



The Corporation of the City of Temiskaming Shores
Regular Meeting of Council
Tuesday, May 20, 2025 – 6:00 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 Agenda**
5. **Approval of 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

None

8. Review and Adoption of Council Minutes

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

- a) Regular Council Meeting – April 15, 2025;
- b) Committee of the Whole Meeting – April 29, 2025; and
- c) Special Council Meeting – April 29, 2025.

9. Presentations / Delegations

- a) Jon Clifford, Senior Project Manager and Dave Berrade, Social Impact and Engagement Lead – ABO Energy

Re: Temiskaming Wind Farm Development Plan, May 2025

10. Correspondence/ Communications

- a) Carolyn Lance, Council Services Coordinator – Town of Georgina

Re: Resolution of support regarding salt management, 2025-04-07

Reference: Received for Information

- b) Dave Beres, Deputy Mayor – Town of Tillsonburg

Re: Tillsonburg's resolution regarding strong mayor powers, 2025-04-15

Reference: Presented under Section 14 – New Business, for consideration

- c) Honourable Rob Flack, Minister of Municipal Affairs and Housing

Re: Expanded strong mayor powers as of May 1, 2025, 2025-05-01

Reference: Received for Information

- d) Honourable Rob Flack, Minister of Municipal Affairs and Housing

Re: Bill 17 – Protect Ontario by Building Faster and Smarter Act, 2025, 2025-05-13

Reference: Received for Information

- e) Mr. Paul Dinel, Resident

Re: Request to purchase municipal land, 2025-05-08

Reference: Referred to the Clerk to process in accordance with the City's Disposition of Land By-law No. 2015-160

- f) Federation of Northern Ontario Municipalities (FONOM)

Re: FONOM Annual Meeting Resolutions from the May 5, 2025 Annual General Meeting, 2025-05-14

Reference: Received for Information

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that the Council for the City of Temiskaming Shores agrees to deal with Communication Items 10 a) through 10 f), in accordance with the agenda references.

11. Committees of Council – Community and Regional

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

- a) Minutes from the District of Timiskaming Social Services Administration Board meeting held on March 19, 2025;
- b) Minutes from the Temiskaming Shores Public Library Board meeting held on March 26, 2025; and
- c) Minutes from the Northeastern Health Unit Board of Health meetings held on February 27, 2025 and on April 3, 2025.

12. Reports by Members of Council

- a) Councillor Mark Wilson

Re: 2025 FONOM Conference Report, and the 2025 Ontario Traffic Council Summit Report

13. Notice of Motions

14. New Business

- a) **Resolution of Support from Town of Tillsonburg – Strong Mayor Powers (Correspondence Item No. 10 b.)**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas Council for the Town of Tillsonburg adopted a resolution regarding Strong Mayor Powers, at their regular meeting on April 14, 2025; and

Whereas the Ontario government has expanded "strong mayor" powers to 170 additional municipalities under the proposed legislation on May 1, 2025, which grants mayors in these municipalities more authority, particularly concerning the control of municipal budgets, planning and operational decisions; and

Whereas this has raised significant concerns regarding the centralization of power, erosion of local democracy, reduced accountability, and the potential for the abuse of power; and

Whereas the expansion of strong mayor powers undermines the collaborative nature of municipal governance, and diminishes the role of elected municipal councillors in representing the diverse interests of the community; and

Whereas concerns have been raised about the negative impacts on public trust, democratic participation, and municipal decision-making processes, if mayors are given the ability to bypass council decisions without adequate consultation or oversight.

Be it resolved that Council of the City of Temiskaming Shores hereby supports the Town of Tillsonburg in their opposition, and further:

1. Does not support the strong mayor powers as currently outlined;
2. Supports the specific powers to mayors as it pertains to identifiable decisions regarding housing, development, infrastructure and transit to provide tools that reduce obstacles that can stand in the way of new housing and infrastructure developments;
3. Strongly suggests that free reign of decision-making regarding hiring, firing, committees and so forth be removed from the proposed authority;
4. Strongly suggests that members of current Council were duly elected officials by citizens with the awareness of one vote per council member and majority votes are the democratic process;
5. Requests the Province to review and seek collaborative input from the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO); and
6. Directs staff to forward this resolution to the Honourable Rob Flack, Minister of Municipal Affairs and Housing; the Honourable Doug Ford, Premier of Ontario; John Vanthof, MPP Timiskaming-Cochrane; the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), and the Rural Ontario Municipal Association (ROMA).

b) **Proclamation – Bi-Annual Proclamation Schedule**Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas at the February 6, 2024 Committee of the Whole meeting, Council approved the development of a bi-annual proclamation schedule.

Be it resolved that Council for the City of Temiskaming Shores hereby proclaims the following days in the City of Temiskaming Shores:

National Drowning Prevention Week	July 20-26, 2025
International Overdose Awareness Day	August 31, 2025
Terry Fox Run	September 14, 2025
Franco-Ontarian Day	September 25, 2025
National Day for Truth and Reconciliation and Orange Shirt Day	September 30, 2025
Fire Prevention Week	October 5-11, 2025
Local Government Week	Third week in October
Child Care Worker and Early Childhood Educator Day	October 21, 2025
Dress Purple for Children Welfare Agencies	Last Friday in October
Fall Prevention Month	November, 2025
Indigenous Veterans Day	November 8, 2025
Veterans Week	November 5-11, 2025
Elimination of Violence Against Women	November 25, 2025

And further that Council of the City of Temiskaming Shores respectfully acknowledges the importance of honouring these holidays in the City of Temiskaming Shores:

Canada Day	July 1, 2025
Civic Holiday	August 4, 2025
Labour Day	September 1, 2025
Thanksgiving Day	October 13, 2025
Remembrance Day	November 11, 2025
Christmas Day	December 25, 2025
Boxing Day	December 26, 2025

c) **Memo No. 016-2025-CS – Deeming By-law for 468 Helmer Pedersen Drive and 222 Cosman Cres.**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas the owner of 468 Helmer Pedersen Drive and 222 Cosman Crescent in New Liskeard would like to merge lots on title through the adoption of a deeming by-law in compliance with the Planning Act, to create one property with one roll number; and

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

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby directs staff to prepare the necessary by-law to deem 468 Helmer Pedersen Drive and 222 Cosman Crescent; i.e. PLAN M329T LOT 4 PCL 22046SST and PLAN 54M365 LOT 25, to no longer be lots on a plan of subdivision; and

Further that Council hereby directs staff to prepare the necessary Deeming By-law, for consideration at the May 20, 2025 Regular Council meeting.

d) **Administrative Report No. CS-0123-2025 – Zoning By-law Amendment – 583381 West Road**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 023-2025-CS;

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 Residential R1-H2 to Rural Residential R1-H2-1 for 583381 West Road; 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.

e) **Administrative Report No. RS-009-2025 – EV Charger RFP Award**

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-009-2025; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with Bracebridge Generation Ltd., for the provision of a dual head, 120kW DCFC EV Charger, for consideration at the May 20, 2025, Regular Council meeting.

f) **Administrative Report No. RS-010-2025 – Skate Sharpener Lease 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. RS-010-2025; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with Zubycck SkillZ Ltd., for use of the Don Shepherdson Memorial Arena Skate Sharpening Room from September 1, 2025, to August 30, 2027, for consideration at the May 20, 2025, Regular Council meeting.

15. By-Laws

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that:

- | | |
|---------------------|--|
| By-law No. 2025-050 | Being a by-law to enter into a Municipal Transient Accommodation Tax Financial Accountability and Services Agreement with the Temiskaming Shores Development Corporation |
| By-law No. 2025-051 | Being a by-law to adopt an Asset Management Plan (Phase 3) for the City of Temiskaming Shores (repeals previous plans) |

By-law No. 2025-052	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
By-law No. 2025-053	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
By-law No. 2025-054	Being a by-law to rename Dymond Field B to the Isaac Walker-Dupont Memorial Ball Field
By-law No. 2025-055	Being a by-law to appoint an Assistant Drainage Superintendent pursuant to the Drainage Act, RSO L990 (Jeremie Latour)
By-law No. 2025-056	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
By-law No. 2025-057	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
By-law No. 2025-058	Being a by-law to amend By-law No. 2025-005 to adopt the City of Temiskaming Shores Community-Based Strategic Plan
By-law No. 2025-059	Being a by-law to designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed as not a registered plan of subdivision 468 Helmer Pedersen Drive and 222 Cosman Crescent
By-law No. 2025-060	Being a by-law to enact a Zoning by-law Amendment to rezone 583381 West Road from Rural Residential – H2 to Rural Residential – H2 -1 to allow for a home occupation as a permitted use in the City of Temiskaming Shores Zoning By-law 2017-154
By-law No. 2025-061	Being a by-law to enter into an agreement with Bracebridge Generation Ltd. o/a Lakeland Solutions

for the provision of a dual head, 120kW DCFC EV Charger

By-law No. 2025-062 Being a by-law to enter into a lease agreement with Zubyck SkillZ Ltd. for use of the Skate Sharpening Room at the Don Shepherdson Memorial Arena from September 1, 2025 – August 20, 2027

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

16. Schedule of Council Meetings

- a) Committee of the Whole – June 3, 2025 starting at 3:00 p.m.
- b) Regular Council Meeting – June 17, 2025 starting at 6:00 p.m.

17. Question and Answer Period

18. Closed Session

None

19. Confirming By-law

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that By-law No. **2025-063** being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Regular meeting held on May 20, 2025, and at its Committee of the Whole and Special Council Meetings held on April 29, 2025, be hereby introduced and given first, second, third and final reading; and be signed by the Mayor and Clerk and the Corporate Seal affixed thereto.

20. Adjournment

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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



The Corporation of the City of Temiskaming Shores
Regular Meeting of Council
Tuesday, April 15, 2025 – 6:00 p.m.
City Hall – Council Chambers – 325 Farr Drive

Minutes

1. Land Acknowledgement

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

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

2. Call to Order

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

3. Roll Call

Council:	Mayor Jeff Laferriere and Councillors Dan Dawson, Melanie Ducharme, Ian Graydon, Nadia Pelletier-Lavigne, Mark Wilson (virtual) and Danny Whalen
Present:	Logan Belanger, Municipal Clerk Sandra Lee, City Manager Shelly Zubyck, Director of Corporate Services Mathew Bahm, Director of Recreation Steve Langford, Fire Chief Brad Hearn, Information Technology Steve Burnett, Manager of Environmental Services Mitch McCrank, Manager of Transportation Services
Regrets:	N/A
Media:	1
Delegates:	N/A

Members of the Public: 2

4. Review of Revisions or Deletions to Agenda

None

5. Approval of Agenda

Resolution No. 2025-136

Moved by: Councillor

Seconded by: Councillor

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

Carried

6. Disclosure of Pecuniary Interest and General Nature

Councillor Nadia Pelletier-Lavigne declared a Conflict of Pecuniary Interest related to Section 15) By-laws, No. 2025-035 to enact a Zoning by-law Amendment to rezone 620 Lakeshore Road from Tourist Commercial (C4) to Medium Density Residential (R3) in the City of Temiskaming Shores Zoning By-law 2017-154, as the subject property is her immediate neighbour.

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

None

8. Review and Adoption of Council Minutes

Resolution No. 2025-137

Moved by: Councillor Whalen

Seconded by: Councillor Graydon

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

- a) Regular Council Meeting – March 18, 2025; and
- b) Committee of the Whole Meeting – April 1, 2025.

Carried

9. Presentations / Delegations

None

10. Correspondence/ Communications

- a) Adrienne Pierre, Management Forester – Temagami Forest, Ministry of Natural Resources

Re: Inspection of 2025-2026 Annual Work Schedule for Temagami Forest, 2025-03-15

Reference: Received for Information

- b) Danny Whalen, President - Federation of Northern Ontario Municipalities

Re: FONOM Letter to Premier, Doug Ford – Approach for Ministry of Transportation, 2025-04-02

Reference: Received for Information

Resolution No. 2025-138

Moved by: Councillor Dawson

Seconded by: Councillor Ducharme

Be it resolved that the Council for the City of Temiskaming Shores agrees to deal with Communication Items 10 a) through 10 b), in accordance with the agenda references.

Carried

11. Committees of Council – Community and Regional

Resolution No. 2025-139

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

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

- a) Minutes from the New Liskeard Business Improvement Area Board of Management meetings held on March 17, 2025 and on March 24, 2025;

- b) Minutes from the District of Timiskaming Social Services Administration Board meeting held on February 19, 2025; and
- c) Minutes from the Temiskaming Shores Public Library Board meeting held on February 19, 2025.

Carried

12. Reports by Members of Council

Councillor Danny Whalen

Councillor Whalen provided a progress update on the Rockin' On Canada Day event preparations, including the finalization of the strategic alliance agreement, to be presented to Council at an upcoming meeting, along with an update that the Temiskaming Shores Development Corporation recently met to approve the Operating and Municipal Transient Accommodation Tax Financial Accountability Agreement with the City. Councillor Whalen inquired if staff have received any correspondence related to any potential decreases to public transit funding.

Councillor Melanie Ducharme

Councillor Ducharme commented that a written report will be provided to summarize the Ontario Good Roads Association Conference (OGRA); however, provided a summary the event.

13. Notice of Motions

None

14. New Business

- a) **Resolution of Support from Town of Bradford West Gwillimbury – Request for Landlord Tenant Reforms (Correspondence item from the March 18, 2025 Regular Council Meeting)**

Resolution No. 2025-140

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

Whereas Council of the Town of Bradford West Gwillimbury adopted a resolution regarding Landlord Tenant Reforms, at their regular meeting on March 4, 2025; and

Whereas Ontario has expanded the accessory dwelling unit (ADU) framework to address the housing supply crisis, which includes the need to balance the interests of both tenants and small-scale landlords; and

Whereas small-scale landlords may face financial strain when tenants withhold rent in bad faith, and delayed dispute resolution systems can result in undue hardship for landlords, while also affecting tenants' security and well-being; and

Whereas it is crucial to support the development of legal ADUs and secondary rentals while ensuring tenants' rights are respected and upheld; and

Whereas proposed reforms could include:

- Accelerating dispute resolution for ADUs and secondary rentals at the Landlord and Tenant Board (LTB) within 30 days, ensuring fairness for both tenants and landlords;
- Introducing mediation services to resolve disputes quickly and amicably, reducing reliance on lengthy hearings;
- Providing both landlords and tenants with enhanced tools for clear communication, such as standardized rental agreements and better screening practices;
- Strengthening protections for tenants against unfair eviction while enforcing stricter penalties for tenants withholding rent in bad faith;
- Ensuring law enforcement access to properties only under appropriate circumstances, respecting tenants' rights while supporting landlords in the resolution of unpaid rent issues;
- Establishing a hardship relief fund for landlords impacted by unpaid rent, while ensuring tenants are also supported in cases of financial distress; and
- Offering free or low-cost legal assistance to both landlords and tenants to navigate disputes fairly.

Be it resolved that Council of the City of Temiskaming Shores hereby supports the Town of Bradford West Gwillimbury's call on the provincial government to look at ways to implement these balanced reforms that protect both small-scale landlords and tenants, ensuring fairness in the rental market; and

That a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario; the Honourable Rob Flack, Minister of Municipal Affairs

and Housing, the Honourable Doug Downey, Attorney General; John Vanthof, MPP Timiskaming-Cochrane; the Association of Municipalities of Ontario, and the Town of Bradford West Gwillimbury.

Carried

b) Resolution of Support – Town of Kirkland Lake - Safer Highways (Correspondence item from the March 18, 2025 Regular Council Meeting)

Resolution No. 2025-141

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

Whereas Council of the Town of Kirkland Lake adopted a resolution regarding Safer Highways, at their regular meeting on March 4, 2025.

Be it resolved that Council of the City of Temiskaming Shores hereby supports the Town of Kirkland Lake's support for the Updated Northern Highway Safety Plan prepared by John Vanthof, MPP Timiskaming-Cochrane; Guy Bourgouin, MPP Mushkegowuk-James Bay; and Lise Vaugeois, MPP Thunder Bay-Superior North; and

That a copy of this resolution be forwarded to the Honourable Prabmeet Sarkaria, Minister of Transportation, and John Vanthof, MPP Timiskaming-Cochrane.

Carried

c) Memo No. 009-2025-CS – Frog's Breath Application Sponsorship – Branch 54 Royal Canadian Legion - Haileybury

Resolution No. 2025-142

Moved by: Councillor Dawson

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No.009-2025-CS; and

That Council for the City of Temiskaming Shores hereby approves the request from the Branch 54 Royal Canadian Legion - Haileybury, and agrees to sponsor a funding application to the Frog's Breath Foundation, for their renovation project.

Carried

d) **Memo No. 010-2025-CS – Resolution of Support for BIA Block Party Application**

Resolution No. 2025-143

Moved by: Councillor Graydon

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 010-2025-CS;

That Council confirms support for the New Liskeard Business Improvement Area (BIA) Board of Management's application to the NOHFC Cultural Support Program, in the amount of \$20,000 for the 2025 BIA Block Party; and

That Council will provide \$14,000 toward the project, and will offset any cost overruns through the BIA budget.

Carried

e) **Memo No. 011-2025-CS – Funding Agreement for Regional Economic Development – Delegation of Authority**

Resolution No. 2025-144

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

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

That Council provide the delegation of authority to the Mayor and Clerk to execute the agreement for federal funding related to the regional economic development project, and any and all required documentation and amendments, on behalf of the City of Temiskaming Shores, as required under the Agreement; and

Further that staff prepare a report and confirming by-law for presentation at a future Regular Council meeting, once the funding agreement has been finalized.

Carried

f) **Administrative Report No. CS-015-2025 – Ontario Proposing to Expand Strong Mayor Powers to 169 Additional Municipalities**

Resolution No. 2025-145

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-015-2025, titled Ontario Proposing to Expand Strong Mayor Powers to 169 Additional Municipalities, for information purposes; and

That staff is directed to report back to Council should the City be officially designated under the amended regulation, with recommendations for adapting local governance processes, as required.

Carried

g) **Memo No. 012-2025-RS – WSP Canada Inc. Green Fleet Project Agreement Amendment**

Resolution No. 2025-146

Moved by: Councillor Ducharme

Seconded by: Councillor Dawson

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

That Council directs staff to prepare the necessary amendment to By-law No. 2025-025, being an agreement with WSP Canada Inc. for the creation of a Green Municipal Fleet Study, to replace “Schedule A” with a revised agreement, for consideration at the April 15, 2025 Regular Council Meeting.

Carried

15. By-Laws

Councillor Pelletier-Lavigne disclosed a pecuniary interest related By-law No. 2025-035, Zoning By-law Amendment; therefore, did not participate in discussion, not voted on the following resolution:

Resolution No. 2025-147

Moved by: Councillor Graydon

Seconded by: Councillor Ducharme

Be it resolved that:

By-law No. 2025-035 Being a by-law to enact a Zoning by-law Amendment to rezone 620 Lakeshore Road from Tourist Commercial (C4) to Medium Density Residential (R3) in the City of Temiskaming Shores Zoning By-law 2017-154

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

Carried

Resolution No. 2025-148

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that:

By-law No. 2025-030 Being a by-law to enter into an agreement with Miller Paving Limited for the 2025 roadway rehabilitation program

By-law No. 2025-031 Being a by-law to enter into an agreement with Food Cycle Science Corporation for the supply and delivery of the FoodCycler products and management support of the Project (50 households)

By-law No. 2025-032 Being a by-law to enter into a Conditional Contribution Agreement with the Northern Ontario Heritage Fund Corporation (NOHFC) under the Community Enhancement Program for upgrades and improvements to the recreational facilities in Farr Park and Shaver Park and outfield fencing at Dymond Park (Project No. 7510284)

By-law No. 2025-033 Being a by-law to enter into a Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Minister for Seniors and Accessibility, to expand the All Age Friendly program to support programming to more seniors within the community

By-law No. 2025-034	Being a by-law to enter into an agreement with J.L. Richards & Associates Limited for the City of Temiskaming Shores Official Plan review
By-law No. 2025-036	Being a by-law to amend By-law No. 2015-141, to adopt the Delegation of Powers and Duties Policy for the City of Temiskaming Shores (Cemetery)
By-law No. 2025-037	Being a by-law to amend By-law No. 2022-185 to appoint community representatives to various committees and boards for the 2022-2026 term of Council (New Liskeard Business Improvement Area Board of Management)
By-law No. 2025-038	Being a by-law to enter into a Grant Agreement under the Rural Transit Solutions Fund with His Majesty the King in right of Canada as represented by the Minister of Infrastructure and Communities, for the Transit Evaluation and Feasibility Study
By-law No. 2025-039	Being a by-law to amend By-law No. 2025-025 to enter into an agreement with WSP Canada Inc. for the creation of a Green Municipal Fleet Study for the City of Temiskaming Shores

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

Carried

16. Schedule of Council Meetings

- a) Committee of the Whole – April 29, 2025 starting at 3:00 p.m.
- b) Regular Council Meeting – May 20, 2025 starting at 6:00 p.m.

17. Question and Answer Period

None

18. Closed Session

None

19. Confirming By-law

Resolution No. 2025-149

Moved by: Councillor Ducharme

Seconded by: Councillor Dawson

Be it resolved that By-law No. **2025-040** being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Regular meeting held on April 15, 2025, and at its Committee of the Whole Meeting held on April 1, 2025, be hereby introduced and given first, second, third and final reading; and be signed by the Mayor and Clerk and the Corporate Seal affixed thereto.

Carried

20. Adjournment

Resolution No. 2025-150

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council hereby adjourns its meeting at 6:38 p.m.

Carried

Mayor

Clerk



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

Minutes

1. Land Acknowledgement

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

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

2. Call to Order

The meeting was called to order by Mayor Laferriere at 3:00 p.m.

3. Roll Call

Council: Mayor Jeff Laferriere and Councillors Dan Dawson, Ian Graydon, Nadia Pelletier-Lavigne, Mark Wilson, and Danny Whalen

Present: Logan Belanger, Municipal Clerk
Shelly Zubych, Director of Corporate Services
Mathew Bahm, Director of Recreation
Jeremie Latour, Engineering Technologist
Steve Langford, Fire Chief
Brad Hearn, Information Technology
Steve Burnett, Manager of Environmental Services
Mitch McCrank, Manager of Transportation Services
Stephanie Leveille, Treasurer

Regrets: Councillor Melanie Ducharme

Media: 2
Delegates: N/A
Members of the Public: 2

4. Review of Revisions or Deletions to the Agenda

None

5. Approval of the Agenda

Resolution No. 2025-151

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

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

Carried

6. Disclosure of Pecuniary Interest and General Nature

Councillor Dan Dawson declared a Conflict of Pecuniary Interest related to Section 9) Recreation Services, item 4) titled Administrative Report No. RS-008-2025 – Various Summer Events – Requests for Support, as members of his immediate family own Whiskeyjack Beer Company.

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

Mayor Laferriere outlined that the purpose of this public meeting is for one (1) Zoning By-law amendment application. The Planning Act requires that a public meeting be held before Council decides whether to pass a by-law adopting a proposed amendment.

The public meeting serves two purposes: first, to present to Council and the public the details and background to the proposed amendments and second, to receive comments from the public and agencies before a decision is made by Council.

Mayor Laferriere declared the meeting to be open and to be a public meeting pursuant to Section 34 of the Planning Act, and requested the Director of Corporate Services to outline the details of the application.

Shelly Zubyck, Director of Corporate Services, utilizing PowerPoint, outlined the background, purpose, and planning analysis related to the Zoning by-law amendment. The applicant is seeking to rezone the subject land from Rural – H2 to Rural H2-1, to add an exception to Section 4.7.1(i), for a home occupation which involves the retail sale of products made off site.

Notice of the public hearing was advertised in the Temiskaming Speaker beginning on April 9, 2025, and to surrounding property owners, in accordance with the statutory notice requirements of the Planning Act. The application was also circulated to City staff, and no concerns or objections have been received, and no comments or concerns have been received from external agencies or members of the public.

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

Mayor Laferriere inquired if there were any comments from members of the public or Council, and no questions were received.

Mayor Laferriere declared that this public meeting is closed, and Council will give due consideration to the application.

8. Public Works

a) Delegations/Communications

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

Re: Presentation of 2025 Phase 3 Asset Management Plan

Jeremie Latour, Engineering Technologist, utilizing PowerPoint, presented the content summary of the 2025 Phase 3 Municipal Asset Management Plan. The presentation included a regulatory overview related to plan timelines; a description of the asset data; a summary of replacement costs by category (including a per capita cost comparison among other municipalities); a review of the service planning framework; the state of City assets, as well

as the proposed service levels, and financial strategy. Mr. Latour concluded the presentation by providing a review of considerations moving forward, such as the review and update of the AMP at least every 5 years, an annual review before July 1st of each year, along with addressing factors impeding the municipality's ability to implement its plan, a communication strategy for open data and public engagement, and implementation strategies.

The Mayor thanked Mr. Latour for the presentation, and members of Council expressed their appreciation to staff for the work on the development of the plan.

Resolution No. 2025-152

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

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.

Carried

b) Administrative Reports

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

Resolution No. 2025-153

Moved by: Councillor Wilson

Seconded by: Councillor Graydon

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.

Carried

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

Resolution No. 2025-154

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

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.

Carried

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

Resolution No. 2025-155

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

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.

Carried

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

Resolution No. 2025-156

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

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.

Carried

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

Resolution No. 2025-157

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

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.

Carried

c) New Business

None

9. Recreation Services

a) Delegations/Communications

None

b) Administrative Reports

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

Resolution No. 2025-158

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

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.

Carried

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

Resolution No. 2025-159

Moved by: Councillor Dawson

Seconded by: Councillor Whalen

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.

Carried

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

Resolution No. 2025-160

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

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.

Carried

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

Councillor Dawson disclosed a pecuniary interest related this item; therefore, did not participate in discussion, nor voted on the following resolution:

Resolution No. 2025-161

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

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.

Carried

c) New Business

None

10. Fire Services

a) Delegations/Communications

None

b) Administrative Reports

1. Fire Activity Report – April 29, 2025

Resolution No. 2025-162

Moved by: Councillor Wilson

Seconded by: Councillor Graydon

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.

Carried

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

Resolution No. 2025-163

Moved by: Councillor Whalen

Seconded by: Councillor Dawson

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.

Carried

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

Resolution No. 2025-164

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

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.

Carried

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

Resolution No. 2025-165

Moved by: Councillor Wilson

Seconded by: Councillor Graydon

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

Carried

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

Resolution No. 2025-166

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

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.

Carried

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

Resolution No. 2025-167

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

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.

Carried

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

Resolution No. 2025-168

Moved by: Councillor Whalen

Seconded by: Councillor Graydon

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.

Carried

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

Event of Municipal Significance

Resolution No. 2025-169

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

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.

Carried

Event Authorization - Noise Exemption

Resolution No. 2025-170

Moved by: Councillor Whalen

Seconded by: Councillor Graydon

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.

Carried

Event Authorization - Sign Exemption

Resolution No. 2025-171

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

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.

Carried

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

Resolution No. 2025-172

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

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.

Carried

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

Resolution No. 2025-173

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

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.

Carried

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

Resolution No. 2025-174

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

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.

Carried

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

Resolution No. 2025-175

Moved by: Councillor Whalen

Seconded by: Councillor Dawson

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.

Carried

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

Resolution No. 2025-176

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

Be it resolved that Council hereby adjourns its meeting at 4:53 p.m.

Carried

Mayor

Clerk



The Corporation of the City of Temiskaming Shores
Special Council Meeting
Tuesday, April 29, 2025
Immediately following the Committee of the Whole Meeting
City Hall – Council Chambers – 325 Farr Drive

Minutes

1. Land Acknowledgement

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

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

2. Call to Order

The meeting was called to order by Mayor Laferriere at 5:05 p.m.

3. Roll Call

Council:	Mayor Jeff Laferriere and Councillors Dan Dawson, Ian Graydon, Nadia Pelletier-Lavigne, Mark Wilson, and Danny Whalen
Present:	Logan Belanger, Municipal Clerk Shelly Zubyck, Director of Corporate Services Mathew Bahm, Director of Recreation Steve Langford, Fire Chief Brad Hearn, Information Technology Steve Burnett, Manager of Environmental Services Mitch McCrank, Manager of Transportation Services Stephanie Leveille, Treasurer

Regrets: Councillor Melanie Ducharme
Media: 2
Delegates: N/A
Members of the Public: 1

4. Approval of Agenda

Resolution No. 2025-177

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

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

Carried

5. Declaration of Special Meeting

Resolution No. 2025-178

Moved by: Councillor Graydon

Seconded by: Councillor Wilson

Be it resolved that the Council of the City of Temiskaming Shores declares this meeting a “Special Meeting” in accordance with Section 9 of Procedural By-law No. 2023-022.

Carried

6. Disclosure of Pecuniary Interest and General Nature

None

7. Correspondence/ Communications

a) Raven Lacerte, Co-Founder & Executive Director - Moose Hide Campaign

Re: Moose Hide Campaign Day Proclamation Request, 2025-04-16

Reference: Resolution presented under Section 8 - New Business

Resolution No. 2025-179

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

Be it resolved that the Council for the City of Temiskaming Shores agrees to deal with Communication Item 10 a), in accordance with the agenda reference.

Carried

8. New Business

a) Proclamation – Moose Hide Campaign Day - Thursday, May 15, 2025

Resolution No. 2025-180

Moved by: Councillor Graydon

Seconded by: Councillor Dawson

Whereas the Moose Hide Campaign is an Indigenous-led, grassroots movement of men, boys and all Canadians standing up to end violence against women, children and all those along the gender continuum;

Whereas the Moose Hide Campaign was founded along the 'Highway of Tears' in British Columbia in response to the injustices and violence faced by many women and children in Canada, particularly those who are Indigenous; and

Whereas Intimate Partner Violence (IPV) is at epidemic proportions across Canada with more than 4 in 10 women having experienced it in their lifetime, and this reality is worse for Indigenous women who are twice as likely to experience violence from their current or former partners; and

Whereas the Moose Hide Campaign has distributed over six million moose hide pins that each spark five conversations about issues of violence against women, children and all those along the gender continuum; and

Whereas wearing the moose hide pin demonstrates a commitment to honour, respect and protect the women and children in your life, end gender-based violence and take meaningful action towards reconciliation with Indigenous peoples; and

Whereas participation in the Moose Hide Campaign is a concrete action for all citizens to address the legacies of colonization, residential schools and the reality of more than 1,200 missing or murdered women in Canada; and

Whereas engagement with the Moose Hide Campaign aligns with the United Nations Declaration on the Right of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission's Calls to Action, and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG2S+).

Be it resolved that Council of the City of Temiskaming Shores hereby proclaims May 15, 2025, as Moose Hide Campaign Day; and

That Council directs staff to promote the passage of this resolution on the appropriate corporate communications channels.

Carried

9. **By-Laws**

Resolution No. 2025-181

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that:

- | | |
|---------------------|---|
| By-law No. 2025-041 | Being a by-law to adopt the 2025 Municipal Budget for the City of Temiskaming Shores |
| By-law No. 2025-042 | Being a by-law to establish Tax Ratios for 2025 |
| 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 |
| By-law No. 2025-044 | Being a by-law with respect to water and sewer service rates (Repeals By-law No. 2024-058 & By-law No. 2025-003) |
| 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 (Repeals By-law No. 2024-059) |
| 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 |

- | | |
|---------------------|--|
| By-law No. 2025-047 | 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) |
| 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 |
| 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 – Add New Transit Buses) |

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

Carried

10. Adjournment

Resolution No. 2025-182

Moved by: Councillor Dawson

Seconded by: Councillor Wilson

Be it resolved that City Council adjourns at 5:15 p.m.

Carried

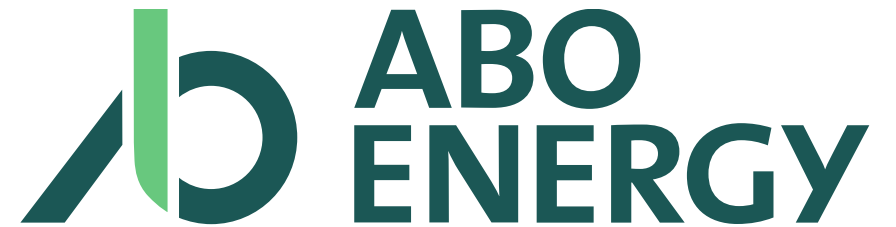
Mayor

Clerk

An aerial photograph showing the construction site for the Temiskaming Wind Farm. On the left, three long, white wind turbine blades are stacked vertically. To the right, a large, rectangular, light-colored structure, likely a nacelle or tower section, is being positioned by a yellow crane. Several other components, including a smaller nacelle section and a blue cap, are visible on the ground. The site is surrounded by a dense forest of green trees.

Temiskaming Wind Farm Development Plan

May 2025



Agenda

01 Company Background

- Introduction to ABO

02 IESO and Energy Procurement

- Who is the IESO
- Energy Procurement and Timelines

03 The Proposed Project



Company Background



ABO Energy Highlights



Founded in 1996

> 1,400 employees



Owner-managed

Families of founders hold majority



Headquarters in Wiesbaden, Germany

35 office locations worldwide, 13 of them in Germany, 4 in Canada



Project pipeline of 23 gigawatts

under development worldwide, mostly in Europe

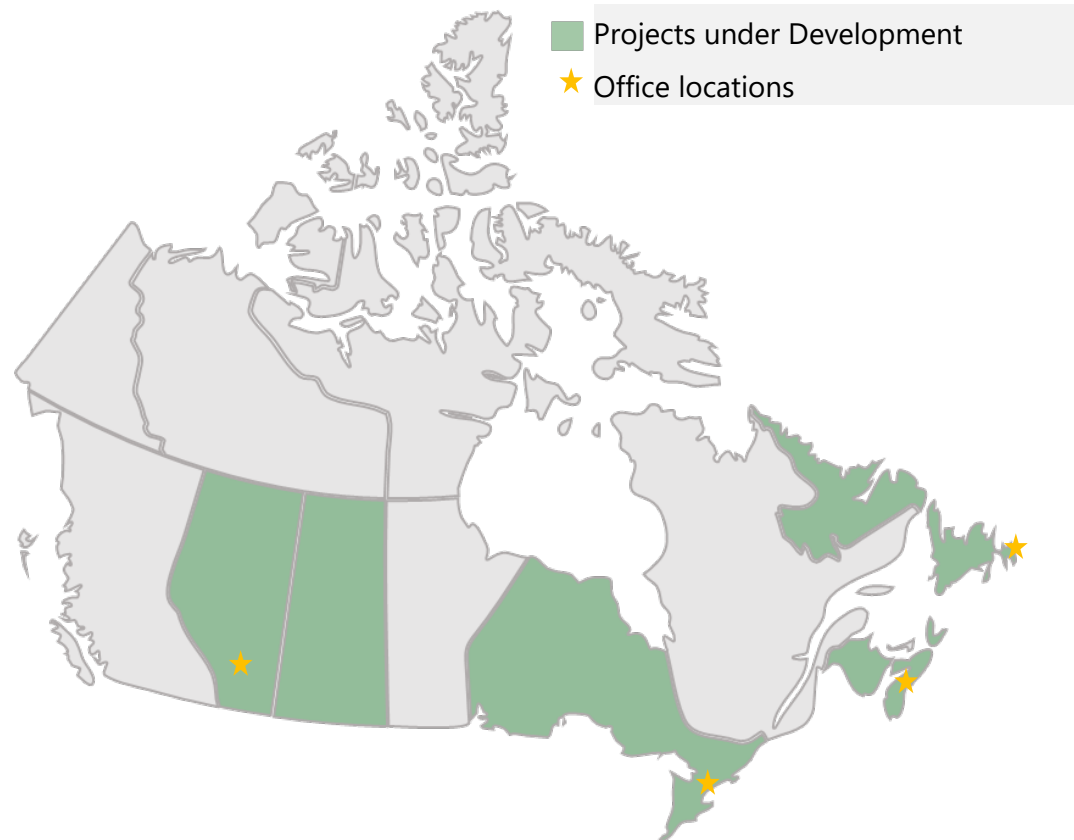


Core business is development & construction

of wind & solar farms and battery systems



With growing Canadian team, we are ready to deliver world class projects



Canadian Highlights:

- Team of 35+ professionals in Canada supported by ABO's global team of technical and financial experts in Germany.
- ABO Canada was established in 2016 opening their first office in Calgary.
 - Offices in Halifax and St. John's opening in the last couple of years and expanded into Ontario in 2023
- **514 MW Buffalo Plains Wind Farm** fully developed and sold at Ready to Build (RTB) to major European investor.
- The Project will be Canada's largest wind farm. ABO provided essential development and support services to the new owner.
- **Canadian Pipeline:**
 - 1,100+ MW of wind, solar and battery storage project capacity.
 - 8,000+ MW of renewables for green hydrogen in two provinces (NL & NB).



ONTARIO: IESO and the Energy Procurement Process

Market Opportunity / Provincial Context

Independent Electrical System Operator

The Independent Electrical System Operator (IESO) oversees Ontario's energy electrical market.

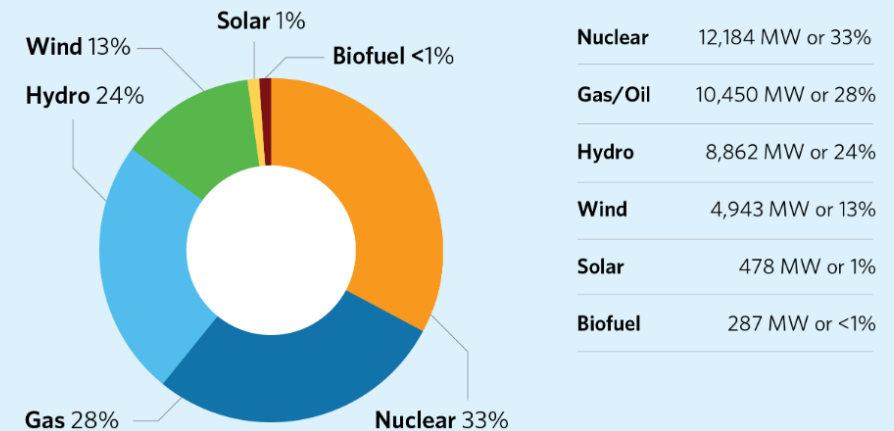
- The manage and operate the existing electrical supply contract, manage new tenders.
- Oversees the flow of electricity and works with neighboring jurisdictions to ensure a stable electrical grid.
- IESO manages agreements with local distribution companies (such as Hydro One) to distribute electricity to the consumer.

[Overseeing the Electricity Market \(ieso.ca\)](https://www.ieso.ca)



Transmission-Connected Capacity

This is the capacity of resources that are connected directly to the high-voltage provincial grid, which is controlled by the IESO. Typically, these are industrial-scale power plants and wind and solar farms that can produce large amounts of electricity. Transmission-connected resources are the backbone of Ontario's electricity system and they supply most of the province's energy needs.



Transmission-Connected Capacity as of December 19, 2024 (Source: Reliability Outlook)

Source IESO: [Supply Mix and Generation \(ieso.ca\)](https://www.ieso.ca)

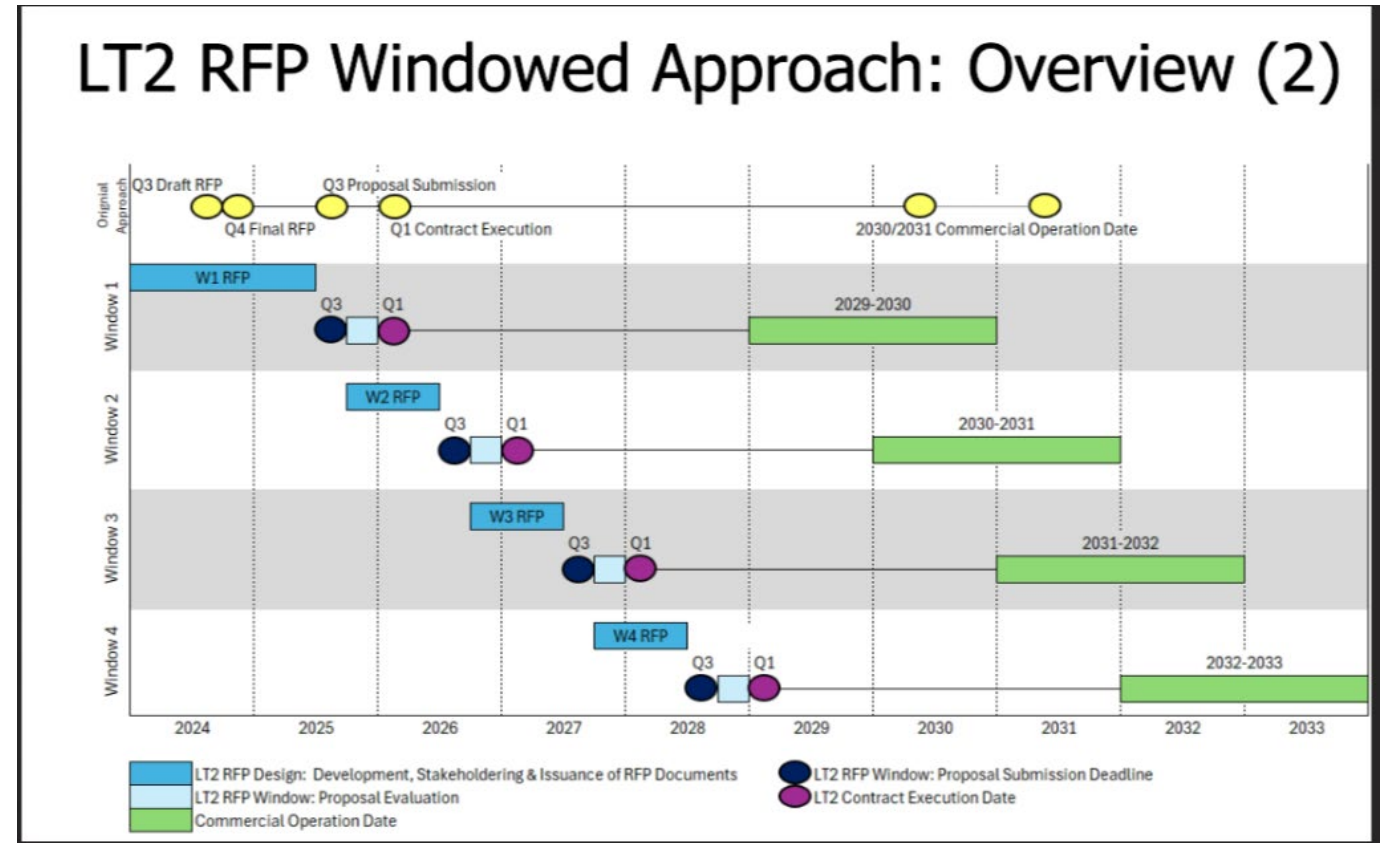
Market Opportunity / Provincial Context

IESO Long Term 2 (LT-2) Request for Proposal (RFP):

IESO is launching a new procurement program to procure 5000MW of new generation and 1,600MW of capacity over the next four years. RFP submissions windows expected Q3/Q4 each year from 2025-2028.

LT2 RFP first round submission is tentatively scheduled for October, 2025

- Two Application Streams:
 - Energy (Generation) Stream of 3TW Hours target
 - Capacity Stream (Including BESS) 600MW
- Both streams are considered technology agnostic and all technologies are invited to bid.



Market Opportunity / Provincial Context

LT2 RFP Requirements

- **Municipal Support:** Proponents must obtain a Municipal Support Resolution prior to submission.
- **AIA:** If located on agricultural land, an Agricultural Impact Assessment (AIA) needs to be completed prior to bid submission.
- **Controlling Entity and Binding Bid:** There are restriction on change of control or assignment until the Supplier reaches commercial operation. As such, the controlling entity making the RFP submission must stay in place until the facility is operational.
- **Proponent Experience:** The RFP proponent must prove they have staff experiencing in, developing, financing, construction and operating energy facilities in Canada or the United States.
- **Criteria Points:** The RFP proponent will be awarded preference if it can achieve criteria points related to First Nation participation, building in Northern Ontario and on non-agricultural land.



Market Opportunity / Provincial Context

Municipal Consent Resolution:

- In order for an energy developer to submit a project for the LT2 RFP they must submit a Prescribed Form from the IESO: Evidence of Municipal Support
- The form we are seeking from the Municipality is specific to this project and not a blanket support resolution for all projects.
- While the form is prescribed by the IESO, how it is achieved is up to the Municipality.
- ABO hopes to work with the City of Temiskaming Shores to build a positive relationship in the hopes of achieving community and municipal support for our project.



The Project



Lands / Location

Overview of Temiskaming Wind Project Proposal

- **What we look for in a Project site:**

- **Wind Resources:** Typically, via public wind data sources at first, then through specific site measurement campaigns
- **Connection:** Sites need to be within a certain distance to transmission lines and these lines need to have capacity to transmit electricity
- **Land:** Interested landowners or Crownland permits. Ideally flat accessible land without water courses and preferably agricultural sites that need minimum clearing. Existing access roads is an asset.
- **Community:** We want to build projects that give to and are accepted by the community.

Lands / Location

Overview of Temiskaming Wind Project Proposal

▪ Location

- ABO is proposing to build a 100-150MW Wind Project connected to the transmission grid.
- The project would involve around 20 wind turbines generating between 6-7 MW each.
- The Project will be located within the District of Temiskaming, west of New Liskeard, mostly within the Municipal limits of Temiskaming Shores.

▪ Ownership and Site Control Status

- Current signed options are all on private land. Additional land would likely be private as well.
- Electrical infrastructure might be located along the municipal right-of-way requiring City approval.
- ABO may look to option additional land.

▪ Interconnection Options

- Transmission access is on the 230kV W71D Line which runs near the optioned properties.
- Currently there is some transmission congestion in the area limiting around 150MW of connection capacity according to internal estimates and the IESO Guidance document.

▪ Timing

- ABO is aiming for an October 2025 RFP submission.

Lands / Location

Zone of Investigation

- ABO will be conducting desktop studies and field assessments within the red area the "zone of investigation".
- This is not an indication of the exact location where turbines will be sited but the maximum area that will be evaluated for impacts.
- As the development process progresses, this area will be narrowed down.
- General areas of the turbine locations will be published later.
- Exact designs will not be available until a full environmental and acoustic assessment has been completed.



Environmental Permitting

Pre RFP Submission

- **Environmental permits are not required to be submitted for the RFP. However, ABO is undertaking preliminary studies to assess impact including:**
 - Environmental Records Review
 - Environmental Site Assessment
 - Agricultural Impact Assessment Part 1
 - Cultural Heritage Impact Assessment
 - Archaeological Assessment Report level 1
 - Option for other reports based on community and/or municipal request and timeline.
- **ABO will aim to have the preliminary studies available mid summer**

Post RFP Submission

- **Renewable Energy Approval Report Requirements:**
 - Majority of the environmental assessment work will be completed and submitted to the Ministry of Environment if the RFP is successful. Reports would include:
 - Engineering Reports: Project Description Report, Construction Report, Operations Report and Decommissioning Report
 - Natural Heritage Assessment and related Species at Risk reports if needed
 - Water Report
 - Archaeology Assessment Reports, Level 2 (usually) and level 3 and 4 if needed
 - Cultural Heritage Assessment Report
 - Consultation Report (Municipal, Public, Federal/Provincial Agencies, Open House information)
 - Noise Impact Study

Commitment

Our Approach to Engagement

- ABO Energy Canada (ABO Energy) considers community engagement and consultation a top priority. We recognize that our projects may directly affect the lives of people who live and work in the communities where our projects are located.
- We work closely with members of the community to ensure our projects are well understood and supported, and that benefits are realized.
- Engaging with First Nations, local residents, suppliers, landowners, policy makers and interested groups from an early stage in an open and transparent manner allows ABO Energy Canada to shape our projects with the consideration of stakeholder input.
- ABO Energy believes that First Nations and communities in proximity to our projects should receive preferential attention and access to business and employment opportunities. It is our intent to maximize economic benefits for these groups and promote long-term economic growth through access to goods and service contracts, capacity training and employment.



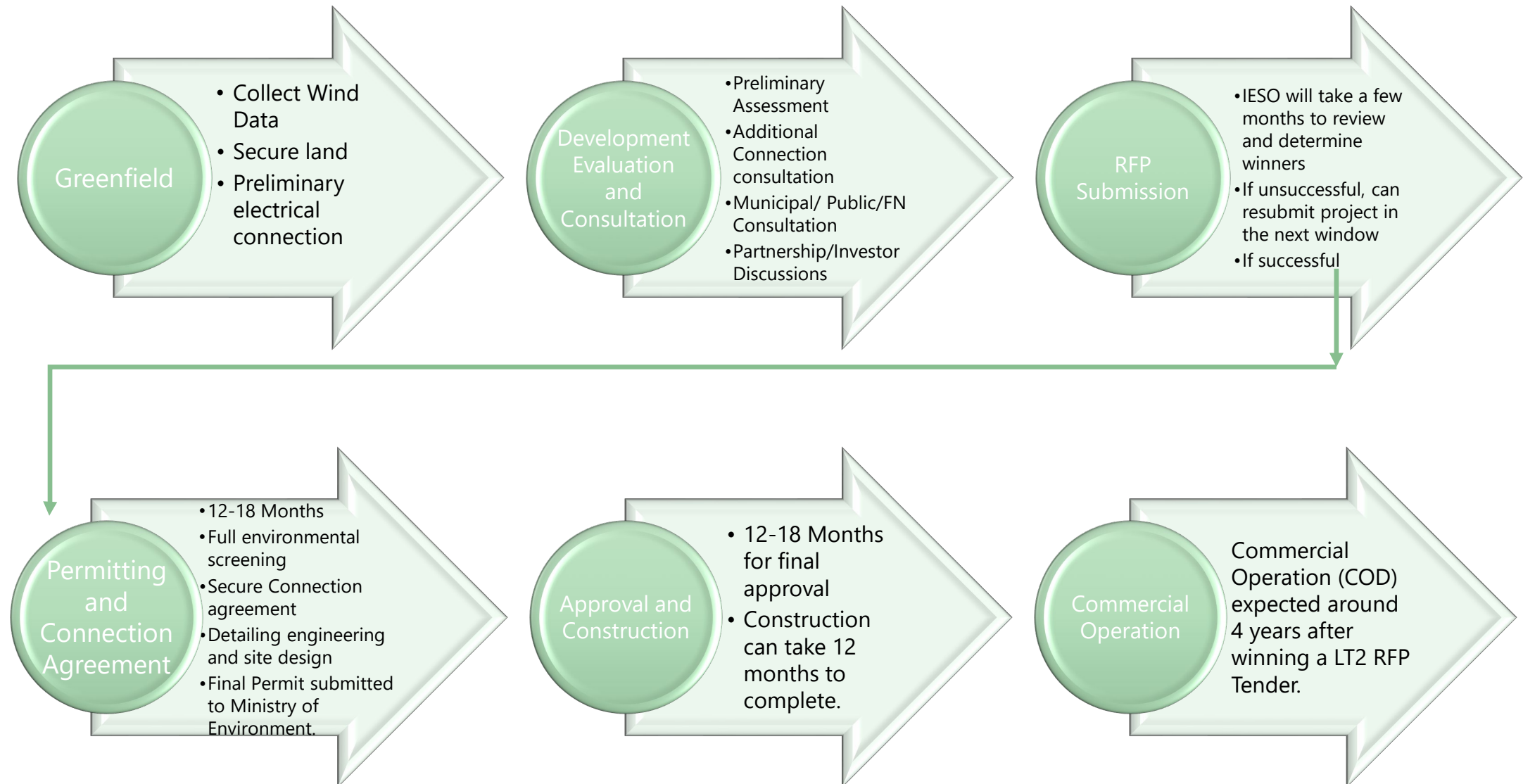
Community Benefits

▪ **Community Benefit Fund**

- ABO intends to create a community benefit fund via revenue generated by the project. Scope of the benefit to be discussed with the municipality(s) but would be relative to the project size and proportional to project lands hosted by each municipality.
- **Neighborhood Benefit**
 - Depending on the project layout, we would create a specific benefit fund for those landowners directly within the project facility.
- **Tax Revenue**
 - The project would generate substantial tax revenue for the Municipality.
- **Employment**
 - Preferences will be given to local vendors and businesses.
- **Supports Sustainable Initiatives**
 - The Wind Project will conservatively generate 275,940 MW/h of renewable energy per year, the equivalent of 29,000 homes in Ontario.

Market Opportunity / Provincial Context

Development Process:



Discussion and Next Steps

- **Additional Municipal Meetings**

- Exchange of Information with Municipality
- Discuss community benefits
- Additional studies
- Notices

- **Public Open House**

- Looking at dates in late July / early August
 - Intend to have initial reports available for presentation





Jon Clifford

Senior Project Manager

Mobile : +1 (647) 244-7254

Jon.clifford@aboenergy.com



Dave Berrade

Social Impact and Engagement Lead Canada

Mobile: +1 (587) 576-5339

dave.berrade@aboenergy.com



Thank You!



GEORGINA

Legislative Services Department/Clerk's Division

April 7, 2025

Via email; premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
TORONTO, Ontario M7A 1A1

The Honourable Premier Ford:

Re: Resolution regarding Salt Management

Please be advised that Town Council adopted the following motion concerning Salt Management;

RESOLUTION NO. C-2025-0077

Moved By Councillor Neeson

Seconded By Regional Councillor Davison

WHEREAS road salt is a known toxic substance designated under the Canadian Environmental Protection Act because of tangible threats of serious and irreversible environmental and public health concerns associated with road salt; and

WHEREAS salt levels in Ontario's groundwater aquifers, creeks, rivers, and lakes have increasingly worsened since the 1970s, seriously affecting municipal drinking water sources and aquatic life; and

WHEREAS Lake Simcoe is our closest freshwater lake and is the 4th largest inland lake within Ontario, host to a number of functions including a biodiverse habitat for over 56 species of fish, the source water for municipal drinking water for hundreds of thousands of residents within the watershed, including 41,000 here in the Town of Georgina, and the many other recreational and commercial functions it serves; and

WHEREAS Lake Simcoe's salinity concentrations have increased over 500% since monitoring began over the past 50 years, with the primary contributor being runoff from the use of salt for winter maintenance; and

WHEREAS the Ontario and Canadian governments have taken many actions over the past 25 years including setting water quality guidelines, developing voluntary codes of practice, signing the Canada-Ontario Great Lakes Agreement, and holding workshops, yet still the salt problem continues to grow; and

WHEREAS numerous situation analyses have recommended salt solutions involving liability protection, contractor certification, government-approved Best Management Practices (BMPs) and salt management plans; and

WHEREAS increased numbers of slip and fall claims, and other injury/collision claims related to snow and ice, are resulting in salt applicators overusing salt beyond levels considered best practices; and

WHEREAS unlimited contractor liability is making it difficult or expensive for snow and ice management contractors to obtain insurance coverage, resulting in contractors leaving the business, thereby making it difficult for municipalities and private owners to find contractors; and

WHEREAS the Snow and Ice Management Sector (SMS) of Landscape Ontario is working with the Ontario government to institute a limited liability regime for snow and ice management, including enforceable contractor training/certification and government-approved BMPs for salt application; and

WHEREAS many Ontario municipalities have Salt Management Plans, but these often require updating in light of improved science and better salt management practices now available; and

WHEREAS The Town of Georgina shares fifty-two (52) kilometers of beautiful Lake Simcoe shoreline and all 288 square kilometers of the Town of Georgina are encompassed by sub-watersheds that drain into Lake Simcoe; and

WHEREAS road authorities that use salt, such as the Town of Georgina, must abide by, and benefit from, established provincial regulations around snow clearing and maintenance, whereas private contractors only have voluntary programs for salt use for private and commercial property management; and

WHEREAS the Town of Georgina has demonstrated great initiative in salt mitigation efforts including committing to the use of rock salt alternatives, installation of electronic spreader controllers on all material spreading units, reduced application rates when appropriate, use of pre-wet and brine when appropriate, and an updated salt management plan that outlines salt best management practices specific to the Corporation of the Town of Georgina's winter maintenance operations

NOW THEREFORE BE IT RESOLVED THAT:

1. That the Town of Georgina urges the Province of Ontario to work urgently with key stakeholders to develop limited liability legislation, including enforceable contractor training and a single set of provincially endorsed standard Best Management Practices for snow and ice management; and

2. That the Town of Georgina urges the Province of Ontario to create and fund an expert stakeholder advisory committee to advise the province and municipalities on the best courses of action to protect freshwater ecosystems and drinking water from the impacts of salt pollution; and

3. That the Town of Georgina continues to commit to the reduction of the use of road salt as much as possible while meeting local service levels and maintaining safety on roads and sidewalks; and

4. That a copy of this resolution be sent to all municipalities in York Region, all Lake Simcoe Watershed municipalities; all municipalities in Ontario; The Chippewas of Georgina Island First Nation and The Lake Simcoe Region Conservation Authority requesting their endorsement; The Association of Municipalities of Ontario (AMO); all Lake Simcoe Watershed MPPs; Conservation Ontario; The Ontario Salt Pollution Coalition; The Rescue Lake Simcoe Coalition; Minister Todd McCarthy (MECP); Attorney General Doug Downey, and The Honourable Premier Doug Ford.

Accordingly, we respectfully request your consideration of this resolution.

Sincerely,
FOR THE TOWN OF GEORGINA,



Carolyn Lance
Council Services Coordinator

cc: Minister Todd McCarthy, Ministry of Environment, Conservation and Parks; todd.mccarthy@pc.ola.org
The Honourable Doug Downey, Attorney-General; doug.downey@pc.ola.org
York Region municipalities
Ontario municipalities
Lake Simcoe Watershed municipalities
Lake Simcoe Region Conservation Authority; r.baldwin@LSRCA.on.ca
The Chippewas of Georgina Island First Nation; sylvia.mccue@georginaisland.com
Association of Municipalities of Ontario; resolutions@amo.on.ca
Lake Simcoe Watershed MPP's
Conservation Ontario; info@conservationontario.ca
Ontario Salt Pollution Coalition; dani@waterwatchers.ca
The Rescue Lake Simcoe Coalition; rescuelakesimcoecoalition@gmail.com

Moved By: Councillor Spencer

Seconded By: Deputy Mayor Beres

THAT Council receive item 12.8 Ministry of Municipal Affairs and Housing Letter Re: Strong Mayor Powers, as information;

WHEREAS the Ontario government has proposed expanding the "strong mayor" powers to 169 additional municipalities under the proposed legislation on May 1, 2025, which would grant mayors in these municipalities more authority, particularly concerning the control of municipal budgets, planning and operational decisions;

AND WHEREAS this proposal has raised significant concerns regarding the centralization of power, erosion of local democracy, reduced accountability, and the potential for the abuse of power;

AND WHEREAS the proposed expansion of strong mayor powers undermines the collaborative nature of municipal governance, and diminish the role of elected municipal councillors in representing the diverse interests of the community;

AND WHEREAS concerns have been raised about the negative impacts on public trust, democratic participation, and municipal decision-making processes, if mayors are given the ability to bypass council decisions without adequate consultation or oversight;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of Tillsonburg;

1. Does not support the proposed strong mayor powers as currently outlined;
2. Supports specific powers to mayors as it pertains to identifiable decisions regarding housing, development, infrastructure and transit to provide tools that reduce obstacles that can stand in the way of new housing and infrastructure developments;
3. Strongly suggests that free reign of decision-making regarding hiring, firing, committees and so forth be removed from the proposed authority;
4. Strongly suggests that members of current Council were duly elected officials by citizens with the awareness of one vote per council member and majority votes are the democratic process;
5. Requests that the Provincial Strong Mayor Powers proposed to take effect on May 1, 2025, be deferred to allow for greater clarity and that the Province seek collaborative input from the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO);
6. Directs staff to forward this resolution immediately to Minister Flack, Premier Ford, MPP Hardeman, the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), and all Ontario Municipalities before April 16, 2025

Carried

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



234-2025-1992

May 1, 2025

Dear Head of Council:

To follow up on [our government's announcement from April 9, 2025](#), I am pleased to inform you that as of May 1, 2025, we have expanded strong mayor powers to heads of council of an additional 170 municipalities. This includes your municipality.

Heads of council in strong mayor municipalities are able to:

- Choose to appoint the municipality's chief administrative officer.
- Hire certain municipal division heads, and establish and re-organize divisions.
- Create committees of council, assign their functions and appoint the Chairs and Vice-Chairs of committees of council.
- Veto certain by-laws if they are of the opinion that all or part of the by-law could potentially interfere with a prescribed provincial priority, such as housing, transit and infrastructure.
- Bring forward matters for council consideration if they are of the opinion that considering the matter could potentially advance a prescribed provincial priority.
- Propose certain municipal by-laws if they are of the opinion that the proposed by-law could potentially advance a prescribed provincial priority. Council can pass these by-laws if more than one-third of all council members vote in favour.
- Propose the municipal budget, which would be subject to council amendments and a separate mayoral veto and council override process.

Some strong mayor powers are related to prescribed provincial priorities that are identified in [O. Reg 580/22](#).

Heads of council in strong mayor municipalities are subject to existing accountability and transparency rules, as well as certain additional rules. For example, when the head of council exercises many of the strong mayor powers and performs many of the strong mayor duties, they are required to provide written documentation to the municipal clerk and members of council by the next business day. They must also make this written documentation available to the public.

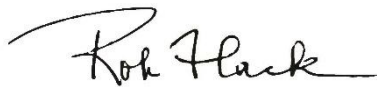
For more information on strong mayor powers and duties please see:

- The Strong Mayor chapter of the [Ontario Municipal Councillor's Guide](#)
- Part VI.1 of the Municipal Act, 2001 – [Special Powers and Duties of the Head of Council](#)
- Regulations made under the Municipal Act, 2001 that relate to strong mayor powers and duties: [O. Reg 580/22](#); [O. Reg. 530/22](#)

If you have any questions, please reach out to my Director of Stakeholder and Caucus Relations, Tanner Zelenko, at 437-996-2487 or tanner.zelenko@ontario.ca.

Please accept my best wishes.

Sincerely,

A handwritten signature in black ink that reads "Rob Flack". The signature is fluid and cursive, with the first name "Rob" and last name "Flack" clearly legible.

Hon. Rob Flack
Minister of Municipal Affairs and Housing

c: Robert Dodd, Chief of Staff
Martha Greenberg, Deputy Minister
Caspar Hall, Assistant Deputy Minister, Local Government Division
Sean Fraser, Assistant Deputy Minister, Municipal & Housing Operations Division
Municipal Clerk and Chief Administrative Officer

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

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234-2025-2204

May 13, 2025

Dear Head of Council,

On May 12, 2025 I introduced the *Protect Ontario by Building Faster and Smarter Act, 2025* ([Bill 17](#)). Through this legislation, and other changes, we are responding to recommendations and requests from municipal leaders to make it easier and faster to build new homes and infrastructure Ontario needs like transit, roads, water, and wastewater systems.

The bill contains bold actions to protect Ontario from the Ministry of Municipal Affairs and Housing, the Ministry of Infrastructure and the Ministry of Transportation. Details about the range of measures can be found in the [news release](#).

Building Code Act – Ministry of Municipal Affairs and Housing

Schedule 1 of the Bill proposes changes to the *Building Code Act* which include:

- Adding a provision to clarify that municipalities do not have the authority to create or enforce their own construction standards.
- Eliminating the requirement for a secondary provincial approval of innovative construction products for products that have already undergone a “Canadian Code Compliance Evaluation” by the federal Canadian Construction Materials Centre ([25-MMAH0042](#)). Comments can be made through the Regulatory Registry of Ontario (RR) from May 12, 2025, to June 11, 2025.

Development Charges Act – Ministry of Municipal Affairs and Housing

Schedule 4 of the Bill proposes changes to the *Development Charges Act, 1997*, to standardize the development charge (DC) methodology and framework and improve predictability of costs, include:

- Creating a regulation-making authority to merge service categories for DC credits.
- Creating a regulation-making authority to specify what constitutes a “local service.”
- Expanding the DC deferral to non-rental residential developments. Related changes include:

- Providing municipalities authority, in circumstances set out in regulation, to require financial security for payment of deferred DCs for non-rental residential developments; and
- Removing authority for municipalities to charge interest on any legislated DC deferral amounts.
- Enabling municipalities to make any changes to their DC by-laws for the sole purpose of reducing DCs or removing indexing without undertaking certain procedural requirements.
- Creating a regulation-making authority to prescribe exceptions, including conditional exceptions, to capital costs that are eligible to be recovered from DCs.
- Providing that the frozen DC rates on a development would not be applicable if the current DC rates in effect would result in a lower payment.
- Exempting long-term care homes within the meaning of subsection 2 (1) of the *Fixing Long-Term Care Act, 2021* from municipal DCs.

We are interested in receiving your comments on these proposed measures. Comments can be made through the Regulatory Registry of Ontario (RR) from May 12, 2025, to June 11, 2025:

- [RR 25-MMAH003](#): Changes to the *Development Charges Act, 1997*, to Simplify and Standardize the Development Charge (DC) Framework.

Planning Act – Ministry of Municipal Affairs and Housing

Schedules 3 and 7 of the Bill propose changes to the *Planning Act* and the *City of Toronto Act, 2006* that would help streamline and standardize municipal development processes. If passed, the proposed changes would:

- Provide authority for regulations to limit municipal complete application studies and provide greater recognition of planning reports prepared by prescribed certified professionals,
- Remove the need for certain minor variances,
- Give the Minister of Municipal Affairs and Housing the authority to impose conditions on a use permitted by a Minister's zoning order, and
- Streamline planning approvals for publicly funded kindergarten to grade 12 schools.

We are interested in receiving your comments on these proposed measures. Comments can be made through the Environmental Registry of Ontario from May 12, 2025, to June 11, 2025:

- [ERO 025-0461](#): Proposed Planning Act and City of Toronto Act, 2006 Changes (Schedules 3 and 7 of Bill 17- Protect Ontario by Building Faster and Smarter Act, 2025).

We are also interested in receiving any comments you may have on associated regulatory changes. The government is undertaking 45-day consultations on the following proposals from May 12, 2025, to June 26, 2025:

- [ERO 025-0462](#): Proposed Regulations – Complete Application (seeking feedback on proposed regulations to address complete application requirements (study/report requirements) and submissions from certified professionals)
- [ERO 025-0463](#): Proposed Regulation – As-of-right Variations from Setback Requirements (seeking feedback on a proposed regulation that would allow variations to be permitted “as-of-right” if a proposal is within 10% of requirements for setbacks from property lines applicable to specified lands)

The Environmental Registry postings provide additional details regarding the proposed changes.

Ministry of Infrastructure Act – Ministry of Infrastructure

Schedule 6 of the Bill proposes changes to the *Ministry of Infrastructure Act, 2011* (MOIA), to provide the Minister of Infrastructure with the authority to request information and data from municipalities and municipal agencies, where needed to support provincially funded infrastructure projects. This would help speed up the delivery of critical infrastructure that our growing communities need, while also supporting jobs and economic growth. Comments can be made through the Regulatory Registry of Ontario ([RR-25MOI003](#)) from May 12, 2025, to June 11, 2025.

Transit-Oriented Communities Act – Ministry of Infrastructure

Proposed changes to the *Transit-Oriented Communities (TOC) Act, 2020*, would reduce barriers to implementing the Transit Oriented Communities (TOC) by:

- Amending the definition of a “Transit Oriented Communities project” to include projects along the GO and LRT network more efficiently,
- Removing OIC approval requirements for any agreements between the Minister (or an entity with delegated powers) and a municipality, and
- Enabling the Minister to delegate certain responsibilities to Infrastructure Ontario for the purpose of developing TOCs.

We are interested in receiving your comments on these proposed changes. Comments can be made through the Environmental Registry of Ontario from May 12, 2025, to June 11, 2025:

- [ERO 025-0504](#): Proposed *Transit-Oriented Communities Act, 2020*, changes to reduce barriers to implementing municipal agreements.

Ministry of Transportation

Schedule 2 of the bill proposes a change to the *Building Transit Faster Act, 2020* (BTFA) that, if passed, would extend the use of the BTFA measures to all provincial transit projects. This change would remove barriers to building transit faster and get shovels in the ground quicker to build major provincial transit projects that connect communities.

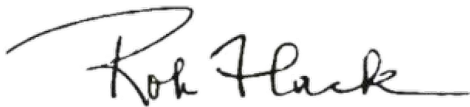
A proposed amendment to the *Metrolinx Act, 2006*, permits the Minister of Transportation to request certain information and data from municipalities or municipal agencies necessary to support the development of provincial transit projects or Transit-Oriented Communities projects.

You may provide your comments on the proposed change to the BTFA through the Environmental Registry of Ontario (ERO) notice [ERO 025-0450](#) and the Ontario Regulatory Registry notice ([RR 25-MTO005](#)) and the Metrolinx Act ([RR 25-MTO006](#)) from May 12, 2025 to June 11, 2025.

The government invites you to review the [Environmental Registry of Ontario](#) and [Regulatory Registry of Ontario](#) posting links provided above and share any feedback you may have. If you have any questions, please reach out to my Director of Stakeholder and Caucus Relations, Tanner Zelenko, at Tanner.Zelenko@ontario.ca.

In the face of economic uncertainty, we must protect Ontario by speeding up construction so we can lower housing costs and keep workers on the job. I look forward to continued collaboration with you, our municipal partners, to create the homes that Ontario need today, tomorrow, and in the decades to come.

Sincerely,



Hon. Robert J. Flack
Minister of Municipal Affairs and Housing

- c. The Honourable Kinga Surma, Minister of Infrastructure
 The Honourable Prabmeet Sarkaria, Minister of Transportation
 The Honourable Graydon Smith, Associate Minister of Municipal Affairs and Housing
 Robert Dodd, Chief of Staff, Minister's Office
 Matthew Rae, Parliamentary Assistant, Municipal Affairs and Housing
 Laura Smith, Parliamentary Assistant, Municipal Affairs and Housing
 Brian Saunderson, Parliamentary Assistant, Municipal Affairs and Housing
 Martha Greenberg, Deputy Minister, Municipal Affairs and Housing
 David McLean, Assistant Deputy Minister, Municipal Affairs and Housing
 Caspar Hall, Assistant Deputy Minister, Municipal Affairs and Housing
 Municipal Chief Administrative Officers

Application to Purchase Municipal Land

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

Office Use Only

Application No.: _____ Date: _____
Roll No.: 54-18-_____-_____-_____
OP Designation: _____
Zoning: _____

1. Applicant Information

Name of Applicant: Paul Diwel
Mailing Address: _____
Email Address: _____ Phone: _____

2. Land Information

☐ New Liskeard ☒ Haileybury ☐ Dymond

Municipal Address

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

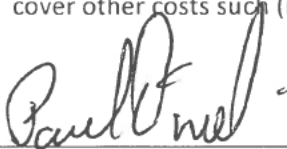
Lot 228 - 229 plan attached

3. Proposed use of land:

to access my lots @ BACK for my greenhouse + gardens.
+ MORE PLAY AREA FOR GRAND KIDS
Also want to increase my gardens.

Notes:

- Applications will be circulated to internal departments for comment followed by a memo/report to council to determine if Council would like to proceed with a potential land sale;
- If approval is received to proceed a **Non-Refundable Deposit** of \$600 is required (By-law No. 2023-025);
- Depending on the circumstances of the land sale additional deposits may be required throughout the process to cover other costs such (i.e. reference plans, advertising fees, appraisal, legal fees etc.);



Signature of Applicant

May 08/05/25
Date (dd/mm/yy)

MOVED BY: Terry Kelly

SECONDED BY: Dan O'Mara

RESOLUTION NO. 2025-01

Increase in Provincial share for **Mandated** Public Health Programs

WHEREAS, the Office of the Chief Medical Officer of Health and the Ministry of Health are undertaking a review of the funding approach for local public health agencies; and

WHEREAS, many northern Medical Officers of Health and Health Units have supported resolutions asking to be included or consulted during the review; and

WHEREAS, seven of the Northern Medical Officers of Health signed a letter to Minister Sylvia Jones, titled **Perspectives from Northern Ontario for the Public Health Funding Review**, which shared some perspectives unique to the North regarding the current Public Health Funding review; and

WHEREAS, Municipalities have been long-standing financial partners in public health; and

THEREFORE BE IT RESOLVED that the membership of the Federation of Northern Ontario Municipalities ask the Minister of Health that FONOM have an equal role in discussions concerning the funding review of the Public Health Mandated Programs; and

FURTHER BE IT RESOLVED, that a copy of this resolution be sent to the Deputy Premier and Minister of Health Sylvia Jones, the membership of FONOM, AMO, and the seven Northern Medical Officers of Health that signed the letter, **Perspectives from Northern Ontario for the Public Health Funding Review**

Carried

MOVED BY: Lynn Watson

SECONDED BY: Sally Hagman

RESOLUTION NO. 2025-02

Policing costs for all communities

WHEREAS, Northern Ontario municipalities face insurmountable challenges to fund both upfront investments and ongoing maintenance of their capital assets, including roads, bridges, water/ wastewater and municipally owned buildings, including recreational facilities, libraries and other tangible capital assets

WHEREAS, Northern Ontario municipalities' operating needs consume the majority of property tax revenue sources

WHEREAS, Northern Ontario municipalities are facing monumental infrastructure deficits that cannot be adequately addressed through property tax revenue alone

WHEREAS, in 2015, the provincial government moved to standardized billing for all non-contract O.P.P. (5.1) locations

WHEREAS, the annual cost of the Ontario Provincial Police, Municipal Policing Bureau for small rural non-contract (5.1) municipalities is approximately \$428 million

WHEREAS, before a one-time Provincial support transfer, Municipalities across Northern Ontario in 2024 received notices from the OPP with an average annual increase of 17.8%, representing 7.7% of the municipal tax levy

WHEREAS the estimated annual cost of the Ontario Provincial Police, Municipal Policing Bureau for Municipalities in the Northeast is \$43 million

WHEREAS, the police levy in 2025 to the four large cities in Northeastern Ontario is \$174 million after grants

THEREFORE BE IT RESOLVED THAT the Federation of Northern Ontario Municipalities calls on the Ontario Government to commit to phasing in a \$100 million Policing Grant over the next three years for the 157 northern communities. After the third year, the fund will increase by the minimum of the annual Consumer Price. Each community should receive a base amount of \$60,000, with the remaining funds allocated based on population. (Note: If the sum of the base amount and the population-based allocation exceeds the amounts received in 2024 notifications from the OPP, plus the annual Consumer Price Index (CPI), the funding for that community will be capped to avoid surplus situations.)

FURTHER BE IT RESOLVED THAT this resolution be forwarded to Premier Doug Ford, the Minister of Solicitor General Michael Kerzner, the Minister of Finance Peter Bethlenfalvy, the Membership of FONOM and NOMA and the Association of Municipalities of Ontario

Carried

Examples on the next page

Below is an example of the impact the funding would have on three of the 157 communities in Northern Ontario. The base year uses the 2025 OPP Billing Invoice or approved Budget. I estimated the CPI to be 3% in years two and three, compounded annually. The Cap amount in the example is a raw estimate, as many of those that did not respond to my OPP survey were smaller communities.

Year one - \$34 million

$$157 * \$60,000 = \$9,420,000$$

$$\$34,000,000 - \$9,420,000 = \$24,580,000$$

$$\$24,580,000 / 900,000 \text{ people} = \$27.31 \text{ per person}$$

Community of 1513 (cap \$284,949.50)

$$\$60,000 + (1513 * \$27.31) = \$101,320.03$$

Community of 8,057 people (cap \$2,561,265.98)

$$\$60,000 + (8,057 * \$27.31) = \$280,036.67$$

Community of 41,145 people (cap \$21,027,721.92)

$$\$60,000 + (41,145 * \$27.31) = \$1,183,669.95$$

Year two – \$67 Million

$$157 * \$60,000 = \$9,420,000$$

$$\$67,000,000 - \$9,420,000 + \$2,000,000 \text{ (estimated cap surplus)} = \$59,580,000 +$$

$$\$59,580,000 / 900,000 \text{ people} = \$66.20 \text{ per person}$$

Community of 1513 (cap \$293,497.98)

$$\$60,000 + (1513 * \$66.20) = \$160,160.60$$

Community of 8,057 people (cap \$2,638,103.95)

$$\$60,000 + (8,057 * \$66.20) = \$593,373.40$$

Community of 41,145 people (cap \$21,658,553.57)

$$\$60,000 + (41,145 * \$66.20) = \$2,783,799$$

Year three – \$100 Million

$$157 * \$60,000 = \$9,420,000$$

$$\$100,000,000 - \$9,420,000 + \$3,000,000 \text{ (estimated cap surplus)} = \$93,580,000$$

$$\$93,580,000 / 900,000 \text{ people} = \$103.97 \text{ per person}$$

Community of 1513 (cap \$302,302.91)

$$\$60,000 + (1513 * \$103.97) = \$217,306.61$$

Community of 8,057 people (cap \$2,717,247.06)

$$\$60,000 + (8,057 * \$103.97) = \$897,686.29$$

Community of 41,145 people (cap \$22,308,310.17)

$$\$60,000 + (41,145 * \$103.97) = \$4,337,845.65$$

MOVED BY: Sandra Hollingsworth

SECONDED BY: Al MacNevin

RESOLUTION NO. 2025-03

Provincial/Municipal Fiscal Review

WHEREAS, current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life

WHEREAS, nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility, and expenditures are outpacing provincial contributions by nearly \$4 billion a year

WHEREAS municipal revenues, such as property taxes, do not grow with the economy or inflation

WHEREAS unprecedented population and housing growth will require significant investments in municipal infrastructure

WHEREAS municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addictions crises

WHEREAS, inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity

WHEREAS property taxpayers – including people on fixed incomes and small businesses – can't afford to subsidize income re-distribution programs for those most in need

WHEREAS the province can, and should, invest more in the prosperity of communities

WHEREAS municipalities and the provincial government have a strong history of collaboration

THEREFORE BE IT RESOLVED that the Federation of Northern Ontario Municipalities requests the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario and the Federation of Northern Ontario Municipalities a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario

FURTHER BE IT RESOLVED that a copy of this motion be sent to Premier Ford, the Honourable Rob Flack, the Minister of Municipal Affairs and Housing, the Honourable Peter Bethlenfalvy, the Minister of Finance, the membership of FONOM, and to the Association of Municipalities of Ontario.

Carried.

MOVED BY: Maggie Horsfield

SECONDED BY: Lynda Carleton

RESOLUTION NO. 2025-04

Expand Extended Producer Responsibility to the ICI Sector

WHEREAS under Ontario Regulation 391/21: Blue Box, producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only

WHEREAS producers are not responsible for collecting products and packaging sold to the industrial, commercial, and institutional sectors, which include the provincial government and our member municipalities

WHEREAS the products and packaging mentioned in the previous paragraph either end up in landfills or are recycled by the industrial, commercial, and institutional sectors, often at a cost

WHEREAS the landfill capacity in Ontario is nearing a critical point, and the process to site or create a landfill is both lengthy and costly

WHEREAS under the current Extended Producer Responsibility Regulation, a can of soda consumed at home and placed in the Blue Box is considered an "eligible" source, meaning producers are responsible for its recycling. However, if the same soda can is consumed by the same individual at Queen's Park, it is deemed "ineligible." In this case, the government is responsible for managing the collection, transportation, and processing of the recycling, as well as covering all associated costs

THEREFORE BE IT RESOLVED THAT the Federation of Northern Ontario Municipalities hereby request that the province amend Ontario Regulation 391/21: Blue Box so that producers are responsible for the end-of-life management of recycling products from all sources, including Industrial, Commercial, and Institutional (ICI) properties

AND FURTHER BE IT RESOLVED THAT this resolution be forwarded to the Honourable Todd J. McCarthy, Minister of the Environment, Conservation and Parks, the membership of FONOM and AMO.

Carried.

MOVED BY: Margaret Young

SECONDED BY: Marc Dupuis

RESOLUTION NO. 2025-05

An addition to the Ministry of Transportation

WHEREAS the topography and climate of Ontario, North and West of the Canadian Shield, is uniquely different from that of the balance of the Province

WHEREAS due to that topography, it is more costly to construct or maintain 100 km of Highway in Northern Ontario than the balance of the Province

WHEREAS the highway network in Northern Ontario is vital to connecting our citizens to health care, employment, groceries, and recreation

WHEREAS Highway 11, Highway 17, and Highway 69 are our 400 systems, and the municipal share of Connecting Link has become prohibitive for all communities

WHEREAS the Province of Ontario has made and continues to make a significant investment in the Ontario Northland and bring back the Northlander

WHEREAS every senior politician in Ontario and the balance of Canada noted the Raw Earth Elements deposits in the Ring of Fire. FONOM wants to note that the transportation of the Raw Earth Elements will travel through Northern Ontario

WHEREAS the Nuclear Waste Management Organization has selected the community of Ignace for the location of Canada's deep geological repository for spent nuclear fuel. Therefore, the fuel will be transported through Northern Ontario.

WHEREAS on November 10, 2022, the Province announced, 'Ontario Moving Ahead with First-Ever 2+1 Highway in North America'; on July 14, 2023, the Ministry of Transportation announced, 'Ontario Starting Work on 2+1 Highway', and during the recent campaign, Premier Ford announced his government would 'extend the 2+1 highway another 220 kilometres from Temiskaming Shores to Cochrane'

WHEREAS of May 2025, the Minister has not announced a start date for construction of the initial 2+1 Highway

WHEREAS the annual Ontario Road Safety Annual Report Selected Statistics does not provide a breakdown by region

WHEREAS the 2023 Ontario Road Safety Annual Report Selected Statistics reported that there were 1,504 large truck accidents in Ontario with 107 fatalities

WHEREAS large truck accidents occur daily in Northern Ontario, often resulting in death

WHEREAS accidents in Northern Ontario are the cause of many lengthy closures or detours using municipal infrastructure not designed for highway traffic

WHEREAS many FONOM members have commented that there is a lack of response to their concerns or inquiries from the Ministry and/or regional staff, which is concerning to the Board

THEREFORE IT WAS RESOLVED that the Federation of Northern Ontario Municipalities should ask the Premier to either appoint a Deputy Minister of Transportation for Northern Ontario or create an Associate Minister responsible for Northern Ontario Transportation. FONOM believes Northern Ontario will be the economic engine that drives Ontario and Canada for the next 100 years and that the Province needs a dedicated team focused on improving today's network while planning for and acting on future requirements

AND FURTHER BE IT RESOLVED this resolution be sent to Premier Ford, the Minister of Transportation, the Hon. Prabmeet Singh Sarkaria, the Membership of FONOM, NOMA, ROMA, and the Association of Municipalities of Ontario

Carried.



MINUTES OF THE REGULAR MEETING OF THE BOARD

Held on Wednesday, March 19th, 2025, at 5:30 PM via Microsoft Teams

Present: Pat Kiely, Dan Dawson, Ian Macpherson, Lois Perry, Jeff Laferriere, Clifford Fielder, Mark Stewart (CAO)

Staff: Steve Cox – Housing Services Manager, Lyne Labelle – Children's Services Manager, Wanda Crawford – Superintendent of Community Paramedicine, Sarah Salvis – Chief of EMS, Louanna Lapointe – Ontario Works Manager, Michelle Sowinski - Recorder

Absent: Derek Mundle, Mary Jo Lentz, Rick Owen,

Guests: Melanie Ducharme and Chantal Charbonneau – Pavilion Women's Centre

The Regular Meeting of the Board was called to order at 5:33 PM.

1.0 CALL TO ORDER AND LAND ACKNOWLEDGMENT

2.0 DISCLOSURE OF PECUNIARY INTEREST

Nil

3.0 PETITIONS AND DELEGATIONS

Nil

4.0 ACCEPTANCE/ADDITIONS TO AGENDA

Resolution 2025-22

Moved by Lois Perry and seconded by Dan Dawson

THAT the agenda of the Regular Meeting of the Board held on March 19th, 2025, be accepted as presented.

Carried.

5.0 ADOPTION OF PREVIOUS MINUTES – February 19th, 2025, REGULAR MEETING OF THE DTSSAB BOARD

Resolution 2025-23

Moved by Ian Macpherson and seconded by Jeff Laferriere

THAT the Minutes of the Regular Meeting of the DTSSAB Board held on February 19th, 2025, be accepted as presented.

Carried.

6.0 DELEGATIONS

Melanie Ducharme and Chantal Charbonneau prepared and presented a presentation to the Board regarding the Pavilion's Second Stage Transitional Housing.

7.0 NEW BUSINESS

7.1 CAO Update

This report was prepared and presented by Mark Stewart for the Board's information.

7.2 Community Paramedicine Update

This visual report was presented by Wanda Crawford to the Board for their information.

7.3 Children's Services Recruitment Video

This item was presented by Lyne Labelle to the Board for their information.

7.4 NOSDA AGM in Sault Ste Marie Attendance

It was confirmed the Derek, Cliff, and Ian will attend the NOSDA AGM in Sault Ste Marie in June 2025.

8.0 IN-CAMERA SESSION

Resolution 2025-24

Moved by Jeff Laferriere and seconded by Lois Perry

THAT the Board move into a closed session at 6:21 PM, to discuss confidential information related to a competitive position as per the Municipal Act.

Carried.

9.0 RETURN TO REGULAR SESSION

Resolution 2025-25

Moved by Jeff Laferriere and seconded by Lois Perry

THAT the Board resolve to rise from the closed session and return to the Regular session without report at 6:35 PM.

Carried.

10.0 ADJOURNMENT


Resolution 2025-26

Moved by Ian Macpherson and seconded by Dan Dawson

THAT the Board meeting be hereby adjourned at 6:35 PM AND THAT the next Board meeting be held on April 23rd, 2025, or at the call of the Chair.

Carried.

Minutes signed as approved by the Board:


Derek Mundle, Chair

April 23rd, 2025

Date

Recorder: Michelle Sowinski

Temiskaming Shores Public Library Board

Meeting Minutes

Wednesday, March 26, 2025

7:00 p.m. in-person and via zoom

1. Call to Order

Meeting called to order by Library Board Chair Brigid Wilkinson at 7:02 p.m.

2. Roll Call

Present: Chair Brigid Wilkinson, Erin Little, Erica Burkett, Sarah Bahm, Nadia Pelletier-Lavigne, Joyce Elson and Melanie Ducharme in person, and Jule Booth via Zoom.

Regrets: Thomas McLean

Members of the Public: 0

3. Adoption of the Agenda

Motion #2025-12

Moved by: Erica Burkett

Seconded by: Sarah Bahm

Be it resolved that the Temiskaming Shores Public Library Board accepts the March 26, 2025 agenda as presented.

Carried.

4. Declaration of conflict of interest: Joyce Elson declared conflict on item Business Arising from Minutes a. HPP Funding.

5. Adoption of the Minutes

Motion #2025-13

Moved by: Nadia Pelletier-Lavigne

Seconded by: Erin Little

Be it resolved that the Temiskaming Shores Public Library Board approves the minutes of the meeting held on Wednesday, February 19, 2025 as amended.

Carried.

6. Business arising from Minutes:

- a. **Meeting with city representatives re: DTSSAB HPP Funding:** Joyce Elson left the meeting. The Board Chair updated the board on the meeting and next steps. Joyce returned to the meeting at the end of the discussion.

7. Correspondence:

- a. **From ESCSM. Re: May Ball Bursary.** For information.
- b. **From The Temiskaming Foundation. Re: Grant Presentation Event.** Joyce Elson volunteered to attend on behalf of the Board.

8. Secretary–Treasurer’s Report

Report, workplace inspection reports, monthly financial statement and Scotiabank Statements included in the trustees’ information packet.

Library CEO’s Report

March 19, 2025

Building:

Fire Safety checks are completed on a monthly basis and reported to the Fire Prevention Officer for the City. Workplace safety inspections are completed on a monthly basis by the Library’s Health and Safety Representative.

Damaged wall: Shelving and books have been cleared away from the wall in preparation for repair. The structural engineer and contracted repair staff have opened the wall to do a better inspection. A contractor was in on March 18 to see which bricks need to be replaced. The CEO gave an overview of the structural engineer’s report and anticipated steps for repair. We are unsure of the timing for the repair.

CJTT Chats: Chats have been scheduled for once a month in 2025. Next chat is on April 8, then May 7, June 17, July 15, August 5, September 9, October 7, November 5, and December 5.

Closed Day for Easter Holiday: Over the Easter Holiday the library will be closed on Friday, April 18 for Good Friday, on Sunday, April 20 (Easter and regular closed day), Monday, April 21 for Easter Monday and on Tuesday April 22 for an in-lieu day for staff who are never scheduled on Fridays or Mondays. I will be working on Tuesday, April 22 but the library will be closed to the public.

Grants:

Connectivity Fund Grant : The cheque in the amount of \$2075.40 was received and deposited to the library's account.

PLOG: I have input the data for the Annual Survey, which needs to be filed by April 30.

Programs:

Preschool Storytime: Wednesdays in April and May

Easter Coloring Contest: April 1-23

French Easter Writing Contest: due date for entries is April 10

Junior Reading Club: April 5

Family Storytime: April 19

Staffing: All performance evaluations for 2024 and Learning and Development plans for 2025 have been completed.

Workplace Inspections: First aid training has been scheduled for the week of March 24 for the two staff members who need training.

	February 2025	February 2024
Library visits	2510 visits	2481 visits
Internet workstation use	160 workstation uses	191 workstation uses
Reference, IT support, reader's advisory and other staff interactions	861 (642 in-person, 219 by phone or electronically)	632 (442 in person, 190 by phone or electronically)
OverDrive Circulations	1361 (637 ebooks, 427 audio, 297 magazines) 65 Advantage (our library owned) items	1539 (704 ebooks, 512 audio, 323 magazines) 77 Advantage (our library owned) items

Program Attendance

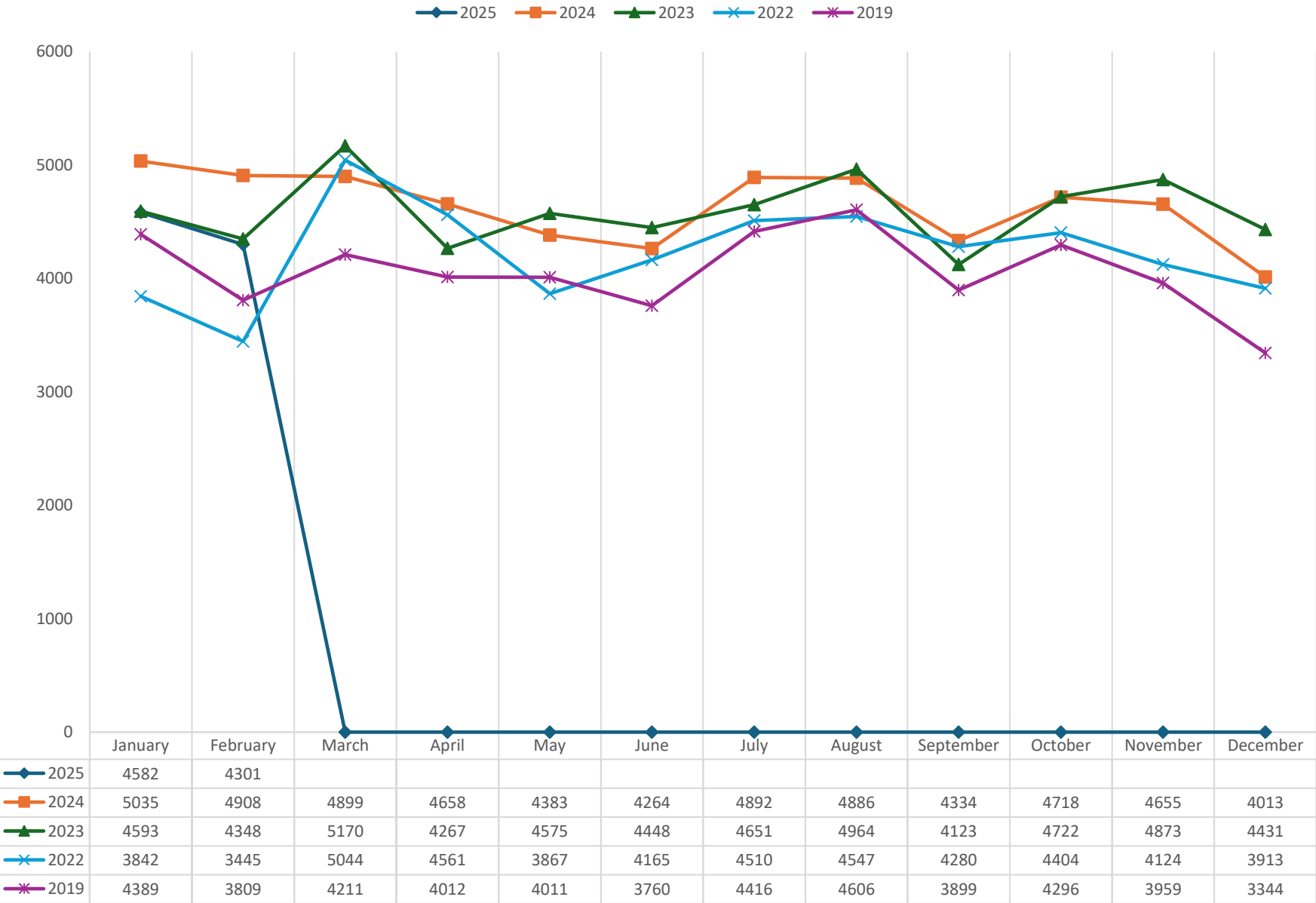
Program	February 2025
Children's Blind date with a book	35 English and 7 French Entries
Junior Reading Club	2 in attendance
Class visits	28 in attendance
Winter Family Storytime	14 in attendance
Digital Literacy Sessions	3 in attendance
Creator Space Demonstrations	1 in attendance

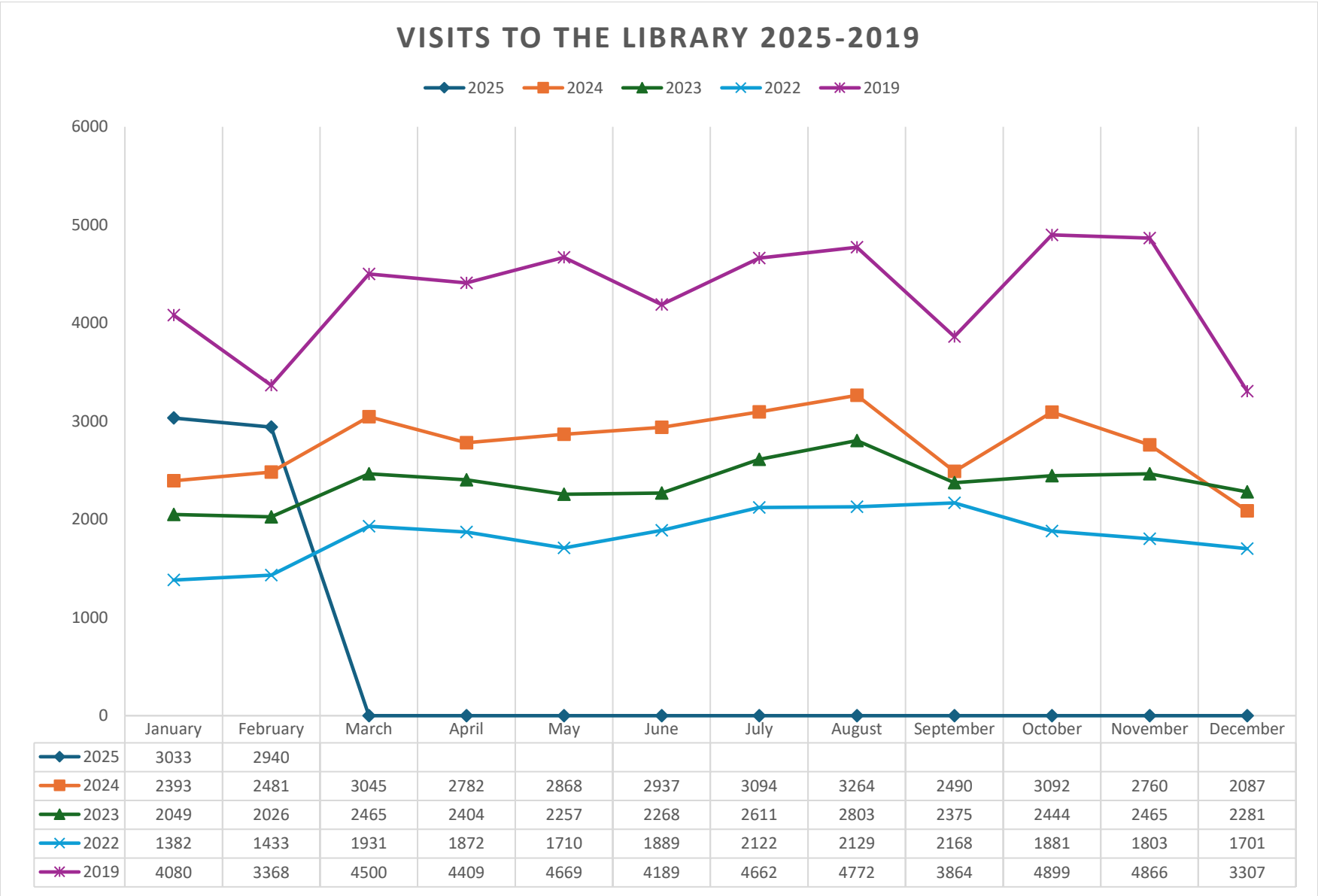
Circulation Statistics

Item Category	Feb-25	Feb-24
Fiction	899	1030
E-books	637	704
Junior Easy	533	488
E-audiobooks	427	512
Junior Fiction and Young Adult	357	362
E-magazines	297	323
French Youth	287	359
Nonfiction	160	184
CDs and DVDs	132	234
Large Print	131	132
French Adult	80	121
Junior Nonfiction	72	81
Audiobooks	66	110
Games and Puzzles	58	76
Periodicals	54	55
Inter Library Loans	42	48
Snowshoes	25	11
Local History	18	40
Wifi hotspots	18	22
Equipment (walking poles, backpacks, CO2, Radon)	5	12
Parks Passes	3	0
Microfilms	0	0
Pool Passes	0	4
Total materials	4301	4908

HAILEYBURY SATELLITE SERVICE
33 CIRCULATIONS

LIBRARY MONTHLY CIRCULATION STATS 2025-2019





Finances and Statistics

The Board reviewed the workplace inspection, financial and statistical reports, including the Scotiabank Statements as provided by the CEO.

Motion #2025-14

Moved by: Sarah Bahm

Seconded by: Erica Burkett

Be it resolved that the Temiskaming Shores Public Library Board accepts the March 2025 Secretary-Treasurer's report, workplace inspection report and financial reports including Scotiabank statements.

Carried.

9. Committee Reports:

- a. Finance Committee:** Nothing to report.
- b. Policy and Personnel Committee:** Minutes of the March 18, 2025 meeting. For information.
- c. Strategic Planning Committee:** Nothing to report.
- d. Library Services Committee:** Nothing to report.

10. New Business:

- a. Report LIB-02-2025 Annual Survey for 2024 Fiscal Year.** The Board reviewed the Annual Survey and provided input. Motion.

Motion #2025-15

Moved by: Melanie Ducharme

Seconded by: Erin Little

Be it resolved that the Temiskaming Shores Public Library Board accepts the information in the Annual Survey for the Ministry of Tourism, Culture and Gaming and the Ministry of Sport and consents to the release of the survey report to the Ministry.

Carried

11. Policy Review

- a. **Policy Per-25 Volunteer Policy.**
- b. **Policy Per-26 Retirement, Leaving, Gift Policy. Motion.**

Motion #2025-16

Moved by: Sarah Bahm

Seconded by: Melanie Ducharme

Be it resolved that the Temiskaming Shores Public Library Board accepts policies: Per-25 Volunteer Policy and Per-26 Retirement, Leaving, Gift Policy as amended.

Carried

12. Closed session

- a. **Regarding identifiable individuals.**

Motion #2025-17

Moved by: Melanie Ducharme

Seconded by: Erin Little

Be it resolved that the Temiskaming Shores Public Library Board go into closed session at 8:10 p.m. in regards to identifiable individuals.

Carried.

Motion #2025-18

Moved by: Nadia Pelletier-Lavigne

Seconded by: Erica Burkett

Be it resolved that the Temiskaming Shores Public Library Board rise from closed session at 8:36 p.m. with report.

Carried.

Motion #2025-19

Moved by: Melanie Ducharme

Seconded by: Sarah Bahm

Be it resolved that the Temiskaming Shores Public Library Board approve training for the CEO in the amount of \$1500 + HST.

Carried.

Motion #2025-20

Moved by: Jule Booth

Seconded by: Joyce Elson

Be it resolved that the Temiskaming Shores Public Library Board accepts the February 2025 closed session minutes as reviewed by the Board.

Carried.

13. Adjournment

a. Next meeting: Wednesday, April 23, 2025

Adjournment by Melanie at 8:40 p.m.

Chair –

MINUTES

Northeastern Health Unit Board of Health

Regular Meeting held on February 27, 2025 at 4:00 PM

Microsoft Teams

1.0 **ROLL CALL**

Board of Health Members

Michelle Boileau	City of Timmins
Andrew Marks	City of Timmins
Mark Wilson	Temiskaming Shores
Jeff Laferriere	Temiskaming Shores
Carol Lowery	Rural South: Armstrong, Brethour, Casey, Cobalt, Coleman, Harley, Harris, Hilliard, Hudson, Kerns, Latchford, Temagami, Thornloe
Paul Kelly	Rural Central South: Charlton & Dack, Chamberlain, Englehart, Evanturel, Gauthier, James, Larder Lake, McGarry, Matachewan
Marc Dupuis	Rural North: Fauquier-Strickland, Hornepayne, Hearst, Mattice Val Cote, Moonbeam, Opasatika, Val Rita Harty
Casey Owens	Kirkland Lake
Peter Politis	Cochrane, Smooth Rock Falls
Savion Nakogee	Rural Far North: Moosonee, James Bay and Hudson Bay region
Cindy Marks-Campbell	Provincial Appointee
Todd Steis	Provincial Appointee
David Lowe	Provincial Appointee

Northeastern Public Health Staff Members

Dr. Lianne Catton	Acting Medical Officer of Health/Chief Executive Officer
Randy Winters	Director of Corporate and Protection Services
Rosa Montico-Reimer	Director of Finance
Lori McCord	Executive Assistant
Rachelle Cote	Executive Assistant

Regrets

Tory Delaurier	Rural Central North: Iroquois Falls, Black River Matheson
John Curley	City of Timmins
Gary Fortin	Kapuskasing
Cathy Dwyer	Provincial Appointee
Suzanne Perras	Provincial Appointee
Curtis Arthur	Provincial Appointee

- 1.1 **CALL TO ORDER:** the meeting was called to order at 4:04 pm.

1.2 **APPROVAL OF AGENDA**

MOTION #01-R-2025

Moved by: Andrew Marks

Seconded by: Paul Kelly

That the agenda for the Board of Health for the Northeastern Health Unit meeting of February 27, 2025, be approved.

CARRIED

1.3 **DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE**

None declared.

2.0 **PREVIOUS MINUTES**

2.1 **NEPH BOARD OF HEALTH MINUTES – JANUARY 30, 2025**

MOTION #02-R-2025

Moved by: Jeff Laferriere

Seconded by: Todd Steis

That the Board of Health for the Northeastern Health Unit approve the minutes for the meeting dated January 30, 2025.

CARRIED

3.0 **AGENDA ITEMS FOR INFORMATION, DISCUSSION, DECISION**

3.1 **ALPHA SYMPOSIUM REPORT (FEB 12-14, 2025)**

Dr. Catton provided a brief verbal update of the virtual alpha Symposium, section of the Medical Officer of Health.

M. Wilson briefed the board on the workshop presentation of Tim Arnold, Leaders for Leaders, in relation to leading change. He noted that some of the best practices are seen through NEPH's work and planning phases amongst the different teams. Dr. Catton informed that sessions are regularly offered to the management team and staff for connection development while moving through the different phases of the merger.

Chair Boileau presented and led the discussions regarding merger transition challenges and successes to a panel of board chairs and vice-chairs. Many similarities were identified amongst the group.

The Annual General conference will be held in June. More details to be shared over the next few months.

3.2 REQUEST FOR PROPOSAL – PINE ST. TIMMINS HVAC SYSTEM REPAIR

Dr. Catton provided an update of the Pine St. Timmins HVAC system. The enclosed presentation summarizes the key points shared for information purposes.

MOTION #03-R-2025

Moved by: Andrew Marks

Seconded by: Davide Lowe

THAT the Board of Health for the Northeastern Health Unit approve the awarding of the HVAC System Repair to N. Lacroix Plumbing & Heating at \$873,659.00.

CARRIED

3.3 OMERS PARTICIPATION FOR NORTHEASTERN HEALTH UNIT

Dr. Catton informed of the recent communication received from OMERS in regards to the transfer requirement of all memberships from both legacy health units to NEPH. OMERS has recommended the following motion for board approval:

MOTION #04-R-2025

Moved by: Carol Lowery

Seconded by: Cindy Marks-Campbell

WHEREAS Porcupine Health Unit ("Former Employer No. 1") amalgamated with Timiskaming Health Unit ("Former Employer No. 2") effective January 1, 2025 ("Amalgamation Date"), and continued on as the Employer;

AND WHEREAS pursuant to subsection 6(1) of the Primary Plan an employer who is eligible under the Ontario Municipal Employees Retirement System Act, 2006 ("OMERS Act, 2006") to participate in the Primary Plan and the RCA may, by by-law or resolution, participate in the Primary Plan and the RCA and pay to the funds for the Primary Plan and the RCA the total of the employer and member contributions, and has all of the powers necessary and incidental thereto;

AND WHEREAS Former Employer No. 1 previously enacted a Board Resolution dated September 11, 1964, and elected to participate in the Ontario Municipal Employees Retirement System (which has since been continued as the Primary Plan and the RCA) effective December 1, 1964, and continued participation in the Primary Plan and the RCA on behalf of its employees until the Amalgamation Date;

AND WHEREAS Former Employer No. 2 previously enacted By-law No. 2 and elected to participate in the Ontario Municipal Employees Retirement System effective December 1, 1963, and continued participation in the Primary Plan and the RCA on behalf of its employees until the Amalgamation Date;

AND WHEREAS pursuant to subsection 9(8) of the Primary Plan, where two or more employers who are eligible to participate in the Primary Plan and the RCA are amalgamated, the new employer is deemed to have elected to participate in the Primary Plan and the RCA on the date of the amalgamation in respect of the

employees and of the former employers who were members of the Primary Plan and the RCA on the day immediately preceding such date and who are employed by the new employer on such date;

THEREFORE, BE IT RESOLVED THAT, effective January 1, 2025 (“Effective Date”), the Board enacts as follows:

(Participation)

1. The Employer shall participate in the Primary Plan and the RCA in accordance with the terms of the Primary Plan, RCA, and applicable legislation, each as amended from time to time.

(Existing Members)

2. The Employer shall participate in the Primary Plan and the RCA in respect of the Employees (defined below) of Former Employer No. 1 and Former Employer No. 2 who were members of the Primary Plan and the RCA on the day immediately preceding the Amalgamation Date and who are employed by the Employer on the Amalgamation Date.

(Election re: Employees)

3. As of the Effective Date, the Employer shall participate in the Primary Plan and the RCA in respect of each person who is employed by the Employer and who is eligible to be a member of the Primary Plan and the RCA under subsection 5(3) of the OMERS Act, 2006 (“Employee”), in accordance with the terms of the Primary Plan, RCA, and applicable legislation, each as amended from time to time.

(Future CFT Employees)

4. Every person who becomes an Employee employed on a continuous full-time basis, as defined in subsection 9(1) of the Primary Plan, as amended from time to time (“CFT Employee”), on or after the Effective Date shall, as a condition of employment, become a member of the Primary Plan and the RCA, or if such person is already a member, resume contributions to the Primary Plan and the RCA on the date so employed.

(Membership for OTCFT)

5. An Employee who is employed on other than a continuous full-time basis (“OTCFT Employee”) and meets the eligibility criteria in subsection 9(6) of the Primary Plan, as amended from time to time, is entitled to become a member of the Primary Plan and the RCA in accordance with the terms of the Primary Plan, as amended from time to time.

(Senior Management Official)

6. Any person who holds a senior management position with the Employer, as the Employer may designate from time to time (“Senior Management Official”), is hereby authorized on behalf of the Employer to take all such action and execute all such documents, certificates and agreements, as they may consider necessary to give effect to the provisions of this Resolution and to fulfill the Employer’s duties and obligations with respect to the Primary Plan and the RCA. The Employer further authorizes the Director of Finance to submit forthwith a certified copy of this Resolution to the OMERS Administration Corporation.

DATED this 27 day of February 2025.

That the Board of Health for the Northeastern Health Unit approves the participation in the OMERS Primary Pension Plan and the Retirement Compensation Arrangement for the OMERS Primary Pension Plan.

CARRIED

4.0 **MEDICAL OFFICER OF HEALTH/CHIEF EXECUTIVE OFFICER REPORT**

Dr. Catton presented an update on the finance/corporate services and recent highlights of key services and programs. The enclosed presentation summarizes the main points shared for information purposes.

5.0 **NEPH MERGER-TRANSITION REPORT**

Dr. Catton provided an update on the merger transition. The enclosed presentation summarizes the main points shared for information purposes.

6.0 **CLOSED SESSION**

The Board of Health went into a closed session at 5:11 pm.

MOTION #05-R-2025

Moved by: Andrew Marks

Seconded by: David Lowe

THAT the Board of Health for the Northeastern Health Unit moves to a closed session as outlined in the Ontario Municipal Act (j) trade secret to consider the branding – NEPH logo.

CARRIED

7.0 **RISE AND REPORTING OF CLOSED SESSION**

The Board of Health rose from the closed session at 5:31 pm.

MOTION #06-R-2025

Moved by: Paul Kelly

Seconded by: Jeff Laferriere

THAT the Board of Health for the Northeastern Health Unit rise with report

THAT the Board of health for the Northeastern Health Unit receive the NEPH logo report for information purposes.

CARRIED

8.0 **CORRESPONDENCE**

The correspondence was received for information purposes.

9.0. **DATES OF NEXT MEETINGS**

The Finance Committee will meet on March 27, 2025 to review the draft 2025 Budget presentation and recommend for Board approval on April 3, 2025. The Board agreed to proceed per the timelines noted above.

10.0 **ADJOURNMENT**

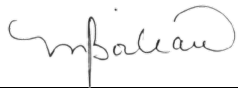
MOTION #07-R-2025

Moved by: Andrew Marks

Seconded by: Carol Lowery

THAT the meeting of the Board of Health for the Northeastern Health Unit adjourn at 5:33 pm and that the next meeting be held on April 3, 2025 at 4:00 p.m.

CARRIED



April 3, 2025

Michelle Boileau, Board Chair

Lori McCord, Recorder, Rachelle Cote, Recorder

MINUTES

Northeastern Health Unit Board of Health

Regular Meeting held on April 3, 2025 at 4:00 PM

Microsoft Teams

1.0 **ROLL CALL**

Board of Health Members

Michelle Boileau	City of Timmins
Andrew Marks	City of Timmins
Rock Whissell	City of Timmins
Mark Wilson	Temiskaming Shores
Jeff Laferriere	Temiskaming Shores
Carol Lowery	Rural South: Armstrong, Brethour, Casey, Cobalt, Coleman, Harley, Harris, Hilliard, Hudson, Kerns, Latchford, Temagami, Thornloe
Paul Kelly	Rural Central South: Charlton & Dack, Chamberlain, Englehart, Evanturel, Gauthier, James, Larder Lake, McGarry, Matachewan
Marc Dupuis	Rural North: Fauquier-Strickland, Hornepayne, Hearst, Mattice Val Cote, Moonbeam, Opasatika, Val Rita Harty
Casey Owens	Kirkland Lake
Peter Politis	Cochrane, Smooth Rock Falls
Savion Nakogee	Rural Far North: Moosonee, James Bay and Hudson Bay region
Curtis Arthur	Provincial Appointee
Cathy Dwyer	Provincial Appointee
David Lowe	Provincial Appointee
Cindy Marks-Campbell	Provincial Appointee
Suzanne Perras	Provincial Appointee
Todd Steis	Provincial Appointee

Northeastern Public Health Staff Members

Dr. Lianne Catton	Acting Medical Officer of Health/Chief Executive Officer
Randy Winters	Director of Corporate and Protection Services
Rosa Montico-Reimer	Director of Finance
Lori McCord	Executive Assistant
Rachelle Cote	Executive Assistant

Regrets

Tory Delaurier	Rural Central North: Iroquois Falls, Black River Matheson
Gary Fortin	Kapuskasing

- 1.1 **CALL TO ORDER:** the meeting was called to order at 4:03 pm.

1.2 **APPROVAL OF AGENDA**

MOTION #20-R-2025

Moved by: David Lowe

Seconded by: Marc Dupuis

That the agenda for the Board of Health for the Northeastern Health Unit meeting of April 3, 2025, be approved.

CARRIED

1.3 **DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE**

None declared.

2.0 **PREVIOUS MINUTES**

2.1 **NEPH BOARD OF HEALTH MINUTES – February 27, 2025**

MOTION #21-R-2025

Moved by: Paul Kelly

Seconded by: Casey Owens

That the Board of Health for the Northeastern Health Unit approve the minutes for the meeting dated February 27, 2025.

CARRIED

3.0 **AGENDA ITEMS FOR INFORMATION, DISCUSSION, DECISION**

3.1 **Finance Committee**

3.1.1 **Meeting Report**

Finance Committee Chair A. Marks provided a brief verbal update. A Finance Committee was held on March 12, 2025. Elections were held for the 2025 Finance Committee Chair and Vice-Chair. Andrew Marks is Finance Chair and Curt Arthur is the Vice-Chair. The Finance Committee met again on March 31, 2025, to review and discuss a detailed presentation of the 2025 cost shared budget and per capita rate. The Finance Committee recommends approval by the Board of Health. Finance Chair Marks advised the Board that the 2025 meeting schedule for the Finance Committee was approved.

3.1.2 **Finance Committee Minutes – March 12, 2025**

The Board of Health for the Northeastern Health Unit received the Finance Committee Minutes – March 12th for information purposes.

3.1.3 Terms of Reference

The Board of Health for the Northeastern Health Unit received the Terms of Reference for the Finance Committee for approval.

MOTION #22-R-2025

Moved by: Paul Kelly

Seconded by: Andrew Marks

That the Board of Health for the Northeastern Health Unit approve the Finance Committee Terms of Reference.

CARRIED

3.1.4 2025 Cost-Shared Public Health Budget

Dr. Catton and R. Montico-Reimer presented the 2025 Cost-Shared budget, with discussion and opportunities for questions. It was reiterated this was the minimum budget required to maintain current staff complement and current level of programs and services. The merger is for strengthening public health, not cost savings. The merger is fully funded by the Province, and has been an opportunity to mitigate other costs to municipalities.

MOTION #23-R-2025

Moved by: Sue Perras

Seconded by: Cindy Marks Campbell

That the Board of Health for the Northeastern Health Unit approves the 2025 cost-shared budget for Northeastern Health Unit in the amount of \$6,696,177.96; and,

That the Board of Health for the Northeastern Health Unit approves the per capita rate at \$55.87 for legacy PHU and \$65.56 for legacy THU and the levy increase to be paid by the municipalities; and,

That the remaining shortfall up to \$567,909.87 be drawn from reserves.

CARRIED

Recorded Vote

The recorded vote was as follows:

Board Member	For	Against	Abstain
Curt Arthur	✓		
Michelle Boileau	✓		
Andrew Marks	✓		
Cindy Campbell	✓		
Casey Owens	✓		
Cathy Dwyer	✓		
Marc Dupuis	✓		
Savion Nakogee	✓		

Rock Whissell	✓		
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Board Member	For	Against	Abstain
Carol Lowery	✓		
Paul Kelly	✓		
Jeff Laferriere		X	
Sue Perras	✓		
Peter Politis	✓		
Todd Steis	✓		
Mark Wilson		X	

3.2 **Board Member Attendance to Workshops/Conferences**

3.2.1 **alPHa Annual General Meeting (June 18-20, 2025)**

Information around the upcoming alPHa Annual General meeting was previously shared with the Board. Board members were encouraged to advise the Board Secretary of their interest. A maximum of three Board member attendees will be approved at the May 8th meeting of the Board of Health.

3.2.2 **alPHa Board of Directors**

Dr. Catton provided an overview of the alPHa Board of Directors. There is a representative for the Board of Health section from every region across the province. All Boards in the Northeastern region have been asked for interest in representation. The two year term position with elections to be held on May 6th. An expression of interest was received by Sue Perras, who provided the Board a summary of her experience and her strong advocacy of public health.

MOTION #24-R-2025

Moved by: David Lowe

Seconded by: Todd Steis

That the Board of Health for the Northeastern Health Unit approve the nomination of Sue Perras as a candidate for election to the alPHa Board of Directors for the following Board of Health Section Executive seats from the Northeast: and,

Furthermore that the Board of Health authorize the MOH/CEO to forward a copy of this resolution to alpha. Finance Committee Terms of Reference.

CARRIED

3.3 **Board Attendance Report**

A quarterly report of the Board attendance was shared with the Board for information purposes.

4.0 MEDICAL OFFICER OF HEALTH/CHIEF EXECUTIVE OFFICER REPORT

Dr. Catton presented an update on the finance/corporate services and recent highlights of key services and programs. Dr. Catton shared that staff are participating in San'yas, an online Indigenous cultural mindfulness course which is highly recommended for all Board members as part of their orientation. The enclosed presentation summarizes the main points shared for information purposes.

5.0 NEPH MERGER-TRANSITION REPORT

Dr. Catton provided an update on the merger transition. The enclosed presentation summarizes the main points shared for information purposes.

6.0 CORRESPONDENCE

The correspondence was received for information purposes.

7.0 CLOSED SESSION

N/A

8.0 RISE AND REPORTING OF CLOSED SESSION

N/A

9.0. DATES OF NEXT MEETINGS

The Finance Committee will meet on September 11, 2025, and the next meeting of the Board of Health for the Northeastern Health Unit on May 8, 2025. The Board agreed to proceed per the timelines noted above.

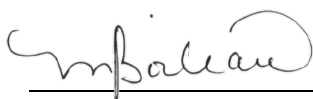
10.0 ADJOURNMENT**MOTION #25-R-2025**

Moved by: Andrew Marks

Seconded by: Paul Kelly

THAT the meeting of the Board of Health for the Northeastern Health Unit adjourn at 7:06 pm and that the next meeting be held on May 8, 2025 at 4:00 p.m.

CARRIED



Michelle Boileau, Board Chair

Lori McCord, Recorder, Rachelle Cote, Recorder

FONOM Conference Report – 2025 North Bay May 5-7

Mark Wilson

Day 1

Session 1 - Olya Sanakoev , CTO Financial- Unlocking the Power of AI

Olya presented an interesting and engaging session on AI technology and how it can be used to improve efficiency and productivity. She discussed how far we have come in computing from punch cards to AI. She defined AI as making machines act in an intelligent way. She also discussed subgroups of AI including “Machine Learning” which is defined as the “specific ways a machine can self-train and “Deep Learning” which is a specific way of making a machine learn by allowing data to be less structured.

A key advancement of AI has been the transformation to plain language instructions that everyone can use.

She discussed methods of getting good results with AI by using good prompts and directions. She also used some interesting examples of how AI can be used in everyday life and in business activities. These include simplifying household activities, improved document retrieval, automation of repetitive tasks, developing digital twins to test models and extensive applications to make our cities and towns “Smart”. AI has significant potential to make our society safer in many areas and can also provide efficiency advantages in our municipalities.

There were questions about security from the delegates and Olya recognized that reality but that AI in fact can significantly help to control those who are “Bad” by applying its powers for Good.

Session 2 – George Couchie – Indigenous Cultural Mindfulness

George Couchie is with Redtail Hawk Training and Consulting and is a retired OPP officer with 33 years service and 12 of those years delivering award winning Native Awareness Training Programs and Initiatives. George lives on Nipissing First Nation

George’s presentation was very informative, humorous and thought provoking. George discussed the Indigenous history and how it belongs to all of us but that is not always the impression in our societies. He talked about how “a sense of belonging” is so important for all of us and for many indigenous people that sense of belonging has been suppressed.

There is much work to do to change this but he along with many others are working on ensuring that indigenous youth know where they come from.

George also discussed how everyone has a broken piece and that everyone has a story that brings them to where they are. We must all understand that if we are to make progress on reconciliation. He discussed that the indigenous communities that he works with are overrepresented in our jails across Canada and in Ontario and that is a statistic that can be changed with proper support and compassion. He said that “We are first in line for bad and last in line for good”

George also discussed the Grandfather Sun and Grandmother Earth. The spark provided by the Grandfather Sun fuels all of us and gives us gifts before we are born. The spark also provides life to Grandmother earth who provides a cure for every sickness when we look hard enough. The 7 Grandfather teachings are Bravery, Humility, Wisdom, Honesty, Truth, Respect and Love. These teachings are “Choices” and when we choose them, we will have positive impact in life.

Session 3 - NWMO Transportation: Post Site Selection Next Steps – Ulf Stahmer, Senior Transport Engineer, NWMO

This was an informative session which provided a progress report on the Transportation of Nuclear waste to Ignace in NW Ontario. Mr. Stahmer indicated that the transport of waste will not occur until 2045 and that the mode of that transport is not finalized yet. The options are 100% by road or a combination of road and rail. At this point the road option looks more likely to avoid transfers along the route and some of the sites that produce waste do not have rail. If road is the option, it will both Highway 11 and 17 will be part of the route. There will be approximately 450 – 625 shipments per year for 50 years which converts to 2-3 shipments per day, 6 days a week. 93% of the waste comes from the Bruce, Pickering and Darlington Nuclear plants with the rest coming from New Brunswick, Manitoba, Quebec and Chalk River Ontario. There were numerous questions following the session particularly around the importance of making Highways 11 and 17 safer for these shipments.

Session 4 Leveraging the Ontario Immigrant Nominee Program – Jennifer Gray, Ministry of labour, Immigration, Training and Skills Development.

Jennifer discussed the various streams of the ONIP program. The Foreign worker stream, international student stream and the In-demand skills stream.

Participation by the employers is voluntary and to ensure that efforts are successful it is important that there is early communications between applicant and employer. After

working with the employer, the applicant receives their certificate of nomination they then receive a work permit support letter and can begin the program. Applicants must stay in the approved position until permanent resident status is received.

Reception

Monday evening there was a reception at the Gateway City Brewery where there were excellent opportunities to network with Northern Municipal leaders and staff.

Day 2

Session 1 Partnering for Healthy Communities in the North - Dr. Caol Zimbalatti and Dr. Lianne Catton

Dr Zimbalatti and Dr. Catton discussed the importance of Public Health as well as the difference between Health Equality and Health Equity. They also highlighted how important public health is to our local economy and fosters community safety and well – being. It also promotes welcoming community environments for families and medical professionals.

Public Health is able to respond to local needs of the community and it is an excellent return on investment. The median ROI for public health is 14:1.

The doctors also discussed how severe the opioid crisis is in Northern Ontario and also how we are impacted by significantly higher smoking and alcohol consumption rates which have a significant impact on our communities. We also see higher rates of food insecurity and mortality rates in the North.

The presentation clearly identified the work we have ahead of us and clearly identified that we must continue to push our provincial government for more assistance.

Session 2 - Orange County Insolvency – Lessons for Northern Ontario. Oscar Poloni, Partner KPMG

This session was an excellent session that looked at the financial crises that municipalities are facing if we do not look differently at what we are doing. Mr. Poloni used the example of Orange County in California as an example of where some of our municipalities may end up if we do not seriously look at the way we do business. Orange county was focused on continually keeping tax rates low and continually reducing investments. These actions came from Proposition 4 , a piece of state legislation that mandated limits on tax

increases. This eventually led to insolvency and many years of work to return to a viable position.

Mr. Poloni indicated that 1 in 3 municipalities have decreasing net financial positions and there are certain factors that put Northern municipalities in particularly a poor financial position.

1. Everything costs more for Northern municipalities because of our size and our location.
2. Policing costs are becoming more of an issue on a per capita basis
3. We are not able to help those who are struggling because we do not have the same resources as southern Ontario Municipalities
4. We have very limited flexibility in the use of provincial funds
5. We often have decision paralysis because of this.

We need to work at changing the regulatory framework to create conditions to foster growth.

Mr. Poloni indicated that we cannot continue to save and cut our way to success because it simply doesn't work.

He suggested that collaborate as much as possible with other communities

He also said that if we are doing business today like we were 10 years ago we are doing it the wrong way

I will share Mr. Poloni's slide deck when I receive it.

Session 3 - Christa Lowry – Chair Rural Ontario Municipal Association – ROMA

Christa discussed some of the priorities that ROMA has been engaging on with the Provincial Government.

1. Making Sure Smaller municipalities can access the infrastructure funding needed to build more homes in their communities
2. Improving access to primary and hospital care in rural Ontario
3. Responding to the unique and growing challenges of homelessness in rural communities

It is my pleasure to serve with Krista on the ROMA board.

Session 4 - Jessica Jaremchuk, VP Risk Management Services, Intact Public Entities

Disaster Domino Effect: Understanding the chain reactions of Catastrophes

Jessica Discussed the impact that Climate Change and severe weather events are having on insurance and that these events are often magnified from previous events. She discussed numerous examples of situations where there are correlations between these events. Examples include wildfire events that remove material and contributes to soil instability in a later flood. She also indicated the increase of invasive species from these exposed soils after both floods and fires.

She said that 59% of municipalities in Ontario felt that they were not prepared to handle floods.

She suggested that Municipalities Educate themselves and their citizens, carefully assess the Impact of a disaster, develop a plan, practice the plan and continue to invest to adapt because it is too expensive not to invest there.

Session 5 Brent Kalinowski, City of North Bay – Community Safety and Well- Being Coordinator

The evolving Municipal Role in Community Safety and Well Being Adapting for a stronger future

This was an excellent session that outlined some of the activities and successes of the North Bay Community Safety and Well- Being.

The North Bay CSWP focuses on 4 areas. Service Coordination, Mental Health, Homelessness and addictions. The Plan has many partners and has been working to improve communications amongst various social services to address some of the serious concerns within the community. They have established programs that are making a difference and involve the cooperation of these social services agencies and volunteers.

Session 6 Chad Evans – Ontario Northland – Getting ready for the new era of the Northlander.

Mr. Evans discussed progress on the Northlander. The train sets are under construction in California and he showed pictures of these train cars both under construction and renderings of the finished product. Three train set units are being built and will contain state of the art technology for passengers. He also discussed progress with work at the

station stops and presented photos of the station shelters that will be built at many of the stop locations and he also highlighted the new Station at Porcupine. The station at Temiskaming Shores will be a heated shelter that will be completely accessible. The Northlander is set to begin in 2026.

Session 7 – Robin Jones , President of AMO and Lindsay Jones Director of Policy AMO

AMO Policy updates

Robin and Lindsay brought updates from AMO. They highlighted a number of areas including, the re-introduction of Municipal code of conduct legislation which died at the call of the last election. AMO supports this re-introduction.

They also discussed the Impacts on Tariffs and Trade and shared information regarding a report by Oxford Economics which analyzes the potential impacts of tariffs on Municipalities. More information is available on the AMO website.

AMO also continues to advocate for a more equitable municipal funding agreement with the province that allows for consistent and dependable funding streams.

The AMO conference is set for August in Ottawa.

Session 8 - MPAC Updates

Nicole McNeill, President of MPAC and Al Spacek, Chair of MPAC

They started their presentation by answering the question that everyone is wondering about and that is when updated assessments will occur. The answer is that they have no date at this point.

MPAC, with an inventory of nearly 5.7 million properties, ensures property assessments are fair, transparent, and current. Municipalities rely on this data to calculate property and education taxes, inform budgetary planning and guide community development decisions.

A List of the top communities for new assessments in Northeastern Ontario in 2024 was presented and Temiskaming Shores ranked 5th with new assessments of \$24 million behind North Bay, Seguin Township, Sault Ste. Marie and Sudbury.

Session 9 – Matt Sikstrom, OPG – Expanding Hydro Generation in NE Ontario

This session discussed OPG's plans to refurbish and expand hydroelectric generating stations in Northern Ontario. The \$2 billion investment will create 830 MW of energy, enough to power 830,000 homes. He indicated that there have been hydro electric facilities operating for over 100 years in the north and although some of these can be refurbished some will need to be completely rebuilt. He also mentioned that a significant focus of the new facilities will be on the Moose River system and its tributaries. There was also discussion about the need for the development of expanded hydro transmission capacity which will be needed for the new facilities.

Banquet

Tuesday Night was the annual FONOM banquet which was a great opportunity to network and socialize with colleagues across the North.

Day 3

Session 1 – Andrew Siegwart, President and CEO Tourism Industry Association of Ontario

TIAO works on behalf of members to take on pressing policy issues that impact tourism today. They lead the way in government relations on behalf of the tourism industry, including tourism businesses and operators, destination marketing associations, regional tourism and educators. Mr. Siegwart mentioned some trends in tourism including the desire for more and more people in urban areas to experience nature. This should be a focus of Northern Ontario communities and tourism operators.

Session 2 – Ministers speeches

Ministers Fedeli, Pirie, Harris, Sarkaria and Smith each present short speeches. Following the speeches was an excellent Bear Pit session. The topics that came up in the Bear Pit included questions on:

1. Northern Highway Safety (numerous)
2. Infrastructure funding
3. Taxation of corporately owned farmland
4. NORDS Funding
5. Environmental concerns with projects
6. Forestry Industry Support
7. Moose Licenses

Among Others

There were numerous ministers who responded with good answers and also with suggestions and offered to reach out with follow up answers. One point that was brought up by the Ministers was that the upcoming provincial budget would provide good news for the North.

The FONOM Conference is always an excellent conference, and I would Like to Congratulate Danny Whelan, the entire FONOM Board and Mac Bain for organizing such a valuable and important event.

Ontario Traffic Council Summit Report

Mark Wilson

I attended the Ontario Traffic Council (OTC) Summit from April 30 to May 2 in Muskoka. It was an excellent event with many good topics for municipalities. There was also an excellent selection of trade show attendees.

The Topics were wide ranging and included sessions on:

- Public Health Through a Transportation Lens
- Road Safety an International view – Presenters from New Zealand
- Navigating Climate Risk and Resilience in the Transportation Industry
- Innovation and technology Panel on future directions of Transportation
- Cycling Infrastructure – a Cross Canada perspective
- Future of Driving and multi- modal transportation shifts
- Optimizing Snow Clearing operations

I was also asked to chair a panel on Equity in Transportation at the Summit. The panelists included experts with diverse back grounds who have been striving to improve equity in transportation in their work. This was a particularly interesting session in light of the work we are doing here at the City of Temiskaming Shores to continue to improve transportation equity. Thanks to Mitch McCrank and Voyago for continuing to advance our public transit system that provides an important piece of the Transportation equity piece and there are some encouraging initiatives that will hopefully advance our transit system even more. Also, an important part of transportation equity is about other modes of transportation including cycling and walking. Those modes need to be safe and connected and thanks to Matt Bahm and team for the work on our Active Travel Initiatives. We must continue to provide choice for everyone and encourage the use of more sustainable forms of Transportation.

Memo

To: Mayor and Council
From: Shelly Zubych, Director of Corporate Services
Date: May 20, 2025
Subject: Deeming By-law for 468 Helmer Pedersen Drive and 222 Cosman Cres.
Attachments: Appendix 01: Deeming Application
Appendix 02: Draft Deeming By-law (**Please refer to By-law No. 2025-059**)

Mayor and Council:

Mr. Beaudry has submitted a request for a deeming by-law for his properties located at 468 Helmer Pedersen Drive and 222 Cosman Crescent. for the purposes of lot addition. The original lots were created by a plan of subdivision. 468 Helmer Pedersen Drive measures 75' x 137' and 222 Cosman measures 75' by irregular.

Lots of a plan of subdivision do not automatically merge on title when they are registered in the same ownership like properties described in the lot/concession format do (typically located in rural areas). In order to cause lots on a plan of subdivision to merge on title a deeming by-law must be passed by Council and registered on title to the applicable PIN(s). A deeming by-law is passed under the authority of Section 50(4) of the Planning Act, which states: *“The council of a local municipality may by by-law designate any part of a plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed not to be a registered plan of subdivision for the purposes of subsection (3).”* Once a deeming by-law is passed, any further transactions involving any individual pieces of the property will require approval of an application for consent to sever.

The subject property is designated Residential Neighbourhood in the City of Temiskaming Shores Official Plan. Section 4.5.9 of the Official Plan states: *“Deeming of lots in existing subdivisions will not be considered where lots are integral to the settlement pattern and available infrastructure; however deeming may be used to prevent scattered and inefficient development.”* The plan of subdivision establishing these lots was registered in 2010. Services were installed based on the layout and location of the individual lots, so each lot is fully serviced with municipal water and sewer services to the property line. The lots are generally in keeping with the size of other lots in the vicinity, and are actually larger than many adjacent lots.

In 2022, Council passed By-law 2022-026 deeming two lots within the same subdivision, thus setting precedence.

Based on the above, staff is recommending Council approve the request of the deeming by-law.

If the Deeming By-law is passed it will be registered on title at the owner's expense.

Submitted by:

“Original signed by”

Shelly Zubycck
Director of Corporate
Services

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

Approval authority:
Council of the City of Temiskaming Shores

Fee: \$250.00 ✓ Pd.
+ legal and land titles fees required to register by-law
(billed directly from solicitor)

Office Use Only

File No.: 2025-001
Date Received: April 2, 2025
Roll No.: 5418- 010 007 00510

1. Owner Information

Name of Owner: _____
Mailing Address: _____
Email Address: _____ Phone: _____

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

~~222~~ 468 Helmer Pedersen Dr. New Liskeard, Ontario

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

Lot 25 Plan 54M365; City of Temiskaming Shores:

b. Date the property/properties were acquired by the current owner: 2024

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

☐ Yes ☒ No

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

5. Reason a deeming by-law is required:

Merge Properties - 222 Cosman + 468 Helmer.

6. Registration of By-law

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

Name of Lawyer: Bill Ramsey

Name of Firm: Ramsey Law Office

Mailing Address: 18 Armstrong St Box 160 New Liskeard ON P7L1P6

Email Address: ramseylaw@ramseylaw.ca Phone: 705 647 4010

7. Applicant/Agent Authorization

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

I/We, _____ are the registered owners of the subject land and I/we hereby authorize _____ 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: _____ Signature of Owner: _____

Date: _____ Signature of Owner: _____

8. Authorization for Site Visits

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



Applicant Initial

Applicant Initial

9. Notice re: Use and Disclosure of Personal Information

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



Applicant Initial

Applicant Initial


10. Declaration of Applicant

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

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

Sworn (or declared) before me

at the City of Temiskaming Shores
in the District of Temiskaming
this 2 day of April, 2025.


Signature of Applicant


A Commissioner for Taking Affidavits

Logan Belanger, a Commissioner, etc.
While Clerk of the
City of Temiskaming Shores

Subject:	Zoning By-law Amendment – Porter	Report No.:	CS-023-2025
		Agenda Date:	May 20, 2025

Attachments

Appendix 01: Planning Report
Appendix 02: Application Package
Appendix 03: Draft By-law to amend Zoning By-law No. 2017-154 (**Please refer to By-law No. 060**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-023-2025;
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 Residential R1-H2 to Rural Residential R1-H2-1; 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 Residential – H2 to allow for a home occupation to be permitted as a use on the property. The zoning by-law amendment will allow this as an exception (R1-H2-1). The Holding Provision will remain on the property.

Analysis

The public meeting was held on April 9, 2025 and no written or oral comments were received from the public circulation. No concerns were noted through circulation to City staff.

The property currently contains a single-family dwelling, unattached garage and back house.

The proposed retail store (home occupation) will be within an existing structure on the property.

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 proposed 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 Zubycyk
Director of Corporate Services

Sandra Lee
City Manager



Planning Report

Zoning By-law Amendment Application: ZBA-2025-04

Applicant: Carla and Mike Porter

Property: 583381 West Road

Roll No.: 5418-030-010-1180

May 20th, 2025

Subject Land

BUCKE CON 4 S PT LOT 9 PCL 17674SST

583381 West Road, Temiskaming Shores

Background and Purpose of the Application

The subject property is zoned Rural Residential – H2

The subject property is Rural Area in the City of Temiskaming Shores Official Plan.

Statutory Public Notice

The complete application was received on March 20th, 2025. Notice of the complete application and public hearing was advertised in the Temiskaming Speaker. The notice was also mailed to property owners within 120m of the subject land.

The public hearing was held on April 29th, 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 225m x 230m, 6.54-hectare rural lot within the City of Temiskaming Shores. The subject property is Rural Residential – H2 located to the north side of West Road. The Hold Provision on the property indicates that the property is located with an aggregate resource influence area. On lands subject to the H2 Holding Provision, the permitted uses are limited to existing uses and non-sensitive accessory uses. The Holding Provision will not be removed.

There is a single-family dwelling, unattached garage and back house on the property.

Servicing

The property is serviced by a private well and septic system.

Access

The property fronts on the West Road which is municipally owned and maintained year-round.

Existing Land Use

The property is currently used as rural residential.

Adjacent Land Uses

North: Rural - RU E29

South: West Road

East: Rural Residential-H2

West: Mineral Aggregate Resource - M3

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.

The proposed Zoning By-law Amendment is consistent with the Provincial Policy Statement for the following reasons:

- The proposed use of the property is a permitted use in the Rural Lands – home occupation.
- The proposed use is compatible with the rural landscape and can be sustained by rural service levels.

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 Area 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.)*

The property is designated Rural Area in the City of Temiskaming Shores Official Plan.

- The proposed home occupation is compatible with the rural area and with adjacent land uses;

City of Temiskaming Shores Zoning By-law

The subject property is zoned Rural Residential– H2 in the City of Temiskaming Shores Zoning By-Law. The applicant has submitted a zoning by-law amendment application to rezone the property to allow a home occupation as a permitted use.

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 – *A change of use permit is required for the building becoming Retail. If the change requires any renovation a building permit is required.*

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.*

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 – H2 to Rural -H2-1.

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;
- The proposed home occupation is compatible with the rural area and with adjacent land uses;
- Home occupations are permitted uses in Provincial Policy Statement.

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.: _____
Date Received: _____
Roll No.: 5418- _____

1. Owner Information

Name of Owner: Carla (Scott) Porter

Mailing Address: 583381 West Road, Haileybury, ON P0J 1K0

Email Address: [REDACTED] Phone: [REDACTED]

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

Name of Owner: Michael Porter

Mailing Address: 583381 West Road, Haileybury, ON P0J 1K0

Email Address: [REDACTED] Phone: [REDACTED]

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

Name of Agent: n/a

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

583381 West Road, Haileybury, ON P0J 1K0

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

PCL 17674 SEC SST; PT S1/2 LT9 CON 4 BUCKE AS IN LT161301 TEMISKAMING SHORES, DISTRICT OF TIMISKAMING

b. Date the subject land was acquired by the current owner: 6-October-2011

c. Names and addresses of the holders of any mortgages, charges, or other encumbrances of the subject land:

[REDACTED]

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: 2.00135 acres Road Frontage: 224.11'
Water Frontage: n/a Lot Depth: 389.00'

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: prior to 2011

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	House	Garage	Back House		
Height of building (m)	5.3	4.8	4.7		
Setback from front lot line (m)	37.3	39.7	62.6		
Setback from rear lot line (m)	73.2	73.9	48.6		
Setback from side lot line one side (m)	32.9	53.6	45.8		
Setback from side lot line other side (m)	24.1	9.7	12.7		
Setback from shoreline (m)	n/a	n/a	n/a		
Dimensions (m) or floor area (m ²)	87.51m ²	37.2m ²	55.74m ²		
Date constructed	1985	unknown	1969		
Is building to remain or be removed?	remain	remain	remain		

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: bush East: residential
 South: bush West: quarry (miller)

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"/> 200m
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 type="checkbox"/>
A rehabilitated mine site	<input type="checkbox"/>	<input type="checkbox"/>
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 checked="" type="checkbox"/> 75m
An industrial or commercial use (specify)	<input type="checkbox"/>	<input type="checkbox"/>
An active railway line	<input type="checkbox"/>	<input type="checkbox"/>
Utility corridor(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provincial Highway	NA	<input type="checkbox"/>

5. Planning Information

a. Current Official Plan Designation(s): Rural Area

b. Explain how the application conforms with the Official Plan:

community initiatives for Housing & Growth Management 2014-2020 growth strategy which includes retail operations

c. Current Zoning: R1 (H2)

d. Nature and extent of the rezoning being requested:

From R1-H2 to R1-1 (H2)

e. Reason why rezoning is being requested:

To establish and operate a retail business within an existing structure on the property.

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:

Haileybury - Low 70-80%, Medium 5-10%, High 15-20%

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): Residential with an exception.

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					
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)					

7. Access and Servicing

a. What type of access is proposed for the subject land?

☐ Provincial Highway

☐ Private Road

☒ Municipal Road, maintained all year

☐ Right-of-Way

☐ Municipal Road, maintained seasonally

☐ Water Access

☐ 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:

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): not proposed

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.: _____ 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:

promotes diversification of the economic base
use of existing structure
leveraging natural assets

- 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):

☒ Buds and Blossoms Grow Solutions Business Plan

☐ Building permit if applicable (dependent on type of renovation to structure)

☐ _____

☐ _____

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 _____ 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.




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.



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, Carla and Mike Porter of the _____
in the City of Temiskaming Shores of _____ 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 _____
in the _____
this _____ day of _____, 20_____



Signature of Applicant

A Commissioner for Taking Affidavits

City of Temiskaming Shores Administrative Report

Subject: EV Charger RFP Award

Report No.: RS-009-2025

Agenda Date: May 20, 2025

Attachments

Appendix 01: Submission Opening Results - RS-RFP-001-2025

Appendix 02: Draft By-law Agreement including Bracebridge Generation Ltd. Proposal (**Please refer to By-law No. 2025-061**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-009-2025; and
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with Bracebridge Generation Ltd. for the provision of a dual head, 120kW DCFC EV Charger, for consideration at the May 20, 2025, Regular Council meeting.

Background

As part of ongoing efforts to implement the City's Greenhouse Gas Reduction Plan and reach upcoming interim emission reductions targets of 40% below 2019 levels by 2033, City staff are working on initiatives to encourage decarbonization.

On November 12, 2024, the City received a letter from Prabmeet Singh Sarkaria, Ontario's Minister of Transportation (MTO), advising that an application the City had previously submitted to the EV ChargeON program was approved.

The City subsequently entered into a transfer payment agreement with the Ministry of Transportation for funding to install a Level 3 EV charger through [By-law 2024-142](#).

Subsequently, staff released RS-RFP-002-2025, New Liskeard EV Charger on March 27, 2025. The RFP was placed on the City's website with a deadline for submissions of April 30, 2025.

Analysis

Four submissions were received in response to RS-RFP-002-2025 by the closing date of April 30, 2025, at 2:00pm.

The submissions received are listed below and summarized in Appendix 01:

- Swtch Energy Inc. - \$194,890.00
- TwoWiredGuys Inc. - \$208,918.00
- Bracebridge Generation Ltd. - \$195,740.00
- Miller Maintenance, A Division of Miller Paving Ltd. - \$165,580.00

City staff reviewed the submissions for completeness and required elements. Miller Maintenance's submission was noted to be longer than permitted as outlined in the RFP documentation. Upon clarification, Miller Maintenance provided a revised submission which met the prescribed page limit. This revised document was used to complete scoring. No other issues with the submissions were noted and all four submissions were provided scores as per the evaluation criteria. Scoring for the submissions was completed by three senior City staff with the following final scores out of a possible 1000 points being tabulated:

Place	Proponent	Score
1.	Bracebridge Generation Ltd	833 points
2.	Miller Maintenance	831 points
3.	Swtch Energy Inc	825 points
4.	TwoWiredGuys Inc	657 points

The three highest scoring submissions were all excellent proposals and scored nearly identical based on the evaluation criteria. Because the bid prices of Bracebridge Generation and Swtch Energy were within 1% of each other, they were provided equal scores for the financial component of their submissions.

Bracebridge Generation ultimately scored the highest due to their detailed plan for the provision and installation of an EV charger that exceeded the minimum specifications. Their plan was the most detailed and comprehensive and showed obvious expertise. Operating as Lakeland EV CHARGING, Bracebridge Generation has been building a network of Electric Vehicle (EV) charging stations across Muskoka and surrounding regions since 2018.

City of Temiskaming Shores Administrative Report

The proposed charger will be the highest speed charger in the immediate area, meets the specifications outlined in the City's funding agreement with the MTO and will support further EV adoption in our community.

Staff are therefore recommending that this RFP be awarded to Bracebridge Generation Ltd. at the May 20, 2025, Regular Council meeting.

Relevant Policy / Legislation / City By-Law

- City of Temiskaming Shores 2025 Capital Budget
- [By-Law No. 2017-015, Procurement Policy](#)
- [By-Law No. 2024-142, EV ChargeON Program Agreement](#)

Consultation / Communication

- Consultation with the Manager of Transportation Services
- Consultation with the Energy and Climate Change Coordinator
- Consultation with the Climate Change Committee

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 approved budget amount for this project is \$200,000 of which, \$150,000 is being funded by the City's agreement with the Ministry of Transportation EV ChargeOn program. Costs are broken down as follows:

Bracebridge Generation	\$ 195,740.00
HydroOne Connection	\$ 663.57
Non-recoverable HST	\$ 3,456.70
Total	\$ 199,860.27

Climate Considerations

The climate lens assessment confirms that this project has no adverse environmental effects.

This project is crucial in helping the community to continue to decarbonize and to attract tourists who drive electric vehicles. Electric vehicles produce a significantly lower amount of greenhouse gas emissions over the total lifecycle of the vehicle.

Alternatives

Council could direct staff to reissue a revised RFP for this work.

Council could direct staff to cancel this project.

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

Document Title: **RS-RFP-002-2025 "New Liskeard EV Charger"**

Closing Date: **Wednesday, April 30, 2025**

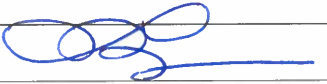

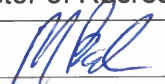
Closing Time: **2:00 p.m.**

Department: **Recreation Services**

Opening Time: **2:45 p.m.**

Attendees via teleconference: **Microsoft Teams**

City of Temiskaming Shores:

Logan Belanger, Municipal Clerk 	Kelly Conlin Deputy Clerk 	Mathew Bahm Director of Recreation Services 
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Others (teleconference):

Sylvain Dancot		
Dave Marcella		

Submission Pricing

Bidder: **Switch Energy Inc.**

Description	Amount (without HST)
Lump Sum price for capital costs including installation as per Scope of Work	\$ 194,890.00

Bidder: **Twowired Guys Inc.**

Description	Amount (without HST)
Lump Sum price for capital costs including installation as per Scope of Work	\$ 208,918.00

Bidder: **Bracebridge Generation Ltd.**

Description	Amount (without HST)
Lump Sum price for capital costs including installation as per Scope of Work	\$ 195,740.00

Bidder: *Miller Maintenance*

Description	Amount (without HST)
Lump Sum price for capital costs including installation as per Scope of Work	\$ <i>165,580.00</i>

Note: Since this is a Request for Proposal all submissions are required to be evaluated based on a set of pre-determined evaluation criteria. All offered prices are offers only and subject to scrutiny. All proponents whether successful or not will be notified of results, in writing at a later date.

City of Temiskaming Shores
Administrative Report

Subject: Skate Sharpener Lease Extension

Report No.: RS-010-2025

Agenda Date: May 20, 2025

Attachments

Appendix 01: Proposed Agreement (**Please refer to By-law No. 2025-062**)

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-010-2025;
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with Zubyck SkillZ Ltd. for the use of the Don Shepherdson Memorial Arena Skate Sharpening Room from September 1, 2025, to August 30, 2027, for consideration at the May 20, 2025, Regular Council meeting.

Background

Zubyck SkillZ Ltd has been operating a small pro shop out of the “skate sharpening room” at the DSMA since September 2023. Their bid for the lease of the space was due to their winning submission to RS-RFQ-005-2023.

The final agreement, confirmed through [By-law 2023-091](#), provided the tenant the right of renewal:

(g) Right of Renewal – The Tenant shall have the right, if not otherwise in default, to renew the lease for a two (2) year term. The use of the Premises shall be agreed upon by the Tenant and the Landlord. The rent amount to be increased by a mutually agreed upon amount. All other terms and conditions to remain the same. The Tenant shall be required to give written notice of their intention to renew the lease on or before the 31st day of May prior to the commencement of the renewal term;

The tenant has met all obligations outlined in the clause including not otherwise being in default and providing notice of intent to renew prior to May 31, 2025.

Analysis

Negotiations between the parties concluded that no change in the annual rent amount would be agreeable due to the current rates being charged to comparable spaces within other City recreation facilities. Ultimately, the leaseholder's services provide significant value to our patrons in addition to their rental payment to the municipality.

Staff are therefore recommending that a renewal of the two-year agreement be approved at the May 20, 2025, Regular Council meeting.

Relevant Policy / Legislation / City By-Law

- 2025 Recreation Services Operation Budget
- [By-law 2023-091](#)

Consultation / Communication

- 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 ☐

The total amount of revenue to be received from this lease is expected to be \$1,800 spread over 3 calendar years. This revenue was included within the 2025 Recreation Operations budget.

Climate Considerations

After review with the City's Climate Lens, no considerations for increased CO2 emissions, or temperature and precipitation adaptation were noted.

Alternatives

Council could direct staff to issue an RFQ for this space.

Council could direct staff to forego a tenant for this space.

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

Corporation of the City of Temiskaming Shores

By-law No. 2025-050

**Being a By-law to enter into a Municipal Transient Accommodation Tax
Financial Accountability and Services Agreement with the Temiskaming
Shores Development Corporation**

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 400. 1 of the Municipal Act, S. O. 2001 c. 25, as amended, provides that Council of a local municipality may pass By-laws imposing a tax in respect of the purchase of transient accommodation within the municipality; and

Whereas the Council for the City of Temiskaming Shores has passed By-law No. 2025-019 imposing a Municipal Transient Accommodation Tax pursuant to Section 400.1 of the Act; and

Whereas under Section 435.17 of the Municipal Act, 2001, SO 2001 c. 25, as amended, provides that Council of a local municipality may enter into an agreement with an Eligible Tourism Entity for disbursement of a portion of the revenues collected respecting financial accountability; and

Whereas Council has designated the Temiskaming Shores Development Corporation an Eligible Tourism Entity (Resolution No. 2025-088 at the March 4, 2025 Committee of the Whole meeting); and

Whereas Council considered Administrative Report No. CS-006-2025 at the March 4, 2025 Committee of the Whole Meeting, and directed staff to prepare the necessary By-law to enter into a Municipal Transient Accommodation Tax Financial Accountability and Services Agreement with the Temiskaming Shores Development Corporation (TSDC), for consideration at a future Council meeting 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 adopts a by-law to enter into a Municipal Transient Accommodation Tax Financial Accountability and Services Agreement with the Temiskaming Shores Development Corporation, a copy attached hereto as Schedule "A" 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.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk



Schedule “A” to

By-Law No. 2025-050

Municipal Transient Accommodation Tax Financial Accountability
and Services Agreement

between

The Corporation of the City of Temiskaming Shores

and

The Temiskaming Shores Development Corporation

This Agreement made this 20th day of May, 2025.

Between:

The Corporation of The City of Temiskaming Shores

Hereinafter called the "City"

of the First Part

AND

Temiskaming Shores Development Corporation

Hereinafter called the "TSDC"

of the Second Part

Whereas the City is a municipal corporation duly incorporated pursuant to the laws of the Province of Ontario; and

Whereas the TSDC is a corporation without share capital duly incorporated pursuant to the laws of the Province of Ontario; and

Whereas the parties wish to establish the terms and conditions of their respective obligations with respect to the Municipal Transient Accommodation Tax Financial Accountability and Services Agreement.

Therefore, in consideration of the mutual covenants herein contained, the parties agree as follows:

Section 1: Funding

- 1.1 Fifty percent (50%) of the total MAT collected by the City from Municipal Transient Accommodation Tax will be disbursed to Temiskaming Shores Development Corporation (TSDC) after general administrative costs have been deducted. These include but are not limited to, general expenses to administer the program, such as direct staff salaries or payments made to third parties to administer collection, software, mailing and postage, and auditing of program participants.
- 1.2 All MAT proceeds disbursed by the City to TSDC shall be deposited into a fund controlled by TSDC (the "Fund"). Any distribution of monies from the Fund will be done only in accordance with this Agreement. Both parties agree that the City will remit TSDC's portion of the MAT at the start of each quarter.
- 1.3 City shall not be responsible for any commitment or expenditure by TSDC, nor does this Agreement commit the City to provide any specific quantum of funding or additional funding for the duration of this Agreement.

Section 2: Eligible Tourism Entity

- 2.1 The City recognizes TSDC as the City's Eligible Tourism Entity.

Section 3: Relationship Between the Parties

- 3.1 To achieve the goal of ensuring the sustainable growth of tourism within the City, a collaborative relationship is required between the parties to this Agreement. To ensure the parties' respective priorities are aligned, and for the optimal use of resources, the parties agree that, in addition to TSDC's annual presentation to the City's Council, the parties shall meet at least once a year, at a mutually agreeable time to review TSDC's annual work plan for the next calendar year and assess its alignment with the City's Tourism Strategy.

Section 4: Strategy, Objectives, And Outcomes

- 4.1 To assist with the sustainable growth of the tourism sector of the local economy within the Municipality, the Fund shall be used in the pursuit of the following objectives and outcomes:
- a) Marketing the Municipality to enhance its national and international profile; and
 - b) Support tourism product development and industry growth in the Municipality.

Section 5: Financial Accountability

- 5.1 In its capacity as an Eligible Tourism Entity, TSDC shall:
- a) Maintain, update, and operate in accordance with its incorporation by-laws and governance policies;
 - b) Prepare an annual workplan which establishes priorities and deliverables and an associated operating budget;
 - c) Review and approve all expenditures from the Fund; and
 - d) Hire professionals (i.e., auditors, lawyers) as required to assist in the administration and management of its Fund.
- 5.2 No later than 90 days following the end of each fiscal year, TSDC shall prepare and present an annual report to the City respecting expenditures and initiatives that have received monies from the Fund. At a minimum, the annual report shall provide a review of project, program, business plan accomplishments and an overview of the workplan for the upcoming year(s).
- 5.3 TSDC shall keep separate financial records for the Fund and shall retain and preserve all documents, contracts, records, claims, and accounts that relate thereto for a period of seven (7) years for the Fund.
- 5.4 TSDC shall undertake an annual audit for the Fund conducted by a certified public accountant.

Section 6: Indemnification

- 6.1 TSDC shall indemnify and save harmless the City, its officers, employees, and agents from and against all claims, demands, losses, costs, damages, actions, suits, or other proceedings by whomsoever made, sustained brought or prosecuted, in any manner arising from any willful or negligent act, or attributable to anything done or omitted to be done by TSDC, its directors, officers, employees, or agents arising from or pertaining to the receipt, disposition or refunding of the monies payable to it under this Agreement.

Section 7: Term, Default And Termination

- 7.1 This Agreement shall be for an initial term of Five (5) years from the date of execution by the Parties. Any renewal term of this Agreement shall be on mutual consent of the Parties.
- 7.2 Both parties may terminate the agreement immediately in the event that the enabling statutory authority for the MAT is repealed or rescinded as to substantially limit or deprive the City of the ability to collect the MAT.
- 7.3 Any party may terminate this Agreement in the event of default by the other party, provided such default has not been remedied within thirty (30) days of receipt of written notice of default.
- 7.4 The following constitute default under the terms of this Agreement, the disproof of which lies upon TSDC:
- a) TSDC becomes bankrupt or insolvent, goes into receivership, or takes the benefit of any statute from time to time being enforced relating to bankrupt or insolvent debtors;
 - b) An order is made, or resolution passed for the winding up or for the surrender of TSDC or it is dissolved;
 - c) TSDC ceases actual bona fide operation for a period of sixty (60) days;
 - d) TSDC has knowingly submitted false and misleading information to the City; Or
 - e) TSDC is in breach of the performance of, or compliance with the terms, conditions, and obligations of this Agreement.
- 7.5 The City shall have the option to terminate this Agreement in its sole discretion at any time upon giving written notice to TSDC not less than ninety (90) days prior to the termination date.
- 7.6 On the termination of this Agreement, or upon any termination of the City's obligation to provide the Funding, TSDC shall prepare interim financial statements, ending as of the date of expiry or termination of the Agreement.

- 7.7 On the termination of this agreement, any unspent Funding received by TSDC shall be returned to the City.

Section 8: Dispute Resolution

- 8.1 If there is any difference of opinion with respect to the interpretation, application, administration, alleged breach, requirements, procedures, rights, or responsibilities with respect to this Agreement, the parties shall use their best efforts to resolve, mediate, and settle same through consultation and negotiation in good faith prior to commencing legal action.
- 8.2 Where the parties consent to do so, they may elect to engage in formal arbitration to resolve any dispute which has arisen in respect to this Agreement. The cost of the arbitration will be split evenly between both parties.

Section 9: Suspension Of Payment

- 9.1 In the event that the City gives TSDC notice of Default, the City shall have no obligation to make further payments under this Agreement following the end of the notice period given to TSDC to remedy the event of default.

Section 10: Waiver Of Breach

- 10.1 In the event of a breach of any provision of this Agreement by one party, no action or failure to act by the other party shall constitute a waiver of any right or duty afforded by that party under this Agreement, nor shall any such action or failure to act constitute an approval of or acquiescence in any such breach, except as may be specifically agreed in writing.

Section 11: Confidentiality

- 11.1 For the purposes of the Municipal Freedom of Information and Protection of Privacy Act, the City's access to information hereunder is subject to TSDC's assertion at all material times that all such documents, contracts, records, claims, and accounts are supplied to the City in confidence.
- 11.2 "Confidential Information" means any confidential or proprietary information disclosed by one Party to the other Party in connection with this Agreement in electronic, written or any other tangible form, including any information disclosed orally, visually or by observation. For the purposes of this Agreement all information disclosed by one Party to the other Party in connection with this Agreement shall be deemed to be Confidential Information, provided that Confidential Information does not include information:
- a) independently developed by the receiving Party without reference to the Confidential Information of the disclosing Party;
 - b) received from a third party without breach of any obligation of confidentiality;

- c) in the public domain at the time of its disclosure or that later becomes publicly available; or to the extent that such information is required to be disclosed by applicable law.

11.3 Each Party shall maintain the confidentiality of Confidential Information received from the other Party and shall not disclose such Confidential Information without such other Party's consent. The receiving Party shall treat the Confidential Information of the disclosing Party with the same degree of care as the receiving Party's own Confidential Information but in no event with less than a reasonable degree of care.

Section 12: Assignment

12.1 TSDC shall not assign any part of its rights or obligations under this Agreement to a third party without the City's prior written consent.

Section 13: Amendments To Agreement

- 13.1 No amendment to this agreement shall be valid or binding unless set forth in writing and duly executed by both the City and TSDC.
- 13.2 In the event that a party proposes an amendment to this Agreement, they shall provide written notice in accordance with this Agreement, giving the other 90 days to respond. In the event that an Agreement to amend or modify this Agreement is reached between the parties, such amendment may only be made by written agreement signed by both parties hereto.

Section 14: Governing Law

14.1 This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein and the parties irrevocably submit to the exclusive jurisdiction of the courts of the Province of Ontario.

Section 15: Notices

- 15.1 Any notice, payment or other communication required or permitted to be given under this Agreement shall be in writing and shall be sufficiently given if delivered in person or by mailing by prepaid registered post, or by email. All such notices shall be deemed to have been delivered to and received by the addressee:
 - a) on the date of receipt if delivered in person or by prepaid registered post; or
 - b) received on the date of its transmission, if delivered by e-mail, provided that if such day is not a business day or it is received after the end of normal business hours on the date of its transmission then it shall be deemed to have been given and received at the opening of business in the office of the addressee on the first business day next following the transmission thereof if delivered by e-mail.

Section 16: Entire Agreement

- 16.1 This Agreement constitutes the entire agreement between the parties and supersedes all prior agreements, understandings, negotiations, and discussions, whether oral or written, between the parties with respect to the subject matter of this Agreement.

Section 17: Binding Effect

- 17.1 This agreement shall ensure the benefit of and be binding upon the parties and their respective successors and (where permitted) assigns.

In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in
the presence of

**Temiskaming Shores Development
Corporation**

Board Chair

Municipal Seal

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

Mayor – Jeff Laferriere

Clerk – Logan Belanger

The Corporation of the City of Temiskaming Shores

By-law No. 2025-051

**Being a by-law to adopt an Asset Management
Plan (Phase 3) for the City of Temiskaming Shores
(repeals previous plans)**

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 the Province of Ontario implemented the Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17, under the Infrastructure for Jobs and Prosperity Act, 2015, and it came into force on January 1, 2018. The regulation was amended on March 15, 2021 to extend regulatory timelines for phases 2, 3 and 4 by one year; outlining that every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2022 (phase 1), then include all assets by July 1, 2024 (phase 2), and building in proposed levels of service and lifecycle management/ financial strategy by July 1, 2025 (phase 3), and

Whereas Council adopted By-law No. 2021-028 at the March 2, 2021 Regular Council meeting to adopt the Asset Management Plan (addressing phase 1 requirements); and

Whereas Council adopted By-law No. 2024-042 at the April 16, 2024 Regular Council meeting to adopt the 2024 Asset Management Plan (addressing phase 2 requirements); and

Whereas Council adopted Resolution No. 2025-152 at the April 29, 2025 Committee of the Whole meeting, to acknowledge receipt of the City of Temiskaming Shores 2025 Asset Management Plan presentation; and to direct 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.

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

1. That Council for the City of Temiskaming Shores hereby adopts an Asset Management Plan (Phase 3), attached hereto as Schedule "A" and forming part of this by-law.
2. That previous versions of the Asset Management Plan being By-law No. 2024-042, 2021-028 and 2013-202 be hereby repealed.
3. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantical or descriptive nature to the by-law and schedule, after its passage, where such modifications or corrections do not alter the intent of the by-law or its associated schedules.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk



Schedule A to

By-law No. 2025-051

Asset Management Plan (Phase 3)

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:

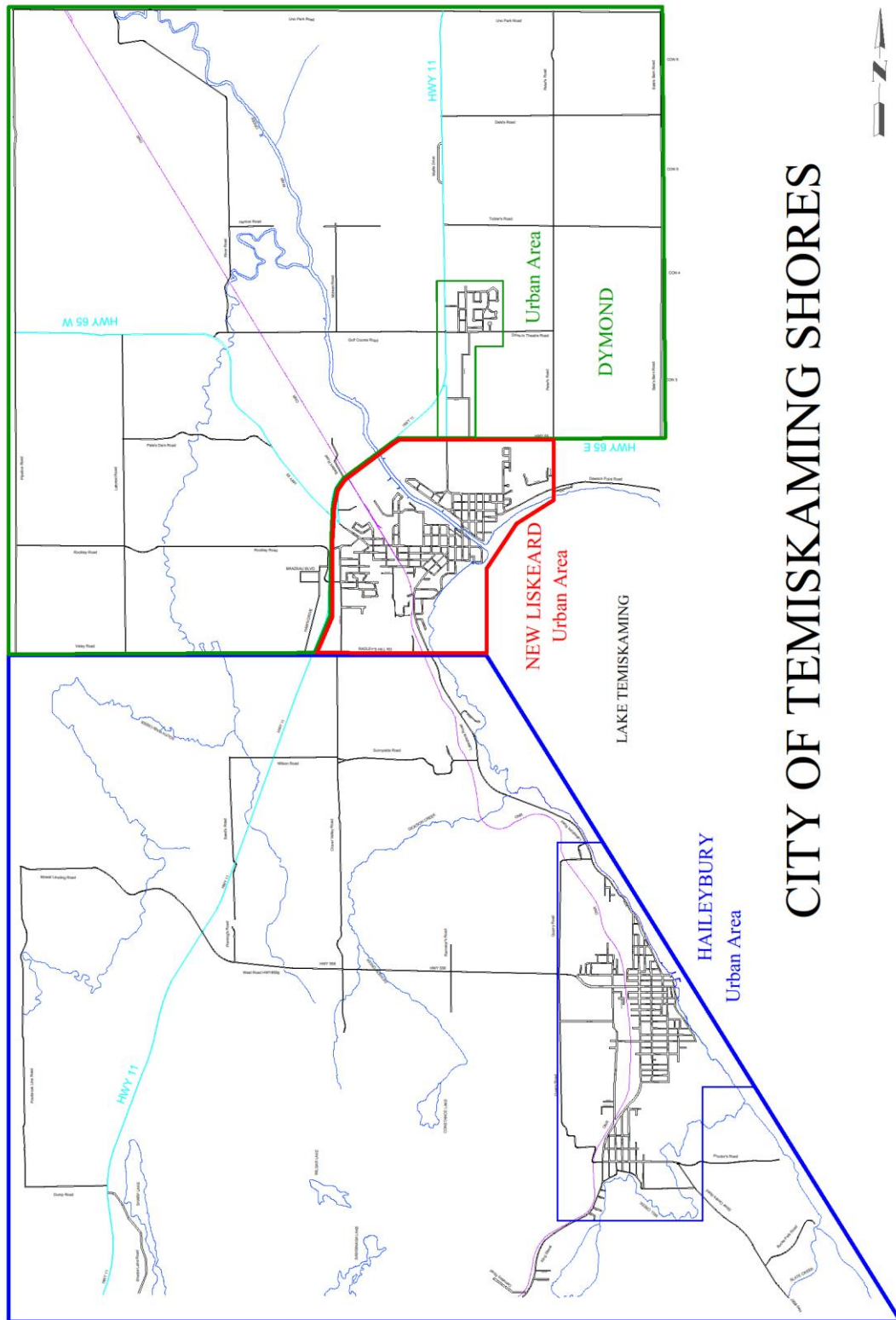
- 66 fleet & heavy equipment units.

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.

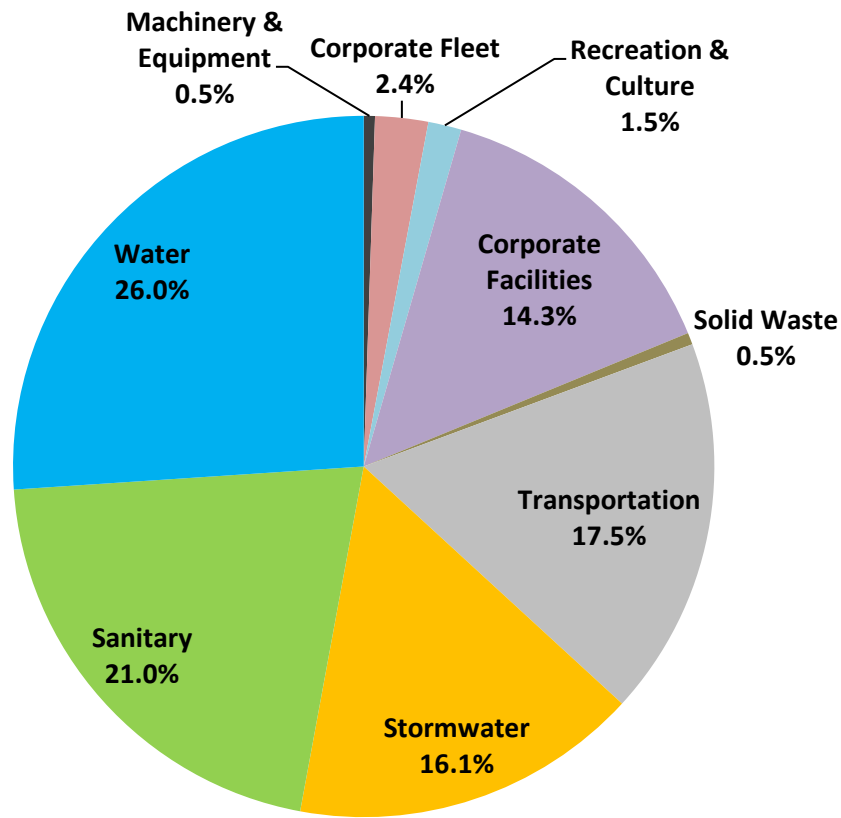
Table 4-1: Total Replacement Cost per Asset Category

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 (%)

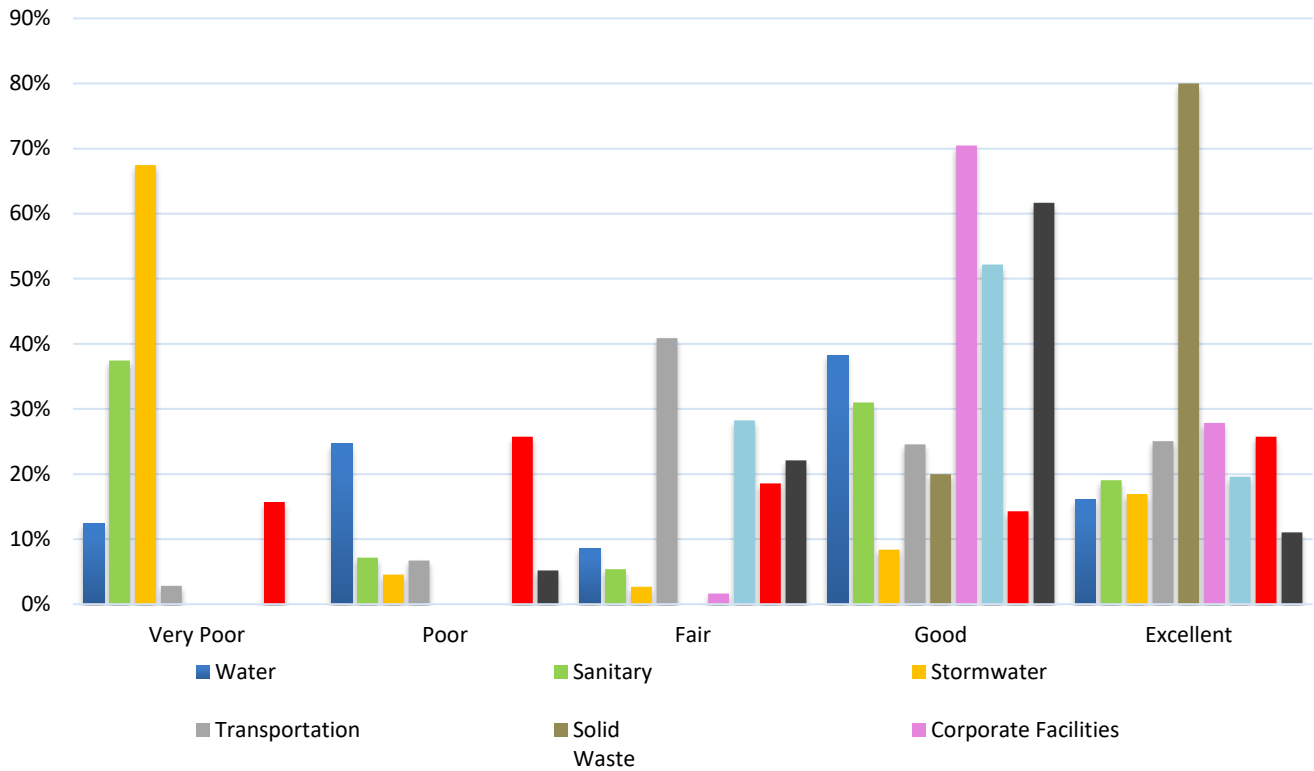


Table 4-5: Infrastructure Report Card Summary

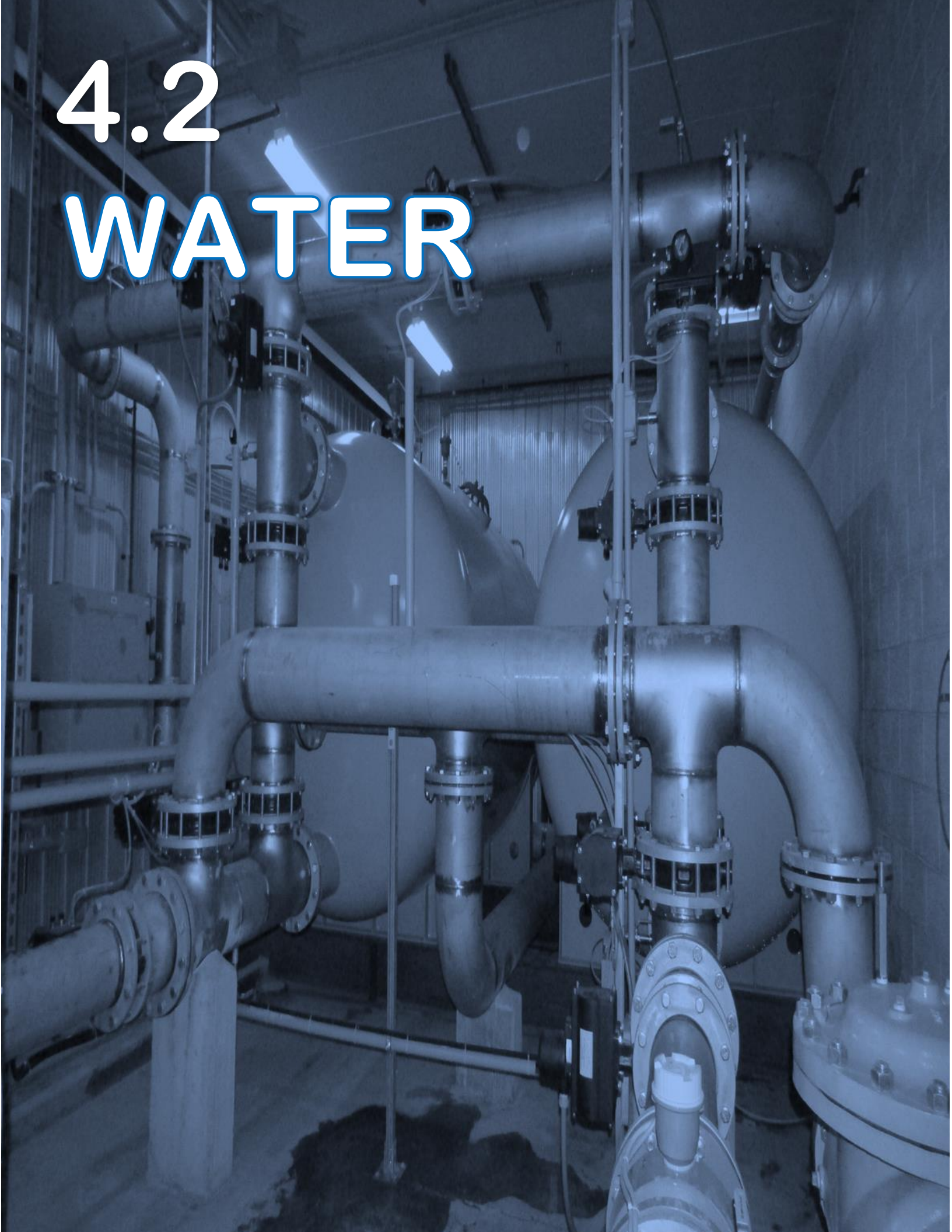
Asset Category	Financial Capacity	Asset Condition	Overall Grade
Water	C	B-	C+
Sanitary	C	C+	C+
Stormwater	C-	C-	C-
Transportation	C	C	C
Solid Waste	C+	A	B
Corporate Facilities	C+	A-	B
Recreation & Culture	C	B+	B-
Corporate Fleet	B	C+	B-
Machinery & Equipment	B	B	B

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 (%)

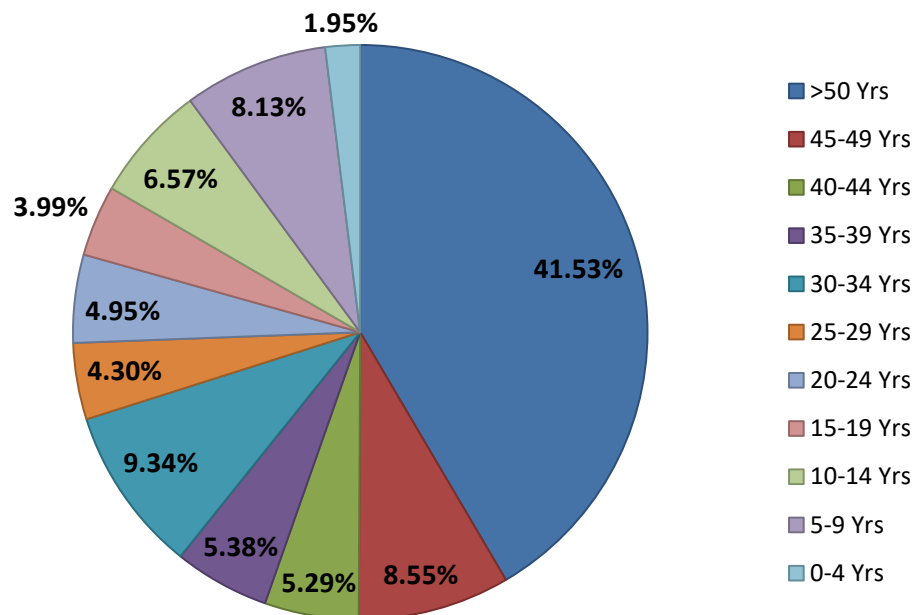
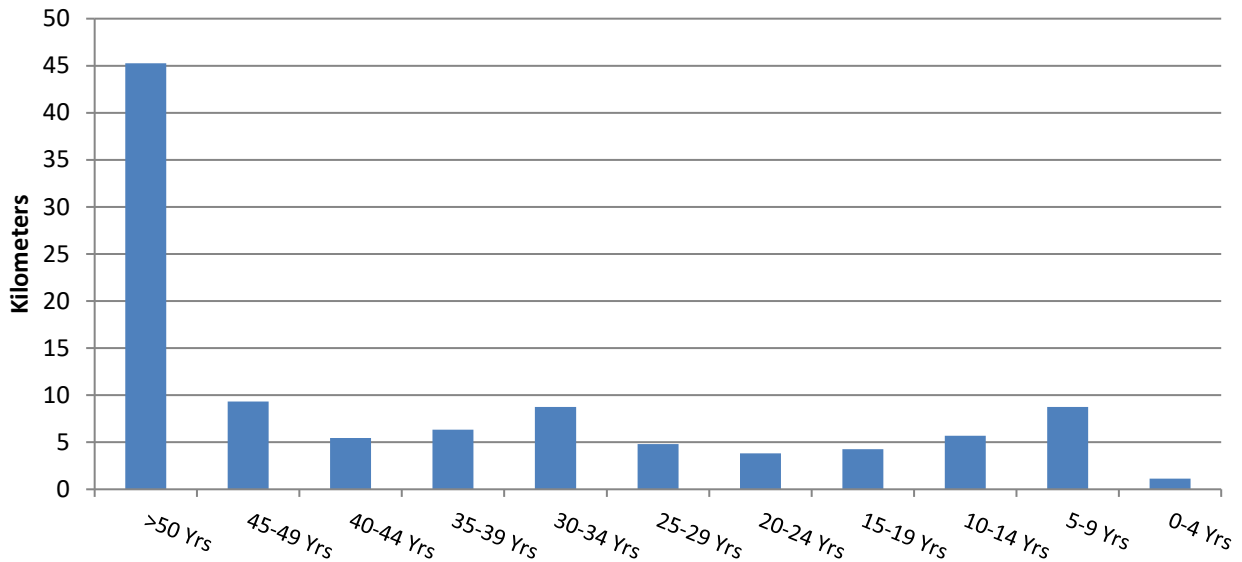


Figure 4.4: Length of Water Distribution Infrastructure by Age (Km)



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)

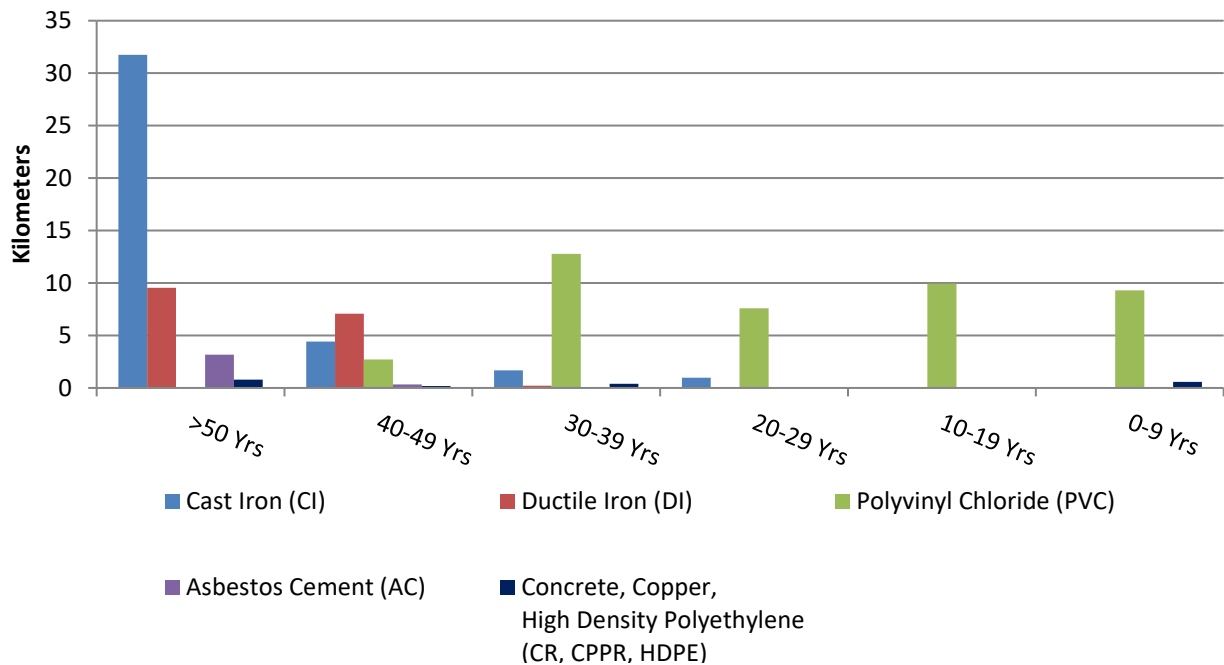


Figure 4.6: Water Distribution Infrastructure Material (%)

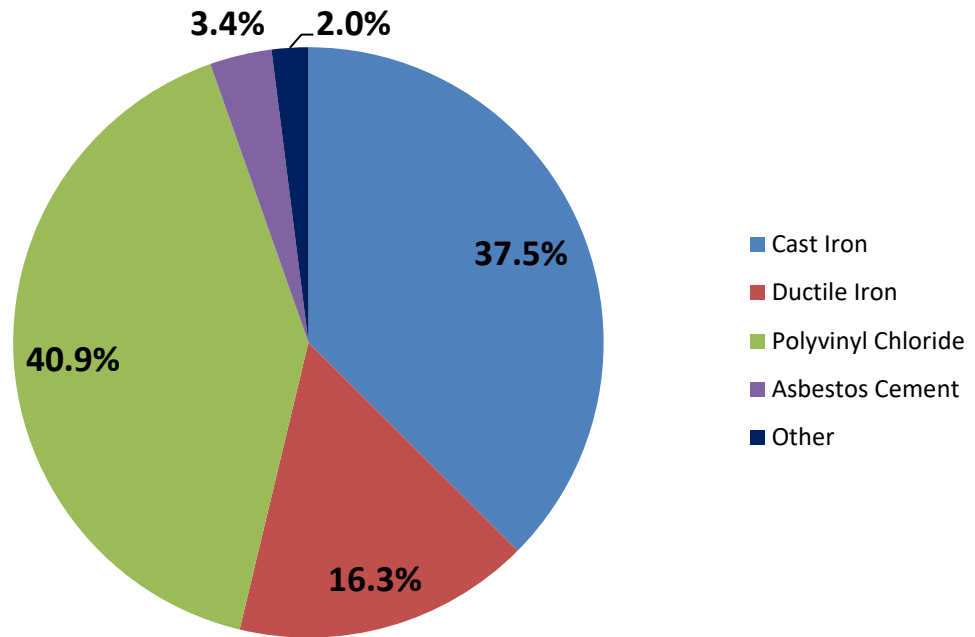
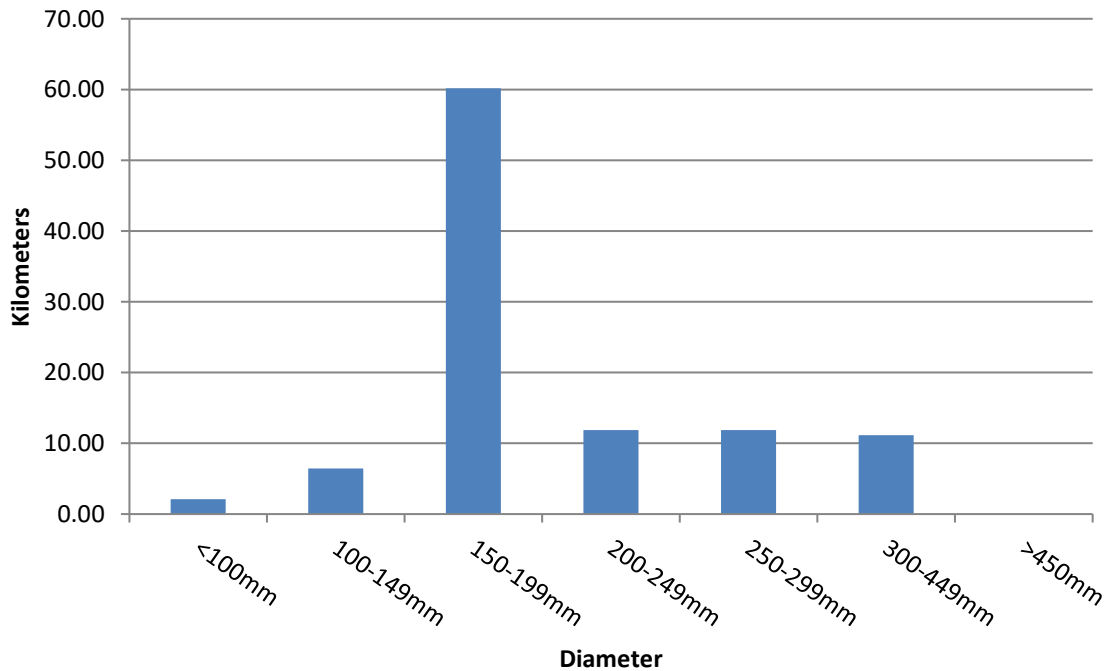


Figure 4.7: Water Distribution Infrastructure Diameter (Km)



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)

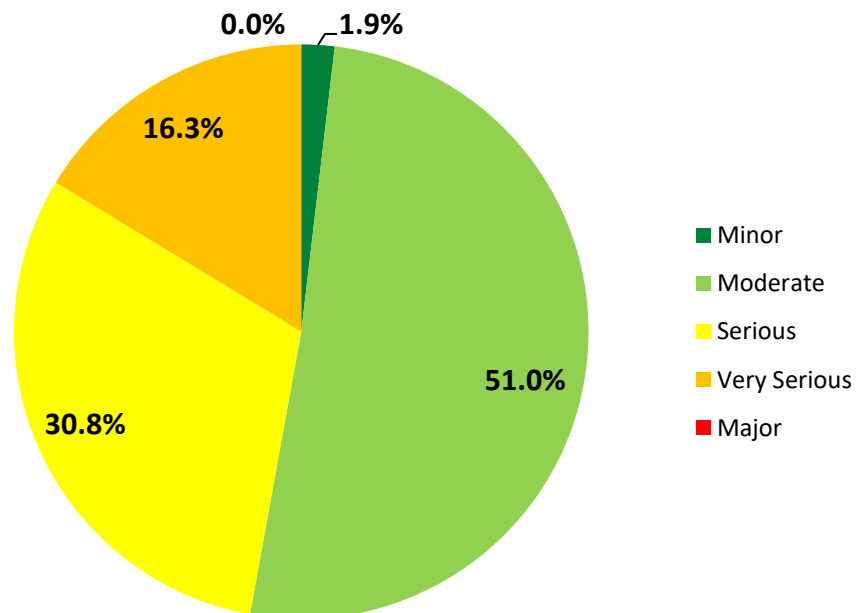
Consequence	5	0.00	1.95	0.09	0.00	0.00
	4	13.46	1.18	2.60	3.72	0.00
	3	4.96	1.61	2.49	2.91	0.00
	2	23.68	5.81	23.42	7.21	0.00
	1	2.37	0.62	3.32	2.23	0.00
		1	2	3	4	5
Probability						

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 (\$)

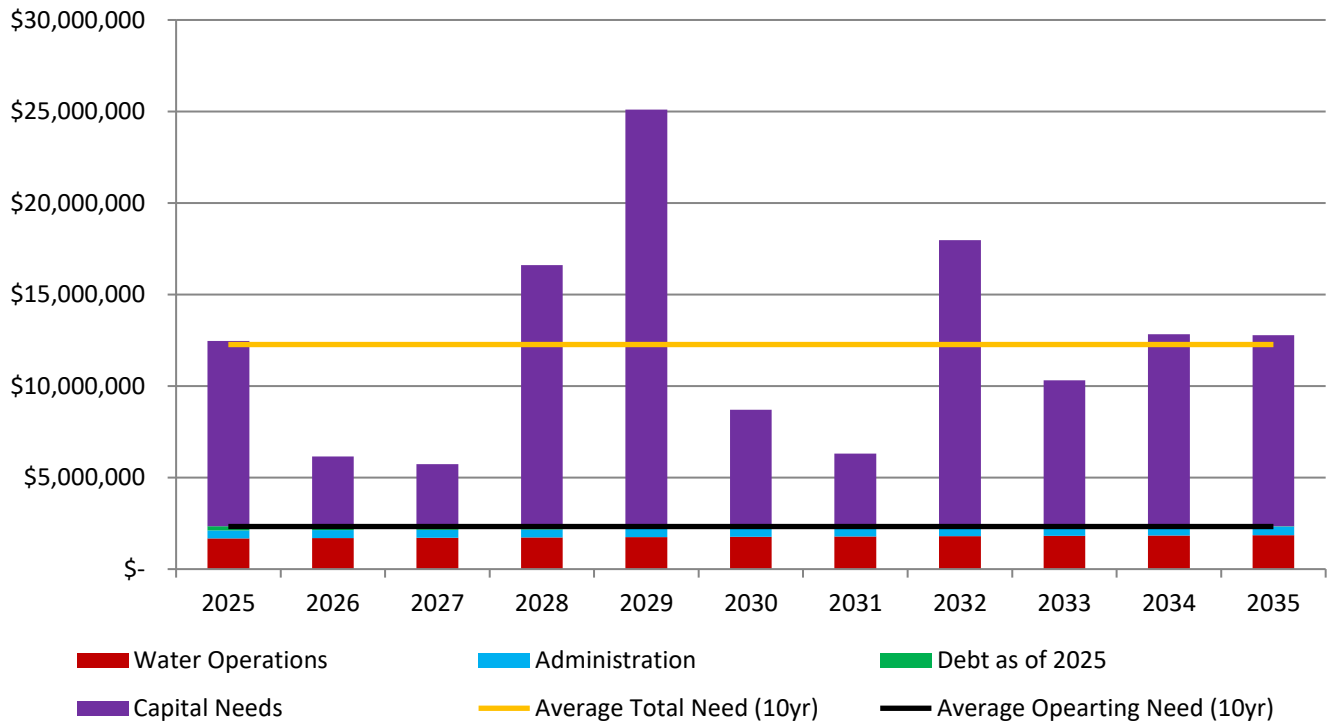


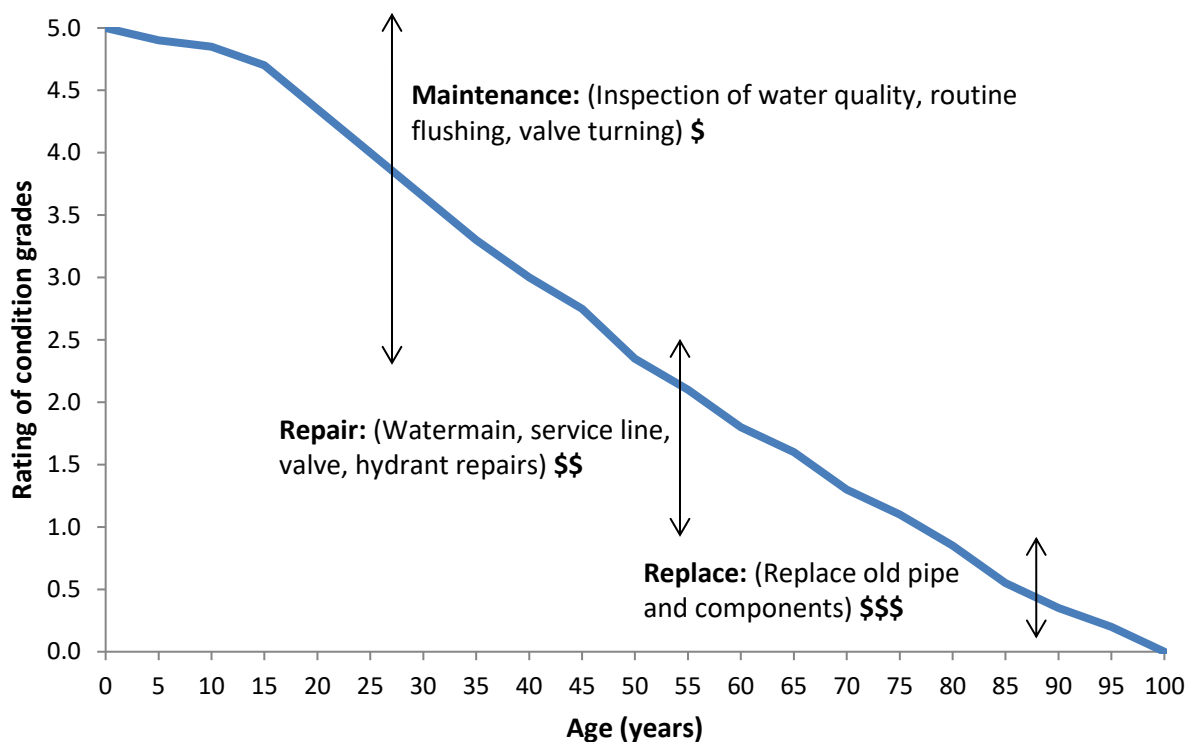
Figure 4.12 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important to 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 (%)

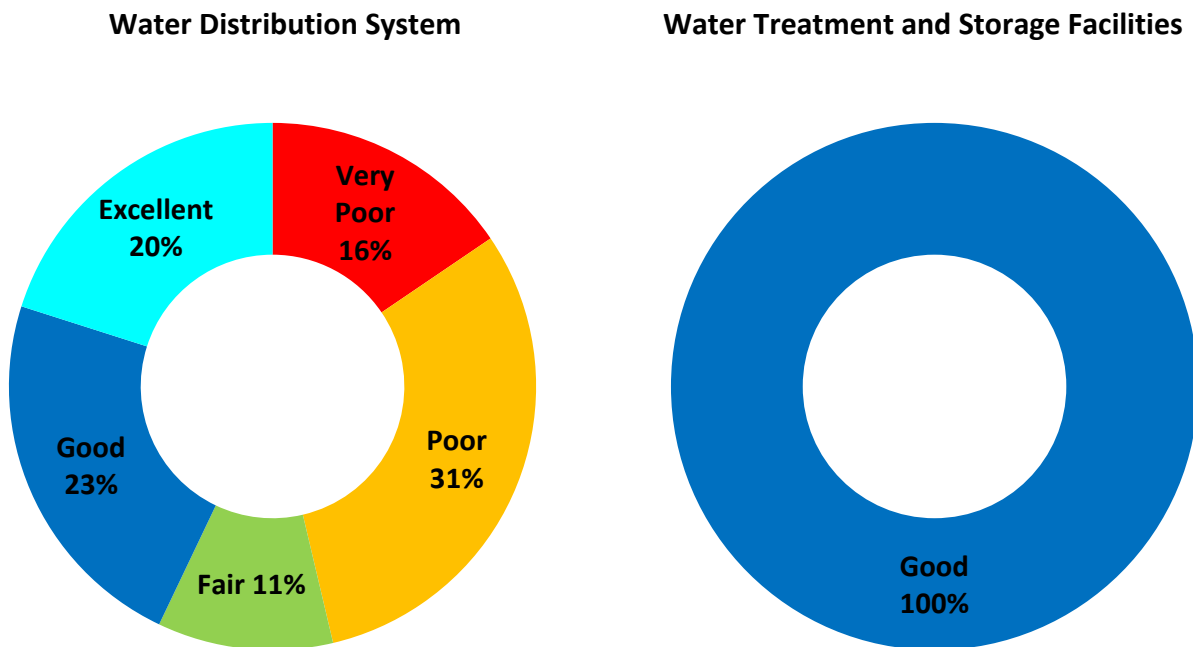


Table 4-7: Water Services Report Card

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 (%)

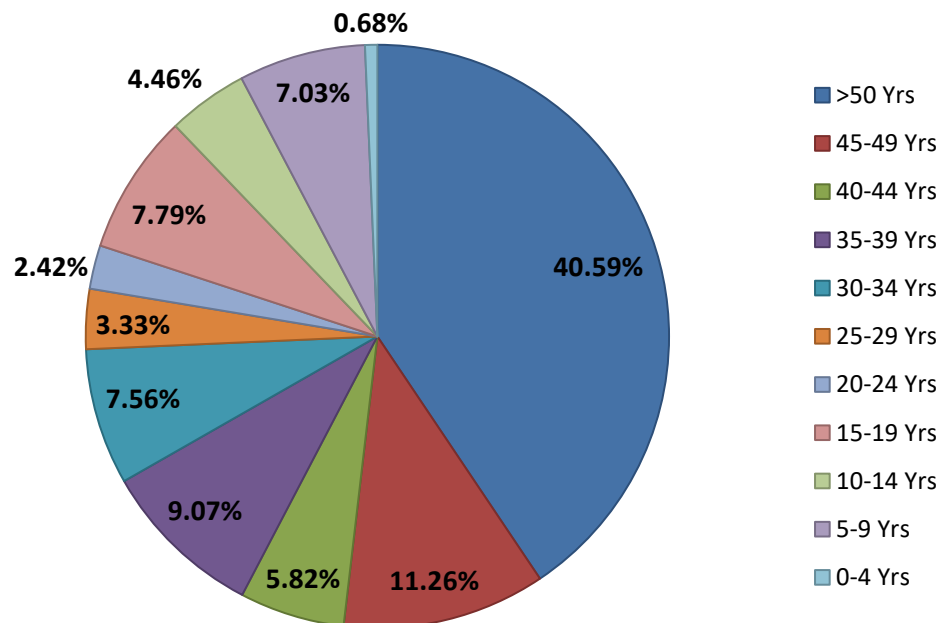
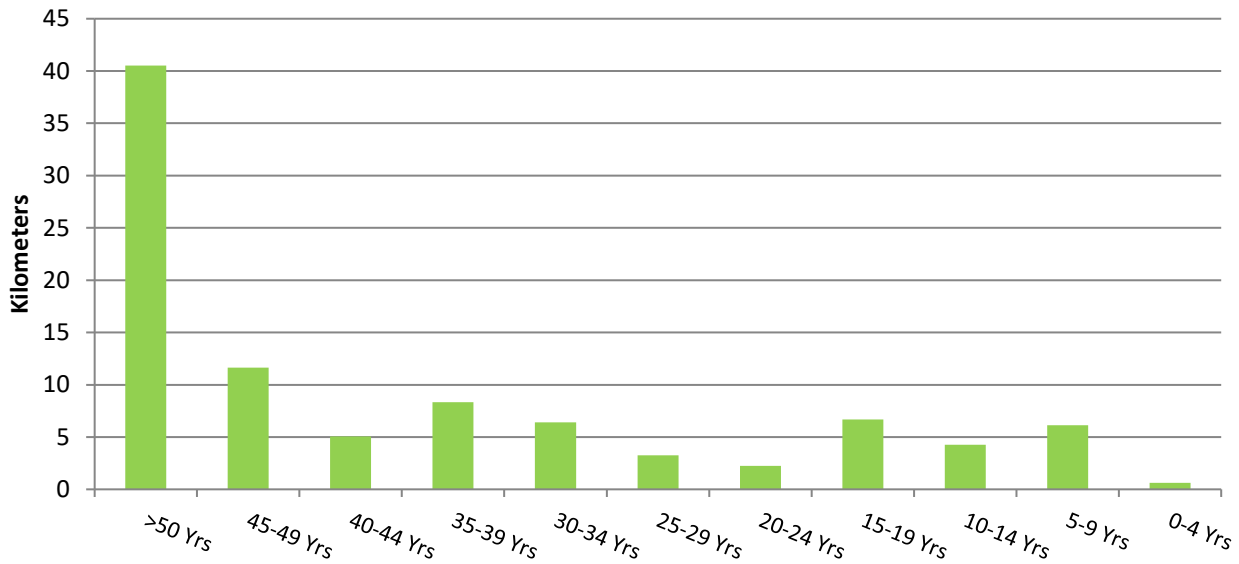


Figure 4.15: Length of Sanitary Collection Infrastructure by Age (Km)



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)

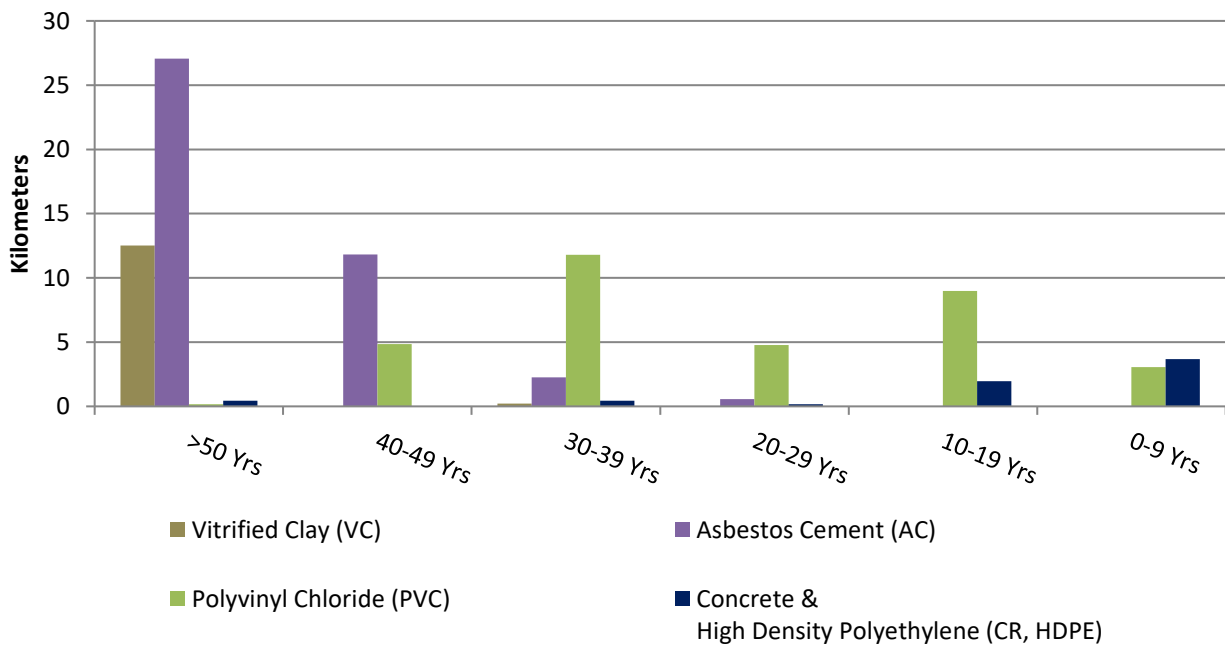


Figure 4.17: Sanitary Collection Infrastructure Material (%)

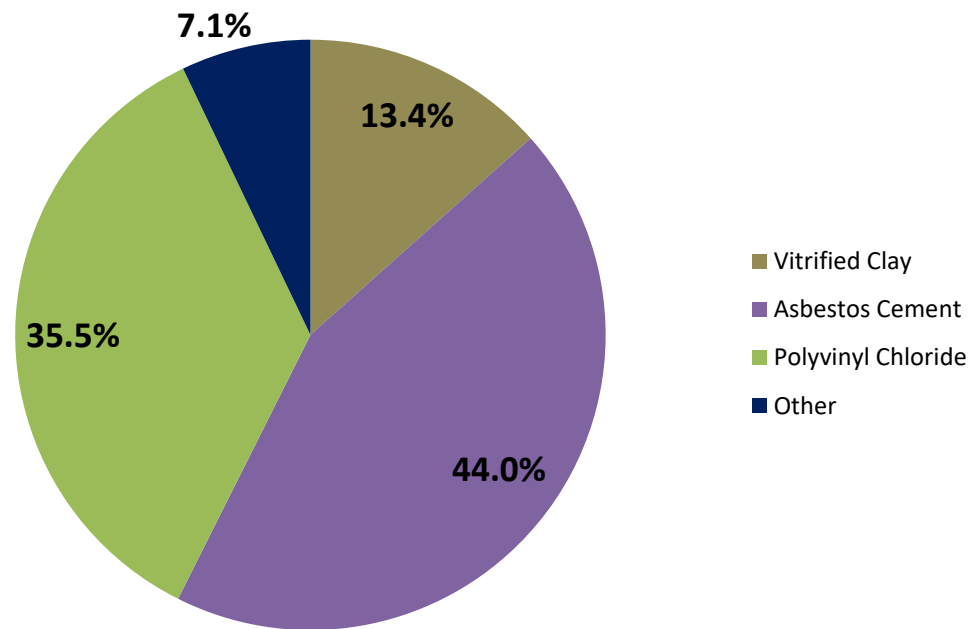
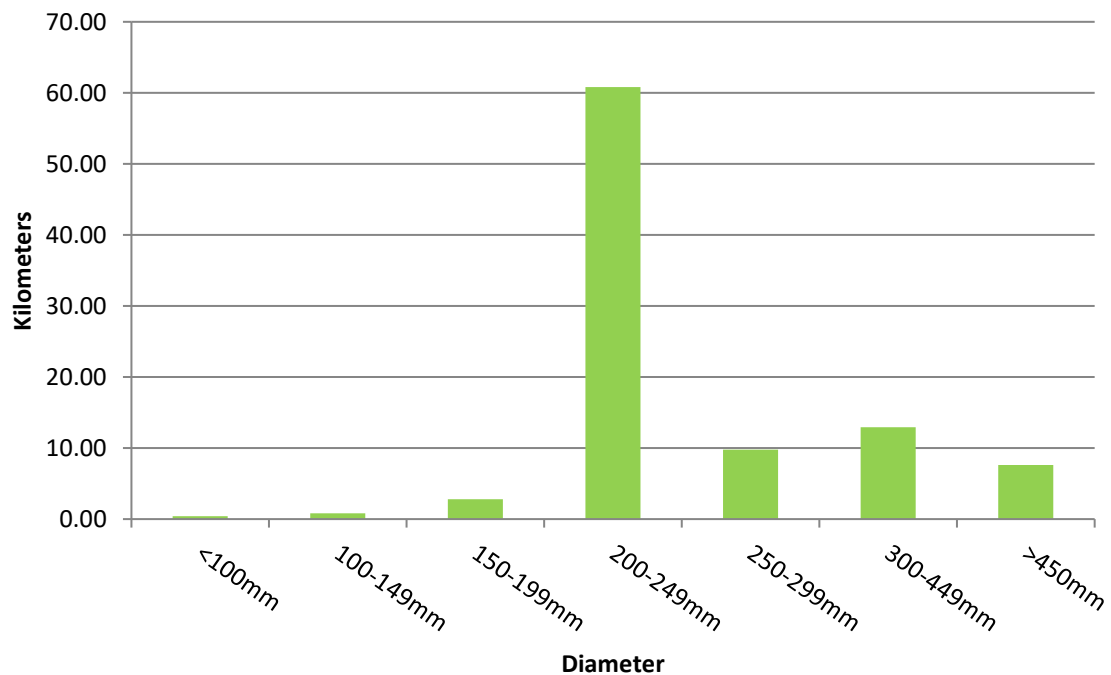


Figure 4.18: Sanitary Collection Infrastructure Diameter (Km)



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						

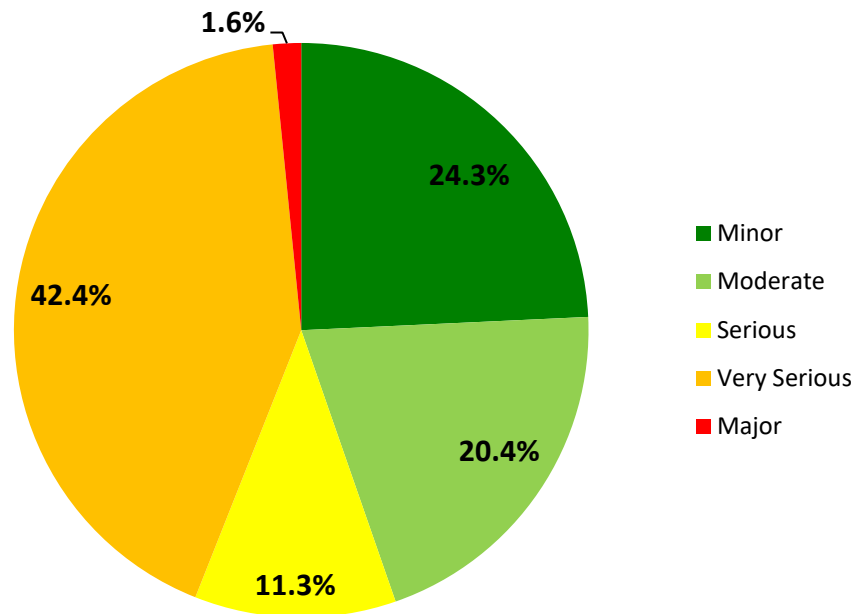
Figure 4.20: Level of Risk – Sewer mains (\$)

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 (\$)

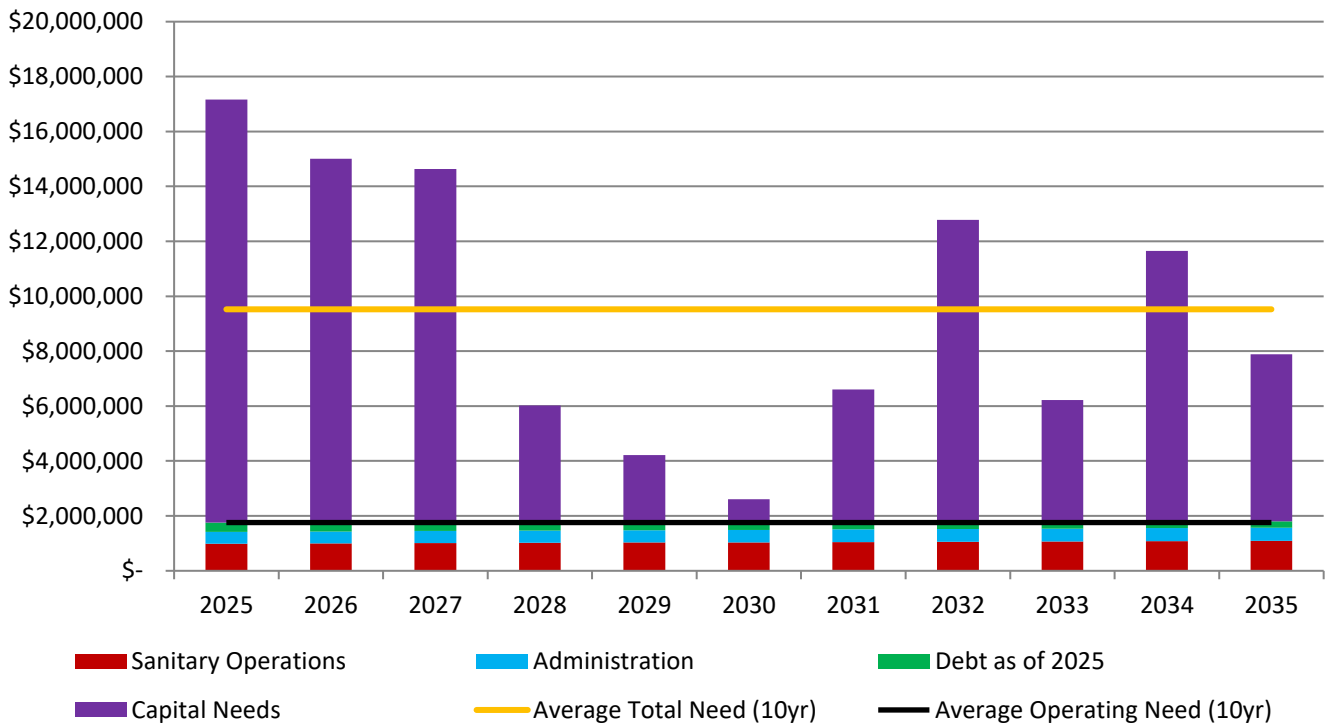


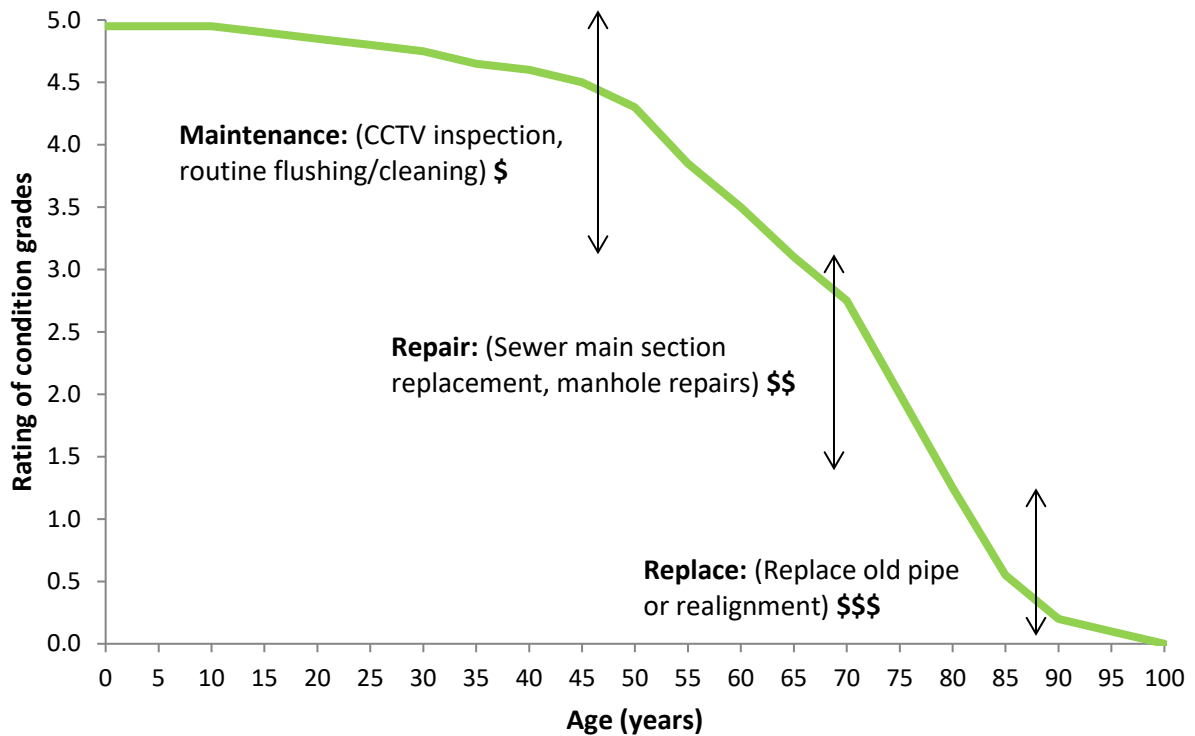
Figure 4.23 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important to 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 (%)

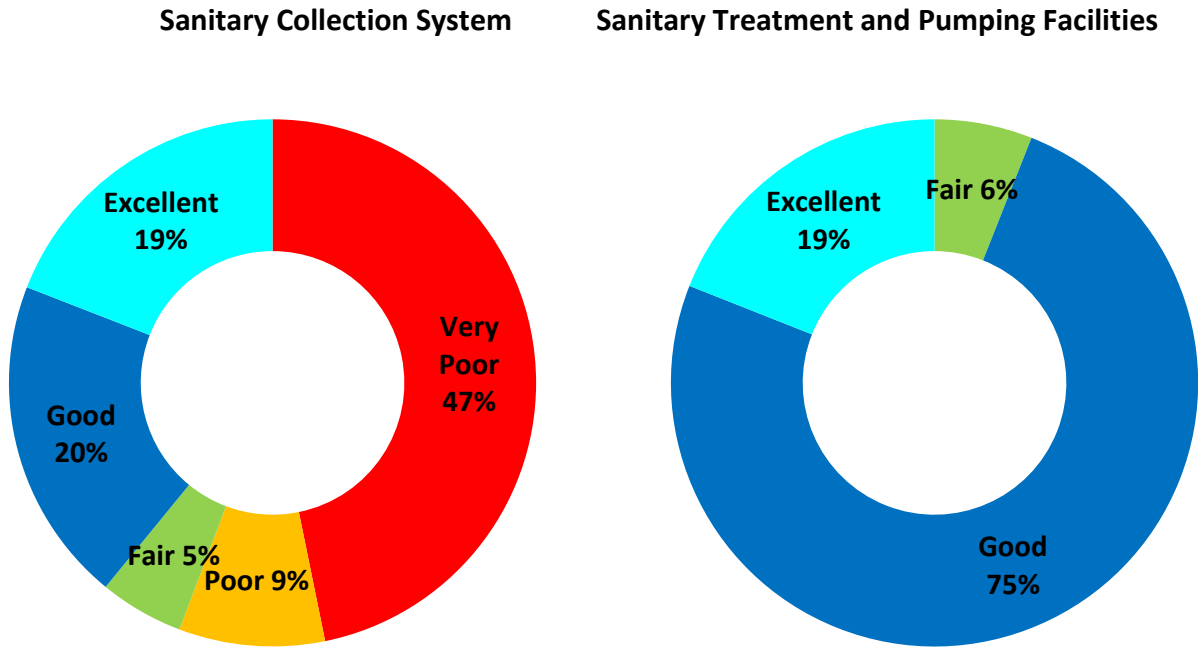


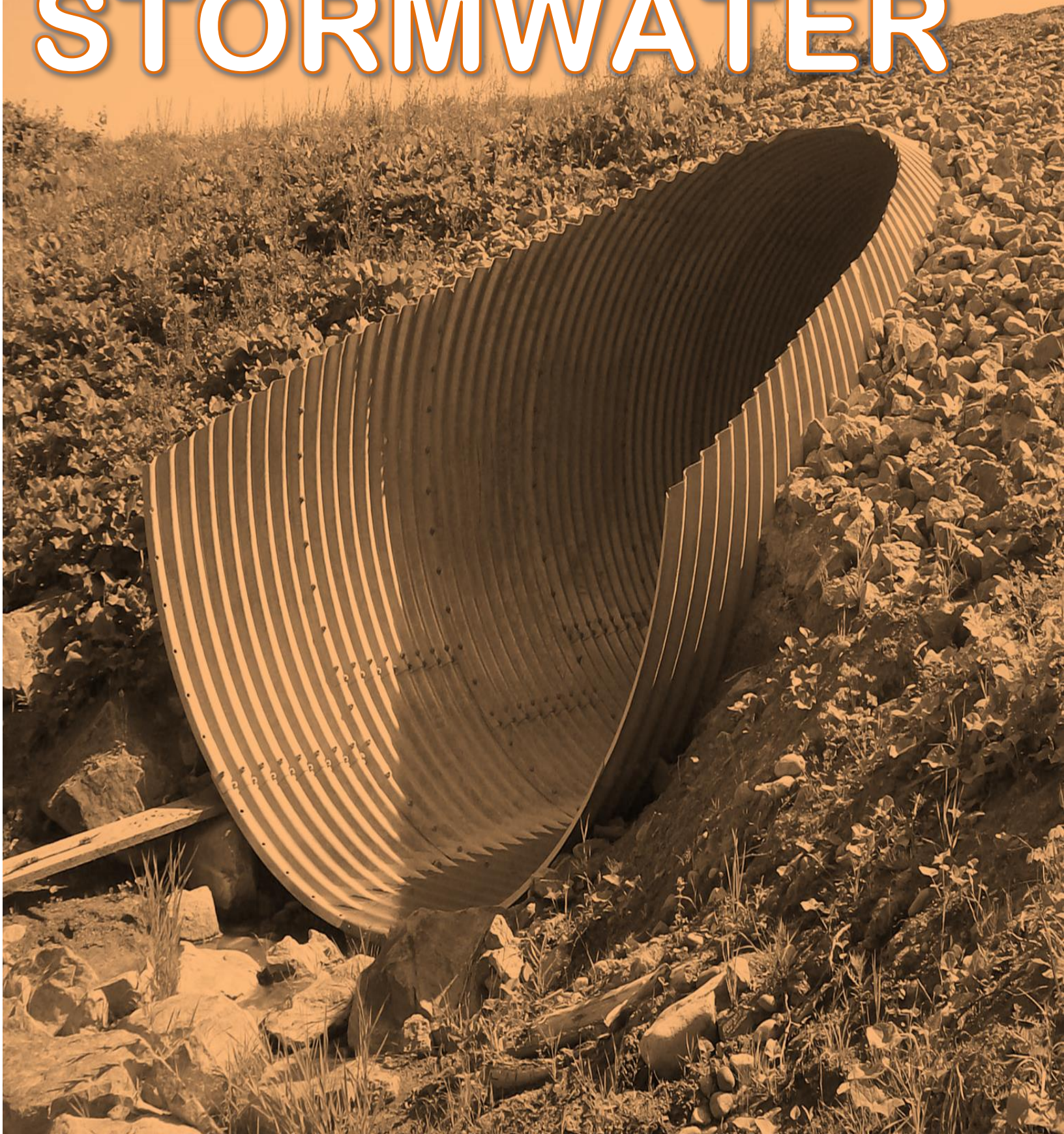
Table 4-9: Sanitary Services Report Card

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 (%)

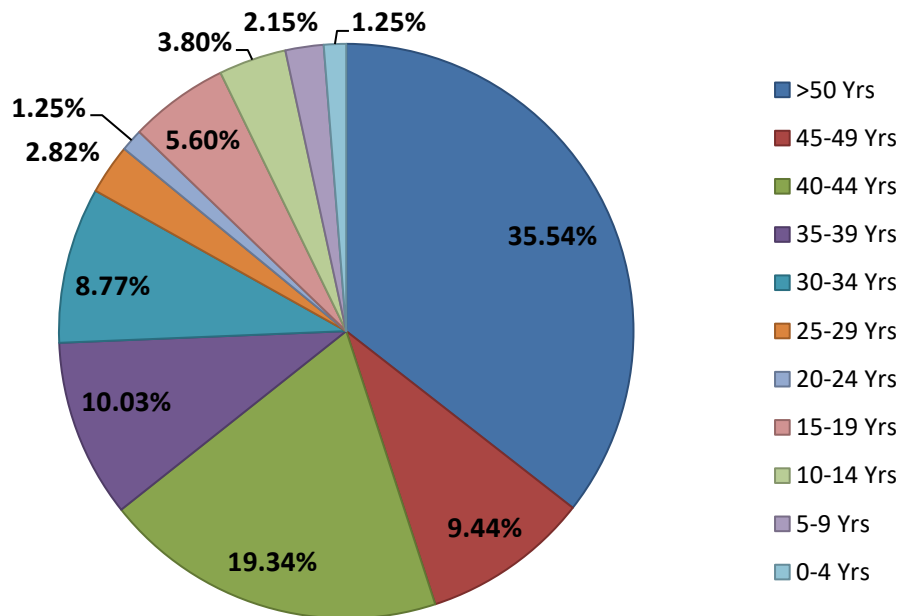
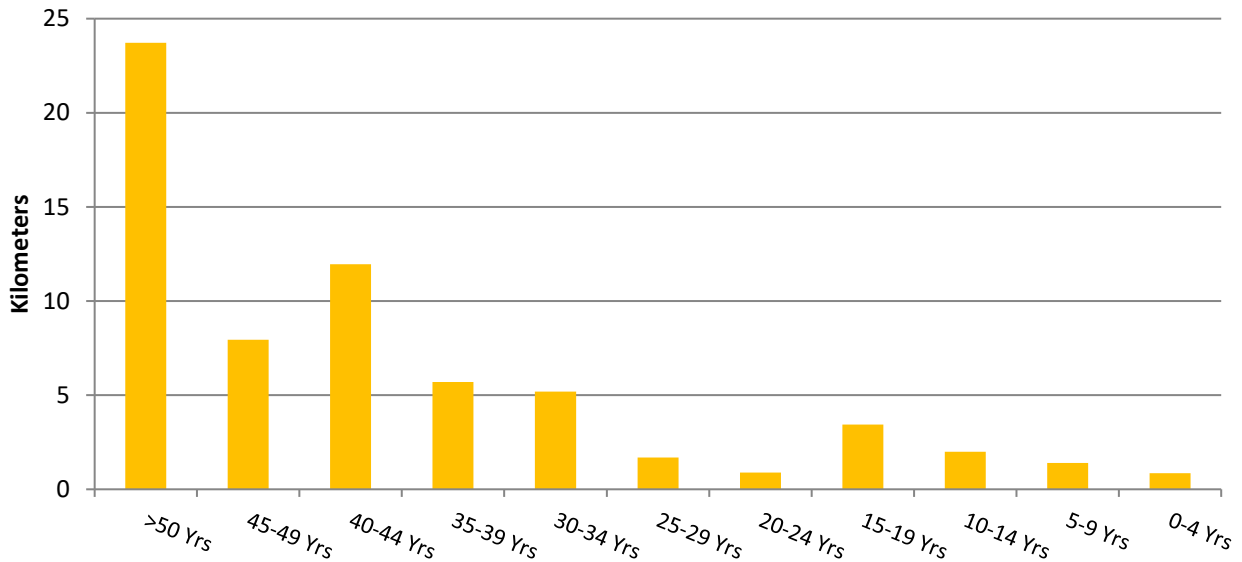


Figure 4.26: Length of Stormwater System Infrastructure by Age (Km)



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)

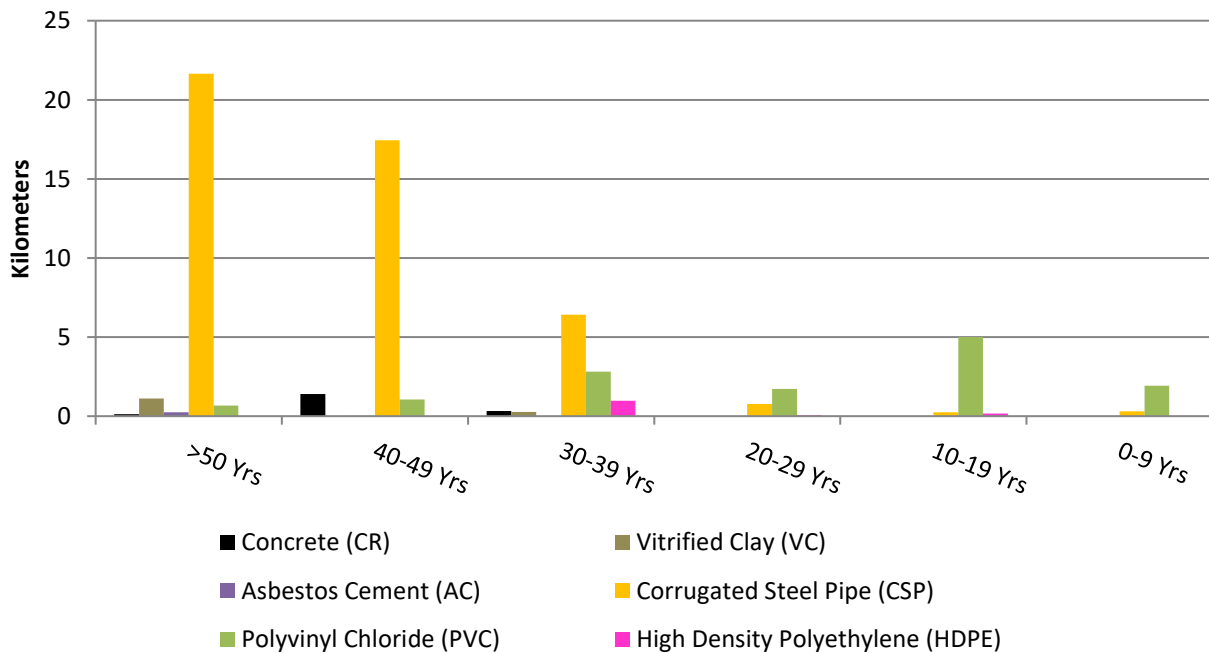


Figure 4.28: Stormwater System Infrastructure Material (%)

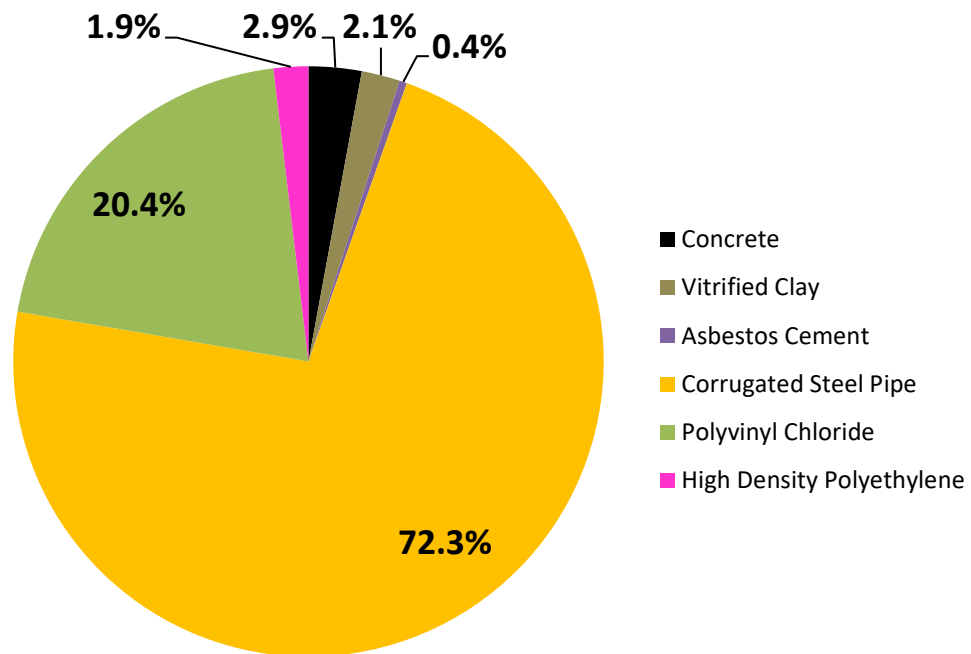
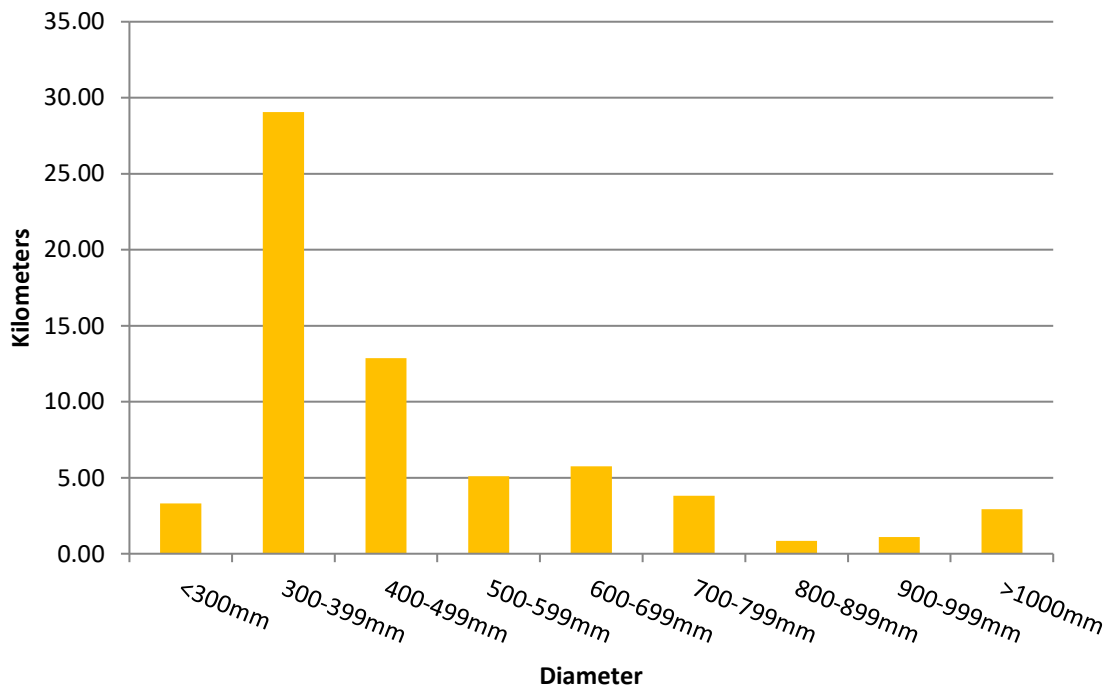


Figure 4.29: Stormwater System Infrastructure Diameter (Km)



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 (%)

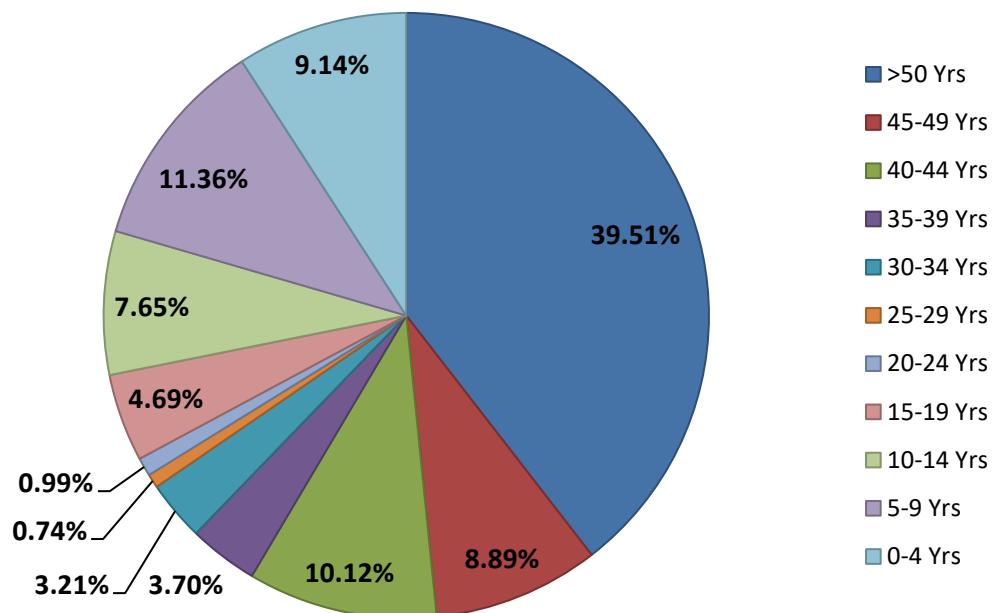
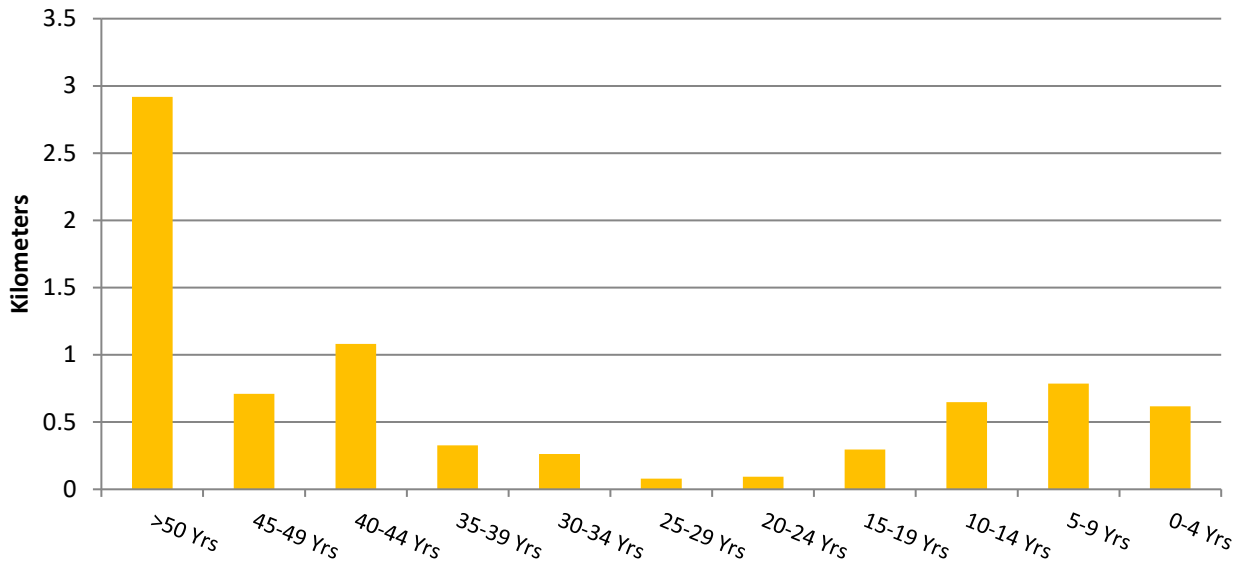


Figure 4.31: Length of Centerline Culvert Infrastructure by Age (Km)



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)

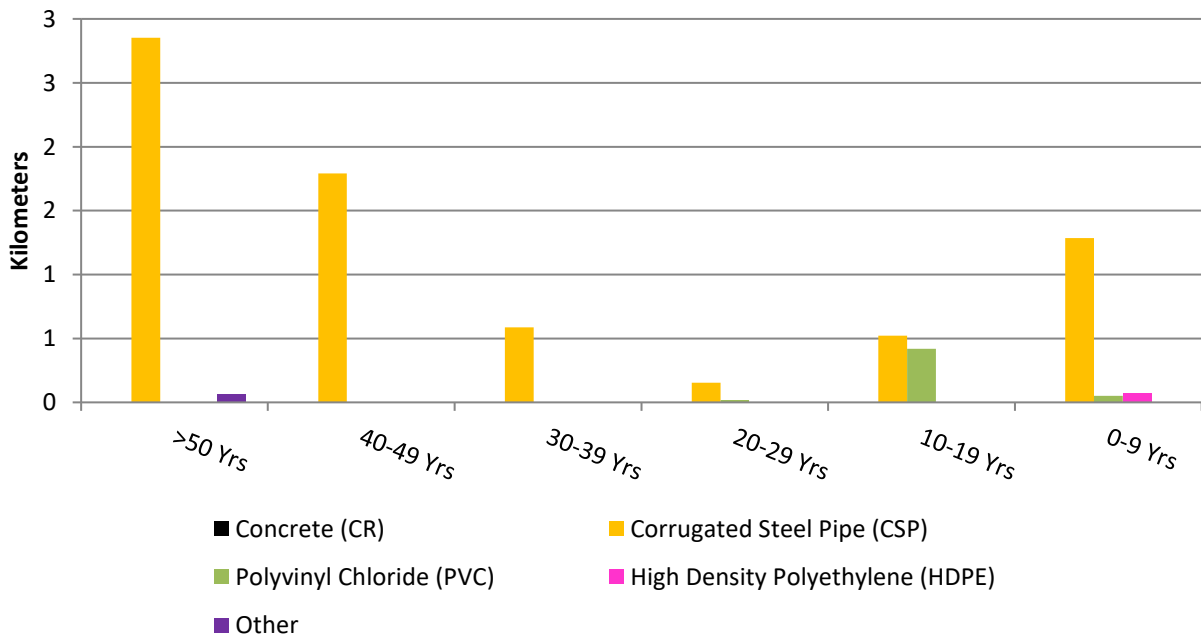


Figure 4.33: Centerline Culvert Infrastructure Material (%)

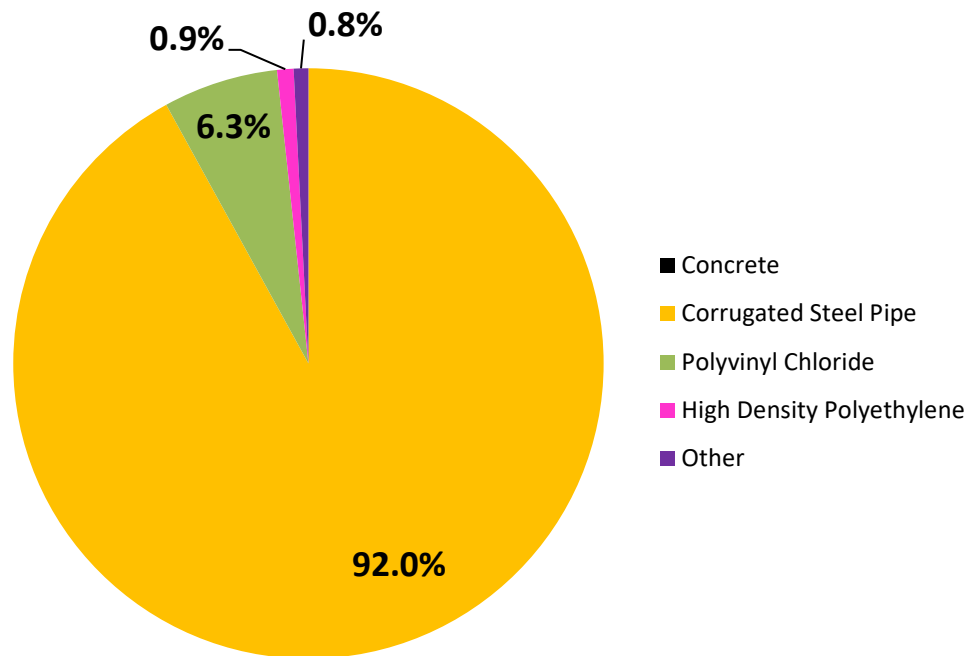


Figure 4.34: Centerline Culvert Infrastructure Diameter (Km)

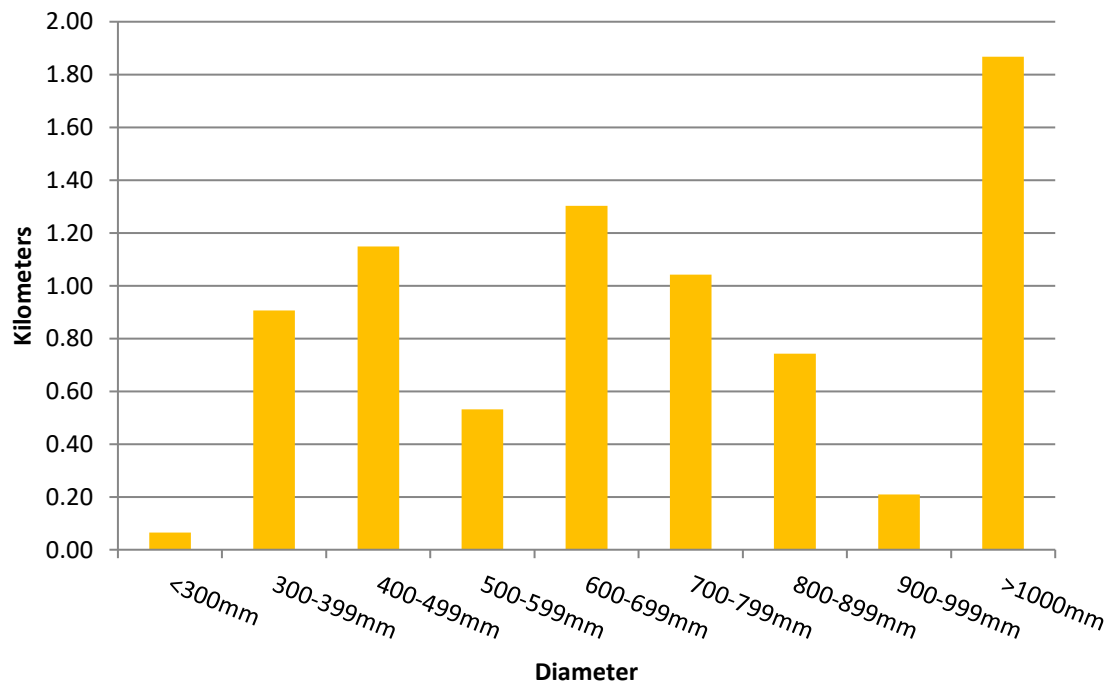


Figure 4.35: Entrance Culvert Infrastructure Material (%)

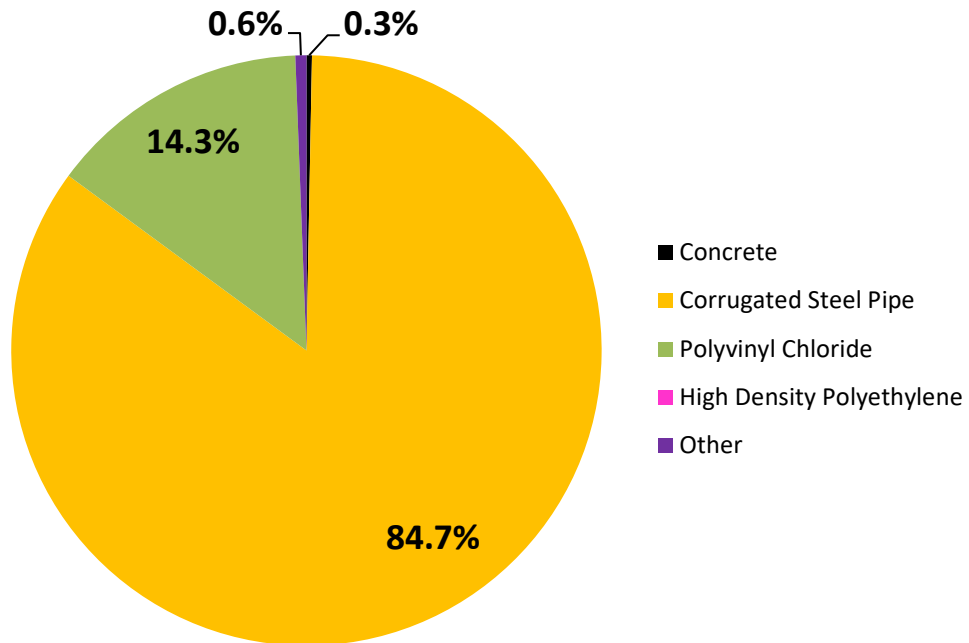
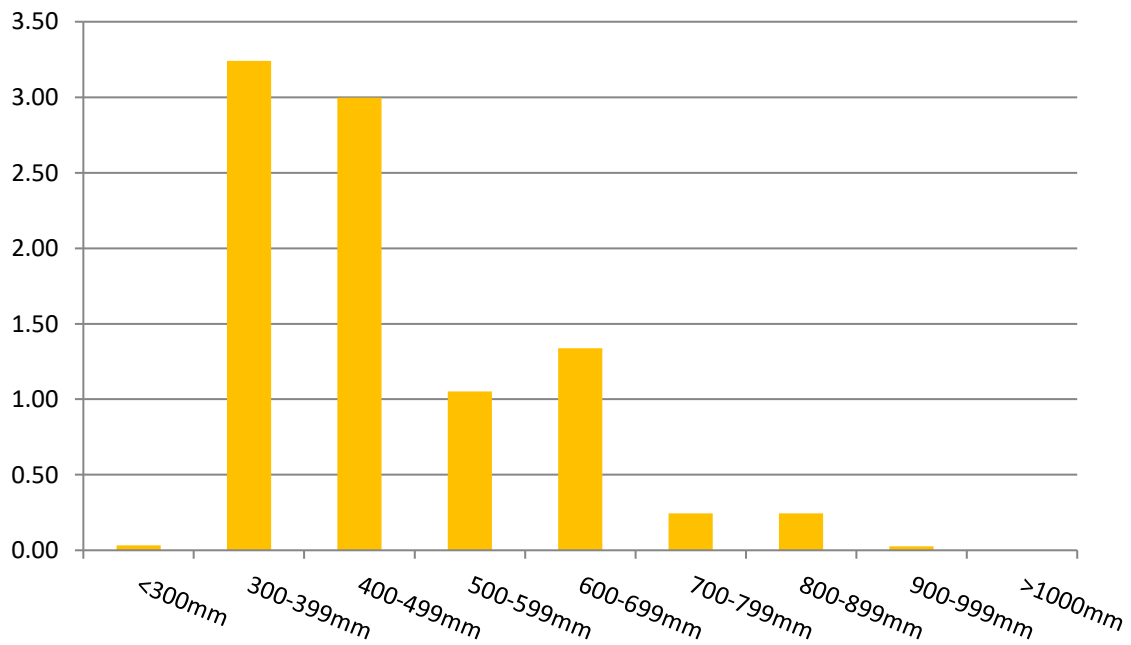


Figure 4.36: Entrance Culvert Infrastructure Diameter (Km)



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						

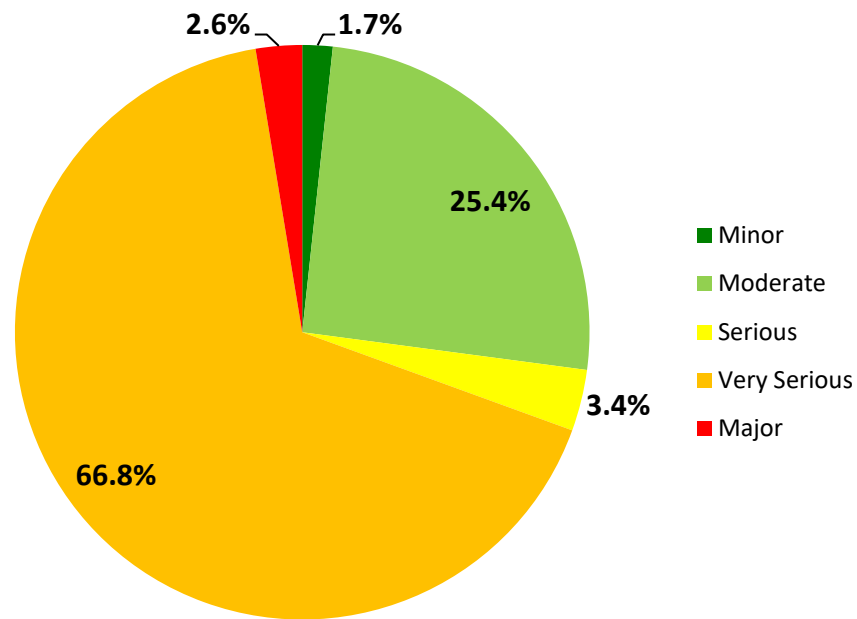
Figure 4.38: Level of Risk – Stormwater mains & Centerline Culverts (\$)

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 (\$)

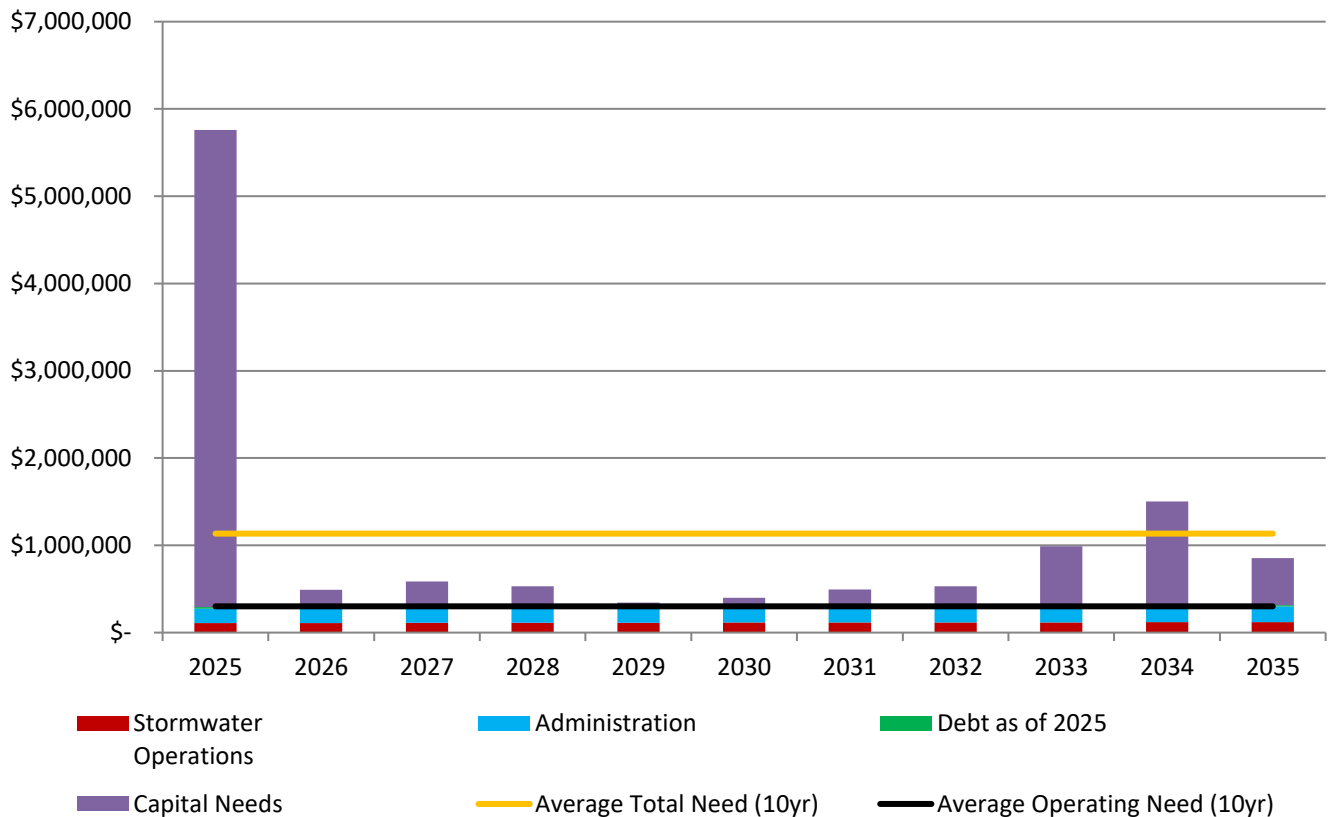


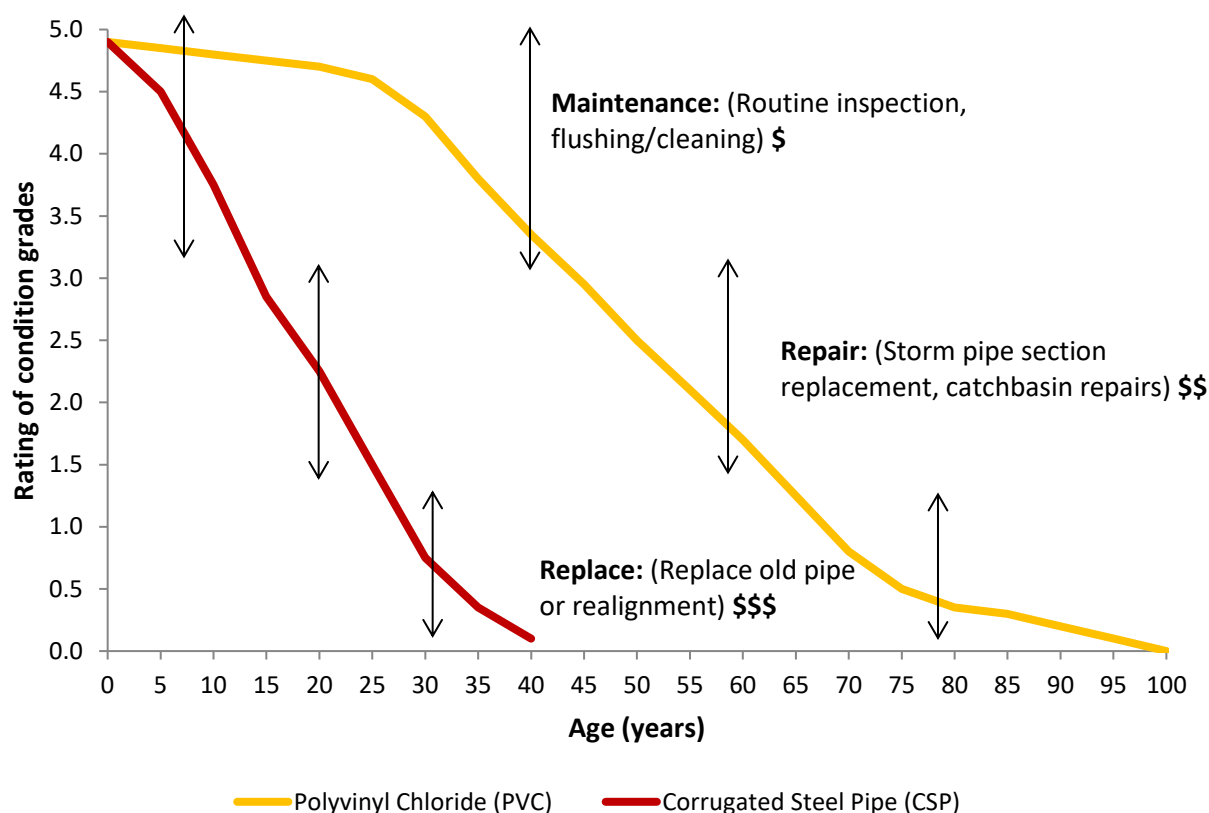
Figure 4.41 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important to 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.

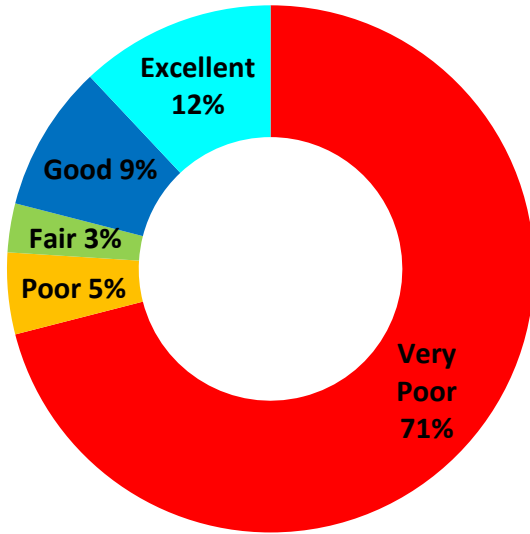
4.4.5 Condition Report Card

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

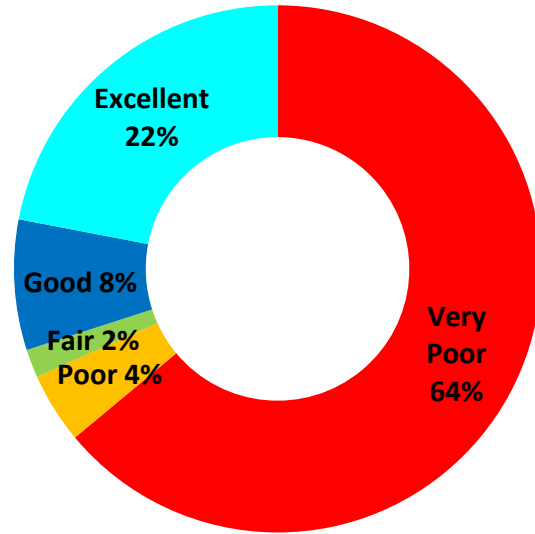


Table 4-11: Stormwater Services Report Card

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 (%)

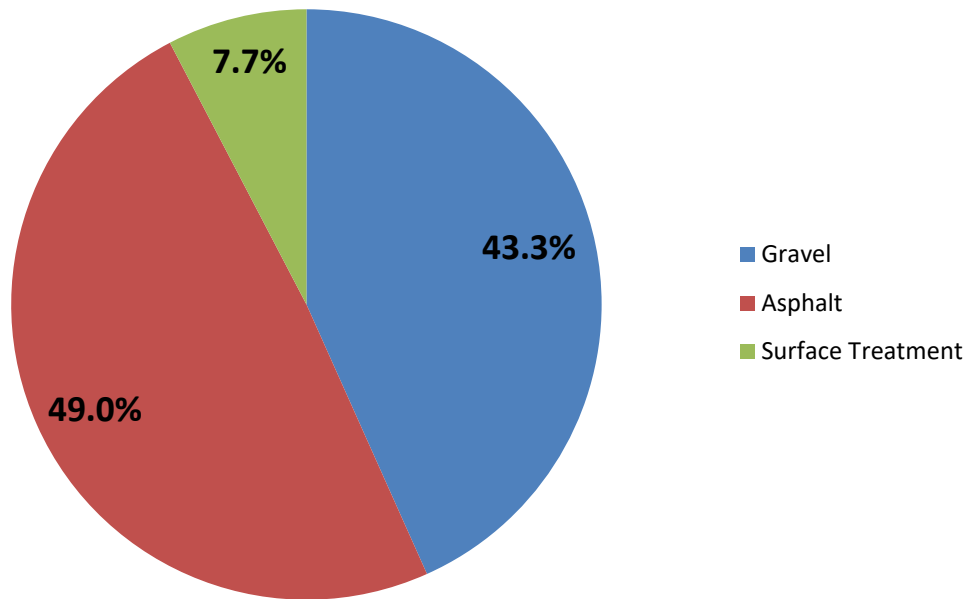
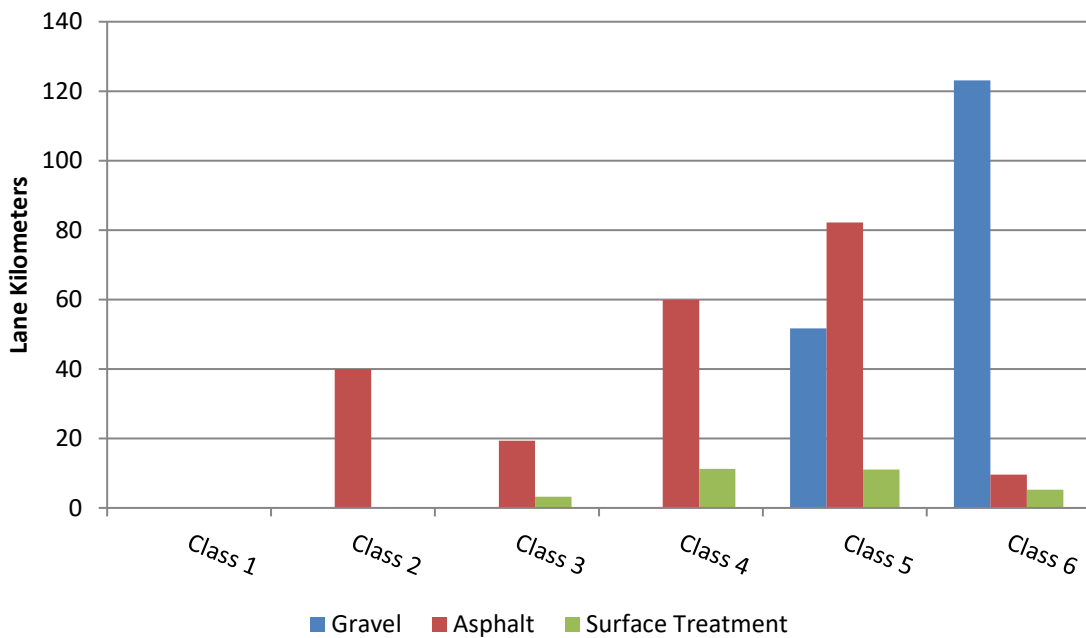


Figure 4.44: Road Network Classification and Material (Lane Km)

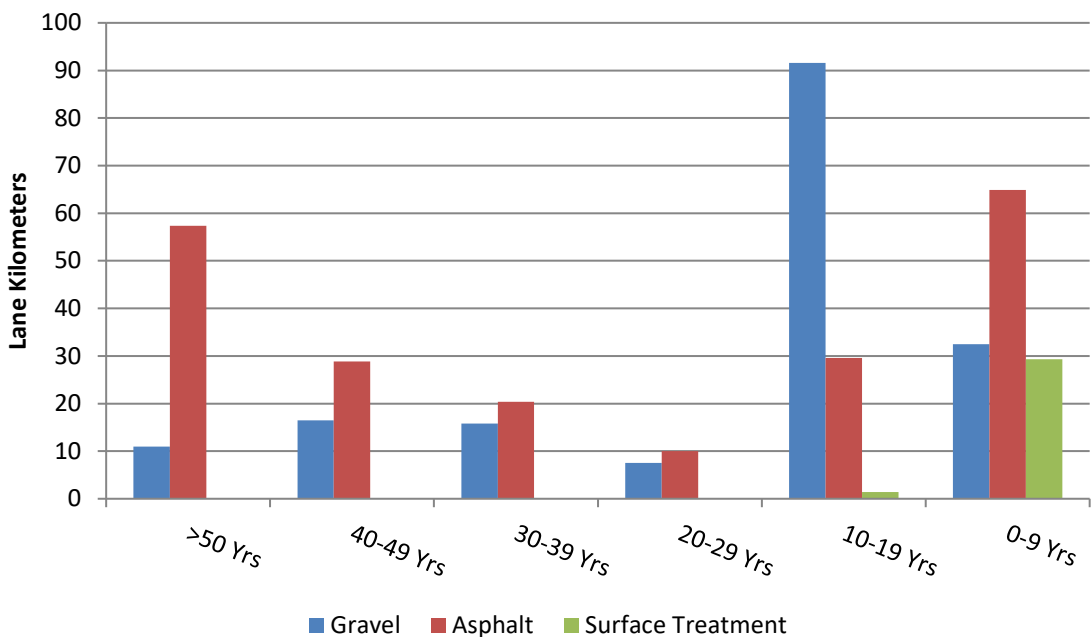


*Reference Ontario Regulation 239/02. Minimum maintenance standards for municipal highways



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)



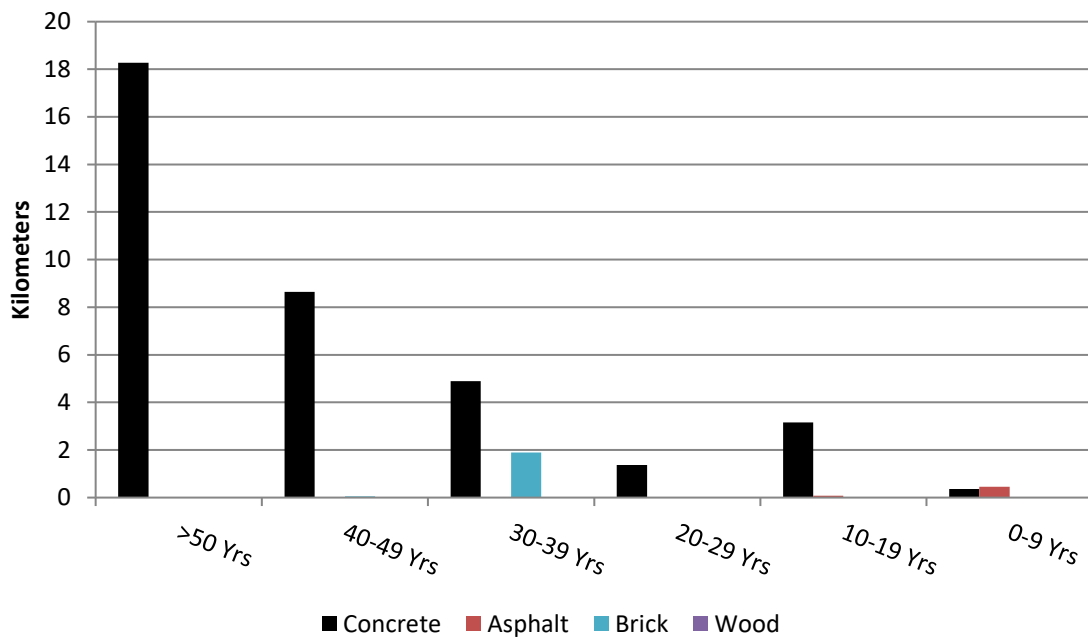
4.5.3 Sidewalk Inventory Overview

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".

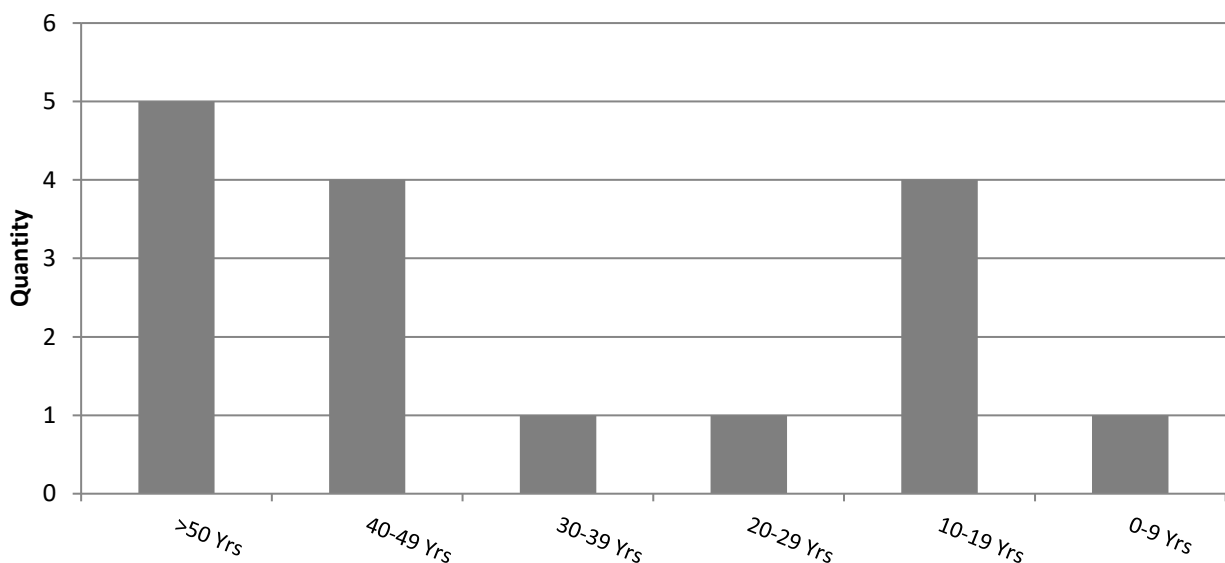
A breakdown of the bridge and culvert structures is as follows:

- 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 (%)

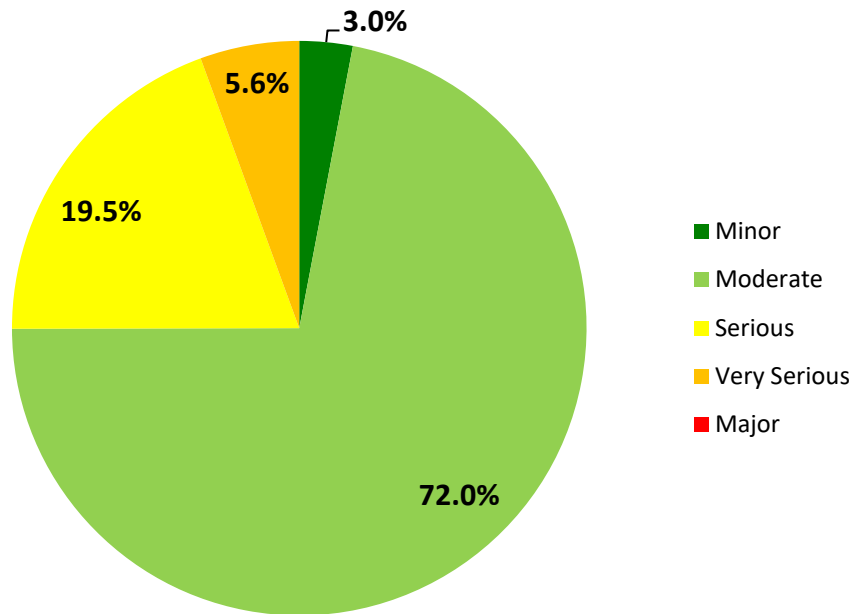
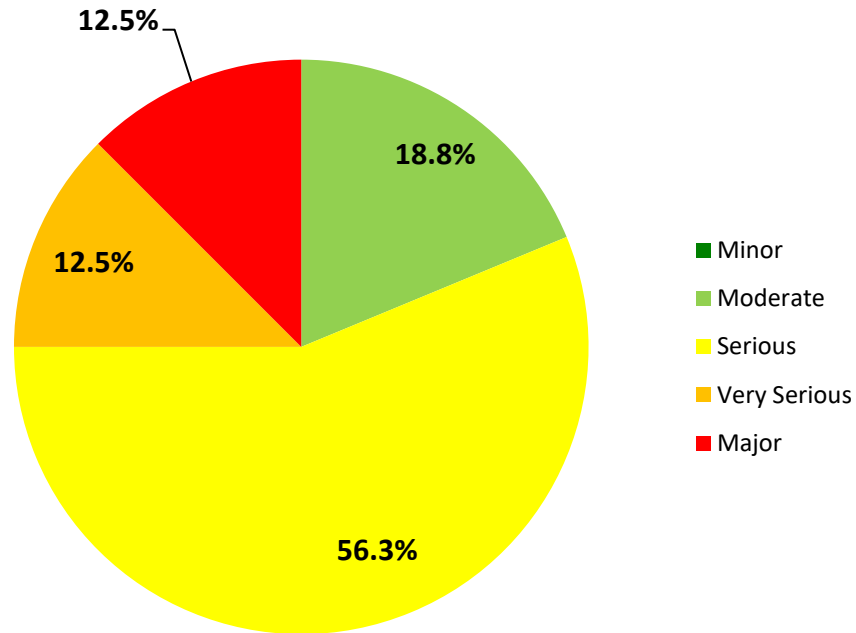


Figure 4.53: Total Risk of Bridges and Large Diameter Culverts (%)



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 (\$)

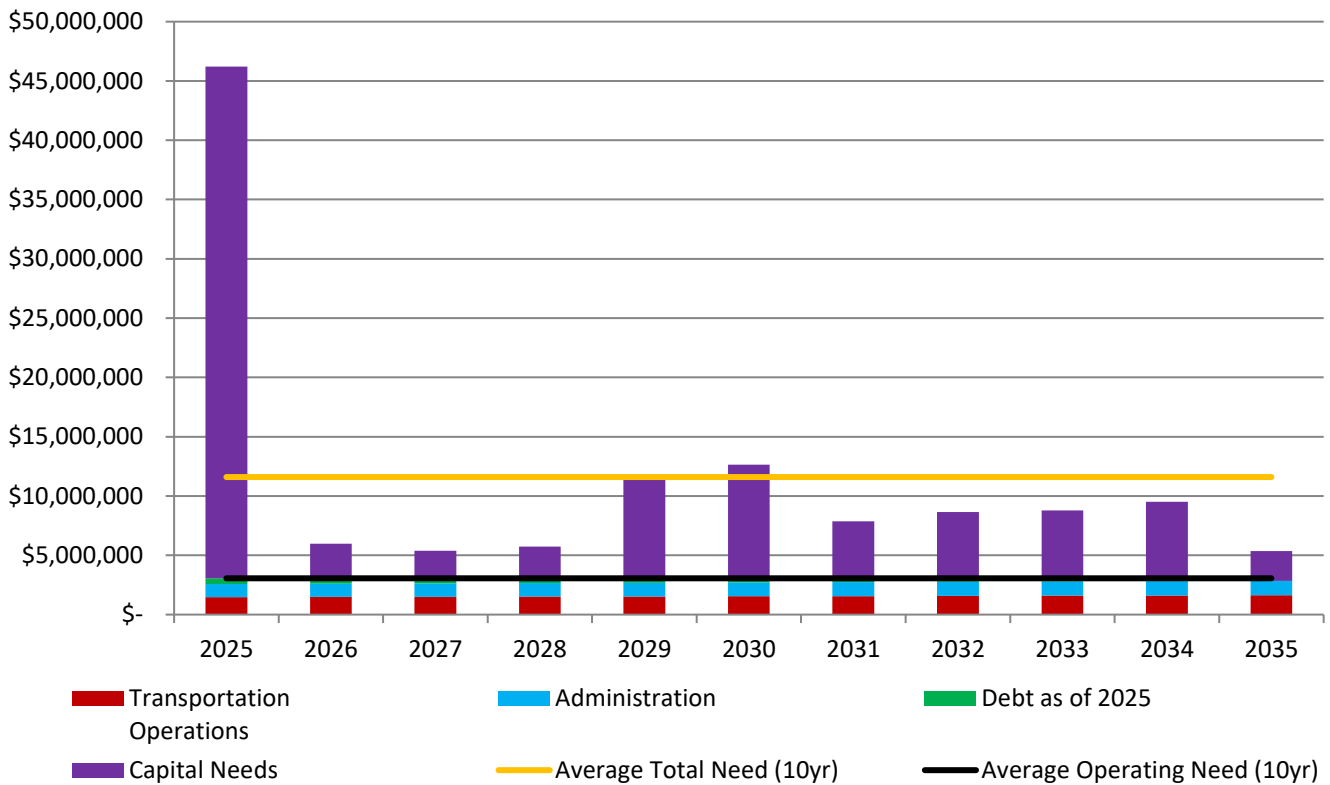
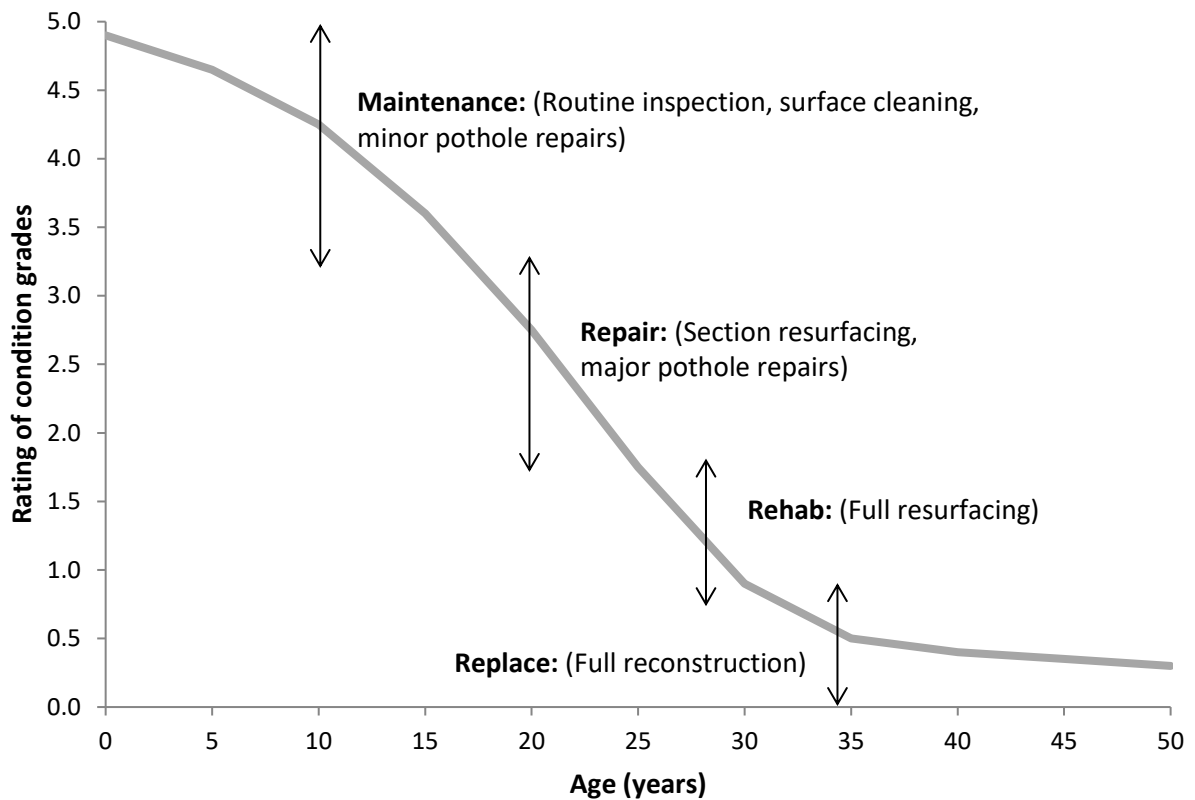


Figure 4.54 and 4.55 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through the analysis in order to come up with the preferred intervention. It's also important 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



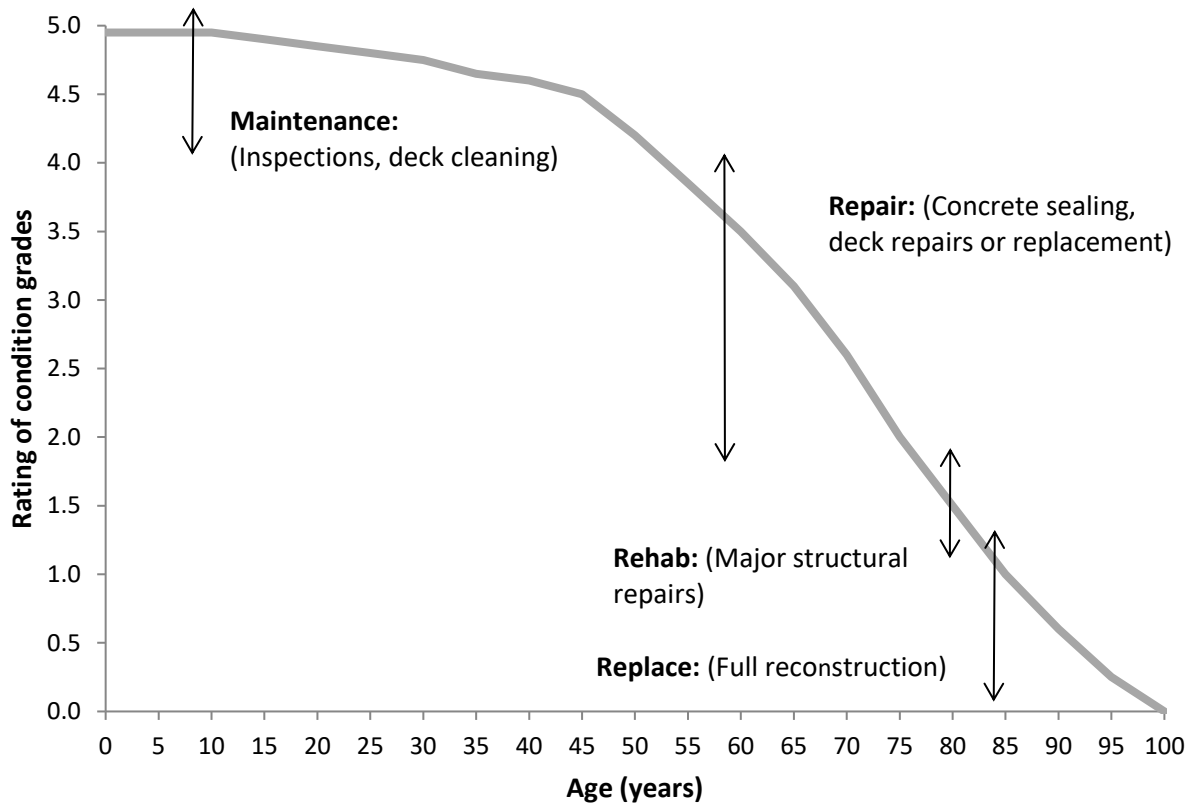
Some operational lifecycle activity options for road assets include but are not limited to:

- 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.

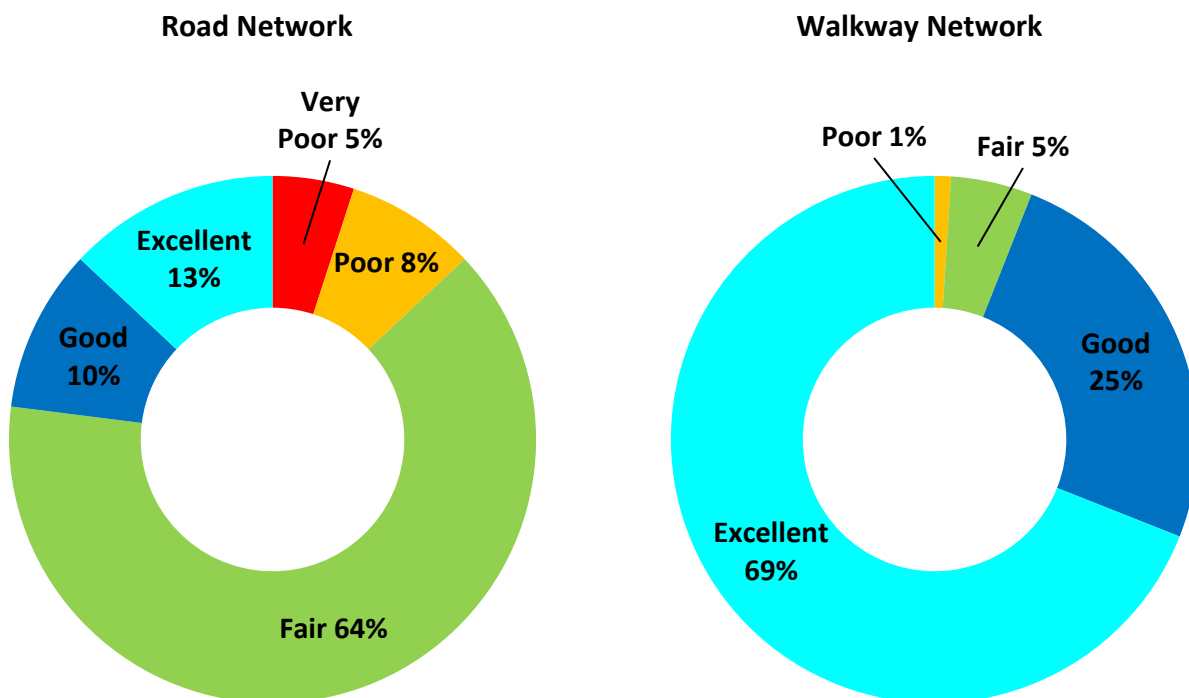


4.5.3 Condition Report Card

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

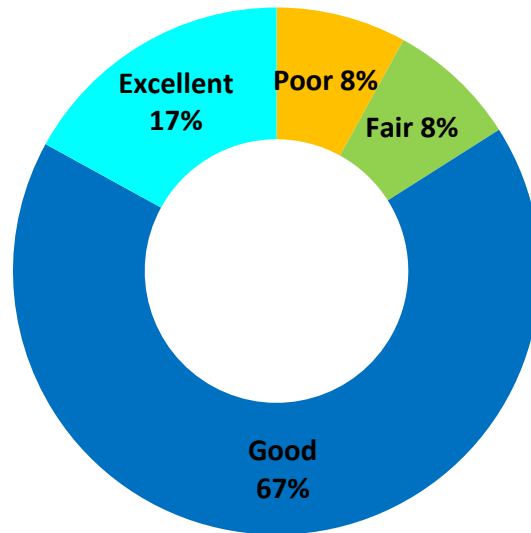


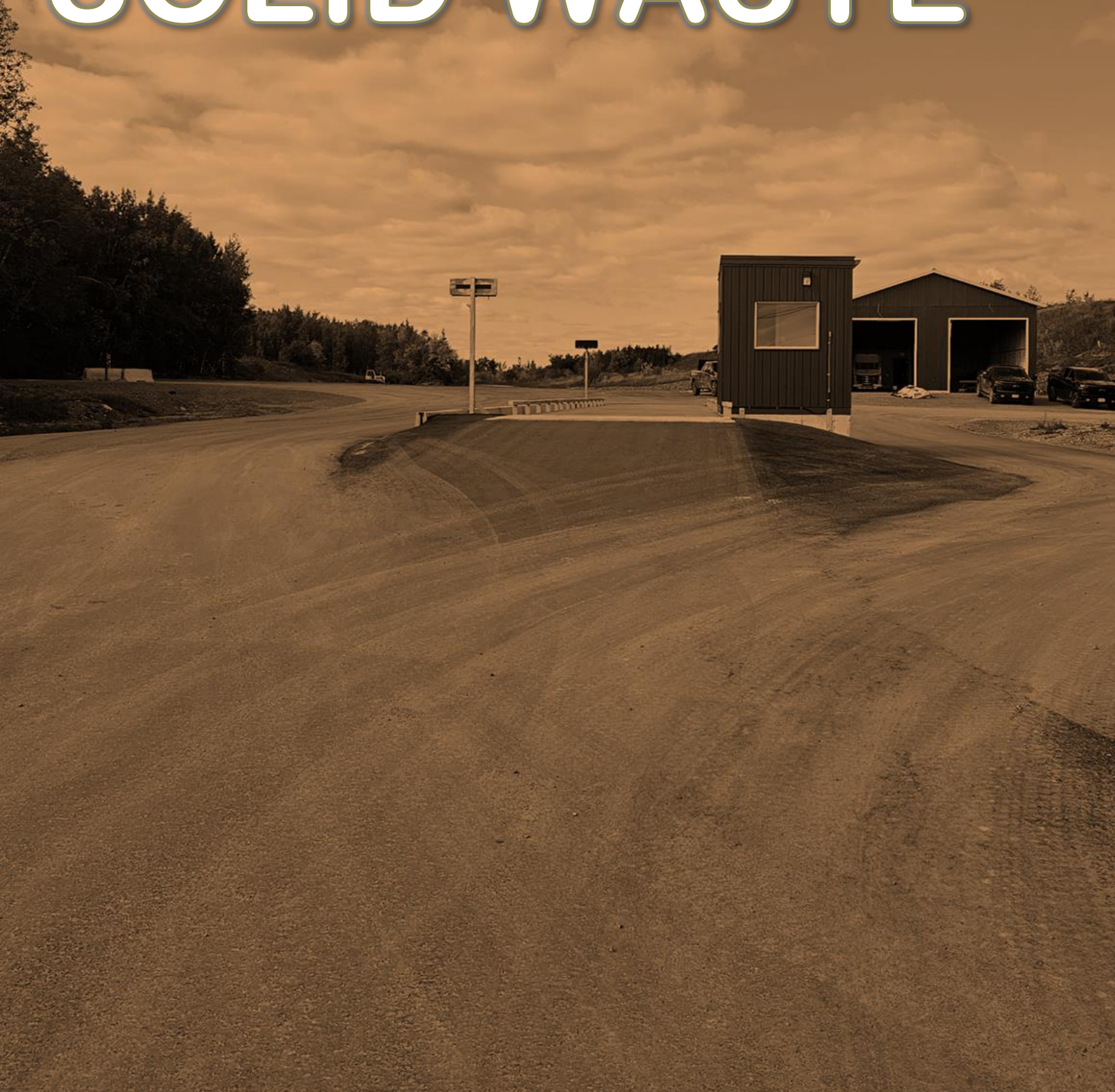
Table 4-13: Transportation Services Report Card

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

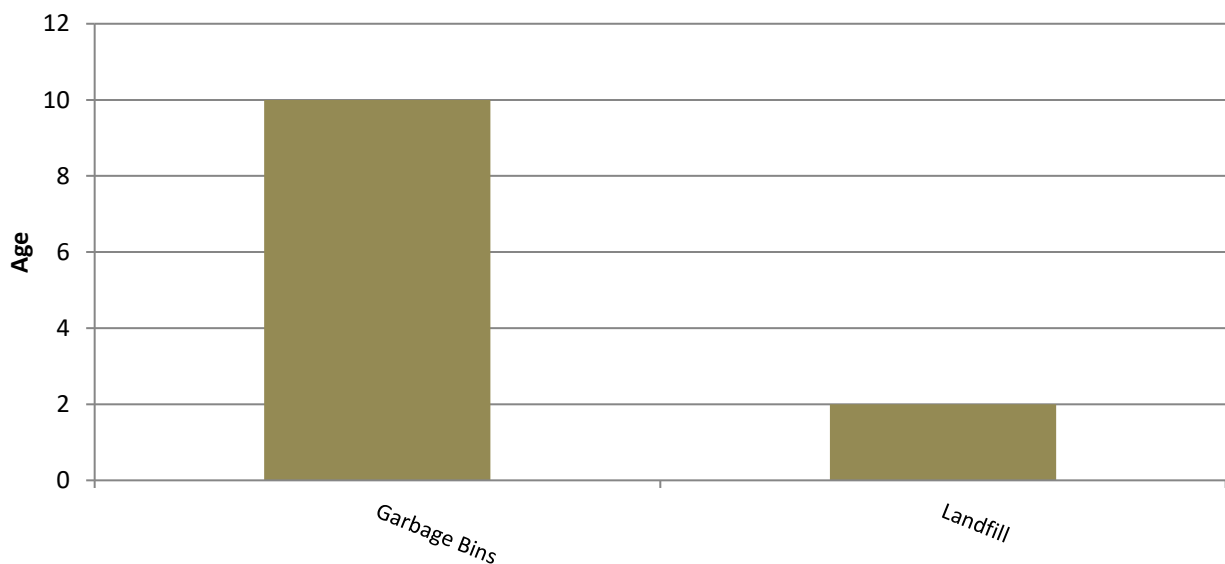


4.6.2 Waste Disposal Sites Inventory Overview

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

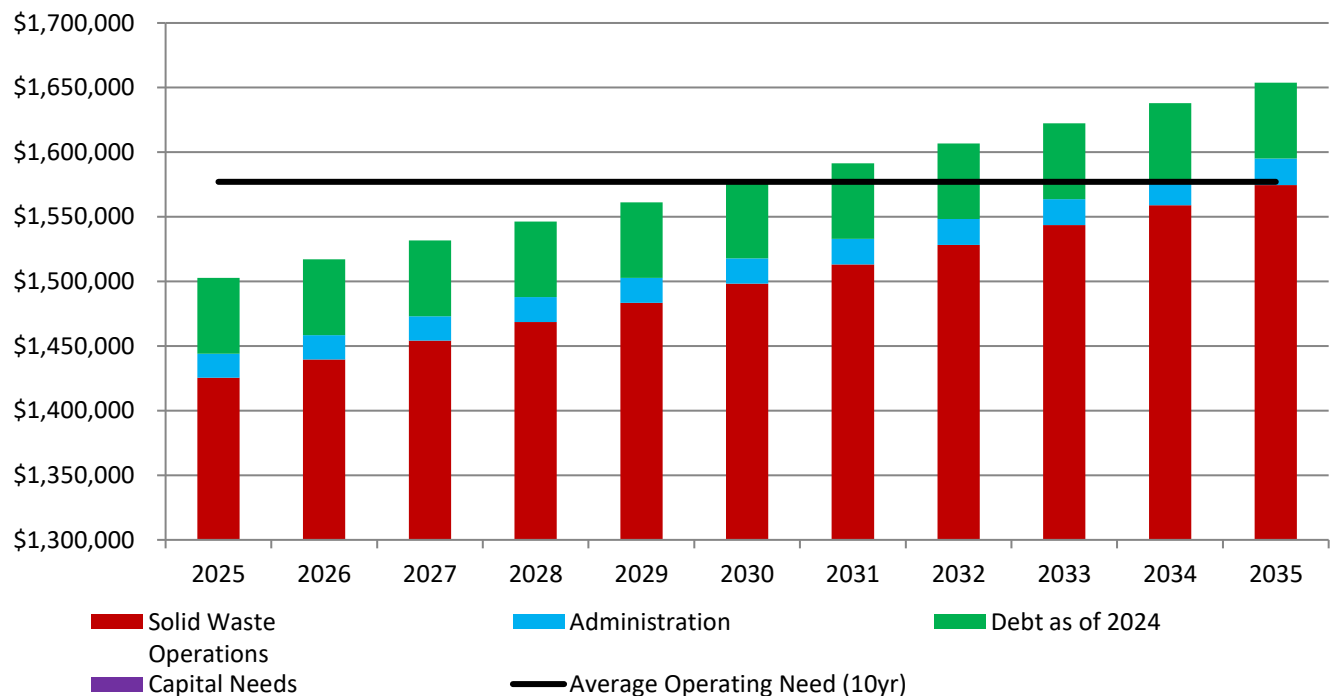


in order to allow the City to prioritize operational and capital projects based on the greatest risk of failure for each asset and service.

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 (%)

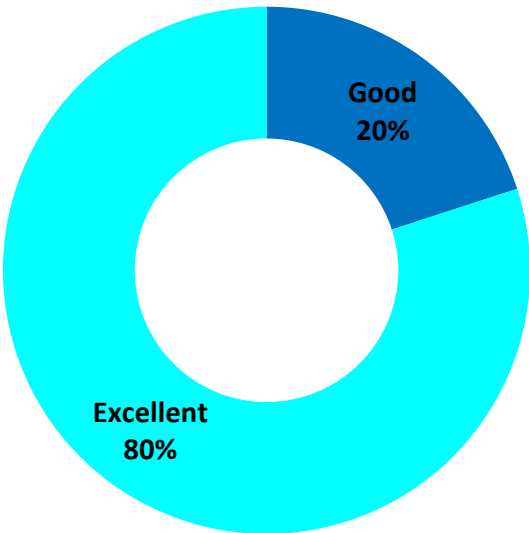


Table 4-15: Solid Waste Report Card

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.

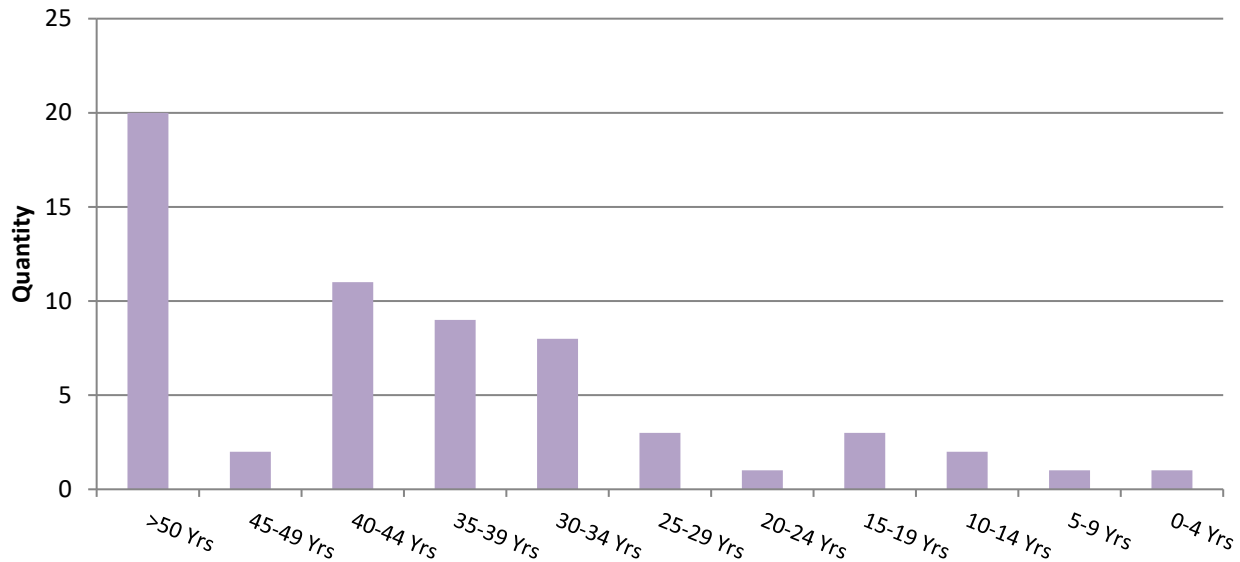
Table 4-16: Total Replacement Cost for Building and Facility Assets

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)

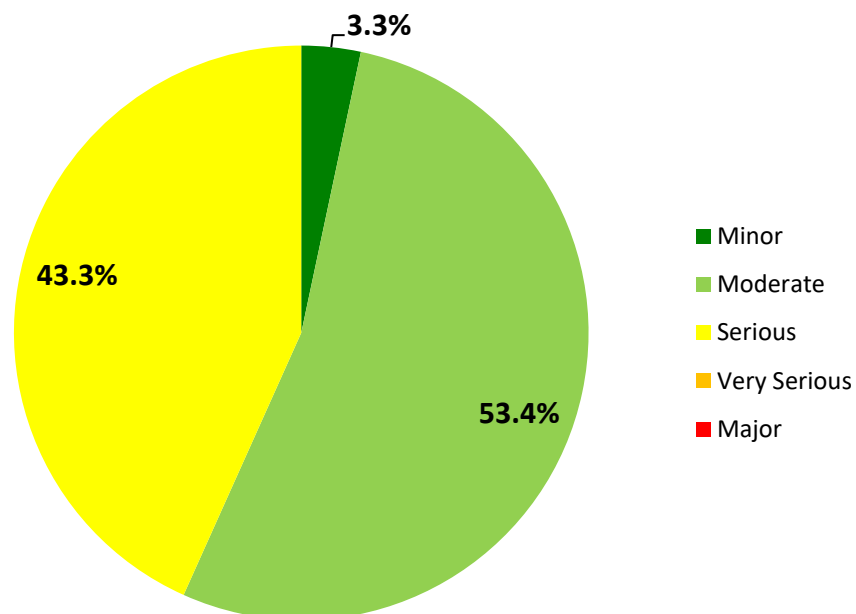
Consequence	5	8.00	6.00	0.00	0.00	0.00
	4	4.00	12.00	0.00	0.00	0.00
	3	7.00	8.00	0.00	0.00	0.00
	2	3.00	3.00	1.00	0.00	0.00
	1	2.00	7.00	0.00	0.00	0.00
		1	2	3	4	5
Probability						

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 (\$)

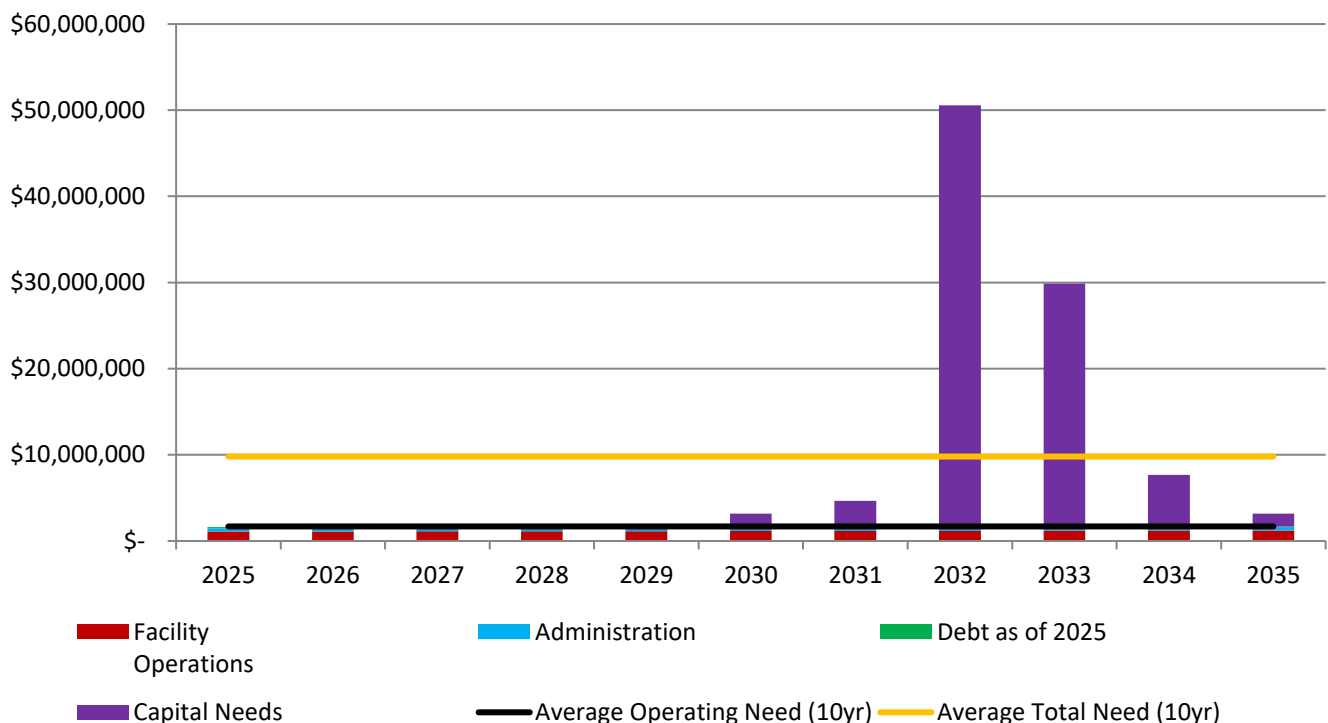


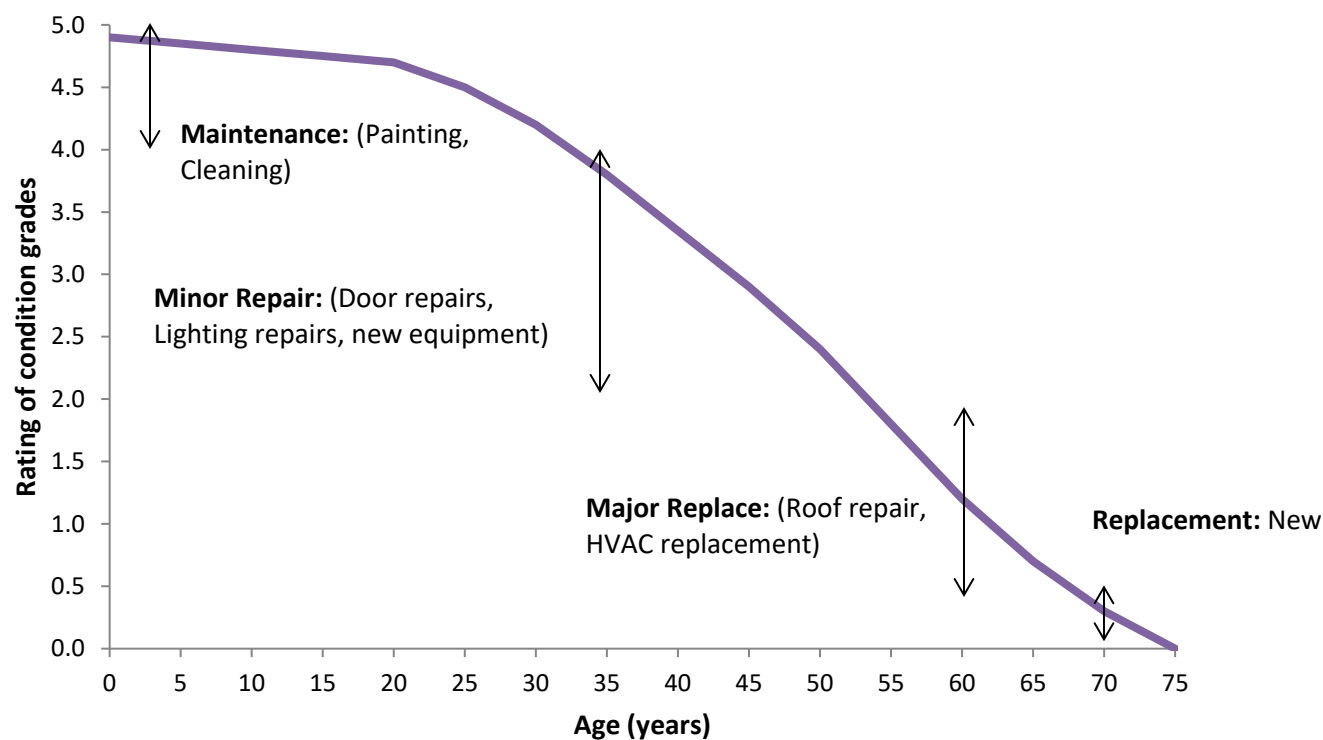
Figure 4.66 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through analysis in order to come up with the preferred intervention. It's also important to consider 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 (%)

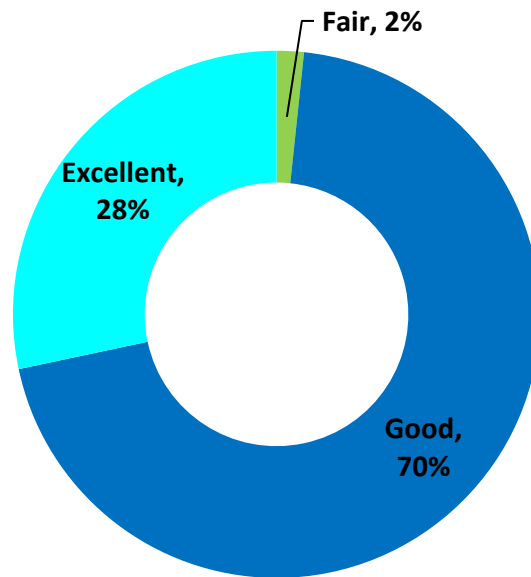


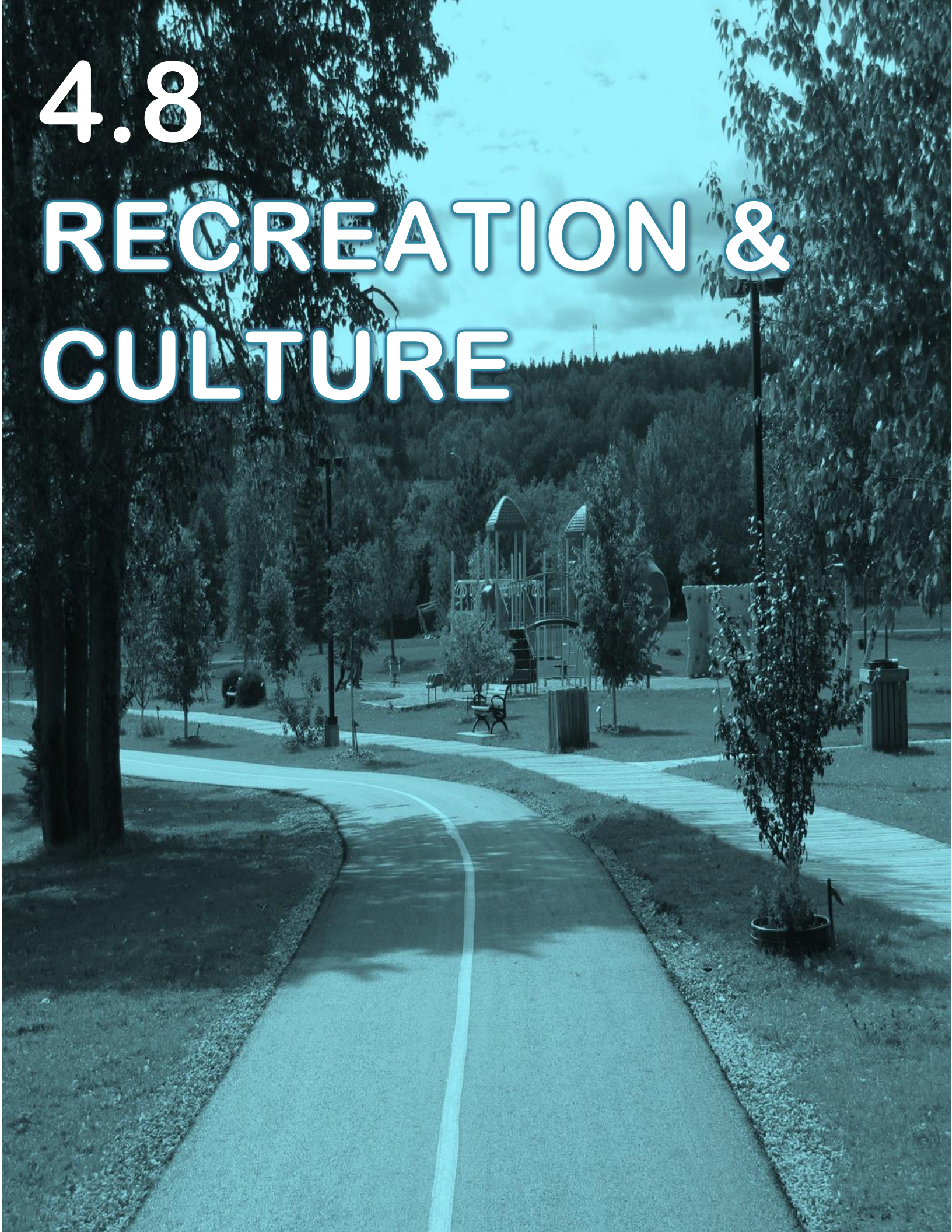
Table 4-17: Buildings and Facilities Report Card

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.

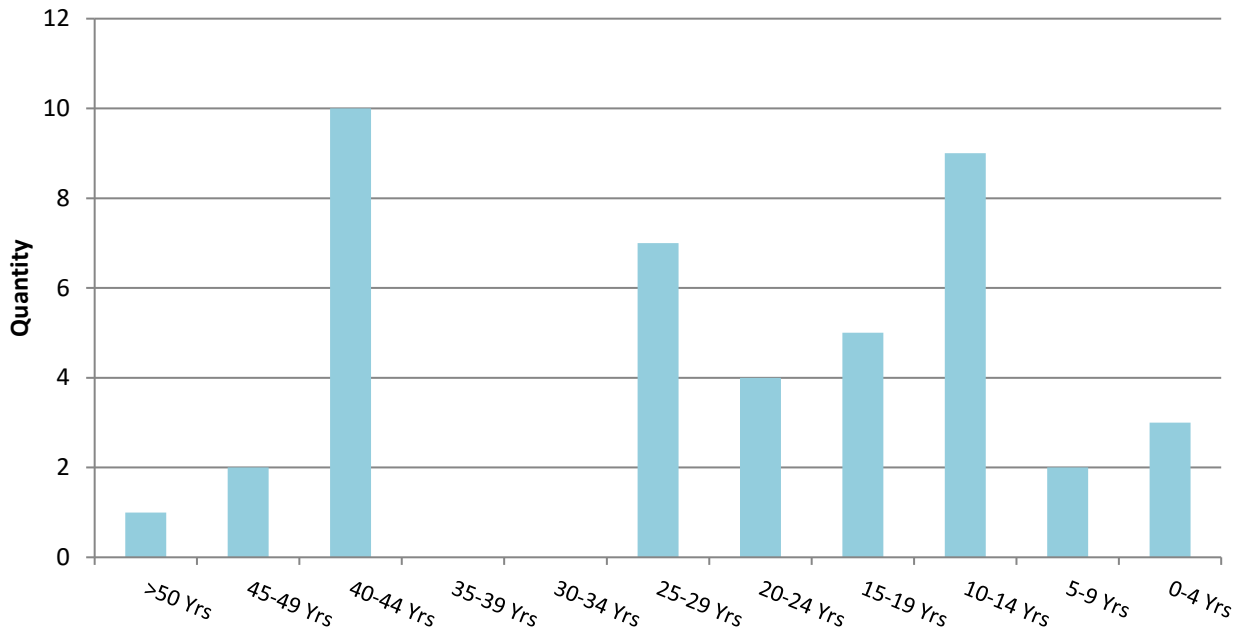
Note: The age is based on the construction/acquisition year of each asset. Some recreation and cultural facilities will be listed under the "Corporate Facilities" category. The replacement values will include the any component that relate to the operation of each asset type. Land Improvements include 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

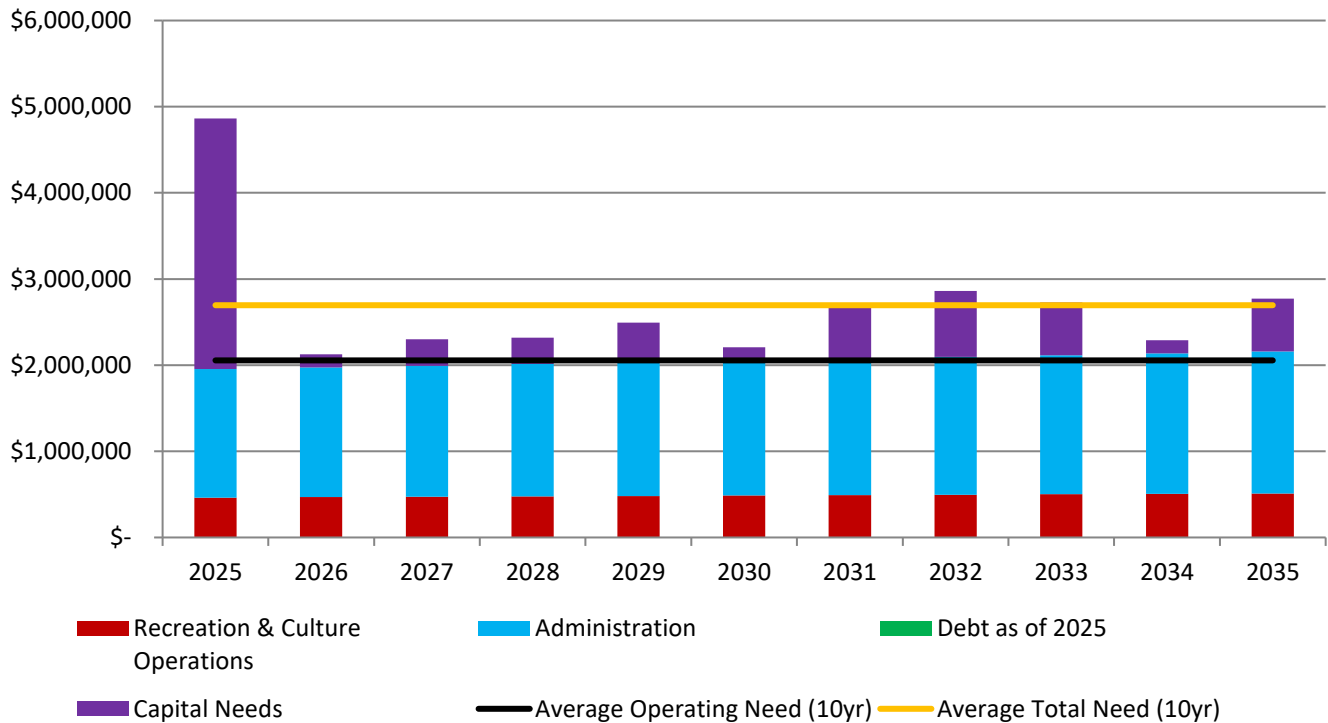
Note: The level of risk for all Recreation and Culture assets under this category will remain in the low risk levels due to lower social and environmental impacts. However, these assets are consistently monitored in order to allow the City to prioritize operational and capital projects based on the greatest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

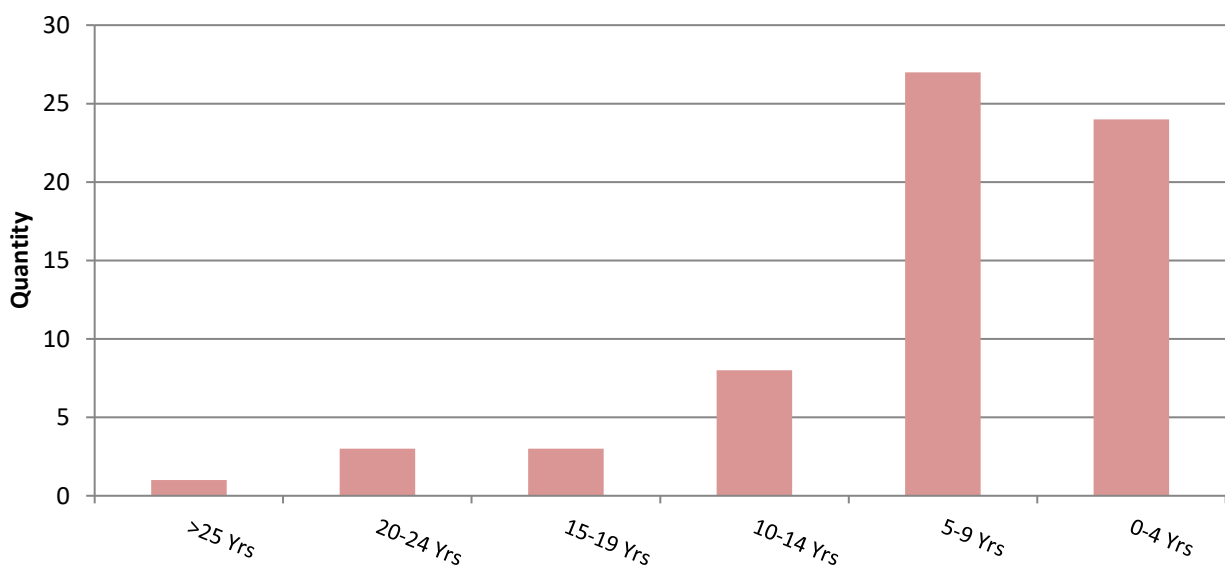
The City of Temiskaming Shores owns 66 fleet assets. The average age of the City's Fleet is 7 years. Figure 4.71 shows the age distribution for the City's fleet.

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						

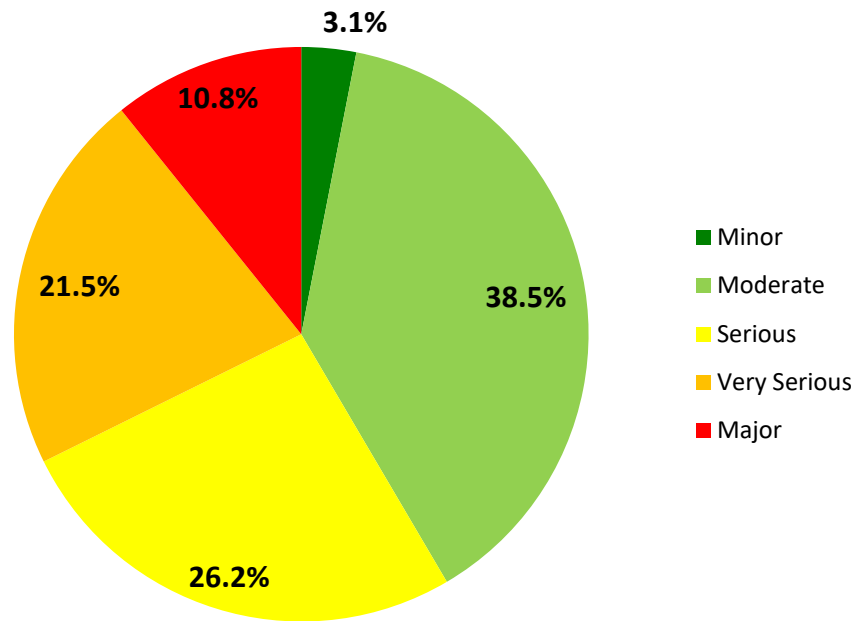
Figure 4.73: Level of Risk – Fleet (\$)

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 (\$)

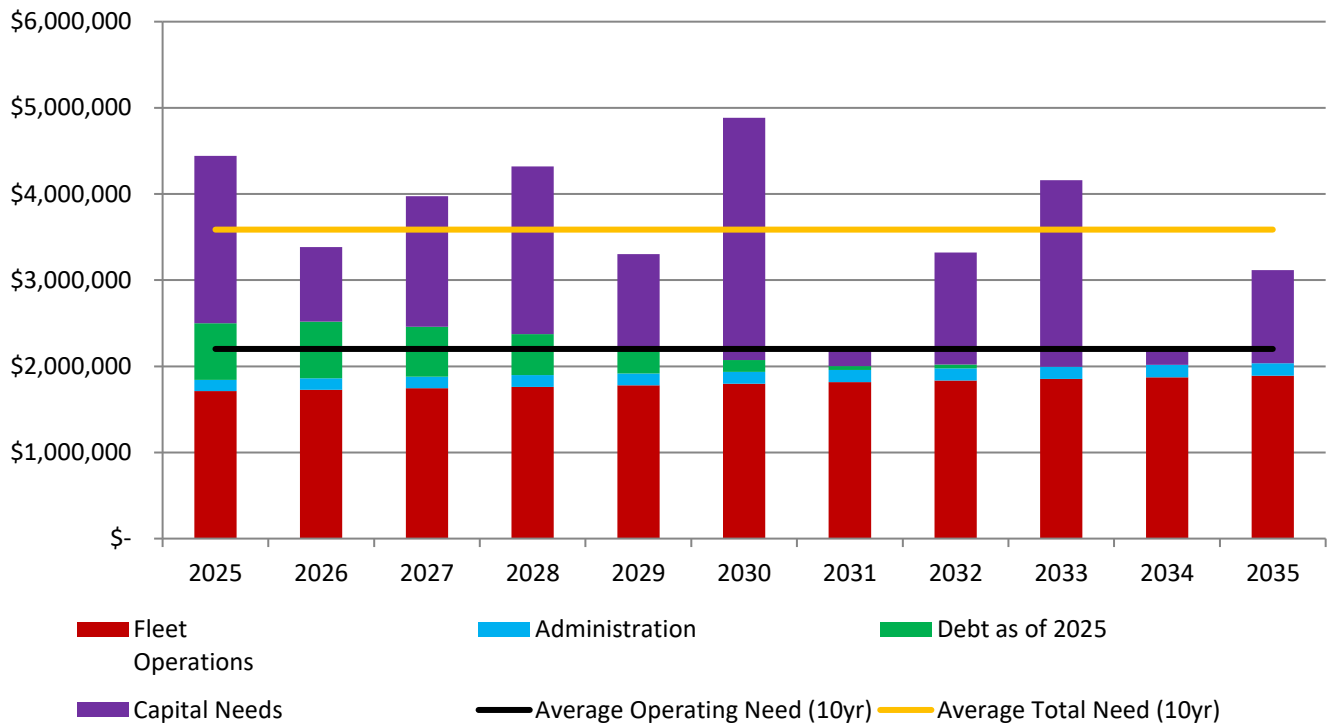


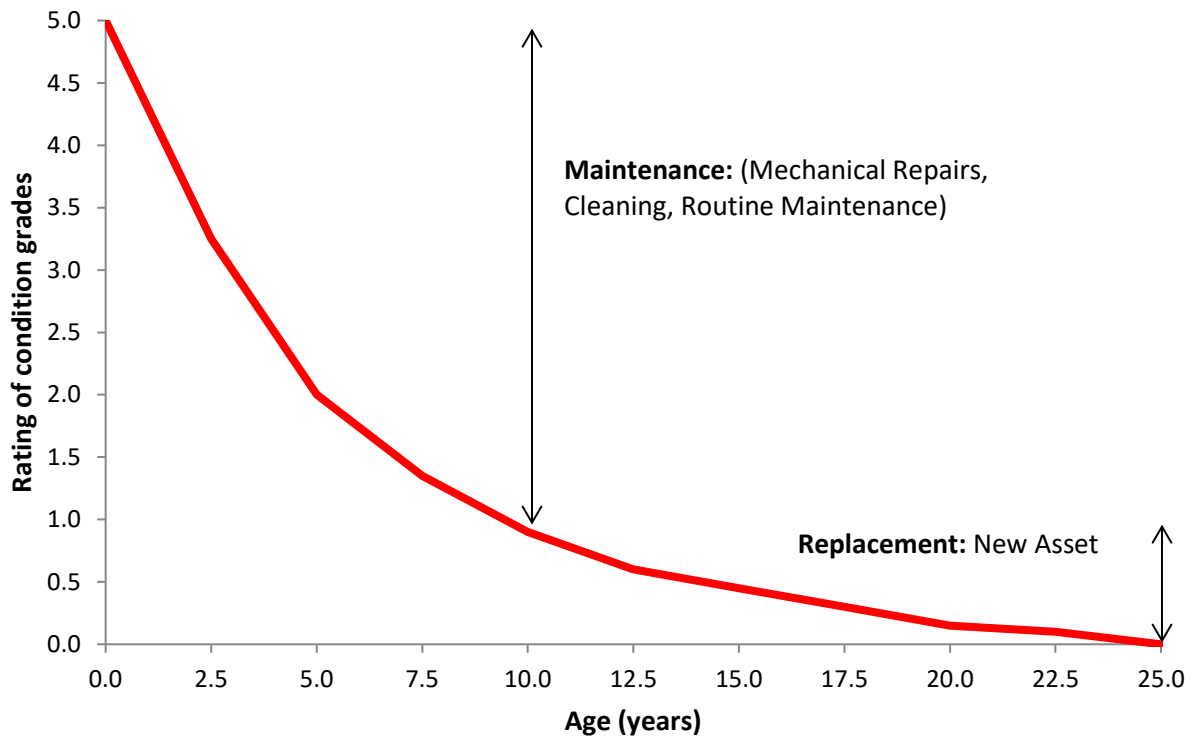
Figure 4.76 is intended to summarize the intervention strategies that are generally appropriate depending on the stage of deterioration/condition of the asset. The selection of the strategy is determined through analysis in order to come up with the preferred intervention. It's also important to consider 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 (%)

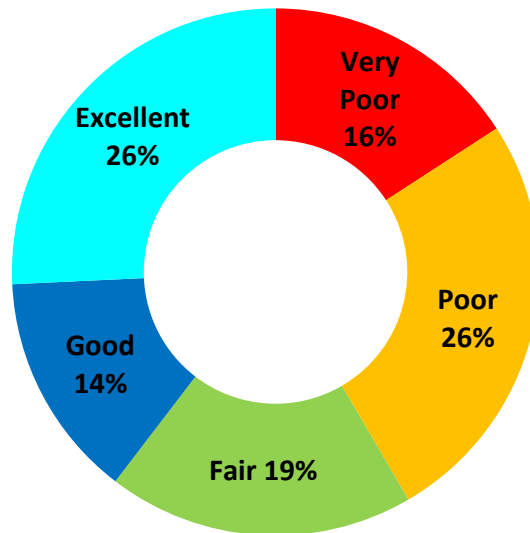


Table 4-21: Fleet Report Card

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 (%)

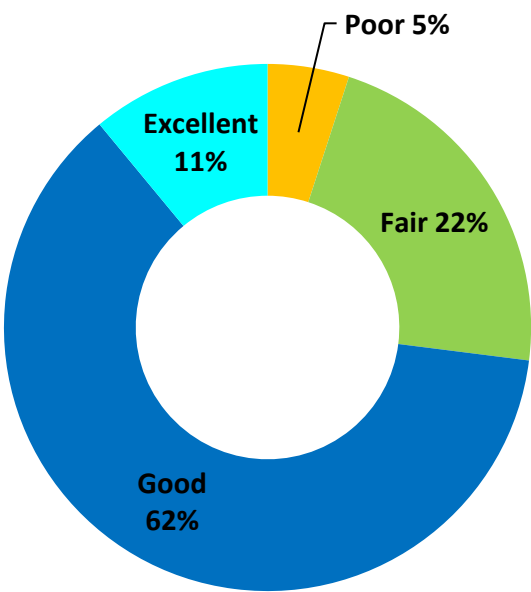


Table 4-23: Machinery and Equipment Report Card

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
----------------------	--



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

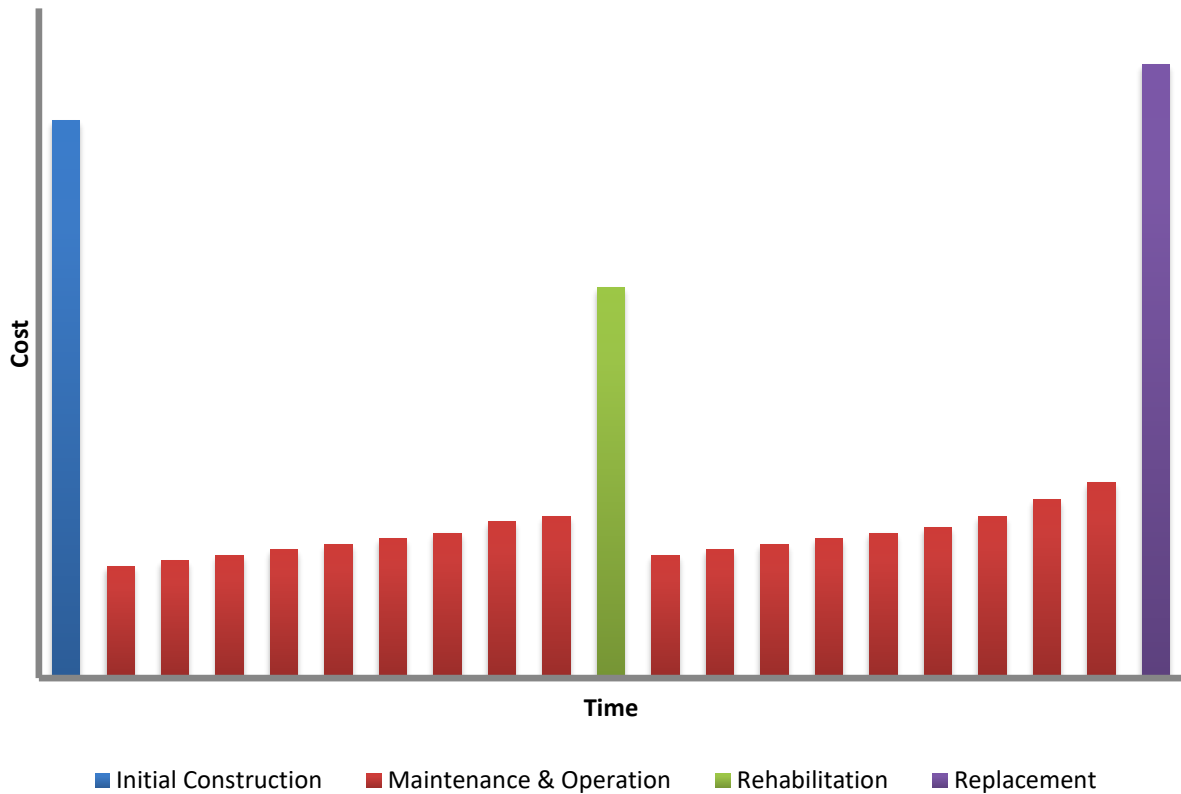
7.3 Lifecycle Management

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

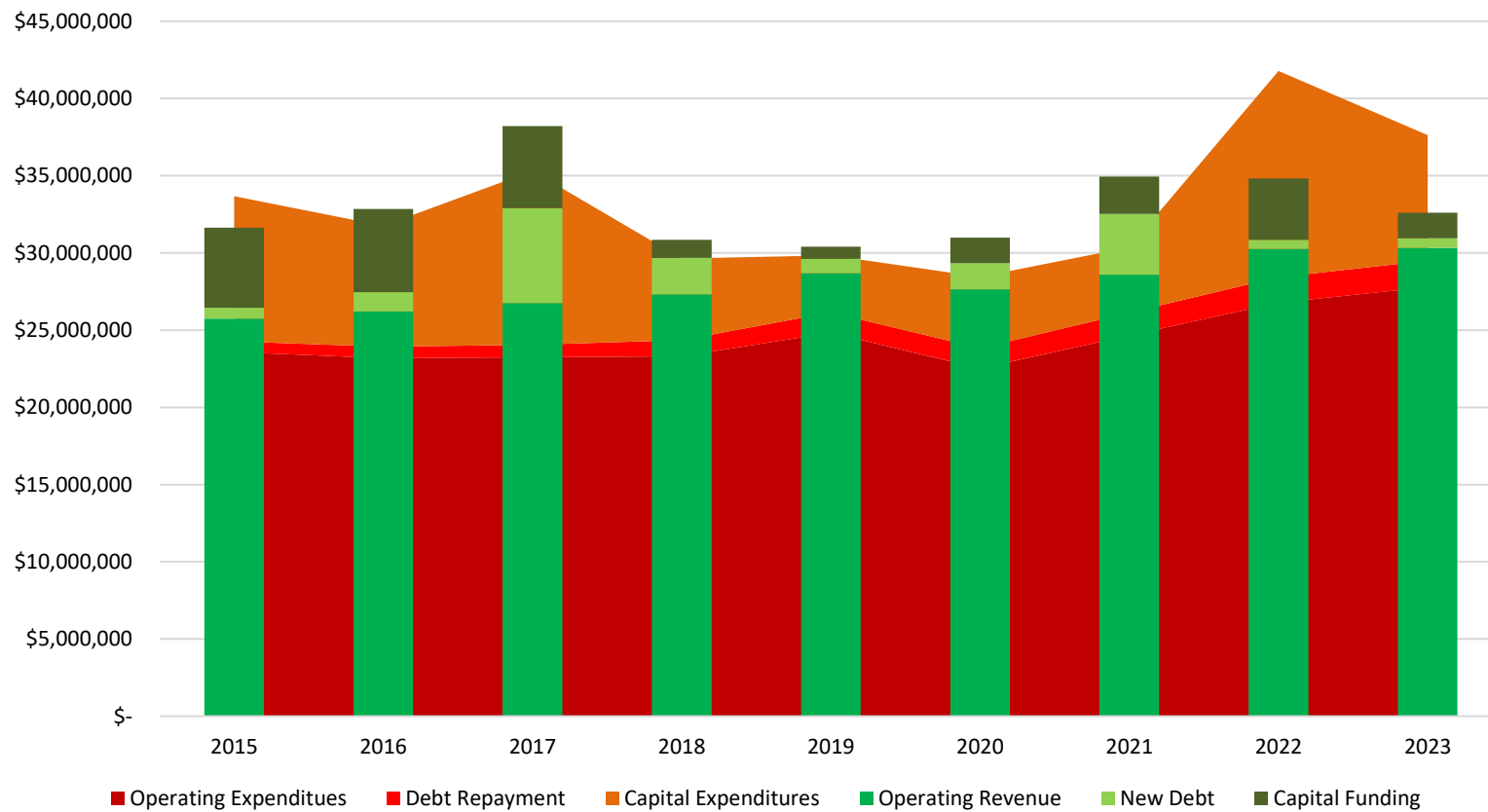


Table 8-2,3,4 and Figure 8.1 represent the overall cost of the lifecycle activities that the City undertook from 2015 to 2023 in order to maintain its historical levels of service. Forecasting modelling will be based on the 2015-2023 budgets.



Figure 8.2: Overall Financing Forecast Reporting

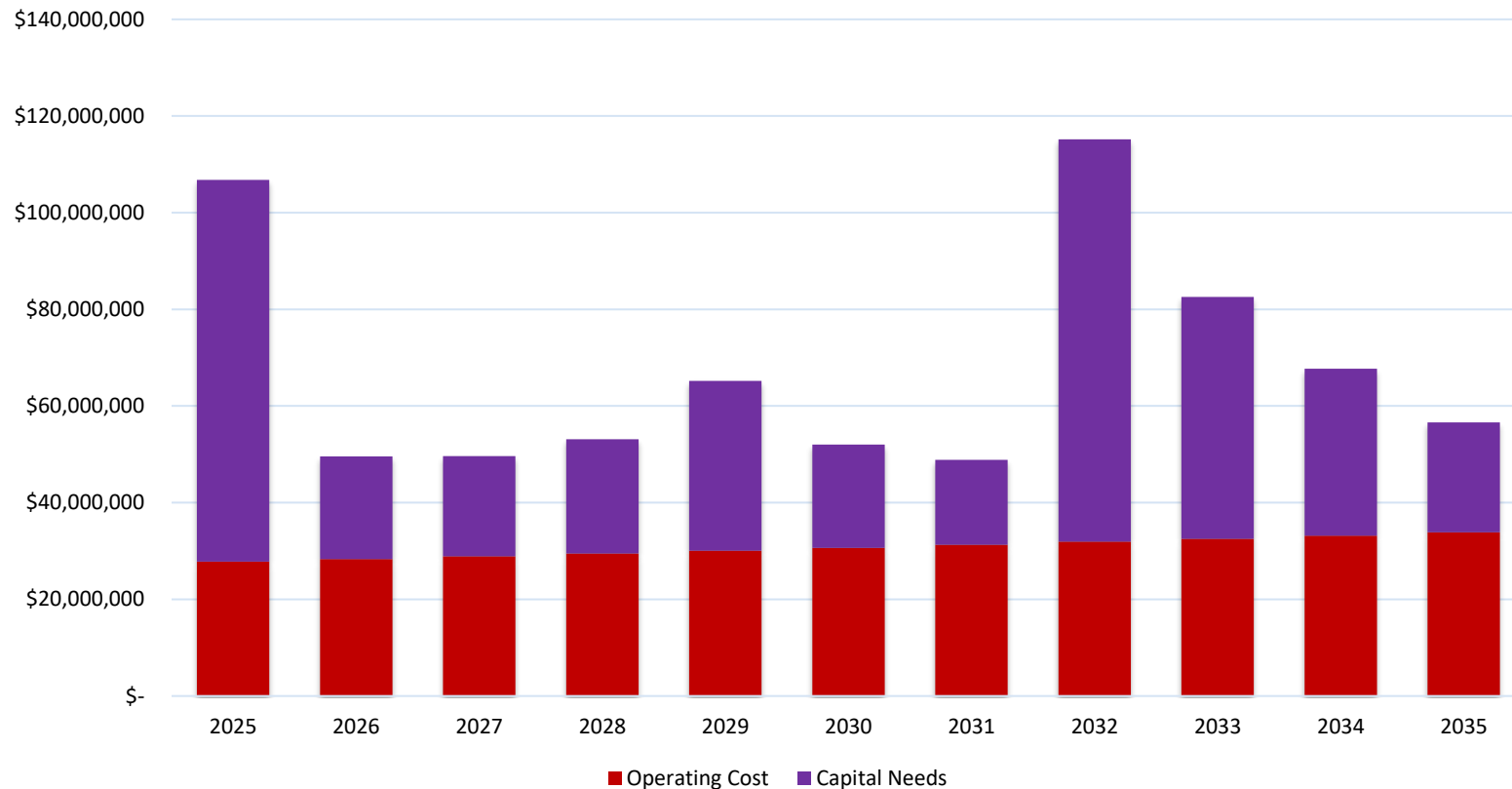


Figure 8.2 represents the funding forecast for the City's proposed levels of service for 2025 to 2035. The funding forecast will represent an average **2%** annual increase for both revenues and expenditures.

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

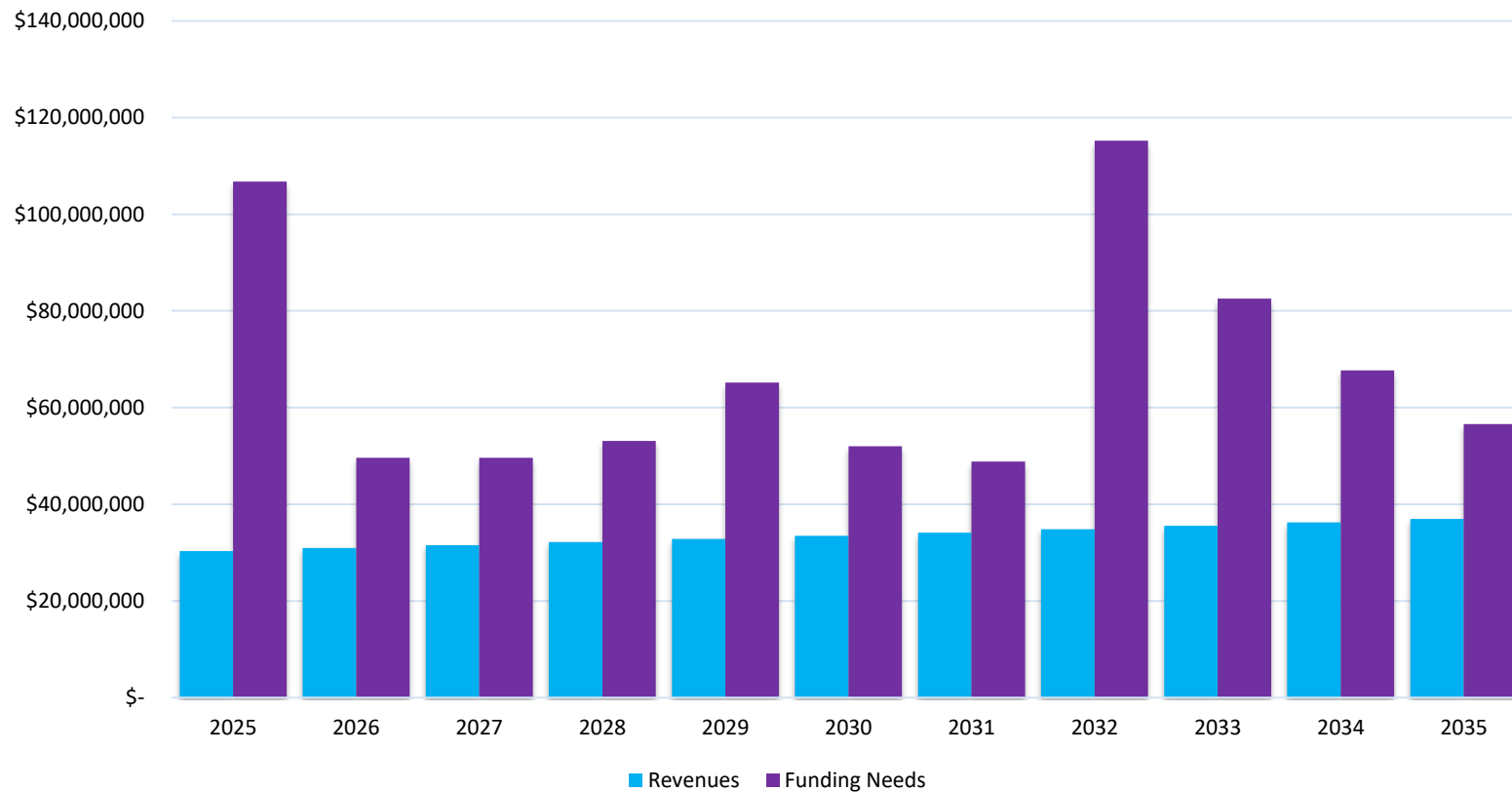


Figure 8.3 represents the forecasted municipal revenues to the funding needs based of end of life of each asset group and operational costs to sustain the City’s asset condition backlog for 2025 to 2035.



Figure 8.4: Overall Financing Forecast Backlog

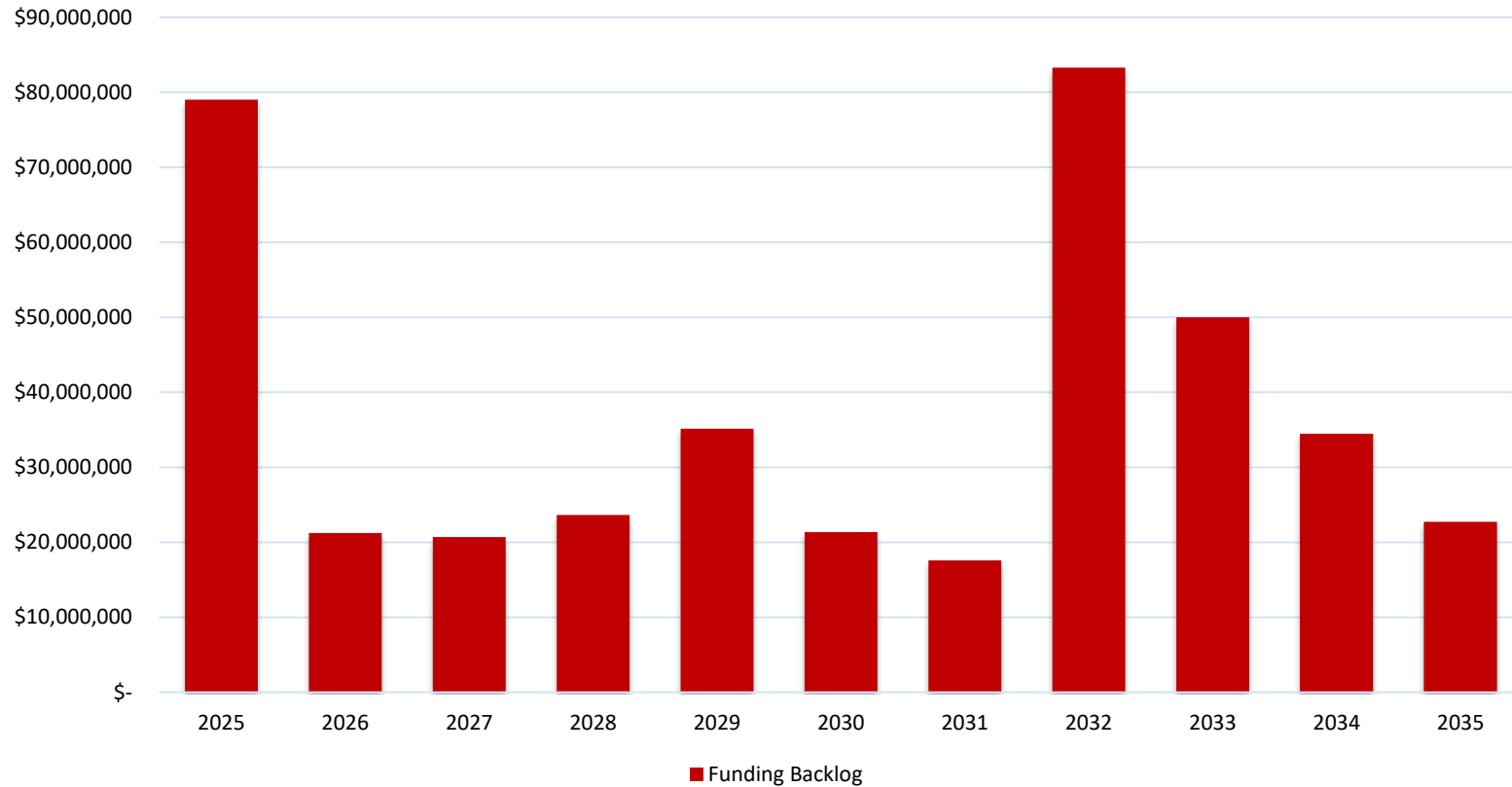


Figure 8.4 represents the funding forecast backlog to achieve excellent asset conditions for 2025 to 2035. To achieve excellence status, the City is forecasting an overall backlog of \$409M over the course of 10 years. The City will require other sources of revenue such as provincial and federal government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

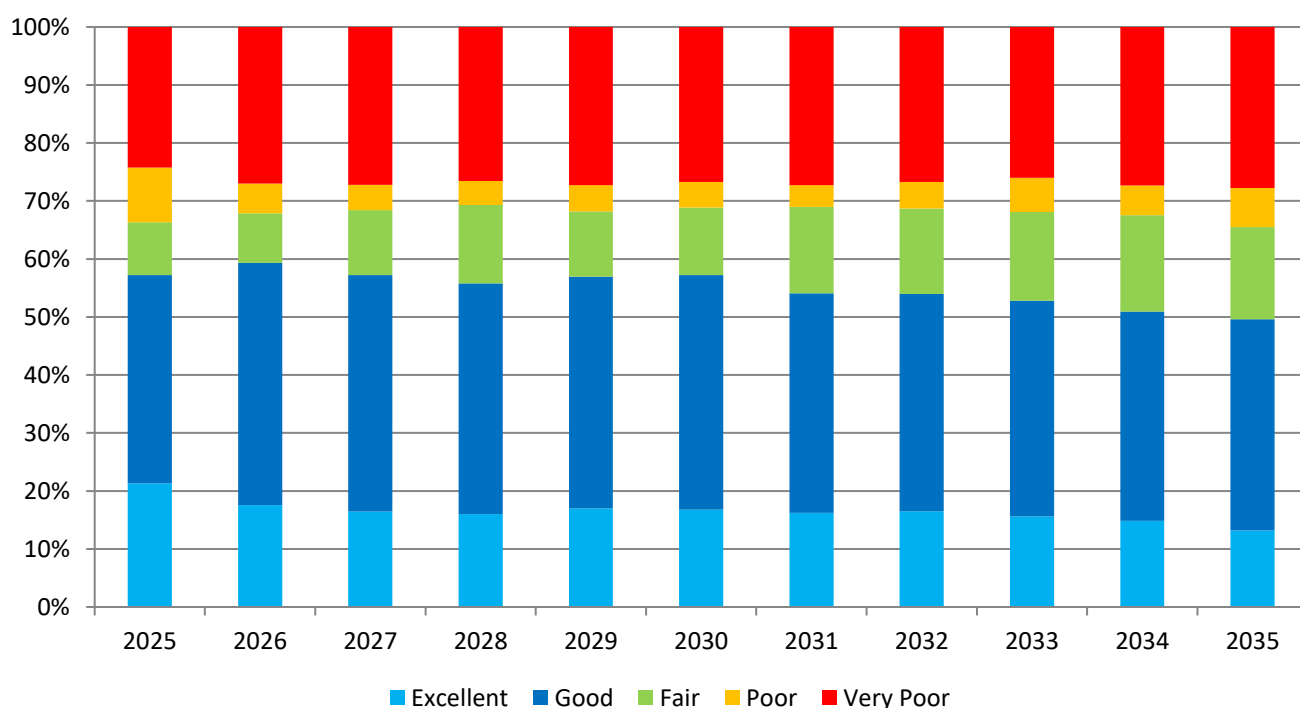
Asset Category	Minimum Lifecycle Cost Requirement	Minimum Capital Investment	Capital Investment Needs (backlog)
Water	\$2,326,548	\$104,000 to \$587,000	\$9,710,432
Sanitary	\$1,735,987		\$7,614,306
Stormwater	\$300,918	\$150,000	\$803,055
Transportation	\$3,060,833	\$500,000	\$8,232,024
Solid Waste	\$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.

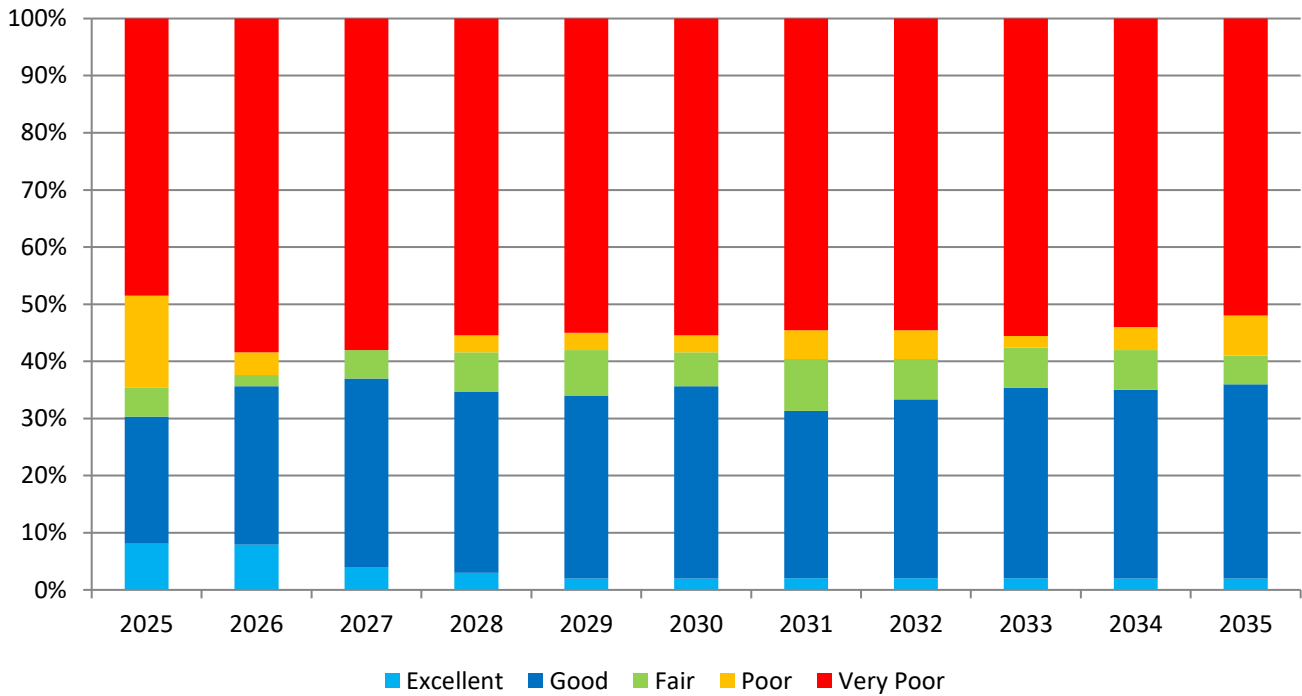
Figure 8.5: Overall Asset Condition Forecast Reporting



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%**.



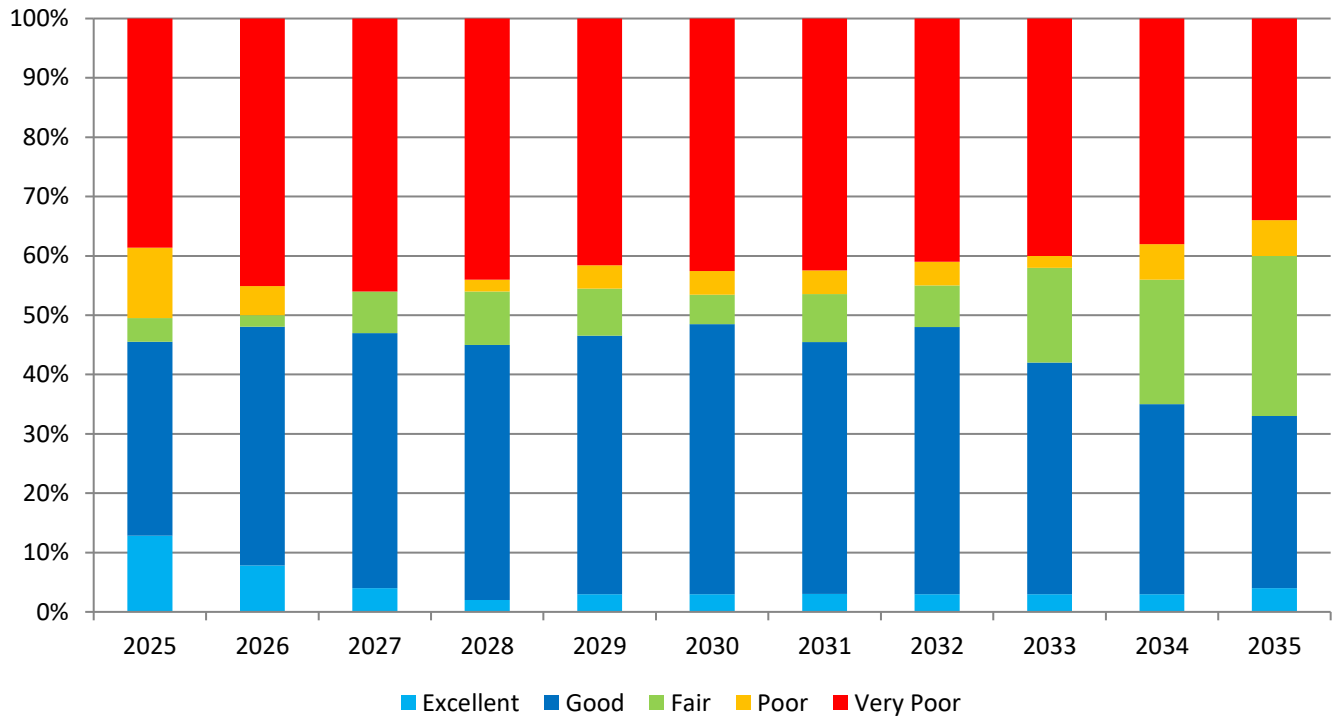
Figure 8.6: Water Condition Forecast – Budget Scenario



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%**.



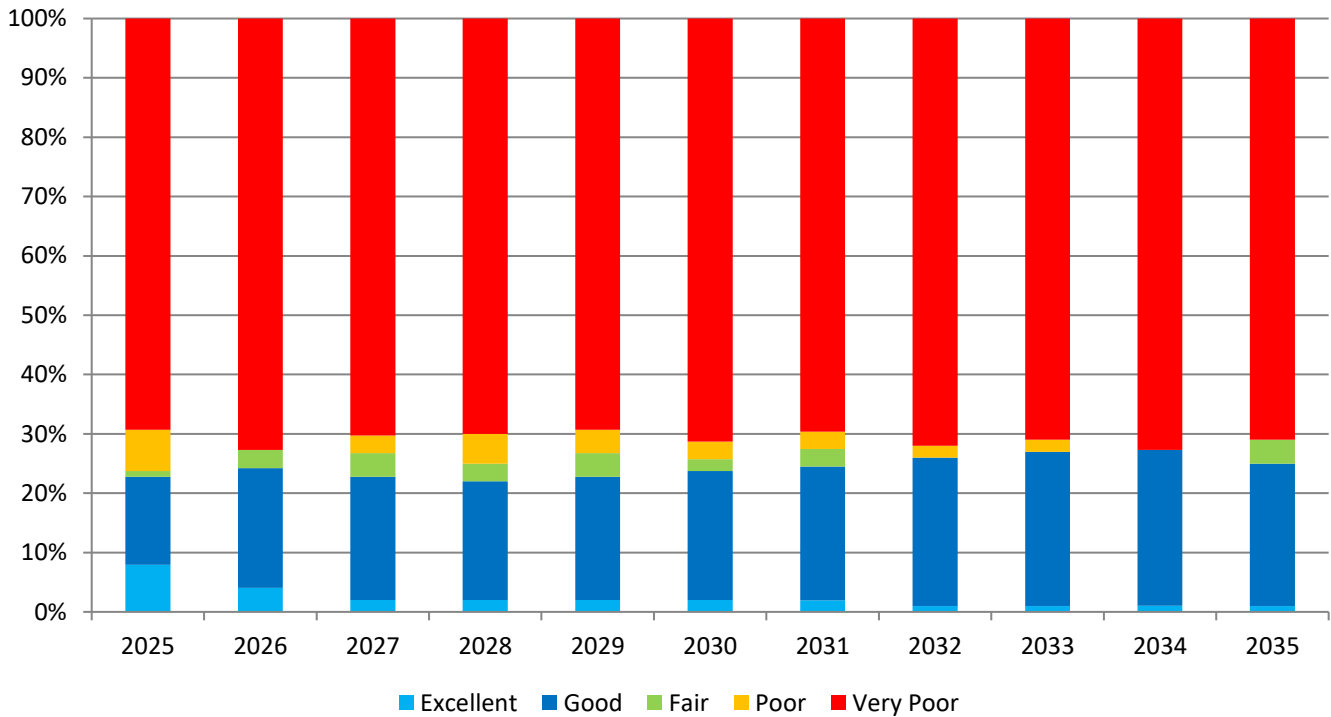
Figure 8.7: Sanitary Condition Forecast – Budget Scenario



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

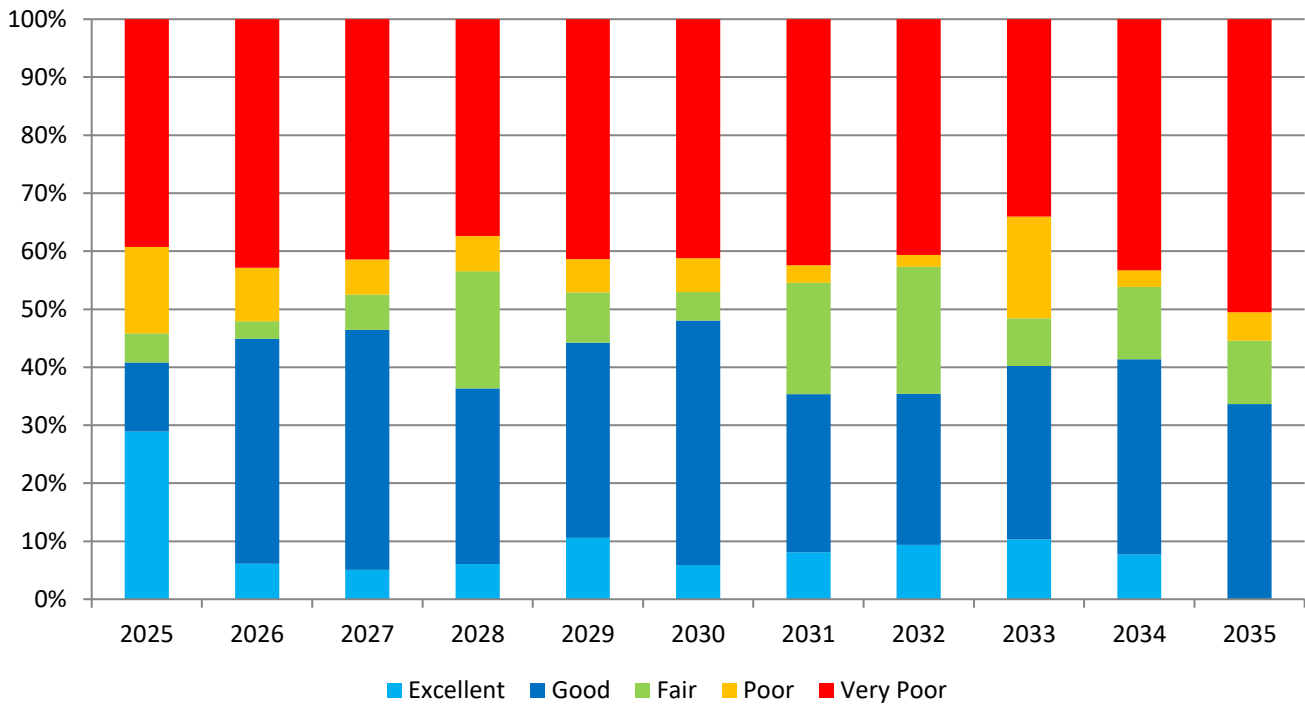


The estimated outcome of the City's stormwater assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 1.93 to 1.60 by the year 2035 for a **total decrease of 17.1%**.

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



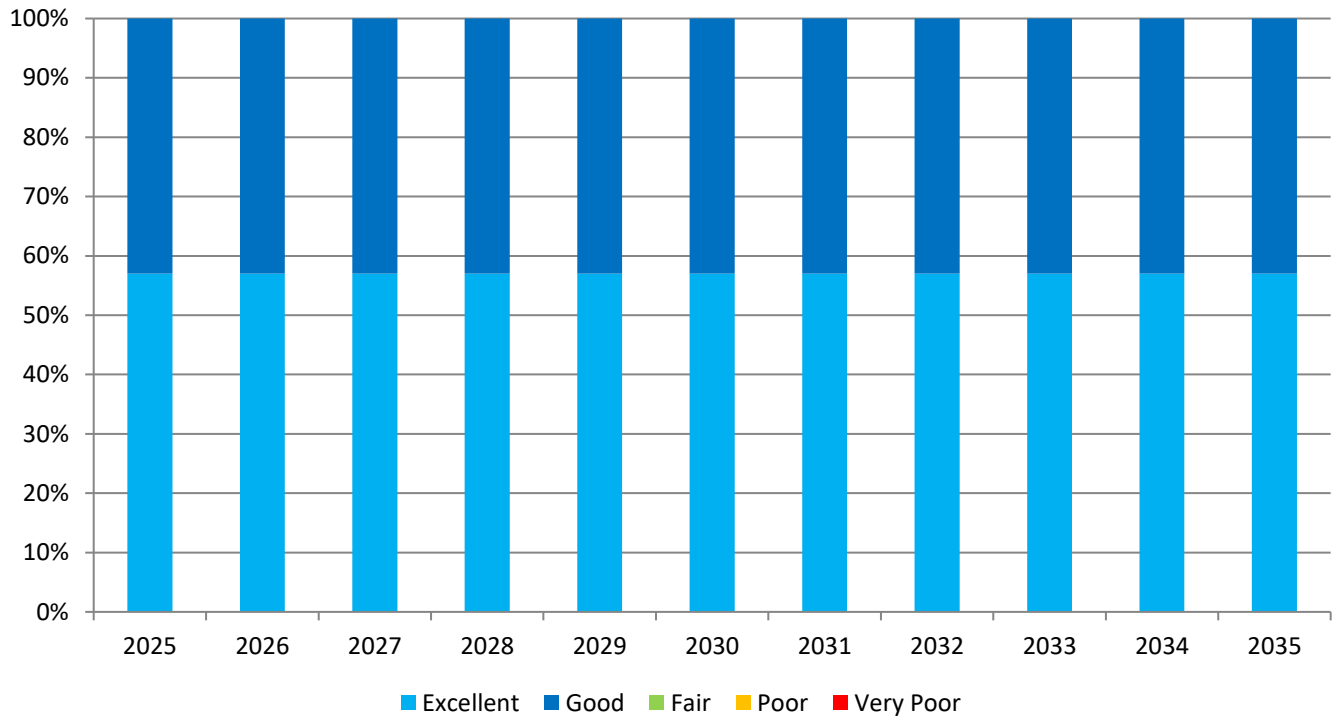
The estimated outcome of the City's roadway assets physical condition if minimum capital reinvestment isn't achieved will forecast a decrease in condition rating from 3.30 to 3.00 by the year 2035 for a **total decrease of 9.5%**.

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

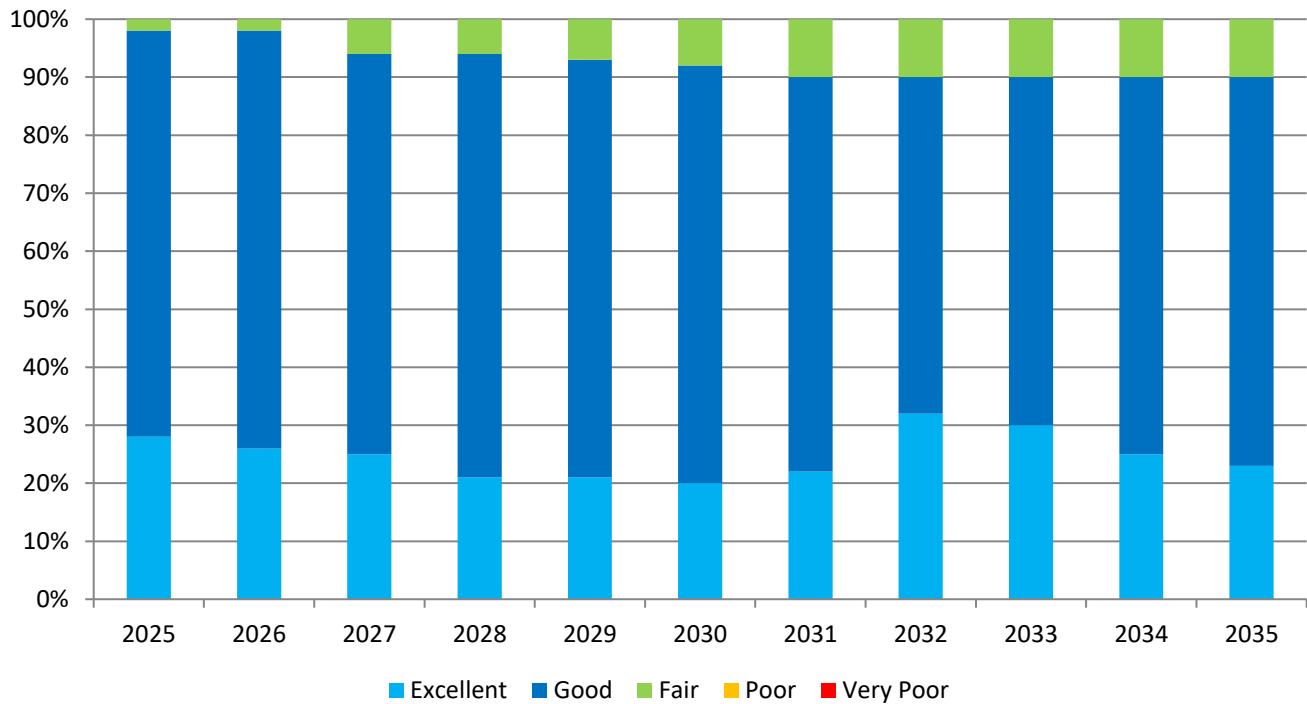


The estimate outcome of the City's solid waste assets physical condition if minimum capital reinvestment isn't achieved will forecast a constant condition rating of 3.80 by the year 2035 for a **total of 0%.**

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.



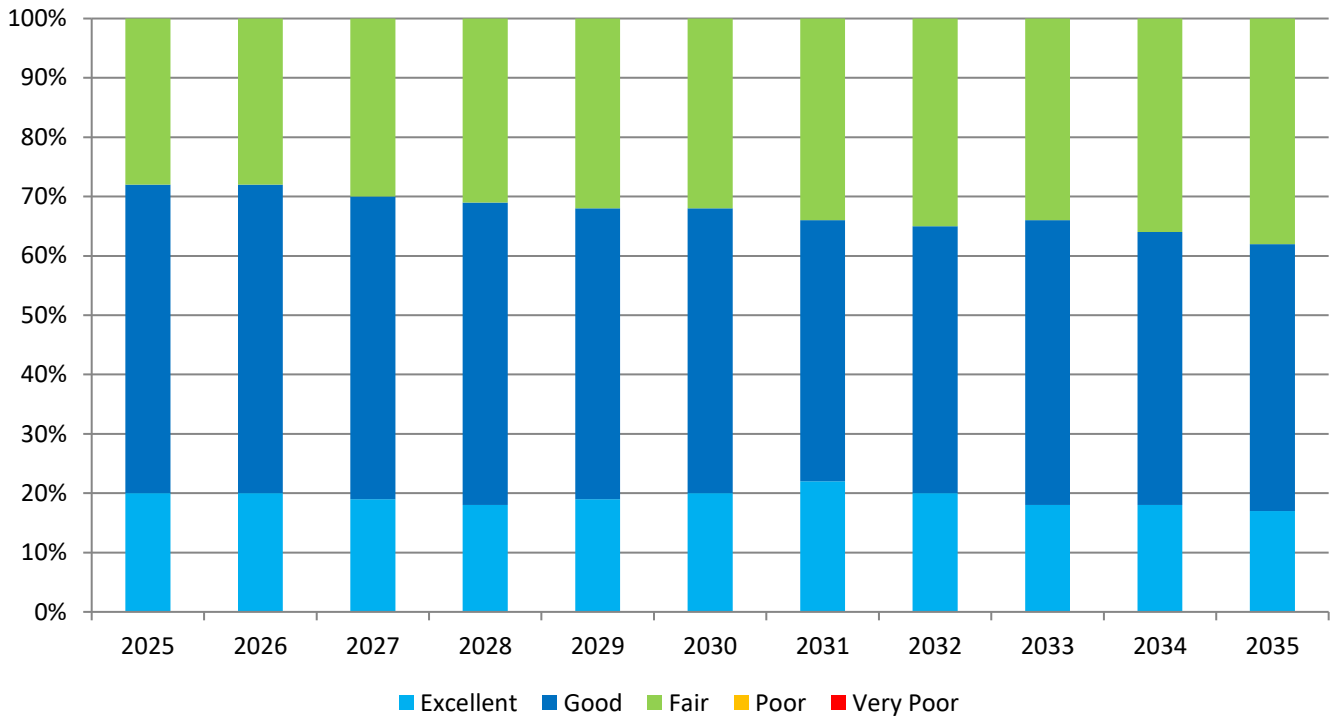
Figure 8.11: Corporate Facilities Condition Forecast – Budget Scenario



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%**.



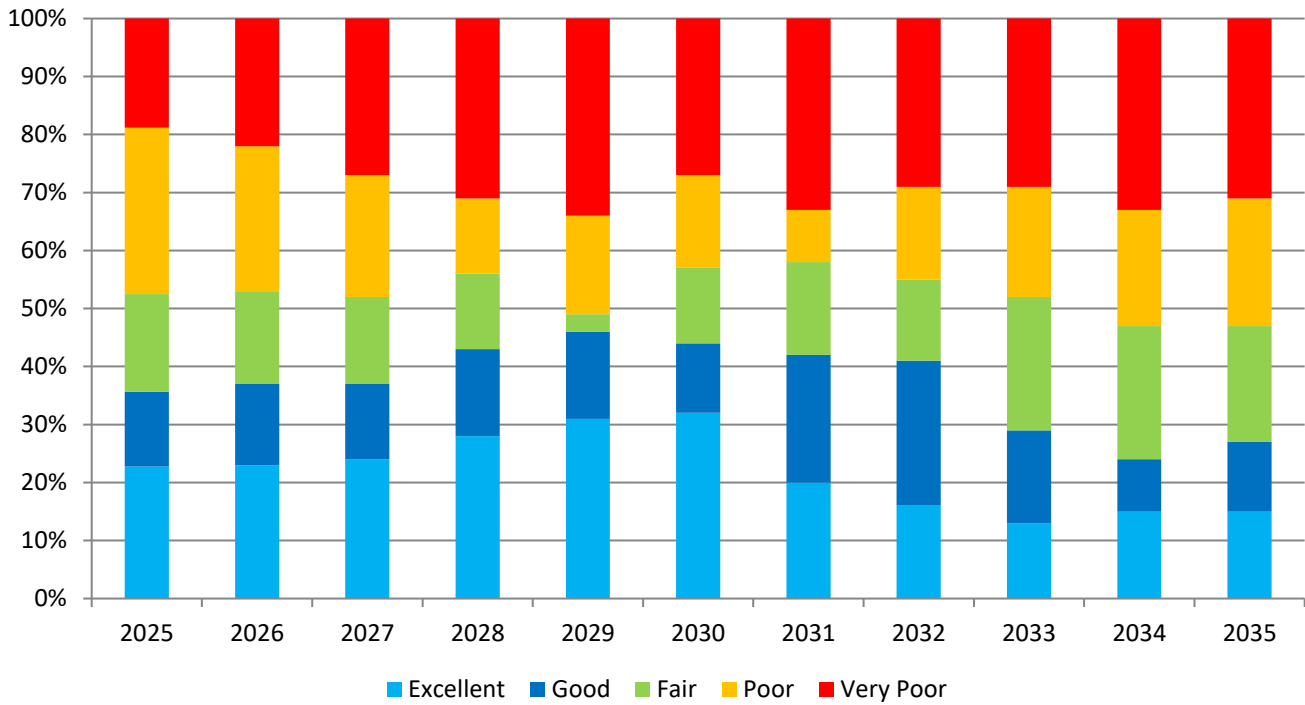
Figure 8.12: Recreation & Culture Condition Forecast – Budget Scenario



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%**.



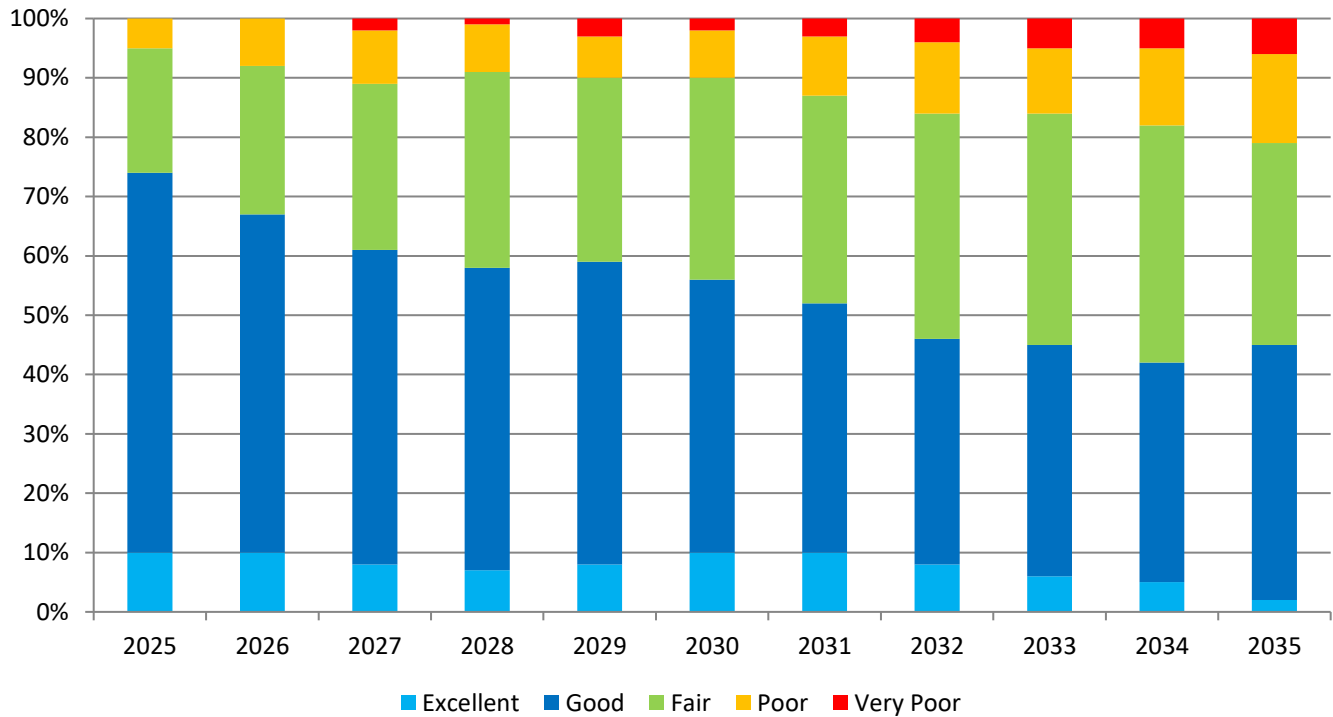
Figure 8.13: Corporate Fleet Condition Forecast – Budget Scenario



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

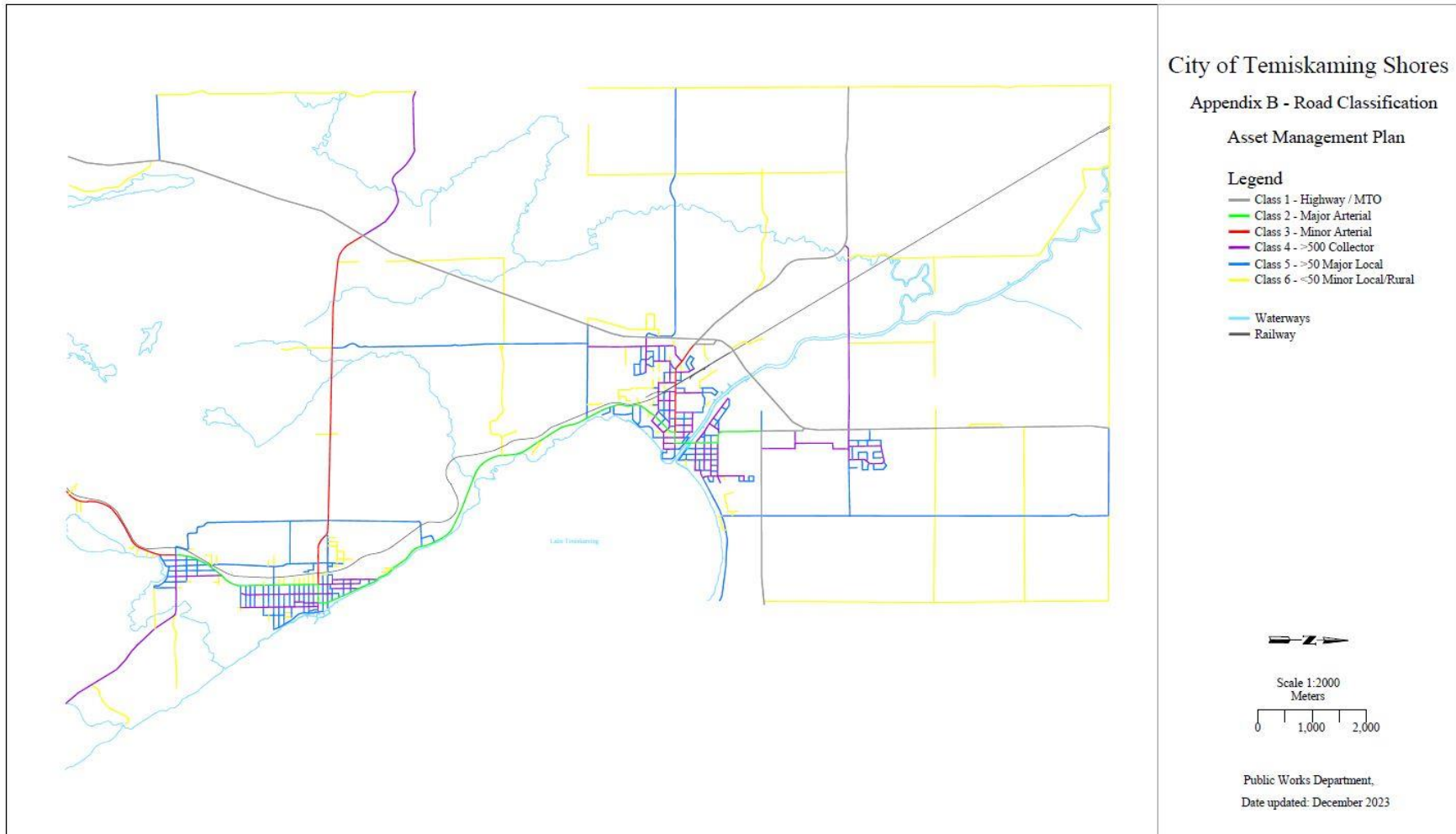


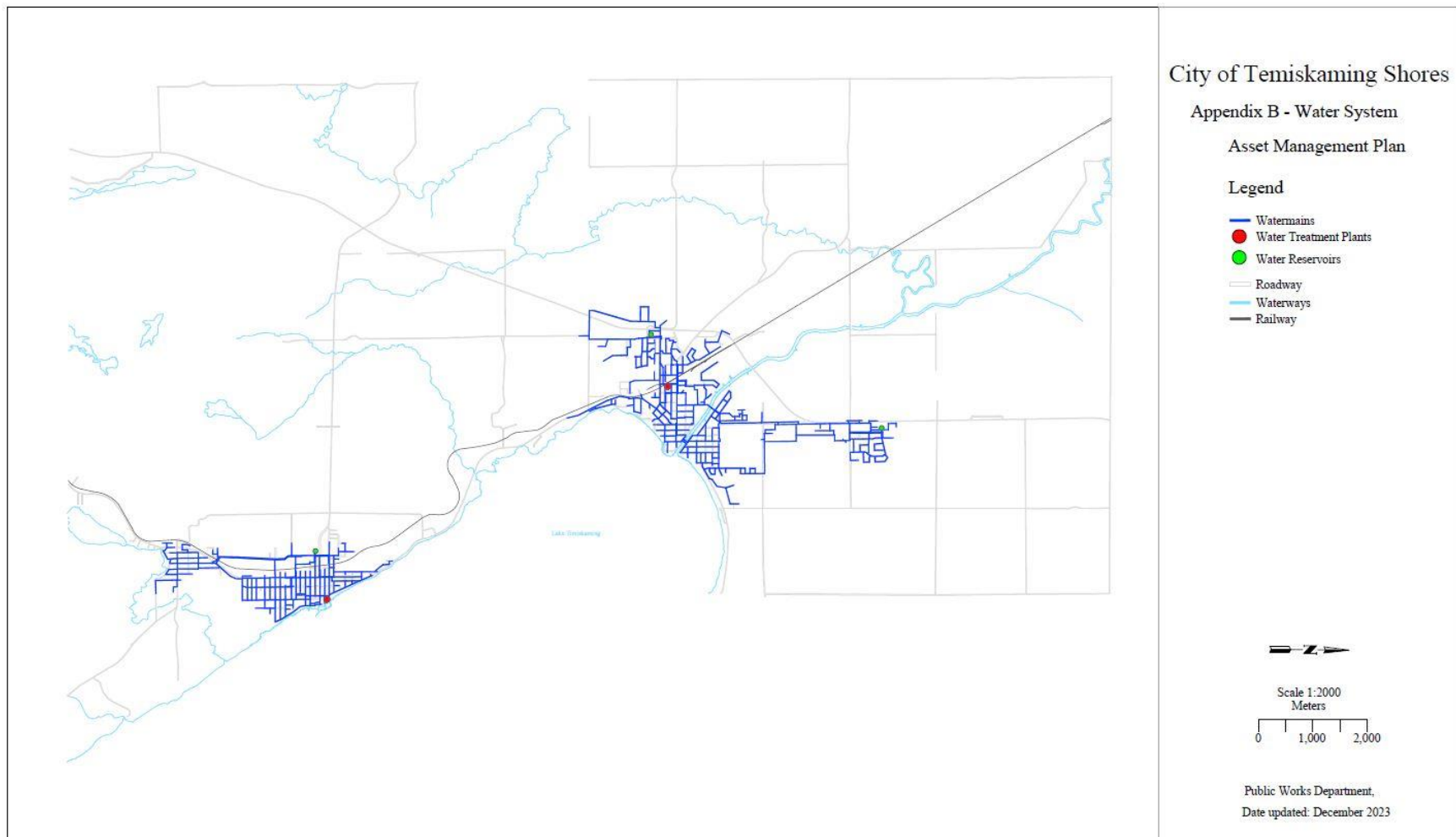
Glossary of Terms	
Term	Definition
Capital Cost	The total cost needed to bring a project to a commercially operable status.
Core Infrastructure Assets	<ul style="list-style-type: none"> • water asset that relates to the collection, production, treatment, storage, supply or distribution of water. • wastewater (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.)

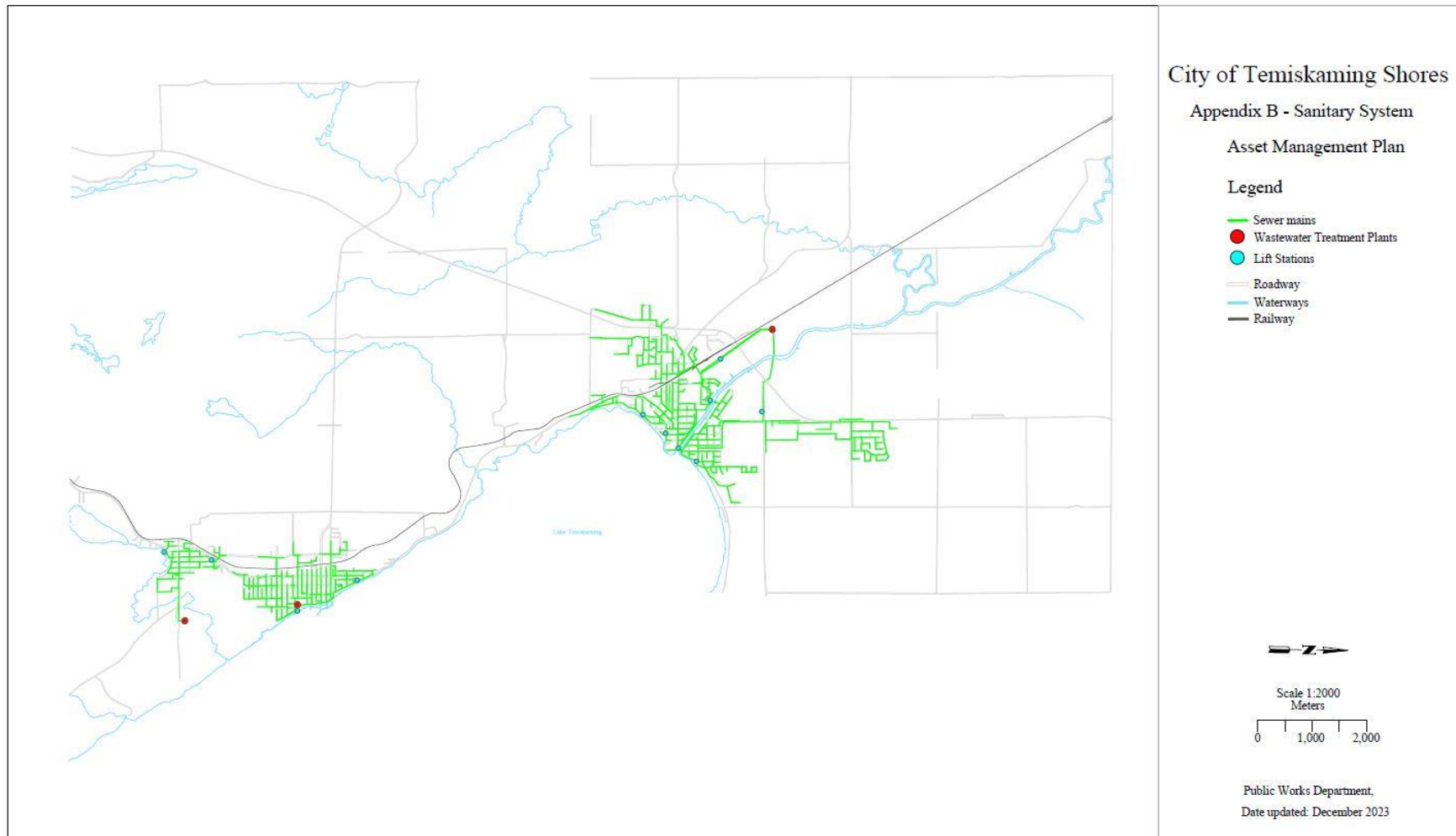


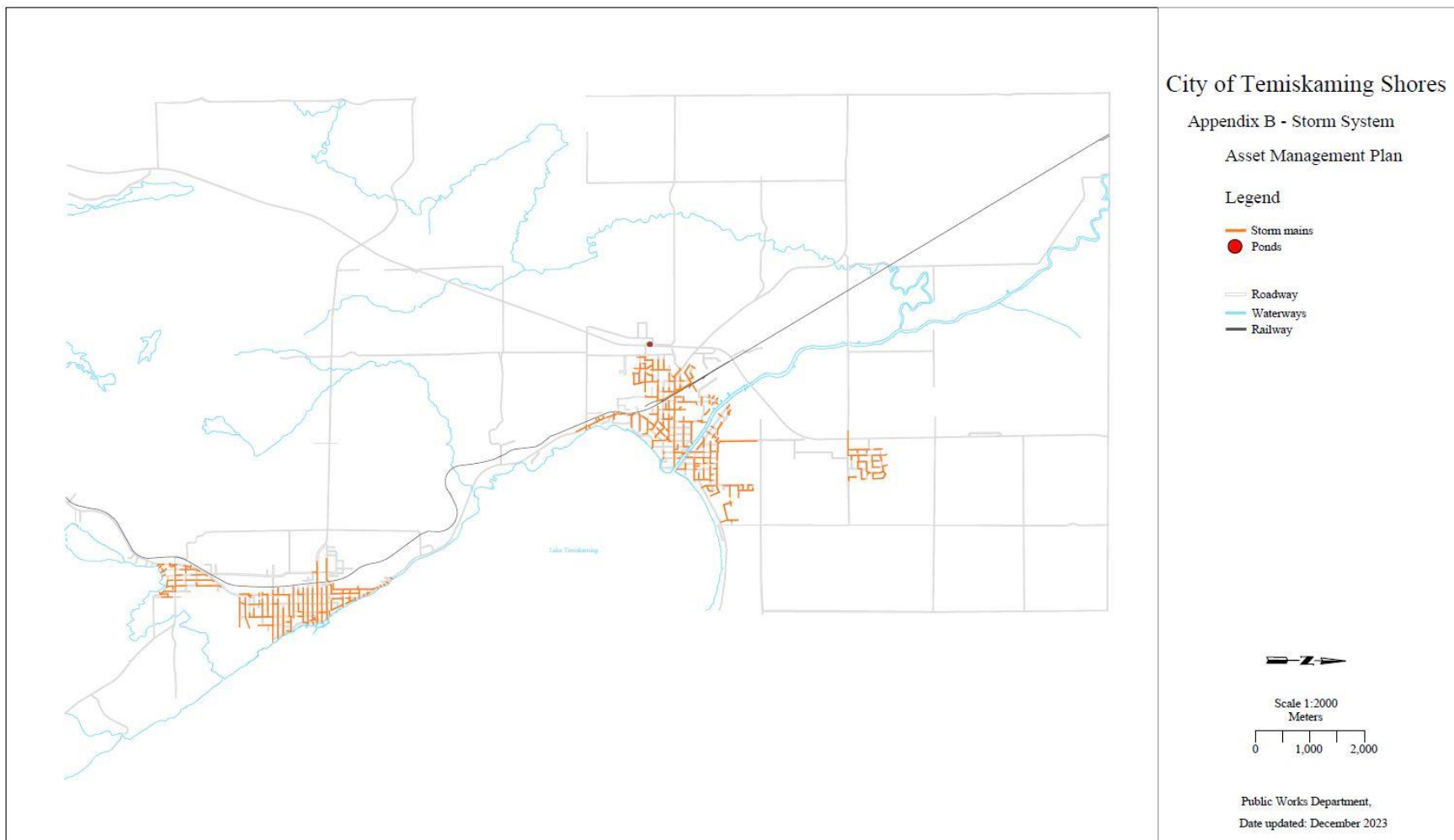
Appendix B













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The Corporation of the City of Temiskaming Shores

By-law No. 2025-052

**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



Schedule “A” to

By-law 2025-052

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.

Remainder of Page left blank intentionally

In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in
the presence of

GFL Environmental Services Inc.

Dawn Rioux
Household Hazardous Waste Project Coordinator

Municipal Seal

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

Mayor – Jeff Laferriere

Clerk – Logan Belanger



Appendix 01 to
Schedule "A" to

By-law No. 2025-052

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" RPPRA 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.

The Corporation of the City of Temiskaming Shores

By-law No. 2025-053

**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



Schedule “A” to

By-law No. 2025-053

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.

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Signed and Sealed in
the presence of

Mayor

Clerk

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

Mayor – Jeff Laferriere

Clerk – Logan Belanger

The Corporation of the City of Temiskaming Shores

By-law No. 2025-054

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

The Corporation of The City of Temiskaming Shores

By-Law No. 2025-055

**A by-law to appoint an Assistant Drainage Superintendent pursuant
to the Drainage Act, RSO L990 (Jeremie Latour)**

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

The Corporation of the City of Temiskaming Shores

By-law No. 2025-056

**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



Schedule “A” to
By-law No. 2025-056

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 Riverside Drive parking lot, 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, and Wellington Street RV Parking Area No. 4 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 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”, “RV Parking 3” and “RV Parking 4” 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 Fall 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

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1748527 Ontario Ltd. (New Liskeard Bikers Reunion Corporation)

Name: _____
Title: _____

Name: _____
Title: _____

The Corporation of the City of Temiskaming Shores

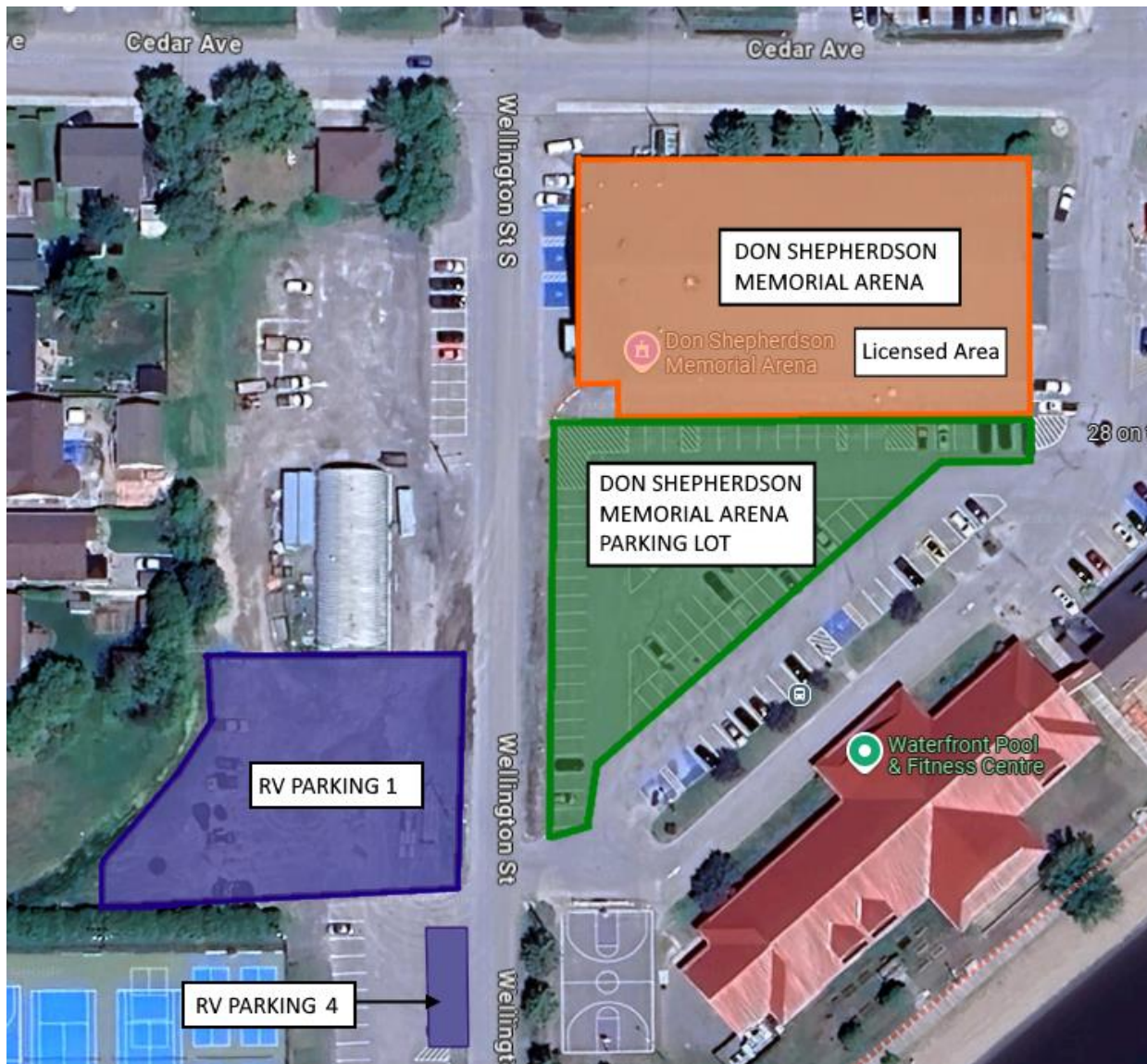
Mayor – Jeff Laferriere

Clerk – Logan Belanger

APPENDIX 01
FALL FAIR GROUNDS / RIVERSIDE DR. GREENSPACE



DON SHEPHERDSON MEMORIAL ARENA / RV PARKING 1, 2, 3, and 4





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.

The Corporation of the City of Temiskaming Shores

By-law No. 2025-057

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.

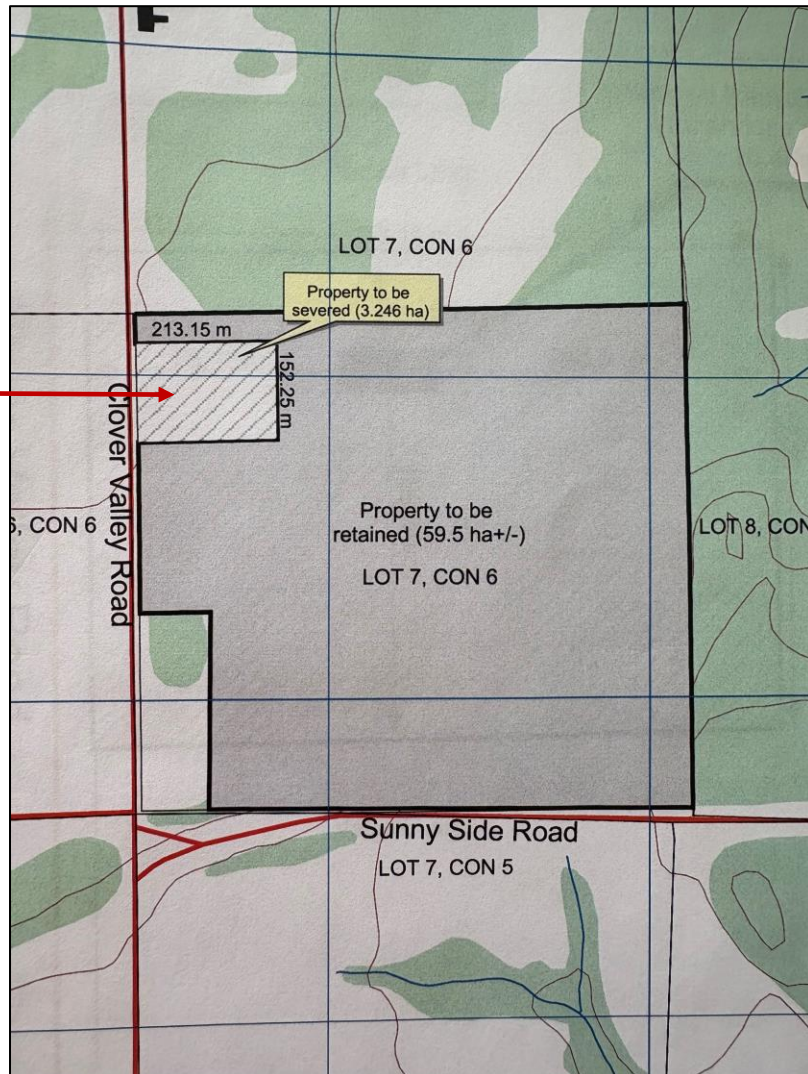
Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk

Schedule "A" to By-law 2025-057

City of Temiskaming Shores



The Corporation of the City of Temiskaming Shores

By-law No. 2025-058

**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. 2025-058

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

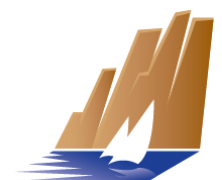
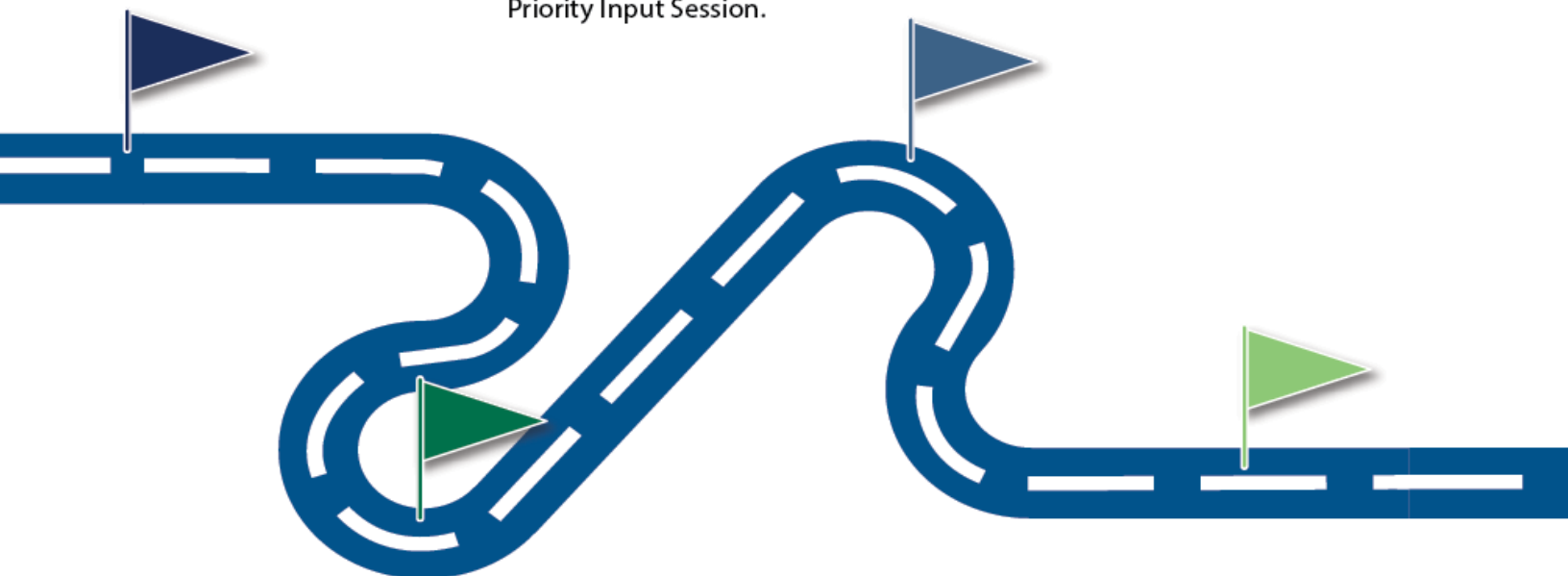
Build the plan.

- » 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)



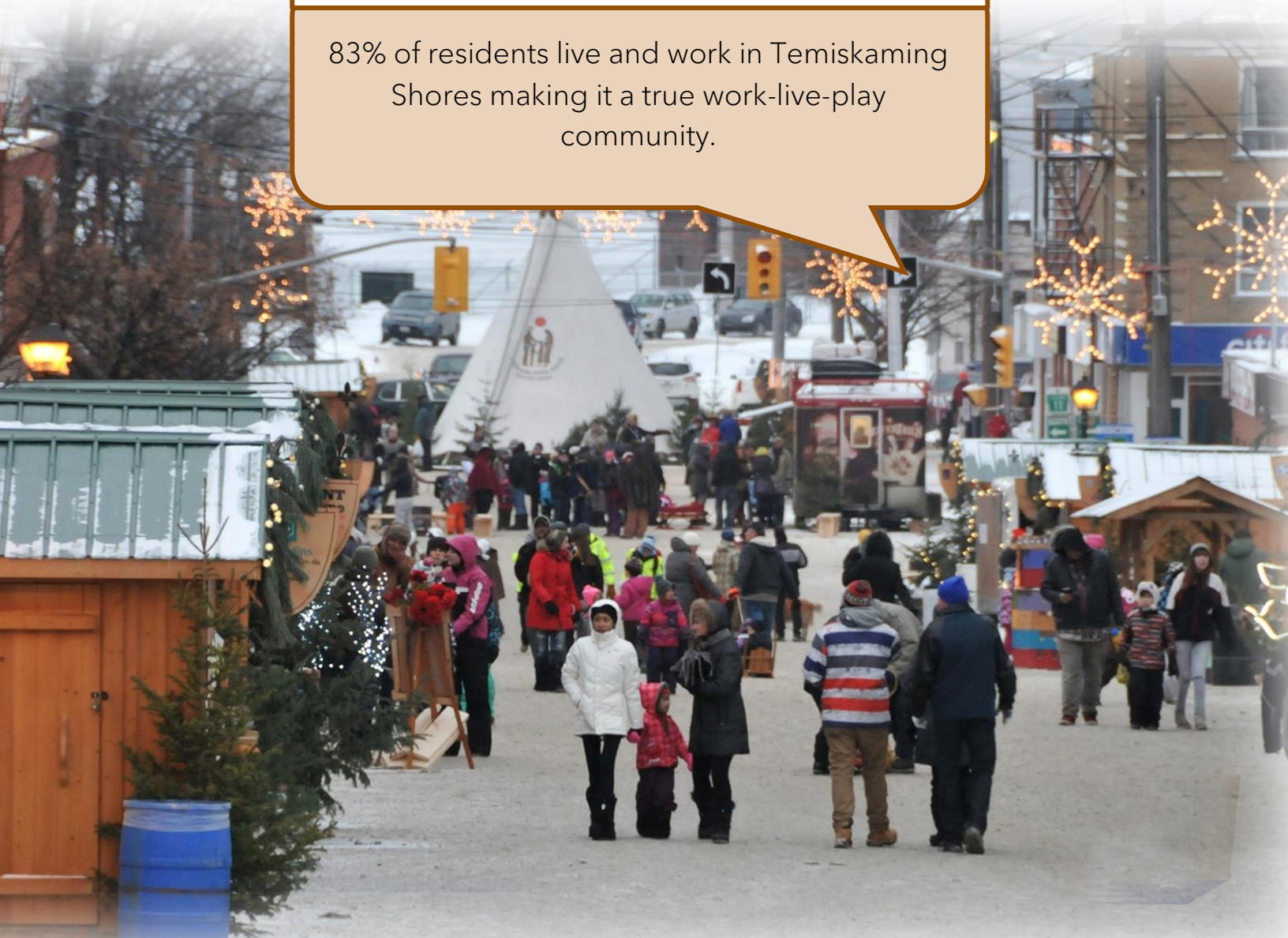
Community Analysis Snapshot

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

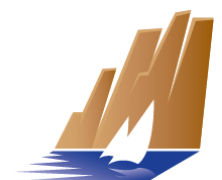
Once the background research and initial consultations were completed, the 'developing' process began with a summation of the findings of the initial consultations and data analysis, presented through a Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®) Analysis. The SCOAR® was used 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.



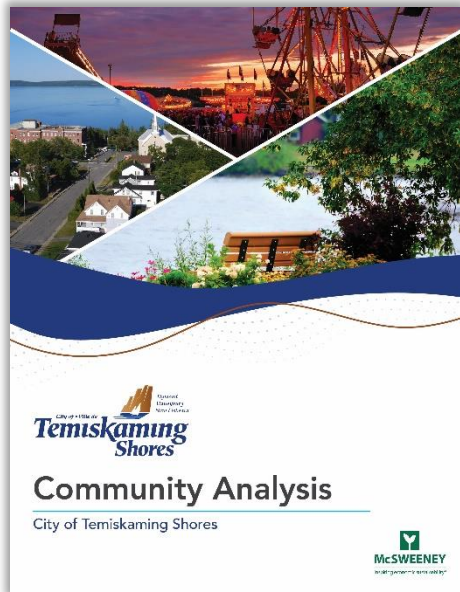
Results

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

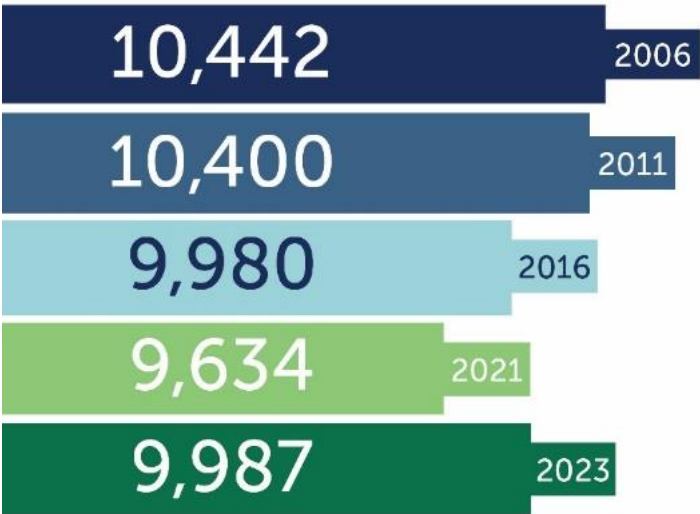


The Temiskaming Shores Community Analysis was completed as part of the Community-Based Strategic Plan. The following are the key findings from the Community Analysis that can be found in the Demographic Snapshot. The full document is available on the City's website.



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

All data sourced from Manifold SuperDemographics 2024, unless otherwise specified.

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.

The Corporation of the City of Temiskaming Shores

By-law No. 2025-059

**Being a by-law to designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed as not a registered plan of subdivision
468 Helmer Pedersen Drive and 222 Cosman Crescent
Roll No. 5418-010-007-005-44 and 5418-010-007-005-100**

Whereas Section 50(4) of the Planning Act, R.S.O. 1990, c.P.13, as amended authorizes the Council of a municipality to designate by by-law, a plan of subdivision, or any part thereof, that has been registered for eight (8) years or more, which shall be deemed not to be a registered plan of subdivision for the purposes of subdivision control; and

Whereas Council considered Memo No. 016-2025-CS at the May 20, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to deem PLAN M329T LOT 4 PCL 22046SST and PLAN 54M365 LOT 25, to no longer be lots on a plan of subdivision, 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. That the lands hereinafter described shall be deemed not to be a lot or block on a Registered Plan of Subdivision for the purposes of Section 50(4) of the Planning Act R.S.O. 1990, c.P.13, as amended and as generally illustrated on Schedule "A" attached hereto and forming part of this by-law.
2. That the lands are described as:
 - PLAN 54M365 LOT 25
 - PLAN M329T LOT 4 PCL 22046SST
3. That in accordance with Section 50(28) of the Planning Act, R.S.O. 1990, c.P.13, as amended, a certified copy or duplicate of this by-law shall be registered by the Clerk of the Corporation of the City of Temiskaming Shores at the Land Registry Office in Haileybury, Ontario.
4. That in accordance with Section 50(29) of the Planning Act, R.S.O. 1990, c.P.13, as amended, Council shall give notice of the passing of the by-law within 30 days of the passing to the owner of land to which the by-law applies.
5. That in accordance with Section 50(30) of the Planning Act R.S.O. 1990, c.P.13, as amended, Council shall hear in person or by an agent any person to whom a notice was sent, who within twenty days of the mailing of the notice gives notice to the Clerk of The Corporation of the City of Temiskaming Shores that the person desires to make representations respecting the amendment or repeal of the by-law.
6. That the Mayor and Clerk are authorized to sign all necessary documents in connection with this by-law.

7. That this by-law shall not be effective until a certified copy or duplicate of this by-law is registered by the Clerk of The Corporation of the City of Temiskaming Shores at the Land Registry Office in Haileybury, Ontario.
8. That the passing of this by-law shall be subject to the provisions of the Planning Act.
9. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the By-law and schedule as may be deemed necessary after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk

Schedule “A”



The Corporation of the City of Temiskaming Shores

By-law No. 2025-060

**Being a by-law to enact a Zoning by-law Amendment to rezone
583381 West Road (Roll No. 5418-030-010-118-00) from Rural
Residential – H2 to Rural Residential – H2 -1 to allow for a home
occupation as a permitted use 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-023-2025 at the Regular Meeting of Council on May 20, 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 Residential -H2 to Rural Residential -H2-1 to allow for a home occupation as a permitted use, 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 583381 West Road, Temiskaming Shores;

2. By-law No. 2017-154 is hereby amended as follows:

(a) Schedule 'I3' of By-law 2017-154 is hereby amended by rezoning the affected property from "Rural Residential – H2 to Rural Residential H2-1" to allow for a home occupation as a permitted use 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.

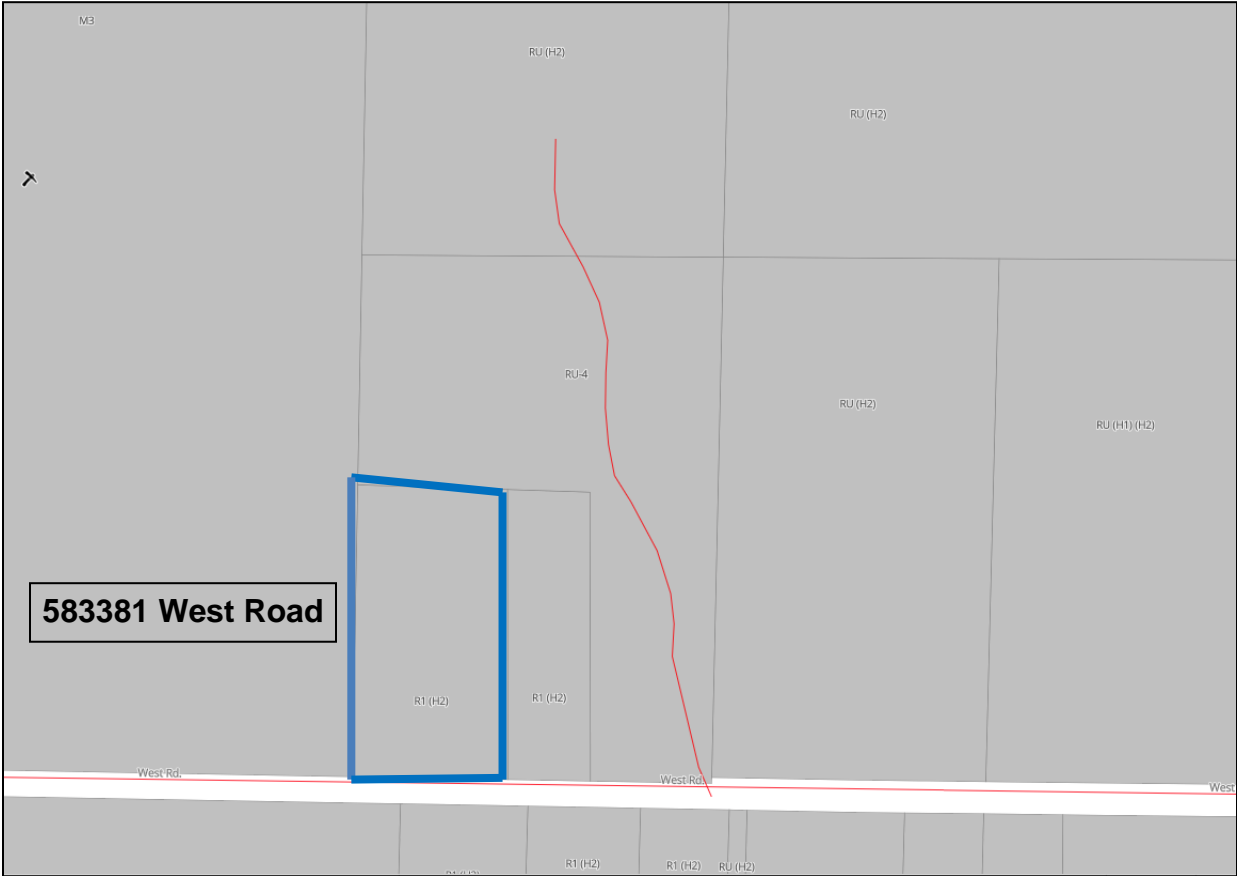
Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk

Schedule “A” to By-law 2025-060

City of Temiskaming Shores



 Amended Zoning.

The Corporation of the City of Temiskaming Shores

By-law No. 2025-061

**Being a by-law to enter into an agreement with Bracebridge
Generation Ltd. o/a Lakeland Solutions for the provision of a dual
head, 120kW DCFC EV Charger**

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

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

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

Whereas Council considered Administrative Report No. RS-009-2025 at the May 20, 2025 Regular Council meeting, and directed staff to prepare the necessary by-law to enter into an agreement with Bracebridge Generation Ltd. for the provision of a dual head, 120kW DCFC EV Charger, 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 an agreement with Bracebridge Generation Ltd. o/a Lakeland Solutions for the provision of a dual head, 120kW DCFC EV Charger, in the amount of \$195,740.00 plus applicable taxes, a copy of which is attached hereto as Schedule "A" and forms part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk



Schedule “A” to

By-law 2025-061

Agreement between

The Corporation of the City of Temiskaming Shores

and

Bracebridge Generation Ltd. o/a Lakeland Solutions

for the provision of a dual head, 120kW DCFC EV Charger

This agreement made this 20th, day of May, 2025.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called "the Owner")

and

Bracebridge Generation Ltd. o/a Lakeland Solutions
(hereinafter called "the Contractor")

Witnesseth:

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

Article I:

The Contractor will:

- a) Provide all material and perform all work described in the Contract Documents entitled:

**Corporation of the City of Temiskaming Shores
Request for Proposal (RS-RFP-002-2025)
New Liskeard EV Charger**

- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement attached hereto as Appendix 01 and forming part of this Agreement; and
- c) That the Contractor will finalize the Green Municipal Fleet Study for the City of Temiskaming Shores prior to **November 1, 2025.**
- d) The time limits referred to in this Agreement may be abridged or extended by mutual agreement by both Parties.

Article II:

The Owner will:

- a) Pay the Contractor in lawful money of Canada for the material and services aforesaid in the amount of **One-Hundred and Ninety-Five Thousand, Seven-Hundred and Forty Dollars and Zero Cents (\$195,740.00)** plus applicable taxes; and
- b) Make progress payments, typically monthly, based on receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

Article III:

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

The Contractor:

Bracebridge Generation Ltd. o/a Lakeland Solutions
196 Taylor Road
Bracebridge, Ontario, P1L 1J9

The Owner:

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

Attn.: Matthew Bahm

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In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in
the presence of

**Bracebridge Generation Ltd. o/a Lakeland
Solutions**

Vince Kulchycki, Chief Operating Officer

Municipal Seal

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

Mayor – Jeff Laferriere

Clerk – Logan Belanger



Appendix 01 to
Schedule “A” to
By-law No. 2025-061
Form of Agreement



EV CHARGING INFRASTRUCTURE PROPOSAL FOR THE CITY OF TEMISKAMING SHORES

RS-RFP #002-2025

We've been recharging here for years;
together let's energize the future.



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Introduction/Executive Summary

Lakeland EV CHARGING, under the legal name of Bracebridge Generation Ltd. (o/a Lakeland Solutions), has been building a network of Electric Vehicle (EV) charging stations across Muskoka and surrounding regions since 2018. www.lakelandevcharging.com.

The focus has been on working with municipalities to offer a long term holistic and strategic plan, addressing not only the installation and maintenance of EV charging stations, but also considering the broader context of EV adoption in the region through infrastructure readiness, as well as long-term sustainability in our rural environments.

Lakeland EV CHARGING has signed long term agreements with 6 municipalities in Muskoka/ Parry Sound to build EV charging infrastructure in a strategic and sustainable manner with local maintenance and local support as a key priority. These sites have been fully operational since 2024. This local focus allows *Lakeland EV CHARGING* to maintain an impressively high uptime standard for our chargers, ensuring driver confidence in the reliability of our system. Our local connection means we also understand the specific dynamics of our northern communities and the nature of our economies.

Lakeland EV CHARGING has also executed agreements with an additional 8 regional municipalities for an additional 17 sites that will come online in 2025/26. With this *Local, Fast and Reliable* network managed by a trusted local company with experienced local service teams, Lakeland is ensuring that EV adoption is front and centre for the region. Adding the City of Temiskaming Shores into this network would be an incredible step to support environmental and economic sustainability through EV infrastructure for both residents and visitors to the region.

Lakeland EV CHARGING has a very robust and secure network with a well-established EV software partner and technically advanced hardware solutions enabled for future grid-edge advancements. Coupled with our EV charger trained electricians and our 24/7/365 on-call support, *Lakeland EV CHARGING* is ready to work with the City of Temiskaming Shores to deliver a comprehensive turn-key solution to establish and grow EV charging infrastructure in the region. Starting with the New Liskeard site, Lakeland hopes to be the City of Temiskaming Shores partner in fostering sustainable transportation practices.

The *Lakeland EV CHARGING* platform is built with our partner SWITCH Energy Inc. They are one of North America's fastest growing providers of Open Charge Point Protocol (OCPP) certified EV charging solutions, managing an expanding network of 10,000+ EV chargers across a diverse portfolio of property types. Headquartered in Toronto, Ontario – with notable offices in Los Angeles CA, Brooklyn NY, Boston MA, Chicago IL, Miami FL, and Cleveland OH - SWITCH provides profitable and unique business models for operators to stay competitive.

***Lakeland EV CHARGING* under Bracebridge Generation Ltd. is pleased to present this proposal for EV charging infrastructure for the City of Temiskaming Shores via RS-RFP-002-2025**

Company Overview

On September 1, 2000, Lakeland Holding and its subsidiaries became incorporated companies by merging the hydro assets of the municipalities of Bracebridge, Huntsville, Burk's Falls, Sundridge and Magnetawan. On July 1, 2014, Parry Sound merged their assets with Lakeland and joined the other municipalities as company shareholders.

Subsidiary companies include:

- Lakeland (Bracebridge) Generation – 11 Hydro-Electric plants producing 14+ megawatts.
- Lakeland Power – Electricity Distribution to over 14,450 customers.
- Lakeland Energy/Lakeland Networks – IT/Internet/Phone to 8,500 customers.

The Lakeland group of companies now have over \$166M of assets and annual revenues of \$69M with more than 100 full time employees. www.lakelandholding.com

Lakeland Power Distribution Ltd. (Local Distribution Company)	Bracebridge Generation Ltd.				Lakeland Energy Ltd. (Lakeland Networks Operations)
	Generation Plant	Output (MW)	Current EV Charger Infrastructure	# Charging Ports	
14,450 Customers	Bracebridge Falls	2.6	Bracebridge	19	Web Mapping
163 square Kms of Service Area	Wilson Falls	2.9	Burk's Falls	3	Fibre to Business
367 Km of Distributions Lines	Cascade	3.25	Huntsville	6	Fibre to Home
10 Substations	Burk's Falls	1.2	Magnetawan	3	8,523 Broadband customers
2,392 Transformers	Bancroft	0.6	Parry Sound	21	600 Km of Installed Fibre-Optic Cable
Offices in Bracebridge, Huntsville and Parry Sound	Drag River	0.3	Seguin	3	Internet Service Provider (ISP)
	Irondale	0.3	Sundridge	3	VOIP and Traditional Phone Services
	Elliott Falls	0.8			IT Server Hosting
	Chute Blanche	1.25			Voice and Data Cabling
	Solar Field	0.5			Business Phone Systems
	Tesla Storage	1.5	Current Total: 58		Streetlight Maintenance
	Wasdell Falls	1.65	Coming in 2025-2026: 76		Water Heater Rentals

Figure 1: Chart showing Lakeland Holding Companies and Assets

In 2018, the Innovation Team at Lakeland Holding was created as a subsidiary of Bracebridge Generation to develop project SPEEDIER. When the companies rebranded in 2022, we became Lakeland Solutions. www.lakelandsolutions.com

Lakeland Solutions is dedicated to furthering energy innovation. Commissioning Canada's first seamlessly islanded, grid-connected microgrid in the Town of Parry Sound as part of their net-zero efforts, we are changing the way power is utilized. The EV chargers installed as part of the microgrid were not the first Lakeland chargers but were the first ones built to do more than just charge cars.

Since 2018, Lakeland Solutions has been developing EV charging infrastructure. Recognizing the needs of our communities in keeping up with charging infrastructure to meet the growing adoption of EVs, Lakeland Solutions applied for and received Federal funding. Fifty-eight *Lakeland EV CHARGING* ports are currently in service throughout Bracebridge, Burk's Falls, Huntsville, Magnetawan, Parry Sound, Seguin and Sundridge. An additional 76 charging ports will come online through 2025 and

2026 in coordination with other municipalities and townships, including Bancroft, District of Muskoka, Georgian Bay, Penetanguishene, Midland, Muskoka Lakes and Severn.

Previous Experience

Workplace Chargers- Installed in 2018

Through the Ontario Workplace EV charger program, Lakeland installed eight (8) Level 2 (7 kW) EV chargers at three Lakeland offices to encourage EV adoption and gain valuable knowledge in the operations, maintenance and management of EV charging infrastructure. These early lessons proved valuable to our development as a full-service EV Charge Point Operator.

Project SPEEDIER (Smart Proactive Enabled Energy Distribution – Intelligently Efficiently Responsive) - Installed in 2020

The Lakeland Solutions team designed and implemented a SMART microgrid on the live Distribution system to address capacity constraints in the Town of Parry Sound. The project demonstrated how this solution can enhance grid performance and optimize the value for grid-scale and residential Assets (Distributed Energy Resources, or DERs).

This \$8M project received funding from NRCan's Smart Grid program and included installation, operation and maintenance of three (3) level 2 chargers and one (1) 50kW DC fast-charger at multiple locations. These advanced EV chargers include demand response and dynamic load control capabilities; they can respond to grid signals to ensure the grid is not overloaded and EV charging networks can grow with the fast pace of EV adoption.

- **Contracting Agency:** Natural Resources Canada (NRCan) Smart Grid Infrastructure Demonstration Program
- **Contact:** Jennifer Hiscock, Director - Electricity Transportation and Buildings Innovation Office of Energy R&D
 - **Email:** jennifer.hiscock@NRCan-RNCan.gc.ca
 - **Telephone:** 416-276-2921

Lakeland EV CHARGING – Since 2023

Lakeland EV CHARGING is building a network of public EV chargers to service Parry Sound, Muskoka, Central Ontario and Near North. It unites all existing workplace and SPEEDIER project chargers under one platform and focuses on expanding the network across the region – and beyond.

This project creates an EV ecosystem prioritizing reliability and reducing range anxiety, supporting the electrification of transportation and aiding in meeting local and national net-zero goals. The charging solution addresses local municipal priorities of protecting the environment by providing measurable GHG emission reductions and adapting to future tourism needs in the region. In addition, the team is supporting EV adoption across the region in other ways, including working with Georgian Bay Biosphere on their Zero Emission Vehicle Awareness education events and attending the inaugural Bracebridge EV show, as well as educating municipal councils and staff.

Fifty-Eight *Lakeland EV CHARGING* ports are currently in service throughout Bracebridge, Burk's Falls, Huntsville, Magnetawan, Parry Sound, Seguin and Sundridge with the following different charging speeds: 7 kW, 11.5 kW, 30kW, 50 kW, and 180kW. Through Federal funding from the Zero Emission Vehicle Infrastructure Program (ZEVIP) and the Ontario MTO EV ChargeON program, an additional 76 charging ports will come online in 2025-2026 at 17 more sites across the region in coordination with other Municipalities and Townships including Bancroft, District of Muskoka, Georgian Bay, Penetanguishene, Midland, Muskoka Lakes and Severn.

www.lakelandevcharging.ca

The map below shows the locations of the Lakeland EV charging stations that are either online or scheduled to go online in the near future:

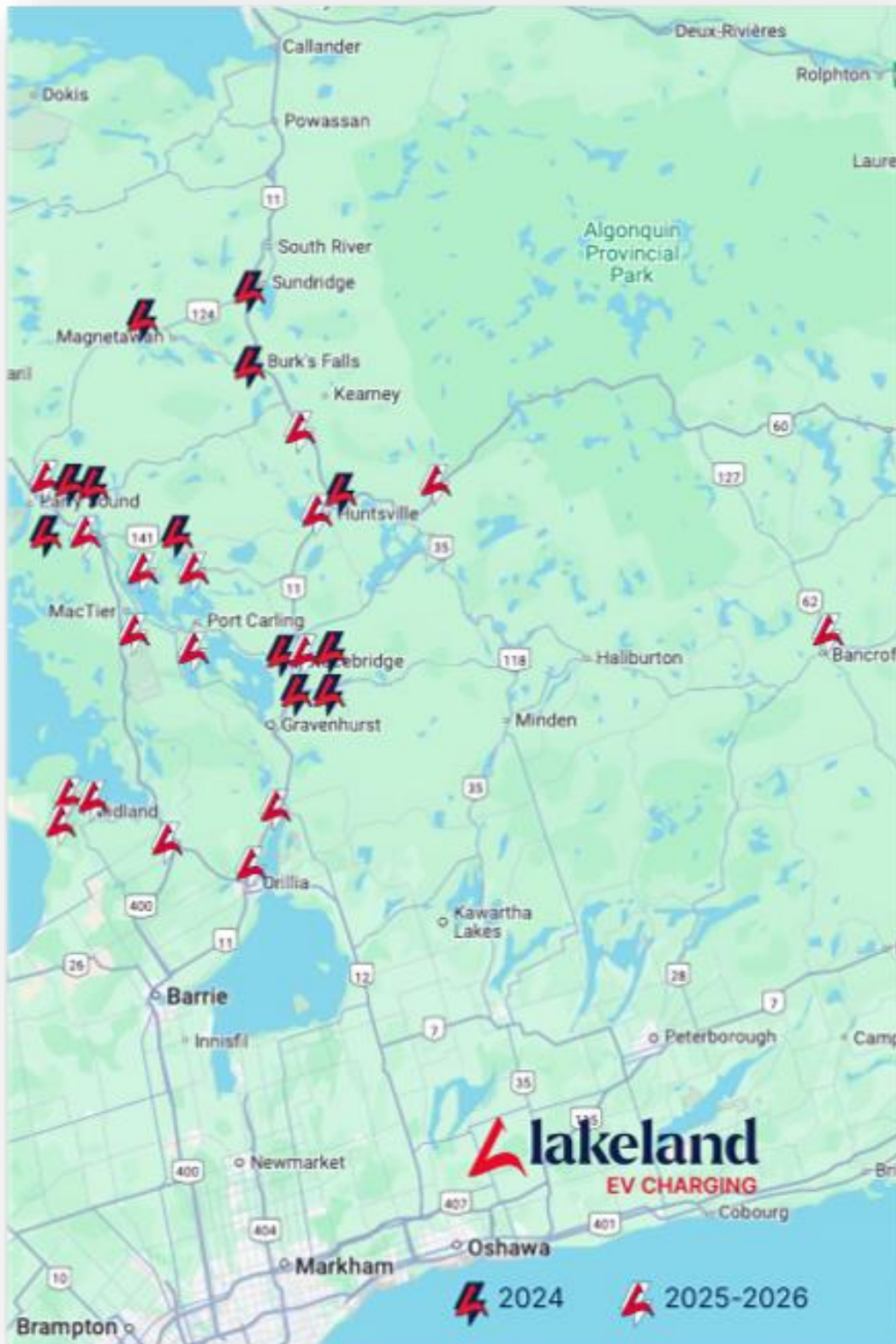


Figure 2: Map of **Lakeland EV CHARGING** locations, existing and proposed

Technology

Hardware

Chargers

Lakeland and partners have been collaborating with major manufacturers of EV chargers, compliant with federal and provincial regulations and all safety certificates. Our previous experience in integrating software and hardware applications has been extremely successful in identifying robust chargers, best suited for public use in our local climate.

Lakeland EV CHARGING chose ZEROVA as our Phase1 hardware partner with input and experience from SWITCH, our software partner. To ensure the fastest response time and to minimize down time in case of unpreventable issues, our in-house team is fully trained by ZEROVA to provide local service.

The existing ZEROVA EV chargers come with a variety of certifications to ensure safety, accuracy, and compliance with international standards including:

1. **ISO 45001:2018** - Occupational health and safety management systems.
2. **ISO 14001:2015** - Environmental management systems.
3. **IATF 16949:2022** - Quality management system for automotive industry.
4. **OCPP 1.6** - Open Charge Point Protocol certification.
5. **ENERGY STAR** - Certification for energy efficiency.
6. **ISO 9001:2015** - Quality management systems.
7. **CUL/ETL** Certified for use in Ontario, Canada

These certifications ensure the reliability, safety, and environmental compliance of ZEROVA's charging solutions. [ZEROVA's certification page](#).

- Every *Lakeland EV CHARGING* Level 2 charger uses a mix of the two North American Standard J1772 Type connector and NACS (Tesla) Type connector
- Every *Lakeland EV CHARGING* Level 3 DC Fast charger uses a mix of the North American Standard CCS1 type connector and NACS (Tesla) Type connector

Lakeland EV CHARGING believes in having robust and reliable EV Chargers at each site. That is why we have chosen to work with ZEROVA and why our network has achieved an uptime of 99%. With this in mind, Lakeland believes a the ZEROVA DS120 is best suited to satisfy both the financial and operational requirements stated in the City of Temiskaming Shores RS-RFP-002-2025.

Across the Lakeland EV Charing network, each location is typically equipped with multiple chargers and ports, ensuring that if one fails, a backup is always available. This provides a more reliable user experience and builds trust in our network, and by extension, trust in the community as an EV friendly destination. Lakeland has quoted 1 x 120kW charger with dual simultaneous charging ports. This provides a very fast charge which is the priority for our users. However, adding a second charger would add value to this site and is recommended if budget allows. This would be an additional cost to the project scope. Should the City choose to ensure this redundancy by installing a second charging unit, cost details will be discussed with Lakeland.



Figure 3: Lakeland's 120 kW Zerova Level 3 DC fast charger


Model Name		DS120 Series
Safety		NRTL – cETLus (USA/Canada)
Picture		
Power Specification		
AC Input	Input Rating	3 Φ _480Vac (+10%, -15%)
	AC Input Connection	3P+N+PE (Wye configuration), TN/TT
	Max. Input Current	DC System: 3 Φ 194A
	Frequency	50Hz/60Hz
	Power Factor	>0.99
	Efficiency	>94% (at optimize V/I point)
DC Output	Output Voltage Range	CCS1:150~950Vdc CHAdeMO: 150~500Vdc
	Max. Output Current	CHAdeMO: 120A@500V CCS1: 200A@600V, optional 300A
	Max. Output Power	DC System: 120kW
	Voltage Accuracy	±2%
	Current Accuracy	±2%
User Interface & Control		
Display		7" TFT-LCD
Push Buttons		Operation Button/Emergency Stop Button
User Authentication		RFID: Supports ISO 14443A/B, ISO 15693, FeliCa Lite-S (RCS966), OCPP, QR Code, Mobile App, & Optional Third Party Payment System
Communication		
External		Ethernet, Wi-Fi & 4G
Internal		CAN bus / RS485
Environmental		
Operating Temperature		-30°C~50°C (-22°F ~ +122°F)
Humidity		5%~95% RH, Non-Condensing
Altitude		≤2000m (6562ft)
IP/IK Level		NEMA 3R IK10 (not including screen & RFID module)
Cooling Method		Fan Cooling
Mechanical		
Cabinet Dimension(W x D x H)		800mm x 650mm x 1900mm (31.50in x 25.59in x 74.80in) ±1%
Weight		≤420kg (926lbs) ±1%
Cable Length		4.5m (15ft)/Optional 7m (23ft)
Protection		
Input Protection		OVP, OCP, OPP, OTP, UVP, SPD
Output Protection		OCP, SCP, OVP, LVP, OTP, IMD
Regulation		
Certification		UL 2202, UL2231, EnergyStar™
Charging Interface		CHAdeMO V1.2, DIN 70121, ISO15118, GB/T 27930

Figure 4: specifications of proposed Level 3 (DS120kW Series) ZEROVA charger

Distribution equipment

Due to our relationship with Lakeland Power Distribution Ltd., we have extensive utility knowledge and experience with grid connection process, including requirements and equipment. *Lakeland EV CHARGING* has the internal resources to assess, upgrade and connect to any suitable grid circuit.

This relationship with Lakeland Power also means that *Lakeland EV CHARGING* has a strong buying power for better lead time on transformers and switchgear/breakers. This is critical to ensuring a rapid deployment of EV chargers within the City of Temiskaming Shores because supply chain issues in distribution equipment can be a serious issue.

Important to note – *Lakeland EV CHARGING* is not limited to only Lakeland Power Distribution territory. We have chargers installed, under construction and planned, in Hydro One and other utility territories. We pride ourselves on our ability to work with any utility.

Specific Hydro One experience includes EV charger installation at the Township of Seguin offices in Humphrey ON, where we coordinated with the Hydro One connection team to enable the installation of transformer, switchgear and two EV chargers.

The New Liskeard site will be separately metered with a new service connection and lockable meter cabinet as per the RFP requirements and provided Hydro One layout.

Network

Lakeland EV CHARGING has a very sophisticated and cyber-safe network behind the EV chargers. This is a key component to any EV charging site. Our chargers are all connected via private and secure cellular with fibre redundancy where available connections exist. This ensures that the Lakeland control room has real time data and visibility into the chargers to ensure the optimal operating parameters and highest up time. In general, the network is defined by the software; The *Lakeland EV CHARGING* software is advanced, secure and efficient.

Software

The *Lakeland EV CHARGING* platform is supported by SWTCH, an international platform provider with over 10,000 chargers in North America, and with an eye on future demand-response requirements and how EV chargers can support the provincial grid. Through SWTCH partnerships, the *Lakeland EV CHARGING* units will be connected through roaming agreements to additional third-party networks such as ChargeHub and PlugShare, increasing accessibility. The Lakeland network is also integrated with mapping platforms such as Apple, Google and Waze, to ensure that EV drivers can find the chargers and activate with ease.

The system includes a demand management algorithm feature that interfaces with electric vehicle charging infrastructure, both Level 2 and Level 3 DC Fast Chargers (DCFC). This allows the chargers to potentially support the grid during peak demand and reduces the concerns around distribution

system capacity constraints due to EV infrastructure. This means that adding EV chargers is not an issue for the grid in remote rural areas with aging grid infrastructure.

Cybersecurity

Cybersecurity and Customer Data Privacy concerns are addressed through robust adherence to industry standards and protocols.

Please refer to this [link](#) for more information regarding our cyber security policies and protocols.

OCPP Certified

Our software partner SWITCH, has been officially OCPP-certified by the [Open Charge Alliance](#), a global organization dedicated to the development and adoption of open, accessible and cooperative EV charging networks. OCPP-certified companies gain access to the OCA's open charger standards and actively help to bring accessible EV charging to more people around the world. After undergoing rigorous testing, companies granted an [OCPP certification](#) are able to prove to customers and investors that they're adhering to the highest level of standards for interoperability and reliability. The OCPP protocol is currently the standard in 50 countries.

With this software capability, the *Lakeland EV CHARGING* network is able to establish "roaming" with other network providers. This encourages EV adoption by making it easier to find chargers and activate a charging session, all from the APP a driver may already have. *Lakeland EV CHARGING* is currently enabling roaming with both ChargeHub and PlugShare.

Methodologies

Site and Infrastructure Assessment

Lakeland prefers to build out sites that provide the best user experience. Sites must be well-lit for safety, as this has been identified as a barrier to women drivers purchasing EVs. In addition to the existing lighting at the New Liskeard site, the charger itself can provide lighting should it be required.

Suitable sites are evaluated for existing electrical infrastructure, based on our knowledge and experience in Power Distribution. As per the Hydro One layout included in the RFP, the transformer size will allow for future expansion, something that Lakeland EV Charging supports in the design of all our sites. We have solutions to easily upgrade the site when appropriate.

Lakeland believes the City of Temiskaming Shores has chosen an excellent site.

Installation and Maintenance

Lakeland EV CHARGING will employ a structured approach to installation, ensuring minimal disruption to existing infrastructure and traffic flow. This all starts with site reviews with municipal

staff. Once site review is complete, engineered drawings will be created for final sign off and approval. Part of the installation process includes setting up regular meetings with appropriate staff during planning and on-site construction. Lakeland will manage the process and regularly communicate the status of all permits and approvals, including ESA plan review, ESA permits and inspections, road occupancy and other municipal requirements. During construction, Lakeland will supervise and manage any contractors to ensure a safe and efficient install, communicating all milestones to the City representatives. Commissioning and post-construction activities will be handled in-house by Lakeland and coordination with municipal staff for training and transfer of on-going operations. In all stages of the process, safety is Lakeland's top priority.

With a focus on local service, *Lakeland EV CHARGING* will provide rapid service and maintenance to ensure high reliability and uptime of charging stations. First tier support, accessed through the Lakeland toll-free service line and email posted on the chargers and the *Lakeland EV CHARGING* APP, will be handled through our network partner on a 24/7/365 basis in both English and French. The first-tier support agents have extensive training, and they have the experience and knowledge to resolve issues quickly and remotely. Overall, the system's current uptime of 99% is to be maintained.

In the event of incidents that cannot be resolved over the phone, the issue escalates to the local Lakeland team to dispatch a service technician. Local support will be provided through *Lakeland EV CHARGING* and affiliates, including electricians from Lakeland Networks and Lakeland Generation. Training has been provided by the charger vendor, ZEROVA Technologies. Lakeland electricians and technologists already operate on a 24/7/365 on-call network and will roll a truck as soon as first tier support escalates to them.

The operations centre is located regionally to the EV charger sites, thus we expect to have an Electrician/Technician on site same day. In extreme cases (fire for example) the 24/7 support can also quickly dispatch emergency services such as fire and police to the exact location of the chargers. For less urgent matters, the team will triage the event and respond accordingly within 24 hours.

Lakeland EV CHARGING software will provide remote monitoring & diagnostics 24/7 to address device failures through our control room. Network signal strength is monitored to ensure minimum connectivity requirements are met for remote diagnostic and control purposes.

Through our software partner, SWITCH the platform service team conducts regular routine maintenance and updates of software, including security patches and updates.

Under the Operations & Maintenance (O&M) package, Lakeland will perform annual site inspections for a detailed review of both external equipment and internal components of the chargers, including a 'test' charge with an electric vehicle where possible, or with test equipment (such as Fluke FEV100/TY1 Charger Tester). Complete electrical assessment and reports will be created by the service team and will pass along concerns regarding the physical site to the Township if the solution is beyond the scope of the charging infrastructure.

Physical damage from vehicles will be mitigated by the installation of bollards at the head of each parking space, around transformers and Hydro poles. Cable retractors are standard for all Lakeland chargers to keep cables out of harm's way, free from snow plows and other hazards.

With ZEROVA support, the *Lakeland EV CHARGING* network will have access to additional inventory with quick delivery. Replacement parts will also be kept on hand at the main Lakeland office in Bracebridge. This location has large warehousing space and will maintain inventory of common spare part items: cables, connectors, wands, docks and network gear.

Implementation Timeline

Lakeland has completed the end-to-end process of building EV Charging sites from idea conception to full commissioning and annual operations and maintenance many times. Based on this experience, Lakeland has an established process and well-defined timeline that allows for realistic planning and implementation. Each site has unique characteristics, but the general process and timeline of a project is presented below.

1. Project pre consultation (4 Weeks)
2. Engineering (6 Weeks)
3. Transformer procurement (16 Weeks)
4. Charger procurement (18 Weeks)
5. Balance of System procurement (18 Weeks)
6. Utility - New Service Applications (4 Weeks)
7. Installation (6 Weeks)
8. Setup of Dashboard and Staff Training (1 day)
9. Annual Usage reports/presentations (Ongoing)

Ongoing Activities for Temiskaming Shores staff

- Snow clearing & site inspection as per normal operations.
- Minor maintenance such as rebooting the charger, as required.

Ongoing Activities for Lakeland Solutions

- Dashboard monitoring for outages.
- Payment reconciliation
- Warranty support (two years)
- 24/7 Customer Support (additional cost after first year)
- Annual O&M (additional cost)

Based on the above, Lakeland has created a proposed Gantt chart showing specific dates. This is to be amended based on City of Temiskaming Shores input and equipment delivery dates.

Contingencies have been built in and any changes would be communicated during regular meeting with staff. Having experience with ChargeON funded projects, Lakeland can assist the municipality in requesting an extension should it be needed.

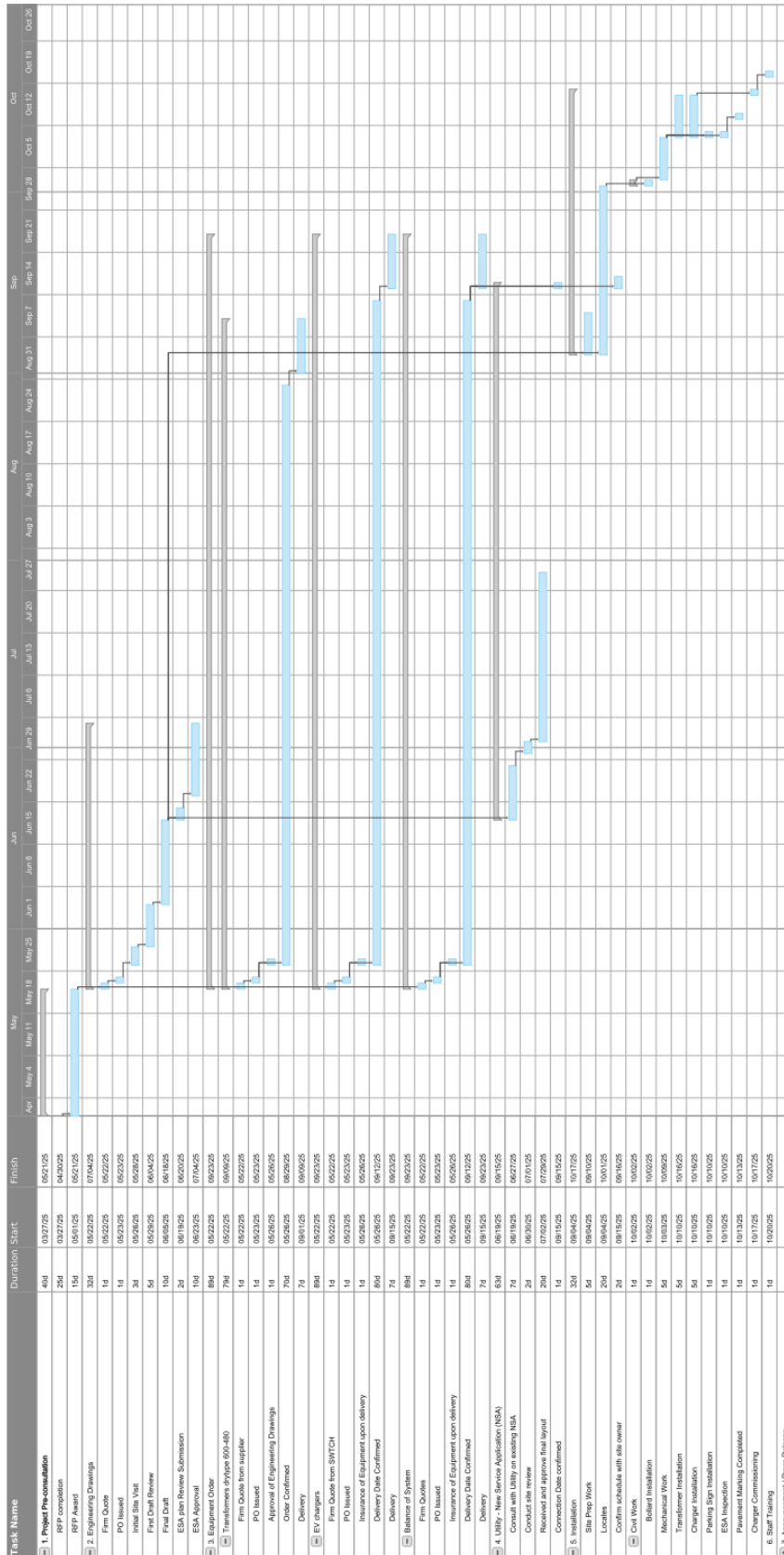


Figure 5: Proposed Timeline Gantt Chart

Description	Duration	Start	End
1. Project Pre-consultation	40d	03/27/25	05/21/25
RFP completion	25d	03/27/25	04/30/25
RFP Award	15d	04/30/25	05/21/25
2. Engineering Drawings	32d	05/22/25	07/04/25
Firm Quote / PO Issued	2d	05/22/25	05/23/25
Initial Site Visit	3d	05/26/25	05/28/25
First Draft Review	5d	05/29/25	06/04/25
Final Draft	10d	06/05/25	06/18/25
ESA plan Review Submission	2d	06/19/25	06/20/25
ESA Approval	10d	06/23/25	07/04/25
3. Equipment Order	109d	05/22/25	09/09/25
Transformers	179d	05/22/25	09/09/25
Firm Quote from supplier / PO Issued	2d	05/22/25	05/23/25
Approval of Engineering Drawings	1d	05/26/25	05/26/25
Order Confirmed & Processed	70d	05/26/25	08/29/25
Delivery	7d	09/01/25	09/09/25
EV chargers	89d	05/22/25	09/23/25
Firm Quote from SWTCH / PO Issued	2d	05/22/25	05/23/25
Insurance of Equipment upon delivery	1d	05/26/25	05/26/25
Delivery Date Confirmed	80d	05/26/25	09/12/25
Delivery	7d	09/15/25	09/23/25
Balance of System	89d	05/22/25	09/23/25
Firm Quotes / PO(s) Issued	2d	05/22/25	05/23/25
Insurance of Equipment upon delivery	1d	05/26/25	05/26/25
Delivery Date Confirmed	80d	05/26/25	09/12/25
Delivery	7d	10/13/25	09/23/25
4. Utility - New Service Application (NSA)	63d	06/19/25	09/15/25
Consult with Utility on NSA	7d	06/19/25	06/23/25
Conduct site review	2d	06/30/25	07/01/25
Received and approve final layout	20d	07/02/25	07/29/25
Connection Date confirmed	1d	09/15/25	09/15/25
5. Installation	32d	09/04/25	10/17/25
Site Prep Work	5d	09/04/25	09/10/25
Locates	20d	09/04/25	10/01/25
Confirm schedule with site owner	2d	09/15/25	09/16/25
Civil Work	5d	10/02/25	10/02/25
Bollard Installation	1d	10/02/25	10/02/25
Mechanical Work	5d	10/03/25	10/09/25
Transformer Installation	5d	10/10/25	10/16/25
Charger Installation	5d	10/10/25	10/16/25
Parking Sign Installation	1d	10/10/25	10/10/25
ESA Inspection	1d	10/10/25	10/10/25
Pavement Marking Completed	1d	10/13/25	10/13/25
Charger Commissioning	1d	10/17/25	10/17/25
6. Staff Training	1d	10/20/25	10/20/25
7. Announcement / Press Release	TBD		

Figure 6: Proposed Project Timeline

Based on the above schedule of activities and the timeline as presented, Lakeland expects to be able to commission chargers in late 2025 in the community of New Liskeard.

We are ready to provide the following documentation within (14) days of notification of award:

- Certificate of Insurance as required under Insurance Requirements
- WSIB Clearance Certificate
- Sub-Contractor Documentation as required

Financial Planning

Revenue

Charger usage revenue is achieved by billing customers to use the chargers on a per minute or per kWh basis. The rates are set by the City through the *Lakeland EV Charging* software as part of the services provided by Lakeland Solutions.

Users pay through the *Lakeland EV Charging* app, or an app connected through a roaming agreement. The *Lakeland EV Charging* app holds funds in a wallet linked to the user's credit card, reloading as needed for a seamless user experience. Users can also request an RFID card for tap-and-charge functionality. As presented in the below section, a tap-to-pay with credit card reader is an option as well, allowing a user to pay without the app.

The *Lakeland EV Charging* network uses the Stripe financial platform for revenue collection in the back end.

Equipment and Installation

Project costs for equipment and installation are listed below.

Item	Price
Zerova DC120 Charger – two ports (60 kW ea.), 5m (15 ft) cables	\$ 74,940.00
Drytype Transformer – 600V to 480V - K Factor	\$ 19,750.00
Switchgear Cabinet/Panel/Breakers	\$ 25,950.00
Metering Equipment as per Hydro One Layout	\$ 7,900.00
Civil Material (Concrete, Bollards, Gravel, etc.)	\$ 11,400.00
Electrical Material (Conduit, Cable, Connectors, etc.)	\$ 22,800.00
Engineering	\$ 7,000.00
Civil Labour	\$ 10,500.00
Electrical Labour	\$ 12,000.00
Shipping	\$ 1,000.00
Permits (ESA Permit, ESA Plan Review, Road Occupancy etc)	\$ 1,000.00
Signage/Branding (City of Temiskaming Shores and Lakeland)	\$ 500.00
TOTAL	\$ 195,740.00

Figure 7: Equipment and Installation costs

Extras and Add-ons

The above quoted costs include 5m cables, exceeding the RFP requirements. Providing longer charging cables (7m) may enhance the user experience for vehicles with different charge-port locations. The cost is \$5200 for both cables.

For additional safety and convenience, on-charger bright LED lighting can be installed for a cost of \$600.

Installation of a dedicated tap-to-pay credit card reader is an additional cost of \$2950 if factory installed. This could also be added at a later date.

Installing two separate chargers ensures that the site is equipped with redundancy, ensuring that if one fails, a backup is always available. This provides a better user experience and builds trust in our network, and by extension, trust in the community as an EV friendly destination. This would be an additional cost to the project scope. Lakeland Solutions can provide further details upon request.

Operational Costs

Network Access fees (this is the licencing fee for the software including 4G connection) of \$450.00 per port per year. This also includes site visibility on the Lakeland EV Charging app as well as prominent third-party apps such as ChargeHub, PlugShare and Google Maps.

Network management fees and charger management fees are included in the Network Access fees.

Transaction fees for Lakeland public access chargers are 10%. This includes the fees to Stripe, the finance company supporting the Lakeland EV Charging platform as well as Lakeland admin fees. Lakeland deducts these transaction fee from the revenue collected from the EV driver and remits payment back to the municipality once a quarter via direct deposit, with full transaction reporting.

24/7 French/English Customer Support for EV drivers through toll-free number and email is free for the first year. The price of \$500/year for years 2 and 3 will be adjusted for inflation in following years.

Optional emergency on-site support is provided on an as-needed basis. We will charge hourly for this service. Current rates for field-service electrician is \$130/hr regular time, with \$30/hr premium for overtime.

Lakeland offers an optional comprehensive annual O&M service package at a cost of \$2500/year for the first year and will be adjusted for inflation in subsequent years. This includes a detailed review of both external equipment and internal components of the chargers, including a test charge with an electric vehicle. Complete electrical assessment and full inspection reports will be provided.

Electricity is an on-going cost that the City will pay to the utility, Hydro One. There is a new rate option to be available in May 2026 for EV site owners which the City will have to opt-in to, should the site meet eligibility criteria. This new rate reduces the demand charges associated with the peak charges, reducing expenses greatly. Lakeland Solutions staff is happy to review current billing to estimate on-going electricity costs as part of the staff training and support the opt-in application to Hydro One.

Value-Added Features

We're Local! Lakeland lives, works and plays in our region. Lakeland Solutions has extensive experience working with municipalities in the Parry-Sound / Muskoka region and beyond. Our local presence allows for efficient operation and maintenance, minimizing downtimes. Our familiarity with the region's infrastructure and community needs ensures that our projects support local tourism and address future regional requirements. Additionally, the posted 24/7 care center provides support to EV drivers 365 days a year, by phone or email. Local service technicians available 24/7/365 and can be on site within 2 hours or quicker.

Data monitoring and tracking/reporting: The tracking and reporting feature of our EV chargers, integrated seamlessly through our advanced software platform, provides comprehensive real-time monitoring and detailed analytics. The intuitive dashboard presents data in an accessible format, offering insights into usage patterns and efficiency. Additionally, customizable reports can be generated to meet specific needs. These will be shared with the City of Temiskaming Shores.

GHG Information System (GHGIS): Developed in partnership with Georgian College, this system tracks and reports emission savings from EV charging stations. Validated by NRCan's third-party GHG auditor, it provides valuable data for reaching net-zero goals. This report could be part of the on-going reporting to the City.

Diversity in charging methods: Through our partnership with SWITCH, our customers can choose from a variety of charging methods, including our app, website, or our complementary RFID charge card. Tap-to-Charge Credit card readers are available for most chargers (for an additional cost), so no APP is required to initiate charging. Roaming Agreements are established with ChargeHub and pending for PlugShare to enable higher visibility on their maps, and the option to use their APP, for visiting drivers who may already have it.

Scalability: Adding more chargers in future is no problem with our scalable system. Keeping pace with the growth of EV ownership, *Lakeland EV CHARGING's* network plans to increase EV charger availability through usage monitoring and regular site upgrades.

Future Electric Fleet: The Lakeland EV solution, both the hardware and software, have the built in features to support Fleet charging. This means that we can support different pricing as well as RFID Card (tap-to-charge) for charging Fleet with full data tracking and monthly reporting to fleet managers. Lakeland would be happy to discuss City of Temiskaming Shores fleet electrification plans as well.

Warranty & Quality Assurance

Lakeland solutions will ensure that all aspects of installation—including site preparation, signage, charging equipment, billing systems, networking systems (if applicable), and electrical connections—adhere to manufacturer specifications, project designs proposed in the bid and applicable municipal, provincial, and federal, safety, and electrical codes.

Lakeland Solutions offers a standard two-year warranty on all materials and workmanship, starting on the hand-over date. Warranty extension options on charger equipment are available.

Risk mitigation

Risk mitigation strategies include comprehensive project insurance and contingency planning for unforeseen challenges.

The primary risk to the project concerns timelines and electrical infrastructure supply chain issues, specifically transformers. In 2024, lead times for this equipment were upwards of 12 months. 2025 has started with some relief to these long delays. This risk is mitigated through Lakeland Power's connections for ordering equipment, which will be done as soon as possible after engineering.

The project team has several vendors available, including in-house staff, for unexpected installation or electrical issues.

Lack of general public knowledge can also be a barrier to use of EV charging locations. EV-only parking will be addressed through signage. Education can help remove the need for parking enforcement.

Lakeland Holding group of companies are trusted partners throughout the region and we are helping provide education to our communities about electrification, EVs and charging infrastructure. We are hosting a public EV event on May 31st in Bracebridge. Our municipalities will be there to discuss the success of their projects. Everyone is welcome!



Partners

Dawson's Electric: With 82 years of experience in electrical contracting, Dawson's performs engineering and design of EV charging equipment for the *Lakeland EV CHARGING* Network. From Electrical analysis of sites through planning and producing Stamped Electrical Engineered drawings, Dawson's helps to build the foundation of a successful EV site.

Mike Dawson, 705-644-1983.

mike@dawsonsinc.ca

www.dawsonsinc.ca

SWTCH Energy: Providing smart charging solutions and Open Charge Point Protocol software for monitoring and managing EV infrastructure, SWTCH has more than 10,000 EV chargers across North America, built on a vision of enabling communities to realize the social, economic and environmental benefits of widespread EV adoption. The SWTCH EV software is the backbone of the *Lakeland EV CHARGING* network.

Janell Boyd, 647-233-3766

janell.boyd@switchenergy.com

www.swtchenergy.com

BC North Electric: Civil, Mechanical, and Electrical Installation services for the EV charging network are provided by locally operated BC North Electric. They have over 22 years of experience in the region.

Craig Clairmont, 705-644-3301

craig@bcnorthelectric.com

www.bcnorthelectric.com

References

Town of Parry Sound – Mike Kearns, Director of Public Works
705-746-2101 x217
mkearns@parrysound.ca

Town of Bracebridge – Will Crowe, Manager of Facilities
705-645-3037 x3730
wcrowe@bracebridge.ca

Seguin Township – Forrest Pengra, Director of Strategic Initiatives
705-732-4300
fpengra@seguin.ca

City of Temiskaming Shores
RS-RFP-002-2025
New Liskeard EV Charger
Form of Proposal

Each Proposal should contain the legal name under which the Proponent carries on business, telephone number and email, as well as the name or names of appropriate contact personnel which the City may consult regarding the Proposal. I/We, the undersigned, have carefully examined the attached documents and conditions of the Proposal. I/We understand and accept those specifications, conditions, and details as described herein, and, for these rates/prices offer to furnish all equipment, labour, apparatus and documentation as are required to satisfy this Proposal.

We/I hereby offer to enter into an agreement for the services, as required in accordance with the Proposal for a price of (must be CDN funds and without HST):

Bid Form	Amount
Lump Sum price for capital costs including installation as per Scope of Work (exclusive of HST)	\$ 195,740 .00
I/We have separately included detailed information on the required ongoing costs within my proposal	Yes <input checked="" type="checkbox"/>

Acknowledgement of Addenda

I/We have received and allowed for ADDENDA NUMBER # 1 and 2 in preparing my/our proposal.

Company Name: Bracebridge Generation Ltd.

Contact Name (Print): Peter Ewald

Phone Number: 705-394-7701

Email Address: pewald@lakelandsolutions.com

Bidder's Authorized Official (Print): Vince Kulchycki

Title: Chief Operating Officer

Authorizing Signature: 

Date: April 29th, 2025

Form 1 to be submitted.

**City of Temiskaming Shores
RS-RFP-002-2025
New Liskeard EV Charger
List of Proposed Sub-Contractors**

Name	Address	Component
SWTCH Energy	7 Queen Elizabeth Blvd, Toronto, ON M8Z 1L9	Software Support
Dawsons Inc.	54 E P. Lee Dr, Bracebridge, ON P1L 0J1	Engineering
BC North Electric	1-15 Keith Road Bracebridge, Ontario P1L 0A1	Civil and Electrical Installation
Local Vendors	TBD	Concrete, Aggregate, Electrical, etc.

I / We verify that the information provided above is accurate and that the individuals are qualified, experienced operators capable of completing the work outlined in this Quotation document.

Date:

April 29th, 2025

Bidder's Authorized Official:

Vince Kulchycki

Title:

Chief Operating Officer

Company Name:

Bracebridge Generation Ltd.

Authorizing Signature:

**Form 2 to be submitted.**

City of Temiskaming Shores
RS-RFP-002-2025
New Liskeard EV Charger

Non-Collusion Affidavit

I/ We Vince Kulchycki 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.

Date: April 29th, 2025

Bidder's Authorized Official: Vince Kulchycki

Title: Chief Operating Officer

Company Name: Bracebridge Generation Ltd.

Authorizing Signature: 

Form 3 to be submitted.

City of Temiskaming Shores
RS-RFP-002-2025
New Liskeard EV Charger

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.

Date: April 29th, 2025

Bidder's Authorized Official: Vince Kulchycki

Title: Chief Operating Officer

Company Name: Bracebridge Generation Ltd.

Authorizing Signature: 

Form 4 to be submitted.

City of Temiskaming Shores
RS-RFP-002-2025
New Liskeard EV Charger

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.

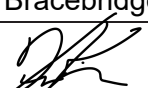
This regulation establishes accessibility standards for customer service as it applies to every designated public sector organization and to every person or organization that provides goods or services to members of the public or other third parties and that have at least one employee in Ontario.

Date: April 29th, 2025

Bidder's Authorized Official: Vince Kulchycki

Title: Chief Operating Officer

Company Name: Bracebridge Generation Ltd.

Authorizing Signature: 

I, Vince Kulchycki, 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 5 to be submitted.

The Corporation of the City of Temiskaming Shores

By-law No. 2025-062

**Being a by-law to enter into a lease agreement with ZubycK SkillZ
Ltd. for use of the Skate Sharpening Room at the Don
Shepherdson Memorial Arena from September 1, 2025 – August
20, 2027**

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

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

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

Whereas Council considered Administrative Report No. RS-010-2025 at the May 20, 2025 Regular Council meeting meeting and directed staff to prepare the necessary by-law to enter into a lease agreement with ZubycK SkillZ Ltd. for use of the Skate Sharpening Room at the Don Shepherdson Memorial Arena from September 1, 2025 – August 30, 2027, 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 a lease agreement with ZubycK SkillZ Ltd. for use of the Skate Sharpening Room at the Don Shepherdson Memorial Arena **from** September 1, 2025 – August 30, 2027, 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



Schedule “A” to

By-law No. 2025-062

Agreement between

The Corporation of the City of Temiskaming Shores

and

Zubyck SkillZ Ltd.

for the lease of the Skate Sharpener Room in the Don
Shepherdson Memorial Arena

The Corporation of the City of Temiskaming Shores

- and -

Zubyck SkillZ Ltd.

LEASE

Mathew Bahm
Director of Recreation
The Corporation of the City of Temiskaming Shores
P.O. Box 2050
Haileybury, Ontario
P0J 1K0

This lease agreement made this 20th day of May 2025;

Between:

The Corporation of the City of Temiskaming Shores
(herein referred to as "the Landlord")

And:

Zubyck SkillZ Ltd.
(herein referred to as "the Tenant")

Witnesses that in consideration of the rents reserved and the covenants and provisos herein contained on the part of the Tenant, the Landlord hereby leases to the Tenant those certain lands situated in the City of Temiskaming Shores, in the District of Timiskaming, being the Skate Sharpener Room within the Don Shepherdson Memorial Arena (75 Wellington St. S., New Liskeard Ontario, P0J 1P0., hereinafter referred to as the "Premises". To hold the Premises for a term **commencing on the 1st day of September 2025 and ending on the 30th day of August 2027.** The rent in respect of the Premises shall be the sum of **\$1,800.00**, payable in two installments of \$900.00 on September 1st of each year of the agreement. Rental payments shall be made to The Corporation of the City of Temiskaming Shores, or as otherwise directed by the Landlord.

It is acknowledged by both parties that the Premises are limited to the following areas: skate sharpener room with a single entrance from the main arena lobby of the Don Shepherdson Memorial Arena ("the Premises").

Section One - Tenant's Covenants:

The Tenant covenants with the Landlord as follows;

- a) **To pay rent** - to pay rent in the amount of \$1,800.00 plus HST; rent shall be paid in two installments of \$900.00 on September 1st of each year of the agreement.
- b) **Term** - The term of the agreement shall be from September 1, 2025, to August 30, 2027.
- c) **Compliance with by-laws** - to comply with and conform to the requirements of every applicable statute, law, by-law, regulation, requirement and order from time to time in force during the term of this agreement, and any extension thereof, affecting the condition, maintenance, use or occupation of the Premises; and in so doing the Tenant shall make the necessary alterations, repair, or addition to or deletion from any part of the Premises or any equipment or other facility used in connection with or appurtenant to the Premises provided that the use of any part of the Premises as a non-conforming use under the applicable zoning by-law is not a violation of the provisions of this paragraph.

- d) **Maintenance and Repairs** - to repair, reasonable wear and tear and damage by fire, lightning and good repair, reasonable wear and tear and damage by fire, lightning and tempest only excepted; and to permit the Landlord to enter and view the state of repair and to repair according to notice in writing, reasonable wear and tear and damage by fire, lightning and tempest only excepted. and to leave the premises in good repair, reasonable wear and tear and damage by fire, lightning and tempest only excepted.
- e) **Waste** - not to suffer any waste or injury to the Premises, or any part thereof, and not to use or occupy the Premises, or any part thereof, or permit them to be used or occupied for an unlawful purpose.
- f) **Insurance** - not to use the Premises or permit items to be used for any purpose which may render the insurance on the Premises void and if the rate of insurance is increased as a result of anything done upon the Premises by the Tenant, the Tenant will pay to the Landlord as additional rent the amount by which the insurance premiums are so increased. In addition, and in any event, the Tenant, shall during the term of the lease and any renewals, at its sole costs and expense, keep in full force and effect, in the names of the Landlord and the Tenant, public liability insurance applying to all operations of the Tenant, which include bodily injury liability and property damage liability. Such policy or policies shall be for not less than \$2,000,000.00 per occurrence. The Tenant shall produce to the Landlord a Certificate of Insurance confirming the above coverage prior to taking control of the Premises.
- g) **Alterations, new structures** - except as herein provided, not to make or permit to be made any structural alteration, addition, change or improvement to the Premises without obtaining the prior written approval of the Landlord, which approval shall not be unreasonably withheld provided the Tenant has fully complied with the terms, covenants and conditions of the lease.
- h) **Replacement of damaged Premises** - in the event that the complete destruction of or damage to the Premises, or partial damage to the Premises, results in the Tenant's inability to reasonably carry on his business therein the Tenant is permitted to terminate this lease by providing notice to the Landlord within fifteen (15) days of the happening of the damage or destruction. If the Tenant chooses not to terminate the lease within fifteen (15) days from the damage or destruction, the Landlord shall begin the repair or replacement thereof and with due diligence, repair or reconstruct the Premises or replace the Premises with another Premise of the same type and character and of equal value. After completing the repair, reconstruction or replacement, the balance of any insurance proceeds or other proceeds available by reason thereof belong absolutely to the Landlord.
- i) **View state of repair** - to permit the Landlord at all reasonable times to enter and view the state of repair of the Premises.
- j) **Indemnity** - to indemnify and save harmless the Landlord against and from any and

all claims by or on behalf of any person or persons, firm or firms, or corporation or corporations arising from the conduct or any work, by or through any act of negligence of the Tenant or any assignee, subtenant, agent, contractor, servants, employee or licensee of the Tenant;

- k) **Nuisance** - not to do or permit a nuisance.
- l) **Assignment** - not to sublet the Premises or any part thereof.
- m) **Signs** - not to use the outer walls or windows of the Premises for any notice or name plate except as approved by the Landlord; such approval shall not be unreasonable withheld.

Section Two - Landlord's Covenants

The Landlord covenants with the Tenant as follows:

- a) **Quiet enjoyment** - for the quiet enjoyment.
- b) **Taxes** - to pay all property taxes and rates that may be levied against the Premises.
- c) **Electricity and Water** - to pay for the electricity supplied to the premises and any water/sewer charges levied against the Premises.
- d) **Heat** - to heat the Premises.
- e) **Insurance** - The Landlord shall maintain adequate fire and other perils insurance coverage on the Premises.
- f) **Structural soundness** - to keep the Premises and common areas structurally sound and to look after any structural defects which may arise.
- g) **Maintenance** - to be responsible for regular maintenance of the facility as decided by the landlord.
- h) **Keys** - to provide one (1) key to access the leased space.

Section Three - Provisos

- a) **Renovating of fixtures** - At the expiry or earlier termination of the lease or any extension thereof, the Tenant may remove its fixtures and the fixtures of its subtenants and licensees and any persons claiming through them as long as the Tenant either compensates the Landlord for or repairs the damage resulting from the installation or removal of the fixtures.
- b) **Non-waiver** - Any condoning, excusing or overlooking by the Landlord of any default, breach or non-observance by the Tenant of any covenant, proviso or condition herein contained does not constitute a waiver of the Landlord'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 Landlord hereunder in respect of any continuing or subsequent default, breach or non-observance. All rights and remedies herein contained on the part of the Landlord are deemed to be cumulative and not alternative.

c) **Default provisions** - Whenever;

- (i) The Tenant defaults in the payment of any installment of rent, or of any other sum payable hereunder, and the default continues for thirty (30) days; or
- (ii) The Tenant fails to perform or observe any of the covenants, agreements or provisions, conditions or provisos contained in this lease on the part of the Tenant (other than the payment of rent or other sums of money) and the failure continues for, or is not remedied within thirty (30) days next after the giving of written notice by the Landlord to the Tenant, or if the term hereby granted is taken in execution or attachment, it is lawful for the Landlord to enter upon the Premises or any part thereof in the name of the whole and this shall be at the option of the Landlord and with or without entry may terminate the lease and all the rights of the Tenant with respect to the Premises shall be absolutely forfeited. If the condition complained of reasonably requires more time to cure than the thirty-day period aforesaid, the Tenant is deemed to have complied with the remedying thereof if the Tenant has commenced remedying or curing the condition within the thirty-day period and diligently thereafter completes the same. Upon termination of the lease, the Landlord shall not disturb the possession of any subtenant of the Premises pursuant to a sublease, or an agreement to sublease, as long as the subtenant is not in default in the performance of his obligation under the sublease or agreement to sublease.

d) **Bankruptcy of tenant** - The bankruptcy, insolvency or reorganization of the Tenant under any laws then applicable, or the appointment of a trustee for the benefit of creditors or a receiver, shall not be deemed a breach of this lease as long as the provisions of this lease are otherwise complied with.

e) **Force Majeure** - Neither the Tenant or Landlord shall be held responsible for delays in the performance of its obligations hereunder when caused by a declared state of emergency, public health emergency, pandemic or epidemic (including, but not limited to, the COVID-19 pandemic); government mandated closures; the closure of government buildings, airports, harbors, railroads, or pipelines, or other infrastructure due to a public health emergency, pandemic or epidemic; industry wide strikes, lockouts or labor disputes; acts of God; inability to obtain labor or materials or reasonable substitutes therefor that could not reasonably have been anticipated; governmental restrictions, regulations or controls; delay in issuance of permits beyond time periods typical for the jurisdiction in which the Building is located; enemy or hostile governmental action; civil commotion; fire or other casualty; and other causes beyond the reasonable control of such party (each, a “Force Majeure Event”), provided that a Force Majeure Event and the ongoing

effects thereof shall not excuse any failure of Tenant to timely comply with any monetary obligations hereunder.

- f) **Rent Abatement** - If a Force Majeure Event occurs during the Term of this Lease which reasonably precludes Tenant from constructing, renovating, opening or operating the permitted use at the Premises and the Tenant ceases such operation in the Premises, then Rent shall abate for the period commencing on the later of (a) the date on which such Force Majeure Event occurs or (b) the date on which Tenant ceases operation of the permitted use at the Premises, and ending on the earlier of (c) the date on which such Force Majeure Event concludes or (d) Tenant resumes operating the Permitted Use at the Premises.
- g) **Right of termination by the Landlord** - The Landlord shall have the right to terminate this lease forthwith by leaving upon the Premises, or sent by ordinary mail to his usual place of business, thirty (30) days' notice in writing of its intention, and thereupon any payments owing to the Tenant under this lease shall be computed, apportioned and paid in full to the date of such termination, and the Tenant shall immediately deliver up possession of the Premises to the Landlord, and the Landlord may re-enter and take possession of the Premises.
- h) **Right of termination by the Tenant** - the Tenant, in addition to all other rights, shall have the right to terminate this lease by providing thirty (30) days' notice in writing of its intention, and thereupon rent and any other payments for which the City is liable under this lease shall be computed, apportioned and paid in full to the date of such termination, and the Tenant shall immediately deliver up possession of the Premises to the City, and the City may re-enter and take possession of the Premises;
- i) **Notices** - All notices given pursuant to this lease are sufficiently given if mailed, prepaid and registered, in the case of the Landlord, addressed as follows:

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

and in the case of the Tenant addressed to the Tenant at:

Zubyck SkillZ Ltd.
c/o P.O. Box 1217
New Liskeard, Ontario
P0J 1P0

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.

- j) **Amendment** - This lease may not be modified or amended except by an instrument

in writing signed by the parties hereto or by their successors or assigns.

- k) **Binding Effect** - The terms and provisions of this lease extend to, are binding upon and ensure to the benefit of the parties, their successors and assigns and shall be interpreted according to the laws of the Province of Ontario.
- l) **Captions** - The captions appearing at the headings of the paragraphs in this lease have been inserted as a matter of convenience and for reference only and in no way define, limit or enlarge the scope of meaning of this lease or any of its provisions.

Remainder of Page Left Intentionally Blank

Signed and Sealed in
the presence of

John Zubych

Print Name: _____

**Corporation of the City of
Temiskaming Shores**

Mayor – Jeff Laferriere

Clerk – Logan Belanger

The Corporation of the City of Temiskaming Shores

By-law No. 2025-063

Being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for the Committee of the Whole and Special Meetings on April 29, 2025, and for the Regular meeting on May 20, 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 it is the desire of the Council of The Corporation of the City of Temiskaming Shores to confirm proceedings and By-laws.

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

1. That the actions of the Council at its Regular meeting held on **May 20, 2025**, with respect to each recommendation, by-law and resolution and other action passed and taken or direction given by Council at its said meeting, is, except where the prior approval of the Ontario Municipal Board is required, hereby adopted, ratified and confirmed.
2. That the actions of the Council at its Committee of the Whole and Special Council meetings held on **April 29, 2025**, with respect to each recommendation and resolution and other action passed and taken or direction given by Council at its said meeting, is, except where the prior approval of the Ontario Municipal Board is required, hereby adopted, ratified and confirmed.
3. That the Mayor, or in his absence the presiding officer of Council, and the proper officials of the municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor, or in his absence the presiding officer, and the Clerk are hereby directed to execute all documents required by statute to be executed by them, as may be necessary in that behalf and to affix the corporate seal of the municipality to all such documents.

Read a first, second and third time and finally passed this 20th day of May, 2025.

Mayor

Clerk