 2025.

Analysis

Three (3) submissions were received in response to PW-RFP-004-2025. All proposals were reviewed and evaluated in accordance with the evaluation criteria set out in the request for proposal, and are summarized as follows:

Evaluation Score							
Company	Expertise	Staff	Schedule	Knowledge	Fees	Score	Total Fees
EXP	155	125	155	90	350	875	\$ 221,930.00
ConceptDash	145	110	150	60	280	745	\$ 316,240.00
Shaba	139	120	150	80	210	699	\$ 361,260.80

Based on the above, staff recommends that Council approve entering into an agreement with EXP Services Inc. for engineering services related to the McKelvie St./Baker Ave. Infrastructure Extension Project, in the amount of \$ 221,930.00 plus applicable taxes.

Relevant Policy / Legislation / City By-Law

- By-Law No. 2017-015, Procurement Policy

Consultation / Communication

- Communication/Consultation with the City Manager
- PW-RFP-004-2025 Engineering Services - McKelvie -Baker Extension Project
- Administrative Report PW-015-2025

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 ☒

Financial/ staffing implications are limited to normal administrative duties. All engineering services are considered an eligible expense within the Housing Enabling Water System Fund. By entering into an agreement with the developer, there will be zero cost to the City.

Climate Considerations

It is anticipated that an active travel trail will be included in the final design of this project. This will result in a high probability that CO2 emissions will be reduced with the promotion of active travel. In addition, the overall construction will be done at a higher standard that currently exists, resulting in improved precipitation management.

Alternatives

No alternatives were considered.

Submission

Prepared by:

Reviewed and submitted for Council's
consideration by:

"Original signed by"

"Original signed by"

Steve Burnett
Manager of Environmental Services

Sandra Lee
City Manager

Request for Proposal - Evaluation

PW-RFP-004-2025

Engineering Services - MxcKelvie -Baker Extension Project

EVALUATION

CATEGORY	Score between 0 - 10			Criteria
	Shaba	ConceptDash	EXP	Weight
QUALIFICATIONS, EXPERTISE AND PERFORMANCE ON SIMILAR PROJECTS (20%)				
Past ability to successfully complete projects within timelines & budget;	36.00	42.00	48.00	6
Stability and reputation of firm;	28.00	28.00	32.00	4
Qualifications of support staff;	35.00	35.00	35.00	5
Qualifications of senior staff/project manager.	40.00	40.00	40.00	5
PROPOSED PROJECT MANAGER AND TEAM (15%)				
Past experience directing or involvement with similar projects;	40.00	40.00	40.00	5
Expertise	40.00	35.00	40.00	5
Understanding of proposed project.	40.00	35.00	45.00	5
COMPLETENESS AND SCHEDULE (20%)				
Availability of key staff;	40.00	40.00	45.00	5
Demonstrated customer service program	35.00	35.00	35.00	5
Methodology and Schedule;	40.00	40.00	40.00	5
Quality assurance program.	35.00	35.00	35.00	5
KNOWLEDGE OF CITY REGARDING THE PROJECT (10%)				
Members of team must be familiar with the City's infrastructure, and have a working knowledge of the area environment.	80.00	60.00	90.00	10
ESTIMATED FEES AND DISPERSEMENTS (35%)				
Cost estimates	210.00	280.00	350.00	35
Weighted Summary (Totals):				
	699.00	745.00	875.00	1000



Prepared by

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Reviewed by

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April 22, 2025

**Proposal for Engineering
Services -
PW-RFP-004-2025
McKelvie St./Baker Ave.
Infrastructure Extension**

The Corporation of the City of
Temiskaming Shores



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1 Introduction

1.1 EXP Company Profile

EXP Services Inc. (EXP) is pleased to provide The Corporation of the City of Temiskaming Shores (City), with our submission for the Request for Engineering Services – McKelvie St./Baker Ave. Infrastructure Extension which includes the engineering, design and preparation of a tender ready package for the McKelvie St./Baker Ave. Infrastructure Extension.

With a mission to understand, innovate, partner, and deliver, EXP provides engineering, architecture, design, and consulting services to the world's built and natural environments. Our heritage dates to 1906, when the earliest of EXP's predecessor companies started its engineering infrastructure practice. Today, over 3,000 creative EXP professionals across North America provide the passion and experience needed to deliver successful projects around the world. EXP provides the experience and expertise needed to deliver successful project outcomes for our clients and add value to their businesses, whether the project is big or small. Our highly qualified professionals and experts include engineers, urban planners, architects, designers, technicians, drafts people, surveyors, and project managers. Using state-of-the-art equipment and technologies, EXP's multi-disciplinary team partners with our clients to analyze, plan, develop and implement the most effective and sustainable solutions.

EXP New Liskeard is a full-service, multi-disciplinary engineering firm based locally within the City of Temiskaming Shores, which has provided services for many clients throughout the Northern area. With a strong presence in Northern Ontario, EXP is well-positioned to undertake projects with key staff familiar with a wide variety of projects including but not limited to Linear Infrastructure Design, Bridge design, Drainage and Hydrology investigations, Environmental services, Geotechnical investigations, Surveying services, and Contract Administration services. EXP New Liskeard has maintained municipal, private and ministry clients ranging from Huntsville to Moosonee and Longlac and is well versed in the engineering practices and procedures for our Northern area providing services that have been completed on budget and within specified timelines. We take pride in maintaining face to face relationships with our clients while projects are ongoing and after completion, whether they are in the same community or in Moosonee. During all stages of projects, EXP will work in conjunction with the City's staff to ensure the needs and requirements of the project are met through consultation meetings and, if required, attendance at Council meetings.

2 Project Understanding

EXP has extensive knowledge and experience of the project area from working with the City on previous projects.

It is our understanding that the City is requesting a detailed design as well as tender documents and drawings (Tender Ready), MECP Environmental Compliance Approval applications (as required) and Utility co-ordination through circulation of the proposed for the construction of municipal infrastructure on McKelvie Street from Hessle Ave to Baker Ave and on Baker Ave from McKelvie Street to Bateson Street. Also included in the project is the requirement to update existing construction drawings and prepare tender documents for the Baker Ave. extension from Bateson Street to Peters Road with the associated infrastructure connection of Robin Street to Baker Ave.

The engineering design and tender documents are to be completed for the proposed Tender Date of July 25th, 2025.

2.1 Project Objectives and Key Issues / Risks

The objective of this project is to prepare a Tender Package(s) for the infrastructure extension at McKelvie Street and Baker Avenue in the City of Temiskaming Shores. The design is to include the replacement and construction of all underground infrastructure as well as full road reconstruction and a 3 metre wide Active Travel Pathway. In addition, all infrastructure will be connected to the existing infrastructure at the intersecting streets.

A significant challenge for this project will be ensuring that the final design grades will be compatible with those of the existing lots adjacent to the roadway and that the requirement for lot re-grading is kept to a minimum. The addition of the active travel pathway will also require considerable planning due to the existing utility pole locations as well as the private entrances, ditches and vegetation. By using Civil 3D software, EXP will be able to design the roadway corridor and the buried infrastructure to reduce / eliminate the possibility of conflicting features.

The analysis of the existing collection and distribution systems will ensure that the new infrastructure has been adequately sized to serve the current and all potential development that may occur in the future, thereby reducing potential capacity issues.

2.2 Project Approach

In the previous section, EXP explained our understanding of the project and identified potential issues, challenges and solutions for resolving these concerns.

EXP's approach to this project would entail utilizing the existing infrastructure and design information we have previously established for the City along with precise field data collection and input from all stakeholders involved to determine the best solution to the challenges mentioned in the previous section.

The following section will outline EXP's plan to undertake this assignment. It details a concurrent and sequential application of the steps involved and their integration to deliver the final product.

3 Project Work Plan

EXP wishes to work together with the City, as well as any provincial and federal agencies to meet the project objectives. As such, our proposed work plan and time schedule is flexible to accommodate any changes in plans or input from the City that may occur during the project. Should additional investigations, studies, design work or community surveys or consultations evolve out of this project, we have the in-house expertise to undertake such tasks.

3.1 Project Management

Strong project management is required throughout all phases of the project in parallel with the tasks described in the work plan. The major project management tasks to be carried out include:

- Effective and efficient communication with the project team, client, and external agencies at project start-up and throughout the design and construction phases.
- The Project Team will optimize project management efforts to identify the issues and potential impacts of all options and take steps to resolve and/or mitigate the identified issues as necessary to help ensure the success of the project.
- Management of the workflow schedule and budget to ensure design milestones/deadlines are met.
- Schedule, chair and provide minutes for the following meetings: Bi-weekly as well as the 30%, 60% and 90% Design Progress and Project Completion meetings.
- Upon completion of construction, the contract drawings will be updated with "As-Constructed" data and provided in soft copy in Auto-CAD Civil 3D format to the City.

3.2 Data Collection and Preliminary Design

3.2.1 Review of Existing Information

An important part of the project will be the initial gathering of existing field data such as drawings, reports, preliminary designs, and existing as-constructed information, for an extensive review to identify if there are any gaps in information that need to be addressed and rectified early on. This will allow for all information required for the detailed design stage to be both readily available and validated.

3.2.2 Project Kick-Off Meeting

EXP's Project Manager and key members of our team will attend a pre-design meeting with the City staff within one week of the anticipated project award date. Specific items to be covered include:

- Reviewing the proposed work plan (including milestone dates).
- Establishing a communication protocol.
- Establishing a detailed work plan in consultation with the project team.
- Establishing key design criteria.
- Determining the preferred tendering approach.
- Understanding any other unique project challenges or constraints.
- Following the meeting, EXP will also take the opportunity to complete a site walk-through.

3.2.3 Topographical Survey

An Engineering Topographical survey will be conducted, as required, within the project area to verify all relevant topographical information of the project site. It will be necessary to establish vertical and horizontal control points within the site location, in UTM format, for utilization during the preliminary design and construction stages. Verification of existing features shall be completed by means of GPS with RTK base and Total Station surveying methods. The digital data will be used to create an accurate and concise existing 3D site plan and digital terrain model (DTM) with AutoCAD Civil 3D software.

The topographic survey will include but not be limited to; all road and drainage features, existing sanitary, water and storm infrastructure with inverts, surface and underground services, vegetation, buildings, and all break-lines. Utility locates will be obtained prior to the topographical survey for their inclusion with the base plan survey. Side streets will be surveyed to a minimum of 50m from the closest subject street property line. Entrances and parking lots will be surveyed to a minimum of 15m from the closest subject street property line. As noted, an underground survey of all underground infrastructure pertaining to the subject area will be conducted for inclusion with the preliminary site plan.

3.2.4 Geotechnical Investigation

Based on EXP's experience in the vicinity of the intended work, a geotechnical investigation may not be required and is not included in the scope of work within this proposal. However, should the City wish to have this work carried out at any point during the assignment, EXP is well equipped to carry out the work.

The need for compliance with Ontario Regulation 406/19 (On-Site and Excess Soil Management) will be determined should the management of contaminated soil be required during the construction phase. EXP has the experience to provide assistance for the additional work as currently it would be considered outside the scope of work in this proposal.

3.2.5 Indigenous Consultation, Environmental Assessment, Utility and Property Clearances

Indigenous Consultation and Municipal Class Environmental Assessment

This Project is being considered a Schedule 'A+' for the Class EA Process.

EXP will complete all steps in the Municipal Class EA process, including meaningful indigenous consultation in compliance with provincial regulations, documentation, field investigations, reporting, mitigation recommendations and development of mitigation measures/commitments in the final design documents. EXP will produce the documentation required: draft/final consultation plan, an environmental screening document, environmental synopsis report, summary of environmental concerns and commitments, eligibility for environmental clearance letter, mitigation measures and commitments in final design, and Class EA monitoring questionnaire (if required).

Utility Clearances

Utility Companies located within the work area will be provided with preliminary design drawings for review and comments. EXP will work with those Companies that wish to extend their services into areas that are not currently serviced

Property Clearances

It is anticipated that the proposed works shall be completed within the existing right of way. During the preliminary design phase, if it becomes apparent that additional property is required, detailed plans will be assembled and submitted to the City. The drawings will consist of the property and/or easement that will be required for each Lot and provided to the City to assist in the required acquisition.

3.3 Detailed / Updated Design

3.3.1 General Detailed Design Tasks

After confirming the Preliminary Design with the City, EXP will proceed with the work to completion providing all the required deliverables, meeting the Project Schedule timelines, and keeping with the completion date established (Please refer to Appendix D for Detailed Design Project Schedule). The following Final Design Tasks will be carried out:

- Review of Existing / Proposed Alignments and Drainage / Identify Improvement Options.
- Update Corridor Modelling for Road Reconstruction
- Prepare Roadway Cross Sections
- Design of Storm Sewer System
- Design of Sanitary Sewer System
- Design of Watermain Distribution System
- Prepare New Construction/Removals Drawings
- Prepare Typical Sections and Details
- Generate Grading Templates
- Identify Contract Items & Calculation of Quantities
- Preparation of Quantity Breakdown Sheets
- Prepare Contract Specifications
- Issue 90% Complete Drawings and Specifications for Review
- Final Design Meeting
- Prepare Design Brief
- Prepare Pipe Data Form
- Complete and Submit ECA Application (if applicable/required)

3.3.2 Watermain Design

The design of the watermain replacement / extension to be completed under this proposal includes those sections located within the proposed construction limits. Prior to the commencement of the design process, a review and analysis of the localized distribution system will be undertaken.

The design of the watermain replacement / extension for this project will include the following scope:

- Review of the existing watermain and service locations.
- Development of Water Gems distribution system model.
- Review the hydraulic report of the water distribution system based on a 20-year planning horizon.
- The preparation of Form 1 Documents to be included in the City's Drinking Water Permit.

The watermain replacement / extension component of this project will include a detailed review of all relevant background information, site investigation to document existing water infrastructure, liaison with the City field staff

and external agencies, preparation of plan and profile drawings and identification of flow requirements to support the proposed watermain replacement.

3.3.3 Sanitary Sewer Design

The design of the sanitary sewer replacement / extension to be completed under this proposal includes those sections located within the proposed construction limits. Prior to the commencement of the design process, a review and analysis of the localized collection system will be undertaken.

- Review of the existing sanitary sewer and service locations.
- Confirmation / development of the sanitary sewer catchment area plan and anticipated peak flows.
- Hydraulic design of the new sanitary sewer will be completed based on a 20-year planning horizon.
- Analysis of downstream sanitary sewer systems to confirm the capacity to accommodate the design flows if the flows are increased.

The sanitary sewer design and analysis will be documented using tributary plans, flow sheets, and hydraulic calculations suitable for MECP Environmental Compliance Approval (ECA).

3.3.4 Storm Sewer Design

The design of the storm water sewer replacement / extension to be completed under this proposal includes those sections located within the proposed construction limits. Prior to the commencement of the design process, a review and analysis of the localized collection system will be undertaken.

- Review of the existing storm sewer and service locations.
- Confirmation / development of the storm water catchment area plan and anticipated peak flows.
- Hydraulic design of the new storm sewer will be completed based on a 20-year planning horizon.
- Analysis of downstream receptor to confirm the capacity and acceptability to accommodate the design flows.

The storm water sewer design and analysis will be documented using tributary plans, flow sheets, and hydraulic calculations suitable for MECP Environmental Compliance Approval (ECA).

3.3.5 Environmental Compliance Approval

Should it be a requirement, the design will include the preparation and submission of an Environmental Compliance Approval (as may be required) to the Ministry of the Environment, Conservation, and Parks (MECP). The sanitary sewer and storm sewer will be included in the ECA application.

Any required fees due with the application for the ECA would be the responsibility of the City.

3.3.6 Contract Drawings

This phase of the work involves preparing detailed drawings and specifications within the framework established during the preliminary design. Throughout this phase, project control will be maintained by close communication with the Project Team and the City.

EXP will prepare detailed construction drawings in AutoCAD Civil 3D format. Standardized plan sizes and scales in consultation with City design standards. These drawings will show plan and profile views, augmented with typical sections and detailed drawings as required.

Plans and profiles will be drawn to a horizontal scale of 1:500 and vertical scale of 1:100, subject to the requirements of the City. The north point will be shown on each plan, together with the names of streets, and lot numbers (if applicable) will be obtained from existing City plans.

Design details of construction, such as maintenance holes and pipe bedding, will be presented on standard drawings at appropriate scales. Plans will show the locations of all known existing utilities both underground and on the surface, all existing topographical features, including embankments, buildings, mature trees, entrances, signs, fences, etc. in proximity to the work.

Profiles will show the existing and finished surface profile, the approximate location and elevation of known existing utilities that will be intersected by the new work, and any available soils information.

For the pipe work, the profile will show an invert profile of the pipe as well as minimum depth of cover. The length, grade and class of pipe, and type of bedding or encasement for each pipe section will be indicated.

A general plan will be prepared depicting a summary of all proposed facilities and services at an appropriate scale. A location plan at an appropriate scale will be provided, showing the geographic location for the project.

The manner of presentation of the work plan will be carried out in a professional and skilled manner to ensure that the work is presented in an orderly fashion, the facilities and structures are shown in a recognizable manner, and that the wording on the plan is simple and concise, grammatically correct and completely legible.

3.3.7 Technical Specifications

EXP will prepare Technical Specifications for the construction of proposed works as follows:

- Miscellaneous quantity calculations and take-offs for each item.
- Compilation of Summary Quantity Sheets.
- Preparation of a tender item list with Special Provision references.
- Tender Form, Contract Special Provisions and Contract Item Specific Special Provisions.
- Prepare a 90% complete Class 'B' cost estimate.

A pre-submission review of the tender ready contact package would be held with the City at this stage followed by updating the drawings and specifications with any recommendations.

3.3.8 Design Progress Meetings

Bi-Weekly meetings will be chaired by EXP's Project Manager and key Team Members via TEAMS Meeting calls, to review and update the City staff of the design methodology and progress. Meeting minutes will be recorded by EXP and distributed in a timely fashion to all in attendance.

3.3.9 Progress Reports

EXP would submit bi-weekly progress reports detailing the following items:

- Fee expenditure versus progress.
- A summary of meetings attended.
- Design/inspection milestones achieved.
- Upcoming design/inspection milestones.
- Schedule summary updates.
- Significant project costing changes.
- Approvals matrix including approval status updates.

4 Project Team

4.1 Project Manager, Douglas Walsh, C.E.T., 40+ Years' Experience

Mr. Walsh, C.E.T., has over 40 years in the industry, including 16 years' experience in the civil engineering field. His experience includes involvement through various stages of various types of projects, including multiple street reconstruction, water and sanitary replacement, and equipment maintenance.

As the Project Manager, Mr. Walsh will be responsible for coordination of all staff involved in the project and ensuring all services and deliverables are completed within the specified timelines. Mr. Walsh will be the main client liaison throughout the duration of this project and has the authority to make decisions on behalf of EXP.

More information on Mr. Walsh's past project experience can be found in Appendix B - Resumes.

4.2 Senior Engineer, Nolan Dombroski, P.Eng., 17 Years' Experience

Mr. Dombroski, P.Eng., has 17 years' experience as a civil engineer in the EXP New Liskeard office. His experience includes involvement through multiple stages of various types of projects, including multiple street reconstruction, grading plans, and design of sanitary sewers, water mains, storm sewers, treatment plants, pumping stations, and bridges.

Mr. Dombroski will be responsible for completing the final review and approval of the contract drawings and specifications.

More information on Mr. Dombroski's past project experience can be found in Appendix B - Resumes.

4.3 Civil Designer, Terry Pascoe, P.Eng., 10 Years' Experience

Mr. Pascoe, P. Eng., has 10 years of experience as a Civil Designer at the EXP New Liskeard office. His experience includes involvement through multiple stages of various types of projects, including multiple street reconstruction, grading plans, and design of sanitary sewers, water mains, and storm sewers. Several of the municipal projects he has completed were performed for the City of Temiskaming Shores.

As a Civil Designer, Mr. Pascoe will be responsible for the design of the proposed sanitary sewer, and watermain replacement. This includes overseeing the implementation of the designs into plan and profile drawings and the contract specifications package.

More information on Mr. Pascoe's past project experience can be found in Appendix B – Resumes

4.4 Civil Designer, Chad Chenette, P.Eng., 11 Years' Experience

Mr. Chenette, P.Eng., has 11 years of experience as a Civil Designer and in Contract Administration. His experience includes involvement through multiple stages of various types of projects, including multiple street reconstruction, grading plans, and design of sanitary sewers, watermain, and storm sewers using computer modelling.

As a Civil Designer, Mr. Chenette will be responsible for the detailed design of the storm water network. This includes overseeing the implementation of the designs into plan and profile drawings and the contract specifications package.

More information on Mr. Chenette's past work experience can be found in Appendix B - Resumes.

4.5 Senior Inspector, Jeff Davis, C.Tech., 18 Years' Experience

Mr. Davis has over 18 years of experience, including as an inspector and contract administrator at the EXP New Liskeard Office. His experience includes involvement through multiple stages of various types of projects, including highway and structure construction and rehabilitation.

As a Senior Inspector, Mr. Davis will be responsible for inspection and monitoring for compliance with applicable procedures and standards.

More information on Mr. Davis's past project experience can be found in Appendix B – Resumes.

4.6 Additional Support Staff

The above key project team members will be supported by various additional skilled support staff including Engineers, EITs, Technologists, Technicians as well as administrative support. These staff have varied backgrounds including civil, construction engineering, mechanical, and electrical engineering. Additional staff will be available to assist with expediting the project schedule should it be required.

5 Corporate Experience

The projects listed below demonstrate our expertise and ability to complete similar scope and size of projects for other Municipalities.

5.1 Linear Infrastructure Upgrades and Road Reconstruction (2023-2025)

Client: The Corporation of the Town of Cochrane

Contact: Bryce Peever, Municipal Engineering Technologist – (705) 272-5086 ext. 323

Total Project Value: \$1,839,698 (excl. HST)

Total Length of Project: 0.5km

Relevance: This project included linear infrastructure upgrades.

The project included road and underground linear infrastructure (storm, sanitary, and water) replacement/rehabilitation at 5th Avenue and the surrounding area, underground linear infrastructure (sanitary and water) replacement at 15th/16th Avenue Laneway, and upgrades/replacement of the downstream of L&S pumping station sanitary.

EXP was the Engineering Consultant responsible for the Engineering Services including topographical survey data collection, geotechnical investigation, detail design documents and drawings, tendering assistance, MECP Environmental Compliance Approval and contract administration/inspection for the project.

The project is nearing completion in early 2025.

The individuals involved in this project gained valuable experience applying modern design standards servicing numerous residential, recreational and commercial properties, meeting the needs of the Client and the construction budget allocation.

5.2 Brunelle Road North (2022 – 2024)

Client: The Corporation of the City of Kapuskasing

Contact: Eric Cote, General Manager of Public Works – (705) 367-6145

Total Project Value: \$5,666,366 (excl. HST)

Total Length of Project: 0.6 km

Relevance: The project included the installation of sanitary sewer, storm sewer, watermain and complete road reconstruction.

This project included infrastructure improvements to Brunelle Road North in Kapuskasing (0.6 km) from Government Road to the Sports Palace (Arena) including the modification and replacement of linear infrastructure including sanitary sewers and structures, storm sewers and structures and watermain with associated appurtenances. The roadway reconstruction aspect of this project includes the placement of full depth granular material for the road base, placement of concrete curb and gutter, construction of concrete sidewalk, and hot-mix asphalt paving of the roadway.

EXP was the Engineering Consultant responsible for the Engineering Services including preliminary design, ECA and approvals, detailed design, as well as Tender Package preparation and tendering assistance.

This project design was completed on schedule (with Client requested modifications) and was tendered for construction in the spring of 2023.

The individuals involved in this project gained valuable experience applying modern streetscape design standards within an urban environment servicing numerous residential, recreational and commercial properties, meeting the needs of the Client and the construction budget allocation.

5.3 Albert Street Reconstruction (2023 – 2024)

Client: The Corporation of the City of Temiskaming Shores

Contact: Steve Burnett, Manager of Transportation Services – (705) 672-3363

Total Project Value: \$4,250,000 (excl. HST)

Total Length of Project: 0.6 km

Relevance: The project included the installation of sanitary sewer, storm sewer, watermain and complete road reconstruction including an Active Transportation Pathway.

The infrastructure improvements to Albert Street in Haileybury (0.6 km) were from Rorke Ave. to Bruce Street. This project included the modification and replacement of linear infrastructure including sanitary sewers and structures, storm sewers and structures; and watermain with associated appurtenances. The roadway reconstruction aspect of this project included: complete roadway excavation, the placement of granular materials; placement of concrete curb & gutter; construction of concrete sidewalk; and hot-mix asphalt paving of the roadway. An Active Transportation Pathway was also included in the final design.

EXP was the Engineering Consultant responsible for the Engineering Services including preliminary design, Municipal EA and all approvals, detailed design and Contract Administration assistance.

This project was completed on schedule and within the allotted construction budget.

The individuals involved in this project gained valuable experience applying modern roadway design standards within an urban environment servicing numerous residential properties while meeting fast-paced design and construction schedules.

5.4 Government Road Reconstruction (2021-2022)

Client: The Corporation of the City of Kapuskasing

Contact: Eric Cote, General Manager of Public Works – (705) 367-6145

Total Project Value: \$5,231,000 (excl. HST)

Total Length of Project: 0.7 km

Relevance: The project included the installation of sanitary sewer, storm sewer, watermain and complete road reconstruction.

The infrastructure improvements to Government Road (Hwy 11) in Kapuskasing (0.6 km) were from Gurney Road to Service Master. This project included the modification and replacement of linear infrastructure including sanitary sewers and structures, storm sewers and structures; and watermain with associated appurtenances. The roadway reconstruction aspect of this project included: the addition of granular material; placement of concrete curb & gutter; construction of concrete sidewalk; and hot-mix asphalt paving of the roadway.

EXP was the Engineering Consultant responsible for the Engineering Services including preliminary design, Municipal EA and all approvals, detailed design and Contract Administration assistance.

This project was completed on schedule and within the allotted construction budget.

The individuals involved in this project gained valuable experience applying modern highway design standards within a highly constrained urban environment servicing numerous residential and business properties while meeting fast-paced design and construction schedules necessitated by stringent government funding deadlines.

6 Scheduling

Please refer to **Appendix D** for our detailed work plan / schedule.

7 Quality Assurance

7.1 Quality Management

At a corporate level, EXP's quality procedures are subjected to regular audit and management reviews. All the audit non-conformances are reviewed and fixed as they relate to compliance with the quality objectives, procedures and documentation requirements. EXP QA/QC manual is available upon request.

At project level, our team typically begins the project by preparing a project-specific QA/QC Plan. EXP has developed a proposed specific plan for similar projects and the same could be completed for this project. Our quality assurance and control plan would clearly define delivery and quality control responsibilities for all key members of the team.

EXP believes that value management is directly tied to quality management, as both are essential to excellence in project delivery. Thus, Quality Assurance and Quality Control for the project are high priorities at EXP. All aspects of the project are viewed by a team of specialists within the EXP organization prior to finalization, to ensure EXP maintains the caliber of engineering for which we are known. The EXP Quality Assurance system is established, well followed, and highly effective.

All EXP engineering interpretations and recommendations are subject to review by at least one senior member of staff other than the project engineer. This procedure, together with other internal checks and controls, is implemented to ensure the accuracy and quality of our work. Additionally, a technical director reviews geotechnical, geo-environmental and infrastructure operations in all EXP offices to ensure that consistent, high standards are maintained. EXP has successfully completed a large number of projects in Ontario, Canada and internationally and its excellent record is a testimony to the company's high level of technical competence.

More specifically, the EXP quality management system consists of numerous procedures and policies. These include, but are not restricted to:

- The use of experienced and qualified staff to carry out and to review work including documentation.
- The identification of a specific Lead in each principal area of work to provide technical direction, leadership, policies and support for the quality of service delivered.
- Independent checks and reviews during the work period, akin to a peer review process, for verification of output as well as quality procedures and practices.
- The provision of professional services to the current Standard of Practice as defined in recognized Codes, Standards, Manuals, and generally accepted practices.
- The use of independent (third party) certification and accreditation of EXP facilities, equipment and procedures.
- Measurement of client satisfaction by a client evaluation performance program.
- The use of a check list to list all stages of the project process to be used as a guideline to designers and quality review officers and to document the work implementation.

8 Value Added

EXP is a multi-disciplinary firm that is capable of completing tasks such as geotechnical investigations and reporting, as well as materials testing (granular gradation, compaction, asphalt and concrete) with our own employees. At the time of this writing EXP is not planning on the use of subcontractors to complete any part of this project, which would reduce the impact of inter-firm coordination and scheduling.

EXP New Liskeard is a local northern engineering firm that has a lengthy history of working with municipalities and industry leading clients throughout the area, assisting them with the challenges and limitations that come with completing construction projects in Northern Ontario. In particular, EXP has worked with the former municipalities of Dymond, New Liskeard and Haileybury and has an extensive collection of information on the infrastructure in Temiskaming Shores that is available for reference, not only on this project but future endeavors as well. Familiarity with the planning for and the proposed development of the Boreal Subdivision allows EXP the opportunity to provide

value added engineering and insight into areas that may require further attention, investigation and consideration on a go forward basis.

9 Insurance

EXP is Professional Consulting Engineering firm, as such, Professional Liability insurance for any actual or alleged error, omission, or negligent act arising out of the professional services provided by EXP, including environmental services, will be provided.

The insurance includes coverage for liability arising out of the actual, alleged or threatened discharge, dispersal, release or escape of pollutants, including, but not limited to, any solid, liquid, gaseous or thermal irritants, toxic or hazardous substance, and contaminants.

Our insurance certificates will show that we are covered for the following:

- | | |
|------------------------|----------------|
| • General Liability | \$2,000,000.00 |
| • Errors and Omissions | \$2,000,000.00 |
| • Automobile | \$2,000,000.00 |

10 EXP'S Health and Safety Policy

At EXP, we are committed to fostering excellence in environment, health and safety ("EHS") performance in all aspects of our business. We strive to create an injury-free and environmentally responsible workplace for the benefit of our employees, our clients, our business partners and the communities where we work. Excellence in the management of EHS responsibilities and issues is a fundamental corporate responsibility and part of the EXP way of doing business.

EXP's Executive Committee has overall responsibility for EHS matters and leads the strategic direction and performance monitoring of activities carried out by the EHS function in the company. Our business unit leaders also have overall accountability for EHS matters within their businesses and are responsible for implementing organizational arrangements to ensure compliance with this policy and applicable laws.

EXP's employees, at all levels, have a personal responsibility to take due care and follow the company's EHS rules. They also have a responsibility to warn others of potential hazards and unsafe behaviors. Fulfilling these responsibilities is an employment obligation and is consistent with EXP's Worldwide Code of Ethics and Business Conduct.

EXP conducts its business in accordance with the following key EHS principles and is dedicated to creating effective management systems that are based upon the following:

Meeting or exceeding all applicable laws, regulations and other requirements to which EXP is subject and monitoring compliance with such requirements through periodic assessment,

Commitment to an injury-free workplace through employee involvement and continual improvement in EHS performance and hazard reduction,

Robust training systems to ensure that all persons working for or on behalf of the company are competent to fulfill their EHS responsibilities,

Promotion of health and wellness of our employees,

Consideration of EHS issues during acquisitions and divestitures,

Selecting competent subcontractors who will commit to complying with EXP's EHS standards and requirements,

Communicating with persons working for, or on behalf of, EXP and other stakeholders regarding EXP's EHS policies, programs and performance,

Update and report to the Executive Committee, on a periodic basis, performance in respect of EHS goals and related metrics for continuous improvement,

Overall, EXP is committed to continually improving our EHS standards, culture and performance and will continue to maintain appropriate controls to ensure compliance with this policy.

EXP is aware of the ever-changing health and environmental conditions and has put in place necessary policies and protocols, including but not limited to, physical distancing and sanitization to safeguard the health and safety of our employees and the community. These policies are all in line with the recommendations put forward by the World Health Organization and continue to be updated on a regular basis as more information becomes available.

All efforts will be made to safely accommodate site meetings and site visits required for this project. If necessary, EXP will utilize alternative measures to perform meetings, such as Microsoft Teams.

11 Closure

This proposal details the process that EXP will use to design the project to serve the best interests of the City, with due regard for environmental concerns, capital cost and operating efficiency in accordance with current engineering practice and acceptable standards established by the City and regulatory authorities.

The **Engineering Services** fee (including Design, Redesign, Tendering, and Contract Administration) for this project is **\$221,930.00 (excluding HST)**. The fee is further detailed within the Cost Estimate and Time Task Matrix in **Appendix C**.

We thank you for the opportunity to submit this proposal and look forward to working with you on this project.

Should you have any questions concerning the above, please do not hesitate to contact our office.



G. Douglas Walsh, C.E.T.,
Infrastructure Team Lead
April 22, 2025

Appendix A

Organizational Chart



**THE CORPORATION OF
THE CITY OF TEMISKAMING SHORES**

**PROJECT MANGER /
PRIMARY CONTACT**

Douglas Walsh, C.E.T.,
New Liskeard

SENIOR ENGINEER

Nolan Dombroski, P.Eng., New Liskeard

CIVIL DESIGNER

Chad Chenette, P.Eng., New Liskeard

CIVIL DESIGNER

Terry Pascoe, P.Eng., New Liskeard

SENIOR INSPECTOR

Jeff Davis, C.Tech, New Liskeard

SUPPORT STAFF

**Engineers, Technologists, Technicians,
Administrative Assistants**

Appendix B

Resumes



Appendix C

Cost Estimate & Time Task Matrix



Cost Estimate and Time Allotment Matrix



Project: McKelvie St. - Baker Ave. Infrastructure Extension
Client: The Corporation of the City of Temiskaming Shores
Date: April 22, 2025

DESCRIPTION of TASKS	Senior Engineer \$245	Project Manager \$170	Civil Designer \$145	Drafting Tech \$90	Survey Tech \$95	Inspector \$75	Admin. Ass't. \$90	Disbursements	TOTAL PROJECT COSTS	
	Hours Estimate	Hours Estimate	Hours Estimate	Hours Estimate	Hours Estimate	Hours Estimate	Hours Estimate	Estimate	Labour Estimate	Labour + Disb.
1.0 Duty to Consult										
Prepare and Execute Engineering Agreement		1					1		\$ 260	\$ 260
Consultant / Client Kick-Off Meeting	1	1	1						\$ 560	\$ 560
Indigenous Consultation		2					4		\$ 700	\$ 700
Ministry Consultation		2	4				4		\$ 1,280	\$ 1,280
Utility's Consultation		2	4				4		\$ 1,280	\$ 1,280
2.0 McKelvie St. - Hessele Ave to Baker Ave. (Full Design)										
Review existing information and as-built drawings	1	1	2						\$ 705	\$ 705
Establish Control and Topographic Data in the Relevant UTM Coordinate Zone					2				\$ 190	\$ 190
Verify Topographic Survey (Current Conditions)					12				\$ 1,140	\$ 1,140
Develop Base Plan / Profile Drawings			2	10					\$ 1,190	\$ 1,190
Review of Existing Alignments and Drainage / Identify Improvement Options.	1	1	1						\$ 560	\$ 560
Update Corridor Modelling for Road Reconstruction			2	4					\$ 650	\$ 650
Prepare Roadway Cross Sections			2	6					\$ 830	\$ 830
Design of Buried Infrastructure			10	8					\$ 2,170	\$ 2,170
Preliminary Design Review Meeting (30%)	1	1	1						\$ 560	\$ 560
Prepare New Construction/Removals Drawings			2	6					\$ 830	\$ 830
Prepare Typical Sections and Details			2	6					\$ 830	\$ 830
Generate Grading Templates			4						\$ 580	\$ 580
Preliminary Design Review Meeting (60%)	1	1	1	1					\$ 650	\$ 650
Identify Contract Items & Calculation of Quantities		1	1		8		4		\$ 1,435	\$ 1,435
Preparation of Quantity Breakdown Sheets							8		\$ 720	\$ 720
Prepare Contract Specifications		2	4				12		\$ 2,000	\$ 2,000
Issue Complete Drawings and Specifications for Review (90%)	1	1	1						\$ 560	\$ 560
Address Client Comments			2	4			2		\$ 830	\$ 830
Final Design Meeting	2	2	2						\$ 1,120	\$ 1,120
3.0 Baker Ave. - McKelvie St. to Bateson St. (Full Design)										
Review existing information and as-built drawings	1	1	1						\$ 560	\$ 560
Establish Control and Topographic Data in the Relevant UTM Coordinate Zone					1				\$ 95	\$ 95
Verify Topographic Survey (Current Conditions)					4				\$ 380	\$ 380
Develop Base Plan / Profile Drawings			2	2					\$ 470	\$ 470
Review of Existing Alignments and Drainage / Identify Improvement Options.		1	1						\$ 315	\$ 315
Update Corridor Modelling for Road Reconstruction			2	2					\$ 470	\$ 470
Prepare Roadway Cross Sections			2	2					\$ 470	\$ 470
Design of Buried Infrastructure			2	2					\$ 470	\$ 470
Preliminary Design Review Meeting (30%)		1	1						\$ 315	\$ 315
Prepare New Construction/Removals Drawings			2	2					\$ 470	\$ 470
Prepare Typical Sections and Details			1	2					\$ 325	\$ 325
Generate Grading Templates			2						\$ 290	\$ 290
Preliminary Design Review Meeting (60%)		1	1	1					\$ 405	\$ 405
Identify Contract Items & Calculation of Quantities		1	1		4		4		\$ 1,055	\$ 1,055
Preparation of Quantity Breakdown Sheets							2		\$ 180	\$ 180
Prepare Contract Specifications		1	2				2		\$ 640	\$ 640
Issue Complete Drawings and Specifications for Review (90%)	1	1	1						\$ 560	\$ 560
Address Client Comments			2	2			2		\$ 650	\$ 650
Final Design Meeting	1	1	1						\$ 560	\$ 560
4.0 Robin St. - Extension to Baker Ave. (Include in Final Documents)										
Tender Package Inclusion			2				2		\$ 470	\$ 470
5.0 Tender Document Preparation										
Assistance During Tendering	2	4	4				4		\$ 2,110	\$ 2,110
Respond to Bidders Inquiries during Tender Period & Issue Addenda		4					2		\$ 860	\$ 860
Attend Tender Opening and Prepare a Tender Recommendation Report		2							\$ 340	\$ 340
Subtotal 1									\$ 34,090	\$ 34,090
6.0 Baker Ave. - Bateson St. to Peters Rd. - (Re-design)										
Allowance provided as per Request for Proposal									\$ 75,000	\$ 75,000
Subtotal 2									\$ 75,000	\$ 75,000
7.0 Contract Administration										
Contract Administration (Meetings etc)		18				18			\$ 4,410	\$ 4,410
Construction Inspection (9 Months @ 160 hrs)						1422			\$ 106,650	\$ 106,650
As-Built Drawings		2		12			4		\$ 1,780	\$ 1,780
Subtotal 3									\$ 112,840	\$ 112,840
Total Price Incl. Provisional Items (Excluding H.S.T.)									\$221,930.00	

Appendix D

Project Schedule





Design Phase	2025																																																
Project task / Milestones	April							May							June							July																											
1.0 Project Management																																																	
Prepare and Execute Engineering Agreement																																																	
Consultant / Client Kick-Off Meeting																																																	
Design Coordination																																																	
2.0 Preliminary Design																																																	
Review existing information and drawings																																																	
Establish Control and Topographic Data in the Relevant UTM Coordinate Zone																																																	
Verify Topographic Survey (Current Conditions)																																																	
Develop Base Plan/Profile Drawings																																																	
Preliminary Design Review Meeting with Client																																																	
3.0 Detailed Design																																																	
Review of Existing Alignments and Drainage / Identify Improvement Options.																																																	
Update Corridor Modelling for Road Reconstruction																																																	
Prepare Roadway Cross Sections																																																	
Design of Storm Sewer System																																																	
Design of Sanitary Sewer System																																																	
Design of Watermain																																																	
Prepare New Construction/Removals Drawings (60% Milestone)																																																	
Prepare Typical Sections and Details																																																	
Generate Grading Templates																																																	
Identify Contract Items & Calculation of Quantities																																																	
Preparation of Quantity Breakdown Sheets																																																	
Prepare Contract Specifications																																																	
Issue 90% Complete Drawings and Specifications for Review																																																	
Final Design Meeting																																																	
4.0 Approvals																																																	
Prepare Design Brief																																																	
Prepare Pipe Data Form																																																	
Complete and submit the ECA Application*																																																	
5.1 Preparation of Tender Package																																																	
Tender Package Preparation																																																	



Project: Temiskaming Shores McKelvie St. / Baker Ave. Infrastructure Extension

Client: Corporation of the City of Temiskaming Shores

Date: April 22, 2025

Date: April 22, 2020		Tender Phase - 2025																																									
		Project task / Milestones	July	August				September (M1)				M2	M3	M4	M5	M6	M7	M8	M9	M10																							
5.2 Tendering Assistance	Tendering Period Start: July 25, 2025										Tender Opening: Aug. 22, 2025																																
Assistance During Tendering**																																											
Respond to Bidders INQUIRIES during Tender Period & Issue Addenda**																																											
Attend Tender Opening and Prepare a Tender Recommendation Report**																																											
6.0 Contract Admin., Project Inspection & Quality Control	Tender Award: Sept. 2, 2025																																										
Contract Administration (Meetings etc.)																																											
Construction Inspection (9 Months @ 160 hrs.)																																											
As-Built Drawings																																											
	Construction Start: Sept. 16, 2025																																										
	Construction End																																										

Appendix E

Mandatory City Forms





Appendix 01

City of Temiskaming Shores PW-RFP-004-2025

Engineering Services – McKelvie St./Baker Ave. Infrastructure Extension Project

Form of Proposal

Proponent's submission of bid to:

The Corporation of the City of Temiskaming Shores

Stipulated Bid Price

We/I, EXP Services Inc.
(Registered Company Name/Individuals Name)

Of, 310 Whitewood Ave. West, New Liskeard, ON P0J 1P0
(Registered Address and Postal Code)

Phone Number: 705-647-4311 Email: douglas.walsh@exp.com

We/I hereby offer to enter into an agreement for the services, as required in accordance to the Proposal for a price of (must be CDN funds and without HST):

Engineering Design Price:	<u>\$ 34,090.00</u>
Re-design Allowance:	<u>\$ 75,000.00</u>
Contract Administration Price	<u>\$ 112,840.00</u>
Total Price	<u>\$ 221,930.00</u>
Days to deliver once awarded:	<u>59 Days</u>

Acknowledgement of Addenda

I/We have received and allowed for ADDENDA NUMBER 1 in preparing my/our proposal.

Bidder's Authorized Official: G. Douglas Walsh

Title: Infrastructure Team Lead

Signature: 

Date: April 22, 2025

Form 1 to be submitted.

**City of Temiskaming Shores
PW-RFP-004-2025
Engineering Services – McKelvie St./Baker Ave. Infrastructure
Extension Project**

Non-Collusion Affidavit

I/ We G. Douglas Walsh the undersigned am fully informed respecting the preparation and contents of the attached Proposal 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 proposed 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.

Dated at: New Liskeard this 22nd day of April, 2025.

Bidder's Authorized Official: G. Douglas Walsh

Title: Infrastructure Team Lead

Signature: 

Date: April 22, 2025

Form 2 to be submitted.

**City of Temiskaming Shores
PW-RFP-004-2025
Engineering Services – McKelvie St./Baker Ave. Infrastructure
Extension Project**

Conflict of Interest Declaration

Please check appropriate response:

☒ I/We hereby confirm that there is not nor was there any actual perceived conflict of interest in our Proposal 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 Proposal submission or the contractual obligations under the Agreement.

List Situations:

In making this Proposal 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 RFP process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at: New Liskeard this 22nd day of April, 2025

Signature:



Bidder's Authorized Official:

G. Douglas Walsh

Title:

Infrastructure Team Lead

Company Name:

EXP Services Inc.

Form 3 to be submitted.

**City of Temiskaming Shores
PW-RFP-004-2025
Engineering Services – McKelvie St./Baker Ave. Infrastructure
Extension Project**

**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: Douglas Walsh Company Name: EXP Services Inc.

Phone Number: 705-647-4311 Email: douglas.walsh@exp.com

I, G. Douglas Walsh, 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.

OR

I, _____, 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, please visit: <https://www.ontario.ca/page/how-train-your-staff-accessibility>.

Form 4 to be submitted.

Subject: Household Hazardous Waste
Collection Event

Report No.: PW-016-2025

Agenda Date: April 29, 2025

Attachments

Appendix 01: Draft By-law, agreement including GFL Environmental Services Inc.
Quotation

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-016-2025; and
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with GFL Environmental Services Inc. allowing for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 7, 2025, for consideration at the Regular Council Meeting on May 20, 2025.

Background

Since 2016, the City has hosted a Household Hazardous Waste Collection Event on the first Saturday of June each year. The annual event allows residents with a free, safe and easy way to dispose of those household products they use every day that require special handling when they are finished with them.

Material accepted at the event include:

- Paint, solvents, pesticides and fertilizer
- Single use batteries
- Pressurized cylinders
- Antifreeze and its container, empty oil containers, oil filters
- Fluorescent light bulbs

It is important to provide such a service on a yearly basis to allow residents of Temiskaming Shores a way to properly dispose of these hazardous products. A yearly collection event will also ensure that these products do not end up in our landfill.

The City is currently in agreements with Automotive Materials Stewardship Inc., Product Care Association of Canada and Call2Recycle to provide funding for the material collected at the annual Household Hazardous Waste Collection Events.

This year's collection event is scheduled on Saturday June 7, 2025, from 9am – 2pm.

Analysis

Since 2016, GFL Environmental Services Inc. (formerly Drain-All Ltd.) has hosted the annual event for the City with great success. There has been a consistent maintenance and/or increase in participation and household hazardous material delivered.

Staff reviewed the quotation provided and is recommending that Council approves entering into an agreement with GFL Environmental Services Inc. to provide the necessary services involved in hosting the Household Hazardous Waste Collection Event on Saturday June 7, 2025, from 9am to 2pm. Appendix 01 outlines the GFL Environmental Services Inc. quotation/ agreement.

Relevant Policy / Legislation / City By-Law

- Hazardous and Special Products (HSP) Regulation

Consultation / Communication

- Administrative Report PW-016-2025

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 ☐

Funds have been allocated within the 2025 Solid Waste Operating Budget to host the Household Hazardous Waste Collection Event.

Climate Considerations

The climate lens was used to consider the impacts of hosting a Household Hazardous Waste Collection Event. Although there may be a slight increase to GHG emissions related to transportation of the material collected, it is estimated to be negligible compared to the reduction associated with diverting the material from being landfilled.

Alternatives

No alternatives were considered.

Submission

Prepared by:

Reviewed and submitted for Council's
consideration by:

"Original signed by"

"Original signed by"

Steve Burnett
Manager of Environmental Services

Sandra Lee
City Manager

The Corporation of the City of Temiskaming Shores

By-law No. 2025-000

**Being a by-law to enter into an agreement with GFL
Environmental Services Inc. for the provisions of collection and
disposal services for the Household Hazardous Waste Collection
Event on June 7, 2025**

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

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

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

Whereas Council considered Administrative Report No. PW-016-2025 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to enter into an agreement with GFL Environmental Services Inc. for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 7, 2025 for consideration at the May 20, 2025 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 GFL Environmental Services Inc. for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 7, 2025, 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 20th day of May, 2025.

Mayor

Clerk

DRAFT



Schedule “A” to

By-law 2025-000

Agreement between

The Corporation of the City of Temiskaming Shores

and

GFL Environmental Services Inc.

For the collection and disposal services for the Household Hazardous Waste
Collection Event on June 7, 2025

This agreement made this 20th day of May 2025.

Between:

The Corporation of the City of Temiskaming Shores

(hereinafter called “the Owner”)

and

GFL Environmental Services Inc.

(hereinafter called “the Contractor”)

Witnesseth:

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

Article I Contractor:

The Contractor will:

- a) Provide all material and perform all work described within this Agreement.
- b) Do and fulfill everything indicated by this Agreement and in the Contract Documents as itemized in **Appendix 01**, a copy of which is hereto attached and forming part of this agreement; and
- c) Complete, as certified by the Manager Environmental Services, all the work on **June 7, 2025**.
- d) The time limits referred to in this Agreement may be abridged or extended by mutual agreement by both Parties, such as extending the termination time should the circumstance warrant (i.e., line-up of vehicles wanting to dispose of MHSW materials).

Article II Owner:

The Owner will:

- a) Pay the Contractor in lawful money of Canada for the services aforesaid, as described on **Appendix 01**, a copy of which is hereto attached and forming part of this agreement.
- 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 Communications:

- a) All communications in writing between the parties, or between them and the Manager 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:

GFL Environmental Services Inc.
2705 Stevenage Drive
Ottawa, ON K1G 3N2

The Owner:

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

The Manager of Environmental Services:

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

Article IV Indemnity and Insurance:

- a) Each party (the “indemnifying Party”) hereby indemnifies and saves harmless the other party (the “indemnified Party”) on its behalf and as trustee for, its respective directors, officers, contractors, employees and agent, from and against any and all manner of actions causes of actions, damages, but not including consequential damages, costs, loss or expenses of whatever kind, including related legal fees on a full indemnity basis which the indemnified Party, its directors, officers, contractors, employees and agents may sustain, incur or be put to by reason of or directly or indirectly arising out of any breach of this Agreement by the other party or any willful misconduct or negligence of the indemnifying Party or any person for

whom the indemnifying Party is, at law, responsible, in relation to matters arising out of this Agreement.

- b) The Contractor will, during the term of this Agreement maintain at its expense Comprehensive General Liability coverage with limits of not less than \$5,000,000 (five million dollars) per occurrence.
- c) The Comprehensive General Liability policy of insurance referred to in this section will include the City as an additional insured.
- d) The Contractor will deliver a copy of a Certificate of Insurance maintained by the Contractor pursuant to this Agreement, upon the effective date of this Agreement naming the City as an additional insured with the following language:

The City of Temiskaming Shores and its affiliated entities, officers, partners, directors, employees, representatives and agents are included as Additional Insured's for Comprehensive General Liability. Such coverage is primary and non-contributing.

Article V Public Courtesy:

- a) The Contractor shall ensure that all employees engaged in the collection services are courteous with the general public.

Article VI AODA Compliance:

- a) The Contractor 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 Contractor 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 Contractor 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.

Article VII Workplace Safety and Insurance Act:

- a) The Contractor shall at all times pay, or cause to be paid, any assessment or compensation required to be paid pursuant to the Workplace Safety and Insurance Act. The Contractor shall make a **Statutory Declaration** when requested by the City that all assessment or compensation have been paid.

Article VIII Assignment and Sub-Contractors:

- a) The Contractor shall not assign or sub-let the contract or any part thereof or any benefit or interest therein, or there under, without the written consent of the City.
- b) The Contractor shall be held as fully responsible to the City for the acts and omissions of its sub-contractors and of persons directly or indirectly employed by it as for the acts and omissions of persons directly employed by it.

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Signed and Sealed in
the presence of

Dawn Rioux
Household Hazardous Waste Project Coordinator

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

Clerk – Logan Belanger



Appendix 01 to
Schedule “A” to
By-law No. 2025-000
Contract Documents

Quotation

Date: 04/24/2025
Sales Rep: Dawn Rioux
Quote: 886978-203122
Terms: Net 30 Days
Currency: CAD

Quote Prepared for:

City of Temiskaming Shores

P.O. BOX 2050 - 325 FARR DRIVE
Haileybury, ON P0J 1K0
Tel: (705) 672-3363 Fax : (705) 672-3200
Email: sburnett@temiskamingshores.ca
Attn: Steve Burnett

Dear Steve,

GFL Environmental Services Inc. is pleased to provide the following quotation for transportation and disposal of hazardous wastes.

SUMMARY OF SERVICES

Packaged Good Services

Waste Class	Service Description	Est. # Units	Price per Unit	UOM	Interval (Weeks)	Doc
148 C	Acid LP	0.00	\$150.00 CAD	Each	On Call	Invoice
331 I	Aerosol LP	0.00	\$142.80 CAD	Each	On Call	Invoice
212 L	Antifreeze Drum	0.00	\$191.00 CAD	Each	On Call	Invoice
148 C	Base LP	0.00	\$150.00 CAD	Each	On Call	Invoice
N/A	Batteries LP	0.00	\$3.69 CAD	Kilogram	On Call	Invoice
N/A	Empty Containers for recycle	0.00	\$1.37 CAD	Kilogram	On Call	Invoice
147 I	Fertilizer LP	0.00	\$181.56 CAD	Each	On Call	Invoice
331 I	Fire Extinguisher LP	0.00	\$131.84 CAD	Each	On Call	Invoice
263 I	Adhesive LP	0.00	\$117.30 CAD	Each	On Call	Invoice
221 I	Gasoline Drum	0.00	\$154.50 CAD	Each	On Call	Invoice
331 I	Large Propane Tanks	0.00	\$0.00 CAD	Kilogram	On Call	Invoice
N/A	Light Bulbs	0.00	\$0.93 CAD	Each	On Call	Invoice
N/A	Light Tubes	0.00	\$0.61 CAD	Foot	On Call	Invoice
252 L	Oil Drum	0.00	\$53.30 CAD	Each	On Call	Invoice
N/A	Oil Filters	0.00	\$127.50 CAD	Each	On Call	Invoice
148 I	Oxidizer LP	0.00	\$225.00 CAD	Each	On Call	Invoice
N/A	Paint LP	0.00	\$150.00 CAD	Each	On Call	Invoice
N/A	Paint Cage (equivalent to 16 labpacks)	0.00	\$2,400.00 CAD	Each	On Call	Invoice
242 A	Pesticide LP	0.00	\$293.55 CAD	Each	On Call	Invoice
261 A	Pharmaceutical LP	0.00	\$206.00 CAD	Each	On Call	Invoice
312 P	Sharps	0.00	\$13.21 CAD	Kilogram	On Call	Invoice
331 I	Propane (Small)	0.00	\$224.40 CAD	Each	On Call	Invoice
	Tractor Trailer with Operator & Chem Tech	0.00	\$0.00 CAD	Each	On Call	Invoice
	Tractor trailer, liftgate with Operator & Chem Tech	0.00	\$0.00 CAD	Each	On Call	Invoice
	Mobilization	0.00	\$9,397.50 CAD	Flat rate	On Call	Invoice

COMMENTS/CONDITIONS

- Waste received at our facility are sampled and coded for safe disposal. If any waste is found to contain hazardous constituents or heavy metals not previously identified, an adjustment will be made on the final invoice.
- Above pricing assumes that waste will be shipped on a mutually agreeable schedule whereby the most cost effective GFL processing facilities can support the designated shipment volume. In the event that materials need to be redirected to an alternate receiving facility due to scheduling demands, processing surcharges and/or additional transportation and handling fees may apply as delineated.
- Unless otherwise referenced in the above quotation, the price does not reflect the presence of PFOS/ PFAS. Should PFOS or PFAS be found in the waste during receipt and evaluation, a surcharge will apply, and/ or the waste will be returned to the generator at the client's expense.
- A Waste Profile, sample, and analytical are required for verification of appropriate Ministry of Environment waste class code registration, relevant shipping and handling requirements, Reg 347 processing requirements, treatability, pricing and acceptance. At the discretion of GFL Environmental Services Inc., analytical data, MSDSs and/or technical supporting information and generating process details may be accepted as verification of waste composition.
- Pricing as defined assumes that the parameters of the Scope of Work as described to GFL have been identified in the line item rates as stated on this quotation. In the event that a change of the defined Scope of Work is requested or required at the time of project execution requiring utilization of extra resources and/or equipment additional charges may apply.

2705 Stevenage Drive, Ottawa, ON K1G 3N2
Cell: Tel: (613) 739-1070 Fax: (613) 739-5971
Web: www.gflenv.com Email: drioux@gflenv.com

Quotation

Date: 04/24/2025
Sales Rep: Dawn Rioux
Quote: 886978-203122
Terms: Net 30 Days
Currency: CAD

- Packaged Materials - in the absence of a scale on the customer premises, the scaled weight for invoicing purposes will be recorded at the time of receiving (only applied to material that needs a scaled weight). Gross weights including packaging are applicable.
- By signing the attached: I agree that I, the undersigned, have read and understand the GFL Standard Terms & Conditions that accompany this quotation.
- Appropriate waste class code registration and "IN GOOD STANDING" RPRA status will be verified prior to removal of waste.
- Part 2B forms will be required for all waste streams not categorized as "L" class or (N/R) Non Regulated waste streams.
- Totes drums & pails to be completely sealed for transportation and must meet TDGA requirements where applicable.
- Proposals provided are valid for 30 days unless otherwise stipulated by your GFL Environmental Inc. sales representative
- All quoted transport and labour rates are "gate to off load", unless otherwise specified.
- Above pricing does not include applicable taxes. Terms are net 30 days OAC.

Sincerely,

Dawn Rioux
Operations Coordinator
CUSTOMER ACCEPTANCE Please sign below and deliver via email to drioux@gflenv.com.
City of Temiskaming Shores

*No Blanket PO

Authorized by (Please Print)

Authorized Signature

Date

Purchase Order Number

STANDARD TERMS AND CONDITIONS

THESE STANDARD TERMS AND CONDITIONS FORM A PART OF THE AGREEMENT BY AND BETWEEN GFL ENVIRONMENTAL INC., INCLUDING ANY SUBSIDIARIES (COLLECTIVELY “GFL”) AND CUSTOMER NAMED ON THE WORK ORDER (“CUSTOMER”) TO WHICH THESE STANDARD TERMS AND CONDITIONS ARE ATTACHED (THE “AGREEMENT”).

CUSTOMER and GFL AGREE AS FOLLOWS:

1.0. DEFINITIONS

- (a) “**Contaminants**” means any quantity of PCB, herbicides, pesticides, dioxins, explosives, radioactive or bio-medical material or any other substance, the handling, treatment, transportation or storage of which is regulated by applicable Regulations.
- (b) “**Equipment**” means all equipment supplied by GFL as described in the Work Order.
- (c) “**Facility**” means a GFL facility or a third-party disposal facility as indicated on the Work Order which is designated and permitted under applicable Regulations to receive and dispose of Waste.
- (d) “**Non-Conforming Waste**” means any materials or substances, the description of which does not conform to the description(s) (including any manifests) and/or samples thereof provided to GFL by CUSTOMER.
- (e) “**Regulation(s)**” means all statutes, laws, rules, orders and regulations in effect from time to time by any government or governmental board or agency having jurisdiction over any aspect of the subject matter of this Agreement.
- (f) “**Services**” includes, as applicable, as described in a Work Order: (i) handling, storing, treating, collecting, transporting, recycling or disposal of Waste; (ii) supply, rental, leasing or sale of Equipment; (iii) supply of products; and (iv) supply of professional services.
- (g) “**Term**” means the term of this Agreement as described in the Work Order and includes any renewal term thereof pursuant to Section 3.1 of these Terms and Conditions.
- (h) “**UMO**” means used motor oil.
- (i) “**Waste**” means only those materials or substances that conform to the description(s) thereof (including any manifests) and samples, if applicable, provided to GFL by CUSTOMER but does not include any Non-Conforming Waste.
- (j) “**Work Order**” means the form to which these Terms and Conditions are attached and form a part of, which set out the Services to be provided and where applicable, the fees payable for such Services.

2.0. PRICING AND PAYMENT

- (a) The fees and charges payable by CUSTOMER for the Services are as set out in the Work Order, or as invoiced by GFL to CUSTOMER. CUSTOMER acknowledges that fees and charges set out in the Work Order do not include charges for Non-Conforming Waste.
- (b) Unless otherwise specified, invoices may be submitted by GFL at any time after completion of the Services.
- (c) Payment is due upon receipt of invoice. Interest will accrue on all amounts remaining unpaid thirty (30) days after the invoice date at the rate of 2% per month (24% per annum) until paid. GFL reserves the right to suspend all Services until any past due balance is paid in full but such suspension of Services will not constitute termination of this Agreement.
- (d) Where CUSTOMER fails to pay for the Services within thirty (30) days of invoice date, GFL reserves the right to return to CUSTOMER any material or substance collected from CUSTOMER, including Non-Conforming Waste, and CUSTOMER agrees to accept such return, where permitted by applicable Regulations.
- (e) GFL may increase fees and charges as set out in the Work Order annually by giving CUSTOMER thirty (30) days’ written notice prior to the effective date of such increase.
- (f) When warranted by increased fuel prices, GFL may, in its sole discretion, charge a reasonable fuel surcharge in addition to the amounts charged for Services and CUSTOMER agrees to pay such charges.
- (g) Fluctuations in the market price of WTI Crude of + or - 25% in any calendar quarter during the Term will result in a corresponding change in the price paid/charged to CUSTOMER for UMO. GFL will provide CUSTOMER with thirty (30) days advance notice of change in the UMO price. If CUSTOMER objects to such change, it may terminate UMO services only by giving GFL written notice within ten (10) days of CUSTOMER’s receipt of the notice of UMO price change. If no notice of termination is given by CUSTOMER within such period, the price for UMO will be changed in accordance with such notice of UMO price change and all other terms of this Agreement will remain in effect.
- (h) An additional per liter processing fee will apply where the water content of UMO collected from CUSTOMER exceeds 5%.
- (i) Fees associated with carbon taxes/or levies will apply, including direct and indirect fees charged by any government or governmental board or agency having jurisdiction over any aspect of the subject matter of this Agreement and will be invoiced to CUSTOMER in addition to fees and charges set out in the Work Order.
- (j) GFL may increase amounts charged for its Services at any time during the Term on notice in writing to CUSTOMER if Regulations impose additional taxes, tariffs, fees, surcharges or other charges in respect of any Services provided and CUSTOMER agrees to pay such charges as invoiced.
- (k) Maximum allowable transport weight for Waste in 205 litre drums is 240 kilograms. Drums exceeding this allowable weight will be repacked into additional drums and/or containers at a cost to be invoiced to CUSTOMER in addition to fees and charges set out in the Work Order.

3.0. TERM AND TERMINATION

3.1. Term. The Term shall automatically renew for the same period of time as the initial term set out in the Work Order and will continue to renew at the expiration of each subsequent term unless CUSTOMER gives GFL written notice at least sixty (60) days prior to the expiration of the then expiring Term.

3.2 Termination

- (a) CUSTOMER may terminate this Agreement prior to the expiry of the Term by providing not less than thirty (30) days’ prior written notice to GFL if: (i) GFL is in breach of any term of this Agreement and fails to remedy such breach within ten (10) days of written notice by CUSTOMER to GFL; (ii) CUSTOMER receives a notice of an annual increase to fees pursuant to Section 2.0(c) which CUSTOMER does not accept.
- (b) GFL may terminate this Agreement prior to the expiry of the Term by providing not less than thirty (30) days’ prior written notice to CUSTOMER if there occurs any change in Regulations which materially impacts GFL’s ability to perform the Services. GFL may also terminate this Agreement prior to the expiry of the Term, if: (i) CUSTOMER fails to make payment to GFL as required herein and such non-payment continues for more than (10) days after the due date, or (ii) CUSTOMER is in breach of any term of this Agreement and fails to remedy such breach within ten (10) days of written notice by GFL to CUSTOMER.
- (c) Either party may terminate this Agreement immediately in any of the following circumstances: (i) the other party submits or files a petition of bankruptcy or is declared bankrupt or starts proceeding of arrangement or settlement in relation to bankruptcy, (ii) the other party applies to a court for the appointment of an administrator in relation to it, (iii) the other party submits a petition for winding up except in the case of a bona fide intra-group re-organization, or (iv) the other party ceases to or threatens to cease to carry on its business or a substantial part thereof. The defaulting party shall promptly inform the non-defaulting party by written notification upon the occurrence of any of the above listed events.
- (d) CUSTOMER agrees that, notwithstanding termination of this Agreement, it will grant GFL and its employees access to the CUSTOMER site for such period of time as GFL may reasonably require following such termination to demobilize and remove all of its Equipment and CUSTOMER agrees to provide such access provided that GFL such access shall be at mutually agreeable times and that GFL employees abide by reasonable rules and regulations of CUSTOMER site.

4.0 EQUIPMENT AND SUPPLIES

- (a) Where Services include the supply of Equipment, CUSTOMER agrees that: (i) all servicing, repair and maintenance of Equipment will be performed only by GFL, (ii) all Equipment will remain the sole and exclusive property of GFL and will, upon termination of this Agreement, be returned to GFL in substantially the same state of repair as at the time of its delivery to CUSTOMER (reasonable wear and tear and damage by GFL excluded), (iii) it will use the Equipment only for the purpose(s) for which it is supplied and in accordance with its labelling and packaging, and (iv) it will pay for replacement of the Equipment due to loss or damage while in the custody and control of CUSTOMER, other than from GFL’s handling thereof. Without limiting the generality of the foregoing, CUSTOMER shall not introduce any Contaminant into the Equipment except as expressly described in the Work Order.
- (b) Where Services including the provision of parts cleaner, or fluid recovery service to CUSTOMER, any solutions and solvents, including aqueous cleaning solution, fluid or other non-hazardous waste (“Non-Regulated Waste”) provided by GFL will not be mixed, combined or otherwise blended in any quantity with any material that would render the Non-regulated Waste hazardous under applicable Regulations. CUSTOMER shall not place parts or paint guns that have been contaminated with, or otherwise introduce Contaminants into any solvent or solution provided by GFL, except as disclosed in writing to GFL. If CUSTOMER disposes of any GFL supplied solutions or solvents other than by return to GFL, title thereto will pass to CUSTOMER at the time of such disposal and GFL will have no responsibility for such disposal.

5.0. CONDITIONS OF SERVICE

5.1. General Conditions

- (a) Where required by application Regulation, CUSTOMER shall provide GFL with a generator number prior to GFL providing those Services to CUSTOMER for which a generator number is required.
- (b) Title to the Waste, but not title to any Non-Conforming Waste, together with all responsibility and liability in connection therewith, shall pass to GFL upon loading of the Waste onto GFL’s transport equipment or, in the event CUSTOMER

delivers the Waste to a Facility, when the Waste is accepted and off-loaded at the Facility. Title to Non-conforming Waste shall not, at any time, pass to GFL.

- (c) CUSTOMER agrees that it shall ensure a safe and suitable work site for GFL, its equipment, employees and sub-contractors. CUSTOMER hereby grants GFL the irrevocable right to access CUSTOMER’s site at all reasonable times in order to provide Services, provided that GFL employees will comply with CUSTOMER’s reasonable rules and regulations while at CUSTOMER’s site. CUSTOMER acknowledges that GFL is not responsible for any damage to pavement or driving surfaces caused by GFL in providing the Services.
- (d) CUSTOMER shall, at its sole cost and expense prepare: (i) all Waste in accordance with all applicable Regulations, including, but not limited to container specifications for any container not supplied by GFL, and all markings and labeling of containers supplied by GFL, and (ii) all documentation requested by GFL or required by any regulatory authority(s) and/or Facility in connection with the Services to be provided by GFL. CUSTOMER shall not add or permit to be added any material or substance to any tank(s) from which GFL collects Waste, or to any Equipment, that is not consistent with its labelling, packaging or other documentation provided to GFL.
- (e) GFL may, at its sole discretion, elect to accept or reject all or any quantity of Non-Conforming Waste. If GFL elects to provide services in respect of any amount of Non-Conforming Waste, such election shall not impair or operate as a waiver of any right or remedy available to GFL, including revocation of Services. GFL may return any Non-Conforming Waste to CUSTOMER for disposal by CUSTOMER at CUSTOMER’S sole cost and expense and CUSTOMER agrees to accept such return, where permitted by applicable Regulation. If Non-Conforming Waste cannot be returned to CUSTOMER, GFL and CUSTOMER shall agree to the manner of disposal of the Non-Conforming Waste, in compliance with applicable Regulations, provided that in the absence of agreement within two (2) Business Days of notice from GFL to CUSTOMER of GFL’s receipt of Non-Conforming Waste, GFL shall dispose of Non-Conforming Waste in such manner as it may reasonably determine and in compliance with applicable Regulations. CUSTOMER shall pay GFL all costs incurred by GFL in connection with the handling, storage, treatment, transportation and if applicable, disposal of such Non-Conforming Waste and any Equipment and any other material or substance contaminated by such Non-Conforming Waste as invoiced.

5.2. Customer’s Representations and Warranties

- (a) CUSTOMER represents and warrants to GFL, and acknowledges that GFL is relying upon such representations and warranties in agreeing to providing the Services, that: (i) each description of any substance or material (whether oral or written) or sample of any substance or material provided by CUSTOMER to GFL in respect of Services to be provided by GFL, conforms to the characteristics of the substance or material provided by CUSTOMER to GFL in all material respects and is in compliance with all applicable Regulations, (ii) where CUSTOMER is not the generator of the Waste in respect of which GFL provides Services, the information provided to GFL by CUSTOMER was provided by the generator and to the knowledge of CUSTOMER after due inquiry such information is true and accurate and such generator is the owner of the substance or material provided to GFL, and (iii) Waste, provided or delivered to GFL, has not been co-mingled with another waste stream and its physical properties have not been altered. If, at any time either before or after delivery of any substance or material or sample to GFL, CUSTOMER receives information that any material or substance delivered to GFL is Non-Conforming Waste, CUSTOMER shall immediately report such information to GFL.
- (b) CUSTOMER further represents and warrants that all hazards and risks as applicable to the health and safety of GFL personnel while performing the Services at CUSTOMER’s site have been accurately disclosed to GFL.

5.3. GFL’s Representations and Warranties

- (a) GFL represents and warrants that: (i) it holds all permits and authorizations required to provide the Services, (ii) it will perform the Services in compliance with applicable authorizations, permits and Regulations and in a good and workmanlike manner, and (iii) the Facility(s) used by GFL for the disposal or treatment of Waste has all permits and authorizations required by applicable Regulations.
- (b) Except as expressly stated in this Section 5.3, GFL makes no other representations and provides no other warranties of any kind, express or implied (whether arising under law or equity or custom of usage), including without limitation implied warranties of merchantability and fitness for a particular purpose.

6.0. INDEMNIFICATION

- (a) CUSTOMER agrees to indemnify, save harmless and defend GFL, its directors, officers, employees and agents (collectively “**GFL Indemnitees**”) against any and all liabilities, claims, penalties imposed pursuant to Regulation or otherwise, suits and the costs and expenses incidental thereto, including reasonable legal fees on a solicitor and own clients basis, which any GFL Indemnitees may incur, become responsible for or pay as a result of death or bodily injury to any person or any destruction or damage to any property, contamination or adverse effect(s) to the environment or any breach of the common law or of any Regulation, caused or arising out of: (i) CUSTOMER’s breach of any term or provision of the Agreement, (ii) any negligent or willful act or omission of CUSTOMER, its employees, agents or independent contractors in connection with the Services and/or Equipment, (iii) Non-Conforming Waste, and (iv) Waste which becomes the subject of any governmental order or enforcement action, and/or (v) any condition at CUSTOMER’s site or any site where the Service occurs at the direction of or with the authorization of CUSTOMER.
- (b) GFL agrees to indemnify, save harmless and defend CUSTOMER, its directors, officers, employees and agents (collectively “**CUSTOMER Indemnitees**”) from and against any and all liabilities, claims, penalties, suits and the costs and expenses incidental thereto, including reasonable legal fees on a solicitor and own client basis which any CUSTOMER Indemnitees may incur, become responsible for or pay as a result of death or bodily injury to any person, destruction or damage to property, contamination of or adverse effect(s) to the environment or any breach of common law or of any Regulations, caused or arising out of: (i) GFL’s breach of any term or provision of this Agreement, (ii) any negligent or willful act or omission of GFL, its employees, agents, or subcontractors in connection with the performance of the Services and/or the provision of Equipment pursuant to this Agreement.
- (c) In the event that any claims, penalties, losses, damages, costs, expenses and other liabilities referred to above are contributed to by the breach of contract, negligence, willful misconduct or violation of law of both GFL and CUSTOMER, the parties agree that all such claims, penalties, losses, damages, costs, expenses and other liabilities will be apportioned among the parties on the basis of their comparative degrees of fault.

7.0. INSURANCE AND LIMITATION OF LIABILITY

- (a) GFL will maintain during the performance of this Agreement insurance coverage that is not less than required under applicable Regulations in each jurisdiction where the Services are performed.
- (b) Where CUSTOMER requires GFL to acquire specific insurance coverage and/or bonding in order to perform the Services, CUSTOMER agrees to notify GFL of such requirements prior to the provision of the applicable Services. GFL reserves the right to refuse to provide such additional insurance coverage and/or bonding, in its discretion.
- (c) Notwithstanding any other provision, term or condition of this Agreement, in no event shall GFL be liable to CUSTOMER or any third party(s), for any damages, claims penalties, costs or expenses whatsoever, or however characterized, whether pursuant to statute or the common law, which exceed the limits or coverage of GFL’s insurance policies.
- (d) Neither party shall be liable to the other party under or in connection with the Services for: (i) loss of actual or anticipated profit, (ii) losses caused by business interruption, (iii) loss of goodwill or reputation, and (iv) any indirect, special, consequential, cost, loss or damage even if such cost, expense, loss or damage was reasonably foreseeable or might reasonably have been contemplated by the parties and whether arising from breach of this Agreement, tort, negligence, breach of statutory duty or otherwise.

8.0. FORCE MAJEURE. Notwithstanding any other right GFL may have at law or in equity or any other provision in this Agreement, GFL will be excused from liability for any loss and for non-performance of this Agreement, and shall be entitled to an extension of time, to the extent its Services are disrupted or delayed by any event of fire or other casualty, general labor disturbance, earthquake, tornadoes, and other acts of God, acts or omissions of government, terrorism or threats of terrorism, severe weather, severe unforeseeable market shortages to the extent such shortages excuse the performance of a supplier of equipment, materials, commodities, operating consumables or other goods by operation of law, or any other cause beyond GFL’s reasonable control.

9.0. AGENCY. CUSTOMER authorizes GFL to act as its agent for documentation and disposal purposes in connection with the Services.

10.0. ASSIGNMENT. CUSTOMER may not assign this Agreement to any third party without the prior written consent of GFL.

11.0. GENERAL

- (a) The representations, warranties and indemnities set out herein shall survive the termination or expiration of this Agreement.
- (b) This Agreement shall be governed in all respects by the laws of the Province(s) in which the Services are provided.
- (c) Notice to either party shall be given in writing and shall be sufficiently given if mailed, delivered in person or by overnight courier, or transmitted by fax or email to the address contained on the Work Order. Notices and communications given by mail shall be deemed to have been received five (5) days after the date of mailing and all other notices shall be deemed to have been received upon delivery to the address noted on the Services Order in the case of overnight courier and upon receipt of confirmation of sending for a fax transmission or email, read receipt requested.

Memo

To: Mayor and Council
From: Mathew Bahm, Director of Recreation
Date: April 29, 2025
Subject: Dymond Field B Renaming
Attachments: Draft By-law

Mayor and Council:

City staff have been working with representatives of the Isaac Walker-Dupont Foundation to fundraise for improvements to the ball fields at Dymond Sports Park.

Isaac Walker-Dupont was a former participant in the City's youth slo-pitch program who tragically lost his life in an automobile collision in 2022.

In conjunction with the Isaac Walker-Dupont Foundation, a joint submission to the Frog's Breath Foundation was completed in September 2024, for the installation of an outfield fence on Dymond Field B. This ball field is used exclusively by the City's youth slo-pitch program, and does not have an outfield fence unlike the six other municipal ball fields.

The City received confirmation in November 2024 that its joint funding application was approved in the amount of \$22,475. Subsequently, the City hired M&G Fencing to complete the fencing installation with the grant dollars received.

As part of the City's obligations towards the Frog's Breath Foundation, signage is required to recognize their donation. Further, to recognize the work of members of the Isaac Walker-Dupont Foundation towards ball field improvements and youth slo-pitch within the City of Temiskaming Shores, it is recommended that Dymond Field B be renamed the Isaac Walker-Dupont Memorial Ball Field.

This name change would be displayed on signage at the field.

Prepared by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

Mathew Bahm
Director of Recreation

Sandra Lee
City Manager

The Corporation of the City of Temiskaming Shores

By-law No. 2025-000

Being a by-law to rename Dymond Field B to the Isaac Walker-Dupont Memorial Ball Field

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 -tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

Whereas Council considered Memo No. 013-2025-RS at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to rename the Dymond Field B to the Isaac Walker-Dupont Memorial Ball Field, in recognition of contributions from the Isaac Walker-Dupont Foundation, towards ball field improvements and youth slo-pitch within the City of Temiskaming Shores, for consideration at the May 20, 2025 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 Dymond Field B, be hereby renamed to the to the Isaac Walker-Dupont Memorial Ball Field.
2. That all municipal by-laws presently in force with respect to the Dymond Field B shall apply to the said name change (i.e., the Isaac Walker-Dupont Memorial Ball Field), created under this by-law.
3. 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.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk

Memo

To: Mayor and Council
From: Mathew Bahm, Director of Recreation
Date: April 29, 2025
Subject: Recreation Operations Update (May)
Attachments: Appendix 01 – Projects Tracking Sheet
Appendix 02 – PFC Attendance
Appendix 03 – PRO Expedition Invite

Mayor and Council:

Below is the monthly operational update from the Recreation department:

Parks and Facilities:

- Ice at the Shelley Herbert-Shea Memorial Arena (SHSMA) was removed the week of April 7th. Staff shut down the ice plant, purged the compressors and placed the system on summer shutdown.
- The lobby at the SHSMA is currently being cleaned and painted. All historical pictures have been removed from lobby and staff are working with local user groups to display new or refurbished memorabilia in the space.
- The Don Shepherdson Memorial Arena (DSMA) will continue to offer ice until May 4th.
- Staff have completed maintenance on all the City's existing bollards, preparing them for installation in May. New bollards have been purchased and will be installed between Haileybury and New Liskeard along Lakeshore Rd.
- Staff are completing seasonal maintenance on all the grass cutting/ parks equipment, in preparation for the upcoming season.
- There are currently three post-secondary students working in the department for the summer months. There is also a co-op student from TDSS working with staff until the end of May.

Building Maintenance:

- Staff have been completing various repairs at facilities including some end-of-season repairs at the SHSMA.

- Staff replaced a toilet in the accessible washroom at the Library, and removed some graffiti from the wall.
- Hearn Construction is currently completing seasonal maintenance on all overhead doors on City buildings.

Programming:

Aquatics

- The Waterfront Pool and Fitness Centre (PFC) had its spring health inspection completed by Northeastern Public Health, with no major deficiencies noted. This inspection was the first since updated pool regulations came into effect. In compliance with the inspection, new signage has been ordered and will be installed once it arrives.
- The aquatics health and safety board has been updated with all related posters and required paperwork. Additional and more user-friendly safety posters have been placed in the storage and chemical rooms to comply with WHMIS & PPE protocol.
- All summer aquatic staff scheduling has been completed, including staff for the Haileybury Beach and summer programs at the PFC.
- Returning aquatics staff have undergone return-to-work training to ensure they are up to date with any policy changes. All training has been documented and is on file.

All Age Friendly

- Seasonal indoor programming will be slowly winding down over the next month as the program transitions to outdoor programming. Some indoor programs, such as line dancing and women's exercise classes, will continue throughout the summer.
- The Community Resources for Older Adults Guide has been updated in both French and English. Hard copies of the English version are now available.
- A funding application to the Older Adult Centres' Association of Ontario (OACAO) for funding to support the fall Senior's Fair has been submitted.
- Indoor pickleball continues every Friday morning at 9:00 a.m. throughout April. This program will transition to an outdoor setting in May.
- The indoor walking program at Northern College will wrap up at the end of April.

Healthy Kids

- The Healthy Kids program had a presence at the Franco Folie Family Day event. Over 150 participants attended the kids play and event.
- New in April, the Coordinator attended the after-school program at Keepers of the Circle. They provided a cooking session on April 22 to 9 year old students in their program.

Administration:

- The kick-off meeting for the Green Fleet project took place on April 23, 2025 between consultants with WSP and City Staff. The project is slated to take place over the summer with a final report to Council in September. Staff provided preliminary data on fleet utilization, fuel usage, storage locations, decarbonization goals, maintenance spending, etc.
- The City received notice that the application to the Ontario Trillium Foundation – Grow Grant was declined. The application was to fund a 1.0 FTE programmer for three years to compliment and expand programming to local youth. Expansion of programming for local youth aligns with the data provided by Planet Youth Timiskaming.
- Recreation staff attended the Municipal Road Safety Forum in Englehart on April 16, 2025.
- City staff are slated to attend the Parks and Recreation Ontario (PRO) Expedition Education Conference & Trade Show in November 2025. As a member of PRO, all City staff and members of Council are eligible to attend this event at the discounted membership price.
- Monday April 14, 2025 was the second meeting of the Regional Task Force on Animal Rescue, Public Health, and Stray Management. Based on feedback received from surrounding townships, there may be an opportunity for the City to offer usage of our Animal Pound to other municipalities for a fee.

Prepared by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

Mathew Bahm
Director of Recreation

Sandra Lee
City Manager



Figure 1 – A leak from the Gymnastic Club's water fountain caused some damage at the DSMA.

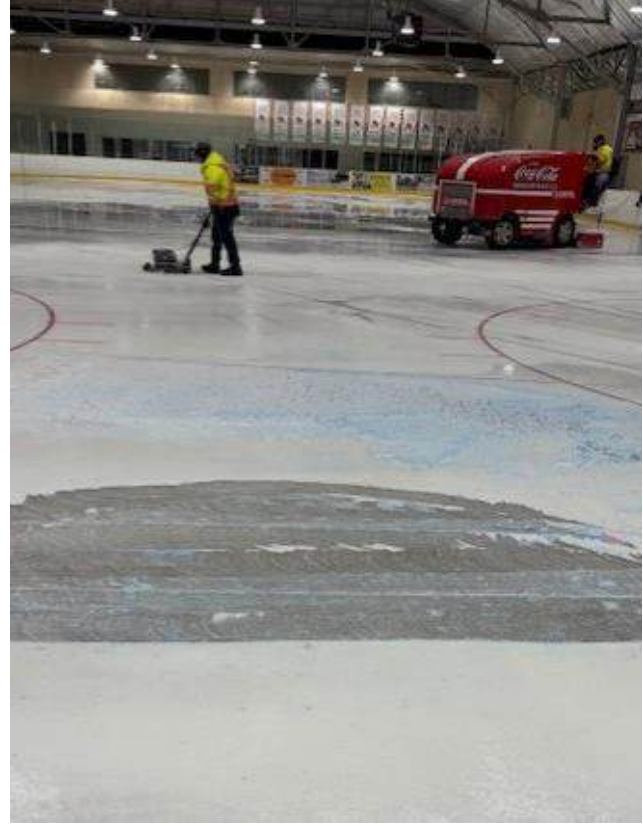


Figure 2 – Staff remove the ice from the SHSMA.



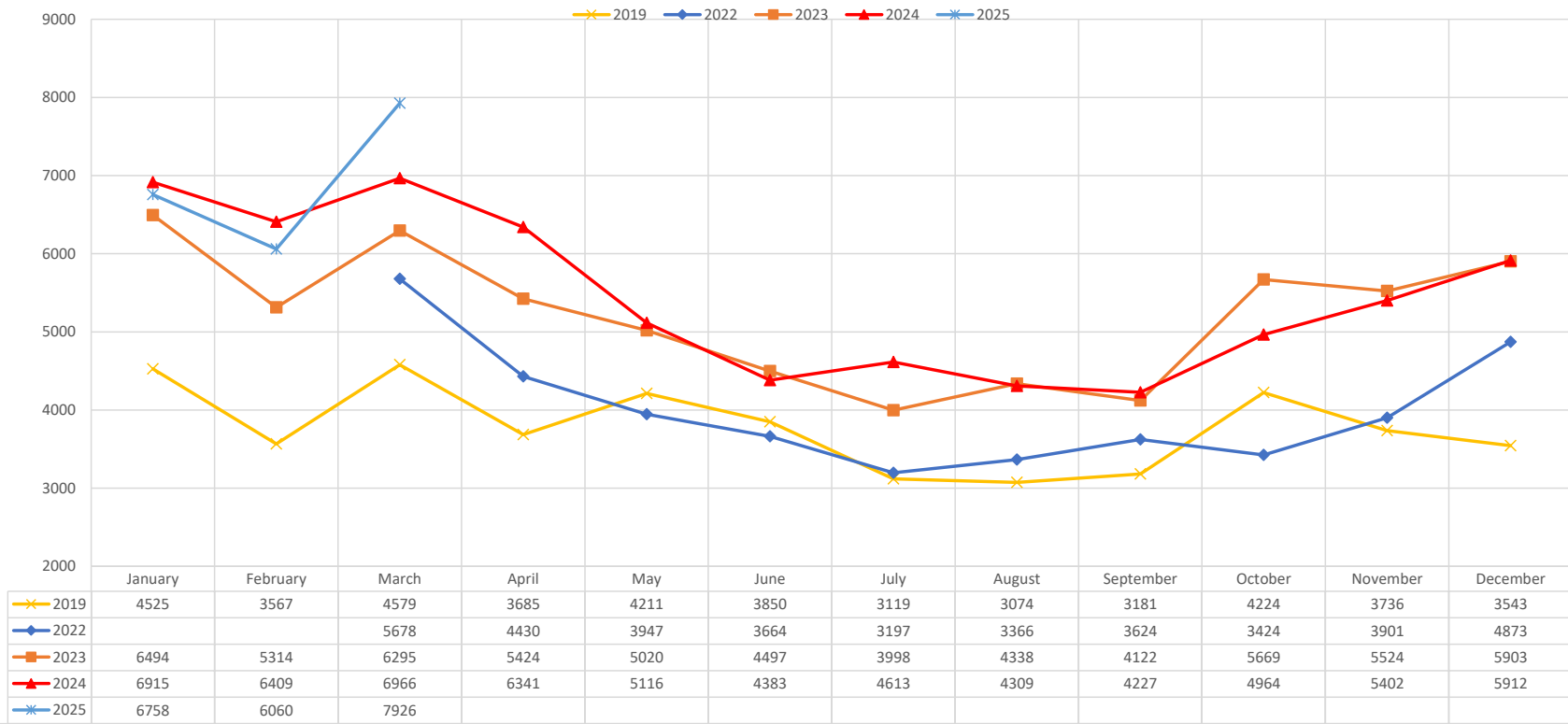
Figure 3 – The lobby of the SHSMA is being cleaned, painted and updated.

Recreation Department Grants				
	Funder	Program	Project	Status
1	Federation of Canadian Municipalities	Decarbonization Pathways	Decarbonization Pathway for 14 Municipal Buildings	Funding Approved – Project ongoing
2	Province of Ontario	Seniors Active Living Centres	All Age Friendly Program Expansion	Funding Approved – TPA submitted
3	NOHFC	Enhance Your Community	Parks Upgrade	Funding Approved – Project ongoing
4	Frog's Breath Foundation	Sept. 2024 Disbursement	Dymond B Outfield Fence	Funding Approved – RFQ Awarded
5	Federation of Canadian Municipalities	Green Fleet Planning	Green Fleet Pathway Report	Funding Approved – Project underway
6	Province of Ontario	EV ChargeOn	New Liskeard EV Charger	Funding Approved – RFP released
7	Province of Ontario	Community Sport and Recreation Infrastructure Fund	DSMA Roof Replacement	Awaiting funding decision
8	Ontario Trillium Foundation	Grow Grant	Youth Programming Expansion	Funding declined
9	Government of Canada	Active Transportation Fund	Georgina Ave STATO Extension	Awaiting funding decision
10	Planet Youth Temiskaming	Youth Activity Fund	Activity Passes for Youth	Funding declined
11	Frog's Breath Foundation	March 2025 Disbursement	PFC Equipment	Awaiting funding decision

2025 Budgeted Recreation Department Projects										
No.	Project	Rec/ BM	Budgeted Cost		Project Lead	Project Method	Year	Capital /Operating	March 25, 2025	April 22, 2025
1	TS Parks Project	Rec	\$	325,661	Matt	RFP	2024	Capital	All major components of the project have now been procured and construction will begin at various times once the weather allows. Smaller aspects of the project will be purchased in the spring. The Tennis court resurfacing material was delivered in March.	No Update
2	Energy Audits (PW, PFC, CH, DSMA, RP)	BM	\$	200,000	Matt	RFP	2023	Capital	The decision making workshop was completed on March 14th and of consultant is working on completing the final reports for the City by April 4th.	Final Reports are still outstanding. Consultant has been providing updated reports on individual buildings as they are completed.
3	EV Charger (New Liskeard)	CS	\$	100,000	Matt	RFP	2024	Capital	An RFP has been drafted and released.	RFP Closes on April 30, 2025
4	Shaver Park Rehab Project	Rec	\$	95,000	Matt	RFQ	2024	Capital	No update	No update
5	Bucke Park Chalet Roof	BM	\$	65,000	Matt	RFQ	2025	Capital	Not Started	Not Started
6	Fleet Electrification Study	BM	\$	60,000	Matt	RFP	2025	Capital	The funding agreement has been signed and a consultant has been awarded the project.	The kickoff meeting for the project is April 23, 2025. Staff have provided preliminary data to the consultant to begin analyzing.
7	Ball Diamond Fencing	Rec	\$	54,000	Matt	RFQ	2025	Capital	No update	No update
8	Spoke Transfer Station Rehab	BM	\$	50,000	Matt	RFQ	2025	Capital	RFQ has been released with a deadline for submissions of April 7th.	Project has been awarded to TBK Construction and will being in September.
9	NL Fire Station Showers	BM	\$	45,000	Matt	RFQ	2025	Capital	RFQ has been released with a deadline for submissions of April 7th.	RFQ was cancelled as bids came in over budget. A revised RFQ will be released before May 1st
10	Building Condition Assessments	BM	\$	40,000	Matt	RFP	2025	Capital	No update	No update

11	DSMA Furnace	BM	\$	35,000	Matt	RFQ	2025	Capital	Not Started	Not Started
12	SHSMA Lions Den Stairs	BM	\$	22,500	Matt	RFQ	2025	Capital	A RFQ was completed with 4 bids submitted. The bids have come in slightly overbudget and, at time of writing, staff are working with the low bidder to modify the scope of work to lower the overall cost.	RFQ has been awarded to Maki Construction.
13	Georgina St STATO Engineering	Rec	\$	20,000	Mitch	RFP	2025	Capital	Not Started	RFP has been issued for this work with a closing date of May 14, 2025
14	Gym Equipment	Rec	\$	20,000	Jeff	Quotes	2025	Capital	A submission to the Frogs Breath Foundation is being drafted.	Awaiting funding decision from Frog's Breath Foundation
15	Kickplate Replacement (Hlby and NL)	Rec	\$	18,000	Matt	Quotes	2025	Operating	Installation has been scheduled to begin at the DSMA the week of May 12th. The SHSMA will commence after the DSMA has been completed.	No update
16	Curb Removal (Lakeshore/Lowry)	Rec	\$	15,000	Matt	Quotes	2025	Operating	Not Started	Not Started
17	Dymond Hall Door Replacement	BM	\$	13,000	Matt	Quotes	2025	Operating	Not Started	Not Started
18	Overhead door Replacement	BM	\$	12,000	Matt	Quotes	2025	Operating	Not Started	Not Started
19	Dymond Complex Roof Repair	BM	\$	10,000	Paul	Quotes	2025	Operating	Not Started	Not Started
20	Bandstand Roof Replacement	Rec	\$	10,000	Matt	Quotes	2025	Operating	Not Started	Not Started
21	Recreation Parks Equipment	Rec	\$	10,000	Matt	Quotes	2025	Operating	Not Started. Will purchase this equipment in May.	Not Started. Will purchase this equipment in May.
22	Wacker Attachment	Rec	\$	9,600	Paul	Canoe	2025	Capital	Not Started	Not Started
23	Lions Court Wind Screen	Rec	\$	9,300	Matt	Quotes	2025	Operating	Not Started. Will purchase this equipment in May.	Not Started. Will purchase this equipment in May.
24	PFC Glass	BM	\$	8,000	Jeff	Quotes	2025	Operating	Not Started	Not Started
25	Hlby WTP A/C	BM	\$	6,000	Matt	Quotes	2025	Capital	No Update	No Update
26	Hlby Iceplant Electrical Engineering	Rec	\$	6,000	Matt	Quotes	2025	Operating	Not Started	Not Started
27	Riverside Audio Upgrade	Rec	\$	5,000	Matt	Quotes	2025	Operating	Staff have scheduled a site visit with an audio technician to review options for this project.	Awaiting delivery of purchahsed equipment.
28	<u>NL Arena Accessibility Project</u>	<u>BM</u>	<u>\$</u>	<u>1,000,000</u>	<u>Matt</u>	<u>RFT / PM</u>	<u>2022</u>	<u>Capital</u>	<u>Completed</u>	<u>Completed</u>

PFC ATTENDANCE 2019, 2022-2025



Mathew Bahm

From: Parks and Recreation Ontario <promail@prontario.org>
Sent: March 25, 2025 9:10 AM
To: Mathew Bahm
Subject: Early Bird Registration Open: 2025 PRO Expedition Conference



Secure your spot at Canada's Premier Event for Parks and Recreation Professionals

Limited early bird registration is officially **OPEN** for [PRO Expedition Education Conference and Trade Show](#) – the must-attend conference in the sector!

Join us on Nov. 18 - 21 at Blue Mountain Village Conference Centre, for an immersive experience packed with sector insights, networking opportunities, and industry-leading exhibitors. Hurry – early bird rates are limited and won't last long. This was a **SOLD OUT** event last year!



Don't miss out on:

- **3 Inspiring Keynotes** – Transform your perspective and leave energized!
- **45+ Expert-Led Education Sessions** – Level up your skills with top-notch industry knowledge and unlock ideas that'll spark your creativity!
- **Exclusive Access to 80 Exhibitors** – Discover the latest innovations and cutting-edge products and services!
- **Unmatched Networking & Socializing** – Connect with game-changers and like-minded professionals!
- **BONUS FUN** – Get ready for 90's nostalgia at **Bingo Loco** on Nov. 19 at 8 p.m. – it's going to be a blast!

Limited Early Bird Pricing

- Member Rate: \$975 + HST
- Non-member Rate: \$1,220 + HST
- Student Rate: \$600 + HST

Secure Your Spot



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**Parks and Recreation Ontario
1 Concorde Gate, Suite 302
Toronto, ON
M3C 3N6**

PRO's office is located on traditional territory. Our work, along with that of our members and partners, takes place on traditional territories covered by 46 treaties and other agreements. We acknowledge the oppression of Indigenous people, their land, language and cultures in what we now know as Canada, and we aim to contribute to the healing journey we all share together.

Want to change how you receive these emails?
You can [update your preferences](#) or [unsubscribe from this list](#).

Subject: City of Temiskaming Shores
Strategic Plan

Report No.: RS-002-2025-01
Supplemental

Agenda Date: April 29, 2025

Attachments

Appendix 01: Amendment to By-law No. 2025-005 – To Adopt the City of Temiskaming Shores Strategic Plan

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of the Supplemental Administrative Report No. RS-002-2025-01; and
2. That Council directs staff to prepare the necessary by-law to amend By-Law 2025-005, to adopt the City of Temiskaming Shores Community-Based Strategic Plan, for consideration at the May 20, 2025, Regular Council meeting.

Background

The development of a Community-Based Strategic Plan was established as a priority in the City's 2024 Budget, with Council allocating funding to support the initiative. Administrative Report CS-011-2024 was reviewed at the Committee of the Whole meeting on April 30, 2024, and Council directed staff to prepare the necessary by-law to enter into an agreement with McSweeney & Associates to lead the development of the Plan. By-law 2024-046 was subsequently adopted at the Regular Council Meeting held on May 21, 2024.

Throughout 2024, the City's project team collaborated with McSweeney & Associates to advance the project, including conducting public consultation and gathering community input.

The final draft of the Community-Based Strategic Plan was presented to Council by McSweeney & Associates at the December 17, 2024, Regular Council Meeting. Council adopted Resolution 2024-443, directing staff to prepare an administrative report for consideration at the January 21, 2025, Committee-of-the-Whole meeting.

At the January 21, 2025 meeting, Administrative Report RS-002-2025, titled City of Temiskaming Shores Strategic Plan, was presented. Councillor Pelletier-Lavigne

provided comments on grammatical edits and suggested refinements, including a review of the vision statement's length. It was recommended that minor corrections not affecting the by-law's intent be addressed post-adoption.

Subsequently, Council adopted Resolution 2025-011, authorizing staff to prepare the required by-law. At the January 21, 2025 Regular Council meeting, By-law 2025-005 was passed, officially adopting the City of Temiskaming Shores Community-Based Strategic Plan.

Analysis

Following the meeting, Councillor Pelletier-Lavigne and the City Manager provided comments related to the Strategic Plan, which are categorized below:

- **Grammar Corrections** – Refinements focused on grammar, language usage, and sentence clarity.
- **Stylistic Revisions** – Adjustments made to streamline language and improve narrative flow.
- **Formatting** – Recommendations regarding the selection and placement of images within the document.
- **Content Amendments** – Enhancements such as incorporating the additional priority area (i.e. Priority No. 6 – Economic Development), and a more concise vision statement.
- **Proofreading Adjustments** – Standardizing elements such as capitalization, abbreviations, and general formatting for consistency.

By-law 2025-005, grants delegated authority to the Clerk to make minor modifications or corrections of an administrative, numerical, grammatical, semantic, or descriptive nature following the by-law's adoption, provided such revisions do not alter the by-law's intent. While many of the suggested changes fall within this scope, certain revisions, such as those related to content, exceed the Clerk's delegated authority. As a result, it was recommended that all proposed changes be incorporated into the Strategic Plan, and a by-law amendment be brought forward to Council to replace the original Schedule, with the revised Strategic Plan.

Relevant Policy / Legislation / City By-Law

- [By-law 2024-046 - Agreement with McSweeney & Associates](#)
- By-law 2025-005 - City of Temiskaming Shores Community-Based Strategic Plan

- Administrative Report CS-011-2024 - Community Based Strategic Plan Project Award
- Administrative Report RS-002-2025 - City of Temiskaming Shores Strategic Plan

Consultation / Communication

- Consultation with the City's Senior Leadership Team

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 ☒

N/A

Climate Considerations

N/A

Alternatives

Council may direct staff to further revise the Strategic Plan, approve it as presented, or retain the original version without changes.

Submission

Prepared by:

"Original signed by"

Sandra Lee
City Manager

The Corporation of the City of Temiskaming Shores

By-law No. 2025-000

**Being a by-law to amend By-law No. 2025-005 to adopt the
City of Temiskaming Shores Community-Based Strategic Plan**

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

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

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

Whereas Council considered Administration No. RS-002-2025 at the January 21, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to adopt the City of Temiskaming Shores Community-Based Strategic Plan, for consideration at the January 21, 2025 Regular Council meeting, and subsequently adopted the Strategic Plan through By-law No. 2025-005; and

Whereas Council considered Supplemental Administration No. RS-002-2025-01 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to amend By-Law No. 2025-005, to adopt the City of Temiskaming Shores Community-Based Strategic Plan, for consideration at the May 20, 2025, Regular Council meeting.

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

1. That Schedule "A" to By-law No. 2025-005, be deleted in its entirety and replaced with Schedule "A", a copy attached hereto and forming part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk



Schedule A to

By-law No. 2025-000

The City of Temiskaming Shores Community-Based Strategic Plan



Welcome – Bienvenue – Minopijawok

Community-Based Strategic Plan





Community-Based Strategic Plan

December 2024

Prepared by:



McSweeney and Associates

201-900 Greenbank Road

Ottawa, ON K2J 1A8

T: 1-855-300-8548

E: consult@mcsweeney.ca

W: www.mcsweeney.ca



Land Acknowledgment

We acknowledge that we live, work, and gather on the traditional and unceded Territory of the Algonquin Peoples, specifically the Timiskaming First Nation. We recognize the presence of the Timiskaming First Nation in our community since time immemorial and honour their long history of welcoming many Nations to this beautiful territory. We uphold and uplift their voice and values.

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Executive Summary

Welcome - Bienvenue - Minopijawok

The City of Temiskaming Shores is a single tier City in northeastern Ontario, located along Lake Temiskaming, near the Quebec border in the south end of Timiskaming District. The City was created in 2004 through the amalgamation of the former Town of New Liskeard, Town of Haileybury and the Township of Dymond. Home to a population of just under 10,000, the City services a regional population of 32,000, and is built on the cultures of French, English and Indigenous. Picturesque landscapes, a healthy environment, an abundance of clean water, a rich culture, along with educational, social and health care services, offer a strong quality of life for the future of this northern community.

The process for the Community-Based Strategic Plan began with a quantitative analysis through a document review and Community Analysis, presenting a thorough introductory understanding of the economic and social situation in Temiskaming Shores. Additional qualitative context was gathered through community consultations, providing valuable local insight about the strengths, challenges, opportunities and aspirations in the community.

Following this introductory analysis, the remainder of the process involved transitioning from ideas to action. First, key themes were identified arising from the qualitative and quantitative analysis. Next, key community partners were again consulted to develop a set of preliminary actions that were realistic, doable, and supported by the community. Finally, draft actions were presented to staff and refined before being presented to Council within this Strategic Plan.

The comprehensive Community-Based Strategic Plan will help guide staff and elected officials in decision making, planning and the execution of key initiatives over the next 5 to 10 years. The plan outlines relevant goals, objectives and priorities. The focus of Temiskaming Shores' first Strategic Plan is to set the foundation for the continued success of the City, identifying core aspects of the community that were prioritized as the City moves into the future.



Corporate Vision

“

The City of Temiskaming Shores will be a vibrant, inclusive community that offers exceptional amenities, celebrates diversity, and preserves its natural environment. Through sustainability and leadership, the City will cultivate a unified, thriving future, where residents and visitors feel valued, connected, and part of a welcoming community.

”



Actions

The complete set of 39 actions were developed based on the extensive consultations and research undertaken. The plan considers the available resources, priority needs and actions that will bring the most value to Temiskaming Shores.

The top six (6) actions listed below are overarching priorities highlighted from the longer list of actions. These priorities will enable the remainder of the actions to be completed.

Top 6 Priority Actions

1. Update the City's Official Plan and Land-Use Planning documents through comprehensive community consultation on land use, infrastructure, housing and community facilities and communicate the results.
2. Rebrand the City of Temiskaming Shores to illustrate that it is one unified City and develop messaging to support the brand. Incorporate the new brand and messaging in all City marketing initiatives.
3. Update the City's corporate policies to be more reflective of the City's linguistic and cultural Anglophone, Francophone and Indigenous diversity.
4. Continue to highlight and communicate to the residents the progress being made on the City's Asset Management Plan.
5. Establish policies to improve the City's environmental sustainability and to lessen the environmental impact on the watershed by industry, residents and visitors.
6. Engage the business community and economic development partners in the development of a new Community Economic Development Strategic Plan.



Goals, Objectives, and Actions

Goal 1: To be environmental stewards of Lake Temiskaming and the natural environment in and around Temiskaming Shores.

The City of Temiskaming Shores hugs the western shores of Lake Temiskaming and the lake is the most important natural feature in the community. It is used as a catalyst for recreation and tourism, supports spiritual and cultural wellbeing, and provides an important cornerstone for the overall quality of life for local residents. The natural environment surrounding the City contributes to both the community's beauty and economy.

Objective 1: Establishing environmental sustainability as an overarching theme for the City.

Actions:

1. Collaborate with neighbouring communities around the lake (including on the Quebec side) to oversee water protection and water monitoring of Lake Temiskaming.
2. Lobby the provincial government to raise awareness of the need to establish a Conservation Authority for the Temiskaming watershed.
3. Establish policies to improve the City's environmental sustainability and to lessen the environmental impact on the watershed by industry, residents and visitors.
4. Educate staff, residents and visitors on responsible use of the lake through a comprehensive communication plan. (i.e., culture, art, storytelling, maps of the lake, interpretive centre).
5. Continue to build the active transportation infrastructure (trails, bike paths, sidewalks, etc.) and encourage usage to promote healthy and active lifestyles.



Goal 2: To help create a unified community that supports residents and embraces cultural diversity.

Temiskaming Shores has long been a diverse community, where Anglophones, Francophones, Indigenous Peoples and new Canadians have contributed to its unique cultural identity. In 2004, the communities of New Liskeard, Dymond, Haileybury, and North Cobalt came together to form the City of Temiskaming Shores. By acknowledging the contributions of each community and by embracing its cultural diversity, Temiskaming Shores will continue to strengthen as one unified City.

Objective 1: Improving community cohesiveness to be one community, the City of Temiskaming Shores.

Actions:

1. Rebrand the City of Temiskaming Shores to illustrate that it is one unified City and develop messaging to support the brand. Incorporate the new brand and messaging in all City marketing initiatives.
2. Develop a City plan to coordinate consistent infrastructure and beautification across the City through the new Temiskaming Shores brand (street signage, general signage, holiday decorations, light posts, banners, sidewalks, trees, etc.).
3. Lobby the provincial and federal levels of government to use Temiskaming Shores as the community identifier when completing online forms and online government registration documents.
4. Explore opportunities to combine duplicated community events and replace them with one event for the whole community.



Objective 2: Improving community collaboration.

Actions:

1. Update the City's Official Plan and Land-Use Planning documents through comprehensive community consultation on land use, infrastructure, housing and community facilities and communicate the results.
2. Develop City policies for Diversity Equity and Inclusion. Ensure policies are resourced to allow corporate and community coordination and the sharing of information between all groups.
3. Establish a clear policy to provide direction on how the City will better communicate with the community in both French and English.

What We Heard

"Beaucoup de citoyens ont un sens d'appartenance à la communauté."

Objective 3: Embracing the cultural diversity of Temiskaming Shores.

Actions:

1. Review the City's corporate policies to ensure they reflect the City's linguistic and cultural Anglophone, Francophone and Indigenous diversity.
2. Create a naming policy to include Indigenous and Francophone names are assigned to community assets and infrastructure.
3. Work with local schools and organizations to investigate the opportunity to create a public art program that highlights Temiskaming Shore's cultural attributes.



Goal 3: To continue to invest in the community in a cost-effective manner and to communicate the message.

As an amalgamated City, Temiskaming Shores staff and elected officials have had difficult decisions to make to prioritize infrastructure and making effective and efficient use of tax dollars.

The City currently supports multiple sewage treatment plants, fire stations, arenas, parks, beaches, marinas, curling clubs, and downtowns which once were under three separate jurisdictions but are under one amalgamated community.

Objective 1: Planning for and Maintaining the City's infrastructure.

Actions:

1. Continue to fund and implement the City's Asset Management Plan and look for opportunities to consolidate/reduce duplicated community assets where appropriate.
2. Continue to highlight and communicate to the residents the progress being made on the City's Asset Management Plan.
3. Review all potential 'road diet' opportunities (lane reductions) and implement changes to reduce costs and improve safety.

Objective 2: Servicing the Community.

Actions:

1. Continue to support public transportation by improving, and where possible expanding public transit routes, to include recreation facilities and other areas of the community that are currently not accessible.
2. Review the feasibility of implementing additional infrastructure projects throughout Temiskaming Shores to increase safety in the community (walking path to hospital, additional safe school crossings, off leash dog parks, etc.).



3. Continue to make improvements to the City's waterfront to increase year-round use.
4. Better communicate the support that the City provides to local not for profit and volunteer organizations (i.e., preferential rates and group insurance).
5. Create a City led volunteer recognition program to encourage, support and promote volunteerism.

Objective 3: Communicating a unified message with the residents and businesses.

Actions:

1. Establish a communications plan that regularly highlights the City's projects, priorities and successes.
2. Provide a comprehensive annual year-end report card outlining the City's achievements.
3. Continue to communicate the planning investments and infrastructure improvements outlined in the Asset Management Plan.
4. Continue to communicate and promote newcomer welcome packages, support for existing and new residents, and community events that celebrate Temiskaming Shores and its residents.

What We Heard

"The quality of life we are fortunate enough to have up here is what makes Temiskaming Shores such a wonderful place to live."

Goal 4: To support and grow the residential population.

Growing the population is about creating a quality of life that helps to retain and attract residents. The challenge of a declining population is the strong potential for economic decline (i.e., business closures), reduced amenities (i.e., school closures), and decreased tax base (i.e., reduced services, crumbling infrastructure). With consistent population growth, Temiskaming Shores will continue to be a community that is vital and vibrant.



Objective 1: Focusing on Temiskaming Shores as a place for people.

Actions:

1. Examine different business models with the goal of generating ways to create more housing options (including rentals) for diverse ages and incomes. (i.e., safe, affordable).
2. Continue to improve the visual appearance of Temiskaming Shores by adding and supporting additional community amenities (garbage cans, picnic tables, benches, community beautification programs, public gathering spaces, etc.).
3. Continue to invest equitably in both downtowns to create vibrant and healthy urban centres.
4. Consider implementing tools such as Vacant Buildings Bylaws or Development Charge Credits to assist the City in dealing with vacant and derelict buildings.
5. Continue to engage with and provide assistance to community organizations, and community partners offering support services for immigrants and newcomers.
6. Provide incentives such as free/ discounted bus passes and reduced/ free memberships to the Waterfront Pool and Fitness Centre, to support youth engagement.
7. Continue to support local organizations and agencies that are addressing homelessness and mental health issues in Temiskaming Shores.

Goal 5: To support and grow the local economy.

A strong local economy supports and strengthens the community. Businesses keep local money local, provide employment, support local events and sports teams, boost the tax base and keep taxes lower for residents. Businesses bring money in from outside of Temiskaming Shores. Retaining, growing and attracting business, means the City needs to create an environment where businesses can be successful.



Objective 1: Building on the economic development program.

Actions:

1. Engage the business community and economic development stakeholders and update the 2018-2023 Community Economic Development Strategic Plan.
2. Annually review the operational and capital budget of the Temiskaming Shores Development Corporation to ensure the maximum effectiveness of the Corporation's ability to retain and attract investment to the City.
3. Implement an ongoing Business Visitation Program to identify retention and expansion opportunities in the local business community.

Objective 2: Increasing the number of visitors to Temiskaming Shores.

Actions:

1. Implement the Municipal Accommodation Tax to help support the tourism sector and infrastructure development in Temiskaming Shores.
2. Review the Municipal Culture Plan from April 2013 and implement the actions that remain relevant.



Process Followed

The Temiskaming Shores Community-Based Strategic Plan followed a four-step process that gathered relevant information and valuable input that would be built into each of the steps and final Strategic Plan. The process included thorough analysis of reports, an economic analysis, and consultations with community, staff and elected officials. An Implementation Plan will be developed and used by City staff over the next five years.

STEP 1: DISCOVER

Research the community.

- » Document Review.
- » Community Analysis.

STEP 2: DEFINE

Consult with the community.

- » One-on-one Interviews.
- » Online Survey.
- » Community Engagement Sessions.
- » Staff and Council Priority Input Session.

STEP 3: DEVELOP

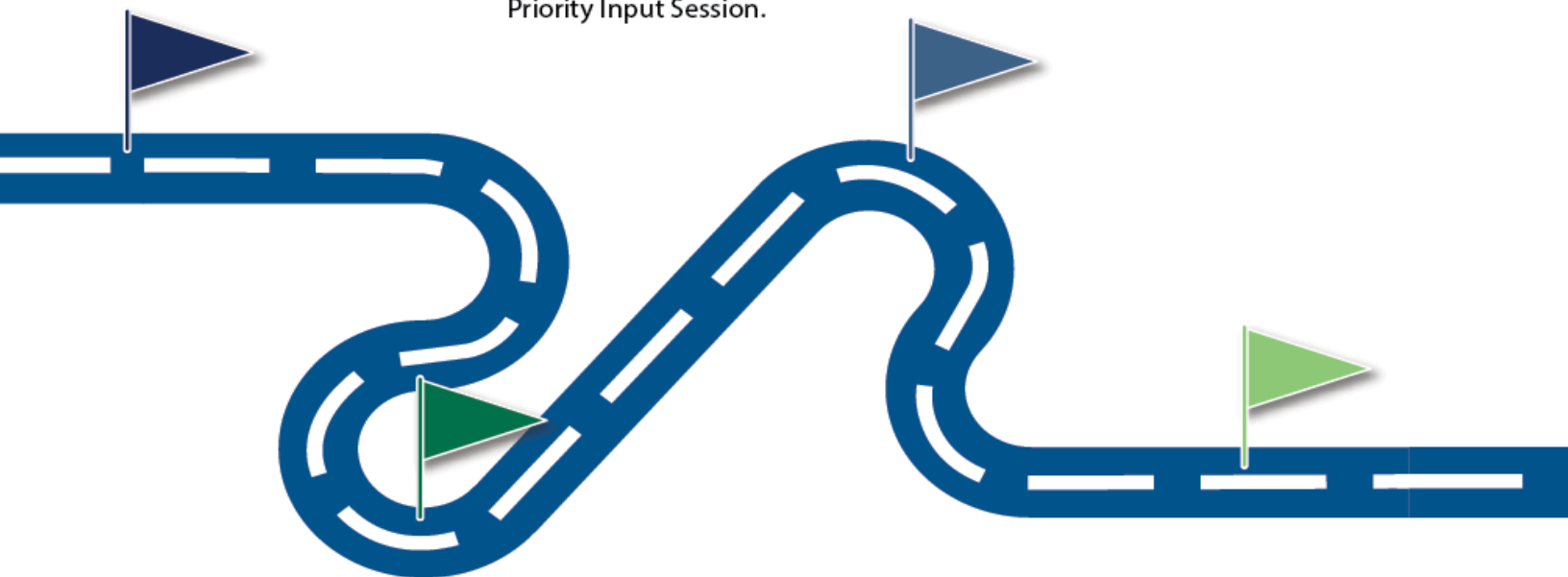
Build the plan.

- » SCOAR®.
- » Community Working Session.
- » Strategic Action Planning Session.
- » Draft Strategic Plan.

STEP 4: DELIVER

Present the results.

- » Final Strategic Plan.
- » Presentation to Council.
- » Implementation Plan.



Step 1: Discover

Research the Community.

To begin the process, an in-depth review of the current situation in Temiskaming Shores was undertaken. This included the completion of a Community Analysis that provided quantitative data, alongside a Document Review that provided a snapshot of the City.

Document Review

The following 12 key documents were reviewed to provide background information on Temiskaming Shores.

- City of Temiskaming Shores Community Economic Development Strategic Plan (2018-2023)
- City of Temiskaming Shores Active Transportation Plan (2021)
- City of Temiskaming Shores Asset Management Plan (2024)
- City of Temiskaming Shores Multi-Year Accessibility Plan (2024-2028)
- City of Temiskaming Shores Municipal Cultural Plan (2013)
- City of Temiskaming Shores Official Plan (2015)
- City of Temiskaming Shores Comprehensive Zoning By-law (2017)
- City of Temiskaming Shores Recreation Master Plan Report (2020)
- Planet Youth Temiskaming District Survey (2024)
- The Temiskaming Foundation's Vital Signs (2021)
- Temiskaming District Community Safety and Well-Being Plan (2022)
- Temiskaming Shores Public Library Strategic Plan (2020-2025)



Community Analysis Snapshot

The Community Analysis report, completed in July 2024, is an informational document that presents statistical perspectives of the City, and provides a baseline from which to measure. The analysis assesses socio-demographic profiles, housing and income data, the local labour force and an economic base analysis for the City of Temiskaming Shores.

This demographic snapshot of the Community Analysis is presented in Appendix 2.

Did You Know?

83% of residents live and work in Temiskaming Shores making it a true work-live-play community.



Step 2: Define

Consult with the Community.

The consultation process was meaningful and intensive. Participants from across the City actively engaged, representing key partners and the community at large.

The consultation process involved three opportunities for residents to share feedback, ensuring alignment and buy-in between internal and external partners. Community consultation was purposefully designed to gather and review input, culminating in a focused set of priority actions, considered to be realistic, achievable and bring the most value to the City and its partners.

The three opportunities for consultation are described through the following sections:

- Community Consultation
- Theme and Priority Development
- Strategic Directions and Action Planning.



Community Consultation

The consultation process included interviews, an online survey, and community engagement sessions with open-ended questions that captured the essence of the community's vision of the future. A staff and Council priority setting session was held to discuss constraints, capacity, and opportunities within the City.

A breakdown of the community's engagement was as follows:

- 17 one-on-one phone interviews;
- 27 participants from the Community Engagement Sessions included Business, Employment, Economic Development and Tourism; Transportation and Infrastructure; Health and Social Services; Education and Children; Recreation, Culture and Sport; and Growth, Development and Environment;
- 235 responses were gathered through an online survey; and
- 11 participants attended the Staff and Council Priority Input Session.



290 people participated in the consultation process and provided input into the Strategic Plan.



Step 3: Develop

Build the Plan.

SCOAR® Analysis

Once the background research and initial consultations were completed, the 'developing' process began with a summation of the findings of the initial consultations and data analysis, presented through a Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®) Analysis. The SCOAR® was used as the fundamental basis to determine the themes, as directed by consultation.



The SCOAR® is a detailed analysis of the current situation involving statistical analysis of the local economy, regional competitive outlook, trends and forecasts, investment readiness assessment, and review using the McSweeney exclusive SCOAR® analysis.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis has a "50%" focus on "negative" aspects of analysis. A Strengths, Opportunities, Aspirations, and Results (SOAR) analysis emphasizes the positive, though it fails to address barriers or challenges to economic growth that every community faces. Our SCOAR® Analysis provides greater balance than either SWOT or SOAR analysis.

The full results of the City of Temiskaming Shores SCOAR® analysis can be found in **Appendix 1**.



Theme and Priority Development

Participants engaged in a three hour working session at the City Hall on October 29, 2024, to review consultation findings and begin drafting realistic, high-value actions. Participants included representatives from the community, City staff and elected officials.

The Strategic Working Session provided an opportunity for participants to begin to develop a set of draft strategic actions that would form the base of the five-year Temiskaming Shores Community-Based Strategic Plan. Through the working session, the following four themes, were agreed to reflect the current and future need of the City.

Theme 1

Protecting Lake Temiskaming and the Environment

Theme 2

Planning for the Community

Theme 3

Supporting Infrastructure Improvements

Theme 4

Attracting and Retaining Residents and Businesses



Strategic Directions and Action Planning

Upon completion of the external consultation process, a draft set of strategic community-based actions were prepared for review. To ensure that the actions aligned with the aspirations and vision of Temiskaming Shores, a virtual strategic planning session was held with key City staff and elected officials. The session encouraged participants to apply their experience and expertise to prioritize realistic and doable actions.

Collaboratively, McSweeney and Associates and Temiskaming staff co-developed strategic actions that are realistic, achievable and will bring high value over the next five years.

Step 4: Deliver

Present the Results.

The final Community-Based Strategic Plan was completed and presented to the City of Temiskaming Shores at the December 2024 council meeting.

What We Heard

“The serenity of Lake Temiskaming along with the incredible nature around us is therapeutic and very accessible.”



Appendix 1: SCOAR® Analysis

The SCOAR®, is the summary of the findings from the background research (strategic document review, Community Analysis) and stakeholder consultation (interviews, online survey and focus groups) portion of the City of Temiskaming Shores Community-Based Strategic Plan process.

Strengths



- **Natural Beauty and Recreation:** Waterfront Views and access to Lake Temiskaming; outdoor activities with biking, walking trails, skiing, and other recreational opportunities; and green spaces; and clean environment.
- **Community and Social Connection:** A community that is close-knit, friendly, and supportive with lots of community volunteers and events that foster community spirit and involvement.
- **Local Business Support:** An appreciation for the presence and support of small businesses.
- **Family-Friendly Environment:** Safe, quiet, and slower paced family-oriented community with access to amenities and activities for children.
- **Affordable and Accessible Living:** Price of housing relatively low compared to larger urban areas.
- **Cultural and Linguistic Diversity:** Cultural diversity this is reflective of English, French and Indigenous residents.
- **Potential for Growth and Improvement:** Desire to develop and improve downtown areas and attract new businesses and services.
- **Support for Community Initiatives:** Interest in volunteerism and local leadership to foster positive changes.
- **Local Public Transit:** Public bus system that provides transportation to those without a private vehicle.
- **Strong Economic Sectors:** Agriculture, mining and forestry.



- **Active Transportation Options:** Designated paths to provide active transportation options.
- **Regional Health Care Services:** Temiskaming Hospital, located in Temiskaming Shores.
- **Post-Secondary and Research Facilities:** Attract new people and investment in the community
- **Employment Lands Zoned and Serviced:** Additional business opportunities.
- **Regional Hub serving a population of 32,000:** Support more retail, businesses, health care services, and education opportunities (French and English).
- **Local Recreational Amenities:** Golf courses, water activities, team sports, etc.



Challenges



- **Lack of Cohesiveness:** Temiskaming Shores covers a large geographic area. Community residents still have a mind-set of four (4) individual communities competing for resources, infrastructure and community services.
- **Crime and Safety Issues:** The community has growing concerns about theft, drug activity, mental illness, homelessness and bullying. Social division is impacting community safety.
- **Community Showing Decline:** Community standards, related to aesthetics, infrastructure, roads, and safety are declining. Empty and dilapidated buildings need revitalization or demolition.
- **Lack of Affordable Housing:** Rising housing and rental costs are contributing to a shortage of affordable housing options for low-income individuals including seniors.
- **Infrastructure Needs:** Aging recreational facilities and general infrastructure require upgrades. There remains duplication of services across the four (4) communities.
- **Economic Development is Limited:** Few local business opportunities, lack of local workforce, difficulty attracting new industry to support growth, and an absence of a clear long-term vision for economic stability.
- **Limited Population Growth:** Youth outmigration and aging demographics contribute to stagnating population.
- **Healthcare Accessibility:** Shortage of healthcare professionals and specialists, contribute to long wait times for healthcare services; lack of walk-in clinics.
- **Transportation and Accessibility:** Temiskaming Transit offers limited schedules and a lack of transit connections to neighbouring communities.
- **Limited Community Engagement:** Low participation in some community events; perceived lack of support, communication and transparency from local government.



- **Environmental Considerations Compromised:** Concerns exist about protecting and preserving the lake, impact of waste management, and preservation of natural spaces.
- **Shortage of Childcare and Family Support:** There are limited daycare centers and affordable options for families, and recreational activities for young children and those with special needs.
- **Shortage of Activities for Youth (ages 12 to 18):** There are limited places for young people to connect/socialize. Youth face challenges finding job opportunities.
- **Limited Support for Diversity and Inclusion:** Services and supports are not always available in both English and French. There is limited community support to integrate newcomers and 2SLGBTQ+ into the community to foster inclusivity.

Opportunities



- **Proper and Deliberate Land-Use Planning:** The City of Temiskaming Shores would benefit from revisiting its land-use policies and plans through inclusive community engagement and visioning.
- **Embracing Various Cultural Diversities:** Planning to support English, French, Indigenous, and new Canadians, will foster multi-culturalism.
- **Revitalization of the Downtown Areas:** Redevelopment of empty and abandoned buildings, improving storefronts and enhanced street aesthetics may increase traffic and tourism.
- **Infrastructure Improvements:** Planning and prioritizing road maintenance and aging sewer systems repairs and replacements.
- **Increase Public Transit Reliability:** Increasing transit availability will help residents participate in the labour market and access services.
- **Foster a Culture of Volunteerism and Community Involvement:** Develop programs for youth mentoring, plan for inclusive activities with diverse audiences, and reinvigorate community events.
- **Improve Environmental Sustainability:** Participate in watershed planning and protection, prioritize green initiatives and waterfront



improvements and enable sustainable practices in community planning and development.

- **Health Services Expansion:** Attract healthcare professionals and collaborate with local health organizations to address community health needs.
- **Address Affordable Housing Shortages:** Better utilize vacant properties and explore partnerships for housing development. Consider housing needs of residents at various income levels.
- **Increase Recreation and Leisure Development:** Cater to all age groups to meet diverse community needs, including outdoor activities and winter recreation opportunities.
- **Improved Economic Development and Tourism:** Attraction of new businesses and manufacturing opportunities. Leveraging natural resources and promote events to boost local tourism.
- **Promotion of Local Businesses:** Encourage local shopping and support local entrepreneurs.
- **Improved Community Safety and Cleanliness:** Enhance public safety measures in downtown areas and increase maintenance of parks and recreational spaces.



Aspirations

The City of Temiskaming Shores will embrace its identity as a unified community, characterized by:



- a greater variety of affordable housing options to support a growing population, including senior housing, rent-g geared-to-income, and new developments.
- an improved local economy featuring quality jobs, and diverse opportunities to support residents and retain youth.
- enhanced downtown cores with thriving businesses, vibrant public spaces, and improved accessibility.
- improved active transportation, public transit, and community amenities to create a community that is less reliant on motor vehicles.
- improved public safety by reducing crime through community programs, increased police presence, and initiatives that support people experiencing homelessness and suffering from addictions.
- improved recreation and green spaces. Parks, recreational facilities, and events will be available for all ages fostering community engagement, including youth-oriented activities and outdoor experiences.
- greater connections between cultural populations. The City fosters exchanges and events that bring the community together, enhance local traditions, and celebrate diversity.
- Natural surroundings, promoting green initiatives, and ensuring that new development respects and enhances the area's beauty and ecological health.
- a sustainable growing population reflecting diversity and ethnicities.



Results

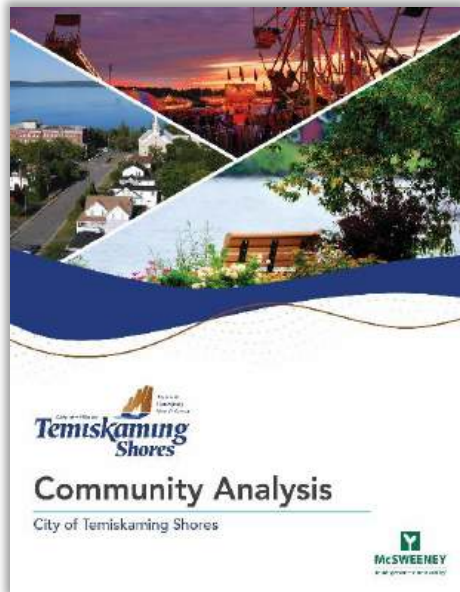
R

Results

As the centre of a larger region, the City of Temiskaming Shores will offer the necessary amenities and services for the region's residents but will be conscious of supporting the needs of the residents of the City. It will be a cohesive, collaborative community of Anglophones, Francophones and Indigenous Peoples, and newcomers that celebrates its diversity. Sitting on the shores of Lake Temiskaming, its natural environment will be pristine with a publicly accessible waterfront. Temiskaming Shores will have thoughtful leaders that take calculated risks, think outside the box, and have developed a strong vision for the future that the community supports and embraces.



Appendix 2: Community Analysis



The Temiskaming Shores Community Analysis was completed as part of the Community-Based Strategic Plan. The following are the key findings from the Community Analysis that can be found in the Demographic Snapshot. The full document is available on the City's website.



City of Temiskaming Shores

Demographic Snapshot



Population Profile

MEDIAN	AVERAGE
Region Age 47	Region Age 41
Ontario Age 41	Ontario Age 42



Highest Education

Population ages 25-64.



29%
Secondary

59%
Post-secondary

Household & Earnings



16%

ONTARIO
28%

of Temiskaming's population spends 30% or more of total household income on shelter costs.



Average Dwelling Value	\$306,861
Median Dwelling Value	\$285,411



Total number of households

4,418

City of Temiskaming Shores

Demographic Snapshot

Labour Force & Local Economy

Median Employment Income | Average Employment Income

\$39,136 | **\$51,643**

ONTARIO MEDIAN | ONTARIO AVERAGE
\$43,942 | **\$60,007**



Top 5 Sectors by Industry**



Health Care & Social Assistance



Retail Trade



Educational Services



Construction



Manufacturing

Top 5 Sectors by Occupation**



Sales & Service



Trades, Transport & Equipment Operators



Education, Law & Social, Community & Government Services



Business, Finance & Administration



Health Occupations

** by labour force employment for people living in Temiskaming Shores.

All data sourced from Manifold SuperDemographics 2024, unless otherwise specified.

Subject: Various Summer Events –
Requests for Support

Report No.: RS-008-2025

Agenda Date: April 29, 2025

Attachments

Appendix 01: Legion Branch 54 / Thirsty Company - Request for Assistance

Appendix 02: Whiskeyjack Beer Company - Request for Assistance

Appendix 03: New Liskeard BIA - Request for Assistance

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-008-2025;
2. That Council approve the request from the Haileybury Legion Branch 54 / Thirsty Company for in-kind municipal support on Saturday July 5, 2025;
3. That Council decline the request from Whiskeyjack Beer Company for in-kind municipal support on Saturday August 23, 2025; and
4. That Council approve the request from the New Liskeard BIA for in-kind municipal support on Friday July 25, 2025, and on Saturday July 26, 2025.

Background

The City's Recreation Department assists with various community events each summer through the provision of various in-kind services. Support of community events was a core service provided by the department until 2012 when City Council shifted department priorities to services, such as the provision of clean and well-maintained parks and facilities.

At that time, the department divested various items it used to support community events, such as excess garbage bins, portable tents and other equipment.

Support for community events has continued since that time, with a refined approach that makes the most of available time and resources.

Since 2022, requests for City support at community events (both in number and in scope) have increased substantially. When requests are received, Council is presented with a report outlining the estimated subsidy and asked to determine the level of support. A brief overview of community events supported since 2023 includes:

2023	2024	2025
Village Noel	Village Noel	Village Noel [Requested]
North On Tap	North On Tap	North On Tap
Haileybury Block Party	Haileybury Block Party	Haileybury Block Party (Legion) [Requested]
New Liskeard Block Party	New Liskeard Block Party	New Liskeard Block Party [Requested]
	Ontario Bass Masters Championship	Haileybury Block Party (Whiskeyjack) [Requested]
	Rockin On Canada Day	New Liskeard Biker's Reunion

In addition to the City's support for the 2025 edition of North On Tap and the New Liskeard Biker's Reunion, which have been approved by Council, staff have recently received requests from three groups for the following events (in order of receipt):

1. Haileybury Block Party (Legion) – July 5th weekend
2. Haileybury Block Party (Whiskeyjack) – August 23rd weekend
3. New Liskeard Block Party (New Liskeard BIA) – July 26th weekend

Analysis

As previously mentioned, supporting various festivals and events is not a core service of the City of Temiskaming Shores Recreation Department. However, recognizing the community benefit from a quality of life and economic perspective, the Department has worked to support these events.

In 2024, additional requests for the Rockin' On Canada Day event, two block party events and the Bass Masters provincial championships, stretched the Department's capacity to support these events while maintaining core services at an acceptable level.

With an expanded New Liskeard Bikers Reunion occurring in 2025, along with ongoing or expanded block party events, staff are not confident that the Department can provide all the support requested, without impacting core service delivery.

A summary of the three outstanding requests is as follows:

1. Haileybury Block Party (Legion) – July 5th weekend

This event was requested in a letter received on March 27, 2025 and is attached as Appendix 01. It is proposed to be hosted by the Haileybury Legion Branch 54 and is planned to occur in their parking lot and on Broadway St. Requests include:

- The City's portable event stage and temporary fencing, along with staff to setup and remove this equipment.
- A road closure, which has been forwarded to the Manager of Transportation to be reviewed as part of the [Event Road Closure Policy](#).

The event takes place the weekend between the New Liskeard Biker's Reunion and North On Tap, which Council has previously approved City support. Given the stage setup location and the minimal vacation scheduled for Arena/Parks Attendants in early July, the Recreation Department is in a position to accommodate this request. The estimated in-kind subsidy for this event is \$5,980 which includes the provision of the stage, fencing and staff time required for setup and take down.

2. Haileybury Block Party (Whiskeyjack Beer Company) – August 23rd weekend

This event was requested in an email received on April 3, 2025, and revised in an email received on April 10, 2025, attached as Appendix 02. The event would take place on Ferguson St. between Whiskeyjack Beer Company and the new Cat Café. Organizers state that the event would benefit Northern Animals Rescue and Sanctuary (NARS). Requests include:

- The City's portable event stage and temporary fencing, along with staff to setup and remove this equipment.
- A road closure which has been forwarded to the Manager of Transportation to be reviewed as part of the Road Closure Policy.

The event takes place at a time of the summer when the Recreation Department will have decreased capacity to provide its regular level of service to residents. In addition to having one arena open for use, there is pre-approved vacation time for full-time employees over the last two weeks of August, due to previously approving support for the New Liskeard Biker's Reunion and North on Tap event. This reduction in staffing is further impacted by the end of employment terms for summer student staff.

The estimated in-kind subsidy for this event is \$6,430 as overtime is expected to be needed to provide these supports. Another consideration is the road closure may need to be extended to begin on Friday afternoon, ending on Sunday to allow for enough time for staff to setup and take down the stage. Given that this request was received after the Legion Haileybury Block Party, and considering the factors outlined above, staff are unable to recommend support for this event, as supporting one block party aligns better with current capacity.

3. New Liskeard Block Party (New Liskeard BIA) – July 26th weekend

This event was requested in a letter received on April 16, 2025, and is attached as Appendix 03. The event is hosted by the New Liskeard BIA and is planned to occur on Whitewood Avenue and Armstrong Street in the New Liskeard downtown core. Requests include:

- The City's portable event stage, temporary fencing, bleachers, garbage cans and picnic tables, along with staff support to setup and remove this equipment.
- A road closure which has been forwarded to the Manager of Transportation to be reviewed as part of the Event Road Closure Policy.

City staff have supported this event in previous years, but the extent of support was providing picnic tables and garbage cans for volunteers to use and assisting with the road closure. The estimated in-kind subsidy for this expanded event has been calculated at \$7,320 in equipment and staff time.

Upon review of the department's operational plan, City staff believe that it would be feasible to support the event as requested, should Council approve. The City has previously agreed to sponsor an application by the BIA to the Northern Ontario Heritage Fund Corporation for funds to support this event.

The timing of these requests presents significant challenges. Operational plans are typically finalized well in advance, and approvals for additional event support complicate the completion of other planned initiatives. The growing number of events requesting support, along with the increased scale of support needed, particularly regarding the City's stage setup, which requires approximately 32 staff hours for setup and takedown, further complicates planning. If Council wishes to continue expanding support for community events, it is recommended that a comprehensive policy and application process be established to better manage these requests.

Relevant Policy / Legislation / City By-Law

- [Recreation Master Plan – By-law 2020-088](#)

Consultation / Communication

- Consultation with the Manager of Transportation Services
- Consultation with the Superintendent of Parks and Facilities

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 ☒

Some direct costs associated with providing in-kind services to these events has been included within the 2025 operating budget. Other proposed subsidy amounts discussed in the report reflect opportunity costs for the City to otherwise provide other services to the community.

Alternatives

Council could accept or decline each individual request discussed within the report.

Submission

Prepared by:

Reviewed and submitted for

Council's consideration by:

"Original signed by"

"Original signed by"

Mathew Bahm
Director of Recreation

Sandra Lee
City Manager



Thirsty

City of Temiskaming Shores
325 Farr Dr, Haileybury
ON, P0J 1K0

RE: REQUEST FOR ROAD CLOSURE FOR HAILEYBURY BLOCK PARTY, JULY 5TH 2025

Dear Mathew Bahm,

We are thrilled to announce the upcoming 5th annual edition of the Haileybury Block Party (HBP), a collaboration between the Haileybury Legion Branch 54 and Thirsty Company. Our primary goal is to support the Legion Branch 54, an organization deeply rooted in our community and dedicated to its betterment.

Building on the success of our past events, which raised funds for the different local organizations like the Legion Branch 54, the Tri-Town Ski and Snowboard Village, the Open Studio Libre and Zack's Crib, we are again directing our efforts towards supporting the Haileybury Legion Branch 54.

In addition to providing crucial financial support, the HBP serves as a unifying force within Temiskaming Shores, fostering celebration and connection, particularly important after the recent difficult times.

The day's agenda promises an exciting lineup of live music performances, delicious food, and refreshing beverages. We are actively collaborating with downtown businesses, expecting increased participation from our neighbors this year.

In preparation for the event's success, we kindly request the following accommodations:

1. Road Closure: We ask for the temporary closure of Broadway street, from Ferguson Ave to the Haileybury Legion Branch 54 parking lot, to facilitate the setup of our event area and beer garden.
2. Event Stage and Cover: We request that city staff provide the Rotary Club of Temiskaming Shores event stage and cover. This stage not only ensures the security and protection of our musical acts but also enhances the visibility for our ever-growing audience of attendees.

3. Event Fencing: We would appreciate the provision of event fencing and its setup to enclose the event space, along with additional sandbags and trash cans. Ideally, we propose having the fencing in place from 9 am on Saturday, July 5th, 2025, until 12:00 PM on July 6th, 2024, to facilitate the setup and removal of tables, stages, and other event-related items. We are open to the idea of having the fencing set up one day before and removed one day after if it proves more convenient.

We assure you that liability insurance coverage, naming the City of Temiskaming Shores as an insured party, will be provided by the Legion Branch 54.

In appreciation of your partnership, we are committed to acknowledging our collaboration through various channels, including social media posts, event tickets, and signage. Should you require further information or have additional queries, please do not hesitate to contact us.

We eagerly anticipate your positive response and extend our heartfelt thanks in advance for your support in making this community event a resounding success.

Warm regards,

Don Martin
President
Haileybury Legion Branch 54
rclegion54@yahoo.ca

Marc-André Therrien
Thirsty Company
marc@thirstycompany.ca
613-513-7044

Mathew Bahm

From: Logan Belanger
Sent: April 10, 2025 2:31 PM
To: Mathew Bahm; James Franks
Subject: FW: Haileybury Block Party

Good afternoon,

Please see the email below from Luc – revised date...

Best Regards,

Logan Belanger
Municipal Clerk
Corporation of the City of Temiskaming Shores
325 Farr Drive, P.O. Box 2050, Haileybury, ON P0J 1K0
Office: 705 672 3363 ext. 4136
Fax 705 672 3200



Visit our website: www.temiskamingshores.ca

DISCLAIMER: This message may contain information that is privileged or confidential and is intended to be for the use of the individual (s) or entity named above. This material may contain confidential or personal information which may be subject to the provisions of the Municipal Freedom of Information & Protection of Privacy Act. If you are not the intended recipient of this e-mail, any use, review, retransmission, distribution, dissemination, copying, printing, or other use of, or taking of any action in reliance upon this e-mail, is strictly prohibited. If you have received this e-mail in error, please contact the sender and delete the original and any copy of this e-mail, and any printout thereof, immediately. Your cooperation is appreciated.

From: Luc Johnson <luc@whiskeyjackbeer.ca>
Sent: Thursday, April 10, 2025 2:14 PM
To: Logan Belanger <lbelanger@temiskamingshores.ca>
Subject: Re: Haileybury Block Party

You don't often get email from luc@whiskeyjackbeer.ca. [Learn why this is important](#)

Hi Logan,

After speaking with James we have decided to move the date to August 23.

Also worth noting is that this event is a collaboration with Northern Animals Rescue and Sanctuary. They are a non-profit moving into the building across the street.

They will be receiving 100% of the ticket sales for the event.

Cheers,

Luc Johnson
Founder/ President

Whiskeyjack Beer Co.
705-648-5539

On Thu, Apr 3, 2025, 8:39 a.m. Luc Johnson <luc@whiskeyjackbeer.ca> wrote:

Good morning Logan,

We are kindly requesting the City's support to make our Block Party a success this year.

We have decided on June 21st as our date. We are hoping that the city can provide us with "in-kind" support for our event. We are specifically requesting:

1. Road closure of Ferguson Avenue from Main Street to Broadway for the entire day.
2. Fencing and installation.
3. Stage and installation
4. Necessary approval/paperwork for licensing of the event.

Sincerely yours,

Luc Johnson
Founder/ President
Whiskeyjack Beer Co.
705-648-5539

April 16th 2025

To: Parks and Rec, Public Works and Council members

The New Liskeard BIA will be holding its annual Block party on the weekend of July 25th and 26th. This year we are looking at making this event even bigger and better than before. We will be hosting an evening concert on Friday, July 25th from 7pm – 11pm, and then a full-day event on July 26th, 10am – 5pm.

The BIA board would be ever grateful if the City would be willing to offer us some assistance once again with picnic tables, garbage cans, and road closures. This year we are also hoping to borrow the city stage and fencing, our Friday night concert will be an age-of-majority event and it will be licensed.

Another new addition to our event will be a 3 on 3 basketball tournament and the board is looking at putting in some seating in for spectators. We would like to request moving the bleachers from the riding ring to the basketball tournament location, we would be happy to help with this endeavor if it's acceptable to use them.

The board is requesting Armstrong and Whitewood to be closed on Friday from the bridge on Armstrong to the lights and from the lights up Whitewood to Telus. We are looking to place the stage in the intersection off Whitewood and Armstrong facing up Whitewood because we will be fencing off around the stage and in front of Wild Wing.

Please let me know what other information you would like.

Kind Regards,

Downtown BIA Board

**FIRE DEPARTMENT ACTIVITY REPORT
OFFICE OF THE FIRE CHIEF**



April 29, 2025

EMERGENCY RESPONSES

Total responses for the period March 26, 2025 – April 22, 2025

Total Emergency Responses (All Stations)	Estimated Dollar Loss	Estimated Dollar Saved
9	Nil	Nil

Station 1 - Incident Response Summary (0 Calls)

Station 2 - Incident Response Summary (8 Calls)

- Fire Call, 56 Whitewood Avenue – False Alarm, Other Cooking/toasting/smoke/steam (no fire).
- Fire Call, 40 Wellington Street – False Alarm, Burglar Alarm not Fire Alarm.
- CO Call, 21 Beavis Terrace – False Alarm, Equipment malfunction (no CO present).
- CO Call, 570 Bolger Avenue – False Alarm, Equipment malfunction (no CO present).
- CO Call, 65 Pine Avenue W – False Alarm, Perceived emergency (no CO present).
- Water Ice Rescue – Lake Timiskaming, Call cancelled on route.
- Water Ice Rescue – Blanche River, Casy Twp., Mutual aid.
- Assist Other Agency – Pete's Dam, OPP.

Actions of firefighters from Station 2, above and beyond.

Station 3 - Incident Response Summary (1 Call)

- Fire Call, 998075 Highway 11 – False Alarm, Human – Malicious intent, prank.

Activity Report – March 26, 2025 – April 22, 2025

Total responses this year to date,

Total Emergency Responses (All Stations)	Estimated Dollar Loss	Estimated Dollar Saved
46	\$4,175,000	\$2,600,000

FIRE PREVENTION DIVISION

Fire safety inspections conducted for the period of March 26, 2025 – April 22, 2025, by reason included the following:

Request	Complaint	Routine	Licensing	Follow-up	Annual	Burning Permits	Total Inspections
	1	6		3		6	16

Total Inspections year to date 2025 – 75

Public Education/Events

- Fire safety information via social media, CJTT, and the Speaker.

ONGOING INVESTIGATIONS/CHARGES

Nil

TRAINING AND EDUCATION

- Station 1 – Fire pre-planning.
- Station 2 – Ladders.
- Station 3 – First Aid recertification.
- Firefighters from all three stations attended a Lithium-ion Battery Awareness session put on by the Temiskaming Mutual Aid Association in Coleman Township. Special note with respect to electric vehicle fires involving batteries and fire department response limitations.

MAINTENANCE

- Regular maintenance.
- Truck annuals are ongoing.
- Breathable air compressor semi-annuals completed.

NEW BUSINESS

- OFM Standard Incident Report Verification for 2024 complete.

Memo

To: Mayor and Council
From: Stephanie Leveille, Treasurer
Date: April 29, 2025
Subject: 2024-25 Dedicated Gas Tax Funds for Public Transportation
Attachments: Draft By-Law Agreement (**Please refer to By-law No. 2025-048**)

Mayor and Council:

As of 2013 and pursuant to the *Dedicated Funding for Public Transportation Act, 2013*, S.O. 2013, c. 2, Sched. 3 ("DFPTA"), a portion, (two cents per litre), of the provincial gasoline tax revenue is dedicated to the provision of grants to municipalities for public transportation, including those pursuant to the Program. The portion of the gas tax that is dedicated in each fiscal year is an amount determined using a formula set out in the DFPTA.

The 2024-25 Program year runs from April 1, 2024 to March 31, 2025. The new allocation of funding for the Program for 106 public transit systems representing 148 municipalities will amount to approximately \$380.2 million.

The purpose of the Program is to provide dedicated gas tax funds to Ontario municipalities to support local public transportation services, and to increase overall ridership through the expansion of public transportation capital infrastructure and levels of service. To be eligible to receive dedicated gas tax funds, a municipality must contribute financially towards its public transportation services.

It is recommended that Council directs staff to prepare the necessary by-law to authorize the execution of the Dedicated Gas Tax Funds for Public Transportation Agreement between the Ministry of Transportation and The Corporation of the City of Temiskaming Shores, for consideration at the April 29, 2025 special meeting.

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Stephanie Leveille
Treasurer

Shelly Zubych
Director of Corporate
Services

Sandra Lee
City Manager

The Corporation of the City of Temiskaming Shores

By-law No. 2025-048

Being a by-law to authorize the execution of a funding agreement between His Majesty the King in Right of Ontario, represented by the Minister of Transportation for the Province of Ontario related to funding provided by the Province under the Dedicated Gas Tax Funds for Public Transportation Program – 2024/2025

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

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

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

Whereas Council considered Memo No. 012-2025-CS regarding correspondence from The Honourable Prabmeet Singh Sarkaria, Minister of Transportation outlining that the City of Temiskaming Shores will be eligible to receive an allocation of **\$153,617** under the Dedicated Gas Tax Funds for Public Transportation Program for 2024/25, and directed staff to prepare the necessary by-law to enter into an agreement with for the acceptance of the funds for consideration at the April 29, 2025 Special Council meeting; and

Whereas the City of Temiskaming Shores provides a public transit service that includes service to, and receives financial contribution from the Town of Cobalt and the City of Temiskaming Shores will continue to act as the host for this joint service; and

Whereas the Council of The Corporation of the City of Temiskaming Shores deems it necessary to enter into a funding agreement with the Minister of Transportation of Ontario under the Dedicated Gas Tax Funds for Public Transportation Program.

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

1. That the Mayor and Treasurer are hereby authorized to enter into a funding agreement with His Majesty the King in right of Ontario as represented by the Minister of Transportation of Ontario under the Dedicated Gas Tax Funds for Public Transportation Program in the amount of **\$153,617** for 2024/25, in accordance with and subject to the terms set out in the Letter of Agreement and the guidelines and requirements, attached hereto as Schedule "A" and forming part of this By-law.

Read a first, second and third time and finally passed this 29th day of April, 2025.

Mayor

Clerk



Schedule “A” to

By-law No. 2025-048

Agreement between

The Corporation of the City of Temiskaming Shores

and

Minister of Transportation of Ontario

Funding provided under the Dedicated Gas Tax
Funds for Public Transportation Program

**Ministry of
Transportation**

Office of the Minister
777 Bay Street, 5th Floor
Toronto ON M7A 1Z8

Tel: 416 327-9200

**Ministère des
Transports**

Bureau du ministre
777, rue Bay 5^e étage
Toronto ON M7A 1Z8

Tél : 416 327-9200



March 31, 2025

107-2025-148

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

Dear Mayor Laferriere:

RE: Dedicated Gas Tax Funds for Public Transportation Program Letter of Agreement

This Letter of Agreement between the **City of Temiskaming Shores** (the “Municipality”) and His Majesty the King in right of the Province of Ontario, as represented by the Minister of Transportation (the “Ministry”), sets out the terms and conditions for the provision and use of dedicated gas tax funds under the Dedicated Gas Tax Funds for Public Transportation Program (the “Program”).

Under the Program, the Ministry provides two cents out of the revenue from each litre of gasoline sold in Ontario, in accordance with provincial gas tax statutory requirements, to municipalities to fund improvements to Ontario’s transportation network and supporting economic development in communities for public transportation expenditures.

The Ministry intends to provide dedicated gas tax funds to the Municipality in accordance with the terms and conditions set out in this Letter of Agreement and the enclosed Dedicated Gas Tax Funds for Public Transportation Program 2024-25 Guidelines and Requirements (the “Guidelines and Requirements”).

In consideration of the mutual covenants contained in this Letter of Agreement and the Guidelines and Requirements, which the Municipality has reviewed and understands and are hereby incorporated by reference, and other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Ministry and the Municipality agree as follows:

1. To support local public transportation services in the Municipality, the Ministry agrees to provide funding to the Municipality under the Program to a maximum amount of up to **\$153,617** (“the “Maximum Funds”) in accordance with, and subject to, the terms and conditions set out in this Letter of Agreement and the Guidelines and Requirements.
2. The Municipality will provide to the Ministry a fully signed copy of this Letter of Agreement and a copy of the authorizing municipal by-law(s) and, if applicable, resolution(s) for the Municipality to enter into this Letter of Agreement no later than **April 30, 2025**.

3. Upon receipt of the documentation identified in Section 2 above, the Ministry will provide the Municipality with 75% of its Maximum Funds. Reporting forms are due for submission by **June 30, 2025**. Upon approval of the reporting forms, the Ministry will provide the Municipality with any remaining payment(s). Any outstanding reporting requirements from previous years of the Program will need to be submitted and approved prior to receiving 2024-25 Gas Tax funding.
4. If another municipality authorizes the Municipality to provide local public transportation services on its behalf and authorizes the Municipality to request and receive dedicated gas tax funds for those services also on its behalf, the Municipality will in the by-law(s) and, if applicable, resolution(s) described in Section 2 confirm that the Municipality has the authority to provide those services and request and receive those funds on behalf of the other municipality.
5. The Municipality agrees that any amount payable under this Letter of Agreement and the Program may be subject, at the Ministry's sole discretion, to any other adjustments as set out in the Guidelines and Requirements.
6. The Municipality will deposit the Maximum Funds received in accordance with the Program into a dedicated gas tax funds reserve bank account and use the Maximum Funds, and any related interest, only in accordance with the Guidelines and Requirements.
7. The Municipality will adhere to all requirements set out in the Guidelines and Requirements, including, but not limited to, reporting and accountability measures. The Municipality will also provide all requested documentation to the Ministry in accordance with the Guidelines and Requirements.
8. The Municipality agrees that the Maximum Funds represent the full extent of the financial contribution from the Ministry and the Province of Ontario under the Program for the 2024-25 Program year.
9. The Ministry may terminate this Letter of Agreement at any time, without liability, penalty or costs upon giving at least thirty (30) days written notice to the Municipality. If the Ministry terminates this Letter of Agreement, the Ministry may take one or more of the following actions: (a) cancel all further payments of dedicated gas tax funds; (b) demand the return of any dedicated gas tax funds remaining in the possession or under the control of the Municipality; and (c) determine the reasonable costs for the Municipality to terminate any binding agreement(s) for the acquisition of eligible public transportation services acquired, or to be acquired, with dedicated gas tax funds provided under this Letter of Agreement, and do either or both of the following: (i) permit the Municipality to offset such costs against the amount the Municipality owes pursuant to paragraph 8(b) of this LOA; and (ii) subject to Section 1, provide the Municipality with funding to cover, in whole or in part, such costs. The funding may be provided only if there is an appropriation for this purpose, and in no event will the funding result in the Maximum Funding exceeding the amount specified under Section 1.
10. Any provisions which by their nature are intended to survive the termination or expiration of this Letter of Agreement including, without limitation, those related to disposition,

accountability, records, audit, inspection, reporting, communication, liability, indemnity, and rights and remedies, will survive its termination or expiration.

11. This Letter of Agreement may only be amended by a written agreement duly executed by the Ministry and the Municipality.
12. The Municipality agrees that it will not assign any of its rights or obligations, or both, under this Letter of Agreement.
13. The invalidity or unenforceability of any provision of this Letter of Agreement will not affect the validity or enforceability of any other provision of this Letter of Agreement. Any invalid or unenforceable provision will be deemed to be severed.
14. The term of this Letter of Agreement will commence on the date of the last signature of this Letter of Agreement and shall remain in force and effect until the completion of the 2024-25 Program in accordance with the Guidelines and Requirements.
15. The parties hereby consent to the execution of this Letter of Agreement by means of an electronic signature.

If the Municipality is satisfied with and accepts the terms and conditions of this Letter of Agreement, please print and secure the required signatures, and then deliver a fully signed pdf copy to the Ministry through Transfer Payment Ontario (TPON). Subject to the province's prior written consent, including any terms and conditions the Ministry may attach to the consent, the Municipality may execute and deliver the Letter of Agreement to the Ministry electronically. In addition, all program documents are also to be sent through TPON.

Ministry of Transportation



March 31, 2025

Date

Name: Prabmeet Singh Sarkaria
Title: Minister

I have authority to bind the Ministry.

I have read and understand the terms and conditions of this Letter of Agreement, as set out above, and, by signing below, I am signifying the Municipality's consent to be bound by these terms and conditions.

Municipality

Date

Name (print):
Title (head of council or
authorized delegate):

I have authority to bind the Municipality.

Date:

Name (print):

Title (clerk or authorized delegate):

I have authority to bind the Municipality.

emo

To: Mayor and Council
From: James Franks, Economic Development Officer
Date: April 29, 2025
Subject: Economic Development Update: April 2025
Attachments: N/A

Mayor and Council:

I am pleased to provide the following update for the Economic Development Department.

Administration

- Quarterly Temiskaming Shores Development Corporation (TSDC) meeting was held on April 14th to review the revised Community Economic Development Fund. The TSDC Board also reviewed and signed the five-year Operating Agreement with the City and the Agreement to be the recipient of the Municipal Accommodation Tax funds for the purposes of tourism promotion.
- EDO was out of the office for two weeks on medical leave following a minor surgery.
- Partnered with the Township of Harley and other area municipalities to host a Timiskaming hospitality suite at the OGRA conference.

Agriculture

- Farmer's Market and Agri-food producer discussions with stakeholders from across northeastern Ontario. Committed to making signage to be placed at vendor stalls to identify if they are local food, Northern Ontario food or Ontario food. This way, shoppers can make informed decisions about the producers they are supporting.
- Learned about the First Nations Agriculture funding program which provides support to Indigenous owned or led projects. i.e. \$200,000 project that has \$20,000 in applicant cash can access up to \$75,000 in grant and \$105,000 loan from the program to launch or grow an Indigenous owned agricultural project.
- Attended the Earlton Farm Show on April 11 & 12. Provided information to locals and visitors about Temiskaming Shores and region. Spoke to many stakeholders in the agriculture sector about programming and supports available to them. Farmers were pleased to see a City presence at the event.

Commercial / Industrial

- Met with Ontario's North Economic Development Committee (ONEDC) and program managers from FedNor and NOHFC to discuss tariff recovery programs and opportunities.
- Working with Northern Ontario Angels to set up a pitch event in the community on May 21st. The event would bring together potential financiers and companies looking for support to try to create connections.

Education

- Northern College held it's annual Open House for new students and their families on Saturday, April 5th. Staff hosted a booth at the event to provide information on City programs, Transit and other community info.

Forestry

-

Housing

- Have been contacted by a developer from Southern Ontario about the possibility of creating modular homes in the community. Have put him in touch with land owners and potential project funders as well as Keepers of the Circle who could provide panels for the buildings. At this point, the project is only theoretical.

Immigration / Workforce

- One Light Diversity Centre is hosting an event at Harbour Place on April 29th from 5 to 6:30pm.
- The City of Timmins is presenting at Dymond Hall to over 20 local businesses on the new RCIP and FCIP programs on April 23rd to assist businesses to better understand the programs.

Liveable Community

- Building Ties event on April 24th at Riverside Place to discuss the water quality of Lake Temiskaming. There will be presentations from OBVT on the Quebec side of the lake, then an Indigenous lens from an elder and the organizer of a Women's Water Walk proposed for the region. In addition, there will be a presentation from the Ottawa Riverkeepers and lastly from O-Zero a company that builds boat washing stations to reduce the amount of invasive species moving from lake to lake.

Mining

- Weekly meetings to discuss the Northern Ontario Mining Showcase program at CIM.
- CIM Exhibitor Directory is now out and staff will be providing a media release about the participating companies.
- The City has partnered with MineConnect to run a bus to and from Montreal in support of the Northern Ontario Mining Showcase participants. Not only does this reduce the cost for those attending the convention, but it is also a great opportunity for additional networking between businesses during the trip.

Tourism

- Inviting members of the tourism sector to consider sitting on the TSDC board so that they can be involved in the decision-making process around the expenditures of the MAT tax.
- Partnering with Northeastern Ontario Tourism, Timmins, Sudbury, and North Bay to promote the region at Rendez Vous Canada, Canada's premier international tourism conference.

Prepared by:

"Original signed by"

James Franks

Economic Development Officer

Memo

To: Mayor and Council
From: Logan Belanger, Municipal Clerk
Date: April 29, 2025
Subject: Approval of Council Meeting Schedule – July 2025 to January 2026
Attachments: N/A

Mayor and Council:

The Council meeting schedule is established on a biannual basis, in accordance with the City's Procedural By-law No. 2023-022. Section 5 of the By-law outlines that:

- Committee of the Whole Meetings shall be held on the first Tuesday of each month commencing at 3:00 p.m. unless otherwise decided by Council (5.1);
- Regular Council Meetings shall be held on the third Tuesday of each month commencing at 6:00 p.m. unless otherwise decided by Council (5.2); and
- For the months of July and August, Committee of the Whole shall be held on the 2nd Tuesday of the month commencing at 3:00 p.m., followed by a Regular meeting, unless otherwise decided by Council (5.3).

As such, it is recommended that Council confirms the following schedule of meetings for the months of July 2025 to January 2026:

Tuesday, July 8, 2025	Committee of the Whole Meeting, followed immediately by the Regular Meeting
Tuesday, August 12, 2025	Committee of the Whole Meeting, followed immediately by the Regular Meeting
Tuesday, September 2, 2025	Committee of the Whole Meeting
Tuesday, September 16, 2025	Regular Meeting
Tuesday, October 7, 2025	Committee of the Whole Meeting
Tuesday, October 21, 2025	Regular Meeting
Tuesday, November 4, 2025	Committee of the Whole Meeting
Tuesday, November 18, 2025	Regular Meeting
Tuesday, December 2, 2025	Committee of the Whole Meeting
Tuesday, December 16, 2025	Regular Meeting

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Logan Belanger
Municipal Clerk

Shelly Zubyck
Director of Corporate
Services

Sandra Lee
City Manager

Memo

To: Mayor and Council
From: Stephanie Leveille, Treasurer
Date: April 29, 2025
Subject: 2025 Final Budget
Attachments: **Appendix 01:** Draft 2025 Budget Final Summary - General Operations
Appendix 02: Draft 2025 Budget Final Summary – Environmental Services
Appendix 03: Draft 2025 Capital Budget Summary
Appendix 04: Preliminary 2026 Capital Budget Highlights
Appendix 05: Draft 2025 Municipal Budget (**Please refer to Draft By-law No. 2025-041**)

Mayor and Council:

At the Regular Meeting of Council held on December 17, 2024, Council passed Resolution No. 2024-448 to adopt, in principle, the 2025 Municipal Operating Budget estimates; and Resolution No. 2024-449 to adopt, in principle, the 2025 General Capital Budget and the 2025 Environmental Capital Budget estimates.

Since the presentation, the Treasurer has received confirmation on a several line items, and only material changes have been incorporated into the proposed final budget, presented for Council's consideration.

The proposed revisions result in a **net decrease of \$158,522** to the combined Capital Budget, a **net increase of \$282,200** to the General Operating Budget and an **increase of \$75,000** to the Environmental Operating Budget. The most significant capital changes are due to the deferral of the Colette Street Rehabilitation Project, as further studies of underground infrastructure are required. Provincial and Federal funding previously allocated to the Colette Street Project has been reallocated to the Dawson Point and Peter's Road Project. This reallocation reduces the City's required capital contribution, while meeting the funding conditions of the Housing Enabling Corse Servicing Fund. Additionally, the savings generated from the shared purchase of the loader have been redirected to the transmission replacement for a grader, the Haileybury water treatment plant rehabilitation project for refurbishment of the flocculation tanks, and an increase to the transfer to the environmental reserve.

The most notable operational budget change is a result of an increase of 7.38% to the District of Timiskaming Social Services Administration Board (DTSSAB) levy, which was higher than anticipated. The remainder of the increase to the operations budget is due

to an enhanced capital reserve allocation, arising from the deferral of certain capital projects and early planning for the 2026 capital budget. This strategic approach to capital financing allows the City to proactively allocate funds for future infrastructure needs.

It is recommended that the general taxation levy remain at \$15,867,656 as presented in December 2024, and that the proposed changes to the Capital and Operating Budgets be approved as presented.

Please refer to the following appendices for further detail:

- Appendix 01 and 02: General Operations and Environmental Services budget summaries, including proposed changes and explanatory notes.
- Appendix 03: Capital budget changes and/or revisions by department, presented in table format.
- Appendix 04: 2026 Preliminary Capital budget highlights, which are subject to change.

Additionally, Resolution No. 2025-075: Deferral Colette Street Rehabilitation Project, was adopted by Council.

The Boiler Replacement (PFC), Transmission Replacement and Flocculation Tank Refurbishments were identified after the budget was adopted in principle. Additionally, the announcement of funding through the Housing Enabling Core Servicing Fund (HECSF) was also received after the initial budget approval.

The 2025 Budget has now been finalized by staff. In accordance with By-law No. 2004-022, public notice of Council's intention to adopt the 2025 Municipal Budget was provided as follows:

- City Website: beginning on April 17, 2025
- Temiskaming Speaker: April 23, 2025
- Social Media: April 23, 2025

It is recommended that the memo titled 2025 Final Budget be received as information, and that Council directs staff to prepare the necessary by-law to adopt the 2025 Municipal Budget for the City of Temiskaming Shores, for consideration at the April 29, 2025 Special Council meeting.

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Stephanie Leveille
Treasurer

Shelly Zubych
Director of Corporate
Services

Sandra Lee
City Manager

**2025 Budget - Final
General Operations**

	Actuals			Budget			Budget Change		
	2021 Actuals	2022 Actuals	2023 Actuals	2024 Final Budget	2025 Budget in Principle	2025 Final Budget	Variance (\$) 2025 In Principle vs 2025 Final Increase / (Decrease)	%	Notes
Council	138,561	152,195	147,997	161,500	161,500	161,500	-	-	
General Government	2,545,529	2,899,024	2,392,888	2,572,477	2,901,278	2,901,278	-	-	
Fire Services	422,662	493,442	496,408	538,168	551,551	551,551	-	-	A
Economic Development	278,017	(470,545)	(216,863)	335,331	364,111	364,111	-	-	
Recreation	1,435,731	1,548,648	1,530,590	1,710,034	1,677,551	1,677,551	-	-	
Property Maintenance	564,535	666,331	525,060	599,554	644,932	644,932	-	-	
Public Works & Fleet	3,177,743	3,520,753	4,110,942	3,931,752	4,150,929	4,165,929	15,000	0.36%	B
Solid Waste Management	542,345	53,558	681,504	670,247	463,363	445,563	(17,800)	(3.84)%	C
Transit	170,013	135,180	510,053	397,988	496,190	496,190	-	-	
Libraries	351,914	353,959	388,342	426,104	452,452	452,452	-	-	
Net Municipal Operations	9,627,050	9,352,544	10,566,921	11,343,155	11,863,857	11,861,057	(2,800)	(0.02)%	
Policing	2,372,565	2,224,755	2,430,863	2,175,242	2,074,414	2,074,414	-	-	
Public Health	402,468	475,834	537,502	563,530	608,107	602,662	(5,445)	(0.90)%	D
Social Services	2,377,966	2,388,796	2,388,796	2,397,278	2,457,210	2,574,258	117,048	4.76%	D
Policing, Health & Social Services Expenditures	5,152,999	5,089,385	5,357,161	5,136,050	5,139,731	5,251,334	111,603	2.17%	
Reserve Allocation					323,753	497,150	173,397		E
Capital Financing	1,111,851	1,313,021	1,464,397	950,537	1,022,532	1,022,532	-		
Capital Planning and Financing	1,111,851	1,313,021	1,464,397	950,537	1,346,284	1,519,681	173,397		
Ontario Municipal Partnership Fund (OMPF)	(3,186,300)	(3,202,400)	(3,328,800)	(3,391,600)	(3,803,100)	(3,803,100)	-		
Tax Levy Required for Operations	12,705,600	12,552,550	14,059,679	14,038,142	14,546,773	14,828,972	282,200	1.94%	
General Taxation (net)	(14,056,738)	(14,382,049)	(14,824,884)	(15,161,641)	(15,867,656)	(15,867,656)			
Transfer to Capital				1,123,499	1,320,884	1,038,684			E

Variance from 2025 Budget In Principle to 2025 Final Budget

A - Increase to small tool & equipment entirely offset by provincial funding to reflect successful Emergency Preparedness Funding (see By-law 2025-016)

B - Electricity for traffic/street lights adjusted to align with past trends

C - Recycling operation lease revenues increased to reflect extension of lease agreement. Additional revenues used to offset change in scope for spoke transfer capital renovations.

D - As provided by Northeastern Public Health (NEPH) (formerly Timiskaming Health Unit)

As per approved budget for District of Timiskaming Social Services Administrative Board (DTSSAB). DTSSAB has included utilization of their reserves to reduce municipal contributions required.
Overall net increase to the City is 7.38% for 2025.

E - Increase to reserve allocation due to deferral of projects and pre-planning for 2026 capital. Reduction in transfer to capital in current year.

This supports a more strategic approach to capital financing by setting aside funds in advance for future projects.

**2025 Budget - Final
Environmental Services**

	Actuals			Budget			Budget Change		
	2021 Actuals	2022 Actuals	2023 Actuals	2024 Final Budget	2025 Budget in Principle	2025 Final Budget	Variance (\$) 2025 In Principle to 2025 Final Increase / (Decrease)	%	Notes
Administration	984,381	1,033,171	1,007,023	1,094,128	1,148,106	1,148,106	-	-	
Sewage Treatment & Collection	915,977	997,689	1,263,311	1,066,934	1,125,252	1,125,252	-	-	
Water Treatment & Distribution	1,613,237	2,003,475	1,885,657	2,007,543	2,025,122	2,025,122	-	-	
Capital Financing	700,415	682,677	632,823	684,204	674,134	674,134	-	-	
W/S Revenue Required for Ops	4,214,010	4,717,012	4,788,814	4,852,809	4,972,614	4,972,614	-	-	
User Fees	(5,089,721)	(5,253,005)	(5,378,969)	(5,462,039)	(5,674,474)	(5,674,474)	-	-	
Transfer to Current Year Capital	875,711	535,993	590,155	609,230	600,000	525,000	(75,000)		A
Transfer to Reserve - Enviro				-	101,860	176,860	75,000		A

Variance from 2025 Budget In Principle to 2025 Final Budget

A - Increase transfer to Enviro Reserve due to savings generated from the shared purchase of the loader

2025 PROPOSED CAPITAL PROJECTS

Department	Total Project Cost	Funding/ Partners	Borrowing	Reserves	City Cost	Notes	Capital Levy	Excess / (Shortfall)
Corporate Services	435,000	150,000	-	-	285,000	1		
Fire & Emergency Management	79,600	-	-	33,600	46,000			
Public Works & Solid Waste	1,578,625	1,450,000	-	55,000	73,625	2		
Recreation	435,261	287,897	-	-	147,364			
Property Maintenance	395,328	108,633	-	-	286,695	3		
Fleet	200,000	-	-	-	200,000	4		
Transit	613,000	588,000	-	25,000	-			
Total Capital	3,736,814	2,584,530	-	113,600	1,038,684		1,038,684	\$ -

City's capital contribution based on 1.5% increase to tax levy

	Total Project Cost	Funding	Borrowing	Reserves	City Cost	Capital Levy	Excess / (Shortfall)
Environmental Projects	525,000	-	-	-	525,000	5	525,000
Total Enviro Capital	\$ 525,000	\$ -	\$ -	\$ -	\$ 525,000	\$ 525,000	\$ -

City's capital contribution based on 2% increase to water/sewer rates

Changes to Capital Budget from 2025 Budget in Principle to 2025 Final Budget							
Budget Version	Project	Total Cost	Funding / Partners	Borrowing	Reserves	City Cost	Notes
In Principle	Website and Customer Relationship Management (CRM) Update	\$ 70,000				\$ 70,000	
Final	Website and Customer Relationship Management (CRM) Update	\$ 50,000				\$ 50,000	1
In Principle	Colette Street Storm and Road Upgrades	\$ 500,000	\$ 226,375			\$ 273,625	
Final	Colette Street Ditching	\$ 23,625	\$ -			\$ 23,625	2
In Principle	Dawson Point / Peter's (Phase 1 - Engineering & Coordination)	\$ 50,000	\$ 25,000			\$ 25,000	
Final	Dawson Point / Peter's (Phase 1 - Engineering & Coordination)	\$ 450,000	\$ 450,000			\$ -	2
In Principle	Tree Canopy Project	\$ 50,000	\$ 25,000			\$ 25,000	
Final	Tree Canopy Project	\$ -				\$ -	2
Final	Boiler Replacement - PFC	\$ 20,000				\$ 20,000	3 NEW
In Principle	New Liskeard Fire Station Showers	\$ 45,000				\$ 45,000	
Final	New Liskeard Fire Station Showers	\$ 70,053	\$ 25,053			\$ 45,000	3
In Principle	Furnace (Don Shepherdson Memorial)	\$ 35,000				\$ 35,000	
Final	Furnace (Don Shepherdson Memorial)	\$ 27,500				\$ 27,500	3
In Principle	Lions Den Fire Exit Stairs (Shelley Herbert-Shea Memorial Arena)	\$ 22,500				\$ 22,500	
Final	Lions Den Fire Exit Stairs (Shelley Herbert-Shea Memorial Arena)	\$ 30,000				\$ 30,000	3
In Principle	Spoke Transfer Station Refurbishment	\$ 50,000				\$ 50,000	
Final	Spoke Transfer Station Refurbishment	\$ 67,800				\$ 67,800	3
In Principle	Loader incl Wing and Plow (shared with Enviro)	\$ 200,000				\$ 200,000	
Final	Loader incl Wing and Plow (shared with Enviro)	\$ 116,500				\$ 116,500	4
Final	Transmission Replacement - 72GP Grader	\$ 83,500				\$ 83,500	4 NEW
In Principle	Loader incl Wing and Plow (shared with PW)	\$ 300,000				\$ 300,000	
Final	Loader incl Wing and Plow (shared with PW)	\$ 175,000				\$ 175,000	5
In Principle	Haileybury Water Treatment Plant Upgrades	\$ 160,000				\$ 160,000	
Final	Haileybury Water Treatment Plant Upgrades - Increase for Flocculation Tanks	\$ 210,000				\$ 210,000	5

2026 Preliminary Capital Project Highlights						
Department	Project	Total Cost	Funding / Partners		Borrowing	City Cost
Public Works	Golf Course Road Bridge Rehabilitation	\$ 3,000,000				\$ 3,000,000
Public Works	Dawson Pt. Rd. Phase 2	\$ 985,000	\$ 492,500	1		\$ 492,500
Public Works	Tree Canopy	\$ 225,000	\$ 112,500	2		\$ 112,500
Property Maintenance	Don Shepherdson Memorial Arena Roof	\$ 968,200	\$ 484,100	3		\$ 484,100
Property Maintenance	Energy Efficient Upgrades - Pool Fitness Centre	\$ 1,000,000	\$ 800,000	4		\$ 200,000
Property Maintenance	Dymond Fire Station Showers	\$ 20,000				\$ 20,000
Enviro	McKelvie/Baker Housing Enabling Project (total for 3 year project)*	\$ 10,140,000	\$ 10,140,000	5/6		\$ -
Enviro	Increase Capacity NL Lagoon**	\$ 5,000,000	\$ 2,500,000	7		\$ 2,500,000
TBD	TBD		\$ 631,029	8		\$ (631,029)
TBD	TBD		\$ 102,246	9		\$ (102,246)
Transit	TBD		\$ 153,617	10		\$ (153,617)
	Total	\$ 21,338,200	\$ 15,415,993		\$ -	\$ 5,922,207

1 - Housing-Enabling Core Servicing Stream (HECSS)

2 - Green Municipal Fund - Growing Canada's Community Canopies Funding (up to 50%) (pending approval)

3 - Community Sport and Recreation Infrastructure Funding (CSRIF) (pending approval)

4 - Green and Inclusive Community Buildings Program (approved pending TPA)

5 - Housing-Enabling Water Systems Fund (HEWSF)

6 - Partnership

7 - Canada Housing Infrastructure Fund (CHIF) (pending approval)

8 - Ontario Community Infrastructure Funding (OCIF) (estimate, net of portion used to offset financing cost for Roads Program)

9 - Canada Community-Building Fund (CCBF) (formerly known as Federal Gas Tax Fund) (actual)

10 - Dedicated Gas Tax for Public Transportation (estimate)

* If successful project would be scheduled to start late 2025, however there will be no cost to the City

** If successful this project may be a multi-year project

The Corporation of the City of Temiskaming Shores
By-law No. 2025-041
Being a by-law to adopt the 2025 Municipal Budget for
the City of Temiskaming Shores

Whereas Section 290(1) of the *Municipal Act, 2001* (SO. 2001, c.25) provides that a local municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality; and

Whereas Section 290(2) of the *Municipal Act, 2001* (SO. 2001, c.25) provides that the budget shall,

- a) in such detail and form as the Minister may require, set out the estimated revenues, including the amount the municipality intends to raise on all the rateable property in the municipality by its general local municipality levy; and
- b) provide that the estimated revenues are equal to the estimated expenditures; and

Whereas Section 290(4) of the *Municipal Act, 2001* (SO. 2001, c.25) provides that in preparing the budget, the local municipality,

- a) shall provide for any operating deficit of any previous year and for the cost of the collection of taxes and any abatement or discount of taxes;
- b) may provide for taxes and other revenues that it is estimated will not be collected during the year; and
- c) may provide for such reserves as the municipality considers necessary; and

Whereas Public Notice was provided in the Temiskaming Speaker beginning on April 23, 2025, the City's website beginning on April 17, 2025, and on the City's social media beginning on April 23, 2025, being at least seven (7) days prior to the passing of the by-law in accordance with By-law No. 2004-022, as amended informing the public of its intention to adopt the 2025 Municipal Budget; and

Whereas Council considered Memo No. 015-2025-CS at the April 29, 2025 Committee of the Whole Meeting, and directed staff to prepare the necessary by-law to adopt the 2025 Municipal Budget for the City of Temiskaming Shores, for consideration at the April 29, 2025 Special Council meeting; and

Whereas it is deemed necessary and expedient to adopt the capital and general operating budget for the City of Temiskaming Shores for the year 2025.

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

1. That the 2025 general levy, which the municipality intends to raise on all rateable property in the municipality, be hereby established at \$15,867,656.
2. That the 2025 Operating and Capital Budgets, attached hereto as Schedule "A", Schedule "B", Schedule "C" and Schedule "D" and forming part of this by-law, be hereby adopted, approved and authorized.

Read a first, second and third time and finally passed this 29th day of April, 2025.

Mayor

Clerk

Schedule "A" to By-law 2025-041

General Operations

	2025 Budget
Revenues	
Grants	6,071,980
Taxation	16,112,506
Other Revenues	4,526,792
Education	3,013,692
Business Improvement Area	52,144
Total Revenues	29,777,114
Expenditures	
Municipal Operations	19,545,471
Health & Social Services	3,176,920
Policing	2,322,519
Libraries	627,684
Education	3,013,692
Business Improvement Area	52,144
Total Expenditures	28,738,430
Transfer to Capital	1,038,684

Schedule "B" to By-law 2025-041

Environmental Operations

	<u>2025 Budget</u>
Revenues	
User Fees	<u>5,674,474</u>
Total Revenues	<u>5,674,474</u>
 Expenditures	 <u>5,149,474</u>
 Transfer to Capital	 <u><u>525,000</u></u>

Schedule "C" to By-law 2025-041

2025 Capital Budget

	<u>2025 Budget</u>
General Capital	
Grants/Partnerships	2,584,530
Other Revenues	-
Debt	-
Transfer from Reserves	113,600
Expenditures	<u>3,736,814</u>
Transfer from Operations	<u>(1,038,684)</u>

	<u>2025 Budget</u>
Environmental Capital	
Grants	-
Debt	-
Transfer from Reserves	-
Expenditures	<u>525,000</u>
Transfer from Operations	<u>(525,000)</u>

Schedule "D" to By-law 2025-041

Reconciliation of Tax Levy Budget to PSAB

			2025 Budget
	Net General Operations		1,038,684
	Net Environmental Operations		525,000
	Net General Capital		(1,038,684)
	Net Environmental Capital		(525,000)
	Tax Levy Budget		-
Add Back:	Capital Expenditures	4,261,814	
	LTD Principal Repayments	1,824,358	6,086,172
Less:	Transfer from Reserves	113,600	
	LTD Proceeds	-	
	Amortization	4,552,891	4,666,491
	PSAB Surplus/(Deficit)		(1,419,681)

Subject: 2025 Tax Ratios, Tax Rates,
Water, Sewer and Special Rates

Report No.: CS-016-2025

Agenda Date: April 29, 2025

Attachments

- Appendix 01:** 2024 -2025 Assessment Comparisons (per Returned Roll)
- Appendix 02:** Tax Ratio and Tax Rate Comparison; Tax Impact by Class
- Appendix 03:** Draft 2025 Tax Ratio By-law (**Please refer to By-law No. 2025-042**)
- Appendix 04:** Draft 2025 Tax Rate By-law (**Please refer to By-law No. 2025-043**)
- Appendix 05:** Draft 2025 Water and Sewer Rates (**Please refer to By-law No. 2025-044**)
- Appendix 06:** Special Tax Levy under the City of Temiskaming Shores Solid Waste Management Program (**Please refer to By-law No. 2025-045**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-016-2025;
2. That Council directs staff to prepare the necessary by-laws utilizing the Revenue Neutral Tax Ratios for 2025 calculated using a phased-in elimination of the subclass reduction factors for consideration at the April 29, 2025 Special Council meeting;
3. That Council directs staff to prepare the necessary by-laws utilizing the 2025 Tax Rates and Water/Sewer Rates for consideration at the April 29, 2025 Special Council meeting;
4. That Council directs staff to prepare the necessary by-law to incorporate a ten dollar (\$10.00) increase to the Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management Program (By-law 2014-172) as presented within the 2025 budget for consideration at the April 29, 2025 Special Council meeting; and
5. That Council directs staff to prepare the necessary by-law to incorporate a fee of twenty-eight dollars (\$28.00) per month per bin, for non-eligible recycling collection and processing for non-eligible properties, to the Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management

Program (By-law 2014-172), effective February 1, 2025 until December 31, 2025, as presented within the 2025 budget for consideration at the April 29, 2025 Special Council meeting.

Background

In 2004, the Minister of Finance set the tax ratios for the newly amalgamated City of Temiskaming Shores. These ratios were initially provided to the City in the form of transition ratios which were considered to be revenue neutral.

Tax ratios distribute the tax burden between classes relative to the residential class tax ratio, which is equal to 1.0. The tax ratios are multiplied by the assessment of each class to provide the weighted assessment which is then used to define the tax rate for each property class.

The Ontario Property Tax Analysis (OPTA) program provides municipalities with a number of reports and tools which are used to review and analyze the impacts of changes to parameters such as tax ratios, tax rates and municipal tax levy assumptions. These reports are generated using actual current value assessments (CVAs) as determined by the Municipal Property Assessment Corporation (MPAC).

The City has historically utilized the various OPTA tax tools to determine tax ratios and tax rates and has generally used the revenue neutral tax ratios for the calculation of annual tax rates.

Analysis

The 2025 tax ratios and tax rates were calculated based on the budgeted levy of \$15,867,656 which was approved by Council on December 17, 2024 (Council passed Resolution No. 2024-448 to adopt, in principle, its 2025 Municipal Operating Budget estimates; and Resolution No. 2024-449 to adopt, in principle, the 2025 General Capital Budget estimates, and the 2025 Environmental Capital Budget estimates at the December 17, 2024 Regular Meeting of Council) - See appendices 03 and 04.

The water and sewer rates were adjusted to reflect a 2% increase and have incorporated a new metered water rates schedule for the implementation of the Industrial / Commercial / Institutional (ICI) water metering program, as outlined in Appendix 05.

The Solid Waste Fee included in the Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management Program was increased by ten dollars (\$10.00) which agrees to the 2025 budget. Additionally, a fee for non-eligible recycling collection and processing, for non-eligible properties, at a rate of \$28 per bin

per month effective February 1, 2025 until December 31, 2025 has been incorporated into the by-law (See Appendix 06).

Council will also be considering a by-law to formally adopt the 2025 Municipal Budget setting the tax levy as noted above, at the April 29, 2025 special Council meeting.

Appendix 01 compares the returned roll assessments for 2024 versus 2025. The most notable changes were identified in the notes section of the report.

Appendix 02 provides a comparison of 2024 - 2025 tax ratios, tax rates as well as illustrates the overall tax impact by class. Part II (S.4) of Ontario Regulation 73/03: *Tax Matters – Special Tax Rates and Limits* prescribes tax ratio limits for certain tax classes, which are:

- 2.00 for multi-residential;
- 1.98 for commercial;
- 2.63 for industrial; and
- 2.63 for aggregate extraction.

In the event that a tax ratio exceeds the prescribed limit, a levy restriction is applied to the class. Furthermore, OPTA automatically applies a reduction in accordance with O. Reg 73/03 Part II to the ratios the City uses in determining the ratios and rates.

On September 25, 2024, the Ministry of Finance (MOF) filed Ontario Regulation 370/24 to amend Ontario Regulation 282/98 to prescribe a class for aggregate extraction for the 2025 and subsequent tax years. The new tax class has been incorporated into both the tax ratio and tax rate by-laws.

The Minister of Finance sets the education tax rates annually. There were no changes to the education rates for 2025.

Allowable ranges for tax ratios are set under O. Reg 386/98: *Tax Matters – Allowable Ranges for Tax Ratios*. Section 313 (1.1) of the *Municipal Act, 2001* allows municipalities to pass a by-law providing a reduction anywhere within the allowable ranges.

On April 20, 2022, the Corporate Services Committee recommended that the subclass reduction factors which have historically been set at 0.7 for Commercial Excess/Vacant Land and 0.65 for Industrial Excess/Vacant Land be eliminated. Following analysis by the Treasurer, Council considered Administration Report CS-019-2022 and supported a phased-in elimination of the subclass reduction factors rather than full elimination. The subclasses were reduced as follows:

Taxation Year	Subclass Reduction Factor for Commercial Excess/Vacant Land	Subclass Reduction Factor for Industrial Excess/Vacant Land
2022	0.80	0.75
2023	0.85	0.80
2024	0.90	0.85

The Treasurer has reviewed the impact of various scenarios utilizing the proposed tax levy, and is recommending that the subclass reduction factor for Commercial Excess/Vacant Land be adjusted to 1.0 and the Industrial Excess/Vacant Land be adjusted to 1.0 for the 2025 taxation year.

Relevant Policy / Legislation / City By-Law

- [Municipal Act, 2001](#)
- [O. Reg 73/03: Tax Matters – Special Tax Rates and Limits](#)
- [O. Reg 386/98: Tax Matters – Allowable Ranges for Tax Ratios](#)

Consultation / Communication

- N/A

Financial / Staffing Implications

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

The tax levy of \$15,867,656 utilized in the tax ratio calculations is to be adopted in the 2025 Budget By-law at the April 29, 2025, Special Council meeting.

Alternatives

Various tax ratios were considered and analysed in preparation of this report.

Submission

Prepared by:

Reviewed by

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Stephanie Leveille
Treasurer

Shelly Zubych
Director of Corporate
Services

Sandra Lee
City Manager

2024 / 2025 Assessment Comparison
(per Returned Roll)

Class	Assessment		Change	Notes
	2024	2025		
Residential	852,110,289	854,828,089	2,717,800	A
New Multi-Residential	4,780,000	5,406,000	626,000	
Multi-Residential	11,502,500	11,627,500	125,000	
Commercial	138,828,099	154,999,609	16,171,510	A
Commercial - Excess/Vacant	3,737,302	4,105,402	368,100	
Industrial	10,536,300	10,311,100	(225,200)	
Industrial - Excess/Vacant	1,870,110	2,049,500	179,390	
Aggregate Extraction	-	525,000	525,000	B
Landfill	13,400	25,700	12,300	
Pipelines	26,457,000	26,533,000	76,000	
Farmland/Managed Forest	44,175,500	45,414,800	1,239,300	B
Total	1,094,010,500	1,115,825,700	21,815,200	

Notes:

A - Various MPAC supplementary and omits - due to construction/growth

B - New property class established under Ontario Regulation 370/24

B - Increase / renewal of farmland through Agricorp

2024 -2025 Tax Ratio and Tax Rate Comparison

	2024	2025
Class	Tax Ratios	Revenue Neutral Ratios (gradual elemination of subclass reduction factors)
Residential	1.000000	1.000000
New Multi-Residential	1.000000	1.000000
Multi-Residential	2.252571	2.176200
Commercial	2.025451	1.985978
Commercial - Excess/Vacant	1.822906	1.985978
Industrial	2.286368	2.229503
Industrial - Excess/Vacant	1.943413	2.229503
Aggregate Extraction - NEW	-	1.860432
Landfill	3.574008	3.574008
Pipelines	0.905497	0.905497
Farmland/Managed Forest	0.250000	0.250000

2024	2025	Change (B - A)	
A	B		
Municipal Tax Rates	Proposed Municipal Tax Rates (gradual elemination of subclass reduction factors)	Rate	%
0.0123485	0.0125706	0.00022209	1.80%
0.0123485	0.0125706	0.00022209	1.80%
0.0268728	0.0268728	0.00	0.00%
0.0245873	0.0247444	0.00015708	0.64%
0.0221285	0.0247444	0.00261588	11.82%
0.0282331	0.0280262	-0.00020693	-0.73%
0.0239982	0.0280262	0.00402797	16.78%
-	0.0233867	0.02338672	
0.0441335	0.0449274	0.00079389	1.80%
0.0111815	0.0113826	0.00020113	1.80%
0.0030871	0.0031427	0.00005555	1.80%

Commercial excess & vacant subclasses at same ratio and rate as broad class.

Industrial excess & vacant subclasses at same ratio and rate as broad class.

Estimated Taxation Revenue Difference Between 2024 and 2025 By Class (Includes PIL)

Class	Gradual Elimination of Subclass Reduction Factors
Residential	189,849
New Multi-Residential	1,201
Multi-Residential	0
Commercial	24,347
Commercial - Excess/Vacant	10,739
Industrial	-2,134
Industrial - Excess/Vacant	8,255
Aggregate Extraction - NEW	-2,544
Landfill	20
Pipelines	5,337
Farmland/Managed Forest	2,523
Total Taxable	\$ 237,593

Commercial Total Taxable 35,087
Industrial Total Taxable 6,122

The Corporation of the City of Temiskaming Shores

By-law No. 2025-042

Being a by-law to establish Tax Ratios for 2025

Whereas The Corporation of the City of Temiskaming Shores is required to establish tax ratios pursuant to Section 308 of the Municipal Act, 2001, as amended; and

Whereas the tax ratios determine the relative amount of taxation to be borne by each property class; and

Whereas Council considered Administrative Report No. CS-016-2025 at the April 29, 2025 Committee of the Whole meeting and directed staff to prepare the necessary by-laws utilizing the Revenue Neutral Tax Ratios for 2025 calculated using a phased-in elimination of the subclass reduction factors, for consideration at the April 29, 2025 Special Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts a follows:

The tax ratios for the municipality for 2025 are as follows:

Residential/Farm	1.000000
Multi-Residential	2.176200
New Multi-Residential	1.000000
Commercial	1.985978
Commercial Exc. Land	1.985978
Commercial Vac. Land	1.985978
Industrial	2.229503
Industrial Exc. Land	2.229503
Industrial Vac. Land	2.229503
Aggregate Extraction	1.860432
Landfill	3.574008
Pipeline	0.905497
Farmlands	0.250000
Managed Forests	0.250000

Read a first, second and third time and finally passed this 29th day of April, 2025.

Mayor

Clerk

The Corporation of the City of Temiskaming Shores

By-law No. 2025-043

**Being a by-law to provide for the adoption of 2025 tax rates
for municipal and school purposes and to further provide
penalty and interest for payment in default**

Whereas as per Section 290(1) of the Municipal Act, S.O. 2001, c.25, as amended, Council for the City of Temiskaming Shores adopted the 2025 Municipal Budget in principle on December 17, 2024 which included estimates of all sums required during the year for the purposes of the municipality; and

Whereas as per Section 307 (2) (b) of the Municipal Act, S.O. 2001, c.25, as amended, the tax rates and the rates to raise the fees or charges shall be in the same proportion to each other as the tax ratios established under Section 308 for the property classes are to each other; and

Whereas as per Section 308 (3) of the Municipal Act, S.O. 2001, c.25, as amended, the tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential/farm property class where the residential/farm property class tax ratio is 1 and, despite this section, the tax ratio for the farmlands property class and the managed forests property class prescribed under the Assessment Act; and

Whereas as per Section 312 (2) of the Municipal Act, S.O. 2001, c.25, as amended, provides that for the purposes of raising the general local municipal levy, the council of a local municipality shall, after the adoption of estimates for the year, pass a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes; and

Whereas as per Section 345(1) of the Municipal Act S.O. 2001, c.25, as amended, a municipality may pass by-laws to impose late payment charges for the non-payment of taxes or any instalment by the due date; and

Whereas Council has set tax ratios under the authority of By-law No. 2025-042 as adopted on April 29, 2025; and

Whereas the 2025 levy for municipal purposes is \$15,867,656; and

Whereas certain education rates are provided in various regulations and commercial and industrial education amounts have been requisitioned by the Province; and

Whereas Council considered Administrative Report No. CS-016-2025 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-laws utilizing the 2025 Tax Rates, Water/Sewer Rates and Special Tax Levy under the Solid Waste Management Program for consideration at the April 29, 2025 Special Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts as follows:

1. That the tax rates for 2025 for municipal and education purposes be hereby set as per Schedule "A" hereto attached and forming part of this by-law;
2. That all charges shall be added to the tax roll and shall become due and payable in two (2) instalments as follows:

50% of the final levy for all classes shall become due and payable on the 15th day of July, 2025;

50% of the final levy for all classes shall become due and payable on the 15th day of September, 2025;
3. That non-payment of the amount, as noted, on the dates stated in accordance with the by-law constitutes default and that all taxes of the levy which are in default after the noted due dates shall be added a penalty of 1.25% per month, until December 31st, 2025; and
4. That all taxes unpaid as of December 31, 2025 shall be added a penalty at the rate of 1.25% per month for each month or fraction thereof in which the arrears continue.

Read a first, second and third time and finally passed this 29th day of April, 2025.

Mayor

Clerk

Schedule “A” to By-law 2025-043

General Tax Rates			
	Municipal	Education	Total
Residential	0.0125706	0.0015300	0.0141006
Multi - Residential	0.0268728	0.0015300	0.0284028
New Multi-Residential	0.0125706	0.0015300	0.0141006
Commercial Occupied	0.0247444	0.0088000	0.0335444
Commercial Excess/Vacant Land	0.0247444	0.0088000	0.0335444
Commercial – Retained	0.0247444	0.0098000	0.0345444
Commercial Excess/Vacant Land - Retained	0.0247444	0.0098000	0.0345444
Industrial Occupied	0.0280262	0.0088000	0.0368262
Industrial Excess/Vacant Land	0.0280262	0.0088000	0.0368262
Industrial – Retained	0.0280262	0.0098000	0.0378262
Industrial Excess/Vacant Land – Retained	0.0280262	0.0098000	0.0378262
Aggregate Extraction	0.0233867	0.0051100	0.0284967
Landfill	0.0449274	0.0088000	0.0537274
Landfill – Retained	0.0449274	0.0098000	0.0547274
Pipelines	0.0113826	0.0080992	0.0194818
Farmland	0.0031427	0.0003825	0.0035252
Managed Forest	0.0031427	0.0003825	0.0035252
New Liskeard Business Improvement Area			0.0016662

The Corporation of the City of Temiskaming Shores
By-law No. 2025-044
Being a by-law with respect to water and sewer service rates

Whereas in accordance to Section 391(1) a municipality and a local board may pass by-laws imposing fees or charges on any class of persons,

(a) for services or activities provided or done by or on behalf of it; and

Whereas in accordance to Section 398 (2) of the Municipal Act, S.O. 2001, c.25, as amended, the treasurer of a local municipality may, and upon request of a local board whose area of jurisdiction includes any part of the municipality shall, add fees and charges imposed by the municipality, or local board, respectively, under this Part to the tax roll for the following property in the local municipality and collect them in the same manner as municipal taxes:

1. In the case of fees and charges for the supply of a public utility, the property to which the public utility was supplied; and

Whereas Council considered Administrative Report No. CS-016-2025 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-laws utilizing the 2025 Tax Rates and Water/Sewer Rates, for consideration at the April 29, 2025 Special Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores deems it expedients to enact the following:

1. That the rates and charges with respect to water and sewer services are hereby set as per Schedules "A", "B" and "C" hereto attached and forming part of this by-law.
2. All water accounts, wastewater accounts and special fees shall be subject to a percentage charge payable by the Consumer as a penalty for non-payment of water accounts or any part thereof of one and one-quarter percent (1.25%) on the first day of the calendar month immediately following the due date and on the first day of each calendar month thereafter in which default continues.
3. That the provisions of this By-law shall come into force and take effect January 1, 2025.
4. That By-law No. 2024-058 and amended By-Law No. 2025-003 with respect to rates and charges for water and sewer services is hereby repealed.

Read a first, second and third time and finally passed this 29th day of April, 2025.

Mayor

Clerk

Schedule "A"
2025 Schedule of Water & Sewer Rates

<u>Domestic Water and Sewage Users</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$568.36	\$483.11	\$1,051.47
Pool	\$61.11	\$51.95	\$113.06

<u>Enhanced Metered Water Rates</u>	
Monthly Fixed Rate for Supply of Water	
Meter Size	Monthly Fixed Rate
5/8 x 3/4 inch	\$18.96
1 inch	\$47.40
1.5 inch	\$94.80
2 inch	\$151.68
3 inch	\$170.64
4 inch	\$474.00
6 inch	\$948.00
8 inch	\$1,516.80

Water Consumption Rate:	\$1.51 / cubic meter
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<u>Sewage Service Rates</u>
Sewage service rates shall be charged at a rate of eighty-five percent (85%) of the total water rate charges.

<u>Vacancy Rates</u>	
Units unoccupied for a period of at least three (3) consecutive calendar months with water service maintained are eligible for a reduction in the water/sewer rate.	50%/unit/month
The vacancy rate will take effect in the 4 th month of the vacancy period.	

<u>Water Service Off</u>	
Properties with water service turned off by Public Works will be adjusted for the period that the water service is off.	Water Rate - \$0.00 Sewer Rate – 50% of applicable rate

<u>Water Service Turn off or Turn on</u>	
-during regular hours	\$40.00 plus HST
-after regular hours	\$70.00 plus HST
<u>Bulk Water Charge</u>	
-Per Load up to 5,500L (based on tank size)	\$50.00 plus HST
-Each Additional 1,000L	\$10.00 plus HST

Schedule "B"
2025 Schedule of Water and Sewage Rates

Where water meters have not or may not be installed, the following flat rates shall apply:

<u>Business Operated Out of Residential Units</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$274.36	\$233.21	\$507.57
<u>Commercial/Industrial</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Small	\$548.73	\$466.42	\$1,015.15
Medium	\$913.77	\$776.70	\$1,690.47
Large	\$1,461.93	\$1,242.64	\$2,704.57
Commercial Retail Outlet	\$99.67/employee	\$84.72/employee	\$184.39/employee
<u>Restaurants/Licensed Facilities</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$1,094.58	\$930.39	\$2,024.97
<u>Hotels / Motels (Each Self-Contained Unit)</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$429.27	\$364.88	\$794.15
<u>Car Dealers</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$1,094.58	\$930.39	\$2,024.97
<u>Rooming Houses:</u>			
<u>Basic Residential</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$568.36	\$483.11	\$1,051.47
<u>Each Add'l Room</u>			
Annual	\$106.19	\$90.26	\$196.45
<u>Schools (per student/staff)</u>			
	<u>Water only</u>	<u>Sewer only</u>	<u>Combined</u>
Annual	\$14.97	\$12.72	\$27.69
<u>Sewage Service Rates</u>			
Sewage service rates shall be charged at a rate of eighty-five percent (85%) of the total water rate charges.			

Schedule "C"
2025 Schedule of Water and Sewage Rates

Roll Numbers 010-000-00000-0000 to 010-999-99999-9999 (New Liskeard)
and 030-000-00000-0000 to 030-999-99999-9999 (Haileybury)

Pre-Enhanced Meter Program Water Rates

Rates and Charges (Residential)

First 925,000 gallons	\$5.91/1,000 gallons
All additional gallons	\$3.86/1,000 gallons
Minimum Bill	\$568.36

Residential Rate (Multi Residential Dwelling)

First 925,000 gallons	\$5.91/1,000 gallons
All additional gallons	\$3.86/1,000 gallons
Minimum Bill	\$568.36 x half the number of residential units

Commercial, Institutional, & Industrial

First 925,000 gallons	\$4.28/1,000 gallons
All additional gallons	\$3.72/1,000 gallons
Minimum Bill	\$548.73

Combination of Residential and Commercial, Institutional & Industrial

First 925,000 gallons	\$5.91/1,000 gallons
All additional gallons	\$3.86/1,000 gallons
Minimum Bill	\$548.73 x half the number of units
Minimum Bill for Motels	\$548.73 x 35% of the number of units

Roll Number 020-000-00000-0000 to 020-999-99999-9999 (Dymond)

Pre-Enhanced Water Rates

Motels & Restaurants

Motels	\$136.24/unit
Motel Swimming Pool	\$11.36/unit
Health Club Swim Pool	\$22.97/member
Restaurant Dining Room	\$49.54/seat
Restaurant Tavern	\$28.31/seat

<u>Pre-Enhanced Meter Program Rates</u> Commercial, Institutional, & Industrial First 925,000 gallons All additional gallons Minimum Bill	 \$4.28/1,000 gallons \$3.72/1,000 gallons \$548.73
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The Corporation of the City of Temiskaming Shores

By-law No. 2025-045

**Being a by-law to impose a Special Tax Levy under the City of
Temiskaming Shores Solid Waste Management Program**

Whereas under Section 8 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 9. (1) (a) and (b) of the Municipal Act 2001, S.O., 2001, c. 25, as amended, Section 8 shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate and to enhance their ability to respond to municipal issues; 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 in accordance to Section 391(1) a municipality and a local board may pass by-laws imposing fees or charges on any class of persons,

Whereas in accordance to Section 326 (1) of the Municipal Act, S.O. 2001, c.25, as amended, a municipality may by by-law identify a special service in which the residents and property owners will receive an additional benefit from a special service; and

Whereas Council for the City of Temiskaming Shores passed Resolution No. 2024-419 at the December 3, 2024 Committee of the Whole Meeting, authorizing the incorporation of a \$10.00 increase to the Solid Waste Fee within the 2025 budget; and

Whereas Council for the City of Temiskaming Shores considered Administrative Report PW-031-2024 regarding non-eligible recycling collection and processing, at the December 3rd, 2024 Committee of the Whole Meeting, and subsequently adopted Resolution No. 2024-426 providing direction to recover the cost related to collection and processing of recyclables from non-eligible properties, at a rate of \$28 per bin per month effective February 1, 2025 until December 31, 2025; and

Whereas Council considered Administrative Report No. CS-016-2025 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to incorporate a ten dollar (\$10.00) increase to the Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management Program (By-law 2014-172), as presented within the 2025 budget, for consideration at the April 29, 2025 Special Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores deems it expedients to enact the following:

1. That a Special Tax Levy for the Solid Waste Program be hereby set in the amount of \$50.00 per annum for those residential and commercial units that are provided with refuse bins.
2. That the provisions of this By-law shall come into force and take effect January 1, 2025.
3. That By-law No. 2024-059 with respect to a Special Tax Levy under the City of Temiskaming Shores Solid Waste Management Program is hereby repealed.
4. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative numerical, grammatical, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law

Read a first, second and third time and finally passed this 29th day of April, 2025.

Mayor

Clerk

Subject: Strategic Alliance Agreement with
New Liskeard Bikers Reunion

Report No.: CS-017-2025

Agenda Date: April 29, 2025

Attachments

Appendix 01: Draft By-law - Strategic Alliance Agreement

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-017-2025; and
2. That Council directs staff to prepare the necessary by-law to enter into a strategic alliance agreement with the New Liskeard Bikers Reunion for in-kind services and support for the 2025 “Rockin” on Canada Day” event, for consideration at the May 20, 2025 Regular Council meeting.

Background

The New Liskeard Bikers Reunion (NLBR) is a registered (#1748257) not for profit organization in the province of Ontario. For several years, the organization has hosted a Bikers Reunion event on the Canada Day long weekend. In recent years, this event has come to be known as the Rockin’ on Canada Day event. The City has historically provided municipal space to support the event and activities organized by the NLBR. NLBR provides significant support to the hospital in Temiskaming Shores.

The event was cancelled following the 2016 event. Renewed enthusiasm from NLBR gained traction with an event renewal in 2024. Last year’s event took place on the former governmental agricultural farm on Armstrong Street North (private property).

On October 1, 2024, City Council approved in principle, the use of municipal property and in-kind supports for a 2025 event, and on October 15, 2024 appointed Councillor Whalen and the City Manager to act as liaison between the City and the NLBR to ensure meaningful communication between both parties.

On November 21, 2024, City staff, Councillor Whalen and members of the NLBR met to discuss the requests for the 2025 event. Staff subsequently developed a strategic alliance agreement and shared the initial draft with the NLBR on December 20, 2024. Since that time, the City Manager has met with the Chair of NLBR on a semi regular basis

to discuss their needs and update the Strategic Alliance Agreement. (Appendix 1). The agreement has been developed to meet the planning needs, implementation, and tear down/clean up following the event.

Analysis

NLBR is planning a “Rockin’ on Canada Day” event to take place in Temiskaming Shores June 27, 28, 29th, 2025.

This year’s event will return to the shores of Temiskaming Shores and incorporates the use of the Don Shepperdson Memorial Arena, the Fall Fair Grounds, municipal land for RV and tent camping, small stage and fencing, road closures, and noise exemptions. The details of these requests are contained in the Strategic Alliance Agreement, attached as Appendix 1.

City staff have worked collaboratively with NLBR to develop an agreement that meets their event requests, taking into consideration the complexity of the event, the large number of volunteers, and benefits to the community.

Starting in the 2012 budget year, the City of Temiskaming Shores decided to discontinue leading and organizing special events and activities to concentrate on core service delivery. Since that time, Council has committed to assisting organizations through the provision of in-kind equipment, facilities, and staff support where possible and within operational budgets.

City staff is presenting an agreement to support the initiative without incurring any additional costs to the City. Staff obligations outlined in the Strategic Alliance Agreement can be met within existing staff schedules, and using existing municipal assets (space, property, and resources).

The agreement includes two sections on waste management (2.5) and (3.16) during the event, outlined below:

- The City shall provide bags, garbage containers, and a trailer for waste storage. Following the end of the event, the City will be responsible for picking up the trailer and disposing of waste created during the event.
- NLBR shall use the materials provided by the City for waste management and be responsible for all garbage and recycling services during the event and placing waste in the City provided trailer.

This is the same level of service that was provided for the 2024 event. NLBR expressed disappointment in this arrangement.

Operationally, City staff are unable to provide enhanced waste management services for the June 27–29 event, without incurring additional costs for overtime. This would also be contingent on securing additional staff to meet the existing level of services required to support regular operations and additional responsibilities associated with this event over the weekend.

Additional staffing to support this event are outlined below, based on providing two staff members from 8:00 a.m. to 12:00 a.m. Friday/Saturday, and 8:00 a.m. to 4:00 p.m. Sunday, to be on event grounds to clear garbage containers (in addition to staff already assigned to maintain base services).

Options	Description	Estimated Cost
No. 1	Utilizing students/summer students for extra hours beyond their regular scheduled working hours. Requires a mixture of 1.5 and 2.0 overtime costs	\$ 4,319.18
No. 2	Utilizing permanent full-time staff for extra hours beyond their regular scheduled working hours. Requires a mixture 1.5 and 2.0 overtime costs.	\$5,861.31 to \$7,815.08, depending on the staff member, and the number of hours agreed to work overtime

It is recommended that Council directs staff to prepare the necessary by-law to enter into a strategic alliance agreement with the New Liskeard Bikers Reunion for in-kind services and support for the “Rockin’ on Canada Day” event, for consideration at the May 20, 2025 Regular Council meeting. However, as providing enhanced waste management support will result in expenditures outside the existing budget; staff are not recommending the additional request.

Relevant Policy / Legislation / City By-Law

- CS-012-2024 (April 30, 2024) Rockin’ on Canada Day Event
- RS-027-2024 (November 5, 2024) Rockin’ on Canada Day Event – City Liaison Team
- CS-008-2025 (March 4, 2025) Canada Day Fireworks Contract 2025-2027

Reference Documents

- <https://www.bikersreunion.ca/>

Consultation / Communication

- Management Staff
- Municipal Insurer
- Deputy Mayor, Danny Whalen
- DSSAB

Financial / Staffing/ Resource Implications

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

The Strategic Alliance Agreement provides in-kind support to the Rockin' on Canada Day event hosted by the NLBR more than \$20,000, covered through the 2025 annual budget, approved in principle. Additionally, the event will benefit from a City fireworks display planned for the same weekend, approved for \$19,000 (CS-008-2025, March 4, 2025).

A decision to enhance waste management support will result in expenditures outside the existing budget and will create a potential budget deficit.

Relationship to Strategic Plan

This Item relates to the 2024 Strategic Plan, Goal 5: To support and grow the local economy, specifically, Objective 2: Increasing the number of visitors to Temiskaming Shores.

Alternatives

The Strategic Alliance Agreement can be adjusted to meet Council's approval.

Submission

Prepared by:

"Original signed by"

Sandra Lee
City Manager

The Corporation of the City of Temiskaming Shores

By-law No. 2025-000

**Being a by-law to authorize the execution of a Strategic Alliance
Agreement between 1748527 Ontario Ltd. operating as
New Liskeard Bikers Reunion Corporation and the City of
Temiskaming Shores**

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

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

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

Whereas Council for the City of Temiskaming Shores acknowledged receipt of Administrative Report No. CS-017-2025 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to enter into a strategic alliance agreement with the New Liskeard Bikers Reunion for in-kind services and support for the "Rockin" on Canada Day" event, for consideration at the May 20, 2025 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 a strategic alliance agreement with the New Liskeard Bikers Reunion Corporation for in-kind services and support for the "Rockin" on Canada Day" event, 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.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk

DRAFT



Schedule “A” to
By-law No. 2025-000

Strategic Alliance Agreement between
The Corporation of the City of Temiskaming Shores

And

**1748527 Ontario Ltd. operating as New Liskeard Bikers Reunion
Corporation**

Between:

**1748527 Ontario Ltd. operating as
New Liskeard Bikers Reunion Corporation**
(the "NLBR")

And:

The Corporation of the City of Temiskaming Shores
(the "City")

Recitals

Whereas the City is a duly incorporated municipal corporation pursuant to the laws of the Province of Ontario; and

Whereas the New Liskeard Bikers Reunion is a not-for-profit corporation duly incorporated pursuant to the laws of the Province of Ontario; and

Whereas the *Municipal Act*, S.O. 2001, c. 25 (the "Act") s. 126 authorizes the City to regulate public fairs and events; and

Whereas s. 107 of the Act authorizes the City to give assistance on such terms as to security and otherwise as the council considers appropriate, to any person, group or body, including a fund, within or outside the boundaries of the municipality for any purpose that council considers to be in the interests of the municipality; and

Whereas NLBR requires assistance from the City to hold the special event commonly known as "Rockin' On Canada Day"; and

Whereas the City wishes to assist NLBR in the presentation of Rockin' On Canada Day 2025 and acknowledges the contribution that Rockin' On Canada Day 2025 will make to the health, well-being and general welfare of the citizens of the City, as well as that of the economic benefits to businesses in the community; and

Whereas this Strategic Alliance Agreement shall define the respective responsibilities and related covenants of both the City and NLBR with respect to Rockin' On Canada Day 2025.

Consideration

In consideration of the sum of one dollar (\$1.00), the receipt and sufficiency of which is hereby acknowledged and in consideration of the mutual covenants and conditions herein, the parties agree and submit as follows:

1. Interpretation and Definitions

1.1 Interpretation. For the purposes of interpretation:

- a) Words in the singular include the plural and vice-versa; and
- b) Where this Agreement refers to either NLBR or the City (collectively, the "Parties") such reference shall include the employees, volunteers, assigns, executors and/or directors of each party.

1.2 Definitions. In this Agreement, the following terms are assigned meanings as follows:

- a) **Agreement** means the Strategic Alliance Agreement dated the 20th of May, 2025 between the New Liskeard Bikers Reunion and the Corporation of the City of Temiskaming Shores.
- b) **Rockin’ On Canada Day (ROCD)** means 1748527 Ontario Ltd. operating as the New Liskeard Bikers Reunion.
- c) **Event** means the “Rockin’ On Canada Day 2025” Event.
- d) **Facilities** means the areas outlined in Appendix 01, specifically:
 - The Fall Fair Grounds (from May Street South including parking lots, east to Lake Temiskaming, excluding the Temiskaming Power Sports/Marina), including the parking lot beside Riverside Place to the Montgomery Pumping Station, the Riverside Drive Greenspace, the Don Shepherdson Memorial Arena Parking Lot, and the parking spaces on the east side of the Recreation Quonset hut on Wellington Street;
 - The Don Shepherdson Memorial Arena;
 - The RV Parking areas identified as Wellington Street RV Parking Area No. 1, Montgomery Street RV Parking Area No. 2, Montgomery Street (Greenspace) RV Parking Area No. 3, White’s Drive Parking Area No. 4, and Wellington Street RV Parking Area No. 5 for five (5) accessible RV spaces adjacent the Pickle Ball courts; and
 - Other City-owned property that may be required from time-to-time for the Event, as approved by the City.
- e) **City** means the Corporation of the City of Temiskaming Shores.

- f) **Land Lease Contract** means the agreement for the use of Facilities between the City and ROCD.

2. General Provisions

- 2.1 The term of this Agreement shall commence on the date identified in Section 1.2 a) of this Agreement, until December 31, 2025.
- 2.2 If additional time is required to conclude post-Event activities, the Parties may mutually agree in writing to extend the term of this Agreement.
- 2.3 This Agreement is not assignable.
- 2.4 Either Party has the right to terminate this Agreement on 45 days written notice for non-compliance or non-performance of any term contained herein.
- 2.5 Despite anything in this Agreement to the contrary, the City may enter any of the Facilities used by ROCD under this Agreement at any time.
- 2.6 All communication and coordination with City staff regarding the Event shall be conducted through the City Manager or their designated representative.

3. Responsibilities and Covenants of the City

The City shall and hereby promises and agrees as follows:

- 3.1 The City shall not require NLBR to post a performance or other type of bond.
- 3.2 The City shall through this Agreement, enter into a Land Lease Agreement with NLBR to enable NLBR to use and enjoy specific real property owned by the City at the following locations on the dates listed below. The lands commonly known as the "Facilities":
- 3.2.1 The Fall Fair Grounds (as indicated in Appendix 01) – June 9, 2025 to July 6, 2025.
- 3.2.1.1 Usage of the Fall Fair Grounds shall include all property on the grounds with the exception of ALL enclosed buildings. No access to any enclosed building on the fall Fair Grounds is provided to the NLBR through this agreement.
- 3.2.2 The Riverside Dr. Greenspace (as indicated in Appendix 01) – June 9, 2025, to July 6, 2025.

- 3.2.3 Don Shepherdson Memorial Arena – June 2, 2025, to July 6, 2025.
- 3.2.3.1 Usage of Don Shepherdson Memorial Arena shall explicitly exclude all staff-only areas within the facility and the entire second floor of the facility.
- 3.2.4 Don Shepherdson Memorial Arena Parking Lot – June 16, 2025, to July 1, 2025.
- 3.2.5 Wellington St. RV Parking Area (Indicated as RV Parking 1 on Appendix 01) – June 16, 2025, to July 1, 2025.
- 3.2.6 Montgomery St. RV Parking Area (Indicated as RV Parking 2 on Appendix 01) – June 16, 2025, to July 1, 2025.
- 3.2.7 Montgomery St. Greenspace RV Parking Area (Indicated as RV Parking 3 on Appendix 01) – June 16, 2025, to July 1, 2025.
- 3.2.8 Whites Dr. RV Parking Area (Indicated as RV Parking 4 on Appendix 01) – June 16, 2025, to July 1, 2025.
- 3.3 The City will work collaboratively with NLBR to issue building permits for the Event, within its statutory authority, as long as NLBR submits all required information and documents in accordance with the City’s Building By-law and associated legislation of the Province of Ontario.
- 3.4 The City shall allocate employee resources, as necessary, to fulfill its obligations under this Agreement. Any additional services voluntarily provided to NLBR shall be at the sole discretion of the City, and may include, but are not limited to, grading of parking areas and pothole repairs. All such work will be carried out with due diligence and with a focus on ensuring the safety of residents and visitors.
- 3.5 The City shall provide bags, garbage containers, and a trailer for waste storage. Following the conclusion of the Event, the City will be responsible for picking up the trailer and disposing of waste created during the Event.
- 3.6 The City shall provide its portable event stage to NLBR, including setup and take down by City employees for use during the Event. Setup shall take place at the City’s convenience and shall be completed no later than June 25, 2025. Takedown shall take place at the City’s convenience no earlier than June 30, 2025.

- 3.7 The City shall provide rectangular tables (50) and chairs (300) for use inside the Don Shepherdson Memorial Arena, and will deliver them no later than June 24, 2025. The City will pick up the tables and chairs at their earliest convenience, no sooner than June 30, 2025.
- 3.8 The City shall approve all reasonable road closure requests submitted by NLBR, provided the applications are complete. Requests, including those for the 'Canada Parade,' must be submitted using the prescribed form and delivered in full to the City's Manager of Transportation no less than 60 days prior to the proposed closure date.
- 3.9 The City shall grant the necessary exemptions to its by laws to permit RV camping in the areas identified in Sections 3.2.5 and 3.2.6, and tent camping in the area identified in Section 3.2.2, for the period of June 26 to June 30, 2024, subject to the receipt of a satisfactory RV and Tent Camping Plan. All other municipal by laws prohibiting camping in municipal parking lots and on municipal greenspace shall remain in effect for the duration of the Event, and apply to all other municipal properties.
- 3.10 The City shall provide the necessary exemption to its noise bylaw to permit the Event. The granting of the exemption shall follow the applicable process within the City's noise By-Law No. 2012-019.
- 3.11 The City shall provide the necessary exemption to its sign bylaw with respect to signs to allow for the temporary placement of Event signage from May 12th to July 14th on the following City properties:
 - 3.11.1 On Lakeshore Road on the road allowance of the Algonquin Regiment Memorial Beach Park. Signage must not interfere with sports activities taking place in the park.
 - 3.11.2 On the City Road Allowance on Armstrong Street between Heard Street and Hessle Ave. Signage in this area must be limited to the road allowance, as the property does not belong to the City.
 - 3.11.3 On properties contained in this Agreement and leased to the NLBR during the period of this Agreement.
- 3.12 The City shall provide the Facilities in a clean and presentable manner to NLBR at the dates indicated in section 3.2.

- 3.13 The City shall provide 300ft of temporary orange construction fencing to NLBR for use at the Facilities during the Event. The fencing shall be provided by June 23, 2025, installed by June 23, 2025, and taken down at the City’s earliest convenience, no sooner than June 30, 2025.
- 3.14 The City will provide NLBR with an opportunity for additional requests or revisit other aspects of this Agreement upon written request to the City Manager. Additional written requests shall be reviewed by City staff and approved at the sole discretion of the City.

4. Responsibilities and Covenants of NLBR

NLBR hereby promises and agrees as follows:

- 4.1 NLBR shall obtain and provide to the City at least 90 days prior to the Event, a policy of comprehensive general liability insurance with a per occurrence limit of not less than \$5,000,000, including alcohol specific liability exposure of not less than \$5,000,000, and an endorsement to add the City as an additional insured to protect the City in the event of bodily injury, including death, and property damage liability that may result from or arise out of the holding of the Event, and to indemnify the City for damage to and destruction of City property that may occur by reason of the Event. The policy of insurance shall contain a cross-liability clause and shall be in a form acceptable to the City.
- 4.2 NLBR covenants and agrees to indemnify and save harmless the City and its respective officers, employees, and servants and agents from and against all actions, claims, suits and demands of any kind whatsoever (including but not limited to personal injury, death and property damage) resulting from or in any way arising out of or connected with Rockin’ On Canada Day 2025, the rental of the Facilities referred to in this Agreement and/or the use thereof, save and except those actions, claims, suits and demands of any kind whatsoever which are caused or contributed to and/or which results directly and/or indirectly from the negligence, nuisance, breach of contract, and/or the failure to comply with all applicable by-laws and federal and provincial legislation, on the part of the City, its respective officers, employees, servants and/or agents. Without restricting the generality of the foregoing, NLBR will not be in any way responsible for any injury resulting from the public’s use of City property, if the injury arises as a result of City negligence, nuisance, breach of contract, the failure of the City to adequately maintain the property and/or the failure of the City to comply with all applicable by-laws and legislation.

- 4.3 Without limiting the generality of the foregoing, NLBR assumes all financial responsibility for the Event, including financial shortfalls or misappropriation of funds, and shall indemnify and hold the City harmless for any losses of a purely financial or economic nature suffered by NLBR as a result of the Event.
- 4.4 NLBR is solely responsible for staging and provision of any entertainment activities during the Event.
- 4.5 NLBR shall assume responsibility for compliance with by-laws of the City and federal and provincial laws of general application.
- 4.6 NLBR shall ensure, and assumes full responsibility for, health and safety of volunteers and employees of NLBR and patrons of the Event.
- 4.7 NLBR shall allow any officer, employee, servants and/or agents of the City of Temiskaming Shores access to the Facilities during the Event for the purpose of inspection and ensuring that all regulations hereunder are complied with.
- 4.8 NLBR shall ensure that all aspects of the Event are in compliance with all municipal, regional, federal or provincial legislation and regulations related to the health and safety of volunteers, employees and patrons, including but not limited to the Ontario Occupational Health and Safety Act, R.S.O. 1990, c. 0.1.
- 4.9 NLBR agrees that where this Agreement calls for compliance, specific or general, with laws of general application, NLBR assumes full responsibility for said compliance and indemnifies and holds the City harmless for any losses the City may suffer for failure to ensure such compliance.
- 4.10 NLBR shall ensure that the Event does not impede access to or exit from any private residential or commercial property, save and except where the owner of subject private property has consented to the lack of access or exit and where such lack of access or exit is not contrary to any laws related to access or exit from private property.
 - 4.10.1 Specifically, the NLBR shall ensure that CJTT-FM have unrestricted access to their leased property at 55 Riverside Dr., and Temiskaming Power Sports have unrestricted access to their leased property at 99 Riverside Dr. for the duration of the Event.
- 4.11 NLBR shall ensure that the Event complies with all laws related to public health including but not limited to the provision of sufficient amounts of potable water,

- the provision of adequate toilet facilities, and the provision of food and drink including storage, dispensing, preparation and use.
- 4.12 NLBR shall be solely responsible for ensuring the provision of adequate security for the Event (from June 27th to June 29th) and shall provide the City a security plan 30 days prior to the Event. The plan must include confirmation of discussion with the local OPP detachment and the Temiskaming District Social Service Administration Board for policing and paramedic support.
- 4.13 NLBR shall ensure that adequate arrangements have been made for fire and life safety for the activities taking place in the Don Shepherdson Memorial Arena and that all accommodation to be provided thereon will conform to the requirements of the Building Code (Building Code Act, 1992, S.O. 1992, c. 23) and/or Fire Code (Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4).
- 4.14 Any expenses to be incurred that are associated with municipal sites or Facilities **must** receive prior approval, in writing, from the City Manager. Reimbursement of such expenses, should they be incurred by NLBR, will be at the sole discretion of the City.
- 4.15 NLBR shall use the materials provided by the City for waste management and be responsible for all garbage and recycling services during the Event and placing waste in the City provided trailer.
- 4.16 NLBR shall recognize that all electricity and water services at the Fall Fair Grounds are currently paid for and maintained by the New Liskeard Agricultural Society, and any usage of those services shall be at the discretion of the New Liskeard Agricultural Society.
- 4.17 NLBR shall request the New Liskeard Agricultural Society (NLAS) provide notice to the City Manager in writing, that they are permitting the NLBR to access electricity and water services at the Fall Fair Grounds.
- 4.18 NLBR shall limit tent camping to the area indicated as “Tent Camping Area” on Appendix 01, , provide an adequate number of toilet facilities within the enclosed space, name a designated contact who shall be NLBR’s manager of the Tent Camping Area and provide the City Manager a comprehensive Tent Camping Plan, including the number of tent camping sites, and details on the aforementioned items within this clause, 30 days prior to the Event.
- 4.19 NLBR shall limit RV camping to the area indicated as “RV Parking 1”, “RV Parking 2” and “RV Parking 3” on Appendix 01, they shall name a designated

contact who shall be NLBR’s manager of the RV Camping Areas and provide the City Manager a comprehensive RV Camping Plan, including the number of RV sites, 30 days prior to the Event.

- 4.20 NLBR shall recognize that the Don Shepherdson Memorial Arena (outlined in orange in Appendix 01 and labelled “Licensed Area”) will be permitted to be a licenced area for purposes of alcohol consumption (with provision of applicable Special Occasion Permit from the Alcohol and Gaming Commission of Ontario) and a fenced area on the agricultural fair grounds (outlined in red in Appendix 01 and labelled “Licensed Area”).

4.20.1 All other Facilities leased to the NLBR will continue to prohibit open containers of alcohol as per the Liquor Licence and Control Act, 2019, S.O. 2019, c. 15, Sched. 22, except for RV and camping spaces to which a residence rule will apply.

4.20.2 NLBR shall provide the City with a copy of their Special Occasion Permit from the Alcohol and Gaming Commission of Ontario 30 days prior to the Event.

- 4.21 NLBR shall not allow members of the public to access the Don Shepherdson Memorial Arena unless a member of NLBR is present within the facility. For the duration of the Event, the NLBR has full responsibility and use of this facility (except for City of Temiskaming Shores staff areas), including washroom and shower facilities.

- 4.22 NLBR shall ensure that the Event does not impede access to or exit from the Don Shepherdson Memorial Arena parking lot up to and including June 26, 2025, and on July 2, 2025, and thereafter. Members of the public shall have access to this space for use except for June 27, 2025, to July 1, 2025.

4.22.1 NLBR shall ensure that the Event does not impede access to or exit from the south-west entrance of the Don Shepherdson Memorial Arena, commonly known as the gymnastics entrance, for the duration of the Event.

4.22.2 NLBR shall ensure that the Event does not impede access to or exit from the north-west entrance of the Don Shepherdson Memorial Arena, commonly known as the staff entrance, for the duration of the Event.

- 4.23 NLBR shall provide recognition to the City for their significant support of the Event, including permission to use the City’s official logo, in connection with

promotion of the Event. Any proposed use of the City’s logo must be approved by the City Manager, in advance and in writing.

- 4.24 NLBR shall leave all Facilities in the same or similar condition as they were when received from the City.

5. Notice

Any notice required or contemplated by any provision of this Agreement shall be given in writing, addressed to the City or NLBR to the addresses below:

NLBR:

New Liskeard Bikers Reunion Corporation

Attn: _____

Address:

Email:

The City:

The City of Temiskaming Shores

Attn: City Manager

P.O. Box 2050, 325 Farr Drive

Haileybury, ON P0J 1K0

slee@temiskamingshores.ca

Remainder of page left intentionally blank

1748527 Ontario Ltd. (New Liskeard Bikers Reunion Corporation)

Name: _____
Title: _____

Name: _____
Title: _____

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

Mayor – Jeff Laferriere

Clerk – Logan Belanger

APPENDIX 01
FALL FAIR GROUNDS / RIVERSIDE DR. GREENSPACE

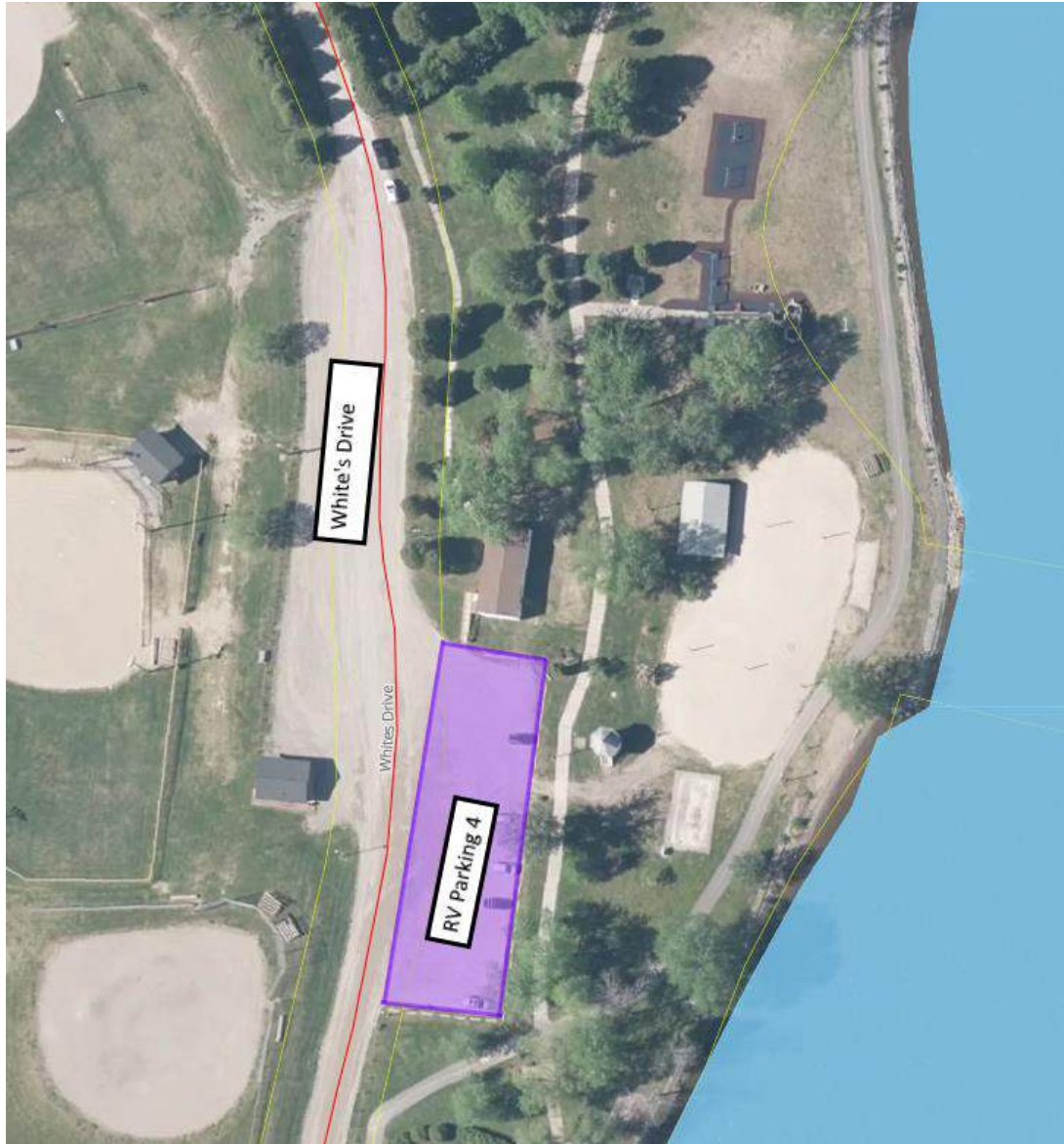


DON SHEPHERDSON MEMORIAL ARENA / RV PARKING 1, 2, 3, 4, and 5









APPENDIX 02

<u>Milestone Tracking Chart</u>			
Item	Responsible Party	Date	Details
Signing of Strategic Alliance Agreement	NLBR, City	N/A	Both Parties to sign the Strategic Alliance Agreement.
Certificate of Insurance	NLBR	March 31, 2025	NLBR to provide Certificate of Insurance to the City.
Fall Fair Grounds Electrical and Water Service Notice	NLBR, NLAS	April 30, 2025	NLAS, at the request of the NLBR. to provide notice to the City Manager that they are permitting the NLBR to access electricity and water services at the Fall Fair Grounds.
Road Closures	NLBR, City	April 29, 2025	NLBR to provide prescribed form for Road Closure request to the City at least 60 days prior to event.
Security Plan	NLBR	May 30, 2025	NLBR to provide Security plan to the City.
Tent Camping Plan	NLBR	May 30, 2025	NLBR to provide Tenting plan to the City.
RV Camping Plan	NLBR	May 30, 2025	NLBR to provide RV Camping plan to the City.
Special Occasion Permit	NLBR	May 28, 2025	NLBR to provide a copy of their SOP to the City.
Agreement Termination Deadline	NLBR, City	June 14, 2025	Deadline for either party to terminate agreement due to non-compliance or non-conformance
Fall Fair Grounds and Riverside Drive Greenspace	NLBR	June 9, 2025	NLBR takes possession of the Fall Fair Grounds and Riverside Drive Greenspace.
Don Shepherdson Memorial Arena	NLBR	June 9, 2025	NLBR takes possession of the Don Shepherdson Memorial Arena.
Temporary Fence	City	June 23, 2025	City to deliver 300ft of temporary fencing to the Don Shepherdson Memorial Arena Parking Lot for use by NLBR. City to install site fencing and take it down.
Don Shepherdson Memorial Arena Parking Lot	NLBR	June 20, 2025	NLBR takes possession of the Don Shepherdson Memorial Arena Parking Lot.
RV Parking Areas	NLBR	June 19, 2025	NLBR takes possession of the RV Parking Areas.
Portable Event Stage	City	June 25, 2025	City to setup its portable event stage no later than June 25, 2025.

Camping Exemptions	City	June 26, 2025	City to provide specific exemptions to its Parking By-law and Parks By-law which prohibit camping on municipal property. Exemptions shall be for designated camping areas only and will only permit camping from June 26, 2025, to June 30, 2025.
Event Dates	NLBR	June 27-29, 2025	Event to take place June 27-29, 2025.
Camping Areas Close	NLBR	June 30, 2025	All camping areas to be closed for overnight camping.
Various Facility Returns	NLBR	July 1, 2025	Possession of Don Shepherdson Memorial Arena Parking Lot and all RV Parking Areas to be returned to City.
Various Facility Returns	NLBR	July 6, 2025	Possession of Don Shepherdson Memorial Arena, Fall Fair Grounds and Riverside Drive Greenspace to be returned to the City.

Subject: Rockin' On Canada Day – Event
Notice

Report No.: CS-018-2025

Agenda Date: April 29, 2025

Attachments

Appendix 01: New Liskeard Bikers Reunion/ Rockin' On Canada Day Event
Notice

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-018-2025;
2. Event of Municipal Significance

That Council for the City of Temiskaming Shores hereby designates the 2025 Rockin' on Canada Day event as a municipally significant event;

That the municipal clerk will forward a copy of this resolution to the Rockin' on Canada Day Committee to confirm the event as municipally significant for the Alcohol and Gaming Commission on Ontario, to assist the Event Organizers in their application for a liquor licence for the event;

3. Event Authorization - Noise Exemption

That in accordance with Section 4.8 of Noise By-law No. 2012-019, Council hereby authorizes the 2025 Rockin' On Canada Day Event, to be held from Friday, June 27, 2025, to Sunday, June 29, 2025; and

4. Event Authorization - Sign Exemption

That in accordance with Part 6 – Exemptions of Signage By-law No. 2018-024, as amended, Council hereby designates the 2025 Rockin' On Canada Day Event as a sanctioned event, to permit the placement of temporary signage promoting or supporting the event on municipal road allowances without the requirement for an encroachment agreement, provided that all other applicable provisions of By-law No. 2018-024, as amended, are adhered to.

Background

On April 3, 2025, the City received formal notice of the Rockin' On Canada Day event, with the following details:

Event Name: Rockin' On Canada Day
Date: June 27th, 28th and 29th, 2024
Time: June 27th: 11:00 a.m. to 2:00 a.m.
June 28th: 11:00 a.m. to 2:00 a.m. (concert at Arena in evening)
June 29th: 11:00 a.m. to 12:00 a.m. (concert at Arena in evening)
Location: New Liskeard Fall Fair Grounds/Don Shepherdson Arena

Analysis

Event of Municipal Significance

The Alcohol and Gaming Commission of Ontario (AGCO) administers the Special Occasion Permit (SOP) program, which allows for the sale, service and in most cases consumption of liquor on special occasions, such as cash bars at larger scale events that are open to the public, such as charity fundraisers.

Public Events may be held for events of significance and/or to raise funds for charitable purposes and objects that benefit the public-at-large.

Public Event permits by the AGCO can be issued for events of municipal, provincial, national, or international significance. An event of municipal significance requires a designation by the municipality in which the event will take place. As such applications to the AGCO must be accompanied by either a municipal resolution or a letter from a delegated municipal official designating the event as municipally significant.

It should be noted that the designation as a Municipally Significant Event does not, in and of itself, provide authorization to sell and serve alcohol. The AGCO has the final decision of whether to issue a Special Occasion Permit for the sale and service of alcohol at a public event. In addition, the designation does not satisfy any obligations the Event organizer may have to give notice of the event to the City or other agencies, and that they will conduct this event in a manner that is safe, legal, and in compliance with all legislation, policies, and other obligations that may apply, including, but not limited to AGCO permit/licensing requirements, applicable City By-Laws, and the Liquor Licence and Control Act, 2019.

As such, the event organizers would be responsible for meeting all conditions of the SOP permit and providing the City with a certificate of insurance.

Recommendation – That Council deem the event for Rockin’ on Canada Day for 2025 as an “event of municipal significance” to permit the organizers to apply for an event permit.

Alternative – The Council may choose not to declare the event as an event of municipal significance. In this case, the Event Organizers would not satisfy the requirement for the SOP Permit to the AGCO for public events.

Noise Exemption

By-law No. 2012-019 prohibits and regulates certain noises within the City of Temiskaming Shores.

Part 3 – General Prohibitions, Item 3.4 - Radio – loud speaker – other – annoying – disturbing, of the City of Temiskaming Shores Noise By-law No. 2012-019, as amended states:

The sounds or noises from or created by any radio or phonograph, public address system, sound equipment, loud speaker, or similar device or devices, or any musical or sound producing instrument of whatever kind, when such device or instrument is played or operated in such a manner or with such volume, as to likely annoy or disturb the peace, quiet, comfort of repose of any individual in any location beyond the Lot Line of the property on which such device or instrument is located, is prohibited.

Part 4 – Exemptions, Item 4.8 – Traditional or Festive Activities and Events, of the City of Temiskaming Shores Noise By-law No. 2012-019, as amended states:

Notwithstanding any other provision of this by-law, this by-law does not apply to a person who emits, causes, or permits the emission of sound in connection with any traditional or festive activities and events that have been authorized by Council.

Recommendation – That Council consider the exemption in accordance with Section 4.8 of Noise By-law No. 2012-019, and authorizes the 2025 Rockin’ On Canada Day Event, to be held from Friday, June 27, 2025, to Sunday, June 29, 2025.

Alternative – Council may choose to reduce the exemption period or not grant the exemption.

Sign Exemption

By-law No. 2018-024 regulates Signs within the City of Temiskaming Shores.

Part 2 – General Provisions, Item 11, of Signage By-law No. 2018-024 states:

No *person* shall erect, construct or maintain:
A sign located on or within a highway corridor, a public sidewalk, street or road allowance, or other City owned land without first entering into an encroachment agreement with respect to signs with the City.

Part 6 – Exemptions, Item 4, of Signage By-law No. 2018-024 as amended, states

Subject to all other provisions of this By-law, the following *signs* may be erected without obtaining an Encroachment Permit as follows:

Signs which promote or are in support of events and/or projects sanctioned by, or affiliated with the City of Temiskaming Shores.

Recommendation: Council designates the 2025 Rockin' On Canada Day Event as a sanctioned event, to permit the placement of temporary signage promoting or supporting the event on municipal road allowances without the requirement for an encroachment agreement, provided that all other applicable provisions of By-law No. 2018-024, as amended, are adhered to.

Alternative – Council may choose to not grant the exemption.

Relevant Resources/ Policy / Legislation / City By-Law

- By-law 2012-019, as amended - Noise By-law
- By-law 2018-024, as amended – Signage By-law
- Liquor Licence Act, R.S.O. 1990, c. L.19, administered through the Alcohol and Gaming Commission of Ontario (AGCO)

Consultation / Communication

- Consultation with the City Manager

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

Included within the Analysis section.

Submission

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Logan Belanger
Municipal Clerk

Shelly Zubycck
Director of Corporate
Services

Sandra Lee
City Manager

- Supporting Temiskaming Hospital - & Fighting Cancer



April 3, 2025.

Sandra Lee

City Manager

Corporation of the City of Temiskaming Shores

325 Farr Drive

Haileybury, ON P0J 1K0

Subject: New Liskeard Bikers Reunion/Rockin' On Canada Day Event Notice

Ms. Lee,

I am writing to formally notify you of an exciting upcoming event in our community: Rockin' On Canada Day. This celebration, brought to you by the New Liskeard Bikers Reunion, promises to be a fantastic occasion for all residents and visitors. Here are the details:

- **Event Name:** Rockin' On Canada Day
- **Date:** June 27th, 28th and 29th, 2024
- **Time:**
 - June 27th: 11:00 am to 2:00 am
 - June 28th: 11:00 am to 2:00 am (concert at Arena in evening)
 - June 29th: 11:00 am to 12:00 am (concert at Arena in evening)
- **Location:** New Liskeard Fall Fair Grounds/Don Shepherdson Arena

Event Highlights:

- **Community Spirit:** Come together with fellow community members to celebrate our shared Canadian identity.

- Family-Friendly: Bring your loved ones for a day filled with fun activities suitable for all ages.
- Live Music: Enjoy rockin' tunes from local bands and artists.
- Motorcycle Demo Rides: from The Rock Harley-Davidson
- Canadian Lumberjack Show
- Outdoor Beer Garden
- Car Show/Steam Engine Show
- Live Music & Dance: Friday and Saturday Night at the Don Shepherdson Arena

We kindly request your support in spreading the word about this event. As OPP Staff Sergeant, your assistance is invaluable in ensuring the success of Rockin' On Canada Day Event. We encourage you to share this information with other relevant departments and community organizations.

Please anticipate further communications and updates as the event date approaches.

Should you require any additional details or have any questions, please feel free to contact our event organizers, Barry Phippen at barryhippen@gmail.com or France Gauthier at fmpgauthier@gmail.com.

Thank you for your attention, and we look forward to celebrating Canada Day together!

Sincerely,

France Gauthier

Secretary/Treasurer



Subject: Appointment of a Drainage
Superintendent - Training and
Transition Plan

Report No.: CS-019-2025

Agenda Date: April 29, 2025

Attachments

Appendix 01: Draft By-law

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-019-2025; and
2. That Council directs staff prepare the necessary by-law to appoint Jeremie Latour as an assistant Drainage Superintendent for the City of Temiskaming Shores under Section 93(1) of the Drainage Act, R.S.O. 1990.

Background

The purpose of this report is to recommend the appointment of an assistant Drainage Superintendent in accordance with Section 93 of the Drainage Act, R.S.O. 1990, and to outline a transition plan that includes training under the current Drainage Superintendent, Ed Gorecki, who is preparing for retirement.

Analysis

Under the Drainage Act, R.S.O. 1990, municipalities are required to appoint a Drainage Superintendent to manage and oversee the maintenance, repair, and improvement of municipal drains. The current Superintendent, Ed Gorecki has served in this role since 2006, and has announced his intention to retire by the end of 2025.

To ensure service continuity and regulatory compliance, it is proposed that the City's Engineering Technologist Jeremie Latour, be appointed as the assistant Drainage Superintendent. Jeremie has successfully completed the requisite training and is capable of performing the duties, however, due to existing work considerations, it is recommended that Jeremie work collaboratively with Ed during a transition period to allow for knowledge transfer and shared responsibilities.

It is also important to note that an appointed Drainage Superintendent is required to maintain the right of access to private lands for the purpose of inspections and maintenance, in accordance with the Drainage Act. Without this appointment, the City would be limited in its authority to carry out these duties.

This arrangement will remain in effect until a permanent Drainage Superintendent is retained through a formal Request for Proposal (RFP) process for contracted superintendent services. It provides a structured transition for drainage operations, ensures continued compliance with legislative requirements, and maintains effective oversight of the City's drainage infrastructure. This approach also supports both succession planning and long-term service delivery objectives, pending the outcome of the RFP process.

Relevant Resources/ Policy / Legislation / City By-Law

- [Municipal Act, 2001](#)
- [Drainage Act, R.S.O. 1990, c. D.17](#)

Consultation / Communication

- Consultation with the City Manager, Director of Corporate Services and the Manager of Environmental Services

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 ☒

While the Drainage Act stipulates that only one (1) Drainage Superintendent is permitted without the approval of the Minister, that is considered for funding purposes only. As such, Jeremie's time spent on Municipal Drains would not be eligible for grant funding through Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

Alternatives

No alternatives considered.

Submission

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Logan Belanger
Municipal Clerk

Shelly Zubyck
Director of Corporate
Services

Sandra Lee
City Manager

The Corporation of The City of Temiskaming Shores

By-Law No. 2025-000

**A by-law to appoint an Assistant Drainage Superintendent pursuant
to the Drainage Act, RSO L990**

Whereas Section 93 of The Drainage Act, RSO 1990 authorizes the council of a local municipality to appoint a drainage superintendent and provide for his/her remuneration for the purposes and in the manner set out therein; and

Whereas Section 227 of the Municipal Act, 2001 provides for officers and employees of the municipality to implement and carry out council's decisions, to establish administrative practices and procedures, to provide advice to council on municipal policies and programs, and to carry out duties required by legislation; and

Whereas Council considered Administration No. CS-019-2025 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to appoint Jeremie Latour as an assistant Drainage Superintendent for the City of Temiskaming Shores under Section 93(1) of the Drainage Act, R.S.O. 1990, for consideration at the May 20, 2025 Regular Council meeting.

Now therefore, pursuant to The Drainage Act, RSO 1990, the Council of The Corporation of the City of Temiskaming Shores enacts as follows:

1. Jeremie Latour is hereby appointed as Assistant Drainage Superintendent for The Corporation of the City of Temiskaming Shores.
2. The Drainage Superintendent shall carry out the duties imposed upon him pursuant to The Drainage Act, 1990 and shall submit such reports and carry out such other duties as may be required of him by Council from time to time.
3. This By-law comes into force and effect on the date of its final reading and passing thereof.
4. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk

Subject: Zoning By-law Amendment –
Phippen Farms Inc.

Report No.: CS-020-2025

Agenda Date: April 29, 2025

Attachments

Appendix 01: Planning Report

Appendix 02: Application Package

Appendix 03: Draft By-law to amend Zoning By-law No. 2017-154

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-020-2025;
2. That Council agrees to amend the provisions of the City of Temiskaming Shores Zoning By-law No. 2017-154, to permit the zone change from Rural – H1 to General Industrial (M1); and
3. That Council directs staff to prepare the necessary by-law to amend the City's Zoning By-law No. 2017-154, for consideration at the May 20th, 2025 Regular Council meeting.

Background

The owner/ applicant is requesting the zoning by-law amendment from Rural – H1 to General Industrial, to allow for the construction of a recycling sorting facility/transfer station.

Analysis

The public meeting was held on April 1, 2025 and no written or oral comments were received from the public circulation. No concerns were noted through circulation to City staff.

The property is currently vacant and a consent to sever has been recently approved by the Committee of the Adjustment. The retained portion of the property will remain zoned as Rural – H1.

The planning report attached as Appendix 01 provides information regarding the application within the policy framework.

It is the opinion of the undersigned, that the proposed Zoning By-law amendment is consistent with the Provincial Policy Statement (2024), does not conflict with the Growth Plan for Northern Ontario, complies with the City of Temiskaming Shores Official Plan, and represents good planning. It is recommended that Council adopt the propose Zoning By-law amendment.

Relevant Policy / Legislation / City By-Law

- [2024 Provincial Policy Statement](#)
- [Growth Plan for Northern Ontario](#)
- [City of Temiskaming Shores Official Plan](#)
- [City of Temiskaming Shores Zoning By-law 2017-154](#)

Consultation / Communication

- Consultation with property owner and applicant
- Consultation with applicable City staff

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

None considered.

Submission

Prepared by:

Reviewed and submitted for Council's
consideration by:

"Original signed by"

"Original signed by"

Shelly Zubych
Director of Corporate Services

Sandra Lee
City Manager



Planning Report

Zoning By-law Amendment Application: ZBA-2025-002

Applicant: Phippen Farms Inc.

Property: S ½ of Lot 7 Con 6 Bucke Twp Clover Valley Road

Roll No.: 5418-030-010-101800

April 29th, 2025

Subject Land

S ½ of Lot 7 Con 6 Bucke Twp. Clover Valley Road, Temiskaming Shores.

Background and Purpose of the Application

The applicant purchased the property with the intention of constructing a recycling facility/transfer station on the property.

The subject property is currently proceeding through the Consent process with the Committee of Adjustment. The retained portion of the property would remain zoned as Rural – H1.

The subject property is currently vacant and is designated Mineral Aggregate Resources and Rural Area in the City of Temiskaming Shores Official Plan.

Statutory Public Notice

The complete application was received on February 24, 2025. Notice of the complete application and public hearing was advertised in the Temiskaming Speaker on March 12, 2025. The notice was also mailed to property owners within 120m of the subject land.

The public hearing was held on April 1st, 2025. No members of the public made oral submissions at the public hearing and no written comments have been received as of the date of this report.

Site Analysis

The property is a 152.25m x 213.15m, 3.246-hectare rural lot within the City of Temiskaming Shores. The subject property is a vacant Rural - H1 property located to the east side of Clover Valley Road. The Hold Provision on the property indicates that the Ministry of Northern Development and Mines must be circulated an application for development and has no concerns, or a study has been completed to the satisfaction of the City indicating development is safe to proceed, the permitted uses shall be limited to those permitted in the zone and authorized by such.

There are currently no buildings on the property.

Servicing

Municipal water and sanitary sewer services are not available on Clover Valley Road. The developer will be responsible for the installation of services.

Access

The property fronts on Clover Valley Road which is municipally owned and maintained year-round.

Existing Land Use

The property is currently vacant.

Adjacent Land Uses

North: General Industrial – MD Transport

South: Rural – H1 - Vacant

East: Rural – with residential dwelling

West: Rural - vacant

Planning Analysis

Provincial Policy Statement (2024)

The Provincial Policy Statement (PPS) sets out the Provincial government's policy direction on matters of Provincial interest as they relate to land use planning and development. The PPS provides for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environment.

The property is located within the rural area in the City of Temiskaming Shores.

1.0 Building Homes, Sustaining Strong and Competitive Communities

1. Healthy, integrated and viable rural areas should be supported by:

- a. building upon rural character, and leveraging rural amenities and assets;*
- b. promoting regeneration, including the redevelopment of brownfield sites;*
- c. accommodating an appropriate range and mix of housing in rural settlement areas;*
- d. using rural infrastructure and public service facilities efficiently;*
- e. promoting diversification of the economic base and employment opportunities through goods and services, including value-added products and the sustainable management or use of resources;*
- f. providing opportunities for sustainable and diversified tourism, including leveraging historical, cultural, and natural assets;*
- g. conserving biodiversity and considering the ecological benefits provided by nature; and*
h) providing opportunities for economic activities in prime agricultural areas, in accordance with policy 4.3.

2. In rural areas, rural settlement areas shall be the focus of growth and development and their vitality and regeneration shall be promoted.

3. When directing development in rural settlement areas in accordance with policy 2.3, planning authorities shall give consideration to locally appropriate rural characteristics, the scale of development and the provision of appropriate service levels. Growth and development may be directed to rural lands in accordance with policy 2.6, including where a municipality does not have a settlement area.

2.6 Rural Lands in Municipalities

1. On rural lands located in municipalities, permitted uses are:

- a. the management or use of resources;*
- b. resource-based recreational uses (including recreational dwellings not intended as permanent residences);*
- c. residential development, including lot creation, where site conditions are suitable for the provision of appropriate sewage and water services;*
- d. agricultural uses, agriculture-related uses, on-farm diversified uses and normal farm practices, in accordance with provincial standards;*
- e. home occupations and home industries;*
- f. cemeteries;*

g) other rural land uses.

2. Development that can be sustained by rural service levels should be promoted

3. Development shall be appropriate to the infrastructure which is planned or available, and avoid the need for the uneconomical expansion of this infrastructure

4. Planning authorities should support a diversified rural economy by protecting agricultural and other resource-related uses and directing non-related development to areas where it will minimize constraints on these uses.

5. New land uses, including the creation of lots, and new or expanding livestock facilities, shall comply with the minimum distance separation formulae.

Chapter 3: Infrastructure and Facilities

3.1 General Policies for Infrastructure and Public Service Facilities

1. Infrastructure and public service facilities shall be provided in an efficient manner while accommodating projected needs. Planning for infrastructure and public service facilities shall be coordinated and integrated with land use planning and growth management so that they:

- a) are financially viable over their life cycle, which may be demonstrated through asset management planning;*
- b) leverage the capacity of development proponents, where appropriate; and*
- c) are available to meet current and projected needs.*

2. Before consideration is given to developing new infrastructure and public service facilities:

- a) the use of existing infrastructure and public service facilities should be optimized;*
- b) opportunities for adaptive re-use should be considered, wherever feasible.*

3. Infrastructure and public service facilities should be strategically located to support the effective and efficient delivery of emergency management services, and to ensure the protection of public health and safety in accordance with the policies in Chapter 5: Protecting Public Health and Safety.

The proposed Zoning By-law Amendment is consistent with the Provincial Policy Statement for the following reasons:

- The proposed use of the property as a recycling storage facility/transfer station could be considered to fall within the “other rural land use” category;
- The proposed use is compatible with the rural landscape and can be sustained by rural service levels (transportation infrastructure, water and sewage infrastructure);
- The applicant has supplied confirmation from a company supplying sewage hauling services confirming that they have capacity in their lagoons to accommodate the proposed system. The applicant has also provided confirmation from a well-drilling company that a potable water well can be drilled on the property.

Growth Plan for Northern Ontario

The Growth Plan for Northern Ontario was developed under the Places to Grow Act to ensure greater growth occurs in an economically and environmentally sustainable manner.

A review of the Growth Plan for Northern Ontario confirms the proposal does not conflict with any of the Growth Plan policies.

City of Temiskaming Shores Official Plan

The subject property is designated Rural/Mineral Aggregate Resources in the City of Temiskaming Shores Official Plan.

3. Housing and Growth Management

3.12 Rural Area

The Rural Area will be conserved for the management or use of natural and renewable resources, principally agriculture, minerals, mineral aggregates, and the protection of natural heritage and water features. Recreational activities, and infrastructure and public service facilities appropriate to the rural setting (e.g. waste management facilities, communication facilities, energy facilities) may also be permitted. No residential development is allocated to the Rural Area other than development on existing lots of record, resource related accessory dwelling, infill along the shoreline of Lake Temiskaming, and on the West Road (See Section 4.10.3(b)), and resort or recreation-based residential uses (see also Section 4.9.8 (f) for setbacks).

The Rural Area will be developed on the principles of:

- 1. Cost-effective development.*
- 2. Development that can be sustained by the City's standards for rural services.*
- 3. Land use compatibility.*
- 4. Integration of development with the conservation of features of the natural environment.*
- 5. Stewardship of natural and renewable resources.*
- 6. Planned rural infrastructure and public service facilities.*
- 7. Promotion of recreation, tourism and rural-based economic development. (See Sections 4.9 and 4.10 for additional Rural Area policies.)*

4. Community Development

4.10 Rural Area

- 1. The Rural Area will be conserved for the management or use of natural and renewable resources, principally agriculture, mining, mineral aggregates, and the protection of natural heritage features and water features. Recreational activities, infrastructure and public services facilities appropriate to the rural setting (e.g. waste management facilities, communication facilities, energy facilities, cemeteries) may also be permitted.*
- 2. Policies for land use and other activities listed above are found in this Plan as follows:*
 - a. Agriculture*
 - b. Mineral Aggregate Resources*
 - c. Mining*
 - d. Natural Environment*
 - e. Tourism, Recreation facilities*
- 4. Development will only be permitted which can be sustained by rural service levels and which is compatible with adjacent uses (see Section 5.4.5).*
- 5. All development will front on a year-round maintained public road Development will only be permitted where it can adequately serviced with individual on-site sewage services and individual on-site water services and where site conditions are suitable for the long-term provision of such.*
- 6. Where lot creation is permitted, the proponent shall demonstrate, by submission of a letter from a hauled sewage provider, that there is reserve sewage system capacity available for any hauled sewage generated by the development. Partial or communal services will not be permitted.*

9. *New industrial uses will only be permitted where demonstrated that the use cannot be located in a designated Employment Area (within a settlement area) and one where the use can be made compatible with surrounding land uses. Existing industrial uses may be expanded where the use is compatible or can be made compatible with surround land uses. (See Planning Resource Kit.)*
10. *All uses will be appropriately zoned. Site Plan Control may apply to non-residential uses, and to all land uses adjacent to a water body (i.e. residential, commercial, institutional and industrial). Site plan control will not apply to an agricultural use. Communication facilities governed by Industry Canada will require an undertaking (i.e. development agreement) addressing issues typically required by a site plan control agreement. (See also Section 15.15.)*

5. Infrastructure and Public Service Facilities

5.4 Water, Wastewater and Stormwater

5. *In the Rural Area development may be serviced with on-site individual services provided:*
 - a. *The proponent provides a letter from the approval authority stating that the site is suitable for sewage disposal; and the proponent provides a letter from a hauled sewage provider stating that there is sufficient off-site capacity for hauled sewage.*
 - b. *The proponent provides a letter from a certified well drilling company confirming that potable water will be obtained;*
 - c. *The lot size and configuration and site conditions are suitable for the long-term provision of water and sewage services (see Planning Resource Kit – Guideline D-5).*

The property is designated Mineral Aggregate Resources/Rural in the City of Temiskaming Shores Official Plan.

- The proposed recycling storage facility/transfer station use of the severed property is compatible with the rural area and with adjacent land uses;
- The proposed recycling facility is an appropriate use based on rural service levels;
- The applicant has submitted supporting information that a local hauled sewage provider can accommodate the effluent from the proposed system, and that a potable water well can be drilled on the property;
- The Ministry of Northern Development and Mines was consulted on this application with no objections;
- Both the severed and retained properties have frontage on Clover Valley Road which is municipally owned and maintained on a year-round basis.

City of Temiskaming Shores Zoning By-law

The subject property is zoned Rural – H1 in the City of Temiskaming Shores Zoning By-Law. The applicant has submitted a zoning by-law amendment application to rezone the proposed severed property to allow the anticipated future development of a recycling storage facility/transfer station. The zoning requirements will be reviewed in detail through the site plan process before any development occurs.

Comments Received from the Agency Circulation and Public Notification Process

The application was circulated to municipal departments, agencies, and the public. The following comments were received:

Manager of Environmental Services – *No concerns.*

Manager of Transportation Services – *No concerns. They would require an entrance permit.*

Chief Building Official – *I have no concerns nor objections to this proposal.*

Fire Chief – *No concerns.*

Director of Recreation – *No concerns.*

Clerk – *No concerns.*

Economic Development and Funding Application Coordinator – *No comments received.*

Treasurer – *No comments received.*

Ministry of Northern Development and Mines - *The Ministry of Mines has completed its review of the site conditions associated with the abandoned mine features from AMIS # 03853 – Arabella Mine, which is situated on lands within registered PIN# 613470088.*

As previously communicated with you, there are two mine hazards of primary concern with openings to surface with varying estimated depths between 20 to 35 feet. Field observations did not indicate huge volumes of excavated materials stockpiled near the features, which leads us to believe these were likely for exploration purposes without significant underground development. It was also observed that the location of these features where within a densely overgrown area without any clear access such as roads, bush roads or walking paths that would increase public access.

In similar situations, MINES has recommended establishing a buffer zone using an angle of repose at least matching (or better than) the deepest feature/hazard. Therefore, erring on the side of caution, it is recommended that a 50-foot buffer zone be established around the mine hazard features that will prevent development of any potential infrastructure such as but not limited to roads, buildings etc.

Public Comments: No formal or informal comments have been received as of the date of this report.

Conclusion

The proposed Zoning By-law amendment will rezone the property from Rural – H1 to General Industrial – M1.

As previously outlined in this report, the proposed amendment is appropriate because:

- The proposed use is compatible with the rural landscape and can be sustained by rural service levels (transportation infrastructure, water and sewage infrastructure);
- The proposed recycling storage facility/transfer station use of the severed property is compatible with the rural area and with adjacent land uses;
- The applicant has submitted supporting information that a local hauled sewage provider can accommodate the effluent from the proposed system, and that a potable water well can be drilled on the property;
- The Ministry of Northern Development and Mines was consulted on this application with no objections;

Recommendation

Based on the information presented in this report, in my opinion, the proposed Zoning By-law amendment is consistent with the Provincial Policy Statement (2024); does not conflict with the Northern Ontario Growth Plan; complies with the City of Temiskaming Shores Official Plan; and represents good planning.

It is therefore recommended that Council approve the Zoning By-law Amendment application.

Respectfully submitted,

Shelly Zubych
Director of Corporate Services

Application for Zoning By-law Amendment Under Section 34 of the Planning Act

Fee for Application to Amend the Zoning By-law: \$1,000.00

Please read before completing this application

This application reflects the mandatory information that is prescribed in the Schedules to Ontario Regulation 545/06 made under the Planning Act, RSO, 1990, as amended, as well as information required by the City of Temiskaming Shores to assist in the assessment of the proposal.

In addition to completing this form, the Applicant is required to submit the fee, a detailed site plan and any additional information or studies that may be necessary to assess the proposal.

Failure to submit the required information will delay the consideration of this Application. An application which is not considered complete under the Planning Act is not subject to the timelines of the Act.

Applicants are encouraged to consult with the Municipality prior to completing the application.

OFFICE USE ONLY

File No.: P-2025-002

Date Received: February 24, 2025

Roll No.: 5418- 030 01101800

1. Owner Information

Name of Owner: Phippen Farms Inc
Mailing Address: 643377 Sunnyside Road Haileybury, ON P0J 1K0
Email Address: hippen@parolink.net Phone: (705) 647-6217

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

Name of Owner: _____
Mailing Address: _____
Email Address: _____ Phone: _____

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

Name of Agent: _____
Mailing Address: _____
Email Address: _____ Phone: _____

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

☒ Owner ☐ Applicant/Agent

4. Property Information

a. Location of the subject land:

☐ Dymond ☐ New Liskeard ☒ Haileybury

Municipal Address

S 1/2 of Lot 7 Conc 6 Bucke Twp

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

PCL 14052 SEC SST; PT S 1/2 LT 7 CON 6 BUCKE SRO AS IN LT124787; TEMISKAMING SHORES ; DISTRICT OF TIMISKAMING

b. Date the subject land was acquired by the current owner: 2024/10/04

c. Names and addresses of the holders of any mortgages, charges, or other encumbrances of the subject land:

N/A

d. Are there any easements or restrictive covenants affecting the subject land?

☐ Yes ☒ No

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

e. Dimensions of subject land:

Lot Area: 3.246 ha Road Frontage: 152.25m
Water Frontage: N/A Lot Depth: 213.15m

f. Existing use(s) of the subject land (check all that apply):

- ☐ Residential ☐ Commercial ☐ Industrial
☐ Institutional ☐ Agricultural ☒ Vacant
☐ Mixed Use (specify): _____
☐ Other (specify): _____

g. Length of time the existing uses of the subject land have continued: unknown (50 years +)

h. Are there any buildings or structures existing on the subject land?

- ☐ Yes ☒ No

If yes, complete the table below (attach a separate sheet if necessary):

	Building 1	Building 2	Building 3	Building 4	Building 5
Type or use of building					
Height of building (m)					
Setback from front lot line (m)					
Setback from rear lot line (m)					
Setback from side lot line one side (m)					
Setback from side lot line other side (m)					
Setback from shoreline (m)					
Dimensions (m) or floor area (m ²)					
Date constructed					
Is building to remain or be removed?					

i. Has the subject land ever been used for commercial or industrial purposes?

- ☐ Yes ☒ No

If yes, has a Record of Site Condition ever been completed in accordance with Ontario Regulation 153/04?

- ☐ Yes ☐ No

j. Existing use(s) of abutting properties:

North: General Industrial (MD Transport)

East: Vacant

South: Residential

West: Vacant

k. Are any of the following uses or features on the subject land or within 500m (unless otherwise specified)?

Use or Feature	On the subject land	Within 500 metres of subject land (indicate approximate distance)
An agricultural operation including livestock or stockyard	<input type="checkbox"/>	<input checked="" type="checkbox"/> 20 metres (Livestock Pasture)
A landfill	<input type="checkbox"/>	<input type="checkbox"/> _____
A sewage treatment plant or waste stabilization plant	<input type="checkbox"/>	<input type="checkbox"/> _____
A provincially significant wetland (Class 1, 2 or 3 wetland)	<input type="checkbox"/>	<input type="checkbox"/> _____
A provincially significant wetland within 120 metres of the subject land	<input type="checkbox"/>	<input type="checkbox"/> _____
A waterbody, watercourse, river, or stream	<input type="checkbox"/>	<input checked="" type="checkbox"/> 400m +/-
A rehabilitated mine site	<input type="checkbox"/>	<input checked="" type="checkbox"/> 850m +/-
A non-operating mine site within 1 kilometre of the subject land	<input type="checkbox"/>	<input type="checkbox"/> _____
An active mine site, gravel pit or quarry	<input type="checkbox"/>	<input type="checkbox"/> _____
An industrial or commercial use (specify)	<input type="checkbox"/>	<input checked="" type="checkbox"/> 450m +/-
An active railway line	<input type="checkbox"/>	<input type="checkbox"/> _____
Utility corridor(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/> adjacent to Clover Valley Road
Provincial Highway	NA	<input type="checkbox"/> _____

5. Planning Information

a. Current Official Plan Designation(s): Mineral Aggregate Resources

b. Explain how the application conforms with the Official Plan:

The intent of the Official Plan is to support economic development through such actions as supporting land use development that strengthens and maintains the vitality and well-being of town centres. The construction of the Recycling Facility/Transfer Station will allow for the continued collection and management of recyclables for Temiskaming Shores residents.

c. Current Zoning: RU

d. Nature and extent of the rezoning being requested:

Proposed to rezone the property from Rural to General Industrial to allow for the construction of a storage facility/transfer station for recyclables (plastics, cardboard, etc.) collected from the local area.

e. Reason why rezoning is being requested:

Rezoning is being requested to allow for the relocation of the current recycling facility/transfer station to this property. Current location is rented from Temiskaming Shores and the rental agreement is expiring June 2025.

f. Is the subject land within an area where the municipality has predetermined the minimum and maximum density requirements or the minimum and maximum height requirements?

☐ Yes ☒ No

If yes, provide a statement of these requirements:

g. Is the subject land within an area where zoning with conditions may apply?

☐ Yes ☒ No

If yes, explain how the application conforms to the Official Policies related to zoning with conditions:

h. Does the application propose to change the boundary of a settlement area or establish a new area of settlement?

☐ Yes ☒ No

If yes, provide details of the current Official Plan policies or Official Plan Amendment dealing with the alteration or establishment of an area of settlement:

i. Does the application propose to remove land from an area of employment?

☐ Yes ☒ No

If yes, provide details of the current Official Plan policies or Official Plan Amendment dealing with the removal of land from an area of employment:

6. Proposed Use of Property

a. Proposed use(s) of the subject land (check all that apply):

☐ Residential ☐ Commercial ☒ Industrial
☐ Institutional ☐ Agricultural ☐ Vacant
☐ Mixed Use (specify): _____
☐ Other (specify): _____

b. Are any buildings proposed to be constructed on the property?

☒ Yes ☐ No

If yes, complete the table below (attach a separate sheet if necessary):

	Building 1	Building 2	Building 3	Building 4	Building 5
Type or use of building	Recycling Warehouse				
Height of building (m)	10.5m				
Setback from front lot line (m)	76.13m				
Setback from rear lot line (m)	106.57m				
Setback from side lot line one side (m)	30.45m				
Setback from side lot line other side (m)	108.10m				
Setback from shoreline (m)	N/A				
Dimensions (m) or floor area (m ²)	417.17m ²				

7. Access and Servicing

a. What type of access is proposed for the subject land?

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Provincial Highway | <input type="checkbox"/> Private Road |
| <input checked="" type="checkbox"/> Municipal Road, maintained all year | <input type="checkbox"/> Right-of-Way |
| <input type="checkbox"/> Municipal Road, maintained seasonally | <input type="checkbox"/> Water Access |
| <input type="checkbox"/> Other (specify): _____ | |

i. If access to the subject land will be by water only, describe the docking and parking facilities to be used and the approximate distance to these facilities from the subject land and the nearest public road:

N/A

b. What type of water supply is proposed for the subject land?

- ☐ Publicly owned and operated piped water supply (City water)
- ☐ Privately owned and operated individual well
- ☐ Privately owned and operated communal well
- ☐ Lake or other water body
- ☒ Water service not proposed
- ☐ Other (specify): _____

c. What type of sewage disposal is proposed for the subject land?

- ☐ Publicly owned and operated sanitary sewage system (City sewer)
- ☐ Privately owned and operated individual septic system
- ☐ Privately owned and operated communal septic system
- ☐ Privy
- ☒ Sewage disposal service not proposed
- ☐ Other (specify): _____

i. If the proposed amendment would permit development on a privately owned and operated individual or communal septic system, and more than 4,500 litres of effluent would be produced per day as a result of the development being completed, a servicing options report and a hydrogeological report prepared by a qualified professional are required to be submitted:

- ☐ Title and date of servicing options report: _____
- ☐ Title and date of hydrogeological report: _____

d. What type of storm drainage is proposed for the subject land?

☐ Storm sewer

☒ Ditches

☐ Swales

☐ Other (specify): _____

8. Previous Applications

Has the subject land ever been the subject of any of the following applications under the Planning Act (if the answer to any of the following is yes, please provide the file number and status of the application if known):

☐ Unknown

Official Plan Amendment ☐ Yes ☒ No File No.: _____ Status: _____

Zoning By-law Amendment ☐ Yes ☒ No File No.: _____ Status: _____

Minor Variance ☐ Yes ☒ No File No.: _____ Status: _____

Plan of Subdivision ☐ Yes ☒ No File No.: _____ Status: _____

Consent ☐ Yes ☒ No File No.: _____ Status: _____

Site Plan Control ☐ Yes ☒ No File No.: _____ Status: _____

Minister's Zoning Order ☐ Yes ☒ No File No.: _____ Status: _____

9. Concurrent Applications

Is the subject land currently the subject of any of the following applications under the Planning Act (if the answer to any of the following is yes, please provide the file number and status of the application if known):

Official Plan Amendment ☐ Yes ☒ No File No.: _____ Status: _____

Zoning By-law Amendment ☐ Yes ☒ No File No.: _____ Status: _____

Minor Variance ☐ Yes ☒ No File No.: _____ Status: _____

Plan of Subdivision ☐ Yes ☒ No File No.: _____ Status: _____

Consent ☒ Yes ☐ No File No.: unknown Status: _____

Site Plan Control ☐ Yes ☒ No File No.: _____ Status: _____

10. Provincial Policies

a. Is the proposed zoning by-law amendment consistent with the policy statements issued under subsection 3(1) of the Planning Act?

☒ Yes ☐ No

- i. If yes, explain how the zoning by-law amendment is consistent with the policy statements issued under subsection 3(1) of the Planning Act:

Subject property is not located on lands that the impacts of a changing climate will increase the risk associated with natural hazards. Site is not located in a flood plain or adjacent to a flood plain or area prone to flooding.

- b. Is the subject land within an area of land designated under any provincial plan or plans?

☐ Yes ☒ No

- i. If yes, explain how the zoning by-law amendment conforms or does not conflict with the provincial plan or plans:

11. Public Consultation Strategy

Detail the proposed strategy for consulting with the public with respect to the application:

☒ Follow Planning Act requirements

☐ Other (please specify):

12. Additional Studies or Information

Additional studies or information may be required by the Municipality to support the application. The application may not be considered a complete application unless these studies have been completed. Applicants are advised to pre-consult with the Municipality to determine what additional studies or information is required.

List of additional studies or information required by the Municipality (to be provided by the Municipality):

<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____

13. Sketch

The application shall be accompanied by a site plan showing the following information:

- ☒ The boundaries of the subject land;
- ☒ The location, size and type of all existing and proposed buildings and structures on the subject land, indicating their distance from the front lot line, rear lot line and side lot lines;
- ☒ The approximate location of all natural and artificial features (for example: buildings, railways, roads, watercourses, drainage ditches, banks of rivers or streams, wetlands, wooded areas, wells and septic tanks, etc.) that:
 - ☐ Are located on the subject land and on land that is adjacent to the subject land, and
 - ☐ In the applicant's opinion, may affect the application;
- ☒ The current uses of land that is adjacent to the subject land;
- ☒ The location, width, and name of any roads within or abutting the subject land, indicating whether it is an unopened road allowance, a public travelled road, a private road or a right of way;
- ☐ If access to the subject land will be by water only, the location of the parking and docking facilities to be used;
- ☐ The location and nature of any easement affecting the subject land.

14. Applicant/Agent Authorization

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

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

Date: _____ Owner's Signature: _____

Date: _____ Owner's Signature: _____

15. Authorization for Site Visits

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

R.P. _____
Applicant Initial Applicant Initial

16. Notice re: Use and Disclosure of Personal Information

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

R.P. _____
Applicant Initial Applicant Initial

17. Declaration of Applicant

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

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

Sworn (or declared) before me

at the CITY OF TEMISKAMING
in the DISTRICT OF TIMISKAMING
this 20th day of FEBRUARY, 2025



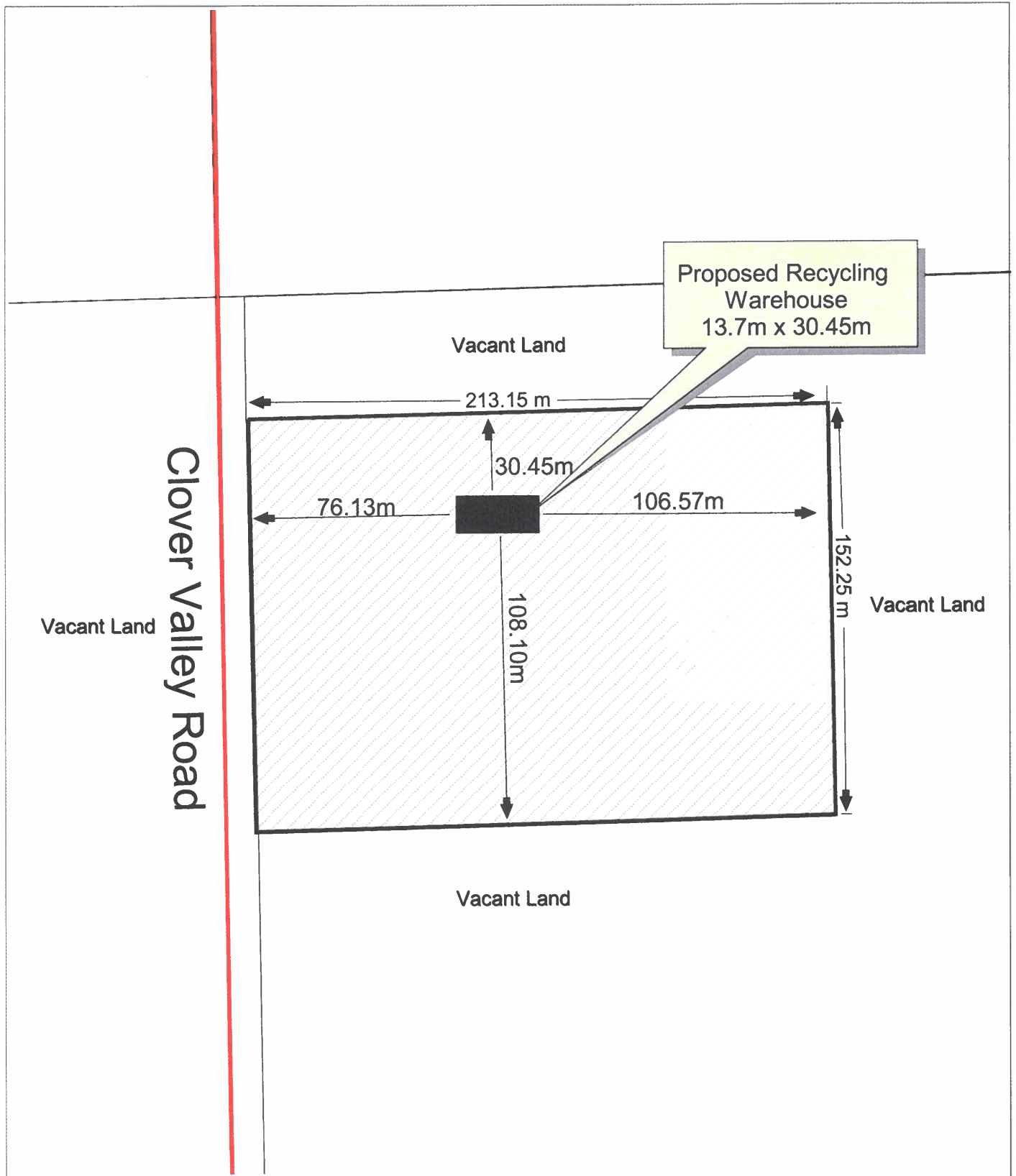
Signature of Applicant

**I HAVE THE AUTHORITY
TO BIND THE CORPORATION**



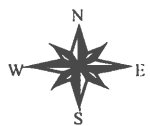
A Commissioner for Taking Affidavits

SANDRA LEA,
a Commissioner, etc., Province of Ontario,
for RAMSAY LAW OFFICE
PROFESSIONAL CORPORATION.
Expires February 16, 2027.



Aitchison Consulting Services
ACS

Produced by Aitchison Consulting Services Inc. For more information or additional copies call (705) 648-1365.



Scale
1:2,000

DATE PRINTED:
Feb 2025

60 0 60 Meters

All UTM Coordinates are in Nad 83, Zone 17N

Bucke Township
Phippen Property

The Corporation of the City of Temiskaming Shores

By-law No. 2025-000

Being a by-law to enact a Zoning by-law Amendment to rezone a portion of S ½ of Lot 7 Con 6 Bucke Twp. (Roll No. 5418-030-011-01800) from Rural – H1 to General Industrial (M1) in the City of Temiskaming Shores Zoning By-law 2017-154

Whereas pursuant to the provisions of Section 34 of the Planning Act, R.S.O. 1990 c.P. 13, as amended, the Council of a Municipality may enact by-laws to authorize the use of land, buildings or structures for any purpose set out therein that is otherwise prohibited; and

Whereas By-law No. 2017-154 regulates the use of land and the use and erection of buildings and structures within the City of Temiskaming Shores; and

Whereas Council considered Administrative Report No. CS-020-2025 at the Committee of the Whole meeting on April 29, 2025, and directed staff to prepare the necessary by-law to amend the City of Temiskaming Shores Zoning By-law No. 2017-154 (as amended), to rezone the subject property from Rural – H1 to General Industrial, for consideration at the May 20, 2025 Regular Council Meeting.

Now therefore the Council of the Corporation of the City of Temiskaming Shores enacts as follows:

1. The property affected by this By-law is a portion of S ½ of Lot 7 Con 6 Bucke Twp. Temiskaming Shores.
2. By-law No. 2017-154 is hereby amended as follows:
 - (a) Schedule 'G3' of By-law 2017-154 is hereby amended by rezoning the affected property from "Rura – H1 Zone" to "General Industrial (M1) Zone" in accordance with the provisions of this By-law.
3. This By-law shall come into full force and effect in accordance with Section 34 (19) of the Planning Act, R.S.O. 1990.
4. That all other provisions of By-law No. 2017-154 shall continue to apply.
5. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the By-law and schedule as may be deemed necessary after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk

Schedule "A" to By-law 2025-000

City of Temiskaming Shores



Amended Zoning.

Subject: Temiskaming Shores Development
Corporation Business Improvement
Grant Program

Report No.: CS-021-2025

Agenda Date: April 29, 2025

Attachments

Appendix 1 Business Improvement Grant Policy

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-021-2025;
2. That Council agrees to support the Temiskaming Shores Development Corporation's Business Improvement Grant Program, and agrees to provide \$25,000 from the City's Economic Development Budget to the Temiskaming Shores Development Corporation for the implementation of the program; and
3. That staff provide an annual report to advise Council on the success achieved through the Business Improvement Grant Program.

Background

During the 2025 Municipal Budget deliberations, Council approved \$25,000 within the City's Economic Development Budget, to support the development of a Business Improvement Grant program, implemented through the Temiskaming Shores Development Corporation (TSDC).

Analysis

TSDC has since developed and approved a Business Improvement Grant policy. The Policy is attached for Council's review and consideration. With Council's approval, the TSDC will promote the Business Improvement Grant program to local businesses, to enable small business growth and expansion within the community.

The intent of the Business Improvement Grant is to enable small business owners to apply for funding support to enable them to improve their operations. The grants are targeted to three main focus areas for the first year; building improvements, accessibility and signage. Other programs may become available in the future if the Business Improvement Grant program were to grow and additional grant funding was realized.

\$25,000 was included within the 2025 Economic Development budget for the implementation of this program. The TSDC will administer and distribute the funds to businesses within the community through applications and approvals.

The TSDC passed the following resolution at their meeting on April 14, 2025:

TSDC Community Business Improvement Grant Policy and associated forms.

Resolution No. 2025-016

Moved By: *Melanie Ducharme*

Seconded By: *Nancy Frey*

Be resolved that the Temiskaming Shores Development Corporation Business Improvement Grant Policy be approved as amended.

Carried

Relevant Resources/ Policy / Legislation / City By-Law

- [Municipal Act, 2001](#)

Consultation / Communication

- Consultation with the Temiskaming Shores Development Corporation
- Consultation with the City Manager, and Director of Corporate Services.

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 considered.

Submission

Prepared by:

Reviewed by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

James Franks
Economic Development
Officer

Shelly Zubyck
Director of Corporate
Services

Sandra Lee
City Manager



Temiskaming Shores Development Corporation

Community Business Improvement Grant Program Policy

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Policy Statement

The Community Business Improvement Grant Program Policy establishes eligibility requirements and ensures that funds are made available, distributed and accounted for in a fair and transparent manner.

The goal of the Community Business Improvement Grant Program is to encourage sustainable growth and development within the City of Temiskaming Shores. This Grant Program demonstrates that the City is committed to working with individuals and business by providing financial assistance for projects that will benefit the community and enhance quality of life of Temiskaming Shores Citizens.

Information Accessibility

Information provided by the applicant and contained within the application form and any applicable attachments, is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990 and will be used solely by the Temiskaming Shores Development Corporation to evaluate and approve funding allocations.

Contributions

The City of Temiskaming Shores Council will consider an annual allocation of funds to the Temiskaming Shores Development Corporation within the City of Temiskaming Shores Operating Budget. The Temiskaming Shores Development Corporation will dedicate the funds primarily to the Community Business Improvement Grant Program.

The maximum allocation per financial incentive program shall not exceed \$5,000, and the minimum allocation per financial incentive program shall be \$500, unless otherwise approved by the Temiskaming Shores Development Corporation. The total amount of allocation shall not exceed \$5,000 per application/ project.

The applicant must financially contribute to the project, the contribution must be equal to or greater than funds requested from the Community Business Improvement Grant Program. Applicant contributions may come from other government bodies and/or non-profit organizations.

Contributions must be used within 1 year (365 calendar days) from the agreement date for approval of funds, unless a specific exemption was approved at the time of funding approval.

Program Guidelines

- A pre-application consultation meeting is recommended before an applicant submits a completed application form. The Temiskaming Shores Development Corporation will assist applicants in completing application forms, advising on financial incentive programs and eligibility of costs and indicating required supporting materials.

- The project must, in the opinion of the Temiskaming Shores Development Corporation, contribute to the vision and goals of the City of Temiskaming Shores. Financial incentive programs outline the projects that align with this.
- The subject property must be in good standing with the City of Temiskaming Shores, with no outstanding tax arrears or outstanding order(s) or request(s) to comply.
- The project must comply with the municipal and provincial regulations including the City of Temiskaming Shores Property Standards By-law and the Ontario Building code.
- Required permits for the project must be submitted and preferably approved before application submission.
- The project must be completed as indicated on the application form. If changes arise, the applicant must notify the Temiskaming Shores Development Corporation.
- City staff, official(s) and/or agent(s) may inspect any property(s) and/or building(s) that is subject of an application.

Program Restrictions

The following projects will not be eligible for funding.

- Home Based Businesses.
- In-kind or non-3rd party labour.
- Flow through funding (when the intent is to redistribute the funds to others).
- Religious or political activities.
- Colleges, schools or hospitals.
- Committees of Council.
- Invitational or discretionary travel.
- Applications for multi-year commitments.
- Temporary, part-time or permanent staff positions.
- Any requests which, if granted, would constitute a future cost burden on the municipality.

Program Applications

- One application form may be submitted for each project.
- A business may only have one active application/project at a time.
- A project and the application process must be completed before another project/application may be submitted and approved.
- Application forms may be submitted after the project has started.
- Application forms may be submitted once a project is completed, within 90 days of the project completion date.

Program Budget

- The total project costs must equal the total funding amount.
- The amount of funding requested from other government bodies and/or non-profit organizations must be declared on the application form budget table.
- The applicant must financially contribute to the project. The contribution must equal to or greater than funds requested from the Community Business Improvement Grant Program. Applicant contributions may come from other government bodies and/or non-profit organizations.
- The maximum allocation per financial incentive program shall not exceed \$5,000.

- The minimum allocation per financial incentive program shall be \$500.
- The total amount of allocation per application/project shall not exceed \$5,000.
- The Temiskaming Shores Development Corporation is not responsible for any cost overruns or costs incurred and is not responsible for any future costs burden incurred by an applicant in relation to all application/projects.

Supporting Material

It is the responsibility of the applicant to ensure that all applications and associated documentation required for the project have been completed. All required permits for the project must be applied for and approved.

All applications must be fully complete and include:

- Photographs of the area where the proposed project will take place.
- Quotes or receipts for budget table items.
- Business owner(s) name and signature.
- Property owner(s) name and signature.
- A statement as to whether the business has previously received funding from the Community Business Improvement Grant Program and relevant details (as indicated on the application form).

If required, applications must be fully complete and include:

- Professional drawing/plans.
- Specifications of proposed works, including a work plan for the improvements.
- A site plan or landscape plan.
- Building application.
- Planning application.
- By-law application.
- Receipt of waste disposal (landfill receipt).

Professional Fees

View the below list of approved professional fees. Although a professional fee may be on the approved list, all professional fees are subject to the approval of the Temiskaming Shores Development Corporation. Professional fees not listed are subject to approval of the Temiskaming Shores Development Corporation.

A quote or receipt will be required.

Eligible Costs

- Site plan or landscape plan
- Building application
- Planning application
- By-law application
- Landfill fees
- Encroachment agreement

Eligible Professionals

Eligible costs must be prepared by a professional, licensed in the Province of Ontario:

- Architect
- Planner
- Engineer
- Architectural Designer
- Landscape Architect

Applicant Requirements

The following is the eligibility criteria to apply for the Community Business Improvement Grant Program.

- Business must be Incorporated or registered with the Government of Ontario.
- Business must operate within the boundaries of the City of Temiskaming Shores.
- Business must not be considered Home-based.
- If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make an application.
- If the applicant is not the owner of the business, the applicant must provide written consent from the owner of the business to make an application.

Program Monitoring

The Community Business Improvement Grant Program Policy will be monitored on an ongoing basis.

Non-personal or private data will be collected from the Community Business Improvement Grant Program from applications that have been submitted, both approved and applications that have been denied. This data will be presented and reviewed quarterly by the Temiskaming Shores Development Corporation.

The Temiskaming Shores Development Corporation will review the Community Business Improvement Grant Program Policy on an annual basis. The data collected from applications will be used to make decisions on policy amendments.

Application Process

Applications will be available in digital format on the City website, and in hard copy from the reception area at City Hall.

Application Intake

There will be an ongoing intake application each year and will be closed once all funds have been allocated. Applications are received and reviewed on a first come first served basis.

Application Submission

- Application forms must be signed by the applicant, property owner and business owner.

- All Application forms will be submitted to the Temiskaming Shores Development Corporation and will be directed to the Temiskaming Shores Development Corporation Subcommittee for review.
- Applicants will be notified regarding the receipt of their application.
- Incomplete applications will not be accepted but will be returned to the applicant with advice on how to complete the application.

Completed applications, with all required supporting materials, may be submitted in person at the City Hall Office or mailed to the address below. Email submissions will also be accepted.

ATTN: James Franks
 Temiskaming Shores Development Corporation
 City of Temiskaming Shores
 325 Farr Drive
 PO Box 2050
 Haileybury, Ontario, P0J 1K0
 Telephone: 705-672-3363
 Email: tsdc@temiskamingshores.ca

Application Review

- The Subcommittee will review applications for completeness and adherence to the terms established in the Community Business Improvement Grant Program Policy.
- The subject property will be reviewed by the City of Temiskaming Shores to ensure that the property is in good standing with the City.
- Applicants will be notified regarding the status of their application after Subcommittee review.

Application Approved

Successful applicants will be required to sign an agreement and provide a completed project summary report form to the Temiskaming Shores Development Corporation detailing the completion of the project.

- After Subcommittee application approval the applicant will enter into an agreement with the Temiskaming Shores Development Corporation for the terms of the grant.
- Once the agreement has been signed by all parties the funds may take up to 4 weeks to be received by the applicant.
- Within 90 days after the funded project is complete, the applicant must complete and sign a project summary report form.

Summary of Project Completion

The summary of project completion should include (as indicated in the project summary report form):

- Photographs of the area before the project starts.
- Photograph of the area after the project complete.
- Receipts indicated the project budget table.
- Brief description of what the project did.

Non-Compliance

If any of the above provisions are not adhered to by the applicant, the applicant and associated business will no longer be permitted to apply for a Community Business Improvement Grant Program for a duration of 5 years from the signed agreement date.

The applicant may be required to pay back funds received from the Community Business Improvement Grant Program.

Subcommittee

The Temiskaming Shores Development Corporation Subcommittee ensures that the Community Business Improvement Grant Program funds are made available, distributed and accounted for in a fair and transparent manner.

The goal of the Subcommittee is to review Community Business Improvement Grant Program applications received by the Temiskaming Shores Development Corporation for completeness and adherence to the terms established in the Community Business Improvement Grant Program Policy.

The Subcommittee may discuss and approve proposed professional fees and budget items.

Members

- **Voting** members will include all registered Class A and Class B members of the Temiskaming Shores Development Corporation.
- **Non-voting** members will include the City of Temiskaming Shores Economic Development Officer and support staff. City staff will assist Community Business Improvement Grant Program applicants by completing their applications forms.
- **The quorum** for meetings will be a minimum of 3 voting members.
- All members of the Temiskaming Shores Development Corporation Board will be invited to all Subcommittee meetings.

Meetings

- The Subcommittee meetings will be called to order monthly or as needed.
- Meetings will be held at the City Hall, remote attendance is permitted.
- Meetings will be during business hours. (Monday to Friday, 8:30am – 4:30pm)
- Meetings will be called when the meeting criteria below are met.
 - a) At least 1 complete application form for the Community Business Improvement Grant Program has been received by TSDC.
 - b) Within 14 days of receiving a complete application.

Notice

- Once the above meeting criteria have been met, an email invitation will be sent out to Temiskaming Shores Development Corporation Board members, including the proposed meeting date and the draft Agenda.
- The invitation will be sent out a minimum of 5 days before the proposed meeting date.

- If quorum is met, 1 day before the proposed meeting date, the meeting will be scheduled.
- If quorum is not met, 1 day before the proposed meeting date, a new email invitation will be sent out with a revised date.

Agenda

An agenda will be prepared for each subcommittee meeting. The agenda will include the information below:

1. Call to Order
2. Roll Call
3. Review of Revisions or Deletions to Agenda
4. Disclosure of Pecuniary Interest or General Nature
5. Minutes (of previous subcommittee meeting)
6. New Business (new applications)
7. Unfinished Business (old applications)
8. Adjournment

Minutes

- Minutes of the meeting will be taken at every meeting. Minutes will be shared with the Temiskaming Shores Development Corporation at their following regular scheduled meeting.
- All New Business and Unfinished Business items must have a decision made at the meeting in the form of a resolution.
- After a subcommittee meeting the applicants on the agenda will be notified regarding the status of their application.
 - Denied applications will be returned to the applicant with advice on how to revise the application.
 - Approved application applicants will enter into an agreement with the Temiskaming Shores Development Corporation for the terms of the grant.

Financial Incentive Programs

A set of financial incentive programs that are intended to achieve the goals of the Temiskaming Shores Development Corporation by encouraging private sector development and investment in Temiskaming Shores. The financial incentive programs presented are intended to respond to the local needs and opportunities. They have been developed based on City of Temiskaming Shores Community Economic Development Strategic Plan, as well as a review of best practices which have been successful in other Municipalities.

The Purpose, Description and Eligible Costs for each financial incentive program are outlined below.

All financial incentive programs are subject to funding allocated by the City of Temiskaming Shores Council on an annual basis.

1. Building Improvement Grant

Purpose

To encourage the improvement of the exterior of existing buildings and associated streetscape improvements through revitalization and restoration.

This will promote high quality, attractive improvements to buildings and properties and to support continued maintenance of the City's building stock.

Description

A grant for a total of half (50%) to a maximum of \$5,000 per application/project to cover the cost of construction costs.

Eligible Costs

The following eligible costs for building improvements apply only to the front, rear or exterior building facades that front onto a public street or front onto a parking area.

- Restoration of brickwork, wood, masonry and metal cladding.
- Repair or replacement of architectural details.
- Repair, replace, install or addition of exterior lighting.
- Repair, replace, install or addition of awnings and canopies.
- Replacement of windows and doors.
- Redesign of storefront.
- Painting or installation of mural or other wall art of exterior side walls.
- Installation or improvement of decorative retaining walls or fences.
- Installation of street furniture such as benches or permanent planters.
- Installation or improvement of pedestrian walkways.
- Installation of active or sustainable transportation infrastructure, such as bicycle parking or electric vehicle charging stations.
- Installation or improvement of a seasonal outdoor sidewalk café or patio, provided that it is located adjacent to the sidewalk.
- General clean-up of properties or removal of building contents that will result in change in business operation.
- Professional fees, subject to approval by the TSDC.
- Any other improvements designed to improve the building exterior, subject to approval by the TSDC.

2. Accessibility

Purpose

To encourage improvement to the accessibility of existing buildings in accordance with Accessibility for Ontarians with Disabilities Act, 2005.

This will promote improved access to properties to achieve universal accessibility for all ages and mobility devices.

Description

A grant for a total of half (50%) to a maximum of \$5,000 per application/project to cover the cost of construction costs.

Eligible Costs

- Installation of new automatic doors.
- Installation of new wheelchair access ramps.
- Renovations to public entryways.
- Repairs to pathways/accesses and stairs.
- Creation of new accessible washrooms.
- Professional fees, subject to approval by the TSDC.
- Any other improvements designed to improve accessibility, subject to approval by the TSDC.

3. Signage

Purpose

To encourage the improvement of existing and new signage though attractive and pedestrian orientated signage that contributes to the visual identity of the city.

This will promote improved identification of business properties to achieve attractiveness to consumers.

Description

A grant for a total of half (50%) of construction and/or installation costs to a maximum of \$5,000 per application/project.

Eligible Costs

- Repair or replacement of signage.
- Installation of new signage.
- Professional fees, subject to approval from the TSDC.
- Other signage, subject to approval from the TSDC.

Eligible Signs

- Primary signs attached to buildings (those that form part of a building facades sign board area or located above a building entrance or porch).
- Hanging signs, which may be used as primary signs or as secondary signs (to complete the main building signage).
- Standalone signs (located in front yards and in rear yards).



Community Business Improvement Grant Program Application Form

Office Use Only

Application No.:	Previous Funding Application No:
Date Received:	Previous Funding Agreement No:
Date Reviewed:	Pre-consultation: <input type="checkbox"/> Yes <input type="checkbox"/> No
Decision: <input type="checkbox"/> Complete <input type="checkbox"/> Incomplete	Financial Standing, good: <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Approved <input type="checkbox"/> Declined	By-law Standing, good: <input type="checkbox"/> Yes <input type="checkbox"/> No

1. Application Guidelines

- A pre-application consultation meeting is recommended before an applicant submits a completed application form. The Temiskaming Shores Development Corporation will assist applicants in completing application forms, advising on financial incentive programs and eligibility of costs and indicating required supporting materials.
- Application form intake will be ongoing each year and will be closed once all funds have been allocated.
- Application forms are received and reviewed on a first come first serve basis.
- One application form may be submitted for each project.
- One active application/project is permitted per business.
- Application forms may be submitted after a project has started .
- Application forms may be submitted within 90 days of the project completion date.
- Application forms must be completed and submitted to the address listed below.
- If the applicant is not the owner of the property/business, the applicant must provide written consent from the owner of the property/business to make an application.
- Incomplete application forms will not be accepted, but will be returned to the applicant with advice on how to complete.
- The subject property must be in good standing with the City of Temiskaming Shores, with no outstanding tax arrears or outstanding order(s) or request(s) to comply.
- The project must comply with the municipal and provincial regulations including the City of Temiskaming Shores Property Standards By-law and the Ontario Building Code.
- The funding amount must be used within 1 year (365 calendar days) from approval of funds.
- Within 90 days after the funded project is complete, the applicant must complete a Project Summary Report Form, summarizing the project completion.

2. Submission and Contact

Completed application forms, with all required supporting materials, signed by all parties, may be submitted in person at the City Hall Office or mailed to the address below. Email submissions will also be accepted.

Contact the Temiskaming Shores Development Corporation with any questions, to arrange a meeting or to submit a completed application form.

ATTN: James Franks
Temiskaming Shores Economic Development Corporation
325 Farr Drive
PO Box 2050
Haileybury, Ontario, P0J 1K0
Telephone: 705-672-3363 x4137
Email: tsdc@temiskamingshores.ca

Information Accessibility

Information provided by the applicant and contained within the application form and any applicable attachments, is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990 and will be used solely by the Temiskaming Shores Development Corporation to evaluate and approve funding allocations.

3. Applicant Information

Name:

Mailing Address:

Telephone:

Email Address:

The Applicant is: ☐ the property owner ☐ the business owner ☐ the authorized agent

Registered Property Owner(s) (if different from above)

Name:

Mailing Address:

Telephone:

Email Address:

Registered Business Owner(s) (if different from above)

Name:

Mailing Address:

Telephone:

Email Address:

4. Property Information

Indicate the location of the property subject to this application.

☐ Dymond ☐ New Liskeard ☐ Haileybury ☐ North Cobalt

Street Address:

Existing Use: ☐ Residential ☐ Commercial ☐ Industrial

Is the property in good standing with the City of Temiskaming Shores? ☐ Yes ☐ No
(example: outstanding tax arrears or outstanding order(s) or request(s) to comply)

Is the property currently vacant? ☐ Yes ☐ No

Property Condition: ☐ 1(poor) ☐ 2 ☐ 3 ☐ 4 ☐ 5(perfect)

Building Condition: ☐ 1(poor) ☐ 2 ☐ 3 ☐ 4 ☐ 5((perfect)

5. Business Information

Provide information on the business benefiting from this application.

Name of Business:

Ontario Business Identification Number (BIN):

Business Operations Address:

Staff Size: Full Time: Part Time:

Business Industry: ☐ Retail ☐ Manufacturing ☐ Transportation ☐ Agriculture ☐ Arts
☐ Mining ☐ Food Services ☐ Accommodations ☐ Technical Services ☐ Health
☐ Other (describe)

Has your Business previously received funding from this program? ☐ Yes ☐ No
(If yes, please indicate below)

Agreement Date:

Project Completion Date:

Amount:

6. Financial Incentive Programs

View the list of financial incentive programs and mark the eligible costs you are applying for. Each program is associated with specific eligibility criteria as per the Community Business Improvement Grant Program Policy.

Eligible Costs	Program	Program Details
<div><input type="checkbox"/> Restoration of brickwork, wood, masonry or metal cladding</div> <div><input type="checkbox"/> Repair/replacement of architectural details</div> <div><input type="checkbox"/> Repair, replace or addition of exterior lighting</div> <div><input type="checkbox"/> Repair, replace or addition of awnings and canopies</div> <div><input type="checkbox"/> Replacement of windows and doors</div> <div><input type="checkbox"/> Redesign of storefront</div> <div><input type="checkbox"/> Painting/installation of mural or other wall art</div> <div><input type="checkbox"/> Installation/improvement of decorative retaining walls/fences</div> <div><input type="checkbox"/> Installation of street furniture</div> <div><input type="checkbox"/> Installation/improvement of pedestrian walkways</div> <div><input type="checkbox"/> Installation of active/sustainable transportation infrastructure</div> <div><input type="checkbox"/> Installation/improvement of seasonal outdoor sidewalk/patio</div> <div><input type="checkbox"/> General clean-up of properties or removal of building contents</div> <div><input type="checkbox"/> Professional fees</div> <div><input type="checkbox"/> Other</div>	Building Improvement	<div><ul style="list-style-type: none">• 50% of Construction Costs• Maximum of \$5,000 per Application/Project</div>
<div><input type="checkbox"/> Installation of new automatic doors</div> <div><input type="checkbox"/> Installation of new wheelchair access ramps</div> <div><input type="checkbox"/> Renovations to public entryway</div> <div><input type="checkbox"/> Repairs to pathways/accesses and stairs</div> <div><input type="checkbox"/> Creation of new accessible washrooms</div> <div><input type="checkbox"/> Professional fees</div> <div><input type="checkbox"/> Other</div>	Accessibility	<div><ul style="list-style-type: none">• 50% of Construction Costs• Maximum of \$5,000 per Application/Project</div>
<div><input type="checkbox"/> Repair/replacement of signage</div> <div><input type="checkbox"/> Installation of new signage</div> <div><input type="checkbox"/> Professional fees</div> <div><input type="checkbox"/> Other</div>	Signage	<div><ul style="list-style-type: none">• 50% of Construction Costs• Maximum of \$5,000 per Application/Project</div>

7. Project Information

Project Title:

Project approximate start date:

Project approximate completion date:

Description of proposed Project:

Other important information:

8. Supporting Materials

View the below list of supporting materials and mark the materials you will require for your project. All required permits for the project must be submitted and preferably approved .

Required

- ☐ Photographs of the area where the proposed project will take place.
- ☐ Quotes or receipts for Budget Table items

If, applicable

- ☐ Professional Fees—Architect
- ☐ Professional Fees—Planner
- ☐ Professional Fees—Engineer
- ☐ Professional Fees—Architectural Designer
- ☐ Professional Fees—Landscape Architect
- ☐ Site Plan or Landscape Plan
- ☐ Work Plan
- ☐ Building Application
- ☐ Planning Application
- ☐ By-law Application
- ☐ Landfill Fees
- ☐ Encroachment Agreement

9. Project Budget—Budget Table

Provide a detailed costs estimate for your project on the budget table below. The Temiskaming Shores Development Corporation is not responsible for any cost overruns or costs incurred by an applicant in relation to any projects.

Please note that in-kind costs and non-3rd party labour costs are not an eligible expense.

Project Cost Details	Costs	Quote/Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
		<input type="checkbox"/> Quote <input type="checkbox"/> Receipt
Total Project Cost:		

Include

- ## Amount

- | Funding Source | Amount | Status |
|-----------------------|--------|---|
| | | <input type="checkbox"/> Confirmed
<input type="checkbox"/> Approval Date: |
| | | <input type="checkbox"/> Confirmed
<input type="checkbox"/> Approval Date: |
| | | <input type="checkbox"/> Confirmed
<input type="checkbox"/> Approval Date: |
| | | <input type="checkbox"/> Confirmed
<input type="checkbox"/> Approval Date: |
| | | <input type="checkbox"/> Confirmed
<input type="checkbox"/> Approval Date: |
| | | <input type="checkbox"/> Confirmed
<input type="checkbox"/> Approval Date: |
| | | <input type="checkbox"/> Confirmed
<input type="checkbox"/> Approval Date: |
| Total Funding Amount: | | |

Pre-consultation information:

[illegible]

10. Declaration and of Applicant

I (print name)_____ declare that:

1. The information contained in this application, attached supporting materials and documentation, is true to the best of my knowledge.
2. I have applied for the appropriate required Municipal and Provincial permits, as per the requirements of the proposed project.
3. I acknowledge that this application is subject to review and does not guarantee that funding will be granted for the proposed project.
4. I acknowledge that the Temiskaming Shores Development Corporation is not responsible for any cost overruns or costs incurred and is not responsible for any future costs burden incurred by an applicant in relation to all application/projects.

Date:

Signature of Applicant:

11. Authorization

Authorization of Property Owner (if different from applicant)

I, (print name)_____ am the owner of the land/building that is the subject of this application and I authorize the applicant to make this application on my behalf, and to provide any of my personal information that will be included in this application or collected during the process of the application.

Date:

Signature of Property Owner

Authorization of Business Owner (if different from applicant)

I, (print name)_____ am the owner of the Business that is the subject of this application and I authorize the applicant to make this application on my behalf, and to provide any of my personal information that will be included in this application or collected during the process of the application.

Date:

Signature of Business Owner



Community Business Improvement Grant Program Agreement

This agreement is dated this DAY of MONTH, YEAR

Between: **The Temiskaming Shores Development Corporation**
(Hereinafter referred to as the "TSDC")

And: **Applicant Name – Business Name**
(Hereinafter referred to as the "Applicant")

Approval of Funds Date: _____

Funding Amount: _____

Project Name: _____

Project Completion Date: _____

Project Property: _____

The *Applicant* has completed the Application Form to request funds from the *TSDC* Community Business Improvement Grant Program.

The Application Form has been reviewed and approved by the *TSDC*.

The *Applicant* agrees as follows:

1. General Conditions

1.1 The Project Property will remain in good standing with the City of Temiskaming Shores during the Project timeline. This includes no outstanding tax arrears or outstanding order(s) or request(s) to comply.

1.2 The Project will comply with Municipal and Provincial regulations including the City of Temiskaming Shores Property Standards By-law and the Ontario Building Code.

1.3 All required permits for the Project will be applied for and approved.

1.4 There is only one active application/project open for the subject business.

1.5 City staff, official(s) and/or agents(s) will be able to inspect the property(s) and building(s).

1.6 The Project will be completed as indicated on the Application Form. If changes arise, the *Applicant* will notify the *TSDC*.

1.7 The Project will not include any of the Program Restrictions, as indicated in the Community Business Improvement Grant Program Policy.

1.8 The amount of funding requested from other government bodies and/or non-profit organizations has been declared on the Application Form Budget Table.

2. Timeline

2.1 The Application Form has been submitted within 90 days of the Project Completion Date.

2.2 The *Applicant* will complete and sign a Project Summary Report Form, summarizing the project completion, within 90 days after the Project Completion Date.

3. Grant Funds

3.1 The Funding Amount will be used within 1 year (365 days) from Approval of Funds Date, unless a specific exemption is approved by the *TSDC*.

3.2 Once this Agreement has been signed by all parties the Funding Amount may take up to 4 weeks to be received by the *Applicant*.

3.3 The *TSDC* will not be responsible for any cost overruns or costs incurred and will not be responsible for any future costs burden incurred by the *Applicant* in relation to the Project.

4. Non-Compliance

4.1 If any of the above provisions are not adhered to by the *Applicant*, the *Applicant* and associated business will no longer be permitted to apply for the Community Business Improvement Grant Program for a duration of 5 years from the signed Agreement Date, as indicated above.

The *Applicant* may be required to pay back funds received from the Community Business Improvement Grant Program.

5. Special Permissions

LIST SPECIAL PERMISSIONS APPROVED BY THE *TSDC*, IF APPLICABLE

Signatures

Applicant Signature: _____

Printed Name: _____

Corporation Representative Signature: _____

Printed Name: _____



TEMISKAMING SHORES DEVELOPMENT CORPORATION

Community Business Improvement Grant Program Project Summary Report Form

Office Use Only

Application No.:	Approval of Funds Date:
Agreement No.	Within 365 days? <input type="checkbox"/> Yes <input type="checkbox"/> No
Project Summary Report No:	Project Completion Date:
Date Received:	Within 90 days? <input type="checkbox"/> Yes <input type="checkbox"/> No
Comment:	

1. Summary Report Guidelines

In compliance with the signed Community Business Improvement Grant Program Agreement, the applicant agreed to complete this required form within 90 days after the project completion date. This form is to summarize and verify that the project has been completed. The project summary report form must be completed, signed and submitted to the address below.

2. Submission and Contact

Completed Project Summary Report Forms, with all required supporting materials, may be submitted in person at the City Hall Office or mailed to the address below. Email submissions will also be accepted.

Contact the Temiskaming Shores Development Corporation with any questions or to submit a completed Project Summary Report Form.

ATTN: James Franks
Temiskaming Shores Economic Development Corporation
325 Farr Drive
PO Box 2050
Haileybury, Ontario, P0J 1K0
Telephone: 705-672-3363 x4137
Email: tsdc@temiskamingshores.ca

Information Accessibility

Information provided by the applicant and contained within the application form and any applicable attachments, is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990 and will be used solely by the Temiskaming Shores Development Corporation to evaluate and approve funding allocations. Applications will be met in a Subcommittee meeting.

3. Supporting Materials

To complete the form, please attached the required supporting materials when submitting this form.

- ☐ Photographs of the project area after project completion
- ☐ Receipts, as indicated on the application form project budget table.

4. Property Information

After the project completion date, as a result of the project:

Did the property existing use change? ☐ Yes ☐ No
If yes, what is the current use? ☐ Residential ☐ Commercial ☐ Industrial

Was the vacancy status of the property changed? ☐ Yes ☐ No
If yes, is the property currently vacant? ☐ Yes ☐ No

Is the property in good standing with the City of Temiskaming Shores? ☐ Yes ☐ No
(example: outstanding tax arrears or outstanding order(s) or request(s) to comply)
If no, please explain:

5. Project Information

After the project completion date, as a result of the project:

Does the project comply with the municipal and provincial regulations? ☐ Yes ☐ No
(City of Temiskaming Shores Property Standards By-law and the Ontario Building Code)

If no, please explain:

Were all required permits for the project approved and completed? ☐ Yes ☐ No

If no, please explain:

Was the project completed as indicated on the submitted application form? ☐ Yes ☐ No

If no, did the applicant notify the Temiskaming Shores Development Corporation? ☐ Yes ☐ No

If no, please explain:

Does the project include any items on the program restrictions list? ☐ Yes ☐ No

If yes, please explain:

6. Fund Information

Have all funds received have been used? ☐ Yes ☐ No

If no, please explain:

Were funds used for in-kind or third party fees? ☐ Yes ☐ No

If yes, please explain:

Were all funding sources, not confirmed on the application form, confirmed and received? ☐ Yes ☐ No

If no, please explain:

Were funds applied for and/or received by other government bodies and/or non-profit organizations after the application form was submitted? ☐ Yes ☐ No

If yes, please explain:

7. Additional Comments

8. Declaration and of Applicant

I (print name) _____ declare that:

1. The information contained in this application, attached supporting materials and documentation, is true to the best of my knowledge.
2. I acknowledge that the Temiskaming Shores Development Corporation is not responsible for any cost overruns or costs incurred and is not responsible for any future costs burden incurred by an applicant in relation to all application/projects.

Date:

Signature of Applicant:

Subject: Vacant Unit Rebate Program
Elimination

Report No.: CS-022-2025

Agenda Date: April 29, 2025

Attachments

Appendix 01: Draft By-Law Opt-Out of Vacant Unit Rebate Program (**Please refer to By-law No. 2025-046**)

Appendix 02: Draft By-law to amend By-law No. 2019-013 Municipal Property Tax Policy (Remove Rebate Program) (**Please refer to By-law No. 2025-047**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-022-2025;
2. That Council directs staff to prepare the necessary by-law to amend By-law No. 2019-013 Municipal Property Tax Policy Rebate Program for consideration at the April 29, 2025 Special Council meeting; and
3. That Council directs staff to prepare the necessary by-law to eliminate the Vacancy Rebate Program for properties within the commercial, industrial or other prescribed property class for consideration at the April 29, 2025 Special Council meeting.

Background

In 2001, the Province introduced an application-based rebate program for vacant units. The Vacancy Rebate Program provided eligible business properties in the commercial and industrial classes with the ability to apply for a rebate for the taxes levied on vacant space. Rebates have been provided at the same percentage as discounts afforded to property owners of vacant and excess land.

To be eligible for a rebate, a building or portion of a building must satisfy the following:

- The area must be vacant for a minimum of 90 consecutive days;
- The area must be physically separated from the used portions of the building (when partially vacant);
- The business must not be seasonal in nature; and

- The area must be capable of being leased for immediate occupation or undergoing renovations.

In 2017, Ontario Regulation 581/17 Tax Matters - Eligible Property Under Section 364 Of the Act and Land Prescribed Under Subsection 357 (1.1), allowed municipalities to propose changes to their vacant unit rebate programs, subject to provincial approval.

Subsequently, late in 2020, Section 364 of the Municipal Act, 2001 was amended to grant local municipalities the authority to pass a by-law without requiring provincial approval to eliminate the rebate. Amendments made to Section 364 of the Act with respect to the vacant unit rebate state that “a local municipality is not required to have a program to provide tax rebates to owners of property that has vacant portions if the local municipality passes a by-law providing that subsection (1) does not apply in the municipality (see section 364(1.1))”.

Analysis

The vacancy rebate program has become increasingly problematic for various reasons including:

- Properties remaining eligible for the rebate program for years at a time or indefinitely;
- Properties have and continue to receive rebates even after securing significant assessment reductions;
- The application and verification of eligibility criteria are difficult to administer due to loosely defined rules and limited compliance provisions;
- The rebate program creates inequities between other property classes that are not eligible for a rebate program;
- The costs associated with the vacancy rebate program are effectively redistributed across the broader tax base, resulting in all taxpayers subsidizing the rebate benefits received by a limited number of property owners.

The table below shows a sample of how the rebate has impacted the City’s operating revenues over the respective taxation years:

Table 1: Annual Rebate Totals and Number of Properties Receiving Rebates (2019-2023)

Year	Municipal Rebate (A)	Education Rebate (B)	Total Rebate (A + B)	Properties Receiving Rebates
2019	\$31,613.40	\$13,830.42	\$45,443.82	10
2020	\$34,033.94	\$14,295.62	\$48,329.56	10
2021	\$31,567.10	\$11,845.95	\$43,413.64	5
2022	\$28,736.43	\$10,776.97	\$39,513.40	6
2023	\$11,293.98	\$4,164.95	\$15,458.23	6

On April 20, 2022, the Corporate Services Committee recommended that the subclass reduction factors which have historically been set at 0.7 for Commercial Excess/Vacant Land, and 0.65 for Industrial Excess/Vacant Land be eliminated. Following analysis by the Treasurer, Council considered Administration Report CS-019-2022 and supported a phased-in elimination of the subclass reduction factors, rather than full elimination. The subclasses were reduced as follows:

Taxation Year	Subclass Reduction Factor for Commercial Excess/Vacant Land	Subclass Reduction Factor for Industrial Excess/Vacant Land
2022	0.80	0.75
2023	0.85	0.80
2024	0.90	0.85

The Treasurer has recommended that the subclass reduction factor for Commercial Excess/Vacant Land be adjusted to 1.0 and the Industrial Excess/Vacant Land be adjusted to 1.0 for the 2025 taxation year.

Since the rebate has historically been in alignment with the subclass reduction and seeing as the program is now phased out for the 2025 taxation year, it is recommended that the Vacancy Rebate Program be eliminated effective with the 2025 tax year and moving forward.

Relevant Policy / Legislation / City By-Law

- [Section 364, Municipal Act, 2001](#)
- [Ontario Regulation 581/17 Tax Matters - Eligible Property Under Section 364 Of the Act and Land Prescribed Under Subsection 357 \(1.1\)](#)
- [By-law No. 2019-013 – Municipal Property Tax Policy](#)

Consultation / Communication

- N/A

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 ☒

As noted in the “Analysis” section of this report.

Alternatives

No alternatives are being proposed.

Submission

Prepared by:

Reviewed by

Reviewed and submitted for
Council’s consideration by:

“Original signed by”

“Original signed by”

“Original signed by”

Stephanie Leveille
Treasurer

Shelly Zubych
Director of Corporate
Services

Sandra Lee
City Manager

The Corporation of the City of Temiskaming Shores

By-law No. 2025-046

**Being a by-law to Opt-Out of the Vacant Unit Rebate Program
Under Section 364 of the Municipal Act, 2001**

Whereas Section 364 of the Municipal Act, 2001 (S.O. 2001), as amended (hereinafter referred to as the “Municipal Act”) sets out the program by which tax rebates may be provided for property in respect of eligible vacant portions for properties within the commercial, industrial or other prescribed property class; and

Whereas a local municipality, pursuant to subsection 364(1.1) of the Municipal Act, may choose that it will not maintain a program to provide rebates under section 364;

Whereas for the purposes of the by-law the Commercial classes shall be considered a single property class and the Industrial classes shall be deemed to be a single property class;

Whereas the Minister of Finance may be regulation under paragraph 364(a.0.1) identify property classes other than the commercial and industrial property classes to be Prescribed Classes for the purposes of Section 364;

Whereas Council considered Administrative Report 022-2025-CS at the April 29, 2025 Committee of the Whole Meeting, and directed staff to prepare the necessary by-law to opt-out of the vacant unit rebate program under Section 364 of the Municipal Act, for consideration at the April 29, 2025 Special Council meeting; and

Whereas it is deemed appropriate to end the application of Section 364 effective for the 2025 taxation year.

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

1. That in accordance with subsection 364(1.1) of the Municipal Act, no program will be maintained, and no rebates will be made under Section 364 of that Act for 2025 or any subsequent taxation year; and
2. That this by-law shall apply to property in the commercial property class, the industrial property class, and to property in any other class identified as a prescribed class, including but not limited to the landfill property class.
3. That the provisions of this By-law shall come into force and take effect January 1, 2025.

Read a first, second and third time and finally passed this 29th day of April, 2025.

Mayor

Clerk

The Corporation of the City of Temiskaming Shores

By-law No. 2025-0047

**Being a by-law to amend By-law No. 2019-013, for the Adoption of a
Municipal Property Tax Policy
(Removal of Vacancy Rebate Applications)**

Whereas Section 306 to Section 389 inclusive of the Municipal Act, S. O. 2001, c. 25 as amended, provides legislation with respect to municipal property taxes; and

Whereas Council considered Administrative Report CS-046-2018 at the December 18, 2018 Regular Council meeting and directed staff to prepare the necessary by-law to adopt a Municipal Property Tax Policy for the City of Temiskaming Shores for consideration at the December 18, 2018 Regular Council meeting; subsequently By-law No. 2019-013 to adopt the Municipal Property Tax Policy was passed on December 18, 2018; and

Whereas Council considered Administrative Report CS-022-2025 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to amend By-law No. 2019-013, to adopt the Municipal Property Tax Policy, for the purpose of removing Section 7 a) Vacancy Rebate Applications, for consideration at the April 29, 2025 Special Council meeting.

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

1. That Schedule "A" to By-law No. 2019-013, be amended by deleting Article 7 (a) in its entirety, and renumbering all subsequent subsections accordingly.
2. That this By-law shall come into force and effect on the date of its final passing.
3. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any 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.

Read a first, second and third time and finally passed this 29th day of April 2025.

Mayor

Clerk