



**TOWN OF AMHERSTBURG  
COUNCIL MEETING  
AGENDA**

**Tuesday, May 23, 2017**

**6:00 PM**

**Council Chambers**

**271 Sandwich Street South, Amherstburg, ON, N9V 2A5**

For information pertaining to this agenda or to arrange for any additional accessibility needs please contact Tammy Fowkes, Deputy Clerk at [tfowkes@amherstburg.ca](mailto:tfowkes@amherstburg.ca)

Information will be gathered in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). All comments and communications received will become part of the public record unless you expressly request the Town to remove it. If you want to learn more about why and how the Town collects your information, write to the Town Clerk's Office, 271 Sandwich Street South, Amherstburg, ON N9V 2A5 or call 519-736-0012.

---

**Pages**

- 1. CALL TO ORDER**
- 2. MOMENT OF SILENT REFLECTION**
- 3. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**  
*(Public Council Meeting Agenda Items)*

#### 4. MINUTES OF PREVIOUS MEETING

That the minutes **BE ADOPTED** and that those confidential minutes of the closed sessions of Council remain confidential and restricted from public disclosure in accordance with exemptions provided in the Municipal Freedom of Information and Protection of Privacy Act:

4.1 Regular Council Meeting Minutes - April 10, 2017 10

4.2 Special In-Camera Council Meeting Minutes - April 10, 2017

#### 5. DELEGATIONS

5.1 Request for Parkette in Dedication of The Honourable Eugene Whelan - Roxanne Ouellette 27

#### 6. REPORTS – POLICE SERVICES

There are no reports.

#### 7. REPORTS – CORPORATE SERVICES

7.1 2017 Water and Wastewater Budget 31

It is recommended that:

1. The report from the Director of Corporate Services/Treasurer dated May 8, 2017, regarding 2017 Water and Wastewater Budget **BE RECEIVED**; and,
2. The 2017 Water and Waste Water Operating and Capital Budgets **BE TABLED** for final consideration at the June 26, 2017, Regular Council Meeting.

## 8. REPORTS – PARKS, FACILITIES, RECREATION AND CULTURE

### 8.1 Provincial Marine Memorial Brick Program

69

It is recommended that:

1. The report from the Manager of Parks and Naturalized Areas and Manager of Recreation Services dated April 26, 2017, regarding the Provincial Marine Brick Program **BE RECEIVED**;
2. Administration **BE DIRECTED** to utilize the remaining funds received from the Provincial Marine Brick Program to erect a story board system to memorialize the current brick recipients; and,
3. Administration **BE DIRECTED** to discontinue installation of any new bricks and to commence appropriate winter control and other park maintenance in the area utilized for the Brick Program.

### 8.2 June is Recreation and Parks Month

76

It is recommended that:

1. The report from the Manager of Recreation Services dated April 27, 2017, regarding June is Recreation and Parks Month **BE RECEIVED**; and,
2. June **BE PROCLAIMED** as Recreation and Parks Month.

## 9. REPORTS – ENGINEERING AND PUBLIC WORKS

### 9.1 3rd Concession Drain North – Drain Apportionment Agreements

83

It is recommended that:

1. The report from the Drainage Superintendent and Engineering Coordinator dated May 2, 2017, regarding the 3rd Concession Drain North - Drain Apportionment Agreements **BE RECEIVED**; and,
2. The agreements for the share of assessments for parcels 490-04100 and 490-04125 between landowners James & Sonja Gignac and Michael & Julie Elliot **BE APPROVED** with no further instruction to be given to the engineer.

It is recommended that:

1. The report from the Financial Planning Administrator and the Manager of Engineering and Operations dated May 12, 2017, regarding the Culvert #7 Replacement Over Albert McGee Drain - Tender Results **BE RECEIVED**;
2. An agreement with SLR Contracting Group Inc. to complete the Culvert #7 Replacement Over Albert McGee Drain **BE APPROVED** in the amount of \$190,370.00 (excluding H.S.T.) to be funded from the OCIF Formula Funds, as approved by the approved 2017 Capital Budget; and,
3. **By-law 2017-47** being a by-law to enter into an agreement with SLR Contracting Group Inc. to complete the Culvert #7 Replacement Over Albert McGee Drain be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.

10. REPORT – PLANNING, DEVELOPMENT AND LEGISLATIVE SERVICES

10.1 Heritage Rebate Applications for the 2016 Calendar Year

It is recommended that:

1. The report from the CBCO dated April 24, 2017, regarding Heritage Rebate Applications for the 2016 Calendar Year **BE RECEIVED**; and,
2. The applications for Heritage Tax rebate for the properties listed below **BE APPROVED** for the 2016 tax year:
  - 6790 County Road 50, Amherstburg, ON (Painting and replacement of sections of wood siding)
  - 51 North Street, Amherstburg, ON (Painting of Heritage attributes)

**10.2 Development Agreement for 6000 County Rd 20 – Ure’s Miniature Golf**

104

It is recommended that:

1. The report from the Manager of Planning Services dated March 2, 2017, regarding the Development Agreement for 6000 County Road 20 **BE RECEIVED**;
2. The site plan and development agreement for 6000 County Rd 20 **BE APPROVED**; and,
3. **By-law 2017-12** being a by-law to authorize the signing of a development agreement be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign the same.

**10.3 Zoning By-law Amendment – Housekeeping By-law 2017-33**

120

It is recommended that:

1. The report from the Manager of Planning Services dated May 9, 2017, regarding the Zoning By-law Amendment – Housekeeping By-law 2017-33 **BE RECEIVED**; and,
2. **By-law 2017-33** being a by-law to amend Zoning By-law No. 1999-52, be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.

11. REPORTS - CAO's OFFICE

11.1 Interim Municipal Nuclear Emergency Response Plan 136

It is recommended that:

1. The report from the Municipal Clerk and Deputy Fire Chief/Alternate CEMC dated October 3, 2016, regarding Interim Municipal Nuclear Emergency Response Plan **BE RECEIVED**;
2. The Interim Municipal Nuclear Emergency Response Plan **BE APPROVED** as presented;
3. **By-law 2012-119 BE AMENDED** to include only the Amherstburg Emergency Response Plan for non-nuclear emergencies; and,
4. **By-law 2017-40** being a by-law to amend 2012-119 and to adopt an Interim Municipal Nuclear Emergency Response Plan for governing the provisions of necessary services during a nuclear emergency be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.

12. INFORMATION REPORTS

That the following information reports **BE RECEIVED**:

12.1 May 3, 2017 – May 16, 2017 Accounts Payable 193

### 13. CONSENT CORRESPONDENCE

That the following consent correspondence **BE RECEIVED**:

13.1	Septic System Pump Out Requirement - Minister of Municipal Affairs	221
13.2	Request to Province to Ease Restrictions of Surplus Dwelling Severances in Areas Zoned Agriculture - Town of Lakeshore Resolution	222
13.3	Windsor Essex County Environment Committee Minutes - City of Windsor Resolution	224
13.4	Strays on Streetcorners Fundraising Initiative - Windsor Essex County Humane Society	237
13.5	Franco-Ontarian Day - September 25, 2017	238
13.6	Battle of the Growers - United Way Windsor-Essex	239
13.7	Donation to Biannual Publication - The Fire Fighters Association of Ontario	245
13.8	2017 Return in Investment of BIA's Final Report - Ontario Business Improvement Area Association	248

### 14. CORRESPONDENCE

14.1	Emancipation Day - August 1, 2017	358
------	-----------------------------------	-----

It is recommended that:

1. The correspondence from the Amherstburg Freedom Museum regarding Emancipation Day **BE RECEIVED**; and,
2. August 1<sup>st</sup>, 2017, **BE PROCLAIMED** as Emancipation Day in the Town of Amherstburg.

### 15. CONSENT OTHER MINUTES

That the following minutes **BE RECEIVED**:

15.1	Drainage Board Meeting Minutes - May 2, 2017	359
------	--	-----

16. UNFINISHED BUSINESS

16.1 Unfinished Business Lists as at May 23, 2017 369

17. NEW BUSINESS

18. REPORT OUT FROM IN CAMERA SESSION

19. NOTICE OF MOTION

There are no Notices of Motion.

20. BY-LAWS

20.1 **Bylaw 2017-26 - New Residential Access Culvert Over the Wilfred Bondy Drain - 3rd and Final Reading** 376

It is recommended that:

**By-law 2017-26** being a by-law to provide for the New Residential Access Culvert over the Wilfred Bondy Drain be taken as having been read a third and final time and the Mayor and Clerk **BE AUTHORIZED** to sign same.

20.2 **By-law 2017-49 - Confirmatory By-law** 378

It is recommended that:

**By-law 2017-49** being a by-law to confirm all resolutions of the Municipal Council Meeting held May 23rd, 2017, be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.



**21. SPECIAL IN-CAMERA COUNCIL MEETING**

That Council move into an In-Camera Meeting of Council directly following Regular session, pursuant to Section 239 of the Municipal Act, 2001, as amended, for the following reasons:

**ITEM A - Building Department Recruitment Process** - Section 239(2)(b) - Personal matters about an identifiable individual, including municipal or local board employees; and, Section 239(2)(d) - Labour relations or employee negotiations.

**ITEM B - Lease Agreement** - Section 239(2)(c) - A proposed or pending acquisition or disposition of land by the municipality or local board.

**22. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**

*(In-Camera Council Meeting Agenda items)*

**23. ADJOURNMENT OF IN-CAMERA MEETING**

**24. RESUMPTION OF REGULAR COUNCIL MEETING**

**25. ADJOURNMENT**

That Council rise and adjourn at     p.m.



## **TOWN OF AMHERSTBURG**

### **COUNCIL MEETING**

**Monday, April 10, 2017**

**6:00 PM**

## **MINUTES**

Council Chambers, 271 Sandwich Street South, Amherstburg, ON

### **PRESENT**

Mayor Aldo DiCarlo  
Deputy Mayor Bart DiPasquale  
Councillor Joan Courtney  
Councillor Jason Lavigne  
Councillor Leo Meloche  
Councillor Diane Pouget  
Councillor Rick Fryer

Giovanni (John) Miceli, Chief Administrative Officer  
Tammy Fowkes, Deputy Clerk

---

### **CALL TO ORDER**

The Mayor called the meeting to order at 6:04 p.m.

### **MOMENT OF SILENT REFLECTION**

**DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**  
*(Public Council Meeting Agenda items)*

There were no disclosures of pecuniary interest noted.

The Mayor reminded Council and the public of discussion timelines as it pertains to delegations and presentations.

The Mayor moved the Recognition and Fire Chief Appointment in the Supplementary Agenda forward at this time.

**RECOGNITION**

**Al Reaume – Interim Fire Chief, Amherstburg Fire Department**

The Chief Administrative Officer recognized Al Reaume, Interim Fire Chief, for the work he accomplished during his career and in his role with the Amherstburg Fire Department.

The Mayor presented Al Reaume with a plaque recognizing his service as the Interim Chief.

Resolution # 20170410-632

**Moved By** Councillor Fryer  
**Seconded By** Councillor Lavigne

**That the recognition BE RECEIVED.**

The Mayor put the Motion.

**Motion Carried**

**BY-LAWS**

**21.3 By-law 2017-32 – Appoint a Fire Chief for the Amherstburg Fire Department**

The Chief Administrative Officer introduced Bruce Montone and provided Council with a biography.

Resolution # 20170410-633

**Moved By** Councillor Fryer  
**Seconded By** Deputy Mayor DiPasquale

**That By-law 2017-32 being a by-law to appoint a Fire Chief for the Amherstburg Fire Department be taken as having been read three times and finally read and the Mayor and Clerk BE AUTHORIZED to sign same.**

The Mayor put the Motion.

**Motion Carried**

## **MINUTES OF PREVIOUS MEETING**

Resolution # 20170410-634

**Moved By** Councillor Fryer  
**Seconded By** Councillor Lavigne

**That the minutes BE ADOPTED and that those confidential minutes of the closed sessions of Council remain confidential and restricted from public disclosure in accordance with exemptions provided in the Municipal Freedom of Information and Protection of Privacy Act:**

- 4.1 Regular Council Meeting Minutes - February 13, 2017**
- 4.2 Special In-Camera Council Meeting Minutes - February 13, 2017**

The Mayor put the Motion.

**Motion Carried**

## **DELEGATIONS**

### **5.1 Donation to the Town of Amherstburg - Dorothy Thrasher and Theresa Bellefleur, Fort Malden Golden Age Centre**

Dorothy Thrasher, Fort Malden Golden Age Centre, presented the Mayor with a \$2000 donation to the Town of Amherstburg.

Resolution # 20170410-635

**Moved By** Councillor Meloche  
**Seconded By** Councillor Courtney

**That the delegation BE RECEIVED.**

The Mayor put the Motion.

**Motion Carried**

**5.2 Request for Use of Space at the Libro Centre - Tino Riccio and Joseph Capaldi, The Verdi Club**

Resolution # 20170410-636

**Moved By** Councillor Courtney

**Seconded By** Councillor Fryer

**That the delegation BE RECEIVED and Administration BE DIRECTED to prepare a report on the feasibility of the Verdi Club's request to use space at the Libro Centre.**

The Mayor put the Motion.

**Motion Carried**

**PRESENTATIONS**

**6.1 Essex Windsor EMS Presentation to Council - Bruce Krauter, Chief, Essex Windsor EMS**

Bruce Krauter, Chief, Essex Windsor EMS, provided Council with an overview of EMS operations in Windsor-Essex County and answered Council questions.

Resolution # 20170410-637

**Moved By** Councillor Courtney

**Seconded By** Councillor Fryer

**That Administration BE DIRECTED to send a letter to Essex County Council to review the current EMS services and provide the funding necessary to improve the areas that are in need and that the letter be sent to all municipalities and local members of Parliament.**

The Mayor put the Motion.

**Motion Carried**

Resolution # 20170410-638

**Moved By** Councillor Pouget  
**Seconded By** Councillor Fryer

**That Administration BE DIRECTED to request a report from Essex County to see if there is a way to alleviate the differences municipalities pay for EMS services.**

The Mayor put the Motion.

**Motion Carried**

Resolution # 20170410-639

**Moved By** Councillor Fryer  
**Seconded By** Councillor Pouget

**That the EMS presentation BE RECEIVED.**

The Mayor put the Motion.

**Motion Carried**

#### **REPORTS – POLICE SERVICES**

There were no reports.

#### **REPORTS – CORPORATE SERVICES**

There were no reports.

#### **REPORTS – PARKS, FACILITIES, RECREATION AND CULTURE**

##### **9.1 Memorandum of Understanding (MOU) - Grass Cutting Operations Wyandotte Cemetery**

Resolution # 20170410-640

**Moved By** Councillor Fryer  
**Seconded By** Deputy Mayor DiPasquale

**That:**

- 1. The report from the Manager of Parks & Naturalized Areas dated March 22, 2017, regarding Memorandum of Understanding – Grass Cutting Operations Wyandotte Cemetery BE RECEIVED; and,**
- 2. By-law 2016-30 being a by-law authorizing the execution of a Memorandum of Understanding between the Corporation of the Town of Amherstburg and the Aboriginal Affairs and Northern Development – Ontario Region regarding maintenance of Wyandotte Cemetery be read three times and finally passed and the Mayor and Clerk BE AUTHORIZED to sign same.**

The Mayor put the Motion.

**Motion Carried**

## **9.2 Festival Canadiana 150; Canuck it Up!**

Resolution # 20170410-641

**Moved By** Councillor Meloche

**Seconded By** Councillor Lavigne

The Manager of Tourism and Culture and the Tourism Coordinator provided Council with an overview of the activities planned for Canada 150.

**That:**

- 1. The report from the Manager of Tourism and Culture dated, March 16, 2017, regarding the Festival Canadiana 150; Canuck it Up! event in Amherstburg BE RECEIVED;**
- 2. An exemption BE GRANTED to Section 3 of By-law 2004-89 to allow for a public function in Kings Navy Yard Park on August 5 & 6, 2017 for Canada 150 activities;**
- 3. An exemption BE GRANTED to Section 2 of By-law 2004-89 to allow for commercial activity in Kings Navy Yard Park on August 5 & 6, 2017 for Canada 150 activities;**
- 4. An exemption BE GRANTED from table number 3-1-2 of Noise By-law 2001-43 with respect to the operation of any electronic device or group of connected electronic devices incorporating one or more loudspeakers to allow for live music for the event; and,**

5. **The Canada 150 activities BE EXEMPT and PERMITTED for road closures to begin prior to 5:00 pm on August 5 & 6, 2017.**

The Mayor put the Motion.

**Motion Carried**

## **REPORTS – ENGINEERING AND PUBLIC WORKS**

### **10.1 2017 Essex Region Children’s Water Festival Sponsorship**

Resolution # 20170410-642

**Moved By** Councillor Courtney  
**Seconded By** Councillor Meloche

**That:**

1. **The report from the Manager of Environmental Services dated March 10, 2017, regarding the participation in the Essex Region Children’s Water Festival BE RECEIVED; and,**
2. **The 2017 Essex Region Children’s Water Festival BE SPONSORED as part of the 2017 Amherstburg Water Conservation Program in the amount of \$1,500.**

The Mayor put the Motion.

**Motion Carried**

## **REPORT – PLANNING, DEVELOPMENT AND LEGISLATIVE SERVICES**

### **11.1 2017 Special Events Approval**

Resolution # 20170410-643

**Moved By** Councillor Fryer  
**Seconded By** Councillor Meloche

**That:**

1. **The report from the Public Events Committee (PEC) dated March 22, 2017, regarding 2017 Special Events Approval BE RECEIVED;**
2. **That the events BE APPROVED as listed:**



- Music off the Back Porch – April 21, 2017
  - Amherstburg Rotary Ribfest – July 7, 8 and 9, 2017
  - RAMP-Age Skateboard Competition – July 29, 2017
  - Amherstburg’s Gone Car Crazy – July 30, 2017;
3. An exemption from table number 3-1-2 of Noise By-law 2001-43 with respect to the operation of any electronic device or group of connected electronic devices incorporating one or more loudspeakers to allow for live music **BE GRANTED** for the events listed:
- Music off the Back Porch – April 21, 2017
  - Amherstburg Rotary Ribfest – July 7,8 and 9, 2017
  - RAMP-Age Skateboard Competition – July 29, 2017
  - Amherstburg’s Gone Car Crazy – July 30, 2017;
4. The following events **BE EXEMPT** and **PERMITTED** for road closures to begin prior to 5pm:
- Amherstburg’s Gone Car Crazy – July 30, 2017;
5. Permission **BE GRANTED** as per Section 6 (f) and (i) of the Park’s By-law to allow for the playing of any musical instrument and live music for the events listed; and,
6. The Public Events Committee **BE DIRECTED** to confirm that the requirements identified by the Committee are met prior to the event.

The Mayor put the Motion.

**Motion Carried**

**11.2 Zoning By-law Amendment for 6000 County Rd 20, Ure’s Country Kitchen and Variety – ZBA/2/17**

Resolution # 20170410-644

**Moved By** Councillor Fryer  
**Seconded By** Councillor Lavigne

**That:**

1. The report from the Manager of Planning Services dated March 22, 2017, regarding the Zoning By-law Amendment for 6000 County Rd 20, Ure’s Country Kitchen and Variety **BE RECEIVED**; and,

2. **Zoning By-law 2017-11 being a by-law to amend Zoning By-law No. 1999-52, be taken as having been read three times and finally passed and the Mayor and Clerk BE AUTHORIZED to sign same.**

The Mayor put the Motion.

**Motion Carried**

**11.3 Amending Development Agreement for 689 Texas Road, The Fort, File # SPC-5-17**

Resolution # 20170410-645

**Moved By** Councillor Meloche  
**Seconded By** Councillor Fryer

**That:**

1. **The report from the Manager of Planning Services dated March 23, 2017, regarding the Amending Development Agreement – 689 Texas Road, The Fort BE RECEIVED;**
2. **The amendments to the site plan for 689 Texas Road BE APPROVED; and,**
3. **By-law 2017-19 being a by-law to authorize the signing of an amending development agreement be taken as having been read three times and finally passed and the Mayor and Clerk BE AUTHORIZED to sign same.**

The Mayor put the Motion.

**Motion Carried**

**11.4 Official Plan Amendment No.4 for Breweries in Agricultural Areas**

Resolution # 20170410-646

**Moved By** Councillor Meloche  
**Seconded By** Councillor Lavigne

**That:**

1. **The report from the Manager of Planning Services dated March 28 2017, regarding the Official Plan Amendment No. 4 for the Addition of Breweries in Agricultural Areas BE RECEIVED; and,**

2. **By-law 2017-08 being a by-law to amend the Official Plan, be taken as having been read three times and finally passed and the Mayor and Clerk BE AUTHORIZED to sign same.**

The Mayor put the Motion.

**Motion Carried**

## **REPORTS - CAO's OFFICE**

There were no reports.

## **INFORMATION REPORTS**

Resolution # 20170410-647

**Moved By** Councillor Fryer

**Seconded By** Councillor Lavigne

**That the following information reports BE RECEIVED:**

- 13.1 **Amherstburg Water Treatment Plant Submission of the 2016 Annual Summary Report**
- 13.2 **Texas Road Reconstruction – Project Completion Report**
- 13.3 **Monthly Activity Report – APSB Meeting of February 21, 2017**
- 13.4 **March 15, 2017 – April 4, 2017 Accounts Payable**

The Mayor put the Motion.

**Motion Carried**

## **CONSENT CORRESPONDENCE**

Resolution # 20170410-648

**Moved By** Councillor Lavigne

**Seconded By** Councillor Meloche

**That the following consent correspondence BE RECEIVED:**

- 14.1 **Amherstburg Accessibility Advisory Committee Letter of Support to Council**

- 14.2 2017 Annual Show Book - Essex County Steam & Gas Engine Museum Inc.
- 14.3 Windsor Police Service 150th Anniversary - Series of Events & Sponsorship Opportunities
- 14.4 Thank you Letter - Amherstburg Food & Fellowship Mission
- 14.5 Canada-US Trade and the Future of NAFTA - Tracey Ramsey, MP, Essex
- 14.6 Donation & Sponsorship - Hope of St. Joseph Shelter Inc., Tumaini ni Uzima
- 14.7 Request for the Province to Waive Hydro One Delivery Fees - Northeastern Manitoulin & the Islands Resolution
- 14.8 2018 Council Award - The College of Physicians and Surgeons of Ontario
- 14.9 Conference Book Advertisement & Sponsorship - OMFPOA Chapter 8 Essex County Chatham-Kent Region, Fire Prevention Divisions
- 14.10 Proposed Building Code Changes for Septic Systems - Municipality of East Ferris Resolution
- 14.11 Ontario's Child & Youth Advocacy Centres - Thank you Letter, Attorney General and Minister of Children & Youth Services

The Mayor put the Motion.

**Motion Carried**

Resolution # 20170410-649

**Moved By** Councillor Meloche  
**Seconded By** Councillor Fryer

*(Item # 14.2)* - That a 1/4 page, black & white advertisement in the amount of \$115.00 BE PLACED in the 2017 Annual Show Book for the Essex County Steam & Gas Engine Museum Inc.

The Mayor put the Motion.

**Motion Carried**

Resolution # 20170410-650

**Moved By** Councillor Fryer  
**Seconded By** Councillor Lavigne

*(Item # 14.3)* - That a business card advertisement in the amount of \$200.00 BE PLACED in the Commemorative Magazine for the 150<sup>th</sup> Anniversary of the Windsor Police Service.

The Mayor put the Motion.

**Motion Carried**

Resolution # 20170410-651

**Moved By** Deputy Mayor DiPasquale  
**Seconded By** Councillor Fryer

*(Item # 14.9)* - **That a business card advertisement in the amount of \$325.00 BE PLACED in the Conference Book for the OMFPOA Chapter 8 Essex County Chatham-Kent Region, Fire Departments, Fire Prevention Divisions.**

The Mayor put the Motion.

**Motion Carried**

## **CORRESPONDENCE**

### **15.1 Request for Feedback - The Child & Youth Advocacy Centres of Ontario Network**

Resolution # 20170410-652

**Moved By** Councillor Lavigne  
**Seconded By** Councillor Meloche

**That:**

- 1. The correspondence from the Kristen French Child Advocacy Centre Niagara BE RECEIVED.**

The Mayor put the Motion.

**Motion Carried**

## **CONSENT OTHER MINUTES**

Resolution# 20170410-653

**Moved By** Councillor Fryer  
**Seconded By** Councillor Lavigne

**That the following minutes BE RECEIVED:**

- 16.1 Amherstburg Accessibility Advisory Committee Meeting Minutes - January 18, 2017
- 16.2 Amherstburg Accessibility Advisory Committee Meeting Minutes - March 22, 2017
- 16.3 Co-An Park Committee Meeting Minutes - March 9, 2017
- 16.4 Committee of Adjustment Meeting Minutes - February 28, 2017
- 16.5 Drainage Board Meeting Minutes - March 7, 2017

The Mayor put the Motion.

**Motion Carried**

**OTHER MINUTES**

**17.1 Drainage Board Meeting Minutes - April 4, 2017**

Resolution # 20170410-654

**Moved By** Councillor Meloche  
**Seconded By** Councillor Fryer

**That:**

1. **The Drainage Board Meeting Minutes of April 4, 2017, BE RECEIVED;**
2. **By-law 2017-26 being a by-law to provide for the New Residential Access Culvert over the Wilfred Bondy Drain for David Thomas Mailloux based on the Drainage Report provided by RC Spencer Associates Inc. be provisionally adopted by giving first and second reading and the Mayor and Clerks BE AUTHORIZED to sign same; and,**
3. **By-law 2017-27 being a by-law to provide for the Repair and Improvement to the Leo Beaudoin Drain based on the Drainage Report by Baird AE be provisionally adopted by giving a first and second reading and the Mayor and Clerk BE AUTHORIZED to sign same.**

The Mayor put the Motion.

**Motion Carried**

**UNFINISHED BUSINESS**

1. Councillor Pouget asked for an update with respect to the Boblo Dock.

The Chief Administrative Officer advised Council that he just received information this afternoon and will update Council via a report.

### **NEW BUSINESS**

There was no New Business.

### **NOTICE OF MOTION**

There were no Notices of Motion.

### **BY-LAWS**

#### **21.1 By-law 2017-13 - New Residential Access Culvert Over the South 7th Concession Drain - Third and Final Reading**

Resolution # 20170410-655

**Moved By** Councillor Meloche

**Seconded By** Councillor Lavigne

**That By-law 2017-13 being a by-law to provide for the New Residential Access Culvert over the South 7th Concession Drain for Jon Marwood Parks be taken as having been read a third and final time and the Mayor and Clerk BE AUTHORIZED to sign same.**

The Mayor put the Motion.

**Motion Carried**

#### **21.2 By-law 2017-31 - Confirmatory By-law**

Resolution # 20170410-656

**Moved By** Councillor Fryer

**Seconded By** Councillor Meloche

**That By-law 2017-31 being a by-law to confirm all resolutions of the Municipal Council Meetings held March 27th and April 10th, 2017, be taken as having been read three times and finally passed and the Mayor and Clerk BE AUTHORIZED to sign same.**

The Mayor put the Motion.

**Motion Carried**

### **SPECIAL IN-CAMERA COUNCIL MEETING**

The Deputy Clerk advised Council that Section 239(2)(f) of the Municipal Act, 2001, as amended, was being added an exemption for Item A.

Resolution # 20170410-657

**Moved By** Councillor Meloche  
**Seconded By** Councillor Fryer

**That Council move into an In-Camera Meeting of Council at 7:54 p.m., pursuant to Section 239 of the Municipal Act, 2001, as amended, for the following reasons:**

**ITEM A - Payment Certificate - Section 239(2)(e) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and, Section 239(2)(f) - Advice that is subject to solicitor-client privilege, including communications necessary for that purpose.**

**ITEM B - Proposed Property Disposition - Section 239(2)(c) - A proposed or pending acquisition or disposition of land by the municipality or local board.**

The Mayor put the Motion.

**Motion Carried**

### **DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF** *(In-Camera Council Meeting Agenda items)*

Disclosures were confirmed In-Camera after consideration of the Items to be discussed was given.

### **ADJOURNMENT OF IN-CAMERA MEETING @ 8:18 P.M.**



## RESUMPTION OF REGULAR COUNCIL MEETING

**Moved By** Councillor Lavigne  
**Seconded By** Councillor Meloche

**That Council RESUME Regular session at 8:20 p.m.**

The Mayor put the Motion.

**Motion Carried**

## REPORT OUT FROM IN-CAMERA SESSION

### April 10<sup>th</sup>, 2017 In-Camera Meeting

Council met on April 10<sup>th</sup>, 2017, for a Special In-Camera meeting at 7:54 pm and discussed (2) items as provided for under Section 239 of the Municipal Act:

**ITEM A – Payment Certificate** heard under Section 239(2)(e)&(f) of the Act. As a result of this discussion, the following motion is before Council for consideration:

Resolution # 20170410-658

**Moved By** Councillor Meloche  
**Seconded By** Councillor Lavigne

**That:**

- 1. The report from the Director of Engineering and Public Works and Director of Planning, Development and Legislative Services dated March 27, 2017, regarding the Water Tower Construction – Payment Certificate No. 16, BE RECEIVED; and,**
- 2. Council AUTHORIZE the payment of the amount owing for Payment Certificate No. 16 is \$86,831.10 plus the non-refundable HST for a total of \$88,359.33 to Landmark Structures Inc. to be FUNDED by the 2016 Water Operating Surplus.**

The Mayor put the Motion.

**Motion Carried**

**ITEM B – Proposed Property Disposition** heard under Section 239(2)(c) of the Act. As a result of this discussion, the following motion is before Council for consideration:

Resolution # 20170410-659

**Moved By** Councillor Meloche

**Seconded By** Councillor Lavigne

**That the Licence of Occupation Agreement as identified in the confidential in-camera report dated March 29, 2017 and discussed in closed session on April 10, 2017 BE APPROVED and the Mayor and Clerk BE AUTHORIZED to execute the agreement.**

The Mayor put the Motion.

**Motion Carried**

#### **ADJOURNMENT**

**Moved By** Councillor Lavigne

**Seconded By** Councillor Meloche

**That Council rise and adjourn at 8:21 p.m.**

The Mayor put the Motion.

**Motion Carried**

---

MAYOR – ALDO DICARLO

---

DEPUTY CLERK – TAMMY FOWKES



# Town of Amherstburg Delegation Request Form

I wish to appear before:

Council

Advisory Committee of Council Specify: \_\_\_\_\_

Date of Meeting: May 23, 2017

Name of Delegate(s): Roxanne Ouellette

Address: [REDACTED]

Phone: [REDACTED]

Email: [REDACTED]

Attending as an Individual: yes

Representing a Group/Organization N/A  
(Name of Group/Organization/Business)

Have you contacted Administration regarding this matter?  Yes  No  x

If yes, who? N/A

Reason(s) for Delegation Request (subject matter to be discussed):

If the request is in response to an item on the agenda, please specify the item by agenda item #.

See attached speaking notes.

(Use a separate page if more space is required or attach additional documentation.)

If your request is in response to an agenda item, are you in favour of the recommendation? If not, please provide your reasoning below: N/A

\_\_\_\_\_  
N/A  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**\*\*Speaking notes and presentation materials must accompany this request.**

Additional documentation attached?       Yes     No     x

Will a PowerPoint presentation be made?      Yes         No     x

**Note:** An electronic copy of the PowerPoint presentation is required to be submitted to the Town Clerk no later than 12:00 noon on the Friday before the meeting.

The completed Delegation Request Form is to be submitted to the Town Clerk, Town of Amherstburg, 271 Sandwich Street South, Amherstburg, ON N9V 2A5  
Phone: 519.736.0012 Fax: 519.736.5403 or email [pparker@amherstburg.ca](mailto:pparker@amherstburg.ca).

**For office use only:**

Date request received: May 17/17      Request Received by (initials): [Signature]  
Request relates to: Request for Eugene Whelan Parkette  
 Staff Report: N/A      \_Staff Name: N/A.

Personal information contained on this form is authorized under Section 5 of the Town of Amherstburg's Procedure By-law, for the purpose of contacting individuals and/or organizations requesting an opportunity to appear as a delegation before Council or an Advisory Committee of Council. The Delegation Request Form may be published in its entirety with the public agenda which is also posted on the Town's website. The Procedure By-law is a requirement of Section 238(2) of the Municipal Act, 2001.

Please note that all meetings are open to the public except where permitted to be closed to the public under legislated authority. Questions regarding collection of the information on this form or additional accessibility requirements may be directed to the Municipal Clerk, 271 Sandwich Street South, Amherstburg, ON N9V 2A5, 519.736.0012.

A sad thing in my opinion is happening and I want to champion this cause because it's the right thing to do in that exact spot.

We have right now have an opportunity to honor a Canadian legend who did both, was born and lived right here in Amherstburg.

He sat in the House of Commons from 1962 to 1984, and in the Senate from 1996 to 1999. He was also Minister of Agriculture under Pierre Trudeau from 1972 to 1984, and became one of Canada's best-known politicians. During his career, he would meet Queen Elizabeth II, and play a catalyzing role in the fall of the Iron Curtain and the end of the Cold War.

I am of course speaking of The Honorable Eugene Whelan.

The waterfront property across from the late Mr. Whelan's house is up for sale to the public as a **building lot**. I want to propose "Eugene "Gene" Whelan Parkette" a place to sit and contemplate with a plaque commemorating his contribution to Amherstburg, Ontario, Canada and the World with two parking spots (it already has a driveway) for visitors to his Parkette across from his home where World Leaders took a walk and had the "talk that changed the world" .

All we need is 3 benches (all benches to have finials of green Stetsons) one facing the river and the other 2 adjacent to each other; I will conduct fundraising for benches and commemorative plaque if council, the Town of Amherstburg will get the property or at least hold the property until I with your help and guidance I hope, can contact the Federal Government with this proposal.

As a town you can never have enough waterfront parks and one dedicated to such a great man in the location where one could aspire to change the world... as it was done so many years ago!

I am hoping to start fundraising immediately upon approval of the project.

V/L FRONT RD N, AMHERSTBURG, Ontario, N9V 2V6

\$339,900.00

## **Property Information:**

BREATH TAKING WATER FRONT **BUILDING LOT** ON THE DETROIT RIVER. WATCH THE AMAZING SUNSETS AND THE BEAUTIFUL SHIPS GO RIGHT BY YOUR DOOR. THIS PREMIUM BUILDING LOT HAS A STEEL BREAK WALL. 112.44' X 175.87.





## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF CORPORATE SERVICES

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

<b>Author's Name: Justin Rousseau</b>	<b>Report Date: May 8, 2017</b>
<b>Author's Phone: 519 736-0012 ext. 2259</b>	<b>Date to Council: May 22, 2017</b>
<b>Author's E-mail:</b> <a href="mailto:jrousseau@amherstburg.ca">jrousseau@amherstburg.ca</a>	<b>Resolution #: N/A</b>

**To: Mayor and Members of Town Council**

**Subject: 2017 Water and Wastewater Budget**

---

#### 1. **RECOMMENDATION:**

It is recommended that:

1. The report from the Director of Corporate Services/Treasurer dated May 8, 2017, regarding 2017 Water and Wastewater Budget **BE RECEIVED**; and,
2. The 2017 Water and Waste Water Operating and Capital Budgets **BE TABLED** for final consideration at the June 26, 2017, Regular Council Meeting.

#### 2. **BACKGROUND:**

During the final quarter of 2015 and first quarter of 2016 administration undertook an RFP process for the operation of both the water and wastewater plants. The Town issued the RFP in 2015 to ensure that the Town was receiving competitive pricing for the operation and maintenance services that were being provided. These services have not been competitively bid previously. In the past the Town had negotiated the contract directly with OCWA. The proposal from OCWA provided the base data for the final agreement. Administration then engaged in negotiations with OCWA to work through additional final details and ensure that the Town was receiving the best value for money.

The results of the RFP produced the following contract savings over the current agreement as outlined below.

	Yearly Costs in Contract	Yearly Contract Savings
Current Contract Cost	\$1,965,541.63	
2016-2017	\$1,853,916.52	\$111,625.11
2017-2018	\$1,698,326.90	\$267,214.73
2018-2019	\$1,676,248.67	\$289,292.96
2019-2020	\$1,696,363.64	\$269,177.99
2020-2021	\$1,716,720.00	<u>\$248,821.64</u>
Total		\$1,186,132.43

The commitment of the Town is to turn these savings along with savings on debt payment each year into an ability to build more financially sustainable capital and lifecycle replacement programs using the current water and wastewater rates.

### 3. DISCUSSION:

The proposed water increase for 2017 is recommended by administration at 2%, and the proposed wastewater increase for 2017 is recommended by administration at 1%. The reason for the proposed increases is to provide long term stability to building both water and wastewater capital programs as well as lifecycle replacement funding that will help ensure the replacement and expansion of both the water and wastewater systems. The increases agree to the long term financial stability plan outlined in the Town's draft Asset Management Plan.

The projected 2% increase in water would result in an average annual billing increase from \$450.00 to \$456.00. The projected 1% increase in wastewater would result in an average annual billing increase from \$772 to \$775. The combined effect to the average consumer of both water and wastewater in the town will see an annual household effect of \$9.00 a year, or 2 cents a day.

The budgets where developed in line with the Strategic Plan, in regards to Fiscal Sustainability and Investment in Infrastructure, the 2017 Budgets focuses on expanding the concepts of increased reserve planning and funding for capital investment.

The 2017 Budgets also introduces a new concept of lifecycle replacement. In past budgets items such as smaller generators and pumps were placed in the capital budget and listed as specific items with estimated cost amounts. This process gives little to no flexibility to deviate from pump and component replacement to the operators of the



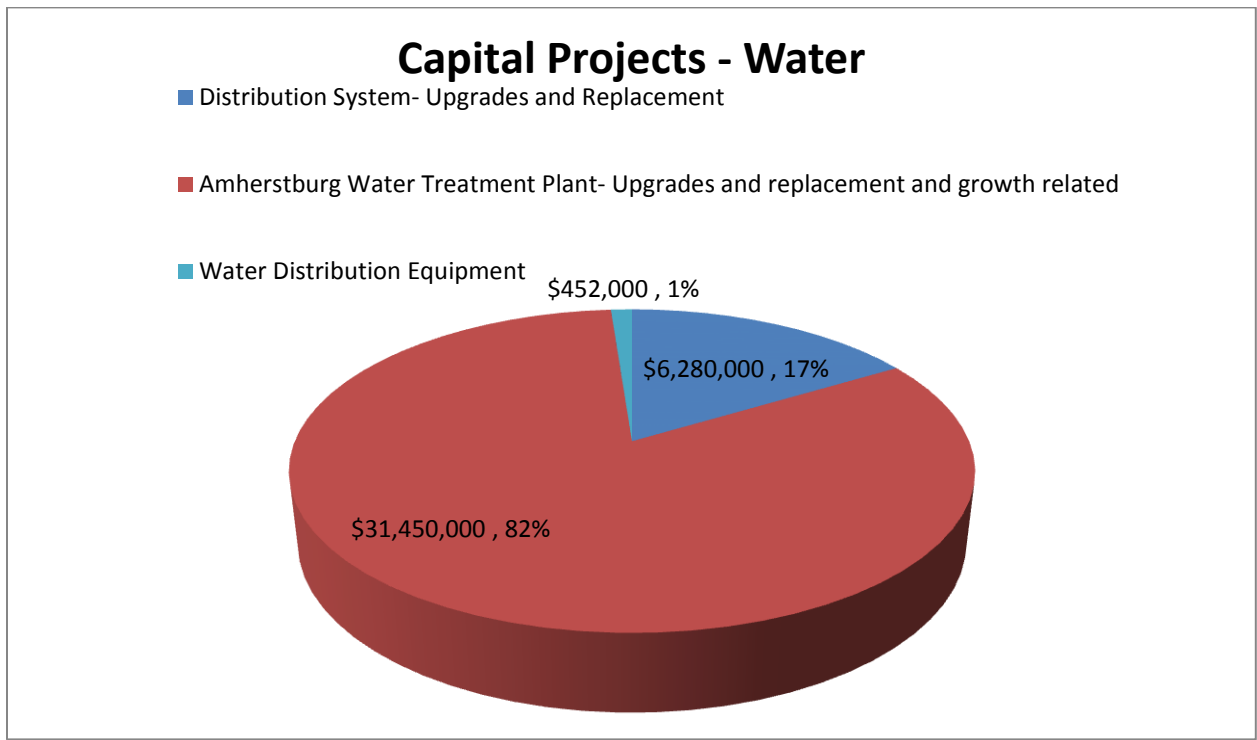
Ontario Clean Water Agency and Town management that oversees the maintenance and routine replacement on these items that are critical to the system. The concept of lifecycle replacement will allow the operators the ability to due proper preventative maintenance and component replacement to ensure the systems are operating effectively and efficiently.

The budgets presented by Administration improves and provides for additional reserves that reaffirm Council’s direction which began in the 2015 Budget to help reduce debt loads and increase reserves and financial stability.

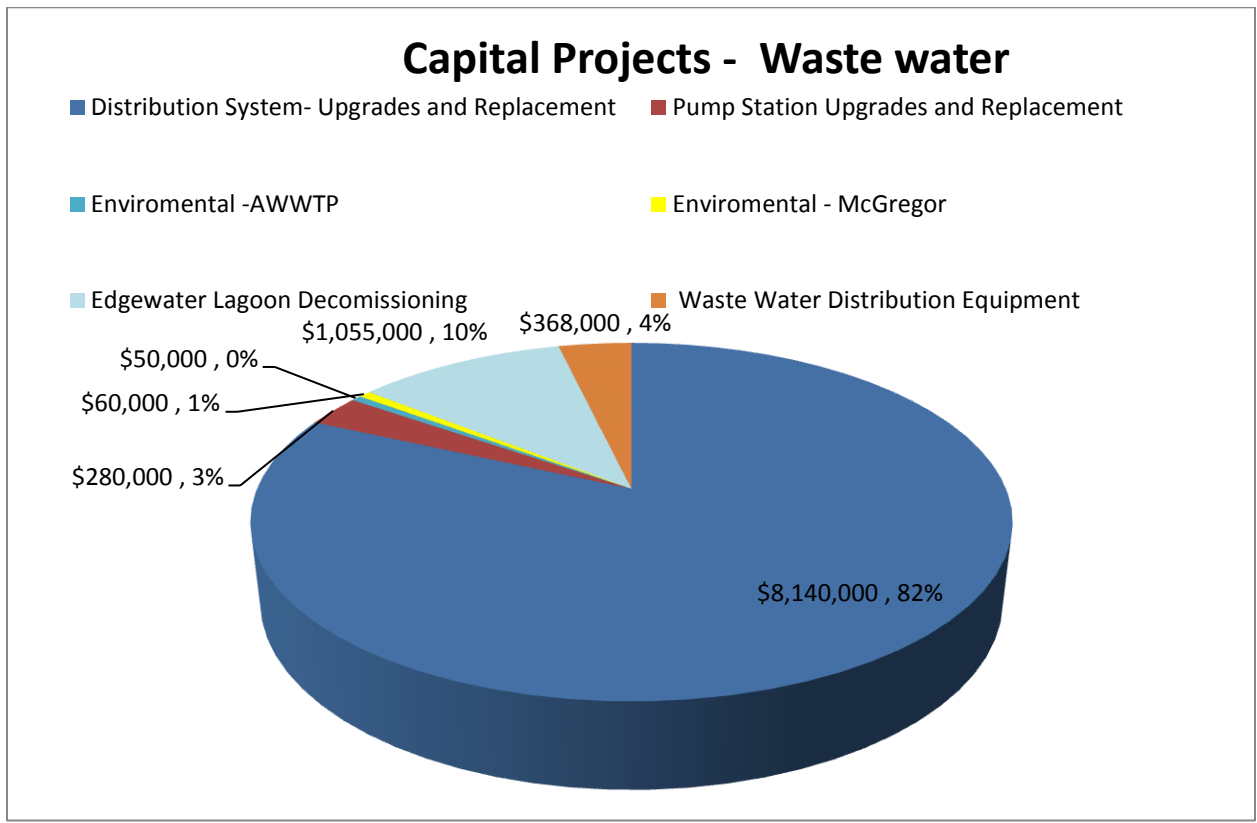
Outside of the focus of the strategic plan, there are additional pressures that have presented themselves as operational challenges for the water and waste water operations in 2016. The largest being increased utilities cost, provisions have been made in the 2017 Budget to address this issues as well.

The need for increases for future planning for capital can be best presented by a review of the needed infrastructure cost in the next 5-10 years.

The following graph is an outlook for the project being proposed for the water budget for the period from 2017-2026, the projects total \$38,182,000.



The following graph is an outlook for the project being proposed for the waste water budget for the period from 2017-2026, the projects total \$9,953,000.



The 2017 water and wastewater budgets have reduced operating cost and debt repayment cost and have allowed significant savings to build more financially sustainable capital and lifecycle replacement programs with limited increases in the current water and wastewater rates. With regards to the water in 2017 this budgetary commitment has grown by \$537,648 and with waste water \$164,505.

**4. RISK ANALYSIS:**

The Town’s drinking water system is subject to the legislative requirements of the *Safe Drinking Water Act, 2002* (SDWA) and regulations made therein, including Ontario Regulation 170/03, "Drinking Water Systems". Failure to maintain the water system to Ministry standards may result in fines, penalties and loss of licencing.

**5. FINANCIAL MATTERS:**

The revenue and expenses for the water budget are \$4,727,400 and \$6,140,700 for the wastewater budget.

**6. CONSULTATIONS:**

The Director of Engineering and Public Works, the Manager of Engineering and Operations, and the Manager of Environmental Services.

7. **CONCLUSION:**

It is recommended that Council approve budgets for water and waste water that include a 2% increase to water rates and 1% increase to wastewater rates.



---

Justin Rousseau  
**Director of Corporate Services/Treasurer**

JR

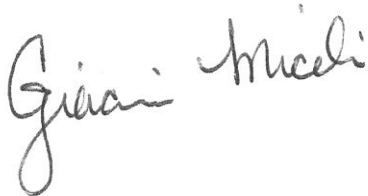
## Report Approval Details

Document Title:	Water and Wastewater Budgets.docx
Attachments:	- water and waste water budget.pdf
Final Approval Date:	May 17, 2017

This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - May 11, 2017 - 10:39 AM**



**John Miceli - May 16, 2017 - 12:11 PM**



**Paula Parker - May 17, 2017 - 12:41 PM**

# TOWN OF AMHERSTBURG



## 2017 WATER AND WASTE WATER OPERATING AND CAPITAL BUDGETS

### “STRATEGIC FOCUS”

#### MISSION STATEMENT

*“Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.”*

## **2017 OPERATING BUDGETS**

Administration is pleased to present the proposed water and waste water budgets for 2017. The proposed water increase for 2017 is recommended by administration at 2%, and the proposed wastewater increase for 2017 is recommended by administration at 1%. The reason for the proposed increases is to provide long term stability to building both water and wastewater capital programs as well as lifecycle replacement funding that will help ensure the replacement and expansion of both the water and wastewater systems. The increases agree to the long term financial stability plan outlined in the Town's draft Asset Management Plan. Town staffs have been working with the external consultants to make some changes from the proposed draft to ensure the most up to date information is presented within it. The changes are not expected to have a material effect on the water and wastewater systems.

Most importantly, the projected 2% increase in water would result in an average annual billing increase from \$450.00 to \$456.00. The projected 1% increase in wastewater would result in an average annual billing increase from \$772 to \$775. The combined effect to the average consumer of both water and wastewater in the town will see an annual household effect of \$9.00 a year, or 2 cents a day.

During the final quarter of 2015 and first quarter of 2016 administration undertook an RFP process for the operation of both the water and wastewater plants.

On March 21, 2016 Council approved the following motion:

1. The report from the Manager of Engineering and Operations dated February 2, 2016, regarding the Water and Wastewater Treatment Systems - Operation, Maintenance and Management Services – RFP Results **BE RECEIVED**;
2. An agreement with Ontario Clean Water Agency (OCWA) to provide operation, maintenance and management services for Amherstburg Water and Wastewater Treatment Systems **BE AUTHORIZED**;
3. **By-law 2016-25** being a by-law to enter into an agreement with Ontario Clean Water Agency for the operation, maintenance and management services for Amherstburg Water and Wastewater Treatment Systems be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.

The Town issued the RFP in 2015 to ensure that the Town was receiving competitive pricing for the operation and maintenance services that were being provided. These services have not been competitively bid previously. In the past the Town had negotiated the contract directly with OCWA. The proposal from OCWA provided the base data for the final agreement. Administration then engaged in negotiations with

OCWA to work through additional final details and ensure that the Town was receiving the best value for money.

**Amherstburg Facilities Operation – Base Contract Pricing**

	Current Contract	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Amherstburg Water Plant	\$765,000.00	\$703,598.03	\$629,488.67	\$621,305.32	\$628,760.98	\$636,306.11
Amherstburg WWTP	\$717,143.55	\$411,640.20	\$342,348.13	\$337,897.61	\$341,952.38	\$346,055.81
McGregor Lagoon	\$110,243.49	\$165,767.97	\$163,032.80	\$160,913.38	\$162,844.34	\$164,798.48
Mcleod WWTP	\$140,455.84	\$186,859.34	\$183,776.16	\$181,387.07	\$183,563.72	\$185,766.48
Big Creek WWTP	\$64,063.23	\$119,321.86	\$117,353.05	\$115,827.47	\$117,217.38	\$118,624.00
Edgewater Lagoon	\$117,340.57	\$171,751.84	\$168,917.93	\$166,722.00	\$168,722.67	\$170,747.33
Boblo WWTP	<u>\$51,163.163</u>	<u>\$94,977.28</u>	<u>\$93,410.16</u>	<u>\$92,195.82</u>	<u>\$93,302.17</u>	<u>\$94,421.79</u>
Total	\$1,965,541.63	\$1,853,916.52	\$1,698,326.90	\$1,676,248.67	\$1,696,363.64	\$1,716,720.00

In the first year of the contract the Town saves \$111,625.11 in comparison to the current cost. In years 2 to 5 the savings range from \$248,000 to \$289,000 when compared to the current costing. OCWA is currently working through corporate restructuring and as a result there is a significant increase in savings in years 2 through 5.

	Yearly costs in Contract	Yearly Contract Savings
Current Contract Cost	\$1,965,541.63	
2016-2017	\$1,853,916.52	\$111,625.11
2017-2018	\$1,698,326.90	\$267,214.73
2018-2019	\$1,676,248.67	\$289,292.96
2019-2020	\$1,696,363.64	\$269,177.99
2020-2021	\$1,716,720.00	<u>\$248,821.64</u>
Total		\$1,186,132.43

When you compare the five year contract costs to the current cost projected over 5 years the contract costs alone result in a savings of \$1,186,132.43.

### **Amherstburg Facilities Operation – Additional Savings**

The Town was also able to gain savings in other areas of the contract.

- There were a number of yearly inspections and certifications that the Town paid for directly. These yearly inspections/certifications were completed at a cost of \$13000+/- yearly. These costs are now included in OCWA's base fee.
- The Town previously paid for janitorial services at the AWWTP at a cost of \$14,400 yearly. This is now included in the contract.
- The Town previously paid for the outdoor summer maintenance of the AWWTP at a cost of \$1400+/- yearly. This is now included in the contract.
- The Town provided salting services for all facility parking lots. OCWA is now responsible for all snow and ice removal. While this cost saving is difficult to quantify, there is a cost saving to the Town in being relieved of providing this service.

In the previous contract the Town paid a 15% service fee on any minor or major maintenance that was completed at the facilities. Administration was able to negotiate the elimination of the service fee on the first \$300,000 of maintenance, resulting in an approximate \$45,000 savings each year. Any work beyond this threshold will be subject to a 10% service fee, which will result in a 5% savings from the prior 15%.



The commitment of the Town is to turn these savings along with savings on debt payment each year into an ability to build more financially sustainable capital and lifecycle replacement programs using the current water and wastewater rates. With regards to the water in 2017 this budgetary commitment has grown by \$537,648 and with waste water \$164,505

In addition to the commitment made by the town to try and gain operational efficiencies and sustainable financial management practices, on September 12, 2016, Council approved the Town of Amherstburg Community Based Strategic Plan 2016-2021.

The plan is a guiding document that will assist Council and Administration in moving the Town forward. Residents participated in a consultative exercise that promoted community input in charting the future direction of the Town. The collaborative plan emerged and was adopted with the following 4 priorities:

1. Marketing and Promotion
2. Economic Development
3. Investment in Infrastructure
4. Fiscal Sustainability

Each priority has a group of actions that will define successful completion of the plan. The actions steps are as follows:

### **Marketing and Promotion**

#### **Actions**

1. Develop a strong online and social media presence to better inform residents and visitors of life in Amherstburg.
2. Develop a marketing plan that supports the Town's efforts to attract future residents, investment and business and grows our profile beyond Essex County.
3. Effectively leverage the tourism marketing reach and product development efforts of the Southwest Ontario Tourism Corporation (SWOTC).
4. Identify partnership opportunities with local businesses in the marketing and promotion of the Town.
5. Promote local success stories that demonstrate the opportunity and potential of living and investing in Amherstburg.

### **Economic Development**

#### **Actions**

1. Prepare a pragmatic Economic Development Strategy for the Town of Amherstburg with a focus on business development, attraction and retention.

2. Use incentives to encourage private sector development that supports our business attraction efforts.
3. Support and facilitate adaptive reuse of heritage and cultural assets.
4. Explore the potential opportunities for waterfront tourism including a dock that can accommodate ferries, tall ships etc.
5. Support the agricultural sector and the diversification of this industry.
6. Complete a bi-annual review of the return of investment associated with the funding of Windsor-Essex Economic Development Corporation (WEEDC).
7. Support the creation of new and improvements of existing Festivals and Events.
8. Secure additional roofed accommodation to support the growth of tourism.

### **Investment in Infrastructure**

#### **Actions**

1. Complete an industrial land needs analysis.
2. Initiate the necessary servicing plans to advance the development of the Town's priority industrial lands.
3. Complete a Parks and Recreation Master Plan that identifies the hierarchy of needs for Town residents and provides recommendations for the long term use of Navy Yard Park.
4. Provide a 'one stop' experience for residents and business by consolidating municipal staff and services.
5. Maintain and improve roadways and sidewalks.
6. Facilitate the re-development of Bellevue House and property.
7. Complete the servicing and development of the Kingsbridge Subdivision.
8. Address the long term infrastructure requirements of Bois Blanc Island.

### **Fiscal Sustainability**

#### **Actions**

1. Prepare a Long-Term Financial Plan that provides funding strategies and adequate reserves while promoting stable taxes.
2. Develop multiyear operating and capital budgets.
3. Develop a funding strategy for the Asset Management Plan focused on maintaining core existing infrastructure and services.
4. Plan for and fund major maintenance and replacement costs for new infrastructure and facility projects.

5. Focus resources towards ensuring that the Town has the fundamental building blocks needed to successfully target and attract incremental business from existing sectors as well as from new sectors as identified in any economic development strategy to support the vision of a 90% residential and 10% non-residential tax base by 2021.

The 2017 Water and Waste Water Operational and Capital Budgets were developed by administration to strategically focus on providing the desired results of the Town's newly adopted Strategic Plan.

In regards to Fiscal Sustainability and Investment in Infrastructure, the 2017 Budgets focuses on expanding the concepts of increased reserve planning and funding for capital investment.

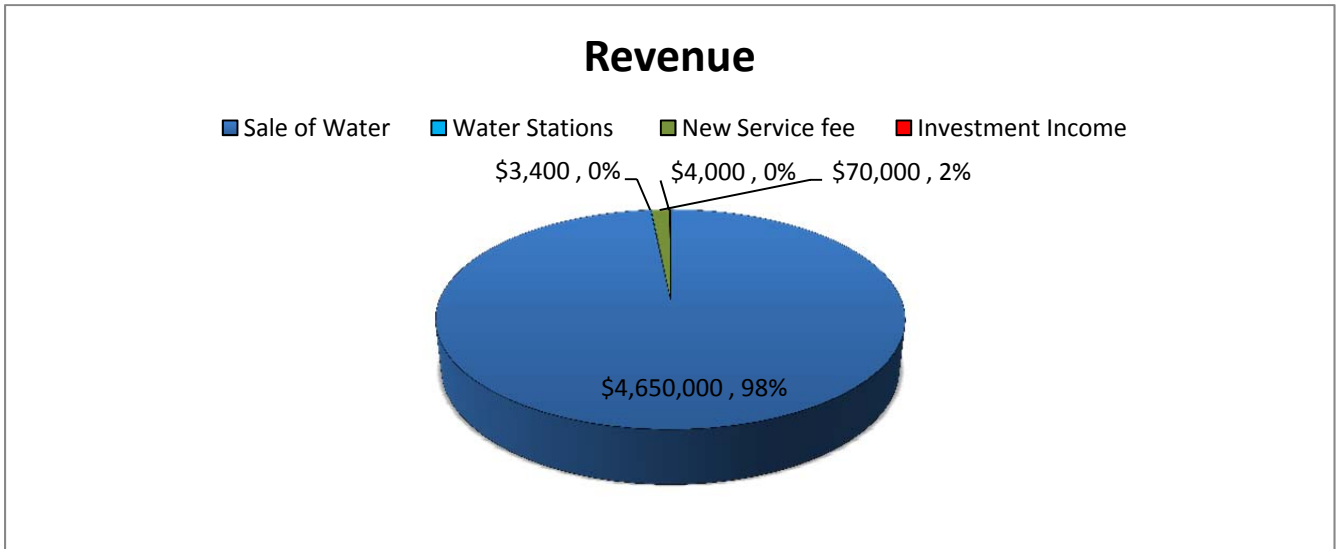
The 2017 Budgets also introduces a new concept of lifecycle replacement. In past budgets items such as smaller generators and pumps were placed in the capital budget and listed as specific items with estimated cost amounts. This process gives little to no flexibility to deviate from pump and component replacement to the operators of the Ontario Clean Water Agency and Town management that oversees the maintenance and routine replacement on these items that are critical to the system. The concept of lifecycle replacement will allow the operators the ability to due proper preventative maintenance and component replacement to ensure the systems are operating effectively and efficiently.

The budget presented by Administration improves and provides for additional reserves that reaffirm Council's direction which began in the 2015 Budget to help reduce debt loads and increase reserves and financial stability.

Outside of the focus of the strategic plan, there are additional pressures that have presented themselves as operational challenges for the water and waste water operations in 2016. The largest being increased utilities cost, provisions have been made in the 2017 Budget to address this issues as well.

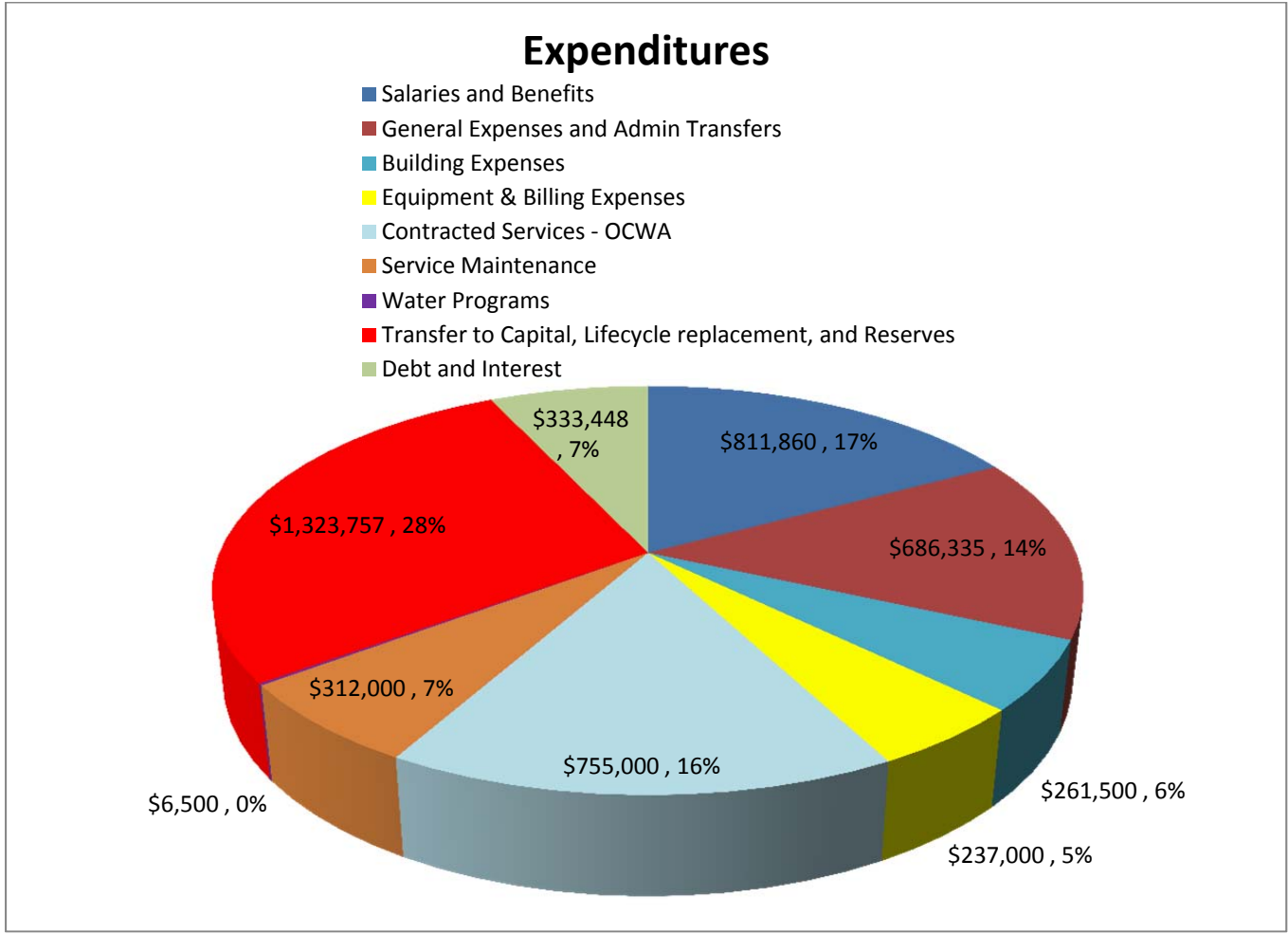
**2017 WATER OPERATIONAL REVENUES**

Following is a breakdown of the \$4,727,400 total operating budget revenue for 2017:



**2017 WATER OPERATIONAL EXPENSES**

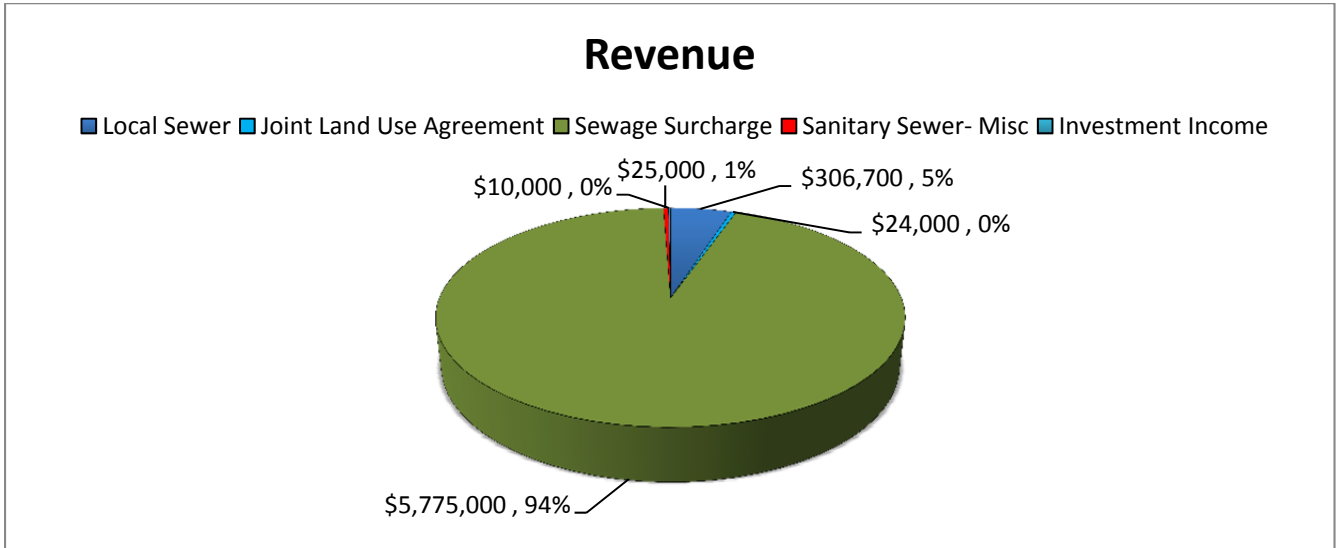
Following is a breakdown of the \$4,727,400 total operating budget expenses for 2017:



*As the above graph illustrates 28% of the Town's Expenditures are for Transfer to Capital, Lifecycle Replacement and Reserves a significant increase from the prior years 20%*

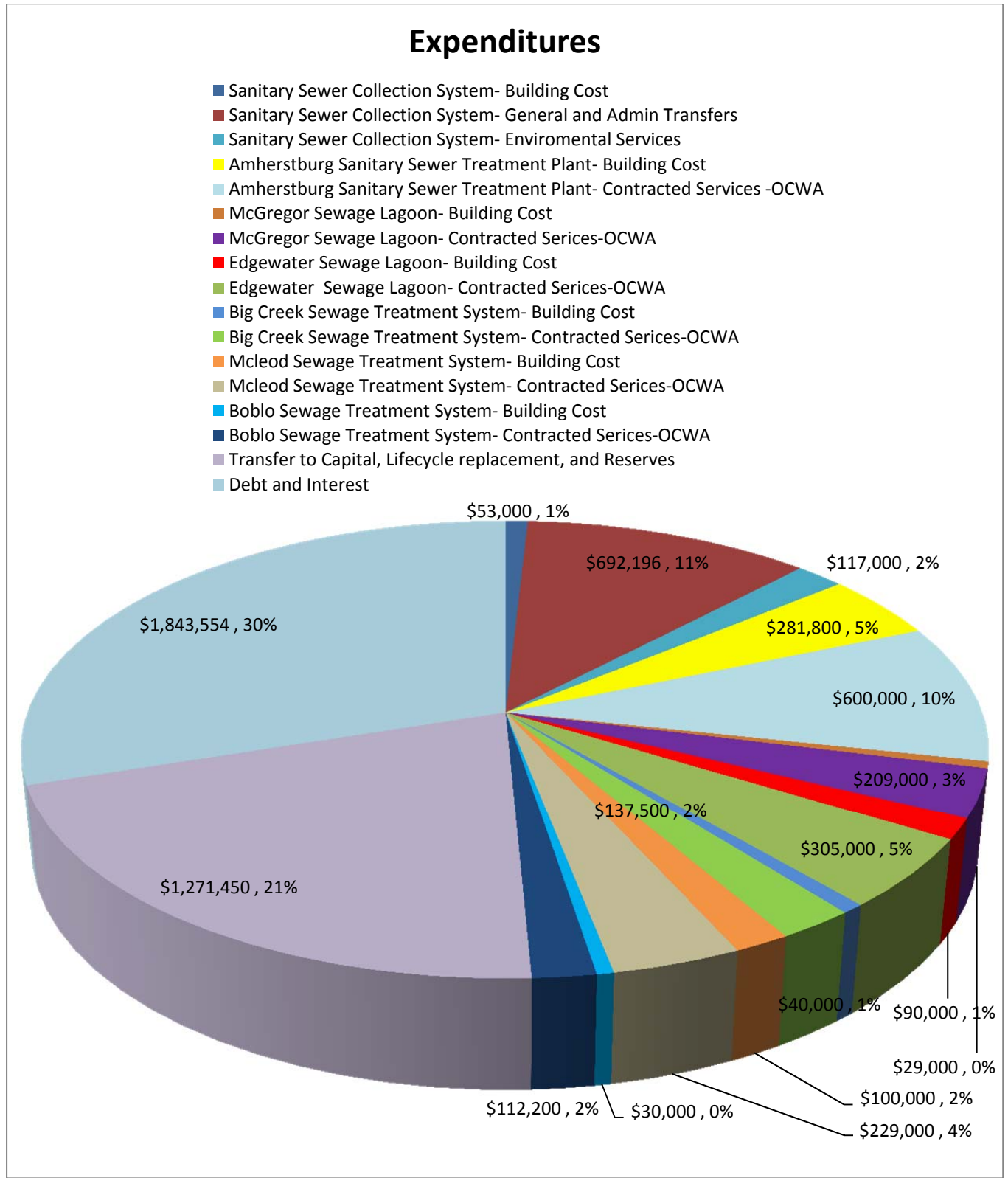
**2017 WASTE WATER OPERATIONAL REVENUES**

Following is a breakdown of the \$6,140,700 total operating budget revenue for 2017:



**2017 WASTE WATER OPERATIONAL EXPENSES**

Following is a breakdown of the \$6,140,700 total operating budget expenses for 2017:



*As the above graph illustrates 21% of the Town's Expenditures are for Transfer to Capital, Lifecycle Replacement and Reserves an increase from the prior years 19%. It should also be noted that over 30% of the Town's wastewater operations budget is for debt and interest payments on the investment in infrastructure the Town has made primarily in the Amherstburg Waste Water Treatment Plant.*

**2017 OPERATIONS BUDGETS CONCLUSION**

The 2017 Operating Budgets presents a plan on turning operational savings into increased capital, lifecycle replacement and reserves in order to create a more sustainable long term financial model for both the water and wastewater revenue streams.



**TOWN OF AMHERSTBURG  
WATER DEPARTMENT  
2017 BUDGET**

		2016 Budget	2016 YTD Actuals	% of Budget Remaining	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
<b>REVENUES:</b>						
80-4-0000000-1610	Sale of Water	(4,505,000)	(4,534,776)	-1%	(4,650,000)	145,000
80-4-0000000-1630	Water Station Revenue	(3,000)	(3,398)	-13%	(3,400)	400
80-4-0000000-1670	New Service Fees	(20,000)	(83,464)	-317%	(70,000)	50,000
80-4-0000000-1675	Miscellaneous Revenue	(500)	0	100%		(500)
80-4-0000000-7220	Investment Income	(3,000)	(3,542)	-18%	(4,000)	1,000
<b>Total Revenues - Water</b>		<b>(4,531,500)</b>	<b>(4,625,180)</b>	<b>-2%</b>	<b>(4,727,400)</b>	<b>195,900</b>
<b>EXPENSES:</b>						
<b>Salaries and Wages</b>						
80-5-0000000-0101	Salaries - Full Time	605,210	564,893	7%	551,074	(54,136)
80-5-0000000-0102	Salaries - Overtime	31,500	19,659	38%	27,500	(4,000)
80-5-0000000-0105	Salaries - STD/LTD Credit		(20,885)			-
80-5-0000000-0109	Salaries - Student Labour	10,228	4,328	58%	10,670	442
<b>Total Salaries and Wages - Water</b>		<b>646,938</b>	<b>567,995</b>	<b>12%</b>	<b>589,244</b>	<b>(57,694)</b>
<b>Benefits</b>						
80-5-0000000-0201	Benefits - CPP	22,826	20,844	9%	21,041	(1,785)
80-5-0000000-0202	Benefits - EI	10,662	9,599	10%	8,328	(2,334)
80-5-0000000-0203	Benefits - OMERS	60,039	54,261	10%	54,375	(5,664)
80-5-0000000-0204	Benefits - EHT	12,001	11,027	8%	10,954	(1,047)
80-5-0000000-0205	Benefits - Greenshield	61,494	54,989	11%	55,645	(5,849)
80-5-0000000-0206	Benefits - Retirees		25,039		25,000	25,000
80-5-0000000-0207	Benefits - Life and Disability	25,393	27,112	-7%	31,114	5,721
80-5-0000000-0211	Benefits - Essex Power Retirees	14,344	10,432	27%	10,000	(4,344)
80-5-0000000-0208	Benefits - WSIB	6,691	6,372	5%	6,159	(532)
80-5-0000000-0209	Benefits - Post Retirement		0			-
<b>Total Benefits - Water</b>		<b>213,450</b>	<b>219,675</b>	<b>-3%</b>	<b>222,616</b>	<b>9,166</b>
<b>General Expenses</b>						
80-5-0000000-0300	Share of PW Expenses	52,530	52,530	0%	53,581	1,051
80-5-0000000-0130	Administrative Transfer from Town	510,788	510,788	0%	521,004	10,216
80-5-0000000-0249	Training and Conferences	8,000	9,203	-15%	8,000	-
80-5-0000000-0161	Clothing	8,000	6,504	19%	8,000	-
80-5-0000000-0350	Memberships	1,000	890	11%	1,000	-
80-5-0000000-0301	Office Supplies	1,000	634	37%	1,000	-
80-5-0000000-0307	Advertising	750	0	100%	750	-
80-5-0000000-0328	Engineering Fees	25,000	11,439	54%	25,000	-
80-5-0000000-0550	ERCA - Clean Water - Work Spaces	64,000	67,272	-5%	68,000	4,000
<b>Total General Expenses</b>		<b>671,068</b>	<b>659,260</b>	<b>2%</b>	<b>686,335</b>	<b>15,267</b>
<b>Building Expenses</b>						
80-5-0000000-0314	General Insurance	39,195	31,573	19%	30,000	(9,195)
80-5-0000000-0316	Utilities	200,000	195,860	2%	200,000	-
80-5-0000000-0331	General Maintenance	5,000	6,232	-25%	5,000	-
80-5-0000000-0381	Property Taxes	25,354	26,173	-3%	26,500	1,146
<b>Total Building Expenses - Water</b>		<b>269,549</b>	<b>259,837</b>	<b>4%</b>	<b>261,500</b>	<b>(8,049)</b>
<b>Equipment and Vehicles</b>						
80-5-0000000-0402	Vehicle and Equipment MTCE	12,000	8,622	28%	12,000	-
80-5-0000000-0404	Vehicle Radio Licences	19,500	20,178	-3%	20,000	500
80-5-0000000-0405	Vehicle MTCE - Tires	5,000	1,580	68%	5,000	-
80-5-0000000-0420	Micellaneous Water Equipment	20,000	16,874	16%	20,000	-
80-5-0000000-0504	Collection and Billing Expense	180,000	175,236	3%	180,000	-
<b>Total Equipment and Vehicle - Water</b>		<b>236,500</b>	<b>222,490</b>	<b>6%</b>	<b>237,000</b>	<b>500</b>
<b>Contracted Services</b>						
80-5-0000000-0604	Contract OCWA	765,000	769,393	-1%	705,000	(60,000)
80-5-0000000-0612	OCWA Maintenance Items	70,000	20,829	70%	50,000	(20,000)
<b>Total Contracted Services - Water</b>		<b>835,000</b>	<b>790,222</b>	<b>5%</b>	<b>755,000</b>	<b>(80,000)</b>
<b>Service Maintenance</b>						
80-5-0000000-0755	Service Maintenance	90,000	103,471	-15%	103,000	13,000
80-5-0000000-0810	Main Maintenance	60,000	40,553	32%	55,000	(5,000)
80-5-0000000-0833	Water Meter Repairs and Maintenance	80,000	75,536	6%	85,000	5,000
80-5-0000000-0835	Sample Station Repairs	3,000	2,941	2%	3,000	-
80-5-0000000-0840	Water Valve Repair and Maintenance Program	25,000	14,499	42%	20,000	(5,000)
80-5-0000000-0845	Blowoff Repairs, Upgrades, New Installs	5,000	1,832	63%	3,000	(2,000)
80-5-0000000-0850	Fire Hydrant Repair and Maintenance	15,000	6,790	55%	10,000	(5,000)
80-5-0000000-0815	Backflow Prevention	32,000	25,455	20%	30,000	(2,000)
80-5-0000000-0855	Coin Operated Filling Stations (2)	2,000	3,421	-71%	3,000	1,000
<b>Total Service Maintenance - Water</b>		<b>312,000</b>	<b>274,497</b>	<b>12%</b>	<b>312,000</b>	<b>-</b>

**TOWN OF AMHERSTBURG  
WATER DEPARTMENT  
2017 BUDGET**

	2016 Budget	2016 YTD Actuals	% of Budget Remaining	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
<b>Water Programs</b>					
80-5-0000000-0920 DWQMS Implementation	5,000	4,467	11%	5,000	-
80-5-0000000-0951 Water Conservation Program	3,000	1,500	50%	1,500	(1,500)
<b>Total Water Programs - Water</b>	<b>8,000</b>	<b>5,967</b>	<b>25%</b>	<b>6,500</b>	<b>(1,500)</b>
<b>Other Expenses - Transferred from Capital</b>					
80-5-0000000-0338 WTP Facility Plan	125,000	77,989			
<b>Total Water Programs - Other Expenses-Transferred from Capital</b>	<b>125,000</b>	<b>77,989</b>	<b>38%</b>	<b>-</b>	<b>-</b>
<b>Total Expenses before Reserves and Debt Charges - Water Department</b>	<b>3,317,505</b>	<b>3,077,932</b>	<b>7%</b>	<b>3,070,195</b>	<b>(122,310)</b>
<b>Transfer to Reserves</b>					
80-5-0000000-2001 Transfer to Capital	200,000	200,000	0%	638,000	438,000
Capital Expenditures		107,090			
Life Cycle replacement				160,000	160,000
80-5-0000000-2009 Transfer to Reserves	586,109	586,109	0%	525,757	(60,352)
<b>Total Transfer to Reserve - Water</b>	<b>786,109</b>	<b>893,199</b>	<b>-14%</b>	<b>1,323,757</b>	<b>537,648</b>
<b>Debt Charges - Water</b>					
80-5-0000000-2005 Principle	400,446	400,446	0%	193,471	(206,975)
80-5-0000000-2006 Interest	152,440	149,528	2%	139,977	(12,463)
New P&I		-			-
<b>Total Debt Charges - Water</b>	<b>552,886</b>	<b>549,973</b>	<b>1%</b>	<b>333,448</b>	<b>(219,438)</b>
<b>Total Expenses - Water Department</b>	<b>4,656,500</b>	<b>4,521,105</b>	<b>3%</b>	<b>4,727,400</b>	<b>195,900</b>
<b>Net Revenues and Expenses - Surplus/(Deficit)</b>	<b>(125,000)</b>	<b>104,075</b>		<b>(0)</b>	<b>(391,800)</b>

**TOWN OF AMHERSTBURG  
WASTE WATER DEPARTMENT  
2017 BUDGET**

		2016 Budget	2016 YTD Actuals	% of Budget Remaining	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
<b>REVENUES:</b>						
10-4-4010000-0260	Locals - Sewer	(308,000)	(307,554)	0%	(305,000)	(3,000)
10-4-4010000-0265	Locals - Sewer Front and C.	(1,646)	(1,646)	0%	(1,700)	54
10-4-4010000-1705	McGreggor Lagoon Joint Use Agreement	(24,000)	(24,000)	0%	(24,000)	-
10-4-4010000-1710	Sewage Surcharge	(5,715,000)	(5,773,146)	-1%	(5,775,000)	60,000
10-4-4010000-6540	Sanitary Sewer - Misc		(29,934)		(25,000)	25,000
10-4-4010000-7220	Interest Income - Bank Account		(9,213)		(10,000)	10,000
<b>Total Revenue - Waste Water</b>		<b>(6,048,646)</b>	<b>(6,145,494)</b>	<b>-2%</b>	<b>(6,140,700)</b>	<b>92,054</b>
<b>EXPENSES:</b>						
<b>Sanitary Sewer Collection System (SSCS)</b>						
<b>Building</b>						
10-5-4010000-0314	General Insurance	33,605	27,070	19%	28,000	(5,605)
10-5-4010000-0381	Property Taxes	24,431	25,171	-3%	25,000	569
<b>Total Building - SSCS</b>		<b>58,036</b>	<b>52,241</b>	<b>10%</b>	<b>53,000</b>	<b>(5,036)</b>
<b>General Expenses</b>						
10-5-4010000-0131	Transfer of PW Related Expenses	443,731	443,731	0%	452,606	8,875
10-5-4010000-0130	Administrative Transfer from Town	192,735	192,735	0%	196,590	3,855
10-5-4010000-0328	Engineering Fees	40,000	13,109	67%	30,000	(10,000)
10-5-4017740-0504	Collection and Billing Expense	13,000	12,527	4%	13,000	-
<b>Total General Expenses - SSCS</b>		<b>689,466</b>	<b>662,102</b>	<b>4%</b>	<b>692,196</b>	<b>2,730</b>
<b>Environmental Services</b>						
10-5-4017740-0331	General Maintenance	20,000	14,649	27%	20,000	-
10-5-4017740-0750	Sewer Flushing	50,000	27,272	45%	40,000	(10,000)
10-5-4017740-0758	Service Connection Inspection and Camera	4,000	889	78%	2,000	(2,000)
10-5-4017740-0759	Service Connection Repair and Maintenance	50,000	28,006	44%	45,000	(5,000)
10-5-4017740-0760	Manhole Cleaning and Maintenance	9,000	8,781	2%	10,000	1,000
<b>Total Environmental Services - SSCS</b>		<b>133,000</b>	<b>79,597</b>	<b>40%</b>	<b>117,000</b>	<b>(16,000)</b>
<b>Total Expenses - Sanitary Sewage Collection System</b>		<b>880,502</b>	<b>793,940</b>	<b>10%</b>	<b>862,196</b>	<b>(18,306)</b>
<b>Amherstburg Sanitary Sewer Treatment System (ASSTS)</b>						
<b>General</b>						
10-5-4017740-0316	Utilities	200,000	251,027	-26%	275,000	75,000
10-5-4017740-0381	Property Taxes	6,594	6,724	-2%	6,800	206
<b>Total General - ASSTS</b>		<b>206,594</b>	<b>257,751</b>	<b>-25%</b>	<b>281,800</b>	<b>75,206</b>
<b>Environmental Services</b>						
10-5-4017740-0602	Sludge - Landfill Tipping Fees	60,000	45,333	24%	50,000	(10,000)
10-5-4017740-0604	Contract OCWA	717,000	395,766	45%	415,000	(302,000)
10-5-4017740-0612	OCWA Maintenance Items	120,000	84,047	30%	110,000	(10,000)
10-5-4017740-0613	OCWA After Hour Call In	25,000	28,993	-16%	25,000	-
<b>Total Environmental Services - ASSTS</b>		<b>922,000</b>	<b>554,140</b>	<b>40%</b>	<b>600,000</b>	<b>(322,000)</b>
<b>Total Expenses - Amherstburg Sanitary Sewer Treatment System</b>		<b>1,128,594</b>	<b>811,890</b>	<b>28%</b>	<b>881,800</b>	<b>(246,794)</b>
<b>McGregor Sewage Lagoon System (MSLS)</b>						
<b>Building</b>						
10-5-4017720-0316	Utilities	20,000	24,450	-22%	27,000	7,000
10-5-4017720-0381	Property Taxes	1,908	1,925	-1%	2,000	92
<b>Total Building Expenses - MSLS</b>		<b>21,908</b>	<b>26,375</b>	<b>-20%</b>	<b>29,000</b>	<b>7,092</b>
<b>Environmental Services</b>						
10-5-4017720-0604	Contract OCWA	110,000	142,786	-30%	164,000	54,000
10-5-4017720-0612	OCWA Plant Maintenance Items	35,000	30,851	12%	35,000	-
10-5-4017720-0613	OCWA After Hour Call In	12,000	5,605	53%	10,000	(2,000)
<b>Total Environmental Services - MSLS</b>		<b>157,000</b>	<b>179,242</b>	<b>-14%</b>	<b>209,000</b>	<b>52,000</b>
<b>Total Expenses - McGregor Sewage Lagoon System</b>		<b>178,908</b>	<b>205,617</b>	<b>-15%</b>	<b>238,000</b>	<b>59,092</b>
<b>Edgewater Sewage Lagoon System (ESLS)</b>						
<b>Building</b>						
10-5-4017730-0316	Utilities	35,000	52,658	-50%	60,000	25,000
10-5-4017730-0381	Property Taxes	26,040	29,645	-14%	30,000	3,960
<b>Total Building - ESLS</b>		<b>61,040</b>	<b>82,304</b>	<b>-35%</b>	<b>90,000</b>	<b>28,960</b>

**TOWN OF AMHERSTBURG  
WASTE WATER DEPARTMENT  
2017 BUDGET**

		2016 Budget	2016 YTD Actuals	% of Budget Remaining	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
<b>Environmental Services</b>						
10-5-4017730-0612	OCWA Plant Maintenance Items	32,000	57,023	-78%	45,000	13,000
10-5-4017730-0613	OCWA After Hour Call In	7,000	2,303	67%	5,000	(2,000)
10-5-4017730-0771	OCWA Meyers Pump Stations	8,000	12,338	-54%	10,000	2,000
10-5-4017730-0604	Contract OCWA	117,000	162,980	-39%	170,000	53,000
10-5-4017730-0609	Lagoon Treatment	75,000	31,023	59%	75,000	-
<b>Total Environmental Services - ESLS</b>		<b>239,000</b>	<b>265,666</b>	<b>-11%</b>	<b>305,000</b>	<b>66,000</b>
<b>Total Expenses - Edgewater Sewage Lagoon System</b>		<b>300,040</b>	<b>347,970</b>	<b>-16%</b>	<b>395,000</b>	<b>94,960</b>
<b>Big Creek Sewage Treatment and Collection System ( Big Creek)</b>						
<b>Building</b>						
10-5-4017750-0316	Utilities	30,000	37,282	-24%	40,000	10,000
<b>Total Building - Big Creek</b>		<b>30,000</b>	<b>37,282</b>	<b>-24%</b>	<b>40,000</b>	<b>10,000</b>
<b>Environmental Services</b>						
10-5-4017750-0604	Contract OCWA - Big Creek Plant	64,000	98,835	-54%	120,000	56,000
10-5-4017750-0612	OCWA Plant Maintenance Items	13,500	26,357	-95%	12,500	(1,000)
10-5-4017750-0613	OCWA After Hour Call In	2,500	4,688	-88%	5,000	2,500
<b>Total Environmental Service - Big Creek</b>		<b>80,000</b>	<b>129,879</b>	<b>-62%</b>	<b>137,500</b>	<b>57,500</b>
<b>Total Expenses - Big Creek Sewage Treatment and Collection System</b>		<b>110,000</b>	<b>167,161</b>	<b>-52%</b>	<b>177,500</b>	<b>67,500</b>
<b>McLeod SBR Sewage Treatment and Collection System (McLeod)</b>						
<b>Building</b>						
10-5-4017755-0316	Utilities	40,000	76,842	-92%	80,000	40,000
10-5-4017755-0381	Property Taxes	18,864	19,338	-3%	20,000	1,136
<b>Total Building - McLeod</b>		<b>58,864</b>	<b>96,180</b>	<b>-63%</b>	<b>100,000</b>	<b>41,136</b>
<b>Environmental Services</b>						
10-5-4017755-0604	Contract OCWA - McLeod Plant	140,000	175,126	-25%	187,000	47,000
10-5-4017755-0612	OCWA Plant Maintenance Items	33,000	41,827	-27%	30,000	(3,000)
10-5-4017755-0613	OCWA After Hour Call In	8,400	15,088	-80%	12,000	3,600
<b>Total Environmental Services - McLeod</b>		<b>181,400</b>	<b>232,041</b>	<b>-28%</b>	<b>229,000</b>	<b>47,600</b>
<b>Total Expenses - McLeod Sewage Treatment and Collection System</b>		<b>240,264</b>	<b>328,222</b>	<b>-37%</b>	<b>329,000</b>	<b>88,736</b>
<b>Boblo Island Sewage Treatment System</b>						
<b>Building</b>						
10-5-4017760-0316	Utilities	15,000	24,285	-62%	30,000	15,000
<b>Total Building - Boblo</b>		<b>15,000</b>	<b>24,285</b>	<b>-62%</b>	<b>30,000</b>	<b>15,000</b>
<b>Environmental Services</b>						
10-5-4017760-0604	Contract OCWA - Boblo Plant	51,000	83,054	-63%	95,000	44,000
10-5-4017760-0612	OCWA Plant Maintenance Items	16,000	14,750	8%	15,000	(1,000)
10-5-4017760-0613	OCWA After Hours Call In	2,000	2,102	-5%	2,200	200
<b>Total Environmental Service - Boblo</b>		<b>69,000</b>	<b>99,905</b>	<b>-45%</b>	<b>112,200</b>	<b>43,200</b>
<b>Total Expenses - Boblo Island Sewage Treatment System</b>		<b>84,000</b>	<b>124,190</b>	<b>-48%</b>	<b>142,200</b>	<b>58,200</b>
<b>Total Expenses before Reserves and Debt Charges</b>		<b>2,922,308</b>	<b>2,778,990</b>	<b>5%</b>	<b>3,025,696</b>	<b>103,388</b>
<b>Capital/Reserve Transfers</b>						
10-5-4010000-2001	Transfer to Capital	756,152	627,550	17%	542,000	(214,152)
	Capital Expenditures funded from Operations		29,423			
	Capital expenditures transferred to operations		163,067			
	Life Cycle replacement				276,000	276,000
10-5-4010000-2002	Transfer to Reserve Fund	350,793	350,793	0%	453,450	102,657
		<b>1,106,945</b>	<b>1,170,833</b>	<b>-6%</b>	<b>1,271,450</b>	<b>164,505</b>
<b>Debt Charges - Waste Water</b>						
10-5-4017740-2005	Principle	1,407,062	1,407,004	0%	1,345,165	(61,897)
10-5-4017740-2006	Interest	1,037,971	1,041,331	0%	1,002,583	(35,388)
10-4-4010000-3015	Less: DC Portion	(425,640)	(504,194)	-18%	(504,194)	(78,554)
<b>Total Debt Charges - Waste Water</b>		<b>2,019,393</b>	<b>1,944,141</b>	<b>4%</b>	<b>1,843,554</b>	<b>(175,839)</b>
<b>Total Expenses - Waste Water Department</b>		<b>6,048,646</b>	<b>5,893,963</b>	<b>3%</b>	<b>6,140,700</b>	<b>92,054</b>
<b>Net Revenues and Expenses - Surplus/(Deficit)</b>		<b>-</b>	<b>251,531</b>		<b>-</b>	<b>(184,108)</b>

*TOWN OF AMHERSTBURG*



*2017 CAPITAL BUDGET*

## **2017 CAPITAL BUDGETS INTRODUCTION**

The recommended 2017 Capital Budget for the Water system provides significant capital investment in municipal infrastructure totaling \$9,378,800 should the Town be successful in the Clean Water and Wastewater Fund grant application. Should the Town not be successful in the grant the propose capital program will be \$1,378,800.

The recommended 2017 Capital Budget for the Waste water system provides capital investment in municipal infrastructure totaling \$1,369,500.

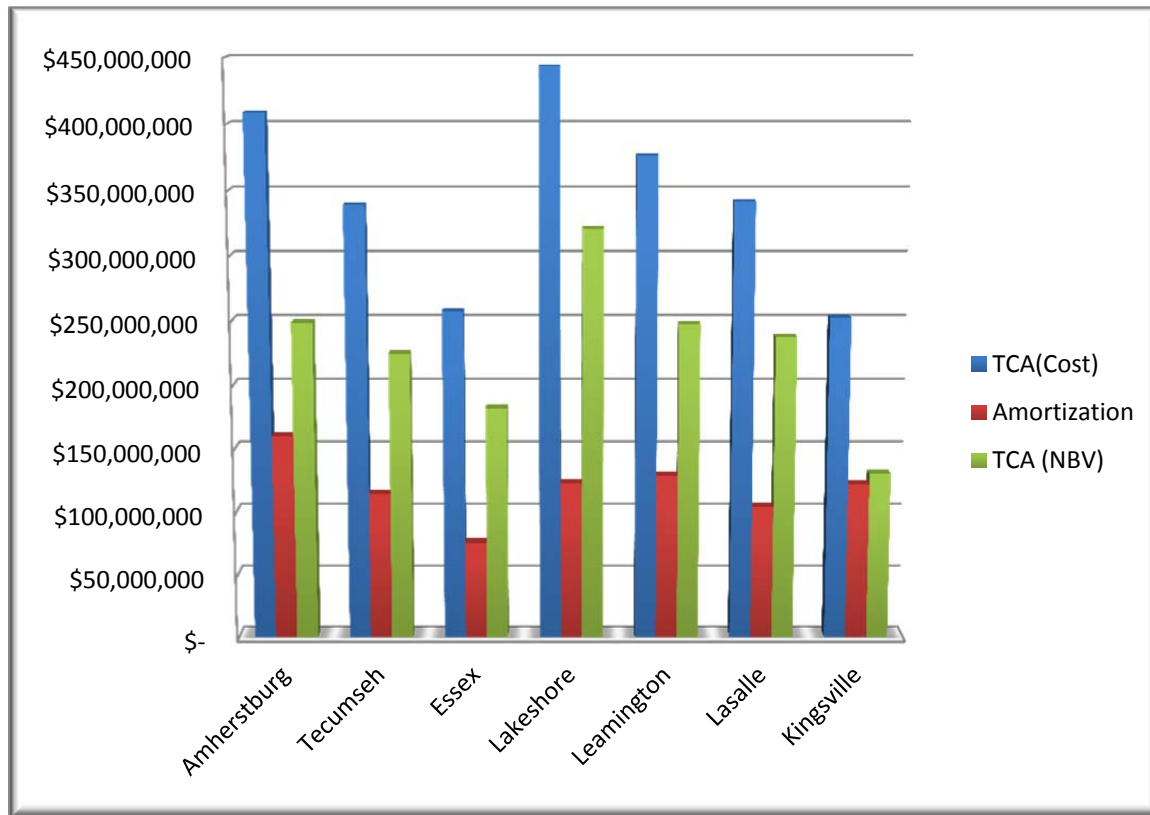
These investments are achieved by augmenting the contribution of operation funds to capital revenue. This is a continued step forward in realizing “the pay as you go” philosophy and self-funding the water and wastewater capital program. In the past, the Town relied on grant and debt funding to complete capital projects. This practice led to unacceptable amounts of long term debt for the Town and a reduced level of resident confidence in the Town’s financial outlook. Council and Administration have made tremendous strides to address these issues going forward.

**2017 CAPITAL BUDGETS IMPORTANT FACTORS**

Based on audited 2015 Financial Statements of neighboring municipalities, the Town of Amherstburg has the highest per resident investment in infrastructure, as illustrated by the following table:

Assets Per Capita (December 31, 2015)	TCA(COST)	TCA(NBV)	Population (Stats Can 2011)	Assets Per Capita (COST)	Assets Per Capita (NBV)
Town of Amherstburg	\$408,817,612	\$248,677,411	21,556	\$18,965	\$11,536
Town of Tecumseh	\$339,031,907	\$224,696,121	23,610	\$14,359	\$9,517
Town of Essex(2014)	\$257,498,355	\$182,285,630	19,600	\$13,137	\$9,300
Municipality of Lakeshore	\$443,681,404	\$320,856,062	34,546	\$12,843	\$9,287
Municipality of Leamington	\$376,283,120	\$247,528,313	28,408	\$13,248	\$8,714
Town of LaSalle	\$341,653,437	\$237,524,933	28,648	\$11,925	\$8,291
Town of Kingsville	\$252,485,423	\$130,482,577	21,362	\$11,819	\$6,108

The following graph illustrates the total assets cost, amortization and netbook value in the region:



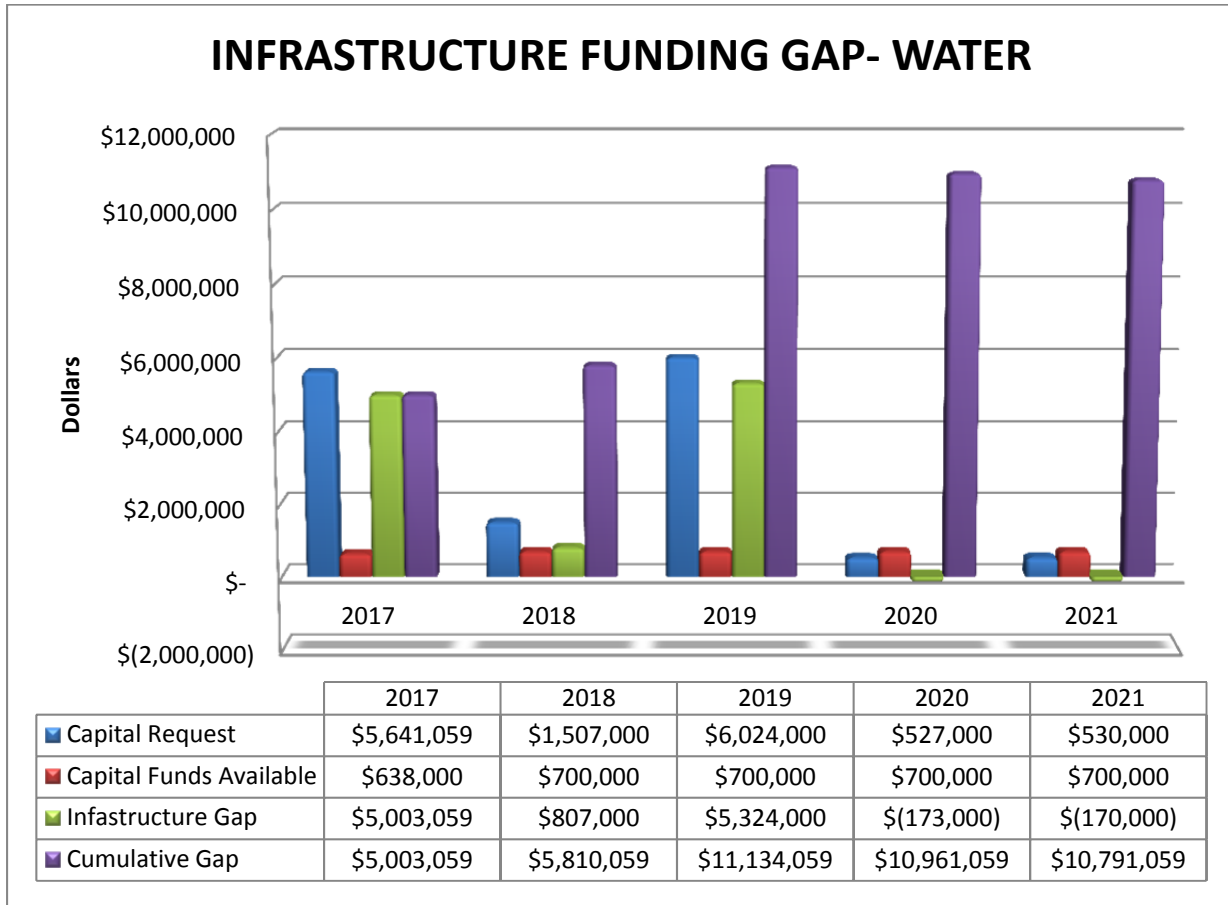
The following is both good and bad news for our Municipality. It means the Town has the highest amount of infrastructure for citizens to enjoy, however it also means in the future, the Town has the highest amount of infrastructure to replace. Currently, the Town’s assets have the highest amount of amortization in the region, (\$31,000,000 more than the next closest) which means our replacement should be taking place faster than our peers. This is not the case due to our limited funding.

The difference between the capital needs of a municipality and that which the municipality can afford, is called the infrastructure funding gap. The best way for a municipality to guard itself against the growing infrastructure gap is by planning to have significant amounts of reserves, as well as a significant self-funding infrastructure program.

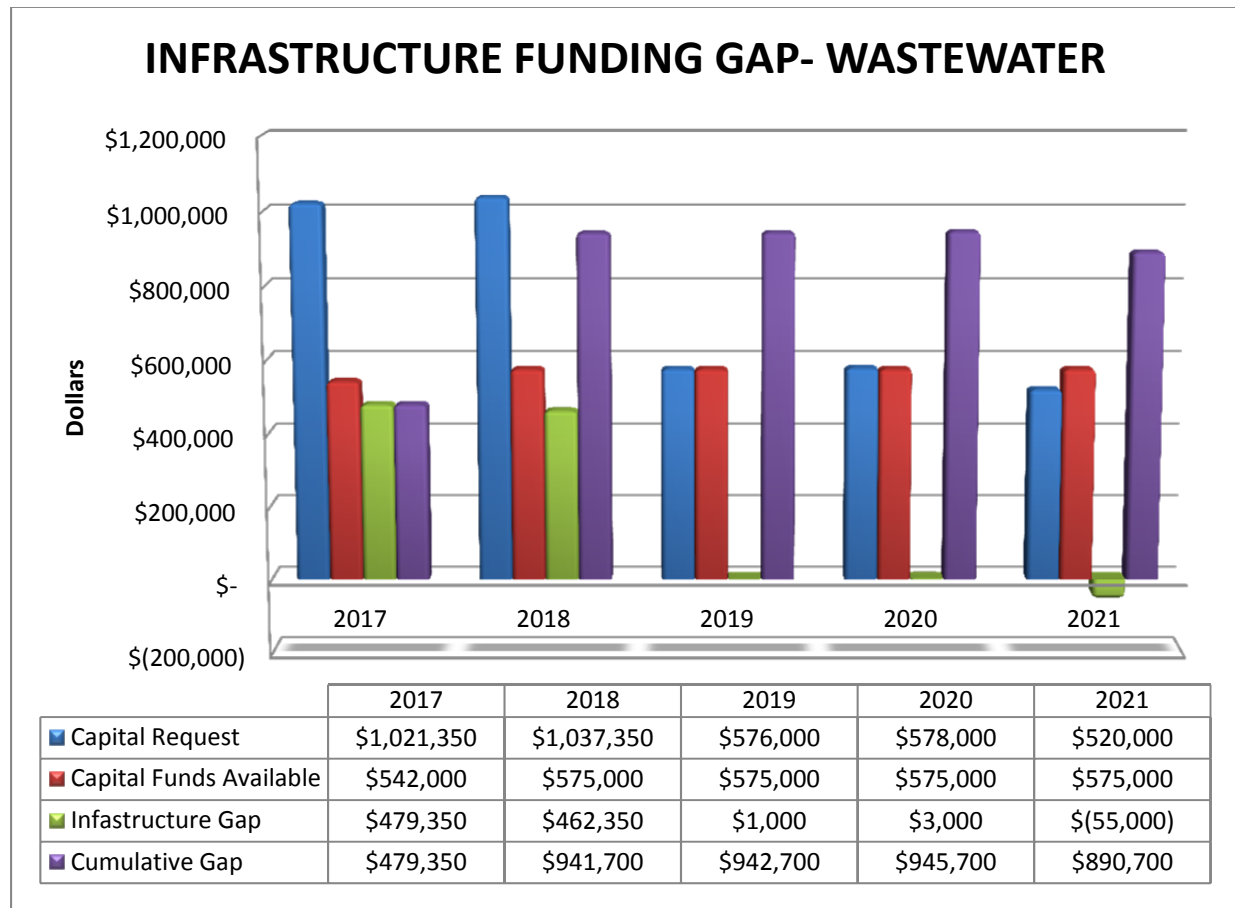
The Water and Waste Water Capital budgets suffers from annual infrastructure funding gaps, due to the fact that project costs and needs surpass the amount of project funds available. Without significant reserve funds, as mentioned above, it is hard for the Town to manage its infrastructure funding gap without increased capital borrowing.



As you will see in the following chart, and upcoming complete capital listing, the Town's water projected infrastructure gap over the next 5 years is significant, due to the forecasted major investments in the water treatment plant, \$31,450,000 that needs to take place in the next 5-10 years. The projected infrastructure gap is expected to be \$10.8 Million by 2021. It should be noted this includes the Town being able to secure significant grant money from the Clean Water and Wastewater Fund should this not occur the below may increase by \$3.8 Million. It should also be noted this planning reflects component replacement over a 5 to 10 year period at the water treatment plant, which may change as the building ages.



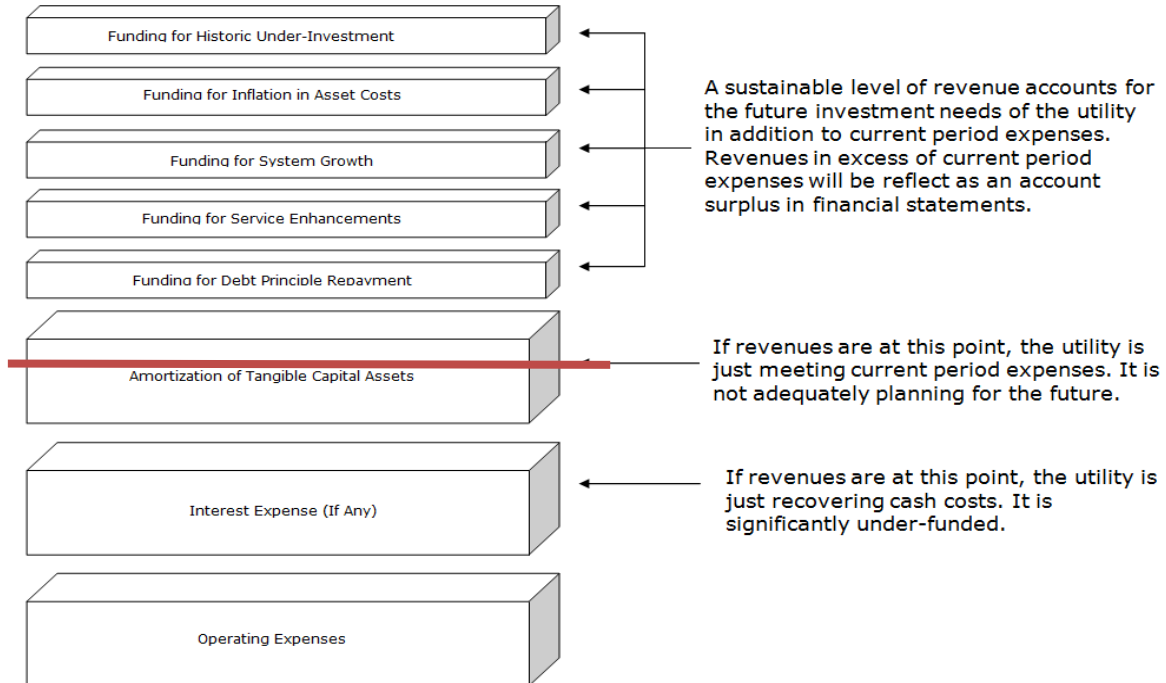
As you will see in the following chart, and upcoming complete capital listing, the Town's waste water projected infrastructure gap over the next 5 years is not as significant, due to the fact that the town has already completed its major replacement of the plant . The projected infrastructure gap is expected to be \$890,000 by 2021.



Successful grant applications in waste water and increased capital programs are helping to reduce the gap. That being said, it is important to continue to plan for the future and build reserves in the waste water sector as once capital replacements are required on the sewer treatment plants owned by the Town there will be funds set aside to mitigate the need for additional borrowing, and will reduce the pressure on the operating budget which currently is 30% tied to debt and interest payments.

The approach of turning operational efficiencies and debt payment reductions into increased reserve, lifecycle and capital spending along with increases in the budgeted revenue will help to mitigate the infrastructure gap in the future.

A complete budget that deals with every fiscal issue a municipality would face is illustrated below:



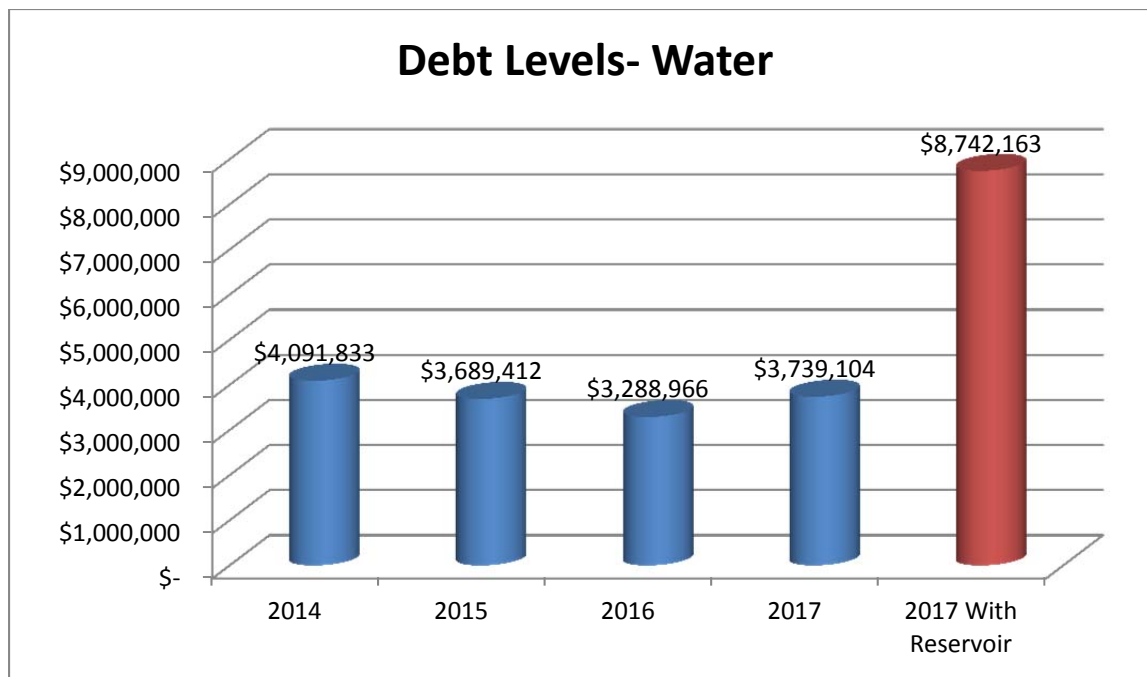
The Town of Amherstburg, much like other municipalities, cannot afford to budget for all of the above as it would be too costly to our residents. The red line indicates the level of items the Town is budgeting for as a municipality, this is an important concept to note as a community. The 2015 Audited Financial Statements of the Town showed amortization of water and wastewater capital assets of \$3,732,279. This means the Town's asset value is dropping by that amount each year due to deterioration. In 2017, we have annual funds of \$2,150,000 for capital and reserves, this leaves the Town well short of having a full comprehensive plan for dealing with this matter.

**CAPITAL BUDGETS HIGHLIGHTS**

The 2015 & 2016 capital budget took progressive steps in the right direction for the both the water and waste water systems. It was the Town's first steps towards moving away from reliance on heavy debt financing, and more towards a pay as you go model of capital investment. In 2017, the Town continues down that path.

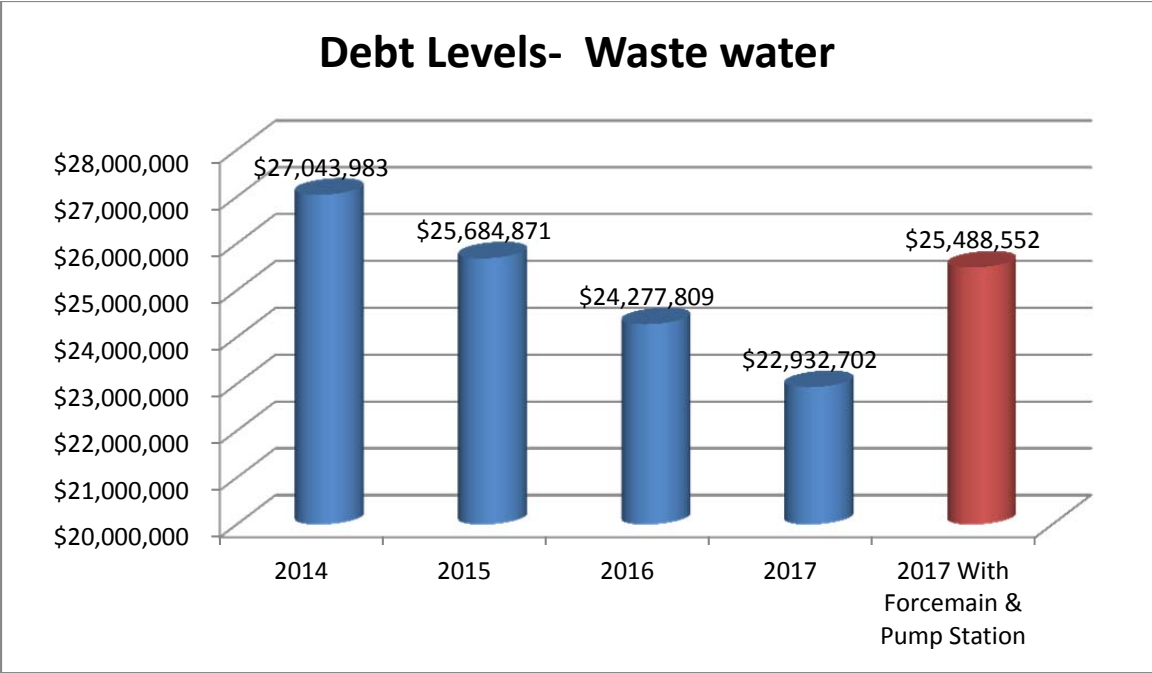
The only new proposed water rate debt in the year, is a result of a significant investment for a new reservoir at the water treatment plant, this project will only move forward should the Town be successful in getting the Clean Water and Wastewater Fund Grant

The following illustrates the projected debt levels from the water operations of the Town upon project completion of the capital works in 2017:



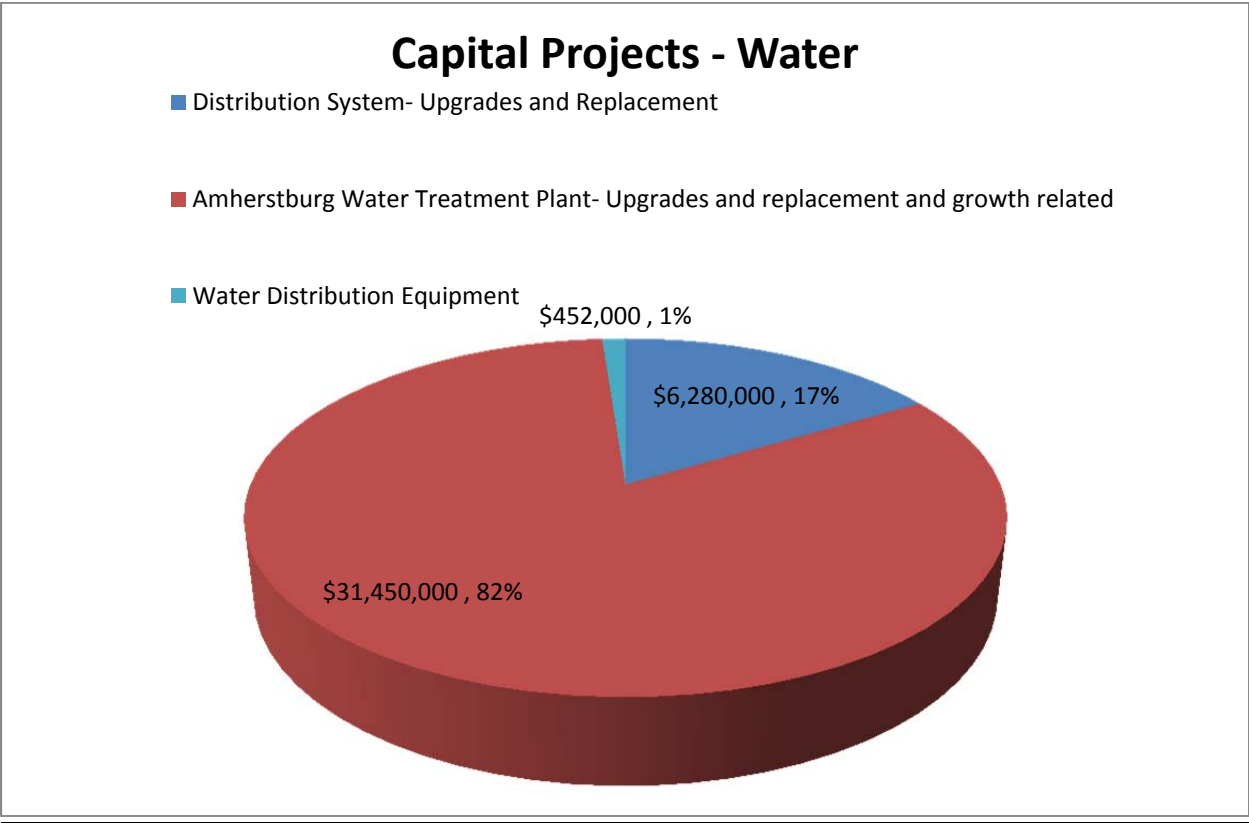
\*\*This amount is calculated based on the funding model in the estimates report presented to Council. Actual project final cost may differ and debt levels may change. Additionally this project may not move forward in 2017 should the town not be successful in the grant. Debt level is expected to increase by \$643,609 in 2017 due to the issuance of long term debt for the clarifier cover and other projects that the work is now completed.

With regards to waste water there is no new proposed debt in 2017, however upon completion of the force main and pump station which is scheduled for completion in early 2018 there is additional debt planned of 1/3 of the cost of the force main and pump station of \$2,555,850.

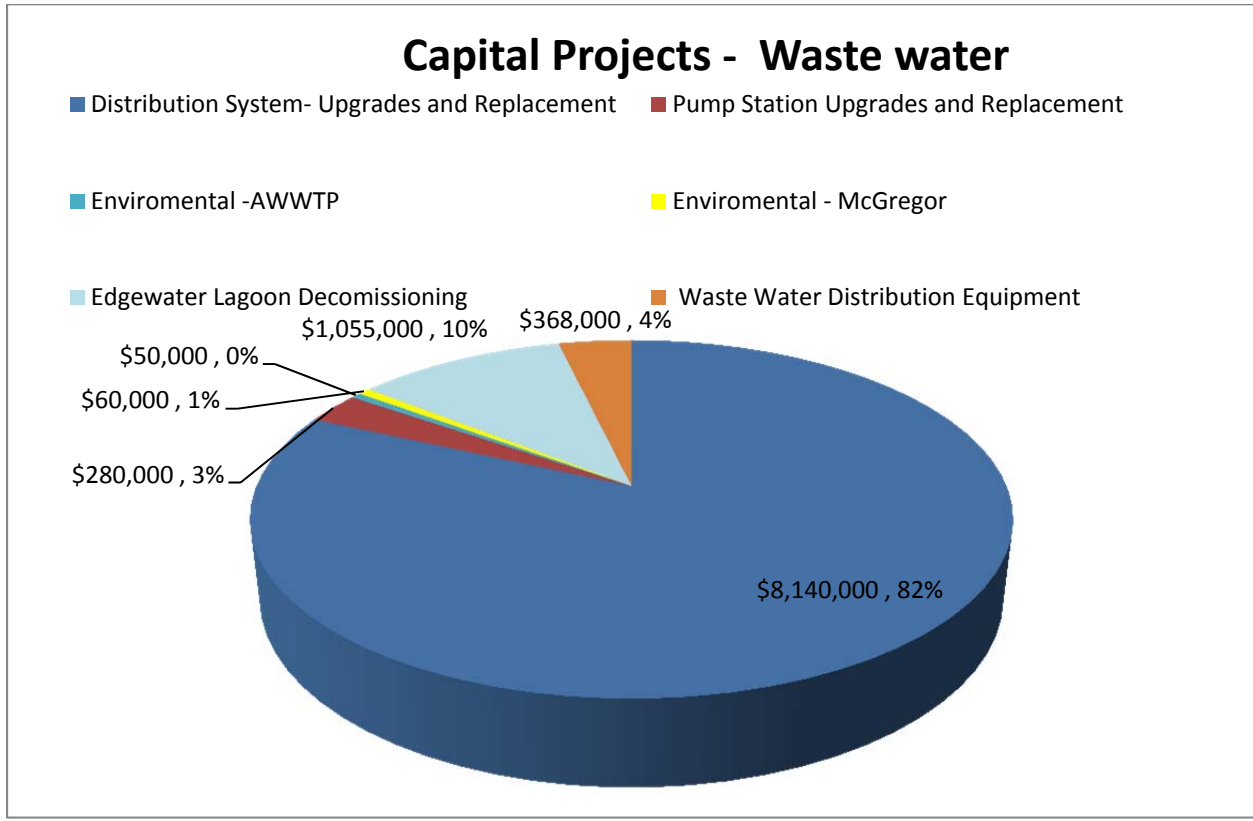


**TOTAL 5-10 YEAR CAPITAL BREAKDOWN:**

The following graph is an outlook for the project being proposed for the water budget for the period from 2017-2026, the projects total \$38,182,000.

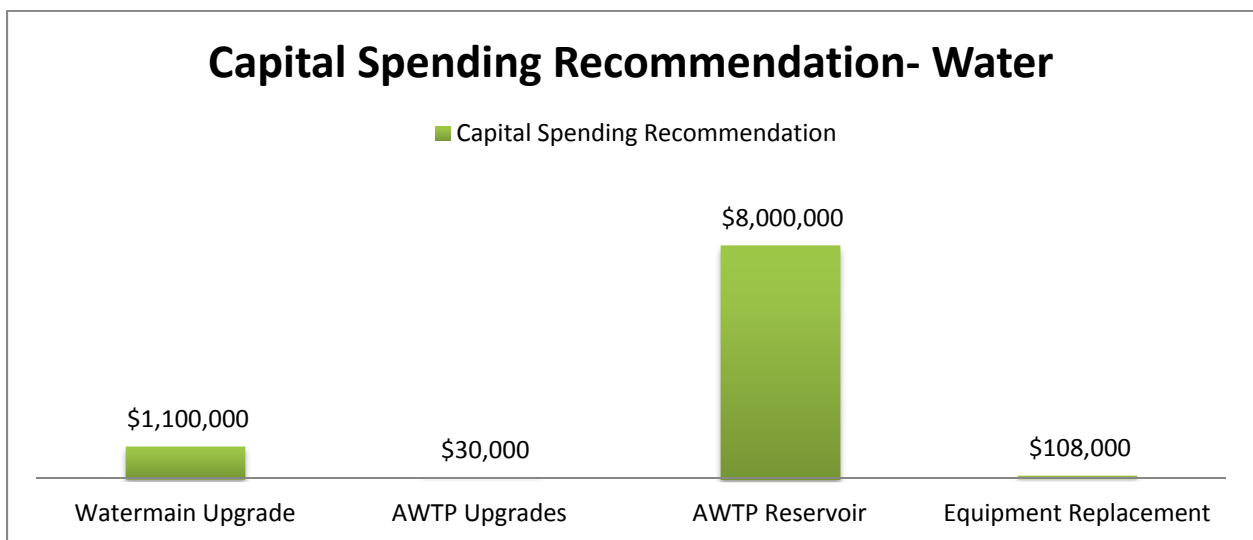


The following graph is an outlook for the project being proposed for the waste water budget for the period from 2017-2026, the projects total \$9,953,000.

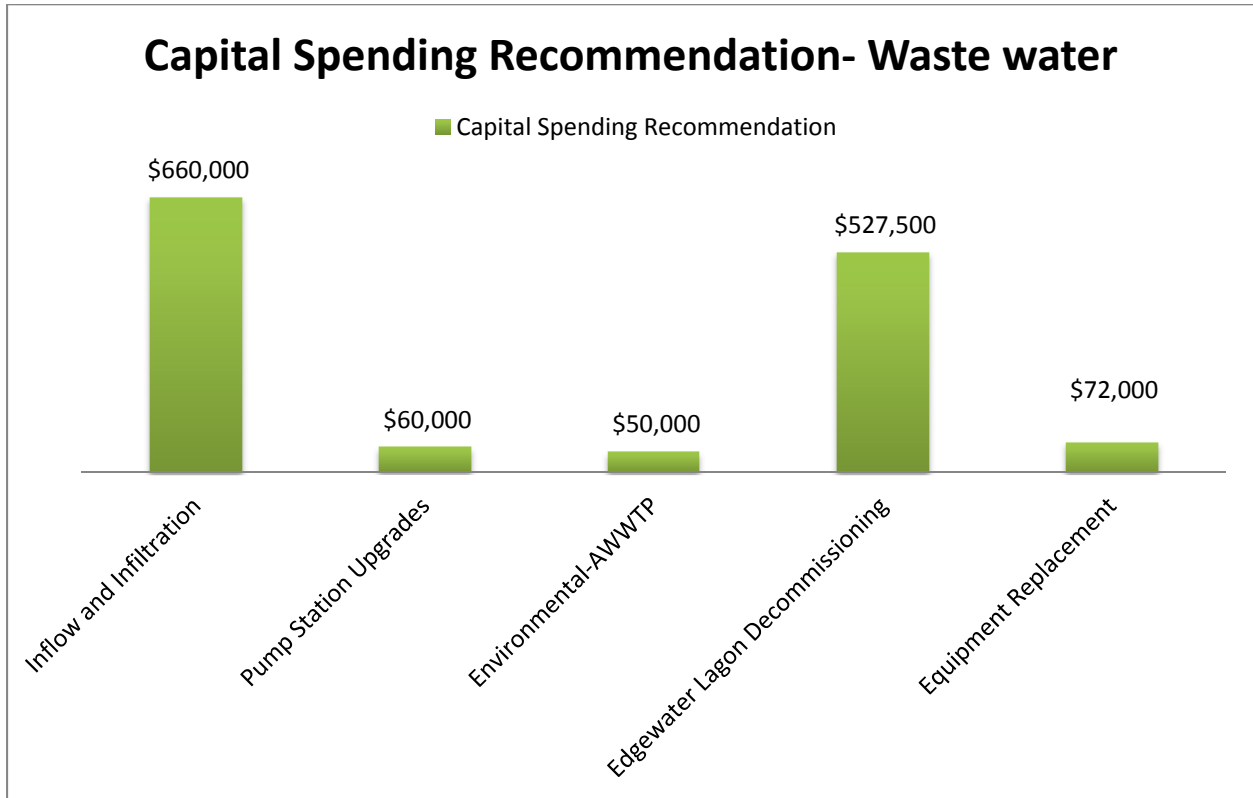


**TOTAL PROJECT BREAKDOWN:**

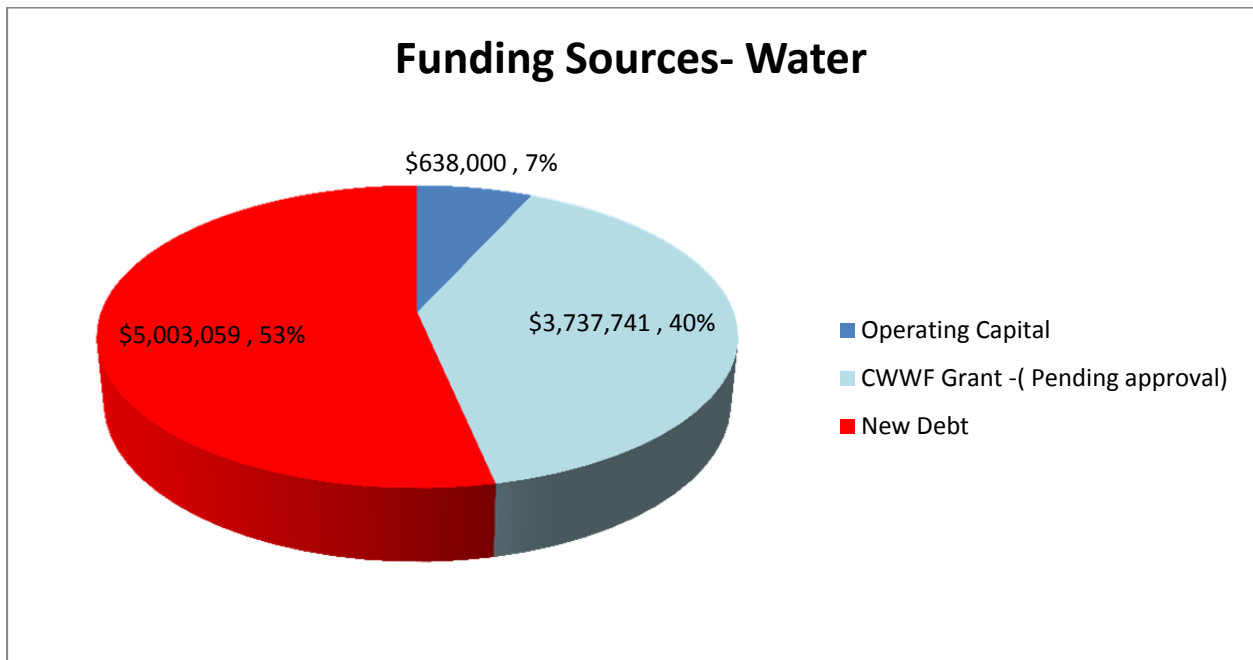
The 2017 water budget is proposing to undertake capital works in the amount of \$9,378,800 the breakdown of infrastructure investment is as follows:



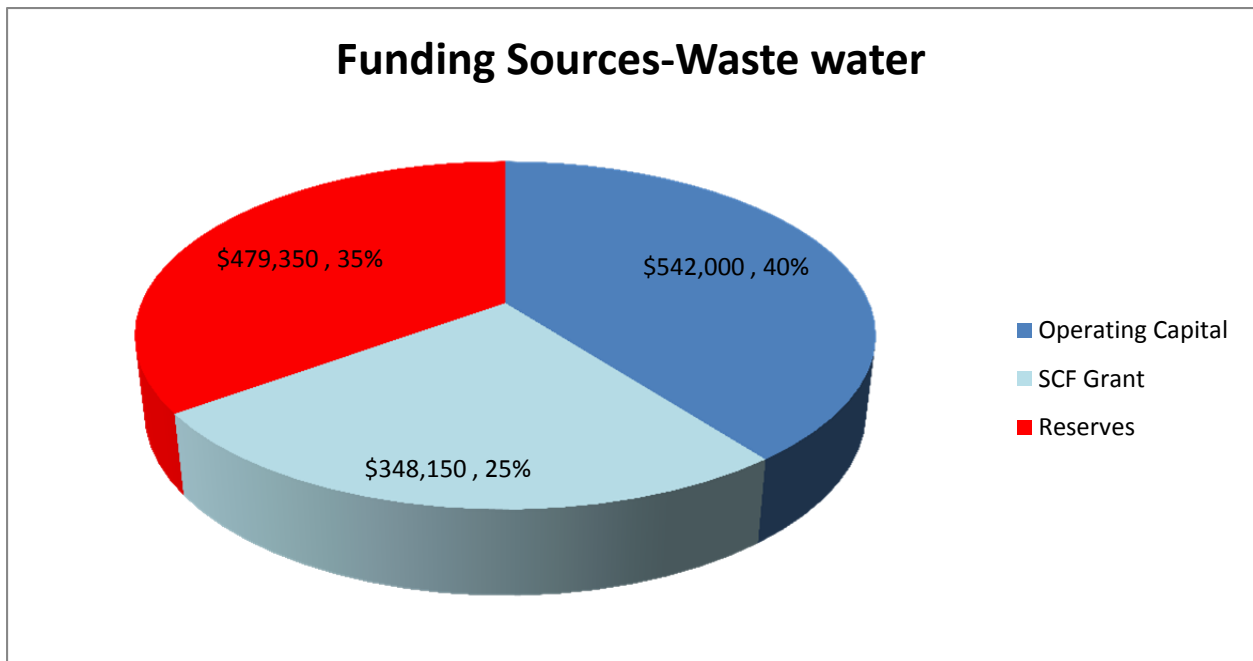
The 2017 waste water budget is proposing to undertake capital works in the amount of \$1,369,500 the breakdown of infrastructure investment is as follows:



Total proposed water capital funding sources for 2017 are as follows:



Total proposed Waste water capital funding sources for 2017 are as follows:



**2017 CAPITAL BUDGETS CONCLUSION:**

The 2017 capital budget continues to move forward with an ideology of debt reduction and “pay as you go”. However it is important to note that at the present time the municipality is not in a position to fully self-fund capital works and therefore must use long term debt strategically. The 2017 capital budgets for both water and waste water presented reflects this philosophy as the Reservoir replacement project is the only project recommended with the use long term debt.

**THE CAPITAL BUDGET FULL SCOPE OF WORK**

The following 4 pages outline the water and waste water infrastructure projects that the Town of Amherstburg is contemplating over the next five to ten years. The total scope of work is over \$48 Million from the combined water and wastewater budgets. These 4 pages are a project by project detail of the capital requests Council will consider now and in the future.

It is very important for Council to consider that the infrastructure requests will continue to increase over time while the funding envelope for capital works will be limited. Therefore Council will need to manage capital works decisions in a manner the will maximize community benefit and extend the useful life of municipal assets. Approving projects that will extend the useful life of municipal assets should be considered paramount for Council going forward which strategically will reduce the number of unexpected expenditures.



WATER DEPARTMENT - 2017 CAPITAL BUDGET											
Initiative	Total Capital Requirements	Grant	Net	Reasoning	Funding Source	2017	2018	2019	2020	2021	2022-2026
<b>Distribution System - Upgrades &amp; Replacements</b>											
Pickering Street Watermain Upgrade from Sandwich to King. Replacement of existing 12" ductile iron to class 150 DR 18 PVC.	\$ 1,100,000.00		\$ 1,100,000.00	Required due to lifecycle renewal. Elimination of ductile iron pipe. Engineering in 2015. Construction in 2017.	500,000 Operating Capital Contributions & 600,000 New Debt	1,100,000.00					
Pickering Street Watermain Upgrade from King to Fryer. Replacement of existing 12" ductile iron to class 150 PVC Pipe.	\$ 1,050,000.00		\$ 1,050,000.00	Required due to lifecycle renewal. Elimination of ductile iron pipe. Engineering in 2016. Construction in 2018.			1,050,000.00				
Richmond Street Watermain Replacement from Fryer to Pacific. Upgrade 200mm ductile pipe watermain to class 150.	\$ 630,000.00		\$ 630,000.00	Required due to lifecycle renewal. Elimination of ductile iron pipe. Engineering in 2018. Construction in 2019.			30,000.00	600,000.00			
Future Watermain Replacements 2020-2026. Allow \$500,000 per year for replacement of old watermain materials and upgrades.	\$ 3,500,000.00		\$ 3,500,000.00	Funds would provide for future lifecycle renewals and upgrades.					500,000.00	500,000.00	2,500,000.00
<b>TOTALS</b>	<b>\$ 6,280,000.00</b>		<b>\$ 6,280,000.00</b>			<b>1,100,000.00</b>	<b>1,080,000.00</b>	<b>600,000.00</b>	<b>500,000.00</b>	<b>500,000.00</b>	<b>2,500,000.00</b>
<b>Amherstburg Water Treatment Plant - Upgrades and Replacements</b>											
Low Lift Pump Variable Frequency Drive (VFD) Installation	\$ 30,000.00		\$ 30,000.00	Install VFD on all Low Lift Pumps. This will provide energy efficiency and overall cost savings. It will also prolong pump life.	Operating capital contributions	30,000.00					
Supervisory Control and Data Acquisition (SCADA) Upgrade. New computer system to operate the plant. \$100,000 for engineering in 2017 and \$900,000 for implementation in 2018	\$ 3,000,000.00		\$ 3,000,000.00	Plant is currently not automated. Controls are all manual. Will fully automate plant. SCADA provides improved reporting procedures because of the data that can be acquired more efficiently. (20% growth related). This is to be done before the plant upgrade.			100,000.00	2,900,000.00			
Construction of a new clarifier at the water treatment plant to provide 100% redundancy of the existing clarifier. \$262,000 for engineering in 2018 and \$2,358,000 for construction in 2019	\$ 2,800,000.00		\$ 2,800,000.00	Rundancy is not in place now. Recommended by the Ministry of the Environment and Climate Change			300,000.00	2,500,000.00			
Reservoir Replacement Phase 1. Replacement of existing 14,800 cubic metre reservoir. (Phase 2 of project will be the replacement of 2 - 7,400 cubic metre cells- to be completed after Phase 1.)	\$ 8,000,000.00	\$ 3,737,741.00	\$ 4,262,259.00	Currently no redundant system for reservoir. Preparation for Phase 2 capacity increase during plant upgrades	Pending Grant of \$3,737,741 and New Debt of \$4,403,059	4,403,059.00					
Process Waste Treatment Facility Construction. Collection, thickening, and dewatering for plant rated flow of 22,400 cubic metres per day. (20% growth related)	\$ 1,200,000.00		\$ 1,200,000.00	Backwash and filter waste currently not treated. This will provide treatment prior to discharge.					1,200,000.00		
<b>TOTALS</b>	<b>\$ 15,030,000.00</b>	<b>\$ 3,737,741.00</b>	<b>\$ 11,292,259.00</b>			<b>4,433,059.00</b>	<b>400,000.00</b>	<b>5,400,000.00</b>			-
<b>Amherstburg Water Treatment Plant - Upgrades and Replacements - Growth Related</b>											
Construction of a new clarifier at the water treatment plant to provide 100% redundancy at the upgraded capacity of 22,400 cubic metres per day.	\$ 2,800,000.00		\$ 2,800,000.00	Rundancy of upgraded capacity is not in place now. Recommended by the Ministry of the Environment.							2,800,000.00
New Filter Construction at Water Treatment Plant. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 7,400,000.00		\$ 7,400,000.00	18,124 cubic metres per day would not sustain continued growth and would require an additional 4,276 cubic metres per day.							7,400,000.00
Reservoir Replacement at Water Treatment Plant -Phase 2 - Provision of Additional Water Storage in Ground Reservoir. To be completed after Reservoir Replacement Phase 1. Will provide approximately 7,400 cubic metres for plant rated flow of 22,400 cubic metres per day.	\$ 4,000,000.00		\$ 4,000,000.00	Insufficient storage capacity. Additional storage required to accommodate upgraded plant.							4,000,000.00

WATER DEPARTMENT - 2017 CAPITAL BUDGET											
Initiative	Total Capital Requirements	Grant	Net	Reasoning	Funding Source	2017	2018	2019	2020	2021	2022-2026
New Construction of Second Screen at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 1,450,000.00		\$ 1,450,000.00	18,124 cubic metres per day would not sustain continued growth and would require an additional 4,276 cubic metres per day. This is a preliminary estimate of cost							1,450,000.00
New Construction of Additional Low Lift Pump at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 220,000.00		\$ 220,000.00	18,124 cubic metres per day would not sustain continued growth and would require an additional 4,276 cubic metres per day. This is a preliminary estimate of cost							220,000.00
New Construction of Chemical Storage Room at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 200,000.00		\$ 200,000.00	18,124 cubic metres per day would not sustain continued growth and would require an additional 4,276 cubic metres per day. This is a preliminary estimate of cost							200,000.00
Purchase and installation of additional diesel generator for Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 200,000.00		\$ 200,000.00	18,124 cubic metres per day would not sustain continued growth and would require an additional 4,276 cubic metres per day. This is a preliminary estimate of cost							200,000.00
New Construction of Chemical Feed Processes at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 150,000.00		\$ 150,000.00	18,124 cubic metres per day would not sustain continued growth and would require an additional 4,276 cubic metres per day. This is a preliminary estimate of cost							150,000.00
<b>TOTALS</b>	<b>\$ 16,420,000.00</b>		<b>\$ 16,420,000.00</b>			-	-	-			<b>16,420,000.00</b>

Water Distribution - Equipment											
Vehicle Replacement - Unit WM-05. 2006 GMC Truck used for servicing and locates- Budget \$40,000 - 60% Water 40% Sewer	\$ 24,000.00		\$ 24,000.00	Required due to lifecycle renewal.	Operating capital contributions	24,000.00					
Equipment Replacement - Unit WM-09 2004 John Deere backhoe. Replace with new backhoe- Budget \$140000 - 60% Water 40% Sewer	\$ 140,000.00	\$ 56,000.00	\$ 84,000.00	Required due to lifecycle renewal. Transmission in current unit is failing	Operating capital contributions	84,000.00					
Vehicle Replacement - WM-03. 2007 1/2 ton van. Replace with 3/4 ton van - Budget \$45,000 - 60% Water 40% Sewer	\$ 27,000.00		\$ 27,000.00	Required due to lifecycle renewal.			27,000.00				
Vehicle Replacement - Unit M3. Superintendent 2010 pick up - Budget \$40,000 - 60% Water 40% Sewer	\$ 24,000.00		\$ 24,000.00	Required due to lifecycle renewal.				24,000.00			
Vehicle Replacement - Unit SW-1: Sewer Truck - Replace with 3/4 ton van - Budget \$45,000 - 60% Water 40% Sewer	\$ 27,000.00		\$ 27,000.00	Required due to lifecycle replacement.					27,000.00		
Allowance for equipment purchases 2021 to 2026. Budget \$350,000 - 60% Water 40% Sewer	\$ 210,000.00		\$ 210,000.00	Included in water rate review for future cost planning						30,000.00	210,000.00
<b>TOTALS</b>	<b>\$ 452,000.00</b>		<b>\$ 396,000.00</b>			<b>108,000.00</b>	<b>27,000.00</b>	<b>24,000.00</b>	<b>27,000.00</b>	<b>30,000.00</b>	<b>210,000.00</b>
<b>TOTAL 2017 WATER CAPITAL BUDGET</b>	<b>\$ 38,182,000.00</b>	<b>\$ 3,737,741.00</b>	<b>\$ 34,388,259.00</b>			<b>5,641,059.00</b>	<b>1,507,000.00</b>	<b>6,024,000.00</b>	<b>527,000.00</b>	<b>530,000.00</b>	<b>19,130,000.00</b>

Project will only move forward if grant funding is received.

Funding Sources: New Debt 5,003,059.00  
 Operating capital contributions 638,000.00  
5,641,059.00

WASTEWATER DEPARTMENT - 2017 CAPITAL BUDGET											
Initiative	Total Capital Requirements	Grant	Net	Reasoning	Funding Source	2017	2018	2019	2020	2021	2022-2026
<b>Sewage Collection System - Upgrades &amp; Replacements</b>											
Inflow and Infiltration study - Engineering	\$ 540,000.00		\$ 540,000.00	Engineering component of the project. Can include additional sewer investigation. Address the sewer inflow and infiltration the plagues the AWWTP catchment area. This will reduce comined storm / sanitary bypass.	Operating capital contributions	60,000.00	60,000.00	60,000.00	60,000.00		300,000.00
Inflow and Infiltration - Program Sanitary sewer renewal and repair	\$ 4,600,000.00		\$ 4,600,000.00	Sanitary sewer renewal and repairs to address the sewer inflow and infiltration the plagues the AWWTP catchment area. This will reduce comined storm / sanitary byass.	\$300,000 Operating capital Contributions \$300,000 Transfer from Reserve Fund	600,000.00	500,000.00	500,000.00	500,000.00		2,500,000.00
Future Sanitary Sewer Renewals 2021-2026	\$ 3,000,000.00		\$ 3,000,000.00	Required due to lifecycle renewal.						500,000.00	2,500,000.00
<b>TOTALS</b>	<b>\$ 8,140,000.00</b>		<b>\$ 8,140,000.00</b>			<b>660,000.00</b>	<b>560,000.00</b>	<b>560,000.00</b>	<b>560,000.00</b>	<b>500,000.00</b>	<b>5,300,000.00</b>
<b>Sewage Collection System - Pump Stations</b>											
Generator replacement for McGregor PS#1 (Site 9)	\$ 80,000.00		\$ 80,000.00	Lifecycle replacement as recommended in the 2016 facility condition assessment			80,000.00				
Generator replacement for Edgewater PS#10 (site 29)	\$ 80,000.00		\$ 80,000.00	Lifecycle replacement as recommended in the 2016 facility condition assessment			80,000.00				
Upgrade electrical control panels to include amp readings, pump reset locations, multiranger relocation , data loggers, external generator plugs. 3 per year until all pump stations are completed	\$ 120,000.00		\$ 120,000.00	Ensure panels met ESA code requirements, Health and safety standards and provide additional flow and level information	Operating capital contributions	60,000.00	60,000.00				
<b>TOTALS</b>	<b>\$ 280,000.00</b>		<b>\$ 280,000.00</b>			<b>60,000.00</b>	<b>220,000.00</b>	<b>-</b>			<b>-</b>
<b>Environmental - Amherstburg Wastewater Treatment Plant</b>											
Construct Walkway over scum tanks	\$ 30,000.00		\$ 30,000.00	A walkway is required over the concrete tank wall to assist in the removal of fats, oils and greases from the scum tanks	Operating capital contributions	30,000.00					
Epoxy coating of weirs	\$ 20,000.00		\$ 20,000.00	The weirs currently experience heavy algae growth in the summer months. The application of epoxy paint to the weirs will aid in the removal of the algae	Operating capital contributions	20,000.00					
<b>TOTALS</b>	<b>\$ 50,000.00</b>		<b>\$ 50,000.00</b>			<b>50,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Environmental - McGregor Wastewater Lagoon System</b>											
Install Fencing along County Road 11 (Walker Road)	\$ 60,000.00		\$ 60,000.00	Provide security for the Lagoon facility. Current fencing is inadequate.			60,000.00				
<b>TOTALS</b>	<b>\$ 60,000.00</b>		<b>\$ 60,000.00</b>			<b>-</b>	<b>60,000.00</b>	<b>-</b>			<b>-</b>
<b>Environmental - Edgewater Lagoon System</b>											
Edgewater Lagoon Decommissioning	\$ 1,055,000.00	\$ 696,300.00	\$ 358,700.00	To physically decommission lagoons and connect Edgewater sewage area to new treatment plant, providing secondary treatment.	Grant Funding of \$696,300, Reserve Funding of \$179,350 in 2017 & again in 2018	179,350.00	179,350.00				
<b>TOTALS</b>	<b>\$ 1,055,000.00</b>	<b>\$ 696,300.00</b>	<b>\$ 358,700.00</b>			<b>179,350.00</b>	<b>179,350.00</b>	<b>-</b>			<b>-</b>

WASTEWATER DEPARTMENT - 2017 CAPITAL BUDGET											
Initiative	Total Capital Requirements	Grant	Net	Reasoning	Funding Source	2017	2018	2019	2020	2021	2022-2026
<b>Environmental - Big Creek System</b>											
<b>TOTALS</b>	\$ -					-	-	-			-
<b>Environmental - Boblo System</b>											
<b>TOTALS</b>	\$ -					-	-	-			-
<b>Environmental - McLeod Wastewater Treatment Plant</b>											
<b>TOTALS</b>	\$ -					-	-	-			-
<b>Wastewater - Equipment</b>											
Vehicle Replacement - WM-05: 2006 GMC Truck used for servicing and locates- Budget \$40,000 - 60% Water 40% Sewer	\$ 16,000.00		\$ 16,000.00	Required due to lifecycle replacement.	Operating capital contributions	16,000.00					
Equipment Replacement - Unit WM-09 2004 John Deere backhoe. Replace with new backhoe- Budget \$140000 - 60% Water 40% Sewer	\$ 140,000.00	\$ 84,000.00	\$ 56,000.00	Required due to lifecycle renewal. Transmission in current unit is failing	Operating capital contributions	56,000.00					
Vehicle Replacement - WM-03. 2007 1/2 ton van. Replace with 3/4 ton van - Budget \$45,000 - 60% Water 40% Sewer	\$ 18,000.00		\$ 18,000.00	Required due to lifecycle renewal.			18,000.00				
Vehicle Replacement - Unit M3: Superintendent 2010 pick up - Budget \$40,000 - 60% Water 40% Sewer	\$ 16,000.00		\$ 16,000.00	Required due to lifecycle replacement.				16,000.00			
Vehicle Replacement - Unit SW-1: Sewer Truck - Replace with 3/4 ton van - Budget \$45,000 - 60% Water 40% Sewer	\$ 18,000.00		\$ 18,000.00	Required due to lifecycle replacement.					18,000.00		
Allowance for equipment purchases 2021 to 2026 - Budget \$350,000 - 60% Water 40% Sewer	\$ 160,000.00		\$ 160,000.00	Included in wastewater rate review for future planning costs						20,000.00	140,000.00
<b>TOTALS</b>	\$ 368,000.00	\$ 84,000.00	\$ 284,000.00			72,000.00	18,000.00	16,000.00	18,000.00	20,000.00	140,000.00
<b>TOTAL 2017 WASTEWATER CAPITAL BUDGET</b>	<b>9,953,000.00</b>	<b>780,300.00</b>	<b>9,172,700.00</b>			<b>1,021,350.00</b>	<b>1,037,350.00</b>	<b>576,000.00</b>	<b>578,000.00</b>	<b>520,000.00</b>	<b>5,440,000.00</b>

Funding Sources: New Debt  
 Operating capital contributions 542,000.00  
 Reserves 479,350.00  
 1,021,350.00



**THE CORPORATION OF THE TOWN OF AMHERSTBURG**  
**OFFICE OF PARKS, FACILITIES, RECREATION & CULTURE**

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

<b>Author's Name: Annette Zahaluk, Manager of Parks and Naturalized Areas and Rick Daly, Manager of Recreation Services</b>	<b>Report Date: April 26, 2017</b>
<b>Author's Phone: 519 736-3664 ext. 2317; 519 736-5712 ext. 2122</b>	<b>Date to Council: May 23, 2017</b>
<b>Author's E-mail: <a href="mailto:azahaluk@amherstburg.ca">azahaluk@amherstburg.ca</a>; <a href="mailto:rdaly@amherstburg.ca">rdaly@amherstburg.ca</a></b>	<b>Resolution #: N/A</b>

**To: Mayor and Members of Town Council**

**Subject: Provincial Marine Memorial Brick Program**

**1. RECOMMENDATION:**

It is recommended that:

1. The report from the Manager of Parks and Naturalized Areas and Manager of Recreation Services dated April 26, 2017, regarding the Provincial Marine Brick Program **BE RECEIVED**;
2. Administration **BE DIRECTED** to utilize the remaining funds received from the Provincial Marine Brick Program to erect a story board system to memorialize the current brick recipients; and,
3. Administration **BE DIRECTED** to discontinue installation of any new bricks and to commence appropriate winter control and other park maintenance in the area utilized for the Brick Program.

**2. BACKGROUND:**

Approximately 15 years ago, the Town entered into an agreement with the Provincial Marine to provide a Memorial Brick Program located at King's Navy Yard Park in front of the signature garden bed behind The Gordon House. Currently, there are 952 bricks purchased through the program.

In April of 2016, a representative of the Provincial Marine delegated before Council to confirm that they wished to discontinue their involvement in the program due to the fact

that no one from their organization has stepped forward to take over the program. Council directed Administration to bring a report outlining possible options for this program.

### **3. DISCUSSION:**

The Provincial Marine Memorial Brick Program was a program offered to residents who wished to honour a person or event of significance. The Provincial Marine was responsible for advertising and administration of the program including application acceptance, fund collection, setup of the engraving on the brick, and dedication ceremony coordination. Once the orders were placed with a brick supplier, the Town would then receive the engraved bricks and install them at the site.

The fee for purchasing a memorial brick was set at \$50.00. Cheques were made payable to the Town of Amherstburg. The Provincial Marine's share of the fee was \$20.00 per brick with the Town retaining the remaining \$30.00 to cover the cost of the brick itself, paving sand to install, engraving and labour.

Over the span of the life of the program, the site has become a high pedestrian traffic location as well as traffic from maintenance equipment needed in regular parks maintenance. This included equipment such as mowers, golf carts for garbage collection and winter control equipment. The high traffic area coupled with normal weathering factors would cause the bricks to deteriorate and fade, leading to many names becoming unreadable. When the program was developed there was no provision in the program for replacement or for ongoing maintenance costs.

When Provincial Marine received complaints regarding the condition of the bricks, these would be passed on to Administration. While the application process does indicate that normal weathering of the brick is understood, machine use to maintain the park was not taken into account when the program was developed. Therefore Administration started refurbishing the affected bricks. This cost was not shared with the Provincial Marine and was funded through the operational expenses in the Parks budget.

The initial installation of a purchased brick is cost-neutral for the Town given the material and labour associated with the program. However, any legacy costs associated with maintenance are borne by the general taxpayer through the operational budget as no additional charges are built into the Provincial Marine's program.

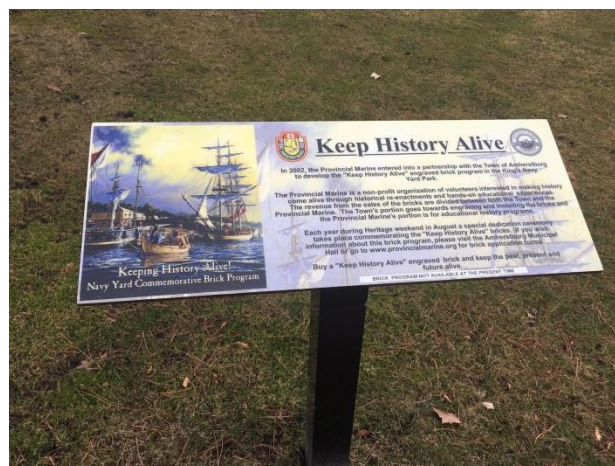


The above illustrations show the various states of weathering of the bricks that are currently part of the Provincial Marine's Brick Program

In April 2016, Council received a delegation from the Provincial Marine to hear the issues surrounding the program. The representative identified that no volunteers from the Provincial Marine had come forward to take over the administration of the Brick Program. The representative also indicated that two years prior to this meeting, the Provincial Marine ceased taking any orders for new bricks, thus halting any revenue coming to the Town from the Program.

In 2014 and 2015, Administration initiated the process of re-engraving any damaged bricks. However, the resulting repairs created an inconsistent look to the full area of the brick program location. This caused Administration to realize that re-engraving individual bricks would be an on-going maintenance issue, and one that would increase in scope should the program continue under the auspices of the Town.

In light of this ongoing concern Administration recommends that a series of story boards be installed at the site along the edge of where the current Brick Program is located. A suggested layout of the story boards is attached to this report.



Presently there is one story board on the site which briefly describes the Brick Program's purpose. Administration recommends that a series of story boards be developed to replicate the current story board in quality to ensure durability. The proposed story boards would include the names/inscriptions of all 952 bricks currently installed on site. This proposal would serve as the replacement of the brick program thus allowing Administration to maintain the area when winter control is required. This undertaking would end the Town's future responsibility of replacing the bricks due to weathering.

#### **4. RISK ANALYSIS:**

Currently, there is no defined limited area for the bricks and therefore if the footprint is expanded the area of exposure to pedestrian and equipment traffic will increase. As it stands, in order to mitigate damage to the bricks, winter control of KNYP does not include the site. Winter control often includes ice melting products and equipment used to removed snow and ice. This undertaking damages the engraving on the bricks thus creating the maintenance issue. Alternatively, Council may wish to undertake the winter control of this area through the use of hand shoveling and sand. This option may extend the life of the current brick engraving however this would require additional budget dollars. Lastly, the Town may elect to close the walkway for the winter season to further extend the life of the engraving however the Town may expose itself to liability issues because of the decision to not provide winter control. Consequently, should Council wish to continue this program, this will increase the footprint and the Town's exposure to potential future liability issues.

#### **5. FINANCIAL MATTERS:**

In order to continue the program, Administration could be potentially replacing 952 bricks, depending on the severity of the weather and the amount of winter control that is needed for the brick area. The average cost to refurbish the bricks is \$20 each not including labour and equipment costs. This could amount to \$19,040.00 in maintenance costs annually should all bricks need to be re-engraved due to damage from winter control.

Currently, there is \$13,970.70 in revenue left over from the amount received from the Provincial Marine. This amount would be used to replace the bricks with the story board series. The cost per story board is approximately \$900 per board with an estimated 10 to 12 boards needed to encapsulate all 952 bricks on the boards. This does not include the cost of labour to install the story boards. The cost of purchasing the boards is approximately \$10,800 plus HST.

#### **6. CONSULTATIONS:**

Administration has consulted with Provincial Marine representatives over the past several years regarding the Brick Program. Administration informed Provincial Marine of the recommendation to install story boards where the existing bricks are located and



is in support of the recommendation. Attached is a letter from Provincial Marine supporting the recommendation brought forth by Administration.

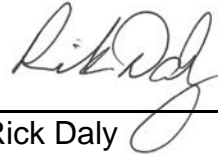
7. **CONCLUSION:**

Administration recommends the discontinuation of the Provincial Marine's Brick Program, and the installation of a story board system to capture the engraving from the bricks.



---

Annette Zahaluk  
**Manger, Parks and Naturalized Areas**



---

Rick Daly  
**Manager, Recreation Services**

**AZ/RD**

## Report Approval Details

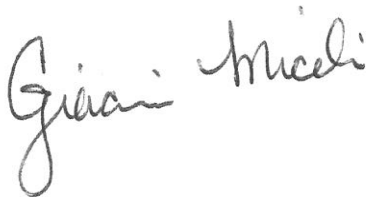
Document Title:	Provincial Marine Memorial Brick Program.docx
Attachments:	- Provincial Marine Letter.pdf - KNYP Possible Story Board Site.pdf
Final Approval Date:	May 17, 2017

This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - May 15, 2017 - 3:40 PM**

**No Signature - Task assigned to Mark Galvin was completed by workflow administrator Tammy Fowkes**



**John Miceli - May 16, 2017 - 12:10 PM**



**Paula Parker - May 17, 2017 - 12:48 PM**



PROVINCIAL MARINE, AMHERSTBURG

To:  
Amherstburg Town Council  
Attn: Annette Zahaluk

On Tuesday, April 4, 2017, at the Annual General Meeting of the Provincial Marine Unit of Amherstburg, Re-enactment Group, the following item was on the agenda:

**Item 3c** *Memorial Brick project resolution options*

After discussion of the issue, the membership decided to leave the bricks in place in Navy Yard Park and passed the following motion:

**Motion 2-04-04-17** to notify the Town of Amherstburg that the Provincial Marine wishes to go ahead with the story boards for the names of those engraved on the bricks, moved by Dave M., seconded by Simon C.  
Carried.

Sincerely,  
Elizabeth J. Collacott-Cherwak  
Secretary



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF PARKS, FACILITIES, RECREATION & CULTURE

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Rick Daly, Manager – Recreation Services	Report Date: April 27, 2017
Author's Phone: 519 736-5712 ext. 2122	Date to Council: May 23, 2017
Author's E-mail: <a href="mailto:rdaly@amherstburg.ca">rdaly@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: June is Recreation and Parks Month

---

1. **RECOMMENDATION:**

It is recommended that:

1. The report from the Manager of Recreation Services dated April 27, 2017, regarding June is Recreation and Parks Month **BE RECEIVED**; and,
2. June **BE PROCLAIMED** as Recreation and Parks Month.

2. **BACKGROUND:**

Parks and Recreation Ontario (PRO) proclaims that June has been designated as Recreation and Parks Month, which will annually identify the exciting ways to increase awareness of the value and important benefits of recreation and parks to individuals, families, and community. The goal of Recreation and Parks Month is:

- To increase awareness of the many opportunities and choices of programs available to participate in through the Parks, Facilities, Recreation and Culture Department.
- To encourage everyone to enjoy the many parks, trails and open spaces, and realize the sheer size and scope of landscaped areas that are maintained and serviced by the Parks Division of the Parks, Facilities, Recreation and Culture Department.

- To promote active healthy lifestyle for all Ontarians regardless of age, ability and other demographic indicators.

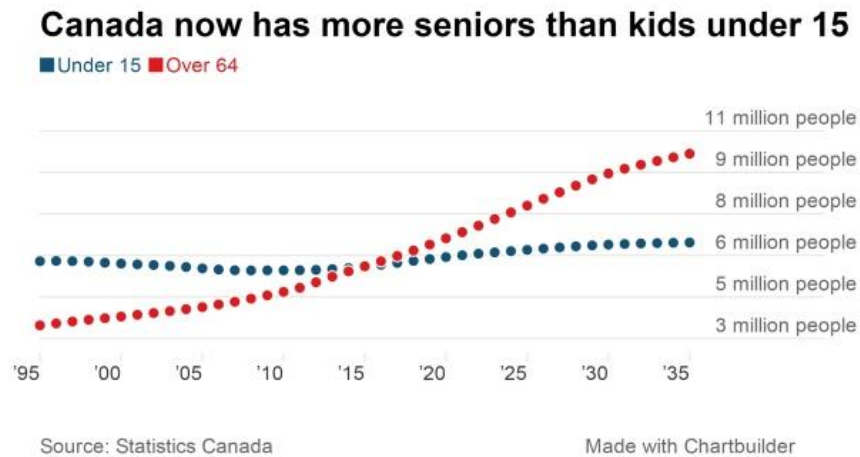
Additionally, June is recognized in the Province of Ontario as Seniors' Month. 2017 marks the 33<sup>rd</sup> annual Seniors' Month. This year the theme is "Living Your Best Life". As part of Seniors' Month, the Province encourages communities and seniors' organizations to nominate individuals for significant contributions to their communities after the age of 65.

### 3. DISCUSSION:

It is estimated that physical inactivity costs government between \$2.2 and \$2.5 billion a year and indirect health costs.<sup>1</sup> The demographic that makes up this inactivity, 46% of adults and 27% of youth do not get enough daily physical activity for optimum health.<sup>2</sup>

Looking at the most recent Statistics Canada demographics from 2014, 40.2% of Ontarians consider themselves to be overweight or obese. And according to the Childhood Obesity Foundation, childhood overweight and obesity has been steadily rising in Canada. Between 1978 and 2004, the combined prevalence of overweight and obesity among those aged two to 17 year increased from 15 per cent to 26 per cent. If current trends continue, by 2040, up to 70% of adults aged 40 year will be either overweight or obese.<sup>3</sup>

In addition to these rather telling figures, the population in Ontario and Canada as a whole is getting older. For the first time ever, there are now more people in Canada age 65 and over than there are under age 15. If current population trends continue, Statistics Canada estimates seniors will outnumber children in Canada by a factor of three to two in 20 years' time.<sup>4</sup>



As June is recognized as both Recreation and Parks Month and Seniors' Month, Council has the opportunity to help curb some of the trends with respect to overweight

<sup>1</sup> Colman, Ronald. *Cost of Obesity in Ontario*. GPI Atlantic, 2001

<sup>2</sup> Statistics Canada, 2004

<sup>3</sup> Le Petit C, Berthelot JM. *Obesity: A Growing Issue*. Statistics Canada

<sup>4</sup> Evans, Pete, CBC News, September 29, 2015, Statistics Canada

and obesity and older adult inactivity in our population by providing messaging and activities that will invite the residents to be more active in the Town's recreation facilities, parks and trails.

Administration will prepare a calendar ad for the month of June to be distributed to the residents through the local paper and social media. The calendar will highlight parks and trails that residents can visit all month long. As well, the calendar will provide information on recreational activities that families and individuals can participate in, and bring awareness of all the recreational resources the Town has to offer. It will also provide an avenue to highlight the outdoor rental opportunities for family functions, events and tournaments. With more than 235 acres of green space in the form of playgrounds, sports fields and passive parks, and to the more than 47 programs offered at the Libro Centre and other facilities throughout Town, the Town has something for everyone to get out and enjoy.

Seniors' Month also provides the Town and residents with an opportunity to recognize a worthy older adult 65 years of age through two provincial senior award programs. Nominations can be made at any point in the calendar year. They are the:

- **Ontario Senior Achievement Award** – this award recognizes individuals for significant contributions to their communities after the age of 65. Up to 20 individuals are recognized each year. The deadline for this award is June 15 and any resident can nominate someone. Nomination forms can be found at Government of Ontario's website - <https://www.ontario.ca/page/celebrating-seniors-ontario>.
- **Ontario Senior of the Year Award** - this award is given by a municipality to recognize an outstanding senior who, after age 65, enriches the social, cultural or civic life of the community. The deadline for municipalities to nominate an individual is April 30, however any nominations received after this date will be considered for the following year. Administration will prepare nominations form and process to move forward with recognizing the Town's most outstanding Senior on an annual basis.

#### **4. RISK ANALYSIS:**

There is no risk to proclaiming June as Recreation and Parks Month. Conversely, there is a risk if active lifestyles are not promoted. If the current trends continue, the health care system could be overwhelmed in caring for the older inactive population who are at risk from being overweight or obese.

#### **5. FINANCIAL MATTERS:**

Cost of advertising space in the River Town Times will be covered through Recreation Services 2017 Operational Budget. The calendar advertisement will be circulated in the May 31<sup>st</sup>, June 7<sup>th</sup>, and June 14<sup>th</sup>. The cost of a weekly full page ad is \$242.00 plus HST for a total of \$726.00 plus HST.

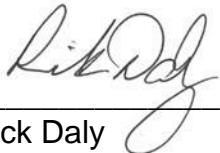
**6. CONSULTATIONS:**

As a member of Windsor-Essex Communities in Motion, Administration met with the other municipalities and CWATS to schedule push the CWATS Celebrations showcased in the eight county communities into June to combine messaging to tie the philosophy of active living with CWATS' goals.

The Manager of Parks and Naturalized Spaces and the Recreation Programming Coordinator provided input into the calendar activities and concur with the recommendations.

**7. CONCLUSION:**

At its meeting of April 24<sup>th</sup>, 2017, Council proclaimed the month of June as Seniors' Month. Administration recommends that June also be proclaimed Recreation and Parks Month as a way to promote active living among the residents and families.



---

Rick Daly  
**Manager, Recreation Services**

**RD**

## Report Approval Details

Document Title:	June is Recreation and Parks Month and Seniors Month.docx
Attachments:	- JRPM Proclamation 2017.pdf - June 2017 Calendar.pdf
Final Approval Date:	May 17, 2017

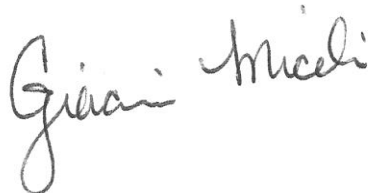
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - May 10, 2017 - 9:46 AM**



**Mark Galvin - May 10, 2017 - 1:31 PM**



**John Miceli - May 15, 2017 - 3:51 PM**



**Paula Parker - May 17, 2017 - 11:48 AM**



## TOWN OF AMHERSTBURG PROCLAMATION

### *June is Recreation and Parks Month*

WHEREAS, in the Town of Amherstburg, we are fortunate to have a variety of recreation and parks systems providing countless recreational opportunities for residents and visitors from around the world; and

WHEREAS, recreation enhances quality of life, balanced living and lifelong learning; helps people live happier and longer; develops skills and positive self image in children and youth; develops creativity; and builds healthy bodies and positive lifestyles; and

WHEREAS, recreational participation builds family unity and social capital; strengthens volunteer and community development; enhances social interaction; creates community pride and vitality; and promotes sensitivity and understanding to cultural diversity; and

WHEREAS, parks, open space and trails provide active and passive outdoor recreation opportunities, help maintain clean air and water; and promotes stewardship of the natural environment; and

WHEREAS, recreation, therapeutic recreation and leisure education are essential to the rehabilitation of individuals who have become ill or disabled, or disadvantaged, or who have demonstrated anti-social behavior; and

WHEREAS, the benefits provided by recreation programs, services and parks, and open space, reduce healthcare and social service costs; serve to boost the economy, economic renewal and sustainability; enhance property values; attract new business; increase tourism; and curb employee absenteeism; and

WHEREAS, all levels of government, the voluntary sector and private enterprise throughout the Province participate in the planning, development and operation of recreation and parks program, services and facilities;

NOW THEREFORE, be it resolved that Ontario does hereby proclaim that June, which witnesses the greening of Ontario and serves as a significant gateway to family activities, has been designated as Recreation and Parks Month, which will annually recognize and celebrate the benefits derived year round from quality public and private recreation and parks resources at the local, regional and provincial levels.

Therefore, as Mayor of Amherstburg I, Aldo DiCarlo, in recognition of the benefits and values of Recreation and Parks, do hereby designate the month of **June as Recreation and Parks Month**.

# JUNE IS RECREATION & PARKS MONTH



**CANADA 150**

Celebrating 150 years of recreation and parks

SUN	MON	TUE	WED	THU	FRI	SAT
<h1>June 2017</h1>			 CANADA 150	<b>1</b> Walk the new ERCA Greenway which starts at Thomas and Texas.	<b>2</b> Take a trip to Holiday Beach	<b>3</b> Splash pad is open at Toddy Jones Park starting @ 10 am.
<b>4</b> Join Turf Tots @ the Libro Centre 9:30 – 11:30	<b>5</b> Watch an evening baseball game @ the Libro Centre	<b>6</b> Get your bike out and ready for some summer fun!	<b>7</b> Play Pickleball for free at the Libro Centre from 6-8 pm.	<b>8</b> Come walk with the Mayor at Toddy Jones starting @ 1:30 pm	<b>9</b> Join outdoor Turf Tots in motion for the PA Day @ 10:00	<b>10</b> Check out the Hosta Garden @ KNYP
<b>11</b> Kids get your bikes checked at the Bike Rodeo!	<b>12</b> Make a visit to Holiday Beach.	<b>13</b> Go Geocaching. It's fun for the whole family.	<b>14</b> Play Pickleball for free at the Libro Centre from 6-8 pm.	<b>15</b> Go for a sunset walk through KNYP.	<b>16</b> AFMHS Garden Tour 4-8pm	<b>17</b> AFMHS Garden Tour 10-4 WSO 5pm @ KNYP
<b>18</b> Join Turf Tots @ the Libro Centre 9:30 – 11:30	<b>19</b> Get outdoors! It's a great place to be!	<b>20</b> Check out the flower beds at KNYP for great home ideas	<b>21</b> Play Pickleball for free at the Libro Centre from 6-8 pm.	<b>22</b> Visit Fort Malden, great place for a stroll thru History	<b>23</b> Rent the pavilion at Toddy Jones for a family event	<b>24</b> Farmers Market 8:30-1:30 @ "Little White Church"
<b>25</b> Walking Tour old A'Burg 1-3 pm	<b>26</b> Walk the culture trail, maps available at the Gordon House	<b>27</b> Have a picnic dinner at Toddy Jones Park	<b>28</b> Play Pickleball for free at the Libro Centre from 6-8 pm.	<b>29</b> Want to learn to swim? Register for lessons @ the Libro	<b>30</b> Never too late to get active!	





THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF ENGINEERING AND PUBLIC WORKS

MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.

Table with 2 columns: Author's Name, Report Date, Author's Phone, Date to Council, Author's E-mail, Resolution #.

To: Mayor and Members of Town Council

Subject: 3rd Concession Drain North – Drain Apportionment Agreements

1. RECOMMENDATION:

It is recommended that:

- 1. The report from the Drainage Superintendent and Engineering Coordinator dated May 2, 2017, regarding the 3rd Concession Drain North- Drain Apportionment Agreements BE RECEIVED; and,
2. The agreements for the share of assessments for parcels 490-04100 and 490-04125 between landowners James & Sonja Gignac and Michael & Julie Elliot BE APPROVED with no further instruction to be given to the engineer.

2. BACKGROUND:

The 3rd Concession Drain North is a municipal drain located along the east side of Concession 3 Road North, south of North Townline Road (County Road 8). Over the course of the summer and fall of 2016, the Town completed improvements to a number of culverts within the 3rd Concession Drain North, all according to the Drainage Report completed by Rood Engineering Inc., dated April 14, 2015, and adopted by Council through By-law 2015-76 on September 14, 2015. The cost of this project was to be funded according to the Schedule of Assessment provided by the engineering report, with assessments levied against the lands and roads within the watershed of the drain. In November 2016, invoices were sent out by the Corporate Services Department to all of the affected landowners and the application for agricultural grants was completed and sent to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) by the Drainage Superintendent.

Shortly after the invoices were mailed, it was brought to our attention from Mr. Michael Elliot, an affected landowner and recipient of one such invoice, that there was an error in his assessment. Specifically, Mr. Elliot claimed that he had received an invoice relating to a property that he did not own. Upon further review by Administration, it was learned that incorrect ownership information for Mr. Elliot's property was provided to the Municipality by the Municipal Property Assessment Corporation (MPAC). This information was then used by the engineer in his derivation of the Schedule of Assessment within the original drainage report. The Schedule of Assessment was used by Corporate Services when the invoices were sent out to the affected landowners.

### **3. DISCUSSION:**

On September 14, 2015, Council passed By-law 2015-76 to adopt the engineering report by Gerard Rood for the Repair and Improvement of the 3<sup>rd</sup> Concession Road Drain North. As indicated herein, said report contained errors in the Schedules of Assessment that ultimately caused the incorrect apportionment of costs to two (2) parcels within the watershed. To change assessments, Section 65 of the Drainage Act can be used by Municipalities. Excerpts from Section 65 of the Drainage Act are listed below:

#### ***Changes in assessment***

##### ***Subsequent subdivision of land***

*65. (1) If, after the final revision of an engineer's assessment of land for a drainage works, the land is divided by a change in ownership of any part, the clerk of the local municipality in which the land is situate shall instruct an engineer in writing to apportion the assessment among the parts into which the land was divided, taking into account the part of the land affected by the drainage works. 2010, c. 16, Sched. 1, s. 2 (26).*

##### ***Agreement on share of assessment***

*(2) If the owners of the subdivided land mutually agree on the share of the drainage assessment that each should pay, they may enter into a written agreement and file it with the clerk of the local municipality and, if the agreement is approved by the council by resolution, no engineer need be instructed under subsection (1). 2010, c. 16, Sched. 1, s. 2 (26).*

In order to rectify the error pertaining to the assessments for the 3<sup>rd</sup> Concession Road Drain North Improvement project, Section 65 (2) was implemented by the Drainage Superintendent and Engineering Coordinator. Apportionments were created by the Public Works Department and letters were sent out to the owners of the two (2) affected properties. These letters identified the error to the landowners, illustrated the adjusted apportionments for the Construction and Maintenance Schedules of Assessment, and provided a Drainage Apportionment Agreement for landowner signature. Administration also met with both of the affected landowners regarding the issue. Following these discussions, the Drain Apportionment Agreements were signed by the landowners and were filed with the Clerk per Section 65 (2) of the Drainage Act.

**4. RISK ANALYSIS:**

Under the Drainage Act, it is the obligation of the Municipality to ensure that apportionments of drainage assessments are completed when land changes have taken place. Failing to complete these apportionments through the appropriate use of the Drainage Act could lead to unfair assessments to landowners. In this case, the lands owned by Michael & Julie Elliot have been assessed unfairly due incorrect information provided by MPAC. Failure to rectify the resulting assessments could expose the Municipality to legal challenges.

In addition, the property owned by James & Sonja Gignac is eligible for agricultural grant through OMAFRA. Failure to complete the recommended change in drainage assessments could jeopardize this eligibility and create an unnecessary financial hardship to the landowner.

**5. FINANCIAL MATTERS:**

Portions of the final billing and cost recovery of this project have been delayed while these Apportionment Agreements were being completed. While invoices for the work on this project has been sent out to the rest of the affected landowners according to the engineering report Schedule of Assessment, the invoices for the properties owned by James & Sonja Gignac and Michael & Julie Elliot remain outstanding. The value of their assessments is as follows:

<u>Roll No:</u>	<u>Landowner</u>	<u>Total Assessment <sup>(1)</sup></u>
490-04100	James & Sonja Gignac	\$ 8,126.87
490-04125	Michael & Julie Elliot	\$ 500.67
	<b>TOTAL OUTSTANDING COST</b>	<b>\$ 8,627.54</b>

(1)Assessment values shown are based on the apportionments completed by the Public Works Department and presented in the Apportionment Agreements

Upon resolution of their assessments, invoices for the above noted amounts will be sent to the landowners, with due consideration given for agricultural grants as required.

**6. CONSULTATIONS:**

The Clerk was consulted on this matter and consideration was given to the addition of section 65 (2) of the Drainage Act to the delegated duties of the Drainage Board. Amendments to the Drainage Boards appointment by-law are forthcoming as a housekeeping matter for Council's consideration.

7. **CONCLUSION:**

Administration recommends that Council approve the agreements for the share of assessments for parcels 490-04100 and 490-04125 between landowners James & Sonja Gignac and Michael & Julie Elliot with no further instruction to be given to the engineer.



---

Shane McVitty  
**Drainage Superintendent and  
Engineering Coordinator**



---

Todd Hewitt  
**Manager of Engineering**

sm

## Report Approval Details

Document Title:	3rd Concession Drain North - Drain Apportionment Agreements.docx
Attachments:	- Drainage Apportionment Agreements - 3rd Conc Dr N - Elliot SIGNED.pdf - Drainage Apportionment Agreements - 3rd Conc Dr N - Gignac SIGNED.pdf
Final Approval Date:	May 17, 2017

This report and all of its attachments were approved and signed as outlined below:



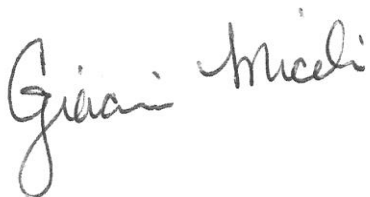
**Antonietta Giofu - May 5, 2017 - 2:34 PM**



**Justin Rousseau - May 10, 2017 - 9:32 AM**



**Mark Galvin - May 10, 2017 - 1:32 PM**



**John Miceli - May 15, 2017 - 3:52 PM**



**Paula Parker - May 17, 2017 - 11:58 AM**

DRAIN APPORTIONMENT AGREEMENT


3<sup>rd</sup> CONCESSION DRAIN NORTH

I, (we) agree to the drainage apportionment the Town of Amherstburg has calculated for our property, roll number 3729490000004125 located at 3981 Conc 3N.

Table A) 3<sup>rd</sup> Concession Drain North – Bridges and Enclosures

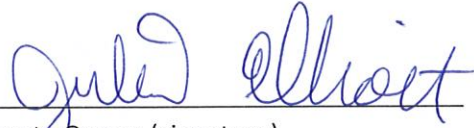
Roll #	Address	Acres Owned	Acres Affected	Benefit Assessment	Outlet Assessment	Total Assessment
3729490000004100	3979 Conc. 3 N.	37.86	8.67	\$ 6703.74	\$ 1423.13	\$ 8126.87
3729490000004125	3981 Conc. 3 N.	0.33	0.33	\$ 199.39	\$ 301.28	\$ 500.67

MIKE ELLIOTT  
Property Owner (printed)

  
Property Owner (signature)

Jan. 28, 2017  
Date

Julie Elliott  
Property Owner (printed)

  
Property Owner (signature)

Jan. 28, 2017  
Date



DRAIN APPORTIONMENT AGREEMENT

3<sup>rd</sup> CONCESSION DRAIN NORTH

I, (we) agree to the drainage apportionment the Town of Amherstburg has calculated for our property, roll number 372949000004100 located at 3979 Con 3 N. R.R #4

Table A) 3<sup>rd</sup> Concession Drain North – Bridges and Enclosures

Roll #	Address	Acres Owned	Acres Affected	Benefit Assessment	Outlet Assessment	Total Assessment
372949000004100	3979 Conc. 3 N.	37.86	8.67	\$ 6703.74	\$ 1423.13	\$ 8126.87
372949000004125	3981 Conc. 3 N.	0.33	0.33	\$ 199.39	\$ 301.28	\$ 500.67

SONJA GIGNAC  
Property Owner (printed)

Mrs. Sonya Gignac  
Property Owner (signature)

April 10 - 2017  
Date

JAMES GIGNAC  
Property Owner (printed)

James Gignac  
Property Owner (signature)

April 10 - 2017  
Date



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF CORPORATE SERVICES

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Bobbi Reive and Todd Hewitt	Report Date: May 12, 2017
Author's Phone: 519 736-0012 ext. 2229 and 519 736-0012 ext. 2313	Date to Council: May 23, 2017
Author's E-mail: <a href="mailto:breive@amherstburg.ca">breive@amherstburg.ca</a> <a href="mailto:thewitt@amherstburg.ca">thewitt@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Culvert #7 Replacement Over Albert McGee Drain – Tender Results

---

#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Financial Planning Administrator and the Manager of Engineering and Operations dated May 12, 2017, regarding the Culvert #7 Replacement Over Albert McGee Drain - Tender Results **BE RECEIVED**;
2. An agreement with SLR Contracting Group Inc. to complete the Culvert #7 Replacement Over Albert McGee Drain **BE APPROVED** in the amount of \$190,370.00 (excluding H.S.T.) to be funded from the OCIF Formula Funds, as approved by the approved 2017 Capital Budget; and,
3. **By-law 2017-47** being a by-law to enter into an agreement with SLR Contracting Group Inc. to complete the Culvert #7 Replacement Over Albert McGee Drain be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.

#### 2. BACKGROUND:

Culvert #7 Over Albert McGee Drain was inspected in 2016 and the subsequent recommendation for replacement was approved by Council in the 2017 Capital Budget. The tender was advertised on the Bids & Tenders website and the Town received seven bids, one being withdrawn immediately after the public opening.

### **3. DISCUSSION:**

On April 27, 2017, the Town advertised the Tender, prepared by Haddad Morgan & Associates Ltd. The Tender was posted on the Bids & Tenders online site and officially closed at 11:00 am on Thursday, May 11, 2017. The Town received 7 bids and a public opening was held at that time with representatives from the public, Administration and Haddad Morgan & Associates Ltd, present.

The results of the Tender ranked from lowest to highest bid are as follows:

<b>CONTRACTOR</b>	<b>BID PRICE<sup>(1)</sup> (Excluding HST)</b>
<b>SLR CONTRACTORS GROUP INC.</b>	<b>\$ 190,370</b>
SHEAROCK CONSTRUCTION GROUP INC.	\$ 260,000
SOUTH SHORE CONTRACTING*	\$ 293,775*
D'AMORE CONSTRUCTION (2000)	\$ 297,890
J&J LEPERA INFRASTRUCTURES	\$ 349,500
GOODREAU	\$ 435,805.25
MURRAY MILLS EXCAVATING & TRUCKING (SARNIA) LTD.	\$ 479,991

<sup>1</sup> Tender Call includes a contingency amount of \$25,000 for the project

\*South Shore Contracting withdrew their bid immediately after the public bid opening and their certified cheque was returned.

### **4. RISK ANALYSIS:**

Not awarding the contract for the replacement of Culvert #7 could expose the Town to increased liability with respect to this structure and the potential for a mandatory road closure. The proposed funding source for this project is the OCIF Formula based funding; as a result, this money must be spent in the calendar year it was approved. Failure to advance the project could jeopardize the funding, or lead to a reprioritization of the funds with the Ministry of Agriculture and Rural Affairs.”

### **5. FINANCIAL MATTERS:**

Council approved \$261,671 in the 2017 Capital Budget for the Culvert #7 Replacement Over Albert McGee Drain project. The funding source for this project is the OCIF Formula Fund.

The following table is a breakdown of projected project cost:

Total Tender Project Cost (SLR Contractors Group Inc.)	\$ 190,370.00
Engineering and Professional Fees (to date)	\$ 6,045.00
Estimated Engineering to Project Completion	\$ 18,360.00
Non-Refundable HST	\$ <u>3,780.00</u>
<b>TOTAL PROJECT COST</b>	<b>\$ 218,555.00</b>

Administration is projecting that this project will be completed within budget and we are forecasting a surplus of \$43,116. A final reconciliation of OCIF funding will be subject to a future report upon completion of the 2017 OCIF funded program.

**6. CONSULTATIONS:**

The Financial Planning Administrator completed the initial tender review. The Consulting Engineer also reviewed the tender submissions for errors and omissions and none were found with the lowest compliant bid. They are recommending awarding the contract to SLR Contracting Group Inc. Administration supports this recommendation.

**7. CONCLUSION:**

The Financial Planning Administrator completed the initial tender review. The Consulting Engineer also reviewed the tender submissions for errors and omissions and none were found with the lowest compliant bid. They recommend awarding the contract to SLR Contracting Group Inc. Administration supports this recommendation.



---

Bobbi Reive  
**Financial Planning Administrator**



---

Todd Hewitt  
**Manager of Engineering & Operations**

br

## Report Approval Details

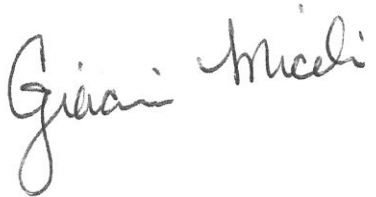
Document Title:	Tender Award-Culvert 7 Replacement Over Albert McGee Drain.docx
Attachments:	- Culvert 7 Tender Award.docx - By-Law 2017-47 Culvert 7.docx
Final Approval Date:	May 17, 2017

This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - May 15, 2017 - 2:45 PM**

**No Signature - Task assigned to Mark Galvin was completed by workflow administrator Tammy Fowkes**



**John Miceli - May 16, 2017 - 10:55 AM**



**Paula Parker - May 17, 2017 - 12:18 PM**

**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

**BY-LAW NO. 2016-47**

**By-law to enter into a contract with SLR Contracting Group Inc. for the  
Culvert #7 Replacement Over Albert McGee Drain**

**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 8(1) of the Municipal Act 2001, S.O., 2001, c. 25, as amended, shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate and to enhance their ability to respond to municipal issues;

**AND WHEREAS** the Council of The Corporation of the Town of Amherstburg deems it expedient to enter into a contract with SLR Contracting Group Inc. for the Culvert #7 Replacement Over Albert McGee Drain

**NOW THEREFORE** the Council of The Corporation of the Town of Amherstburg enacts as follows:

1. That the Council of The Corporation of the Town of Amherstburg agrees to enter into the contract as attached hereto as Schedule "A" to this By-law.
2. That the Mayor and Clerk are hereby authorized to sign and seal said agreement on behalf of The Corporation of Town of Amherstburg.
3. This By-law shall come into force and take effect immediately upon the final passing thereof.

Read a first, second and third time and finally passed this 23<sup>rd</sup> day of May, 2017.



**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

**OFFICE OF PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES**

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

<b>Author's Name: Stephen Brown, CBCO</b>	<b>Report Date: April 24, 2017</b>
<b>Author's Phone: 519 736-5408</b>	<b>Date to Council: May 23, 2017</b>
<b>Author's E-mail: <a href="mailto:sbrown@amherstburg.ca">sbrown@amherstburg.ca</a></b>	<b>Resolution #: N/A</b>

**To: Mayor and Members of Town Council**

**Subject: Heritage Rebate Applications for the 2016 Calendar Year**

---

**1. RECOMMENDATION:**

It is recommended that:

1. The report from the CBCO dated April 24, 2017, regarding Heritage Rebate Applications for the 2016 Calendar Year **BE RECEIVED**; and,
2. The applications for Heritage Tax rebate for the properties listed below **BE APPROVED** for the 2016 tax year:
  - 6790 County Road 50, Amherstburg, ON  
(Painting and replacement of sections of wood siding)
  - 51 North Street, Amherstburg, ON  
(Painting of Heritage attributes)

**2. BACKGROUND:**

Applications have been received pursuant to the Amherstburg By-law 2012-122 (attached) being a by-law to establish a program to provide tax refunds or reductions of eligible heritage property. The applications have been reviewed by the Chief Building Official and it is recommended that the Heritage Committee advise Council for the eligible properties to receive the rebates.

Applications under the heritage rebate program were received between the first business day of February and the last day of February. The by-law lists eligible work that must be undertaken during the calendar year applied for and requires an inspection by the Chief Building Official to ensure that the properties are in compliance with the property standards by-laws of the Municipality.

**3. DISCUSSION:**

All applications received were reviewed by the Treasurer and the Chief Building Official for eligibility and completeness. Eligible properties were inspected by the Chief Building Official. The properties were reviewed by the Amherstburg Heritage Committee. The following list of properties was deemed to meet the requirements to receive a rebate:

<b>PROPERTY ADDRESS</b>	<b>BY-LAW DESIGNATION</b>	<b>APPROVING</b>	<b>WORKS COMPLETED</b>	<b>STATUS OF APPLICATION</b>
6790 County Road 50	<b>2007-15</b>		Painting and replacement of sections of wood siding	Recommended by Heritage Committee for Council Approval of Rebate
51 North Street	<b>2012-11</b>		Painting of Heritage attributes	Recommended by Heritage Committee for Council Approval of Rebate

An application was received from the property owners of 273 Ramsey Street, however it was deemed ineligible in accordance with Article 2.2(b) of By-Law 2012-122 which states:

*Only one (1) Heritage Tax Refund shall be paid once every three (3) years per Eligible Heritage property*

The subject property was granted a refund in 2016 for the 2015 tax year which is less than the 3 year eligibility clause in the by-law.

An application was received also received by owners of 252 Sandwich for the replacement of the entrance canopy at 252 Sandwich Street. This application was not recommended by the committee as it was found to be ineligible because the canopy is located on Town property through an encroachment agreement and not situated on lands that are subject to a Heritage Easement as is required under Article 1.1(d) of By-Law 2012-122.



The following resolution was passed by the Heritage Committee at its regular meeting of April 22, 2017:

*“that Council approve the heritage tax rebates for the eligible properties and that Council re-assess the heritage easement provision in the bylaw as it only applies to one property which is not a heritage building being 252 Dalhousie Street”.*

**4. RISK ANALYSIS:**

The heritage rebate program was created and approved by the Town with the intent to assist property owners in maintaining eligible heritage properties within the Town. The program is subject to approved available funding. It should be noted that Council has funding in the 2017 operating budget to allow Council to approve Heritage rebates for this year. Although Council has the authority to deny Heritage Tax Rebates in accordance with Article 2.4 of the By-law, such a decision will be subject to political risk.

**5. FINANCIAL MATTERS:**

The total rebate amount for the 2016 tax year will amount to \$2,843.12. The breakdowns of the rebates are as follows:

<b>PROPERTY</b>	<b>REBATE AMOUNT</b>
6790 County Road 50	\$2,160.53
51 North Street	\$682.59
Total	\$2,843.12

A provision for the Heritage Rebate program is budgeted for under tax write-off in the town’s 2017 operating budget.

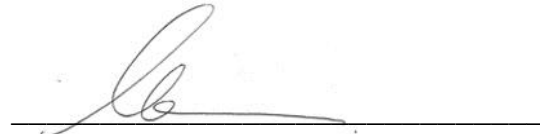
**6. CONSULTATIONS:**

The Amherstburg Heritage Committee and Corporate Services Department were consulted.

*This space left blank intentionally*

7. **CONCLUSION:**

The Heritage Rebate Program assists homeowners with the special maintenance requirements of heritage properties of which are a valuable resource to the Town.

A handwritten signature in black ink, appearing to be 'S. Brown', is written over a horizontal line.

Stephen Brown, CBCO  
**Chief Building Official**

ml-f

## Report Approval Details

Document Title:	Heritage Rebate Applications for the 2016 Calendar Year.docx
Attachments:	N/A
Final Approval Date:	May 17, 2017

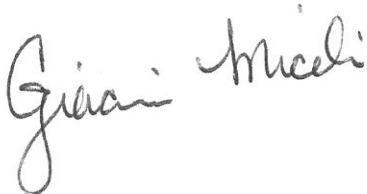
This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - May 10, 2017 - 9:26 AM**



**Justin Rousseau - May 10, 2017 - 10:20 AM**



**John Miceli - May 16, 2017 - 10:18 AM**



**Paula Parker - May 17, 2017 - 12:15 PM**



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Rebecca Belanger	Report Date: May 4, 2017
Author's Phone: 519 736-5408 ext. 2124	Date to Council: May 23, 2017
Author's E-mail: <a href="mailto:rbelanger@amherstburg.ca">rbelanger@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Development Agreement for 6000 County Rd 20 – Ure's Miniature Golf

#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Manager of Planning Services dated March 2, 2017, regarding the Development Agreement for 6000 County Road 20 **BE RECEIVED**;
2. The site plan and development agreement for 6000 County Rd 20 **BE APPROVED**; and,
3. **By-law 2017-12** being a by-law to authorize the signing of a development agreement be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign the same.

#### 2. BACKGROUND:

The Town is in receipt of an application for site plan control in accordance with Section 41 of the Planning Act, from Randy and Laurie Ure. The property is legally described as Parts 1 and 2, Registered Plan 12R-18770, Part of Lot 67, Concession 6 W. The applicant is proposing the development of an 18-hole miniature golf course at 6000 County Rd 20.

### **3. DISCUSSION:**

The property is zoned Special Provision Commercial Neighbourhood (CN-1) Zone in By-law 1999-52, as amended and designated Neighbourhood Commercial in the Town's Official Plan. The subject lands which are located at 6000 County Road 20 have 241 ft of frontage with a total area of 0.85 acres.

The Town has also approved a Zoning By-law Amendment for the subject property. The purpose of the amendment to the Zoning By-law was to amend the permitted uses on the subject lands to allow for the additional use of the 18-hole miniature golf course. The proposed miniature golf course use will occur on a vacant portion on the eastern side of the property. The Zoning By-law Amendment has also included a definition of "miniature golf course" in Section 2, Definitions, of Zoning By-law 1999-52.

The Development Agreement deals with the normal site servicing issues, required approvals from the various Ministries and Agencies and details relative to the site plan.

The following are highlights of the Development Agreement:

- (i) Sections 1 to 5 set out the Schedules and required approvals from the various Ministries and Agencies.
- (ii) Sections 6 to 17 address parking and loading areas, minimum number of parking spaces, walkways, damage to curbs and sidewalks, garbage and refuse storage, snow removal, stormwater management and lot grading.
- (iii) Sections 18 to 44 address lighting, landscaping, legal obligations for completion of the work and inspections, alterations to the plans, interpretation and application of the agreement.

The proposed development conforms to the Town's planning documents and the Development Agreement addresses site servicing matters in accordance with the requirements of the Planning Act.

### **4. RISK ANALYSIS:**

The recommendation presents little to no risk to the municipality. The proposed site plan provides further commercial use on the site as supported by the policies in the Town's Official Plan. The Site Plan Control process, regulated by Section 41 of the Planning Act serves to protect the municipality's interest as the agreement will be registered on the title of the property. Section 41 of the Planning Act is applicable law to the Ontario Building Code and a permit cannot be issued until the agreement has been registered.

### **5. FINANCIAL MATTERS:**

All costs associated with the application are the responsibility of the applicant. Support of commercial land uses promotes stability in commercial assessment base.

## 6. CONSULTATIONS:

The Essex Region Conservation Authority was circulated the site plan and provided correspondence which stated that this site is **not** located within a regulated area that is under the jurisdiction of the ERCA (Section 28 of the *Conservation Authorities Act*). As a result, a permit is not required from ERCA for issues related to Section 28 of the *Conservation Authorities Act*, Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulations under the *Conservations Authorities Act*, (Ontario Regulation No. 158/06). There are no concern relating to stormwater management and no objection to the application with respect to natural heritage policies.

The Fire Department has been consulted regarding the proposed site plans and has no objections.

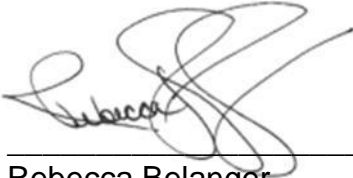
The Amherstburg Accessibility Advisory Committee was circulated the site plan and expressed concern that there were not any designated accessible parking spaces and questioned whether the washroom would be accessible. An updated site plan has included one accessible parking space. The property owners have proposed to construct a new accessible washroom on the site.

The Engineering Department for the County of Essex was consulted and expressed concern regarding the original parking configuration with access onto County Road 20. Revisions have been made to the site plan to accommodate the County.

*This space left blank intentionally.*

7. **CONCLUSION:**

It is recommended that the Development Agreement for 6000 County Rd 20 be approved by Council and By-law 2017-12 be adopted by Council as recommended. The agreement will then be sent for registration.



---

Rebecca Belanger  
**Manager of Planning Services**

af

**DEPARTMENTS/OTHERS CONSULTED:**

**Name: Engineering and Public Works**  
**Phone #: 519 730-2126 ext. 2313**

**Name: Building Services**  
**Phone #: 519 736-5408 ext. 2136**

**Name: Fire Services**  
**Phone #: 519 736-6500**

**Name: Essex Region Conservation Authority**  
**Phone #: 519-776-5209**

**Name: County Engineer, County of Essex**  
**Phone #: 519-776-6441**

## Report Approval Details

Document Title:	Development Agreement for 6000 County Rd 20 - Ure's Miniature Golf - SPC-2-17.docx
Attachments:	- Report to Council- Ures Miniature Golf- Attachments for Council Report.pdf
Final Approval Date:	May 16, 2017

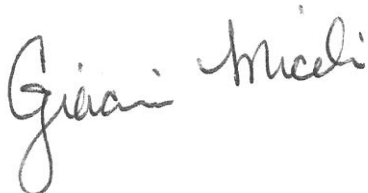
This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - May 10, 2017 - 9:28 AM**



**Justin Rousseau - May 10, 2017 - 11:07 AM**



**John Miceli - May 15, 2017 - 3:48 PM**



**Paula Parker - May 16, 2017 - 12:55 PM**



**THE CORPORATION OF THE TOWN OF AMHERSTBURG  
BY-LAW NO. 2017-12**

**By-law to authorize the execution of a Development Agreement  
between Randy and Laurie Ure and  
the Corporation of the Town of Amherstburg  
6000 County Rd 20, Amherstburg**

---

**WHEREAS** under Section 8 of the Municipal Act 2001, S.O., 2001, c. 25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

**AND WHEREAS** under Section 9. (1) (a) and (b) of the Municipal Act 2001, S.O., 2001, c. 25, as amended, Section 8 shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate and to enhance their ability to respond to municipal issues;

**AND WHEREAS** the Corporation of the Town of Amherstburg and the Owner have agreed to the site plan and site servicing and lot grading plan in the Development Agreement;

**AND WHEREAS** the Corporation of the Town of Amherstburg and owners of said property have agreed to the terms and conditions of a Development Agreement in the form annexed hereto;

**NOW THEREFORE** the Corporation of the Town of Amherstburg enacts as follows:

1. THAT the Mayor and Clerk be hereby authorized to enter into a Development Agreement between Randy and Laurie Ure and the Corporation of the Town of Amherstburg for the development of 6000 County Rd 20 for an 18-hole miniature golf course, said agreement affixed hereto;
2. THAT this By-law shall come into force and take effect immediately upon the final passing thereof at which time all by-laws that are inconsistent with the provisions of this by-law and the same are hereby amended insofar as it is necessary to give effect to the provisions of this by-law.

Read a first, second and third time and finally passed this \_\_\_\_ day of \_\_\_\_\_, 2017.

---

MAYOR – ALDO DICARLO

---

CLERK – PAULA PARKER

## DEVELOPMENT AGREEMENT

**THIS AGREEMENT** made in quadruplicate this \_\_\_\_ day of \_\_\_\_\_, 2017.

**BETWEEN: RANDY AND LAURIE URE**  
A corporation incorporated pursuant to and subsisting under the laws of the Province of Ontario

(Hereinafter collectively called "**Owner**")

OF THE FIRST PART;

- and -

**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

(hereinafter called the "**Corporation**")

OF THE SECOND PART;

Hereinafter collectively referred to as the "**Parties**"

**WHEREAS** the lands affected by this Agreement are described in Schedule "A" attached hereto, and are hereinafter referred to as the "**Development Lands**";

**AND WHEREAS** Randy and Laurie Ure warrants they are the registered owner of the Lands outlined in Schedule "A";

**AND WHEREAS**, in this Agreement the "**Owner**" includes an individual, an association, a partnership or corporation and, wherever the singular is used therein, it shall be construed as including the plural;

**AND WHEREAS** the Official Plan in effect in Amherstburg designated parts of the area covered by the Official Plan, including the Lands, as a Site Plan Control area;

**AND WHEREAS** the Owner intends to develop or redevelop the said lands for commercial use in accordance with the Site Plan attached hereto as Schedule "C", and hereinafter referred to as the "Site Plan";

**AND WHEREAS** the Corporation as a condition of development or redevelopment of the said lands requires the Owner to enter into a Development Agreement;

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of the premises, along with the sum of FIVE (\$5.00) DOLLARS of lawful money of Canada, now paid by each of the Parties hereto to each of the other parties hereto, the receipt and sufficiency of which are hereby acknowledged, the Owner hereby covenants and agrees with the Corporation as follows:

1. The following Schedules attached hereto, are hereby made a part of this Agreement, as fully and to all intents and purposes as though recited in full herein:

Schedule "A" - Legal description of the Development Lands

Schedule "B"- Site Plan including without the generality thereof:

(a) The location of the proposed miniature golf course;

(b) The location and provision of parking facilities and access driveways, including driveways for emergency vehicles;

- (c) Walkways and all other means of pedestrian access;
- (d) The location of the new washroom building;
- (e) The location of grass and landscaped areas;
- (f) The location of the existing weeping bed;
- (g) The location of the universal parking space and tactile walking surface.

Schedule "C" – Site Servicing and Lot Grading Plan

2. The Owner shall be responsible for consulting with and obtaining any necessary approvals from Hydro One regarding any matters that relate to services for the Development Lands to be provided by Hydro One. In addition, the Owner shall be responsible for any costs associated with the reconstruction, relocation or changes to the hydro system resulting from this development.
3. The Owner shall be responsible for consulting with and obtaining any necessary approvals from Union Gas and Bell Canada regarding any matters that relate to services to be provided by Union Gas and Bell Canada. In addition, the Owner shall be responsible for any costs associated with the reconstruction, relocation or changes to these services resulting from this development.
4. If any proposed upgrades to the existing utilities within the municipal right-of-way are required, the Owner must provide copies of the plans on any utility work to the Corporation.
5. The Owner shall be responsible for consulting with and obtaining any necessary approval or permits from the Ministry of the Environment and Climate Change, the County of Essex and/or the Essex Region Conservation Authority (E.R.C.A.).
6. All parking or loading areas and lanes and driveways shall be paved with concrete, asphalt or other material capable of permitting accessibility under all climatic conditions, as shown on Schedules "B" and together with crushed stone or gravel, having a combined depth of at least 15.2 cm and with provisions for drainage facilities.
7. The Owner shall maintain a minimum of parking spaces, as designated on Schedules "B".
8. All walkways on the said lands, where so designated on Schedule "B", shall be constructed of concrete, asphalt or other material capable of permitting accessibility under all climatic conditions by the Owner to the satisfaction of the Corporation. To ensure that this development is accessible to persons with disabilities, the Owner acknowledges that all sidewalks, walkways and islands within this development shall be constructed in such a manner as to safely accommodate persons with special mobility needs.
9. If any curbs, sidewalks, boulevards or highway surfaces of the Corporation are damaged during the development by the Owner, such damage shall be repaired or replaced by the Owner.
10. Snow removal from the parking or loading areas and lanes, driveways and walkways shall be the responsibility of the Owner.
11. The Owner shall install, maintain and direct a system for the disposal of storm and surface water as indicated on the Schedules to the satisfaction of the Corporation, so that no such water will flow along the surface from the said lands onto any adjoining lands. The Owner shall provide a stormwater management

plan as necessary to the satisfaction of the criteria of the Corporation and the E.R.C.A.

12. The Owner shall retain the services of a duly qualified engineer to finalize a stormwater quality and quantity management plan to determine the effects of increased surface run-off due to the development of the lands described on Schedule "A" attached hereto. In addition, the said plan, shall ensure that the measures shall control any increases in flows in the downstream watercourses, so as to ensure that the capacity of the watercourses can be maintained up to and including 1:100 year storm event. The stormwater management calculations shall be submitted to the E.R.C.A. and the Corporation for approval.
13. The Owner shall, at their own expense, install and implement any and all stormwater quality and quantity management measures so identified in the said servicing plans which measures must be implemented or installed to the satisfaction of the E.R.C.A. and the Corporation. The Owners shall obtain any and all permits necessary from the E.R.C.A. if required, prior to the commencement of any construction or site alteration activities on the subject lands, including placement and the grading of fill material.
14. Any garbage or refuse that is stored outside shall be stored in a non-combustible container and maintained so that the garbage or refuse does not blow or fall out of the container.
15. Any and all lighting shall be installed and maintained in accordance with the standards set out in the Town's Development Manual, and, so as to not, in the opinion of the Corporation, interfere with the use or enjoyment of adjacent properties or with the safe flow of traffic on abutting or adjacent streets.
16. The Owner shall landscape and maintain the ground cover acceptable to the Corporation those lands so indicated on Schedule "D". The Owner agrees that the site will be inspected on an annual basis and any deficiencies will require immediate correction in accordance with the approved site plan.
17. The Owner shall provide a lot grading plan for the development detailing the finished grade elevation of the Lands as well as all drainage services, works and facilities required for the proper development of the Lands.
18. The Owner agrees that any Municipal property, including without limiting the generality of the foregoing, curbs, gutters, pavement, sidewalks, or landscaped areas on the public highway and any property belonging to a third party, which are damaged during construction or otherwise, shall be restored to the satisfaction of the Town. The Owner shall keep the subject lands in a state of good repair (including the cutting of weeds) and upon written notice from the Town shall correct deficiencies in the state of repair within ten (10) days thereof.
19. All driveways for emergency vehicles shall:
  - 1) Be connected with a public thoroughfare;
  - 2) Be designed and constructed to support expected loads imposed by firefighting equipment;
  - 3) Be surfaced with concrete, asphalt or other material capable of permitting accessibility under all climatic conditions;
  - 4) Have a clear width of 3 metres at all times;
  - 5) Be located not less than 3 metres and not more than 15.2 metres measured horizontally and at right angles from the face of the building;

- 6) Have an overhead clearance not less than 4.5 metres;
  - 7) Have a change in gradient of not more than 1 in 12.5 over a minimum distance of 15.2 metres; and
  - 8) Have approved signs displayed to indicate the emergency route.
20. If the Ontario Building Code requires that an architect or professional engineer or both shall be responsible for the field review of any new building or re-development provided for in this Agreement, the Owner shall not occupy or use or permit to be occupied or used any said new building or extension until after an architect or professional engineer has given to the Corporation a letter addressed to the Corporation and signed by him certifying that all services on or in the said lands, required for this development or redevelopment, newly installed by the Owner in connection with this development or redevelopment and not contained within a building, have been installed and completed in a manner satisfactory to the architect or professional engineer.
  21. The Corporation through its servants, officers and agents including its building inspector, plumbing inspector, fire chief and Director of Engineering and Public Works may from time to time and at any time enter on the Lands to inspect:
    - 1) The progress of development;
    - 2) The state of maintenance as provided for in this Agreement.
  22. In the event of any servant, officer or agent of the Corporation determining upon inspection that the development is not proceeding in strict accord with the plans and specifications filed with the Corporation, such servant, officer or agent shall forthwith place a notice requiring all work to be stopped upon the Lands, and shall forward a copy by registered mail to the Owner at his last address as shown by the revised assessment rolls, and the Owner shall forthwith correct the deficiency or deviation.
  23. In the event of any servant, officer or agent of the Corporation upon inspection being of the opinion that the state of maintenance is not satisfactory, such servant, officer or agent shall forthwith forward notice of such opinion to the Owner by registered mail at his last address as shown from the revised assessment rolls, and the Owner shall forthwith correct the deficiency or appeal to Council of the Corporation as hereinafter provided.
  24. In the event that an Owner should disagree with the opinion of the servant, officer or agent of the Corporation as to the progress of the development or as to the state of maintenance, such Owner shall appear before Council of the Corporation, which after hearing the Owner, shall be permitted to express its position as to whether such progress or maintenance is satisfactory, following which Council of the Corporation shall make a decision, by resolution, as to whether to lift or sustain the prior decision of the Corporation's servant, officer or agent, which shall constitute a final determination of the matter.
  25. In the event that an Owner should fail to obey a stop work order issued under Section 22 hereof, the Owner recognizes the right of the Corporation to apply to the Courts for a restraining order.
  26. In the event that an Owner should fail to correct a deviation or deficiency after notice pursuant to Sections 22 or 23 or after notice of an opinion, which Council of the Corporation determines is correct under Section 24, the Council of the Corporation may by law direct or default of the matter or thing being done by the Owner, after two (2) weeks notice to it by registered mail at the last shown address of the Owner pursuant to the revised assessment rolls of passage of such by-law, that such matter or thing be done by the Corporation at the expense

of the Owner, which expense may be recovered by action or like manner as municipal taxes.

27. In the event of an Owner wishing to change at any time any of the buildings, structures or facilities described in the plans annexed or referred to in Section 1 hereof, it shall make application to Council of the Corporation for approval and shall not proceed with such change until approval is given by such Council, or in default by the Ontario Municipal Board, under the procedure set out in Section 41 of the Planning Act, R.S.O. 1990 herebefore referred to.
28. This Agreement and the provisions thereof do not give to the Owner or any person acquiring any interest in the said lands any rights against the Corporation with respect to the failure of the Owner to perform or fully perform any of its obligations under this Agreement or any negligence of the Owner in its performance of the said obligations.
29. In the event that no construction on the Lands has commenced on or before the expiry of one (1) year from the date of registration of this Agreement, the Corporation may subsequently, at its option, on one month's written notice to the Owner, terminate this Agreement, whereupon the Owner acknowledges that agrees that it will not be able to undertake any development construction on the Lands (or any further development or construction) on the Lands.
30. The Owner covenants and agrees to provide and maintain public liability and property damage insurance in a form (containing endorsements naming the Corporation as an additional named insured and providing a cross-liability/separation of insured clause) in the amount of at least TWO MILLION DOLLARS (\$2,000,000.00) and satisfactory in form and content (including policy limit) to the Corporation, and proof of the said insurance policy shall be filed with the Clerk of the Corporation. The Owner acknowledges and agrees that the Corporation shall be entitled to require that such policy limit amount be reasonably increased from time to time during the term hereof to take into account inflationary pressures and relevant judicial awards.

If the Corporation determines the untraveled public highway is required by the Corporation for its purposes, the Owner shall remove the parking area and restore the untraveled public highway to the condition of the surrounding area at its own expense on three (3) months prior written notice from the Corporation to do so; provided that if the Owner fails to remove the parking area and restore as aforesaid, the Corporation may enter upon the untraveled public highway and remove the parking area and restore the untraveled public highway, and the reasonable expense of such removal shall be paid by the Owner forthwith on demand.

31. All facilities and matters required by this Agreement shall be provided and maintained by the Owner at its sole risk and expense to the satisfaction of the Corporation and in accordance with the standards determined by the Corporation and in default thereof and without limiting other remedies available to the Corporation, the provisions of Section 446 of the Municipal Act shall apply.
32. A financial guarantee (certified cheque or irrevocable letter of credit – self renewing without burden of proof) for FIFTY PERCENT (50%) of the value of on-site improvements of this development, exclusive of buildings and structures, is required to be paid and/or posted with the Corporation, in addition to further financial security in the amount of ONE HUNDRED PERCENT (100%) for all off-site works required as part of this development.

The Owner's engineer is required to provide a certified estimate of the cost of the on-site and off-site work for consideration by the Town's Director of Engineering and Infrastructure for his/her approval, with any decision by the Town's Director of Engineering and Infrastructure in this regard to be final and binding upon the

Owner. Once the Town has inspected and approved the construction of the on-site and off-site works, the Owner will be required to provide security for a ONE (1) year maintenance period in the amount of FIFTEEN PERCENT (15%) of the cost of on-site and off-site improvements.

33. This Agreement shall be registered against the land to which it applies, at the expense of the Owner, and the Corporation shall be entitled, subject to the provisions of the Registry Act and the Land Titles Act, to enforce its provisions against the Owner named herein and any and all subsequent owners of the lands.
34. This Agreement shall ensure to the benefit of and be binding upon the Parties hereto and their respective heirs, executors, administrators, successors and permitted assigns.
35. This Agreement shall be governed by, and interpreted according to, the laws of the Province of Ontario and the laws of Canada applicable therein, and shall be treated in all respects as an Ontario Contract.
36. If any provision or part thereof of this Agreement be illegal or unenforceable, it or they shall be considered separate and severable from the Agreement, and the remaining provisions of the Agreement shall remain in force and effect and shall be binding upon the Parties hereto as though the said provision or part thereof had never been including in this Agreement.
37. The division of this Agreement into Articles, sections and subsections and the insertion of headings are for convenience of reference only and shall not effect the construction or interpretation hereof.
38. This Agreement may be executed in several counterparts, each of which when so executed shall be deemed to be an original, and such counterparts together shall constitute one and the same instrument and shall be effective as of the date set out above.
39. Words importing the singular number include the plural and vice versa; words importing the masculine gender include the feminine and neutral genders.
40. Schedules and other documents attached or referred to in this Agreement are an integral part of this Agreement, and are hereby incorporated into this Agreement by reference.
41. This Agreement constitutes the entire agreement among the Parties and except as herein stated and in the instruments and documents to be executed and delivered pursuant hereto, contains all of the representations and warranties of the respective Parties. There are no oral representations or warranties among the Parties of any kind. This Agreement may not be amended or modified in any respect except by written instrument signed by both Parties.

**IN WITNESS WHEREOF** the Owner and the Corporation (the latter under the hands and seals of its officers duly authorized in this regard), have executed this Agreement as of the date first above written.

**OWNER: RANDY URE**

Per \_\_\_\_\_  
Randy Ure

**LAURIE URE**

Per \_\_\_\_\_  
Laurie Ure  
*We have authority to bind the Corporation*

**THE CORPORATION OF THE  
TOWN OF AMHERSTBURG**

Per \_\_\_\_\_  
Aldo DiCarlo, Mayor

Per \_\_\_\_\_  
Paula Parker, Clerk

*We have authority to bind the Corporation*

Authorized and approved by By-law No. 2017-12  
enacted the \_\_\_\_ day of \_\_\_\_\_, 2017.



**SCHEDULE "A"**  
**LEGAL DESCRIPTION**

The following is a description of the land to which this instrument applies.

Parts 1 and 2, Registered Plan 12R-18770, Part of Lot 67, Concession 6 W  
Town of Amherstburg, County of Essex, Province of Ontario

DRAFT



d.c. mccluskey engineering ltd.  
200-5145 Appleton Street, West, Windsor, Ontario N9B 1L6 Tel: (519) 917-8800



SITE STATISTICS:	
ZONING	-
OFFICIAL PLAN	-
BUILDING CLASSIFICATION	-
SITE DATA	
TOTAL SITE AREA	36,922 sqft
BUILDING AREA	
EX. BUILDING	= 2,484sqft
EX. GARAGE	= 328sqft
EX. SHED	= 285sqft
NEW WASHROOM BUILDING	= 88sqft
TOTAL BUILDING AREA	= 3,185sqft
SITE STANDARDS EXISTING	
BUILDING LOT COVERAGE	= 3,185sf (8.6%)
PARKING/PAVED AREA	= 8,830sf (23.9%)
LANDSCAPED/OPEN SPACE	= 24,907sf (67.5%)
LINEAR CURBING	- m
ALLOWABLE BUILDING HEIGHT	- m
PROPOSED WASHROOM HEIGHT	- m
PARKING REQUIRED	
FOR MINI GOLF : 1.5 PER TEE	18 TEES x 1 = 18
FOR VARIETY STORE : 1/200sqft	690/209 = 2.8
FOR RESTAURANT : 1/161sqft	690/161 = 4.3
TOTAL PARKING REQUIRED	= 25 SPACES
PARKING PROVIDED	
REGULAR SPACES	= 25 SPACES
BARRIER FREE SPACES	= 1 SPACE
TOTAL PARKING PROVIDED	= 26 SPACES

- general notes:**
- THIS DRAWING IS AN INSTRUMENT OF SERVICE ONLY AND IS THE PROPERTY OF THE ENGINEER.
  - DRAWINGS SHALL NOT BE SCALED.
  - CONTRACTORS SHALL VERIFY AND BE RESPONSIBLE FOR ALL DIMENSIONS AND CONDITIONS ON THE JOB AND THIS OFFICE MUST BE NOTIFIED OF ANY VARIATIONS FROM THE DIMENSIONS AND CONDITIONS SHOWN BY THESE DRAWINGS.
  - ATTENTION IS DIRECTED TO PROVISIONS IN THE GENERAL CONDITIONS REGARDING CONTRACTOR'S RESPONSIBILITIES IN REGARDS TO SUBMISSION OF SHOP DRAWINGS.
  - IN THE EVENT THE DESIGNER IS RETAINED TO REVIEW SHOP DRAWINGS, SUCH REVIEW IS ONLY TO CHECK FOR CONFORMANCE WITH DESIGN CONCEPT AND WITH THE INFORMATION GIVEN IN THE CONTRACT DOCUMENTS.
  - CONTRACTORS SHALL PROMPTLY NOTIFY THE DESIGNER IN WRITING OF THE EXISTENCE OF ANY OBSERVED VARIATIONS BETWEEN THE CONTRACT DOCUMENTS AND ANY APPLICABLE CODES OR BY-LAWS.
  - THE DESIGNER IS NOT RESPONSIBLE FOR THE CONTRACTOR'S MEANS, METHODS AND OR TECHNIQUES IN THE CONSTRUCTION OF THIS FACILITY.

DATE (dd/mm/yy)	ISSUED FOR
12/04/17	SITE PLAN APPROVAL
02/05/17	SITE PLAN APPROVAL

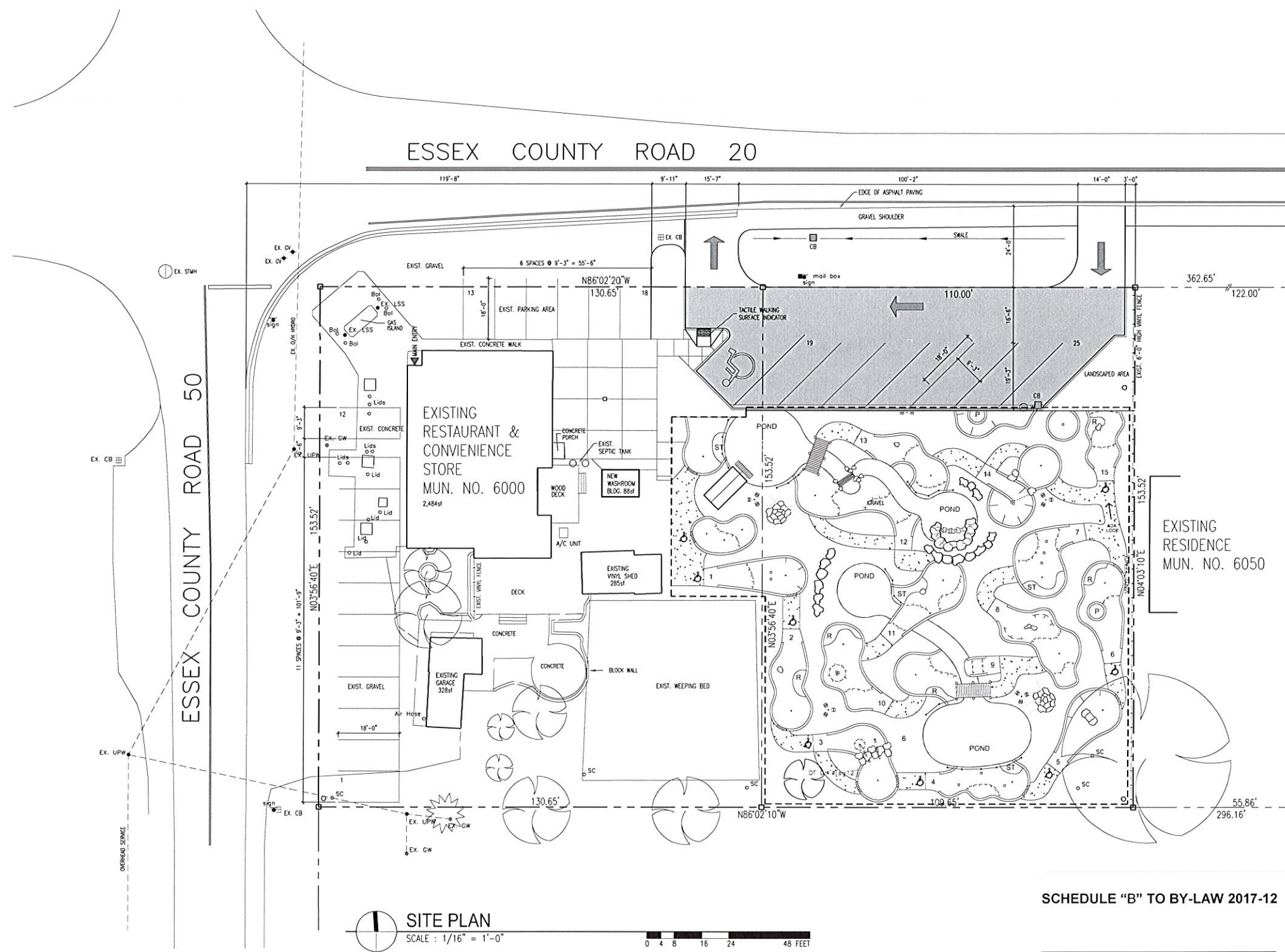
PROJECT  
**MINIATURE GOLF FACILITY**

6000 COUNTY ROAD 20  
 MALDEN CENTRE, ONTARIO

CLIENT  
**URE'S COUNTY KITCHEN**

DRAWING TITLE  
**SITE PLAN**

DATE :	MAR 2017
SCALE :	AS NOTED
DRAWN BY :	BC
CHECKED BY :	MEM
PROJECT FILE NO.	M17-165
DRAWING NO.	C1.1



**SITE PLAN**  
 SCALE : 1/16" = 1'-0"  
 0 4 8 16 24 48 FEET

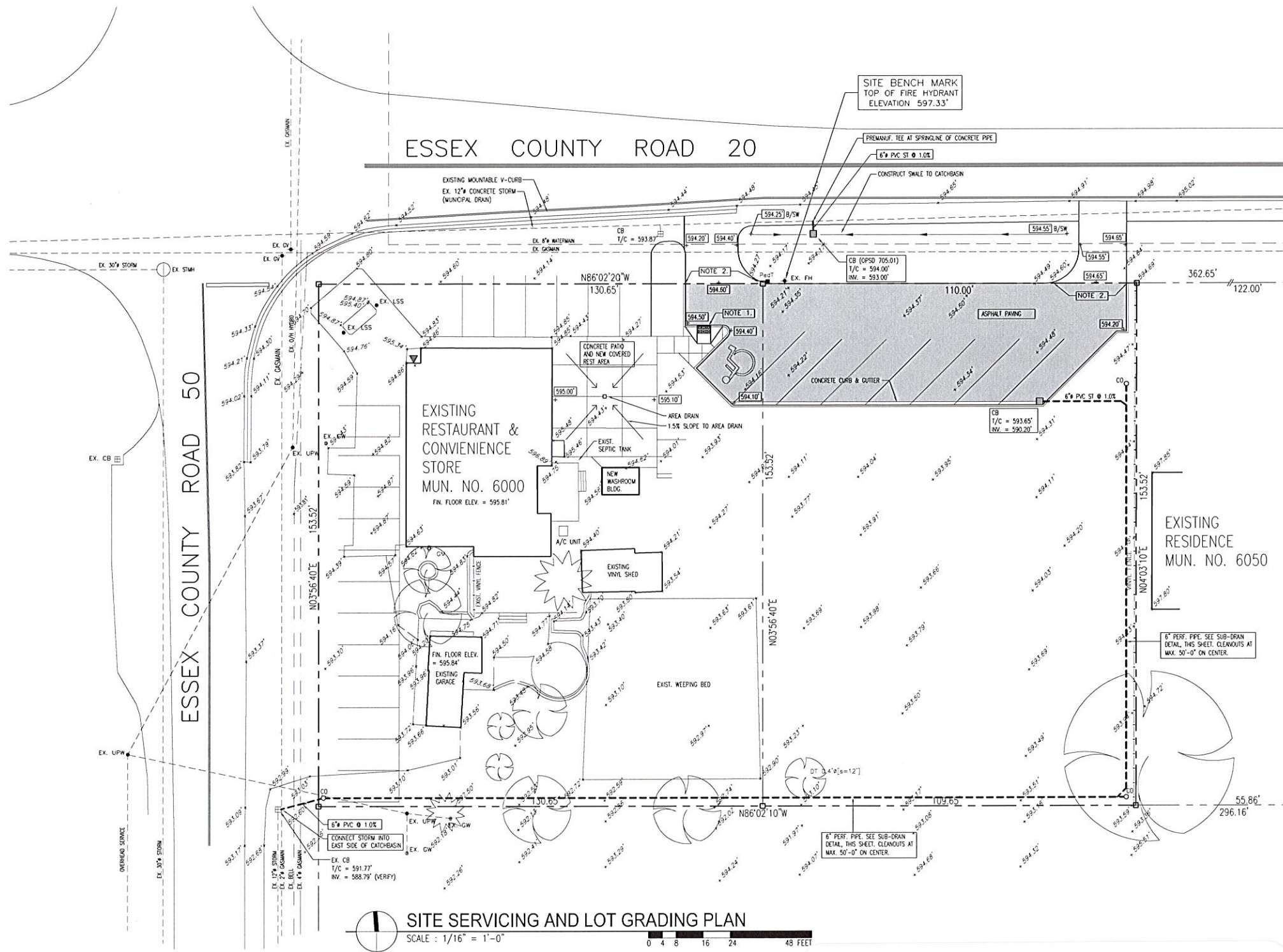
**SCHEDULE "B" TO BY-LAW 2017-12**

\_\_\_\_\_  
 Laurie Ure or Randy Ure

**TOWN OF AMHERSTBURG**

\_\_\_\_\_  
 Mayor- Aldo DiCarlo

\_\_\_\_\_  
 Clerk- Paula Parker



**SITE NOTES:**

AFTER EXCAVATION TO PROPER GRADE, PROOF LOCAL EXISTING SUBGRADE AND FOLLOW IMMEDIATELY WITH PLACEMENT OF GRANULAR BASE UPON APPROVAL OF GEOTECHNICAL ENGINEER.

ALL WORK TO COMPLY WITH THE LOCAL BY-LAWS. ALL WORK TO BE PERFORMED IN ACCORDANCE WITH THE LATEST EDITION OF THE OCCUPATIONAL HEALTH AND SAFETY REGULATIONS FOR CONSTRUCTION PROJECTS.

THE OWNER, ENGINEER AND THE LOCAL MUNICIPALITY AND ITS AGENTS DO NOT GUARANTEE THE ACCURACY OF THE UTILITIES SHOWN ON THE DRAWINGS. OTHER UTILITIES MAY BE PRESENT OR UTILITIES MAY DIFFER IN SIZE OR LOCATION SHOWN. THE CONTRACTOR ASSUMES FULL RESPONSIBILITY TO CONTACT THE VARIOUS UTILITY COMPANIES PRIOR TO CONSTRUCTION TO LOCATE ALL UNDERGROUND UTILITIES. THE CONTRACTOR SHALL ALSO BE RESPONSIBLE TO REPAIR ANY DAMAGE THAT HE MAY CAUSE TO THESE UTILITIES. THE CONTRACTOR FURTHER AGREES TO INDEMNIFY THE OWNER AND ENGINEER AGAINST ANY CLAIMS WHICH MAY ARISE FROM HIS ACTIONS.

THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING AND PAYING FOR ALL PERMITS AND INSPECTIONS REQUIRED FOR THIS WORK.

FIELD CHECK ALL EXISTING GRADE AND DIMENSIONS PRIOR TO COMMENCING ANY NEW CONSTRUCTION. NOTIFY ENGINEER OF ANY DISCREPANCIES.

REMOVE ALL DEBRIS INCLUDING EXCAVATED MATERIALS, BROKEN CONCRETE ETC. FROM THE SITE. BACKFILL ALL EXCAVATIONS BELOW PAVEMENT WITH FULL DEPTH GRANULAR MATERIAL COMPACTED TO MINIMUM 100% SPWDD. GRANULAR 'A' BASE SHALL BE A MINIMUM OF 12" THICK UNLESS NOTED OTHERWISE.

ALL GRANULAR BASE ELEVATIONS BELOW CONCRETE SLABS TO AT A LEVEL WITHIN 3/8" OF THE DESIGN ELEVATION.

ALL EXTERIOR CONCRETE TO BE 32 MPA CITY MIX WITH 6% + 1.1/2% AIR ENTRAINMENT.

BACKFILL ALL EXCAVATIONS BELOW PAVEMENT WITH FULL DEPTH GRANULAR MATERIAL COMPACTED TO MINIMUM 100% SPWDD. GRANULAR 'A' BASE SHALL BE A MINIMUM OF 12" THICK UNLESS NOTED OTHERWISE.

SIDEWALKS ON PRIVATE PROPERTY TO BE 4" THICK, 32 MPA (CITY MIX) CONC. W/ 6%+1.1/2% AIR ENTRAINMENT MINIMUM 10" COMP. GRAN. 'A'. INSTALL 1/2" EXPANSION JOINTS W/ DECK-O-FLOW (BY W.R. MEADOWS OR EQUIV.) EXPANSION JOINT FILLER WATERPROOFED W/ SEALANT AT 20'-0" O.C. AND 1/4" x 2" CP. SMOOTHS @ 3'-0" O.C.

ALL EXPOSED CONCRETE SURFACES TO BE COATED WITH A WHITE PIGMENTED CONCRETE CURING COMPOUND (SEALTIGHT MP-45) CURE ALL SITE PLACED CONCRETE.

PROVIDE SAWCUT JOINTS IN CURB AT 10' ON CENTER. FILL JOINTS WITH JOINT FILLER. VERIFY JOINT LOCATION WITH ENGINEER. PROVIDE 1/2" EXPANSION JOINTS W/ DECK-O-FLOW (BY W.R. MEADOWS OR EQUIV.) EXPANSION JOINT FILLER WATERPROOFED W/ SEALANT AT 20'-0" O.C.

GRANULAR 'A' TO OPS5 1010

ASPHALT PAVING TO CONSIST OF A BASE COURSE OF H4 AND A SURFACE COURSE OF H3 MEETING THE REQUIREMENTS OF THE APPROPRIATE ONTARIO PROVINCIAL STANDARDS SPECIFICATIONS THICKNESS TO BE AS NOTED ON THE DRAWINGS.

ASPHALT PAVING TO BE 1.1/2" H3 ON 1.1/2" H4 ON 12" GRAN. 'A' COMPACTED TO 100% SPWDD

**SEWER NOTES:**

CAMERA ALL SEWERS AND SUBMIT COPIES TO THE PROJECT ENGINEER.

ALL SEWERS TO BE PRESSURE AIR OR WATER TESTED AND THE RESULTS SUBMITTED TO THE PROJECT ENGINEER.

ALL OFFICE RESTRICTOR PLATES TO BE PLACED ON THE DISCHARGE PIPE UNLESS NOTED.

BRASS COVER PLATES TO BE USED ON ALL CLEANOUTS LOCATED IN PAVEMENT.

STORM SEWER PIPING TO BE PVC (SMOOTH WALL CSA B182.2 DR15 (PIPE SIZES 4" - 24") OR HDPE (ANNUAL PROFILE PIPE - CSA B182.8) (PIPE SIZES 8" - 36")

ALL SEWER CONNECTIONS IN RIGHT-OF-WAY TO BE PVC PIPE & FITTINGS.

ALL CATCHBASIN LEADS TO BE 8" PIPE UNLESS NOTED OTHERWISE.

CATCH BASINS (C.B.) TO HAVE THREE-4" BY 10" LONG PERFORATED STUB DRAINS INTO GRANULAR BACKFILL. STUB DRAINS INVERT TO BE 18" BELOW FIN. GRADE. CATCH BASINS TO BE 24" x 24" PRECAST CONCRETE WITH FRAME AND GRATE AND GROSS TRAP TO OPSD #705.02. ALL CATCH BASINS SHALL HAVE A MIN. 24" DEEP SLUMP BELOW THE OUTLET PIPE.

CONSTRUCT BENTONITE CLAY PLUGS AT PROPERTY LINES ON ALL UTILITY & SEWER CONNECTIONS IN R.O.W.

AREA DRAIN TO BE TUF-TITE ADI WITH ADA GRATE OR APPROVED EQUIVALENT.

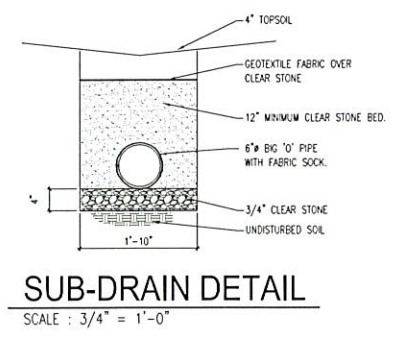
**ADDITIONAL NOTES:**

1. TACTILE DOME INDICATOR AS PER OPSD 310.039 AT 4'-0" DEPRESSED CURB CUT. LENGTH OF TACTILE STRIP IS 4'-0".

2. BARRIER CURB CONSTRUCTED UP TO PROPERTY LINE. NO CURB ON COUNTY ROAD.

**LEGEND**


ADJ TO BE ADJUSTED	DWS DOMESTIC WATER SERVICE
BC BOTTOM OF CURB	TRMH TRAFFIC SIGNAL ELECTRICAL MANHOLE
BP BELL PEDESTAL	ST STORM SEWER
BOL BOLLARD	STMH STORM SEWER MANHOLE
CB CATCH BASIN	TC TOP OF CURB
CBMH CATCH BASIN MANHOLE	T/C TOP OF COVER
C.O. CLEAN OUT	TL TRAFFIC LIGHT
CSP CORRUGATED STEEL PIPE	TMH TRAFFIC MANHOLE
CS CURB STOP	TRC TRAFFIC CONTROL
CTV CABLE TELEVISION	UP UTILITY POLE
DCB DITCH INLET CATCH BASIN	VT VENT
E/P EDGE OF PAVEMENT	WCR WHEELCHAIR RAMP (CURB CUT)
E/SH EDGE OF SHOULDER	WV WATER VALVE
GM GAS METER	YD YARD DRAIN
GW GUY WIRE	+ 602.88 EXST. GRADE
FDC FIRE DEPARTMENT CONNECTION	+ 603.90 NEW GRADE
FH FIRE HYDRANT	+ SLOPE LINES
HP HYDRO POLE	▽ PRIMARY BLDG. ENTRANCE
INV SEWER INVERT	▽ SECONDARY BLDG. ENTRANCE
LS LIGHT POLE	○ HYDRO METER
MWH WATER MANHOLE	○ CATCHMENT AREA DESIGNATION
MW MONITORING WELL	○ BACKFLOW PREVENTER & CHAMBER
REL TO BE RELOCATED	○ OVERLAND FLOW
REW TO BE REMOVED	
SAH SANITARY SEWER	
SMH SANITARY SEWER MANHOLE	




**SITE SERVICING AND LOT GRADING PLAN**  
SCALE: 1/16" = 1'-0"

**SCHEDULE "C" TO BY-LAW 2017-12**

Laurie Ure or Randy Ure  
TOWN OF AMHERSTBURG  
Mayor- Aldo DiCarlo  
Clerk- Paula Parker



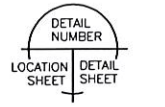
**d.c. mccloskey engineering ltd.**  
280-5160 Highway 104, Unit 104, Markham, Ontario L3R 9V7



MAY 02 2017  
M.E. MCCLOSKEY  
PROFESSIONAL ENGINEER  
PROVINCE OF ONTARIO

**general notes:**

- THIS PRINT IS AN INSTRUMENT OF SERVICE ONLY AND IS THE PROPERTY OF THE ENGINEER.
- DRAWINGS SHALL NOT BE SCALED.
- CONTRACTORS SHALL VERIFY AND BE RESPONSIBLE FOR ALL DIMENSIONS AND CONDITIONS ON THE JOB AND THIS OFFICE MUST BE NOTIFIED OF ANY VARIATIONS FROM THE DIMENSIONS AND CONDITIONS SHOWN BY THESE DRAWINGS.
- ATTENTION IS DIRECTED TO PROVISIONS IN THE GENERAL CONDITIONS REGARDING CONTRACTOR'S RESPONSIBILITIES IN REGARDS TO SUBMISSION OF SHOP DRAWINGS.
- IN THE EVENT THE DESIGNER IS RETAINED TO REVIEW SHOP DRAWINGS, SUCH REVIEW IS ONLY TO CHECK FOR CONFORMANCE WITH DESIGN CONCEPT AND WITH THE INFORMATION GIVEN IN THE CONTRACT DOCUMENTS.
- CONTRACTORS SHALL PROMPTLY NOTIFY THE DESIGNER IN WRITING OF THE EXISTENCE OF ANY OBSERVED VARIATIONS BETWEEN THE CONTRACT DOCUMENTS AND ANY APPLICABLE CODES OR BY-LAWS.
- THE DESIGNER IS NOT RESPONSIBLE FOR THE CONTRACTOR'S MEANS, METHODS AND OR TECHNIQUES IN THE CONSTRUCTION OF THIS FACILITY.



DETAIL NUMBER  
LOCATION SHEET

DATE (dd/mm/yy)	ISSUED FOR
02/05/17	SITE PLAN APPROVAL

**PROJECT**  
MINIATURE GOLF FACILITY

6000 COUNTY ROAD 20  
MALDEN CENTRE, ONTARIO

**CLIENT**  
URE'S COUNTY KITCHEN

**DRAWING TITLE**  
SITE SERVICING AND LOT GRADING PLAN

DATE :	MAR 2017
SCALE :	AS NOTED
DRAWN BY :	JLD
CHECKED BY :	MEM
PROJECT FILE NO.	M17-165
DRAWING NO.	C1.2



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Rebecca Belanger	Report Date: May 9, 2017
Author's Phone: 519 736-5408 ext. 2124	Date to Council: May 23, 2017
Author's E-mail: <a href="mailto:rbelanger@amherstburg.ca">rbelanger@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Zoning By-law Amendment – Housekeeping By-law 2017-33

---

1. **RECOMMENDATION:**

It is recommended that:

1. The report from the Manager of Planning Services dated May 9, 2017, regarding the Zoning By-law Amendment – Housekeeping By-law 2017-33 **BE RECEIVED**; and,
2. **By-law 2017-33** being a by-law to amend Zoning By-law No. 1999-52, be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.

2. **BACKGROUND:**

The Statutory Public Meeting was held at 5:30 p.m. May 8, 2017 to hear public comments on a housekeeping by-law initiated by the Town of Amherstburg to Zoning By-law 1999-52, as amended.

The following is a summary of the proposed changes:

1. Section 3(1)(b) Accessory Uses in General Provisions of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by adding “to a maximum of 100 square metres (1076 sq ft) for accessory buildings and structures in any Residential Zone other than the Residential Type 1A (R1A) Zone where accessory buildings will be permitted on a lot not to exceed 10 percent of the lot area.” The remaining provisions of Section 3(1)(b) will apply.

Currently, the Zoning By-law permits accessory structures in residential zones to a maximum of 10% of the lot area.

Administration recommends that the amending by-law clarify the regulation for the maximum of 10 percent the lot area to remain for the rural residential areas zoned R1A, and that the remaining residential areas zoned R1, R2, R3, etc., and other, have a maximum restricted size for accessory buildings of 1076 square feet (100 sq.m) and 10 percent of the lot area.

Those areas that are zoned R1A include Concession 2 North, Texas Road, Front Road North and South as some examples. These areas generally contain larger lots in a rural atmosphere than can typically support a larger accessory building without a concern for impacts on neighbouring properties. The R1, R2 and R3 Zones are areas in Town which are subdivisions including Kingsbridge, Golfview, Monopoly and Crownridge as well as the residential areas in the urban portions of the primary and secondary settlement areas.

It would be possible for property owners to apply for a minor variance to the Zoning By-law within the residential zones (other than the R1A Zone) should they propose to construct an accessory building larger than 100 square metres (1076 sq.ft.).

2. Section 3(21)(a) Parking Regulations in General Provisions of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by regulating the maximum number of driveways in all Residential Zones, other than R1A Zone, where the existing provisions will apply.

Administration has noted several requests for multiple driveways in residential zones over the last number of years. This section requires review and consideration based on discussion with the Public Works Department. Through discussions with the Manager of Roads, there has been a request to limit the number of driveways in residential zones to one which would be consistent with the Town of Kingsville Zoning By-law. For those rural residential properties which generally have larger frontages and where a horse-shoe type of driveway may provide for additional vehicular safety, these areas are zoned R1A, the amending by-law permits two driveways based on a minimum of 30 metres of frontage along the street line.

3. Section 3(21)(c) Parking Regulations in General Provisions for a miniature golf course use of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by reducing the number of required parking spaces from 1.5 per tee to 1 space per tee.

Other municipal Zoning By-laws were compared regarding parking provisions for miniature golf course requirements. The Town's current requirements identify 1.5 per tee and it appears that 1 parking space per tee appears to be more consistent with the requirements in other municipal zoning by-laws. Furthermore, there is often more than one land use on a property which creates the need for an additional calculation in parking spaces to accommodate the other land uses on site such as a restaurant or campground.

**3. DISCUSSION:**

There were no public inquiries regarding this housekeeping amendment in advance of the public meeting and no one from the public spoke at the public meeting. There were questions raised by members of Council which were answered by Planning Administration.

There were no concerns raised by Town departments or external agencies regarding the proposed Zoning By-law Amendment.

**4. RISK ANALYSIS:**

The recommendation presents no risk to the municipality.

**5. FINANCIAL MATTERS:**

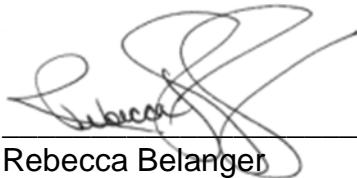
The costs associated with the housekeeping amendment include only administration's time and the fee for notifications in the Rivertown Times. These costs will be funded from the 2017 operating budget approved for the planning department.

**6. CONSULTATIONS:**

No further consultation is required to meet the statutory requirements of the Planning Act regarding this Zoning By-law Amendment.

**7. CONCLUSION:**

Administration recommends that Zoning By-law 2017-33 be approved by Council, given three readings and finally passed and the Mayor and Clerk be authorized to sign same.



---

Rebecca Belanger  
**Manager of Planning Services**

af

## Report Approval Details

Document Title:	Zoning By-law Amendment - Housekeeping By-law 2017-33.docx
Attachments:	- Report to Council - May 23 - ZBA -Housekeeping By-law Amendment 2017-33 - ATTACHMENTS.pdf
Final Approval Date:	May 17, 2017

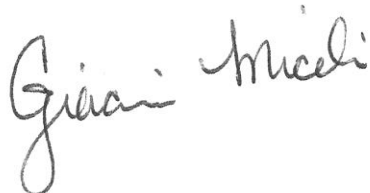
This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - May 12, 2017 - 3:51 PM**



**Justin Rousseau - May 15, 2017 - 11:24 AM**



**John Miceli - May 16, 2017 - 10:23 AM**



**Paula Parker - May 17, 2017 - 12:16 PM**

**CORPORATION OF THE TOWN OF AMHERSTBURG  
BY-LAW NO. 2017-33**

**Being a by-law to amend Zoning By-law No. 1999-52, as amended**

---

**WHEREAS** By-law 1999-52, as amended, is a land use control by-law regulating the use of lands and the character, location and use of buildings and structures within the Town of Amherstburg;

**AND WHEREAS** the Council of the Town of Amherstburg deems it appropriate and in the best interest of proper planning to amend By-law 1999-52, as herein provided;

**AND WHEREAS** this By-law conforms to the Official Plan for the Town of Amherstburg;

**NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE TOWN OF AMHERSTBURG ENACTS AS FOLLOWS:**

1. Section 3(1)(b) Accessory Uses in General Provisions of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by adding “to a maximum of 100 square metres (1076 sq ft) for accessory buildings and structures in any Residential Zone other than the Residential Type 1A (R1A) Zone where accessory buildings will be permitted on a lot not to exceed 10 percent of the lot area.”
2. Section 3(21)(i) Parking Regulations in General Provisions of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by removing the final sentence in this section and adding a new Section 3(21)(j) titled Special Parking Provisions for Residential Zones.
3. Section 3(21) of the General Provisions of the Town of Amherstburg Zoning By-law 1999-52, is hereby amended by the addition of a new clause (j) after clause (i) as follows, with the remainder of the section renumbered:
  - “(j) Special Parking Provisions for Residential Zones
    - (i) In any residential zone, all parking spaces shall be located in a garage or carport or in a side or rear yard, or only on a driveway in the front yard.
    - (ii) In any residential zone, no vehicle shall be parked on any part of a lot other than in a garage, carport, required parking area or on a driveway.
    - (iii) There shall only be one entrance permitted for each single, residential lot in any residential zone, other than the R1A Zone where two driveways may be permitted based on a minimum of 30 metres of frontage on the streetline. Two entrances are permitted for multiple residential unit buildings.
    - (iv) Entrances will not be permitted within the sight triangle as defined in the General Provisions and definitions as Sight triangle.
    - (v) Entrances will not be permitted on a curve or in a location with restricted sight lines.”



4. Section 3(21)(c) Parking Regulations in General Provisions for a miniature golf course use of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by reducing the number of required parking spaces from 1.5 per tee to 1 space per tee.
5. This By-law shall take effect from the date of passage by Council and shall come into force in accordance with Section 34 of the Planning Act, R.S.O. 1990.

Read a first, second and third time and finally passed this 23<sup>rd</sup> day of May, 2017.

---

MAYOR – ALDO DICARLO

---

CLERK – PAULA PARKER

**Statutory Public Meeting under Section 34 of the Planning Act**



**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

**OFFICE OF PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES**

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

<b>Author's Name: Rebecca Belanger</b>	<b>Report Date: April 19, 2017</b>
<b>Author's Phone: 519 736-5408 ext. 2124</b>	<b>Date to Council: May 8, 2017</b>
<b>Author's E-mail: rbelanger@amherstburg.ca</b>	<b>Resolution #: N/A</b>

**To: Mayor and Members of Town Council**

**Subject: Proposed Zoning By-law Amendment – Housekeeping By-law 2017-33**

**1. RECOMMENDATION:**

It is recommended that:

1. The report from the Manager of Planning Services dated April 19, 2017, regarding a Proposed Zoning By-law Amendment- Housekeeping By-law 2017-33, **BE RECEIVED**; and,
2. Pending Council consideration of written and oral comments received at this public meeting, an amending by-law **BE PREPARED AND BROUGHT BACK** at a future regular Council meeting.

**2. BACKGROUND:**

Town of Amherstburg Zoning By-law 1999-52, as amended was passed by Council on November 8, 1999. The publication was consolidated through 2013 and up until recently this year. Since the intent of the Comprehensive Zoning By-law is to ensure that it remains up-to-date and in conformity with the Town of Amherstburg Official Plan and other provincial legislation, regular housekeeping amendments are required to deal with technical and housekeeping updates.

The Town has initiated a housekeeping by-law for an amendment to Zoning By-law 1999-52, as amended under Section 34 of the Planning Act, R.S.O. 1990, c.P. 13. The proposed amendment is general in nature and applies to various properties throughout the Town of Amherstburg. The proposed amendments have been drafted to address

updates and direction from Provincial legislation, typographical errors and provide clarifications to specific regulations.

### **3. DISCUSSION:**

This Town of Amherstburg has initiated a housekeeping Zoning By-law Amendment to update and correct a small number of regulations in By-law 1999-52, as amended. The following is a summary of the proposed changes:

1. Section 3(1)(b) Accessory Uses in General Provisions of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by adding "to a maximum of 100 square metres (1076 sq ft) for accessory buildings and structures in any Residential Zone other than the Residential Type 1A (R1A) Zone where accessory buildings will be permitted on a lot not to exceed 10 percent of the lot area." The remaining provisions of Section 3(1)(b) will apply.

A housekeeping amendment was approved by Council in 2016 which allowed for a modification from the previous regulations in the General Provisions Section (3) of the Zoning By-law which restricted accessory uses in all residential zones to a maximum of 100 square metres (1076 sq.ft) and 10 percent of the lot area. Due to the number of minor variances that were submitted to the Committee of Adjustment prior to the housekeeping amendment seeking relief from the maximum accessory building size of 100 square metres (1076 sq.ft.) the by-law amendment was brought forward. Currently, Section 3 of the General Provisions permits the total of all accessory structures on a lot to be 10 percent of the lot area in all residential zones.

Since the approval and modification to the accessory use provisions in all residential zones, a number of individuals have sought building permits in residential subdivisions for accessory buildings which are post and beam type of construction (pole barns). The size, appearance and necessity for these buildings may not to be in keeping with the intent of an accessory building for a residential use. Typically, when administration inquire as to the purpose of these accessory buildings, the homeowners state that the purpose is for the storage of a large number of recreational vehicles, including boats, trailers, ATVs, etc. It is understood that an accessory structure shall be associated with or generally necessary to the normal operations of the principal structure, building or use. To be "commonly associated" or "generally necessary" means that the purpose of accessory building would be an extension of the dwelling, which would function subordinate and necessary to the main use of the property as a single detached residence.

The purpose of regulating accessory structures is to ensure compatibility of such uses with surrounding land uses and properties and to avoid any impacts associated with such uses. The intent of the accessory use regulations is to maintain neighborhood integrity and preserve the existing character of the neighborhood by encouraging compatible land uses. Possible negative impacts associated with large accessory structures may include: structural and aesthetic incompatibility, drainage and stormwater management issues as well as impacts from a reduction in sunlight due to massing and reduced openness.

Based on the above, Administration recommends that the housekeeping amendment clarify the regulation for the maximum of 10 percent the lot area to remain for the rural residential areas zoned R1A, and that the remaining residential areas zoned R1, R2, R3, etc., and other, have a maximum restricted size for accessory buildings of 1076 square feet (100 sq.m) and 10 percent of the lot area. Those areas that are zoned R1A include Concession 2 North, Texas Road, Front Road North and South as some examples. These areas generally contain larger lots in a rural atmosphere than can typically support a larger accessory building without a concern for impacts on neighbouring properties. The R1, R2 and R3 Zones are areas in Town which are subdivisions including Kingsbridge, Golfview, Monopoly and Crownridge as well as the residential areas in the primary and secondary settlement areas typically with smaller lots in the urban setting.

It would be possible for property owners to apply for a minor variance to the Zoning By-law within the residential zones (other than the R1A Zone) should they propose to construct an accessory building larger than 100 square metres (1076 sq.ft.).

2. Section 3(21)(a) Parking Regulations in General Provisions of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by regulating the maximum number of driveways in all Residential Zones, other than R1A Zone, where the existing provisions will apply.

Administration has noted several requests for multiple driveways in residential zones over the last number of years. This section requires review and consideration based on discussion with the Public Works Department. Through discussions with the Manager of Roads, there has been a request to typically limit the number of driveways in residential zones to one which would be consistent with the Town of Kingsville Zoning By-law. For those rural residential properties which generally have larger frontages and where a horse-shoe type of driveway may provide for additional vehicular safety, these areas are zoned R1A typically, the amending by-law permits two driveways based on a minimum of 30 metres of frontage along the street line.

#### **4. RISK ANALYSIS:**

The recommendation presents little to no risk to the municipality. The proposed amendments will provide current mapping and regulations that can be more clearly understood by residents and administration.

#### **5. FINANCIAL MATTERS:**

All costs associated with the application are the responsibility of the Town. Addressing these issues will create efficiencies and cost savings in future development applications.

#### **6. CONSULTATIONS:**

The Notice of Public Meeting was published in the local newspaper and circulated to the required agencies and municipal departments in accordance with the requirements of the Planning Act, R.S.O. 1990, c.P. 13 and associated regulations.

The Essex Region Conservation Authority has reviewed the general housekeeping amendments and has no objections.

7. **CONCLUSION:**

It is recommended that the housekeeping Zoning By-law Amendment be directed for approval at a future Council meeting, pending the outcome of comments received at this public meeting. A Report summarizing comments received at this public meeting can be brought back for Council's consideration, as necessary.



---

Rebecca Belanger  
**Manager of Planning Services**

af

**DEPARTMENTS/OTHERS CONSULTED:**

**Name: Office of Engineering and Public Works**  
**Phone #: 519 736-3664 ext. 313**

**Name: Building Services**  
**Phone #: 519 736-5408 ext. 4136**

**Name: Fire Services**  
**Phone #: 519 736-6500**

**Name: Union Gas**  
**Email: [ONTUGLandsINQ@uniongas.com](mailto:ONTUGLandsINQ@uniongas.com)**

**Name: Ontario Power Generation**  
**Email: [Executivevp.lawanddevelopment@opg.com](mailto:Executivevp.lawanddevelopment@opg.com)**

**Name: Essex Region Conservation Authority**  
**Phone #: 519 776-5209**

## Report Approval Details

Document Title:	Proposed Housekeeping By-law Amendment 2017-33.docx
Attachments:	N/A
Final Approval Date:	May 2, 2017

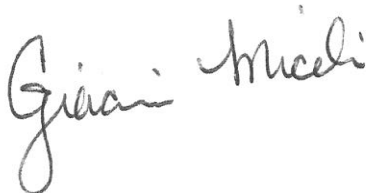
This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - Apr 28, 2017 - 12:22 PM**



**Justin Rousseau - May 1, 2017 - 9:04 AM**



**John Miceli - May 1, 2017 - 1:46 PM**



**Paula Parker - May 2, 2017 - 1:20 PM**



**Statutory Public Meeting under Section 34 of the Planning Act**

**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

**OFFICE OF PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES**

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

<b>Author's Name: Rebecca Belanger</b>	<b>Report Date: April 27, 2017</b>
<b>Author's Phone: 519 736-5408 ext. 2124</b>	<b>Date to Council: May 8, 2017</b>
<b>Author's E-mail: <a href="mailto:rbelanger@amherstburg.ca">rbelanger@amherstburg.ca</a></b>	<b>Resolution #: N/A</b>

**To: Mayor and Members of Town Council**

**Subject: Proposed Zoning By-law Amendment- Section 3, General Provisions, Pertaining to the Parking Provisions for a Miniature Golf Course Use**

**1. RECOMMENDATION:**

It is recommended that:

1. The report from the Manager of Planning Services dated April 27, 2017, regarding a proposed Zoning By-law Amendment to Section 3, General Provisions, Pertaining to Parking Provisions for a Miniature Golf Course Use **BE RECEIVED**; and,
2. Pending Council consideration of written and oral comments received at this public meeting, an amending by-law **BE PREPARED AND BROUGHT BACK** at a future regular Council meeting.

**2. BACKGROUND**

Town of Amherstburg Zoning By-law 1999-52, as amended was passed by Council on November 8, 1999. The publication was consolidated through 2013 and up until recently this year. Since the intent of the Comprehensive Zoning By-law is to ensure that it remains up-to-date and in conformity with the Town of Amherstburg Official Plan and other provincial legislation, regular amendments are required when issues are noted such as inconsistent regulations with other municipalities and changing trends in land use planning. These amendments however must always be in conformity with Section 3 of the Planning Act, the Provincial Policy Statement and the County and Town Official Plan.

### 3. DISCUSSION:

This Town of Amherstburg has initiated a Zoning By-law Amendment to update and correct a small number of regulations in By-law 1999-52, as amended. In conjunction with the previous report to Council which recommends two by-law amendments, this additional amendment has been brought forward for consideration.

Section 3(21)(c) Parking Regulations in General Provisions for a miniature golf course use of the Town of Amherstburg Zoning By-law 1999-52 is hereby amended by reducing the number of required parking spaces from 1.5 per tee to 1 space per tee.

Other municipal zoning by-laws were compared regarding parking provisions for miniature golf course requirements. The Town's current requirements identify 1.5 per tee and it appears that 1 parking space per tee appears to be more consistent with the requirements in other municipal zoning by-laws. Furthermore, those attending the golf course in each vehicle would be playing through the course together and therefore creating the requirement for one parking space per tee.

Municipality	Parking Requirement	Land Use
Markham	1.5 spaces	Miniature Golf Course / Driving Range
Thorold	1 space per hole	Miniature Golf Course
Township of Guelph/Eramosa	3 spaces for each 2 tees or holes	Golf Course/ Miniature Golf Course/ Driving Range
The City of Sault Ste. Marie	No parking required for the main use	Golf Course
Hamilton	1.5 spaces per tee or hole	Miniature Golf Course/Driving Range
Peterborough	Minimum of 20 spaces for the overall land use	Miniature Golf Course/ Driving Range
Nanaimo	1 space for each hole	Miniature Golf Course
Waterloo	3 Parking Spaces per 100 square metres of Building Floor Area	Golf Course, Putting Greens, Driving Ranges, Mini-Putt Courses
Coquitlam	1 space per tee	Golf Ball Driving Range
City of Cambridge	1 space per tee	Golf Ball Driving Range
Parry Sound	10 spaces	Per each Miniature Golf Facility

It is also noted for consideration, that a miniature golf course use is typically associated with other land uses on a property which require a calculation of parking spaces including restaurant/shops/camping facilities, as examples. In this case, the miniature golf in association with the other land uses provides supplemental parking spaces on the site.



4. **RISK ANALYSIS:**

The recommendation presents little to no risk to the municipality.

5. **FINANCIAL MATTERS:**

There are no costs associated with this planning matter.

6. **CONSULTATIONS:**

The Notice of Public Meeting was published in the local newspaper and circulated to the required agencies and municipal departments in accordance with the requirements of the Planning Act, R.S.O. 1990, c.P. 13 and associated regulations.

The Essex Region Conservation Authority has reviewed the housekeeping amendments and has no objections.

7. **CONCLUSION:**

It is recommended that a Zoning By-law Amendment be directed for approval at a future Council meeting, pending the outcome of comments received at this public meeting. A Report summarizing comments received at this public meeting with the draft by-law can be brought back for Council's consideration, as necessary.



---

**Rebecca Belanger**  
Manager of Planning Services

rlb

**DEPARTMENTS/OTHERS CONSULTED:**

**Name: Office of Engineering and Public Works**  
**Phone #: 519 736-3664 ext. 313**

**Name: Building Services**  
**Phone #: 519 736-5408 ext. 4136**

**Name: Fire Services**  
**Phone #: 519 736-6500**

**Name: Union Gas**  
**Email: [ONTUGLandsINQ@uniongas.com](mailto:ONTUGLandsINQ@uniongas.com)**

**Name: Ontario Power Generation**  
**Email: [Executivevp.lawanddevelopment@opg.com](mailto:Executivevp.lawanddevelopment@opg.com)**

**Name: Essex Region Conservation Authority**  
**Phone #: 519 776-5209**

## Report Approval Details

Document Title:	Zoning By-law Amendment-By-law 2017-33 parking regulations for miniature golf courses.docx
Attachments:	N/A
Final Approval Date:	May 2, 2017

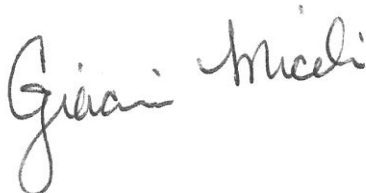
This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - Apr 28, 2017 - 12:30 PM**



**Justin Rousseau - May 1, 2017 - 9:08 AM**



**John Miceli - May 1, 2017 - 3:26 PM**



**Paula Parker - May 2, 2017 - 1:26 PM**



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF THE CAO

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Paula Parker and Lee Tome	Report Date: October 3, 2016
Author's Phone: 519 736-0012 ext. 2238/2230	Date to Council: May 8, 2017
Author's E-mail: <a href="mailto:pparker@amherstburg.ca">pparker@amherstburg.ca</a> and <a href="mailto:ltome@amherstburg.ca">ltome@amherstburg.ca</a>	Resolution #: N/A

**To: Mayor and Members of Town Council**

**Subject: Interim Municipal Nuclear Emergency Response Plan**

---

#### 1. **RECOMMENDATION:**

It is recommended that:

1. The report from the Municipal Clerk and Deputy Fire Chief/Alternate CEMC dated October 3, 2016, regarding Interim Municipal Nuclear Emergency Response Plan **BE RECEIVED**;
2. The Interim Municipal Nuclear Emergency Response Plan **BE APPROVED** as presented;
3. **By-law 2012-119 BE AMENDED** to include only the Amherstburg Emergency Response Plan for non-nuclear emergencies; and,
4. **By-law 2017-40** being a by-law to amend 2012-119 and to adopt an Interim Municipal Nuclear Emergency Response Plan for governing the provisions of necessary services during a nuclear emergency be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.

#### 2. **BACKGROUND:**

Council, at its September 12, 2016 meeting passed the following motion, moved by Councillor Fryer and seconded by Councillor Pouget (Resolution # 20120912-347):

*“That:*

- 1. The report from the Municipal Clerk and Deputy Fire Chief/CEMC dated August 3, 2016 regarding Council Support – Amendments to Provincial Nuclear Emergency Response Plan and Municipal Nuclear Emergency Response Plan BE RECEIVED;*
- 2. The amendments to the primary zone in the PNERP from the existing 23 km to the current US standard of 16km BE SUPPORTED;*
- 3. The provincial updates to the PNERP BE SUPPORTED with the inclusion of all relevant requested amendments by the Town of Amherstburg;*
- 4. The Municipal Nuclear Emergency Response Plan BE AMENDED according to the PNERP amendments, with the assistance of the Province; and,*
- 5. New negotiations between the Province, the Town of Amherstburg and Detroit Edison for purpose of securing additional funding and support for the municipality BE SUPPORTED.*
- 6. Administration BE DIRECTED to send correspondence to all Essex County municipalities, the MP and MPP requesting additional support for the Town of Amherstburg’s requested changes to the PNERP and additional funding for the Town’s nuclear emergency response plan.”*

As indicated in the adopted motion above, Council supported amending the Municipal Nuclear Emergency Response Plan according to PNERP amendments. Administration has been working diligently with the Province to further the progress on the Town’s requested amendments. However, the Province has indicated that the PNERP amendments will take a considerable amount of time as they must first be passed through cabinet.

On September 29, 2016, administration attended a meeting in Toronto with the Office of the Fire Marshall and Emergency Management (OFMEM) and various stakeholders to discuss the Town’s needs. This meeting provided further insight into the shortfalls within Amherstburg’s Nuclear Emergency Response Plan (ANERP). In addition, administration also accepted an invitation to the Bruce Nuclear Huron Resolve on October 5 & 6, 2016. This was a full scale, 1 week emergency exercise that tests the preparedness of the Bruce Nuclear Generating Station, the Provincial Emergency Operations Centre (PEOC), as well as numerous other participants, including the Municipality of Kincardine. This invitation allowed administration the opportunity to visit Kincardine’s emergency facilities, see them in action and also provided additional insight into how the Town of Amherstburg’s response facilities should compare in its nuclear response.

On November 10, 2016, administration met once again with the OFMEM and various other stakeholders with regard to Amherstburg’s Nuclear Emergency Response Plan. The meeting was a follow up to the September 29, 2016 meeting and to address timelines to ensure the process moves forward at a reasonable pace. Since then, administration engages the OFMEM and other stakeholders in a teleconference on a 4-6 week basis to ensure the process continues to move in the appropriate direction.

Administration also met with the Greater Essex County District School Board to discuss options for an Evacuation Centre. A tripartite agreement between the school board, the Town and Red Cross/Social Services will come to Council at a later date for consideration.

Discussions have also begun with the Medical Officer of Health, Windsor-Essex County Health Unit, with respect to KI pill distribution in the proposed 16km primary zone and an independent survey is being prepared for distribution in the community which will provide some insight to the Health Unit and the Town about the residents' current knowledge of KI pills. The survey will include only the proposed 16km zone at this time to determine current familiarity with KI. If amendment to the 16km zone is not accepted and the province decides to keep the primary zone unchanged, the information gathered will be used to determine the public education messaging required for the 23km zone. It is important to note that although the information gathering is being conducted only in the 16km proposed zone, the Ministry of Health and Long Term Care, in conjunction with the Windsor Essex County Health Unit, is responsible for KI distribution and public education for the Town of Amherstburg, as per the current PNERP. Once the independent survey is distributed Council may be contacted by residents, if so, it is important to relay a message that that the risk has not changed at Fermi 2 and the pre-distribution of KI pills is simply a precautionary measure in the unlikely event of a nuclear emergency. It is recommended that all questions be directed to the report authors who will respond accordingly.

### **3. DISCUSSION:**

In light of inequities in the PNERP and the recent meetings with OFMEM and other stakeholders, administration believes that the plan, as it currently exists, is a risk to the Municipality. It currently contains response guidelines that cannot be met. Administration believes it would be prudent to adopt an INTERIM nuclear emergency response plan which would reflect the *Emergency Management and Civil Protection Act (EMCPA)*. This legislation provides that provincial and municipal governments have been given mutually supporting roles in emergency management, each level developing emergency management programs that address priority risks falling within their respective areas of jurisdiction.

The PNERP is the plan used to coordinate the overall provincial response to a nuclear emergency and outlines how individual ministries as well as designated municipalities will respond. The OFMEM provides advice and assistance to municipalities and ministries during the emergency response phase, and coordinates the overall provincial response under the provincial-level plan in a nuclear emergency. Currently, the ANERP indicates that nuclear emergency response responsibility falls mainly with the Town of Amherstburg.

The ANERP is a tool used by the Community Control Group and emergency responders that should describe what actions will be taken by the Municipality to respond to a nuclear emergency at the Fermi 2 site that creates off-site impact. It should provide an overview of the sequence of events and actions taken in the event of a nuclear incident at Fermi 2. The current nuclear response identified in the municipal plan is not one that the Municipality can openly maintain.

Although the current plan indicates guidelines that the Town cannot sustain, and the interim plan is a more generic form of response to a nuclear emergency, it is important to note that if a Fermi 2 nuclear emergency were to occur today, both levels of government would respond with whatever means necessary to resolve the situation with the least amount of disruption to the community. The interim plan is only being introduced until a new fully comprehensive plan can take shape, dependent on negotiations by all parties involved, as this will take some time to complete.

Currently, By-law 2012-119 is a by-law that adopts an Emergency Response Plan and Nuclear Response Plan governing the provisions of necessary services during such emergencies. Administration recommends that this by-law be amended to only include the adoption of the Emergency Response Plan.

Proposed By-law 2017-40 should adopt an Interim Nuclear Emergency Response Plan that will better reflect the provinces role in a nuclear emergency, as well as the municipality's response capabilities at the current time. Once the amendments are made to the PNERP and additional funding and specialized support are determined for Amherstburg as a designated municipality; the ANERP will, once again, be amended and presented to Council for adoption.

Administration is currently working with representatives of the Bruce Nuclear Generating Station to identify funding, equipment and human resource needs in the event of a nuclear emergency at the Fermi 2 site. Bruce Nuclear is a nuclear power station located on the eastern shore of Lake Huron, in the communities of Inverhuron and Tiverton, Ontario. It is the largest nuclear generating station in the world by total reactor count, and number of operational reactors. The Town of Amherstburg is fortunate to have the support of this private enterprise in this endeavour to improve the Town's nuclear response. A tripartite agreement focusing on the Town's initial response requirements between Bruce Nuclear Generating Station, the Town and the OFMEM will also come before Council at a later date for consideration.

#### **4. RISK ANALYSIS:**

As indicated in the September 12, 2016 report to Council, the ANERP as it exists today exposes the Municipality to increased risk and political criticism. One of the five components to a risk management approach, as required by the *EMCPA*, is preparedness. The municipality is now aware of deficiencies and must do its due diligence to prepare for the unexpected. The adoption of an Interim ANERP will mitigate this risk substantially, by indicating the Province's role with respect to off-site response. Administration continues to work diligently to address the Town's nuclear emergency response capabilities and once a more suitable response is supported for the Town a more robust ANERP will be provided for Council's consideration.

It will also serve as a better tool, and alleviate any additional confusion, to the Community Control Group and emergency responders in understanding the current response capabilities of the Town. In an actual nuclear emergency, it would be inappropriate for the Community Control Group and Emergency Workers to rely on a document that does not provide for suitable nuclear emergency response procedures.

**5. FINANCIAL MATTERS:**

There are no financial implications involved in adopting an Interim ANERP.

**6. CONSULTATIONS:**

The Director of Planning, Development and Legislative Services was consulted on this report and concurs with the recommendations.

The Emergency Management Program Committee was consulted on the Interim ANERP and concurs with the recommendations.

The Interim ANERP was circulated to the OFMEM for review and input and representatives have agreed to the proposed plan while waiting for the amendments to the PNERP and Fermi 2 Implementing Plan.

A representative of the Bruce Nuclear Generating Station has been consulted on this report.

**7. CONCLUSION:**

Administration is working diligently with numerous federal, provincial and private sector stakeholders to move the Town toward a more cohesive, attainable nuclear emergency response. While administration has identified the need for the amendments to the PNERP to achieve equality within Amherstburg's nuclear emergency response capabilities, it is recognized that this will take time to accomplish and believe that an Interim ANERP is the best course of action for the protection of the Town and its residents.



---

Paula Parker  
**Municipal Clerk**



---

Lee Tome  
**Deputy Fire Chief/CEMC**

pp



## Report Approval Details

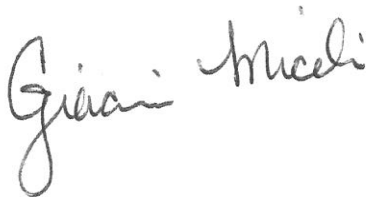
Document Title:	Amended Municipal Nuclear Emergency Response Plan .docx
Attachments:	- 2017-40 Emergency Nuclear Response Plan.pdf - ANERP 2017 FINAL VERSION.docx
Final Approval Date:	May 17, 2017

This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - May 15, 2017 - 11:24 AM**

**No Signature - Task assigned to Mark Galvin was completed by workflow administrator Tammy Fowkes**



**John Miceli - May 16, 2017 - 11:29 AM**



**Paula Parker - May 17, 2017 - 12:39 PM**

THE CORPORATION OF THE TOWN OF AMHERSTBURG

BY-LAW NO. 2017-40

**By-law to adopt an Emergency Nuclear Response Plan for governing the provisions of necessary services during such an emergency**

---

**WHEREAS** Section 3 of the *Emergency Management and Civil Protection Act, R.S.O. 1990 c. E9*, provides that the Council of a municipality may pass a by-law formulating or providing for the formulation of an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to an emergency.

**AND WHEREAS** Section 3(4) of the *Emergency Management and Civil Protection Act, R.S.O. 1990 c. E9* provides that the Lieutenant Governor in Council may designate a municipality to address a specific type of emergency in its emergency plan and, if so required, the municipality shall include the type of emergency specified in its emergency plan.

**AND WHEREAS** the Town of Amherstburg is a designated municipality under the Provincial Nuclear Emergency Response Plan (PNERP) and required to maintain a Municipal Nuclear Emergency Response Plan.

**NOW THEREFORE** the Council of the Corporation of the Town of Amherstburg hereby enacts as follows;

1. That the Amherstburg Nuclear Emergency Response Plan dated May 2017, attached hereto as Schedule "B" and forming part of this By-law is hereby adopted as the nuclear emergency plan governing the provision of necessary services during a nuclear emergency of the municipality and other persons who will respond to the emergency.
2. That By-law 2012-119 is hereby amended to include ONLY the Amherstburg Emergency Response Plan for non-nuclear emergencies.
4. This By-law shall come into force and take effect on the day of the final passing thereof.

Read a first, second and third time and finally passed this 8th day of May, 2017.

---

MAYOR – Aldo DiCarlo

---

CLERK – Paula Parker



**AMHERSTBURG NUCLEAR EMERGENCY  
RESPONSE PLAN  
(ANERP)**

# TABLE OF CONTENTS – NUCLEAR EMERGENCY

<b>TABLE OF CONTENTS – NUCLEAR EMERGENCY</b> .....	<b>1</b>
<b>Chapter 1 - General</b> .....	<b>4</b>
1.1 Introduction .....	4
1.2 Definition of “Municipality” .....	4
1.3 Scope .....	5
1.4 Host Municipality .....	5
<b>Chapter 2 - Planning Basis</b> .....	<b>6</b>
2.1 Introduction .....	6
2.2 Emergency Notification Categories.....	6
2.2.1 Notification Categories .....	6
2.2.2 Liquid Emissions.....	7
2.3 Emergency Planning Zone .....	7
2.3.1 Primary Zone (Figure 2.1) .....	7
2.3.2 Secondary Zone (Figure 2.3) .....	8
Response Sectors (Figure 2.2) .....	9
Figure 2.1 .....	10
Primary Zone & Response Sectors .....	10
Figure 2.2 .....	11
Response Sector Boundaries .....	11
Figure 2.3 .....	12
Secondary Zone .....	12
<b>Chapter 3 - Concept of Operation</b> .....	<b>13</b>
3.1 Overview .....	13
3.2 Initial Response.....	14
3.2.1 Routine Monitoring .....	14
3.2.2 Enhanced Monitoring.....	14
3.2.3 Partial Activation .....	15
3.2.4 Full Activation.....	16
<b>Chapter 4 – Provincial and Municipal Emergency Organization</b> .....	<b>17</b>
4.1 Provincial Emergency Operations Centre (PEOC) .....	17
4.2 Emergency Operations Centre (EOC) .....	17
4.3 Community Control Group - Specific Responsibilities.....	18
4.3.1 Head Community Control Group (Mayor or Designate).....	18
4.3.2 Municipal Operations Officer (Chief Administrative Officer) ..	18
4.3.3 Community Emergency Management Coordinator (CEMC) ..	19
4.3.4 Municipal Clerk/Emergency Information Officer .....	19
4.3.5 Medical Officer of Health .....	20
4.3.6 Amherstburg Police Services/Ontario Provincial Police	

Representatives.....	20
4.3.7 Community Development and Health Commissioner /Red Cross .....	20
4.3.8 Office of the Fire Marshal and Emergency Management (OFMEM) Officer .....	21
4.3.9 Director of Engineering & Public Works .....	21
4.3.10 Fire Chief.....	21
4.3.11 Emergency Information Officer .....	Error! Bookmark not defined.
4.4 Municipal Emergency Organization - Support Functions .....	22
5.1 Introduction .....	23
5.2 Emergency Operations Centre.....	23
5.3 Emergency Information Centre.....	23
5.4 Reception/Evacuee Centre .....	23
5.5 Emergency Worker Centre .....	24
5.6 Traffic Control Centre .....	24
5.7 Host Municipality .....	25
<b>Chapter 6 - Emergency Communications.....</b>	<b>26</b>
6.1 Landline telephones .....	26
6.2 Additional Phones and Pagers .....	26
6.3 Agency Radios .....	26
6.4 Others .....	26
<b>Chapter 7 - Emergency Notification &amp; Public Information .....</b>	<b>27</b>
7.1 Introduction .....	27
7.2 Municipal Emergency Response Organization .....	27
7.3 Public Alerting System .....	28
7.3.1 General.....	28
7.3.2 Criteria for Activation.....	28
7.3.3 Responsibilities.....	28
<b>Chapter 8 – Emergency Public Information &amp; Direction.....</b>	<b>29</b>
8.1 Introduction .....	29
8.2 Emergency Public Information .....	29
8.2.1 Lower Level Response.....	29
8.2.2 Higher Level Response.....	29
8.2.3 The Provincial Emergency Information Section (EIS).....	29
8.2.4 Municipal Emergency Information Centre (EIC) .....	30
8.3 Emergency Information Centre Functions.....	31
8.4 Public Inquiries & Information .....	31
8.5 Emergency Bulletins.....	32
<b>Chapter 9 – Municipal Emergency Operations.....</b>	<b>33</b>
9.1 Overview .....	33
9.2 Command and Control .....	33
9.3 Precautionary Measures.....	34

9.4	Traffic & Entry Control.....	34
9.5	Evacuation .....	35
	9.5.1 Contamination .....	35
	9.5.2 Traffic .....	36
	9.5.3 Family Reunification Prior to Evacuation.....	36
	9.5.4 Mass Care .....	36
	9.5.5 Directing Evacuations.....	36
	9.5.6 Evacuation Arrangements .....	37
	9.5.7 Monitoring and Decontamination .....	37
	9.5.8 Municipal Evacuation Procedures/Actions:.....	37
9.6	Sheltering .....	39
9.7	Thyroid Blocking.....	39
	9.7.1 Ingestion Control Measures .....	40
<b>Chapter 10 - Emergency Operations – Recovery Phase .....</b>		<b>41</b>
10.1	Introduction .....	41
10.2	Transition to the Recovery Phase .....	41
	10.2.1 Criteria.....	41
10.3	Recovery Phase - Emergency Management Organization .....	41
	10.3.1 Community Control Group .....	42
<b>Chapter 11 - Emergency Worker Safety.....</b>		<b>43</b>
11.1	Introduction .....	43
11.2	Definition of Emergency Worker.....	43
11.3	Sector Safety Status .....	43
11.4	Radiation Protection of Emergency Workers .....	44
	Figure 11.1 .....	45
	EMERGENCY WORKER SAFETY.....	45
	Figure 11.2.....	46
	EMERGENCY WORKER SAFETY FOR A NUCLEAR EMERGENCY .	46
<b>Chapter 12 - Training and Education .....</b>		<b>47</b>
12.1	Training.....	47
<b>Chapter 13 - Exercises and Drills .....</b>		<b>48</b>
13.1	General.....	48
13.2	Testing the Plan .....	48
<b>Chapter 14 - Public Education &amp; Awareness.....</b>		<b>49</b>
14.1	General.....	49
14.2	Responsibilities.....	49
14.3	Public Education & Awareness Delivery Methods .....	49

# NUCLEAR EMERGENCY

## Chapter 1 - General

### 1.1 Introduction

The overall response by Provincial and Municipal Organizations to a nuclear emergency at the Enrico Fermi 2 (Fermi) site is described in three provincial documents:

1. Provincial Nuclear Emergency Response Plan (PNERP) Master Plan
2. Provincial Nuclear Emergency Response Plan - Implementing Plan for Fermi 2 Nuclear Generating Station
3. Provincial Nuclear Emergency Response Plan – Other Radiological Emergencies

These plans describe the overall emergency organization and response by Provincial organizations, and the response of the Town of Amherstburg.

The Provincial plans require that plans and procedures be prepared by the Municipality around the Fermi site, to deal with a nuclear emergency, and that these Municipal plans conform to the Provincial plans.

It is important to note that in a nuclear emergency, the Province is responsible for overall direction and control of off-site actions.

On September 12, 2016, Council supported amendments to the Town of Amherstburg's primary zone from 23km to 16km, as well as additional amendments in the PNERP for a more equitable emergency response in the event of a Fermi 2 Nuclear Emergency. Until such time as the proposed amendments to the PNERP are approved by Cabinet, the 23km primary zone will remain unchanged. Once the amendments are approved, this plan will be revised to ensure conformity with the new PNERP.

This INTERIM plan then, describes the Municipal organization, which is established in response to a nuclear emergency at the Fermi site, and how the Municipality will implement the directives of the Provincial organization, and support the overall Provincial emergency response until the amendments to the Provincial plans are complete.

### 1.2 Definition of "Municipality"

**Designated Municipality:** A municipality in the vicinity of a nuclear facility which has been designated under the Emergency Management and Civil Protection Act, as one that shall have a nuclear emergency plan.

Within the context of this plan, the following entities will have roles and responsibilities in the event of a Fermi 2 nuclear emergency of:

- (a) The elected officials and staff of the Town of Amherstburg,
- (b) Local emergency services organizations, i.e. Police, Fire and Ambulance,
- (c) County Government and staff, including Roads Department and City of Windsor

- (d) Community Development and Health Commissioner, Adjoining Municipalities,
- (e) The Windsor Essex County Health Unit and local hospitals,
- (f) Greater Essex County District School Board and the Windsor Essex Catholic District School Board,
- (g) Local volunteer organizations and service clubs, including Red Cross and St. John Ambulance and,
- (h) Local businesses and recreational facilities.

### 1.3 Scope

The INTERIM Municipal Emergency Plan describes what actions will be taken by the Municipality to respond to a nuclear emergency at the Fermi site that creates off-site impact. How this is accomplished is described in the plans and procedures of the various organizations and agencies comprising the Municipality.

### 1.4 Host Municipality

**Host Municipality Definition:** The municipality assigned responsibility in the Provincial Nuclear Emergency Response Plan for the reception and care of people evacuated from their homes in a nuclear emergency (PNERP ANNEX K Nuclear and Radiological Glossary).

The Provincial Nuclear Emergency Response Plan designates municipalities to act as a Host Municipality in the event of a nuclear emergency. Host municipalities will have plans for the reception and accommodation of evacuees, and for coordination of monitoring and decontamination arrangements. The designated Host Municipalities for Amherstburg during a nuclear emergency are the City of Windsor and the Town of Essex.

Activation of the City of Windsor and Town of Essex Nuclear plan is achieved through a formal notification system from OFMEM Duty Officer to the designated municipality and the host municipalities.



# Chapter 2 - Planning Basis

## 2.1 Introduction

The Provincial Nuclear Emergency Response Plan - Implementing Plan for Fermi 2 Nuclear Generating Station describes the various reactor accident scenarios which form the basis for emergency plans and procedures. The extent of the emergency and the resultant off-site effects, prescribe the emergency response and organization required to deal with these scenarios.

The various accident scenarios involving the actual or potential release of airborne radioactive material to the environment are categorized in four groups in ascending order of severity. A fifth category - liquid emissions is a waterborne release from nuclear facility (see section 2.2.2).

## 2.2 Emergency Notification Categories

### 2.2.1 Notification Categories

The four emergency notification categories with actual or potential for airborne releases, in ascending order of severity, are listed as follows:

1. Unusual Event: Unusual events are in progress or have occurred that indicate a potential degradation of the level of safety of the plant. No releases of radioactive material requiring offsite response or monitoring are expected unless further degradation of safety systems occurs.

Provincial and municipal duty staff will monitor the situation. [Routine Monitoring]

2. Alert: Events are in progress or have occurred that involve an actual or potentially substantial degradation of the safety of the plant. Any releases of radioactive material are expected to be limited to a small fraction of the U.S. Environmental Protection Agency (EPA) Protection Action Guides (PAG) exposure levels.

Provincial/municipal emergency response staff will normally monitor the situation from their operations centres. Other provincial and municipal staff is notified to remain available to report for duty. [Enhanced Monitoring]

3. Site Area Emergency: Events are in progress or have occurred that involve actual or likely major failures of plant functions needed for protection of the public. Any releases of radioactive material are not expected to exceed PAG exposure levels, beyond the site boundary.

Response plans are either partially or fully activated, depending on the absence/presence of an ongoing or imminent emission. Provincial and Municipal emergency operation centres are fully staffed. Municipal centres are set up and staffed as required. EIC and JTCC are set up and staffed to begin operation. [Partial Activation/Full Activation]

4. General Emergency: Events are in progress or have occurred that involve actual or imminent substantial core degradation or melting with potential for loss of containment integrity. Release of radioactive material can be reasonably expected to exceed PAG exposure levels offsite for more than the immediate site area.

Response plans and organizations are fully activated and, if necessary, appropriate protective measures are taken. [Full Activation]

## 2.2.2 Liquid Emissions

- (a) Liquid emission is a waterborne release from a nuclear facility resulting in discharges with above normal levels of radioactivity.
- (b) The main radiation exposure pathway for a liquid emission from Fermi is through contamination of the water supply, with the resulting hazard being the subsequent ingestion of such contaminated water.
- (c) Because of the limited hazard posed by a liquid emission, it is dealt with differently from an atmospheric emission of radioactivity, through the Provincial Liquid Emission Response Plan (PLERP), an organizational plan under the PNERP. It prescribes the organization, operating procedures, linkages, notification criteria response measures, criteria for their application, etc. for undertaking a provincial response to a liquid emission.
- (d) A liquid emission response undertaken pursuant to the PLERP may shift to a PNERP response should events escalate to a magnitude where it is deemed appropriate.
- (e) Further, if the PEOC is functioning as a result of the activation of the PNERP, any liquid emission from Fermi will be dealt with under the PNERP, irrespective of whether the original activation of the PEOC was for a Fermi or any other nuclear emergency.

## 2.3 Emergency Planning Zone

### 2.3.1 Primary Zone (Figure 2.1)

- (a) The Primary Zone is the area around the nuclear installation within which detailed planning and preparedness is carried out for measures against exposure to a radioactive emission. The approximate radius is up to 23 kilometers.
- (b) The Primary Zone for Fermi is shown in Figure 2.1. It includes an area within the Town of Amherstburg

### **2.3.2 Secondary Zone (Figure 2.3)**

- (a) The Secondary Zone encompasses all areas of the County of Essex within an 80 km radius of the Fermi Site. The Secondary Zone is shown in Figure 2.3 and includes the Primary Zone.
- (b) The Secondary Zone is the area within which it is necessary to plan and prepare for taking Ingestion Control Measures, based on the monitoring of the food chain for contamination.

## Figure 2.2)

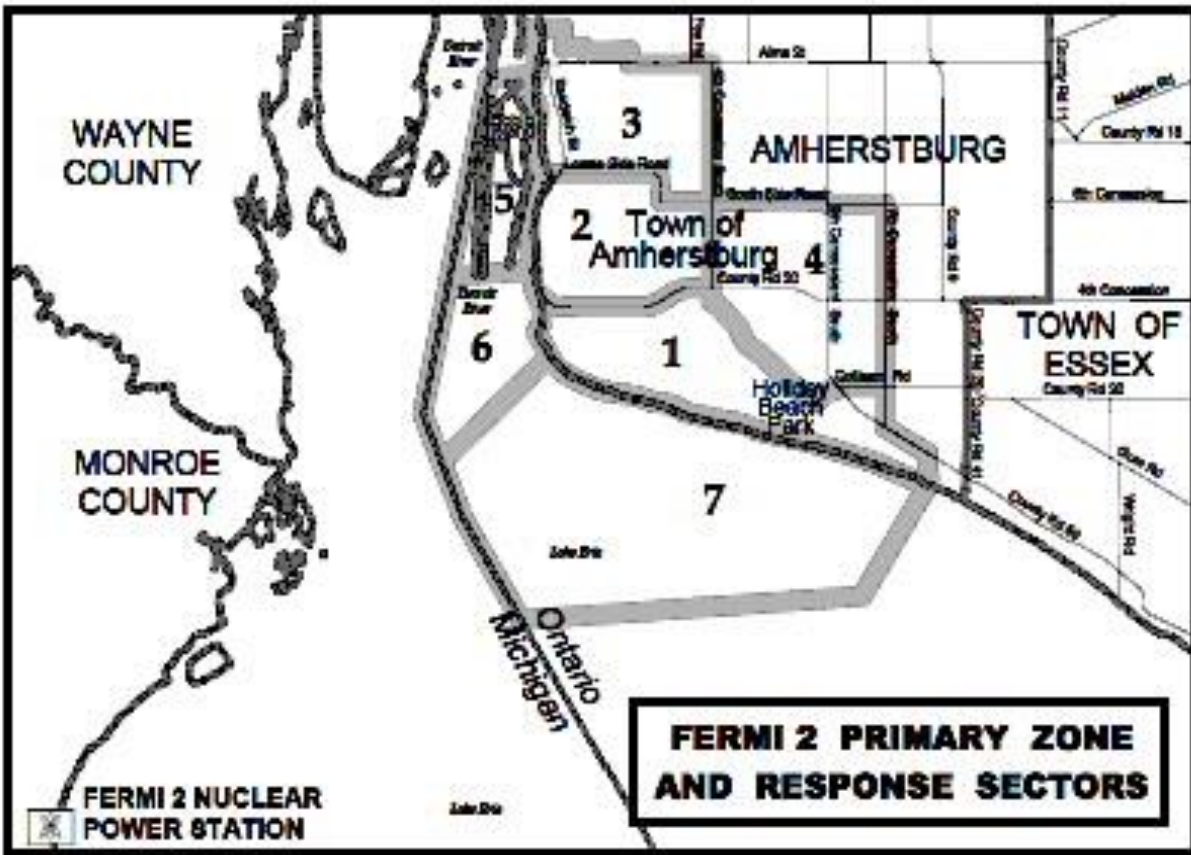
The Primary Zone for Fermi is divided into 7 Response Sectors:

Town of Amherstburg; Holiday Beach Conservation Area	Sector 1
Town of Amherstburg	Sector 2
Town of Amherstburg	Sector 3
Town of Amherstburg	Sector 4
Bob-lo Island	Sector 5
Lake Erie and Detroit River	Sectors 6 and 7

\*The boundaries of the Response Sectors are shown in Figure 2.1

Figure 2.1

Primary Zone & Response Sectors  
(0-23km)



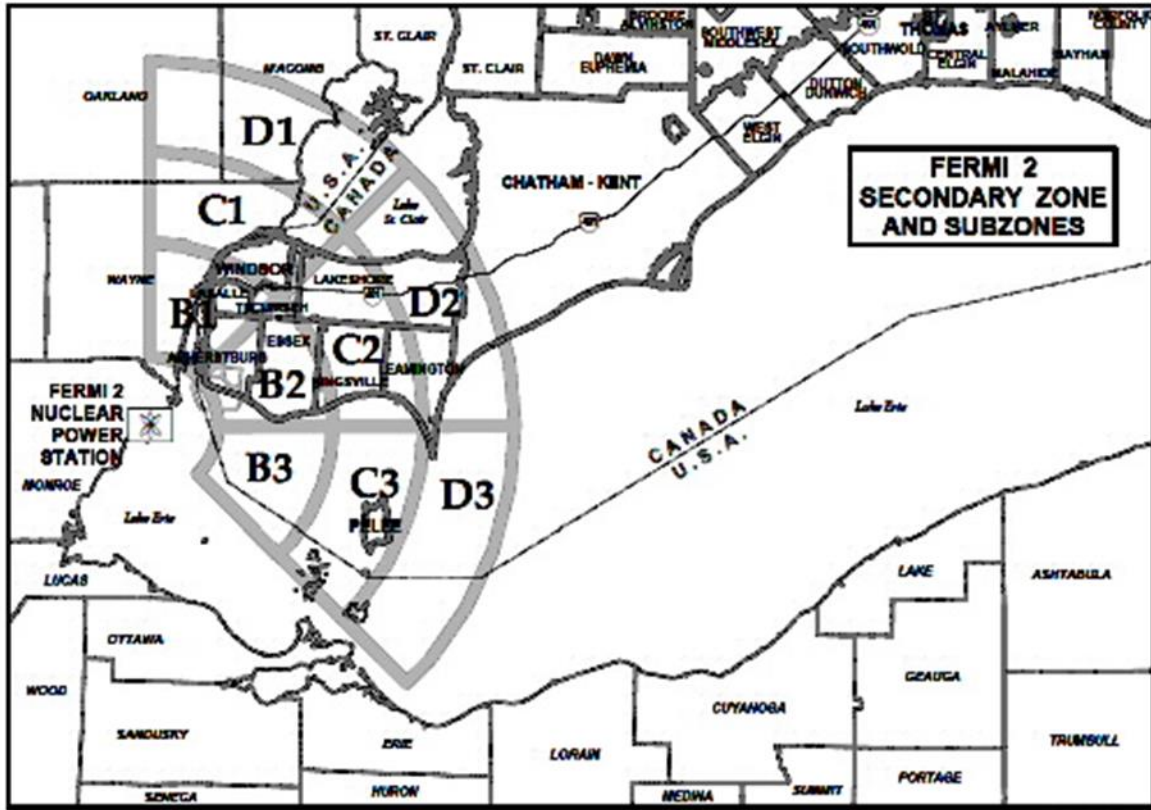
**Figure 2.2**

**Response Sector Boundaries**

<b>SECTOR</b>	<b>MUNICIPALITY</b>	<b>SECTOR BOUNDARY (north; east; south; west)</b>
1	Town of Amherstburg Holiday Beach C.A.	County Road #20; east side of Big Creek; Collision Road; 7 <sup>th</sup> Concession; County Road #50; the easterly limits of Holiday Beach Conservation Area; Lake Erie.
2	Town of Amherstburg	Lowes Side Road; Creek Road; South Side Road; 4 <sup>th</sup> Concession; County Road #20; Detroit River.
3	Town of Amherstburg	The limits of General / Allied Signal; part of Thomas Road; Alma St.; 4 <sup>th</sup> Concession; South Side Road; Lowes Side Road; Detroit River.
4	Town of Amherstburg	South Side Road; 7 <sup>th</sup> Concession; Collision Road; east side of Big Creek; 4 <sup>th</sup> Concession.
5	Town of Amherstburg	Bob-lo Island
6	Detroit River	Detroit River south of Bob-lo Island; Essex County shoreline; a line drawn at 230 degrees from Bailey Beach to the international boundary; the international boundary.
7	Lake Erie	South boundary of sector 6; Essex County shoreline; a line drawn at 215 degrees from the east end of sector 9 to the international boundary; the international boundary.

Figure 2.3

Secondary Zone  
(0-80km)



# Chapter 3 - Concept of Operation

## 3.1 Overview

The following is an overview of the sequence of events and actions taken in the event of an incident at the Fermi site:

1. Fermi decides on the emergency notification category based on available information, and within 15 minutes, makes the initial notification to the Provincial Emergency Operations Centre.
2. Within 15 minutes of being notified, the Provincial Emergency Operations Centre will decide on the action to be taken as follows:
  - (a) Routine Monitoring
  - (b) Enhanced Monitoring
  - (c) Partial Activation
  - (d) Full Activation
3. The Provincial Emergency Operations Centre will then contact the Windsor Fire Dispatch Centre and notify them of the decision. Windsor Fire Dispatch Centre will then contact the Community Emergency Management Coordinator/alternate and inform him/her of the above decision.
4. The Community Emergency Management Coordinator/alternate will initiate the notification plan. (Response is described below and in section 3.2).
5. If the plan is partially or fully activated, the following Emergency Centres could be established and staffed if decided as described in 3.2.3(3) and 3.2.4(2) respectively:
  - (a) Emergency Operations Centre
  - (b) Emergency Information Centre
  - (c) Reception/Evacuee Centre
  - (d) Traffic Control Centre
  - (e) Emergency Worker Centre
6. If the plan is partially or fully activated the entire Community Control Group will assemble at the Emergency Operations Centre, and assume control of Emergency Operations. Until the Community Control Group is fully assembled and activated, the Head of the Community Control Group will authorize any urgent emergency actions.
7. The Head of Council/or alternate for the Town of Amherstburg will declare a municipal emergency and immediately notify the Provincial Emergency Operations Centre of this action.
8. The Province of Ontario, through the Provincial Emergency Operations Centre will issue directives and orders for Protective Measures to be taken.



9. After immediate actions are taken to protect the public from exposure to radiation during the Response Phase, the emergency will enter the Recovery Phase, in which longer term actions are taken to monitor the environment, prevent the public from ingestion of radioactive materials, and restore the situation to normal.

## **3.2 Initial Response**

### **3.2.1 Routine Monitoring**

Routine Monitoring would normally be ordered by the Provincial Emergency Operations Centre following an “Unusual Event”, unless decided otherwise by the Provincial Emergency Operations Centre.

1. Fermi informs the Provincial Emergency Operations Centre of an unusual event. The Provincial Emergency Operations Centre phones the Windsor Fire Dispatch Centre within 15 minutes. Windsor Fire Dispatch Centre then contacts the Community Emergency Management Coordinator of the unusual event.
2. The Community Emergency Management Coordinator and/or alternate establish contact with the Provincial Emergency Operations Centre who will confirm that Routine Monitoring is required. The Community Emergency Management Coordinator and/or alternate will then continue to monitor the situation and keep the persons listed below informed until requested to stand down by the Provincial Emergency Operations Centre.
3. The Community Emergency Management Coordinator and/or alternate will inform the following:
  - (a) Mayor, Town of Amherstburg
  - (b) Medical Officer of Health
  - (c) Administrative Fire Chief
  - (d) Town of Essex Community Emergency Management Coordinator
  - (e) City of Windsor Community Emergency Management Coordinator
  - (f) County of Essex Community Emergency Management Coordinator

### **3.2.2 Enhanced Monitoring**

Enhanced Monitoring would usually be ordered by the Provincial Emergency Operations Centre following an “Alert”, unless decided otherwise by the Provincial Emergency Operations Centre.

Fermi informs the Provincial Emergency Operations Centre of an Alert. The Provincial Emergency Operations Centre phones the Windsor Fire Dispatch Centre within 15 minutes. Windsor Fire Dispatch Centre notifies the Community Emergency Management Coordinator.

1. The Community Emergency Management Coordinator/alternate establishes contact with the Provincial Emergency Operations Centre and confirms that Enhanced Monitoring is required.

2. The Community Emergency Management Coordinator/alternate informs the following:
  - (a) Mayor, Town of Amherstburg
  - (b) Medical Officer of Health
  - (c) Administrative Fire Chief
  - (d) Town of Essex Community Emergency Management Coordinator
  - (e) City of Windsor Community Emergency Management Coordinator
  - (f) County of Essex Community Emergency Management Coordinator.
  - (g) Emergency Information Officer
  
3. If required, the Head of the Community Control Group will request that the Community Control Group, comprised of some or all of the following, assemble at the Emergency Operations Centre:
  - (a) Head, Community Control Group
  - (b) Chief Administrative Officer
  - (c) Medical Officer of Health
  - (d) Police Chief
  - (e) Ontario Provincial Police Representative
  - (f) Emergency Information Officer
  - (g) Community Emergency Management Coordinator and/or alternate
  
4. The Community Control Group will monitor the situation and take whatever actions are appropriate.

### **3.2.3 Partial Activation**

Partial Activation would usually be ordered by the Provincial Emergency Operations Centre following a "Site Area Emergency", unless decided otherwise by the Provincial Emergency Operations Centre.

1. Fermi informs the Provincial Emergency Operations Centre of a Site Area Emergency. The Provincial Emergency Operations Centre phones the Windsor Fire Dispatch Centre within 15 minutes. Windsor Fire Dispatch Centre contacts the Community Emergency Management Coordinator.
  
2. The Community Emergency Management Coordinator and/or alternate will establish contact with the Provincial Emergency Operations Centre and confirm with the Provincial Emergency Operations Centre that "Partial Activation" is required. The Community Emergency Management Coordinator will activate the fan-out notification procedure requesting that all responding agencies place their organizations on standby for both set up and staffing with the exception of the EOC and EIC.
  
3. The Emergency Operations Centre and Emergency Information Centre will be established and staffed. All other centres will be set up and emergency responders for these centres shall remain on standby in a state of readiness should there be a need to assemble.
  
4. The Emergency Information Centre may be requested by the Community Control

Group to issue a news release concerning the above activities.

### 3.2.4 Full Activation

Full Activation would usually be ordered by the Provincial Emergency Operations Centre following a “General Emergency” unless decided otherwise by the Provincial Emergency Operations Centre.

1. Fermi informs the Provincial Emergency Operations Centre of a General Emergency. The Provincial Emergency Operations Centre phones the Windsor Fire Dispatch Centre within 15 minutes. Windsor Fire Dispatch Centre will notify the Community Emergency Management Coordinator.
2. The Community Emergency Management Coordinator and/or alternate will confirm with the Provincial Emergency Operations Centre that the Emergency Plan be fully activated.
  - (a) All Emergency Operations Centres are fully set up and staffed.
  - (b) The Emergency Worker Centre fully set up and staffed.
  - (c) On the instructions of the Provincial Emergency Operations Centre, the Public Alerting System shall be activated if conditions so dictate. If delays are experienced in establishing contact with the Provincial Emergency Operations Centre, the Community Emergency Management Coordinator and/or alternate may activate the Public Alerting System.
  - (d) In case of an initial notification of a General Emergency containing a statement that a radioactive emission is either ongoing or expected to commence within 6 hours, or if no estimate of the commencement is given, the Community Emergency Management Coordinator and/or alternate shall immediately initiate the public alerting system without reference to any other authority.

Windsor Fire Dispatch may be directed to call some or all of the following external contacts:

City of Windsor (through Windsor Fire)  
Windsor / Essex County EMS  
Medical Officer of Health  
School Boards  
Amherstburg Police  
Amherstburg Fire Chief  
Amherstburg Mayor  
Amherstburg CAO  
Emergency Information Officer  
Windsor Fire  
Essex Fire  
LaSalle Fire  
Town of Amherstburg  
County Emergency Planner

# Chapter 4 – Provincial and Municipal Emergency Organization

## 4.1 Provincial Emergency Operations Centre (PEOC)

Overall coordination is provided by the PEOC. Details on the roles and functions of the various elements of this organization are described in the PNERP, Master Plan, Chapter 4.

As per section 1.7.1 of the PNERP, the province will be primarily responsible for managing the offsite consequences of the emergency by supporting and coordinating the offsite response and for directing offsite response. The Provincial response to a nuclear and or radiological emergency will be coordinated through the PEOC. This centre makes decisions regarding protective measures and other actions to be undertaken at both a Provincial and Municipal level. It operates under the authority of the Premier and has the authority to issue orders and directives regarding all aspects of response and emergency management, if a Nuclear Emergency is declared. In cases of dispute regarding actions to be taken, the Provincial Emergency Operations Centre has final authority.

## 4.2 Emergency Operations Centre (EOC)

The Community Control Group assembles at the EOC and is responsible for the overall coordination and management of the Municipal emergency response.

It is comprised of the following staff:

- (a) Mayor or Acting Mayor - Head, Community Control Group
- (b) Chief Administrative Officer or Alternate
- (c) Community Emergency Management Coordinator (CEMC) or Alternate
- (d) Municipal Clerk/Emergency Information Officer or Alternate
- (e) Medical Officer of Health or Alternate
- (f) Fire Chief or Alternate
- (g) Police Chief or Alternate
- (h) Director of Engineering & Public Works or Alternate
- (i) Emergency Medical Services (EMS) or Alternate
- (j) Information Technology Manager or Alternate
- (k) Director of Planning, Development and Legislative Services or Alternate
- (l) Director of Corporate Services/Treasurer or Alternate
- (m) Electrical/Water Utility Representatives (Essex Power/Hydro One) or Alternates
- (n) Ontario Provincial Police Representative
- (o) Community Development and Health Commissioner or Alternate
- (p) Office of the Fire Marshal and Emergency Management

All members of the Community Control Group are responsible for the following:

- (a) Advising and assisting the Head of the Community Control Group in his/her functions and implementing the directives of the Provincial Emergency Operations Centre.
- (b) Ordering, recording and tracking actions requested of the organizations they

- represent.
- (c) Similarly recording and tracking requests from the Community Control Group for their own organizations and following up to ensure they are implemented.
- (d) Keeping informed of the emergency situation and actions of their organization and passing this information to the rest of the Community Control Group through regular business cycle meetings.
- (e) Keeping their own organizations informed about the on-going emergency situation and the measures being taken to deal with it.
- (f) Regularly passing nuclear sector safety status information to their organization.

### **4.3 Community Control Group - Specific Responsibilities**

In addition to general responsibilities, the following specific duties and responsibilities are assigned to individual Community Control Group members in a nuclear emergency:

#### **4.3.1 Mayor or Designate**

The Mayor or designate acts as the Head, Community Control Group and has overall responsibility for managing the Municipal emergency response by ordering and coordinating the actions of the various organizations and centres.

Specifically he/she has the following responsibilities:

- (a) Remaining in regular contact with the Provincial Emergency Operations Centre.
- (b) Remaining in contact with the County of Essex Community Emergency Management Coordinator and local Municipal, Provincial and Federal elected officials,
- (c) Providing an oversight function to ensure that necessary actions are being carried out by the Community Control Group and the Community Control Group staff are performing adequately,
- (d) Approving municipal portions of Emergency Information Centre media releases,
- (e) Keeping the Emergency Information Officer informed, and participating in media conferences as required,
- (f) Declaring a Municipal Emergency if required.
- (g) Directing the implementation of Protective Actions or other orders by the Provincial Emergency Operations Centre on the advice of the Community Control Group.

#### **4.3.2 Chief Administrative Officer (CAO)**

The CAO acts as the Municipal Operations Officer and Chief of Staff for the Community Control Group. He/she has the following specific functions:

- (a) Coordinate Community Control Group activities on behalf of the Head Community Control Group, as requested,
- (b) Advise members of the Community Control Group on the content of the Municipal Emergency plan and assist them to find appropriate information

### **4.3.3 Community Emergency Management Coordinator (CEMC)**

- (a) Remain on call 24 hours a day, seven days a week to receive emergency notifications from the Provincial Emergency Operations Centre and take actions according to the Town of Amherstburg Emergency Plan.
- (b) Initiate the emergency notification system
- (c) Initiate the emergency public alerting system
- (d) Ensure the Emergency Operations Centre is in a constant state of readiness and initiate and supervise set up of the centre when required
- (e) Prior to activation of the Community Control Group, in the case of a general nuclear emergency initiate the public notification system for the primary zone without reference to any other authority should there be an ongoing or an expected emission within 6 hours
- (f) Advise members of the Community Control Group and the Municipal Operations Officer (Chief Administrative Officer) on the content of the Municipal Plan and assist them, to find appropriate information
- (g) Provide information to the Emergency Information Officer and other Emergency Information Centre staff on the Municipal Plan

### **4.3.4 Municipal Clerk/Emergency Information Officer**

The Municipal Clerk/Emergency Information Officer is responsible for the overall physical operation of the Emergency Operations Centre including administrative support. He/she has the following responsibilities:

- (a) Ensuring all Emergency Operations Centre decisions and actions are recorded, tracked and acted on when required,
- (b) Ensuring minutes of meetings are kept and critical information is posted on the major event logs,
- (c) Coordinating security of the facilities with the Community Emergency Management Coordinator
- (d) Maintaining a shift schedule and log of persons who enter and leave the Emergency Operations Centre
- (e) Ensuring sector safety status information is passed on to the Municipal organization,
- (f) Maintaining a list of volunteers,
- (g) Arranging for all communications requirements (Liaise with the Community Emergency Management Coordinator), and ensuring all communications are logged,
- (h) Arranging for food, accommodation, rest facilities, and other physical amenities for the Community Control Group as required,
- (i) Arranging for and supervising all clerical support functions for the Emergency Operations Centre which includes:
  - Word processing services
  - Faxes (incoming and outgoing)
  - Filing
  - E-mail messages
  - Phone messages and switchboard operation.
  - Maintaining a chronological board or binder on all written communications

- Maintaining and operating PowerPoint projection system to meet Community Control Group needs i.e. mapping, charts, graphics etc.

As the Emergency Information Officer he/she is the primarily responsible for ensuring timely and accurate information is distributed to the public via normal media outlets as required during an emergency. Specific responsibilities include:

- (a) Creating municipal portions of Emergency Information Centre media releases
- (b) Assisting the Head of the Community Control Group with creation of media releases
- (c) Liaising with media representatives
- (d) Escorting media representatives during on-site visits if necessary
- (e) Verifying media credentials
- (f) Updating media advisories on Municipal website

#### **4.3.5 Medical Officer of Health**

The Medical Officer of Health provides a resource to the Head, Community Control Group and other Community Control Group members on matters relating to public health.

He/she has the following specific responsibilities:

- (a) Providing a liaison with the Manager of the Monitoring and Decontamination Unit, area hospitals, and Ministry of Health and Long-Term Care,
- (b) Explaining and interpreting radiation health effects based on dose information received from the Provincial Emergency Operations Centre,
- (c) Providing public health assistance for the Reception/Evacuee Centre Manager,
- (d) Distributing KI Tablets to members of the public at the Reception/Evacuation Centre under the authority of the Ministry of Health and Long-Term Care.
- (e) Participating in media conferences as requested by the Emergency Information Centre.

#### **4.3.6 Amherstburg Police Services/Ontario Provincial Police Representatives**

The Amherstburg Police Services/Ontario Provincial Police Representative is the primary liaison with the Traffic Control Centre. Through this Centre, he/she initiates and coordinates all activities associated with:

- (a) Traffic control, road blocks and diversion points, and
- (b) Security at all Emergency Centres.

#### **4.3.7 Community Development and Health Commissioner /Red Cross**

They are responsible for relaying information and requests for assistance to and from their respective organizations, particularly as it relates to evacuation of the public. They assist and relay all Community Control Group information to the Reception/Evacuee Centre Manager. They handle any specific requests the Reception/Evacuee Centre might have with regards to securing food, drink, lodging requirements etc.

They coordinate all activities and information with respect to their own organizations.

#### **4.3.8 Office of the Fire Marshal and Emergency Management (OFMEM) Officer**

The OFMEM Field Officer is the primary source of information to and from the Provincial Emergency Operations Centre. All official directives from the Provincial Emergency Operations Centre are directed through them. Until the Emergency Management Ontario Officer is in place at the Emergency Operations Centre, all directives and information will be through the Provincial Emergency Operations Centre directly.

The OFMEM Field Officer has the following specific responsibilities:

- (a) Relaying Provincial Directions to the Community Control Group and ensuring they are understood and acted upon,
- (b) Advising on or explaining the Provincial Nuclear Emergency Response Plan to the Community Control Group,
- (c) Tracking and reporting on the progress of emergency actions and any other information of significance to the Provincial Emergency Operations Centre,
- (d) Acting as a link between the Community Control Group and other Provincial Ministries and Agencies through the PEOC...
- (e) Advising the Head, Emergency Control Group in carrying out his/her functions,
- (f) Arranging through the PEOC for Provincial or Federal resources from outside Essex County.

#### **4.3.9 Director of Engineering & Public Works**

- (a) Arrange and coordinate Public Works issues as they pertain to the Emergency as requested by the Traffic Control Centre.
- (b) Advise the Head of the Emergency Operations Centre on issues relating to the Emergency and Public Works issues.
- (c) Coordinate Public Works staffing requirements as they pertain to the emergency.

#### **4.3.10 Fire Chief**

The Fire Chief is the primary liaison between other fire departments within Essex County. He/she initiates and coordinates all activities associated with:

- (a) Fire suppression and rescue
- (b) Motor vehicle extrications
- (c) Assisting with vehicle decontamination of vehicles at the Reception/Evacuation Centre and the Emergency Worker Centre
- (d) Scheduling and rotation of firefighting staff



## **4.4 Municipal Emergency Organization - Support Functions**

There are many activities, agencies and organizations that would be required to support the Municipal emergency response effort. These are listed as follows:

1. Emergency Social Services, including radiation monitoring and decontamination for residents of the primary Zone, is coordinated at the Reception/Evacuee Centre.
2. Dose Control for emergency workers and other persons who must enter the Primary Zone is performed at the Emergency Worker Centre.

# Chapter 5 - Municipal Emergency Centres

## 5.1 Introduction

There are five (5) facilities that are designated as Emergency Centres in Amherstburg. These are described below along with a brief description of the functions they are to perform.

## 5.2 Emergency Operations Centre

This Emergency Centre is located at 3400 Middle Side Road, Amherstburg. The primary purpose of the Emergency Operations Centre is to provide a location for the Community Control Group to gather to coordinate and effect decisions concerning emergency operations. The Community Emergency Management Coordinator is responsible to ensure the Emergency Operations Centre is suitably equipped and ready for operation.

## 5.3 Emergency Information Centre

The Emergency Information Centre is also located at 3400 Middle Side Road, Amherstburg. The primary purpose of this facility is to provide a location for Emergency Information Centre staff to:

- (a) Issue news releases and conducts press conferences.
- (b) Keep the Provincial Emergency Information Section, as well as the Municipal EOC, informed of public and media perception and reactions.
- (c) Identify and counter rumours.
- (d) Assist the media.
- (e) Monitor the Emergency Bulletins.
- (f) Conduct a public enquiry and information service.
- (g) Issue any news releases on behalf of the local Emergency Centres. All news releases should be handled through the Emergency Information Centre.

The Community Emergency Management Coordinator is responsible for ensuring this facility is suitably equipped and ready for operation.

## 5.4 Reception/Evacuee Centre

The Reception/Evacuee Emergency Centre is located at Western Secondary School, 5791 N Townline Rd, Amherstburg. The primary functions of Reception/Evacuation Centre staff are:

- (a) To register evacuees and answer inquiries from friends and relatives as to their whereabouts, to provide emergency supplies and services to evacuees, i.e., shelter, food, clothing.
- (b) Provide temporary financial assistance, transportation and other services.
- (c) To provide a location where evacuees and the general public can receive information and counselling, both in an individual and group setting.
- (d) A Monitoring and Decontamination Unit may be set up at this location to monitor evacuees for contamination and decontaminate them and their vehicles if necessary.

- (e) To provide a location where evacuees can be categorized and referred for follow up treatment in the event of suspected high exposure to radiation.

The Reception/Evacuation Centre Manager, assisted by the Community Emergency Management Coordinator is responsible for ensuring that the Reception/Evacuation Centre is suitably equipped and ready for operation.

## **5.5 Emergency Worker Centre**

The Emergency Worker Centre (EWC) is located at 99 Thomas Road, Amherstburg. Its primary purpose is to provide a location to provide dose and exposure control, monitoring, and decontamination of Emergency Workers, or any other staff or visitor who enters the Primary Zone when Stage II of the Traffic Control Plan is implemented.

If a marine response is required, the Traffic Control Centre Manager will make provisions for transportation of Marine Emergency Workers to and from the Emergency Worker Centre.

## **5.6 Traffic Control Centre**

The Traffic Control Centre is located at 3400 Middle Side Road, Amherstburg, within the Emergency Operations Centre and is managed by the Amherstburg Police Services and Ontario Provincial Police with assistance from the Ministry of Transportation Ontario. Its primary functions are to implement the Traffic Control & Security Plan as follows:

- (a) Provide sufficient Police staff to ensure roads are patrolled and kept clear for evacuation purposes.
- (b) Ensure all non-staffed roadblocks are kept in place.
- (c) Provide staffs at check points.
- (d) Provide staff to ensure evacuated areas are cleared and secured.
- (e) Coordinate with all roads maintenance and snow clearing with Public Works.
- (f) Coordinate all activities associated with Public Utilities such as gas, hydro, phones, etc.
- (g) Coordinate access for Emergency Services - search & rescue, fire and ambulance services within the Primary Zone.
- (h) Provide security and traffic control for the Reception/Evacuee Centre, the Emergency Worker Centre, and the Emergency Operations Centre.
- (i) Coordinate all marine emergency response with Ontario Provincial Police and Canadian Coast Guard, including establishing provisions to transport Marine Emergency Workers to and from the Emergency Worker Centre (Public Works to assist).

The Traffic Control Centre Manager, assisted by the Community Emergency Management Coordinator, is responsible to ensure the Traffic Control Centre is fully equipped, functional and ready for operation.

## **5.7 Host Municipality**

The Provincial Plan designates municipalities to act as a Host Municipality in the event of a nuclear emergency. Host municipalities will have plans for the reception and accommodation of evacuees, and for coordination of monitoring and decontamination arrangements. The Host Municipalities during a nuclear emergency are the City of Windsor and the Town of Essex

# Chapter 6 - Emergency Communications

## 6.1 Landline telephones

The primary means of communication during a nuclear emergency are landline telephones.

## 6.2 Additional Phones and Pagers

The Community Control Group carries cell phones. These phones are used as a 24/7 primary emergency contact for all emergencies.

## 6.3 Agency Radios

Radio systems used by local emergency services include:

- (a) Ontario Provincial Police Radio System
- (b) Amherstburg Police Services
- (c) Fire Department Radio System
- (d) EMS Radio System
- (e) Public Works Department
- (f) Marine Radio used by Canadian Coast Guard, Ontario Provincial Police & private craft

## 6.4 Others

The Emergency Operations Centre has one fax machine.

The Emergency Operations Centre uses high-speed wireless internet and 3 laptop computers to be used at the Emergency Operations Centre.

# Chapter 7 - Emergency Notification & Public Information

## 7.1 Introduction

Notification of emergency response staff and the public are the two most important elements of the emergency plan. It is necessary to ensure people are notified promptly, are given the correct information, and are kept informed through the emergency phase of the actions required by them, and the progress of the emergency in general.

## 7.2 Municipal Emergency Response Organization

The following applies to this plan:

1. The Initial Notification from the Fermi site to the Provincial Emergency Operations Centre and municipality will be accompanied by a simultaneous fax.
2. Information included in the initial emergency notification from the Fermi site will be prescribed by the Provincial Emergency Operations Centre and will contain the following:
  - (a) Initial Notification Category:
    - Unusual Event
    - Alert
    - Site Area Emergency
    - General Emergency
  - (b) Brief description of the event/condition onsite
  - (c) Prognosis: Stable, Escalating, De-escalating or Terminating
  - (d) Meteorological Data
  - (e) Type of Release: Airborne, Waterborne or Surface Spill
  - (f) Radiological Release Data
  - (g) Calculated and measured offsite doses
  - (h) Protective Action Recommendations
3. After receiving the initial notification from Windsor Fire Dispatch, the Community Emergency Management Coordinator will await confirmation and direction from the Provincial Emergency Operations Centre before proceeding with the Municipal notification. If confirmation is not received within 30 minutes, the Community Emergency Management Coordinator will attempt to contact the Provincial Emergency Operations Centre. If this is not successful, the Community Emergency Management Coordinator will proceed with emergency notification as per this plan.
4. Follow up notification and information after the initial notifications will be the responsibility of the Community Emergency Management Coordinator. All emergency notifications and information messages after the initial notifications will be authorized by the Head, Community Control Group.
5. All initial notifications will be confirmed by fax where these are available.

## **7.3 Public Alerting System**

### **7.3.1 General**

The Provincial Nuclear Emergency Response Plan details the public alerting requirements for designated municipalities in Ontario.

### **7.3.2 Criteria for Activation**

The Public Alerting System in the Primary Zone will be activated by the Community Emergency Management Coordinator under the following conditions:

1. When requested by the Provincial Emergency Operations Centre.
2. In the case of a nuclear emergency with an ongoing or imminent emission of radioactivity the Municipality is authorized to immediately initiate the public alerting system. The PEOC will issue the appropriate Emergency Bulletin.

### **7.3.3 Responsibilities**

1. The Community Emergency Management Coordinator is responsible for activating the Public Alerting System when requested by the Provincial Emergency Operations Centre.
2. The Provincial Emergency Operations Centre will coordinate all Emergency Bulletins.

# **Chapter 8 – Emergency Public Information & Direction**

## **8.1 Introduction**

The emergency public information system depends on:

1. People being alerted to the fact there is a problem.
2. Accurate information being available in a timely manner to ensure that people are aware of what actions they must take to protect themselves, their families, and others in the area that may not know of what they are to do.

Emergency Public Information system encompasses: Emergency Bulletins; Media Information including News Releases; and Public Enquiry

## **8.2 Emergency Public Information**

### **8.2.1 Lower Level Response**

When the offsite response adopted is Routine Monitoring or Enhanced Monitoring all news releases on the event, prepared on behalf of the Province, shall be issued by the Director Communications Branch, MCSCS who acts as the Provincial Chief Emergency Information Officer (PCEIO).

### **8.2.2 Higher Level Response**

1. When the offsite response adopted is Partial Activation or Full Activation, the Director of Communications Branch, MCSCS, assumes his/her role as PCEIO, establishing the Provincial Emergency Information Section (EIS), on behalf of the Province.
2. The Town of Amherstburg and the federal/provincial government will each have their own emergency information operation.
3. In order to ensure the coordination and consistency of all emergency information issued to the public, these other jurisdictions or organizations should inform the Provincial EIS if they plan to issue news releases or other emergency information materials.

### **8.2.3 The Provincial Emergency Information Section (EIS)**

1. Located in Toronto, the Provincial EIS is responsible for ensuring that the Province's emergency information is coordinated with the emergency information produced and disseminated by the designated municipalities, nuclear operator, federal partners and other stakeholders to ensure consistent messaging.
2. In that regard, wherever possible and practical, information will be shared amongst all partners prior to release.



3. The EIS functions include:
  - (a) Coordinating all of the provincial communications related to the nuclear emergency;
  - (b) Issuing provincial emergency information;
  - (c) Sharing and coordinating emergency information with the Municipal EIC to ensure continuity and uniformity of messaging.
  - (d) Sharing copies of all news releases, fact sheets, and other public information materials with EICs prior to release to the public, if or when possible.
  - (e) Sending a liaison officer(s) to the Municipal EIC, if so requested.

#### **8.2.4 Municipal Emergency Information Centre (EIC)**

- (a) The Town of Amherstburg will establish an EIC at a Partial or Full Activation response.
- (b) The EIC is responsible for the collection, dissemination and monitoring of local emergency information.
- (c) The Town of Amherstburg may invite neighbouring municipalities, federal and/or provincial liaison officers to participate in the EIC operation.

The Emergency Information Centre is located at 3400 Middle Side Road, Amherstburg.

The Emergency Information Centre is established if the Municipal Emergency Plan is either partially or fully activated.

A fundamental policy and strategy of this municipal plan is that:

“All formal municipal news releases and contact with the media dealing with a nuclear emergency is coordinated by, and produced from the Emergency Information Centre”.

However, it is also recognized that there will be a need to provide information and services to the media at locations other than the Emergency Information Centre, in particular, at the Reception/Evacuee Centre and the Emergency Worker Centre. Therefore, if it becomes necessary to provide information, interviews, or photo opportunities to the media at locations other than the Emergency Information Centre, it shall be conducted by persons who are either provided or authorized by the Emergency Information Centre Manager, and briefed by the Manager on a regular basis. The Manager of each Centre is responsible for recognizing the need for an on-scene spokesperson and obtaining assistance through his or her Community Control Group contact.

Additionally, in that the Emergency Information Centre is not established after an Unusual Event or Alert, or in the early phases of the incident, in these cases, the Municipality, through the Municipal Spokesperson, may issue information to the media or the public. This must be approved by the Head, Community Control Group and the Provincial Emergency Operations Centre.

### **8.3 Emergency Information Centre Functions**

The following functions are performed at the Emergency Information Centre:

- a) Issue news releases.
- b) Conduct press conferences and other media briefings.
- c) Monitor media coverage and public information and keep the emergency organization informed.
- d) Identify rumours and incorrect information and correct them.
- e) Assist the media.
- f) Monitor Emergency Bulletins and confirm to the Provincial Emergency Operations Centre.
- g) Provide information to the public, individually by phone, and collectively by preparing information and conducting public meetings across the emergency

### **8.4 Public Inquiries & Information**

- 1. Provincial public inquiries will be coordinated by the Provincial EIS in conjunction with the Ontario Ministry of Health and Long-Term Care, using Service Ontario's hotline.
- 2. The Town of Amherstburg will be responsible for establishing their own public inquiry operation.

Prior to establishing the Emergency Information Centre, the area 211 call centre will be notified and a supervisor requested to attend the Emergency Operations Centre to act as a liaison between the Community Control Group and the 211 call centre. Once the Emergency Information Centre is established, that person(s) shall join the Public Enquiry section of the Emergency Information Centre and all calls from the public should be directed to the 211 call centre.

When the Emergency Information Centre is established, the Public Enquiry phone number (211) will be broadcast over the news media. This action is the responsibility of the Emergency Information Centre.

In addition to individual inquiries, it will be necessary to provide general information to the public to advise them of actions being taken to deal with the emergency. This may be done by:

- (a) Providing announcements, news releases, or press conferences
- (b) Broadcasting paid messages over the radio and TV or paying for advertisements in local newspapers,
- (c) Providing information over local Cable TV channels,
- (d) Conducting public meetings coordinated by the Emergency Information Centre.

If it becomes necessary to conduct public meetings, as identified by the Emergency Information Centre staff or the Community Control Group, it shall be organized, and coordinated by the Emergency Information Centre.

Inquiries as to the whereabouts of evacuees will be referred to the Registration & Enquiry section of the Reception/Evacuation Centre.

## **8.5 Emergency Bulletins**

1. The PEOC will issue its operational directives in the form of Emergency Bulletins.
2. To the extent possible, Emergency Bulletins should be prepared in advance of an emergency.
3. Emergency Bulletins will be issued to the broadcast media. Copies will also be sent to the principal elements of the emergency response organization that may be affected by them.

It shall be the responsibility of the PEOC Emergency Information Section to monitor the broadcast of the Emergency Bulletins and confirm that they have been correctly transmitted. This is done through the local broadcast media. The PEOC is responsible for preparing and issuing Emergency Bulletins

In the event that Emergency Bulletins are not able to be issued through the public media, these will be printed and distributed door to door by police, firefighters and volunteers.

# Chapter 9 – Municipal Emergency Operations

## 9.1 Overview

The sequence of operation in the event of an emergency at Fermi 2 is as follows:

1. Fermi informs the Provincial Emergency Operations Centre and municipal contact point when event is categorized. The Provincial Emergency Operations Centre will decide the response to be taken within 15 minutes and phones the Windsor Fire Dispatch Centre.
2. The Community Emergency Management Coordinator will continue Municipal notifications and take whatever early actions are required according to his/her procedures. The principal actions would be to activate the Public Alerting System, and assemble all or part of the Community Control Group.
3. If the Plan is fully activated, the Province and Municipalities will each consider declaring an emergency.
4. Once the Community Control Group is assembled, Protective Measures as described in the section following will be implemented when so ordered by the Provincial Emergency Operations Centre. Similarly, if the response level changes as advised by the Provincial Emergency Operations Centre, the appropriate actions shall be implemented to deal with that response level.
5. Once the initial phase dealing with protecting the public from exposure to radiation due to airborne radioactivity has been implemented, the emergency will then enter the Recovery Phase, which deals more with recovery and prevention of exposure due to contamination and the ingestion of radioactive material.

## 9.2 Command and Control

As per section 1.1.3 of the PNERP, the Province will take the leading role in managing the off-site response. In a nuclear emergency the Provincial Emergency Operations Centre is responsible for all decision making with respect to the emergency. In the event that communications are lost between the PEOC and the Community Control Group, the Community Control Group will make the necessary decisions until such time as communications are reestablished.

The Community Control Group is responsible for issuing orders and directing emergency response within the Municipality during a nuclear emergency as advised by the Provincial Emergency Operations Centre. All orders to implement protective measures within the Municipality will be confirmed in writing, signed by the Head of the Community Control Group.

The Provincial Emergency Operations Centre may also issue orders directly to any element of the emergency management organization. However, all orders shall be confirmed in writing by the Provincial Emergency Operations Centre to the Community Control Group and the Community Control Group shall be kept informed of all actions.

### **9.3 Precautionary Measures**

The PEOC shall consider the advisability of issuing operational directives (or, in the event of a declared emergency, advising that such orders have been made) for any or all of the following precautionary measures in the Primary Zone (or part thereof) and adjacent areas. Consideration shall also be given to the most suitable timing for the measures (in the case of a delayed emission it may be appropriate to delay the application of some of them), and issue the necessary bulletins(s) and directions for their implementation. These measures are:

- (a) Closing of beaches, recreation areas, etc.
- (b) Closing of workplaces and schools
- (c) Suspension of admissions of non-critical patients in hospitals
- (d) Entry control
- (e) Clearing the milk storage of dairy farms
- (f) Banning consumption of any item of food or water that may have been exposed outdoors
- (g) Banning consumption and export of locally produced milk, meat, produce, milk- and meat-producing animals
- (h) Removing milk- and meat-producing animals from outside pasture and exposed water sources.

### **9.4 Traffic & Entry Control**

Traffic Control is implemented in three stages using the Traffic Control Plan developed jointly by Amherstburg Police Service, the Ontario Provincial Police, Ministry of Transportation Ontario and the Town of Amherstburg:

- (a) This plan shall include provisions for preventing traffic on the main evacuation routes from entering the Primary Zone whenever Stage 2 of the plan is put into effect.
- (b) Such through traffic shall be diverted around the Primary Zone via a pre-designated diversion route.
- (c) Entry to emergency workers (who have tasks in the zone) shall be permitted on these routes.
- (d) If main traffic routes are likely to remain closed for an extended period, the Joint Traffic Control Centre, under the guidance of the PEOC, shall make alternative routing arrangements. Prior planning for this eventuality will minimize the disruption created by such closures.

## Joint Traffic Control Plan

A Joint Traffic Control Plan shall be developed for the Primary Zone as well as the main roads entering it. During an emergency, the Joint Traffic Control Centre shall be responsible for implementing the Joint Traffic Control Plan.

The traffic control plan shall be designed to allow implementation in three incremental stages:

- (a) Stage 1. Automatically initiated as soon as the traffic control plan is activated. The aim in this stage shall be to keep traffic flowing smoothly on the main evacuation routes and, to ensure that these routes remain open.
- (b) Stage 2. Initiated when it appears likely that the emergency may require evacuations or, when spontaneous evacuations begin to occur. Traffic shall be prevented from entering the Primary Zone on the main evacuation routes and shall instead be diverted around it (local traffic can still enter the Primary Zone on other routes). However, access should be allowed to emergency workers who have tasks to perform in the Primary Zone. Stage 1 measures will continue.
- (c) Stage 3. Initiated when it appears that particular sectors are likely to be evacuated. Additional resources shall be deployed to ensure that evacuation proceeds smoothly beyond the Primary Zone boundary. Stages 1 and 2 measures will continue.

The timing and order of sector evacuations will be determined by the PEOC, in coordination with the JTCC.

The traffic control plan shall provide, where applicable, for the priority evacuation of any Response Sector(s) if and when ordered.

Operational directives implementing evacuations (or emergency orders issued in the event of a declared emergency) will be accompanied by emergency bulletins issued by the PEOC.

## **9.5 Evacuation**

Evacuation is one of the protective measures considered by the PEOC in a nuclear emergency.

The purpose of an evacuation is to prevent or minimize the exposure of members of the public to the effects of radiation.

All routes will be utilized to evacuate the Primary Zone.

Shadow evacuations may occur spontaneously in areas contiguous to the Primary Zone and thus contribute to the evacuation time for the Primary Zone.

### **9.5.1 Contamination**

In the event of a delayed emission, evacuees are not expected to be contaminated and will therefore not require monitoring and/or decontamination.

In the event of an ongoing or imminent emission, evacuees exposed to the radioactive emission can be expected to have varying levels of contamination.

Contamination, where found, would be in the form of loose particulate on people, their belongings and vehicles.

Internal contamination may be present in individuals exposed to a radioactive emission.

In the event of unforeseen circumstances or adverse conditions, self-decontamination may be the primary means of decontamination, if required.

Monitoring and Decontamination facilities will be required for the evacuating public or for those who desire assurance monitoring.

### **9.5.2 Traffic**

During a nuclear emergency, traffic density on major routes and highways will be significantly increased and therefore, travel time in all directions will be longer than normal.

Traffic control will be required to ensure that evacuations can proceed as smoothly as possible.

### **9.5.3 Family Reunification Prior to Evacuation**

Families will want to reunite and evacuate together, as far as possible.

The ability for families to reunite will depend on the time of day at the onset of the emergency and on the urgency for evacuations to proceed (i.e. timing of the emission).

Factors affecting family reunification include workplace location, school children, residents of hospitals, nursing homes or other institutions, etc.

### **9.5.4 Mass Care**

The majority of evacuees will make their own arrangements for care and lodging. Mass care arrangements will be required for those evacuees without such resources.

Assurances will be required that evacuees requiring either publicly or privately provided accommodation, are not contaminated.

### **9.5.5 Directing Evacuations**

1. Evacuations will be directed by Response Sector or groups of sectors, detailing the boundaries of the evacuation area by readily identifiable roads/landmarks.
2. Evacuees who may have been exposed to an emission will be directed either to proceed to a Monitoring and Decontamination Unit (MDU) within the designated evacuation/reception centre or, if not possible, to self-decontaminate upon reaching the destination of their choosing. Information on locations for monitoring shall be provided at the time of the emergency.

3. Evacuees who are not at risk of being contaminated will be instructed to leave the Primary Zone and will not be directed to an MDU or to self-decontaminate.
4. Evacuees who are not at risk of being contaminated will be permitted to evacuate in the direction and to the destination of their choosing, subject to restrictions (due to weather, traffic conditions etc.) announced by the PEOC through the Emergency Bulletins.
5. The smooth and expeditious movement of evacuee traffic is the responsibility of the traffic control organization set up under the Joint Traffic Control Plan.
6. The Joint Traffic Control Centre will monitor the evacuating traffic and inform the PEOC and the Municipal EOC of any issues impacting the evacuation.

### **9.5.6 Evacuation Arrangements**

Fermi 2 Implementing Plan will provide details regarding the monitoring and decontamination of evacuees in its emergency plan and associated procedures. (To be determined and relied upon after provincial amendments)

### **9.5.7 Monitoring and Decontamination**

The Province and the Town of Amherstburg along with additional stakeholders are currently working towards establishing resources for the Monitoring and Decontamination Units (MDUs) in the Reception Centres at the Emergency Workers Centre and Evacuee Shelters in Amherstburg and Host Municipalities.

1. The MDUs will provide assurance monitoring, for those who have undertaken self-decontamination, as well as monitoring and decontamination for those evacuees who either require or desire it upon evacuating the Primary Zone.
2. The MOHLTC will develop arrangements, in coordination with the Province hospitals, designated municipalities and their public health units, to track evacuees for the purposes of contamination assessments (internal and external) and to provide follow up with those affected.

### **9.5.8 Municipal Evacuation Procedures/Actions:**

If a decision is made to evacuate any sector(s) the Community Control Group will be informed and the order issued by the Provincial Emergency Operations Centre over public media via the Emergency Information Centre. If an evacuation is ordered the following actions are required:

1. Each Community Control Group member should immediately inform his or her alternates.
2. The Reception/Evacuation Centre should prepare to receive the evacuees.
3. Police should monitor evacuation routes after a suitable time to allow the main flow of evacuees to leave.



4. Police, with the assistance of the Amherstburg Fire Department if necessary, will patrol the area to ensure it is cleared if possible.
5. Road blocks should be established around the evacuated area and only persons authorized by the Traffic Control Centre allowed to enter.

**Authorized persons would be emergency workers or others authorized by the Traffic Control Centre/Emergency Worker Centre.**

6. All persons entering the evacuated area must be registered and issued dosimetry.
7. All evacuees will be instructed to report to the Reception Evacuee Centre where they will be registered and monitored for possible contamination.
8. After evacuation takes place, the Emergency Information Centre is responsible for providing information to evacuees, both collectively and individually. When it is safe to return to their homes, evacuees will be informed by Emergency Information Centre via the local media.
9. The City of Windsor Community Development and Health Commissioner representative on the Community Control Group is responsible for arranging transportation for evacuees, including disabled persons under home care, if required.

Emergency Bulletins issued by the Provincial Emergency Operations Centre will include the Public Enquiry phone number for persons requiring transportation to evacuate. Emergency Information Centre procedures will identify a process for informing the Reception/Evacuation Centre of transportation requirements.

**a) Prompt Evacuations**

In the event that an evacuation is necessary in any sector prior to the Reception/Evacuation Centre being established, Municipal staff will be informed directly by the Community Emergency Management Coordinator.

These staff will immediately proceed to the Reception Evacuation Centre, ensure it is either cleared, or opened, depending on the time of day, greet evacuees and direct them to a waiting area to await the arrival of the City of Windsor Social Services Department and the Red Cross Reception/Evacuation Centre staff.

**b) Secondary Zone Evacuations**

The Provincial Emergency Operations Centre will coordinate any evacuations that are required in the Secondary Zone with the appropriate municipality.

## **9.6 Sheltering**

In the case of an imminent emission, the PEOC operational directive to shelter (or, in the event of a declared emergency, advice that such orders have been made) shall be issued via an Emergency Bulletin at least 4 hours before the emission is expected to commence.

In the case of an ongoing emission, all sectors adjacent to sectors requiring evacuation should be advised by the PEOC via operational directive to shelter (or, in the event of a declared emergency, advise that such orders have been made).

Entry Control will be established through the Traffic Control Plan for all sectors under a sheltering order.

## **9.7 Thyroid Blocking**

The decision to issue an operational directive for thyroid blocking will be made by the Ministry of Health and Long-Term Care (MOHLTC), in coordination with the PEOC. Details regarding thyroid blocking are provided in the MOHLTC's Radiation Health Response Plan.

It is the responsibility of MOHLTC to procure adequate quantities of Potassium Iodide (KI) tablets for the Primary Zone and Secondary Zone population.

Other operational responsibilities regarding Thyroid Blocking (stocking, distribution and administration) are prescribed in the Radiation Health Response Plan, as prepared by MOHLTC.

The decision to implement the administration of KI tablets will be taken by the Chief Medical Officer of Health.

In the unlikely event of a serious accident at a nuclear station, radioactive material may escape, including radioactive iodine. If radioiodine's are inhaled, they are absorbed by the thyroid gland. Thyroid blocking is the prevention or reduction of radioiodine absorption by the thyroid gland through the ingestion of a stable iodine compound, potassium iodide (KI) tablets.

The Town is working with the Windsor-Essex County Health Unit and the Ministry of Health and Long Term Care towards a suitable KI distribution plan. KI Tablets will be distributed in accordance with the plan, once approved. Currently, KI tablets are stored at the office of the Medical Officer of Health and will be transported to the Town of Amherstburg Emergency Worker, Reception and Evacuee Centres and MDUs.

If the Provincial Emergency Operations Centre requires that evacuees be issued KI tablets, they will inform the Municipal Community Control Group, who will immediately inform the Reception/Evacuation Centre Manager by phone and Fax. A member of the Windsor Essex Health Unit will be dispatched to the Registration & Enquiry desk at the Reception/Evacuation Centre to administer the tablets to all evacuees registering at the desk and any other evacuees who have previously registered.

### **9.7.1 Ingestion Control Measures**

Before an emission commences, appropriate ingestion control measures will be directed as a precaution within and, if necessary, adjacent to the Primary Zone.

If environmental monitoring indicates the need, appropriate ingestion control measures will be considered in areas known or suspected to be contaminated.

Based on the data produced by ground monitoring, additional ingestion control measures will be considered, where necessary, while the original precautionary measures may be lifted where appropriate.

The Province may impose restrictions on livestock and food production by making appropriate announcements over the media. These restriction measures are as follows:

- (a) Clearing milk storage,
- (b) Banning consumption of food and water which has been exposed outdoors, or meat or dairy products,
- (c) Sheltering animals.

If this occurs, or appears as though it may occur, an agricultural assistance coordinator appointed by the Community Control Group, may be assigned to coordinate information and assistance to farmers. This coordinator will work with the Public Enquiry section of the Emergency Information Centre and the Community Control Group.

# Chapter 10 - Emergency Operations – Recovery Phase

## 10.1 Introduction

The Recovery Phase of the emergency occurs when it is clear that conditions within the damaged reactor are stabilized, and there is no possibility of any further abnormal releases to the environment. The Provincial Emergency Operations Centre will decide and direct the transition to Recovery Phase after appropriate consultation, and will specify a formal date and time.

Recovery Phase is the period when the long-term effects of the emergency are dealt with, and the situation is restored to as close to normal as possible. To do this, the emergency zones are re-defined, and the emergency organization is changed somewhat to reflect the changed roles and tasks.

## 10.2 Transition to the Recovery Phase

### 10.2.1 Criteria

The PEOC can end the Response Phase of the emergency at any time after both the following conditions are met:

- (a) The nuclear reactor that had the accident is in a guaranteed shutdown state.
- (b) No further controlled or uncontrolled emissions at significant levels are anticipated. Generally, emissions shall be considered below a significant level if:
  - (i) They do not warrant the taking of any exposure control protective measures, and
  - (ii) They do not adversely affect public safety.

## 10.3 Recovery Phase - Emergency Management Organization

In the Recovery Phase the Municipal Emergency Management function will be somewhat scaled down, and altered slightly to accommodate the different requirements of the restoration phase.

**10.3.1 Community Control Group**

The Emergency Operations Centre will establish the following.

ACTIVITY		RESPONSIBILITY
1.	Overall Emergency Management & Organization, coordination with other municipalities	Head, Emergency Control Group (Mayor) & Chief Administrative Officer
2.	Traffic Control & Security	Amherstburg Police Service (with Ministry of Transportation Ontario)
3.	Radiation Protection & Decontamination	<b>Unknown at this time</b>
4.	Ingestion Control	MOHLTC/Windsor Essex Health Unit
5.	County & Provincial Liaison and Support for Provincial Staff	Provincial Emergency Operations Centre
6.	Financial Services & Administration	Chief Administrative Officer & Treasurer

**Provincial Ministries are responsible for providing their own working space and accommodations.**

# Chapter 11 - Emergency Worker Safety

## 11.1 Introduction

The Province of Ontario and the Town of Amherstburg are currently working towards establishing resources that will be responsible for implementing the measures to ensure the safety of Emergency Workers and for the organization and operation of the Emergency Worker Centre.

The Provincial Emergency Operations Centre will determine the measures to be taken for Emergency Worker Safety based on known or projected conditions and transmit this information to the Community Control Group in the form of a "Sector Safety Status Code" which defines the level of protection required. These codes are transmitted to all agencies, including the Emergency Worker Centre and/or Remote Exposure Control Desk. All verbal transmission will be confirmed by Fax.

## 11.2 Definition of Emergency Worker

**Emergency Workers:** A person who assists in connection with an emergency that has been declared by the Lieutenant Governor in Council or the Premier, under 5.7.0.1 of the EMPCA or by the head of council of a municipality under section 4 of the EMCPA. This may include persons who are required to remain in, or to enter, offsite areas affected or likely to be affected by radiation from an accident, and for whom special safety arrangements are required. Examples of emergency workers include police, firefighters, ambulance and personnel from the Canadian Armed Forces, and other essential services. They shall not include nuclear energy workers (pursuant to the Nuclear Safety and Control Act) or assurance (ingestion) monitoring field staff.

Emergency Workers are required to enter areas likely to be affected by radiation outside the Nuclear Facility Boundary, and for whom special safety arrangements are required. They may include Police, Fire Fighters, Emergency Medical Services, City of Windsor Social Services Department, Canadian Armed Forces personnel, Municipal, County, Provincial or Federal Government staff, the media, or residents approved by the Community Control Group to enter the area to tend to livestock or other purposes.

## 11.3 Sector Safety Status

As soon as relevant data is available, the PEOC will assign safety status to all the sectors and will update them periodically.

During the course of an emission over the land areas of the Primary Zone this updating will be done on an hourly basis. The safety status of sectors should be promptly communicated by the PEOC to all concerned.

It is the responsibility of each organization with emergency workers operating or required to operate in the Primary Zone to ensure that they are kept apprised of the latest/current safety status of Response Sectors.

The responsibility for the monitoring and decontamination aspect of EWCs, and relevant details will be provided once the Provincial plan amendments are complete.

## 11.4 Radiation Protection of Emergency Workers

Emergency workers who need to enter a sector assigned a safety status other than GREEN should first report to an EWC, where they will be provided with personal monitoring devices and briefed on the precautions they should observe and any maximum time limit on their stay in the sector.

The following procedures will apply to Emergency Workers.

If the Plan is partially or fully activated:

1. All Amherstburg Police, Amherstburg Fire, Ontario Provincial Police Officers and EMS staff currently on duty shift in the Amherstburg area will be dispatched to the Emergency Worker Centre to be issued safety equipment.
2. Safety equipment is defined as:
  - (a) TLD Badge
  - (b) DRDs (one each of 0-500 mrem and 0-5 Rem, or personal electronic dosimeters)
  - (c) KI Tablets
  - (d) Respirators
  - (e) Tyvek Coveralls
  - (f) Emergency Information Cards
3. If any sector or sectors are declared “Orange” or “Red”, entry control will be established with one entry control point only.

A record shall be kept of all personnel entering and leaving the sector(s).
4. Dose control procedures will be established by the Emergency Worker Centre to ensure unqualified persons or pregnant females are not exposed, and/or to ensure maximum permissible limits are not exceeded, and that Emergency Worker Precautionary Measures as identified in the Provincial Nuclear Emergency Response Plan are complied with.
5. All vehicles and personnel leaving an “Orange” or “Red” sector will be directed to the Emergency Worker Centre for monitoring, decontamination if necessary, and dose assessment.
6. A qualified escort will be provided by the Emergency Worker Centre for any emergency worker entering a “Red” sector.
7. If it is established that vehicles or personnel are being contaminated, measures shall be taken to ensure that contamination is contained at the entry control point to the extent possible. This may include the use of pool vehicles whose use is restricted to the controlled sector(s).

Figure 11.1

**EMERGENCY WORKER SAFETY  
GUIDELINES FOR ASSIGNING SECTOR SAFETY STATUS IN A NUCLEAR EMERGENCY**

<b>SAFETY STATUS</b>	<b>PROJECTED DOSE RATE*</b>
RED	5 mSv (0.5 rem) per hour
ORANGE	Background to 5 mSv (0.5 rem) per hour
GREEN	Background

\* This projection shall be made for the period for which the Safety Status is to remain valid.



Figure 11.2

**EMERGENCY WORKER SAFETY FOR A NUCLEAR EMERGENCY**

<b>SAFETY STATUS</b>	<b>PRECAUTIONARY MEASURES</b>
<b>RED</b>	<ul style="list-style-type: none"> <li>(1) Emergency workers shall report to the Emergency Worker Centre (EWC) before entering the sector.</li> <li>(2) They shall enter the sector accompanied by a qualified escort provided by the nuclear installation and shall carry personal monitoring devices. They shall observe any precautions prescribed by the EWC.</li> <li>(3) Dosimeters should be checked <b>every 30 minutes</b>. Workers shall exit from the sector if the reading reaches 40 mSv (4 rem), or any lower personal limit prescribed by the EWC.</li> <li>(4) If duties permit, workers shall remain under shelter or inside a vehicle. If working outside, workers should wear an outer garment such as a plastic raincoat.</li> <li>(5) Stay in the sector shall be limited to <b>one hour</b>, or the time prescribed by the EWC.</li> <li>(6) On leaving the sector, emergency workers shall again report to the EWC.</li> <li>(7) Pregnant workers shall <b>not</b> enter the sector.</li> </ul>
<b>ORANGE</b>	<ul style="list-style-type: none"> <li>(1) Emergency workers shall report to the Emergency Worker Centre (EWC) before entering the sector.</li> <li>(2) Emergency workers shall carry personal monitoring devices and shall observe any precautions prescribed by the EWC.</li> <li>(3) Dosimeters should be checked <b>every hour</b>. Workers shall exit from the sector if the reading reaches 40 mSv (4rem), or any lower personal limit prescribed by the EWC.</li> <li>(4) If duties permit, workers shall remain under shelter or inside a vehicle. If working outside, workers should wear an outer garment such as a plastic raincoat.</li> <li>(5) Stay in the sector shall be limited to <b>4 hours</b>, or the time prescribed by the EWC.</li> <li>(6) On leaving the sector, emergency workers shall again report to the EWC.</li> </ul>
<b>GREEN</b>	No precautions necessary. No limit on stay period.

# Chapter 12 - Training and Education

## 12.1 Training

1. The Town of Amherstburg Community Emergency Management Coordinator (CEMC) provides generic staff training programs to staff and agency emergency personnel on an ongoing basis. Topics provide a level of understanding about upcoming exercises and training events or just provide general information on the Nuclear Emergency Response Plan or nuclear awareness.
2. All Community Control Group members and support staff are providing with training to ensure that they have a general knowledge of the PNERP, the Town of Amherstburg Emergency Response Plan and are trained to carry out their specific responsibilities under the PNERP and other specific plans and implementing procedures.
3. Staff training may be achieved through all or any of the following activities at the discretion of the Community Emergency Management Coordinator.

This may include the following:

- (a) Staff attending internal or external training sessions on appropriate plans and procedures covering their assigned responsibilities under the plans.
- (b) Staff attending specific training prior to exercises or drills.
- (c) Staff may also be provided generic professional development opportunities such as Basic Emergency Management (BEM) and the IMS courses.

# Chapter 13 - Exercises and Drills

## 13.1 General

1. The Town of Amherstburg conducts exercises and drills to test various components of the emergency management program and to assist with legislative compliance. Exercises and drills are designed to test things including:
  - (a) Specific emergency plans (Nuclear and conventional)
  - (b) Nuclear emergency centre set-up/operational procedures (Reception/Evacuation Centre, Emergency Worker Centre)
  - (c) Notification procedures
  - (d) Emergency Management Structure (Emergency Control Group)
  - (e) Emergency Information Centre (EIC)
  - (f) Joint Traffic Control Centre (JTCC)
  - (g) Interfacing with Community and Provincial agencies and NGO's
  
2. To ensure each department or agency maintains a high level of readiness, departments or agencies with responsibilities under the plans shall be encouraged to take every practical opportunity to participate in exercises and drills.

## 13.2 Testing the Plan

1. Testing this Plan or other supporting plans is an effective hands-on method of training staff. The Town of Amherstburg tests its plans regularly to training Municipal and agency staff.

The following components of the emergency plan may be tested as indicated below:

Review/Exercise	Participation	Frequency
Plan Familiarization	Emergency Control Group Support Staff External Organizations	Annually
MEOC Set-up Simulation Exercise	Emergency Control Group Support Staff Volunteers & Agencies	Annually

# Chapter 14 - Public Education & Awareness

## 14.1 General

1. Public awareness is an important component of the Emergency Management Program put in place so that the general public will know what to expect before, during and after an emergency event.
2. The Town of Amherstburg through its Community Emergency Management Coordinator has an obligation to protect the residents of the Municipality through the implementation of an Emergency Management Program that includes the provision of public education and awareness.
3. All municipalities in Ontario are legislated to provide a public education and awareness component as part of their Emergency Management Program under the Emergency Management and Civil Protection Act, R.S.O., 1990.

## 14.2 Responsibilities

1. As part of the Emergency Management Program under the Emergency Management and Civil Protection Act, the Town of Amherstburg is committed to a public education and awareness program that covers the following information but is not limited to:
  - (a) Nuclear Emergency Plans and response procedures
  - (b) Nuclear Public Alerting and evacuation procedures
  - (c) General Emergency Preparedness
  - (d) Personal Emergency Preparedness

## 14.3 Public Education & Awareness Delivery Methods

1. The public awareness information program provided might include:
  - (a) Brochures
  - (b) USB/Compact discs
  - (c) Emergency news releases / media articles
  - (d) Municipal/County/Provincial web sites
  - (e) Community Displays
  - (f) Public Presentations
2. The Town of Amherstburg publicizes emergency exercises and events where possible through local media and on the Town web site.

The CEMC responds to e-mail and telephone requests for information from the general public on emergency preparedness.



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF CORPORATE SERVICES

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Justin Rousseau	Report Date: May 8, 2017
Author's Phone: 519 736-0012 ext. 2259	Date to Council: May 23, 2017
Author's E-mail: <a href="mailto:jrousseau@amherstburg.ca">jrousseau@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: May 3, 2017 – May 16, 2017 Accounts Payable

---

#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Director of Corporate Services/Treasurer dated May 8, 2017, regarding May 3, 2017 – May 16, 2017, Accounts Payable **BE RECEIVED for information.**

#### 2. BACKGROUND:

On July 11, 2016, Council adopted the following motion:

“The Treasurer BE AUTHORIZED to release funds for payables as per the Treasurer’s duties, set out in Section 286(1)(c) of the Municipal Act, 2001.”

Based on this motion, the accounts payable list will be presented to Council and the public for information at each meeting to continue with open and transparent government operations.

**3. DISCUSSION:**

The Accounts Payables list is attached. All cheques have been signed by approved signing authorities as per the Council approved policies.

**4. RISK ANALYSIS:**

The Town of Amherstburg is a complex entity with many different payment terms and contracts. While the possibility of late payment and interest charges exists, this is mitigated by allowing the Treasurer the ability to rectify the issues as they present themselves.

**5. FINANCIAL MATTERS:**

The funds in the amount of Appendix A have been paid during the applicable period.

**6. CONSULTATIONS:**

N/A

**7. CONCLUSION:**

The following is presented to the Mayor and Council for information.



---

Justin Rousseau  
**Director of Corporate Services/Treasurer**

JR

## Report Approval Details

Document Title:	May 3, 2017 – May 16, 2017 Accounts Payable.docx
Attachments:	AP Listing
Final Approval Date:	May 17, 2017

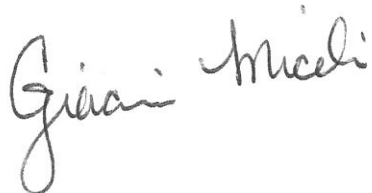
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - May 10, 2017 - 9:38 AM**



**Mark Galvin - May 10, 2017 - 9:42 AM**



**John Miceli - May 15, 2017 - 2:52 PM**



**Paula Parker - May 17, 2017 - 11:45 AM**



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 000000 GENERAL</b>					
<b>AMH001 AMHERSTBURG PROFESSIONAL FIREFIGHTERS ASSOC</b>					
APRIL 2017	FIRE UNION DUES	461	27-Apr-2017	27-Apr-2017	
10-2-0000000-1156	A/P - PAYROLL DED. - FIRE				297.60
<b>AMH22 AMHERSTBURG POLICE ASSOCIATION</b>					
APRIL 2017	POLICE UNION DUES	461	27-Apr-2017	27-Apr-2017	
10-2-0000000-1146	A/P - PAYROLL DED. - POLI				5,255.34
<b>CEN144 CENTRAL 1 CREDIT UNION-ELECTRONIC BILL</b>					
MAY 8, 2017	REFUND OF CREDIT FROM DOUBLE PAYMENT OF TAX INSTALLMENT	501	08-May-2017	08-May-2017	
10-1-0000000-2138	A/R PROP TAX REFUND OWING				794.00
<b>COL071 COLLISON JOHN</b>					
JANUARY 17, ;	REFUND OF WATER AND SEWER TAP PERMIT	501	17-Jan-2017	17-Jan-2017	
10-2-0000000-2134	DEPOSITS - SANITARY & STORM SEWER TAP				1,500.00
<b>COR408 CORIX WATER PRODUCTS LP - ATTENTION: ACCOUNTS</b>					
10716030494	WATER METER TRANSMITTER	463	19-Apr-2017	19-Apr-2017	
80-5-0000000-0833	WATER METER REPAIRS & MTNCE				1,413.91
<b>ESS273 ESSEX POWERLINES CORPORATION</b>					
JC6815	APRIL BILLING	510	30-Apr-2017	30-Apr-2017	
80-5-0000000-0504	COLLECTION EXPENSE				16,272.97
MAY 3, 2017	UNPAID UTILITIES RANTA MARINA 3729 460 000 27505	470	03-May-2017	03-May-2017	
10-2-0000000-1255	OTHER CHARGES BILLED TO PROPERTY TAXES				3,352.46
<b>GOA517 GOABOUT ROBERT</b>					
MAY 9, 2017	RETURN OF INDEMNITY FEE	494	09-May-2017	09-May-2017	
10-2-0000000-2140	INDEMNITY FEES				1,000.00
<b>HEA693 HEATON SANITATION</b>					
29648	WATER METER/INSTALL CURB BOX REPAIRS	463	18-Apr-2017	18-Apr-2017	
80-5-0000000-0755	WATER SERVICE MAINTENANCE				1,582.00
30022	SERVICE LEAK	463	21-Apr-2017	21-Apr-2017	
80-5-0000000-0755	WATER SERVICE MAINTENANCE				2,147.00
30024	SERVICE REPAIRS	463	26-Apr-2017	26-Apr-2017	
80-5-0000000-0755	WATER SERVICE MAINTENANCE				1,921.00
<b>IBE01 IBEW - LOCAL 636</b>					
APRIL 2017	APRIL 2017 UNION DUES	461	27-Apr-2017	27-Apr-2017	
10-2-0000000-1145	A/P - PAYROLL DED. - UNIO				3,311.02
<b>KEL117 KELCOM TELEMESSAGING</b>					
W78745-0517	PHONE SERVICE	494	01-May-2017	01-May-2017	
80-5-0000000-0316	UTILITIES				34.29
<b>KEL198 KELCOM RADIO DIVISION</b>					
80007222	RADIO AIR TIME	463	17-Apr-2017	17-Apr-2017	
80-5-0000000-0404	VEHICLE & RADIO LICENCES				1,700.09
<b>MAL256 MALDEN AUTOMOTIVE</b>					
5294-147732	REPLACED THE SHOCK ABSORBERS ON #WM-05	463	26-Apr-2017	26-Apr-2017	
80-5-0000000-0402	VEHICLE & EQUIPMENT MTCE.				165.61
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
80-5-0000000-0207	BENEFITS - LIFE & DISABILITY				72.54
<b>NOR100 NOR-BUILT CONSTRUCTION</b>					
JAN 17, 2017	REFUND WATER AND SEWER TAP PERMIT	501	17-Jan-2017	17-Jan-2017	
10-2-0000000-2134	DEPOSITS - SANITARY & STORM SEWER TAP				1,500.00





Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 0000000</b>	GENERAL				
80-2-0000000-2150	WATER DEPOSITS				1,500.00
<b>OME001 OMERS</b>					
APRIL 2017 OMERS RPP CONTRIBUTIONS		461	27-Apr-2017	27-Apr-2017	
10-2-0000000-1144	OMERS PAYABLE				153,836.02
<b>ONT104 ONTARIO ONE CALL LTD</b>					
201775836 LOCATES		510	28-Feb-2017	28-Feb-2017	
80-5-0000000-0810	WATER - MAIN MAINTENANCE				100.68
201776742 LOCATES		510	31-Mar-2017	31-Mar-2017	
80-5-0000000-0810	WATER - MAIN MAINTENANCE				235.55
201777649 LOCATES		510	30-Apr-2017	30-Apr-2017	
80-5-0000000-0810	WATER - MAIN MAINTENANCE				329.40
CN2881 LOCATES (CREDIT)		510	24-Feb-2017	24-Feb-2017	
80-5-0000000-0810	WATER - MAIN MAINTENANCE				-500.00
<b>PUB100 PUBLIC SAFETY SERVICES</b>					
2749 INSTALLED TRAFFIC DIRECTORS ON VEHICLES		463	25-Mar-2017	25-Mar-2017	
80-5-0000000-0402	VEHICLE & EQUIPMENT MTCE.				1,240.74
<b>RTT067 RIVER TOWN TIMES</b>					
00092251 ADVERTISING		501	10-May-2017	10-May-2017	
10-1-0000000-1503	TAX REG. - REGISTRATION C				120.00
<b>TRI132 TRICKEY ET AL TAX TEAM INC.</b>					
9938 TAX TEAM REG COST		461	10-Mar-2017	10-Mar-2017	
10-1-0000000-1503	TAX REG. - REGISTRATION C				45.20
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>					
106430 CURB BOX EXTENSIONS		463	21-Apr-2017	21-Apr-2017	
80-5-0000000-0755	WATER SERVICE MAINTENANCE				21.44
<b>WIN365 WINDSOR STAR</b>					
MAY 4, 2017 NEWSPAPER SUBSCRIPTION		494	04-May-2017	04-May-2017	
80-5-0000000-0301	OFFICE SUPPLIES				189.00
<b>WOL533 WOLSELEY CANADA INC</b>					
5392341 CURB BOXES		510	20-Apr-2017	20-Apr-2017	
80-5-0000000-0755	WATER SERVICE MAINTENANCE				814.82
<b>WOR03 WORKPLACE SAFETY &amp; INSURANCE BOARD</b>					
APRIL 2017 WSIB PREMIUMS APRIL 2017		461	27-Apr-2017	27-Apr-2017	
10-2-0000000-1153	A/P - PAYROLL DED. - WSIB				23,812.67
<b>Department Totals :</b>					<b>224,065.35</b>

<b>DEPARTMENT 1001010</b>	COUNCIL				
<b>CHI791 CHILDRENS SAFETY VILLAGE</b>					
APRIL 28, 2017 COUNCIL-PUBLIC RECEPTIONS		445	28-Apr-2017	28-Apr-2017	
10-5-1001010-0340	PUBLIC RECEPTIONS, ETC... - COUNCIL				200.00
<b>CUS128 CUSTOM CREATIONS</b>					
44920 OFFICE DESK SIGNS		445	09-Apr-2017	09-Apr-2017	
10-5-1001010-0340	PUBLIC RECEPTIONS, ETC... - COUNCIL				22.60
<b>OMF133 OMFPOA MAGAZINE</b>					
7351 COUNCIL-PUBLIC RECEPTIONS		445	15-Apr-2017	15-Apr-2017	
10-5-1001010-0340	PUBLIC RECEPTIONS, ETC... - COUNCIL				367.25
<b>Department Totals :</b>					<b>589.85</b>



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 1001020</b>	ADMINISTRATION				
<b>AMC610</b>	<b>AMCTO</b>				
12037	JOB ADVERTISEMENT				
10-5-1001020-0307	ADVERTISING	485	25-Apr-2017	25-Apr-2017	565.00
<b>CLA508</b>	<b>CLAIMSPRO INC.</b>				
33620-588624	INVESTIGATION				
10-5-1001020-0506	INSURANCE DEDUCTIBLE - ADMINISTRATION	445	25-Apr-2017	25-Apr-2017	1,139.90
36610-014374	AUTO DAMAGE INVOICE				
10-5-1001020-0506	INSURANCE DEDUCTIBLE - ADMINISTRATION	445	11-Apr-2017	11-Apr-2017	420.98
<b>FIR350</b>	<b>FIRST STOP SERVICES</b>				
2556	OFFICE SUPPLIES				
10-5-1001020-0301	OFFICE SUPPLIES	461	30-Apr-2017	30-Apr-2017	113.00
<b>MCT455</b>	<b>MCTAGUE LAW FIRM</b>				
141439	LEGAL FEES				
10-5-1001020-0325	LEGAL FEES	485	19-Apr-2017	19-Apr-2017	197.75
141440	LEGAL FEES				
10-5-1001020-0325	LEGAL FEES	485	19-Apr-2017	19-Apr-2017	316.40
141442	LEGAL FEES				
10-5-1001020-0325	LEGAL FEES	485	19-Apr-2017	19-Apr-2017	39.55
<b>MET052</b>	<b>METRO KING PEST CONTROL INC.</b>				
2125	PEST CONTROL				
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT	501	31-Mar-2017	31-Mar-2017	25.00
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT				25.00
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT				35.00
<b>MON183</b>	<b>MONARCH OFFICE SUPPLY LTD</b>				
021877/M	APRIL 2017 OFFICE SUPPLIES				
10-5-1001020-0301	OFFICE SUPPLIES	445	27-Apr-2017	27-Apr-2017	80.55
<b>NOB717</b>	<b>NOBLE - 4361814 CANADA INC.</b>				
22094677-00	99 THOMAS WOMENS W/R				
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT	485	26-Apr-2017	26-Apr-2017	120.89
<b>OAC568</b>	<b>OACA</b>				
SV2	JOB ADVERTISEMENT				
10-5-1001020-0307	ADVERTISING	470	03-May-2017	03-May-2017	600.00
<b>PAR372</b>	<b>PARRLINE ELECTRICAL WHOLESALE</b>				
666606	MAINTENANCE MATERIALS				
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT	485	27-Apr-2017	27-Apr-2017	41.95
66937	MAINTENANCE MATERIALS				
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT	485	17-Apr-2017	17-Apr-2017	253.47
<b>PUR663</b>	<b>PURE WATER BRAND</b>				
APRIL 30, 2017	OFFICE SUPPLIES APRIL 2017				
10-5-1001020-0301	OFFICE SUPPLIES	445	10-Apr-2017	10-Apr-2017	78.08
<b>PUR700</b>	<b>PUROLATOR INC.</b>				
434513691	BUNKER GEAR CLEANING				
10-5-1001020-0304	POSTAGE & COURIER	485	28-Apr-2017	28-Apr-2017	47.53
<b>REC09</b>	<b>RECEIVER GENERAL - CANADA REVENUE AGENCY TECHNOLOG</b>				
FIR037	REPAIRS TO HVAC SYSTEM AT TOWN HALL				
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT	494	01-May-2017	01-May-2017	531.66
<b>RTT067</b>	<b>RIVER TOWN TIMES</b>				
00092155	ADVERTISING				
		494	03-May-2017	03-May-2017	



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 1001020 ADMINISTRATION</b>					
10-5-1001020-0307	ADVERTISING				175.00
10-5-1001020-0307	ADVERTISING				175.00
10-5-1001020-0307	ADVERTISING				74.25
10-5-1001020-0307	ADVERTISING				120.00
10-5-1001020-0307	ADVERTISING				148.50
00092251	ADVERTISING	501	10-May-2017	10-May-2017	
10-5-1001020-0307	ADVERTISING				148.51
<b>STA444 STAPLES ADVANTAGE (MIS C/O T04446C)</b>					
44357584	OFFICE SUPPLIES	494	03-May-2017	03-May-2017	
10-5-1001020-0301	OFFICE SUPPLIES				16.61
<b>STE150 STERLING MARKING PRODUCTS</b>					
6773129	OFFICE SUPPLIES	494	02-May-2017	02-May-2017	
10-5-1001020-0301	OFFICE SUPPLIES				52.61
<b>VIL417 VILLA CONSTRUCTION</b>					
6488	CUT BLOCKS FOR WINDOW OPENING	485	07-Mar-2017	07-Mar-2017	
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT				830.55
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>					
106542	SUPPLIES	485	24-Apr-2017	24-Apr-2017	
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT				16.94
106700	SUPPLIES	485	27-Apr-2017	27-Apr-2017	
10-5-1001020-0317	BUILDING MAINT. - TOWN HALL P&F DEPT				28.33
<b>WIN365 WINDSOR STAR</b>					
4008192WIN	JOB ADVERTISING	485	30-Apr-2017	30-Apr-2017	
10-5-1001020-0307	ADVERTISING				1,612.27
<b>Department Totals :</b>					<b>14,030.28</b>
<hr/>					
<b>DEPARTMENT 1001021 TREASURY</b>					
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
10-5-1001021-0207	BENEFITS - LIFE & DISABILITY				80.60
<b>Department Totals :</b>					<b>80.60</b>
<hr/>					
<b>DEPARTMENT 1001022 CLERKS</b>					
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
10-5-1001022-0207	BENEFITS - LIFE & DISABIL - CLERKS				16.12
<b>ZON419 ZONE 1 AMCTO</b>					
MAY 12, 2017	SPRING ZONE MEETING	501	12-May-2017	12-May-2017	
10-5-1001022-0351	TRAINING & CONFERENCES - CLERKS				125.00
<b>Department Totals :</b>					<b>141.12</b>
<hr/>					
<b>DEPARTMENT 1001023 C.A.O.</b>					
<b>GAL575 GALLAGHER MCDOWALL ASSOCIATES</b>					
7068	PROFESSIONAL FEES	485	30-Apr-2017	30-Apr-2017	
10-5-1001023-0327	PROFESSIONAL FEES				3,506.39



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 1001023 C.A.O.</b>					
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
10-5-1001023-0207	BENEFITS - LIFE & DISABIL - C.A.O.				24.18
<b>Department Totals :</b>					<b>3,530.57</b>
<hr/>					
<b>DEPARTMENT 1001024 HUMAN RESOURCES</b>					
<b>CUS128 CUSTOM CREATIONS</b>					
444921	EMPLOYEE RECOGNITION	485	03-Apr-2017	03-Apr-2017	
10-5-1001024-0240	EMPLOYEE RECOGNITION				50.85
<b>ETH047 ETHERINGTON ARBITRATION</b>					
21715	ARBITRATION	485	24-Apr-2017	24-Apr-2017	
10-5-1001024-0327	PROFESSIONAL FEES				1,570.13
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
10-5-1001024-0207	BENEFITS - LIFE & DISABIL - HUMAN RESOUR				16.12
<b>Department Totals :</b>					<b>1,637.10</b>
<hr/>					
<b>DEPARTMENT 1001025 INFORMATION TECHNOLOGY</b>					
<b>AAR531 AARWAY COMMUNICATIONS LTD</b>					
8431	NETWORK WIRE INSTALLS	494	05-May-2017	05-May-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				480.25
<b>APP302 APPLIED COMPUTER SOLUTIONS INC</b>					
37948	SAN FOR BACKUP REPLICATION-LIBRO SITE	485	17-Apr-2017	17-Apr-2017	
40-7-1001025-0002	COMPUTER HARDWARE				3,667.98
38025	COMPUTER MAINTENANCE	485	17-Apr-2017	17-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				343.75
<b>COU360 COUNTY OF ESSEX</b>					
IN000012573	GEOCORTEX MAPPING RENEWAL	485	19-Apr-2017	19-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				440.96
<b>DIR572 DIRECTDIAL.COM</b>					
IN565501	COMPUTER REPLACEMENTS	445	06-Apr-2017	06-Apr-2017	
40-7-1001025-0002	COMPUTER HARDWARE				4,142.13
IN568019	RAM FOR SERVERS	445	26-Apr-2017	26-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				1,247.52
IN568147	SERVER REPLACEMENT- TOWN HALL	461	27-Apr-2017	27-Apr-2017	
40-7-1001025-0002	COMPUTER HARDWARE				5,425.58
IN568448	NETWORK SWITCH	461	28-Apr-2017	28-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				71.19
IN568501	DESK PHONE POWER CORDS	461	28-Apr-2017	28-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				386.46
<b>INN291 INNOSOFT CANADA INC</b>					
INV-2442	CAPITAL PROJECT RECREATION SOFTWARE	485	23-Mar-2017	23-Mar-2017	
40-7-1001025-0008	FINANCIAL SYSTEMS				1,318.16
<b>KEL117 KELCOM TELEMESSAGING</b>					
W78745-0517	PHONE SERVICE	494	01-May-2017	01-May-2017	
10-5-1001025-0315	TELEPHONE				57.17
<b>MIK315 MIKE'S COMPUTER SHOP</b>					
WIN-94348	COMPUTERS FOR CONCESSIONS-FUSION DEPLOYMENT	461	15-Apr-2017	15-Apr-2017	



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 1001025</b>	INFORMATION TECHNOLOGY				
40-7-1001025-0002	COMPUTER HARDWARE				3,287.35
WIN-98082	REPLACEMENT HARD DRIVE FOR BACKUP REPLICATION SITE/COMPUTER MONIT	494	03-May-2017	03-May-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				1,693.53
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
10-5-1001025-0207	BENEFITS - LIFE & DISABILITY				32.24
<b>NEO150 NEOPOST LEASING SERVICES CANADA LTD</b>					
6166163	POSTAGE METER LEASE	494	01-May-2017	01-May-2017	
10-5-1001025-0312	BUSINESS MACHINES LEASE				663.25
<b>STA444 STAPLES ADVANTAGE (MIS C/O T04446C)</b>					
44319763	TONER FOR WORKGROUP PRINTERS	445	28-Apr-2017	28-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				639.17
44321371	CABLE MANAGEMENT TIES	445	28-Apr-2017	28-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				43.56
<b>THI07 THINKDOX INC.</b>					
0000021204	LASERFICHE LICENSING	485	28-Apr-2017	28-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				8,364.19
<b>THI235 THINK! WIRELESS SOLUTIONS INC.</b>					
0000008973	PUBLIC WORKS GPS	494	01-May-2017	01-May-2017	
10-5-1001025-0406	GPS				766.42
<b>THI740 THINKTEL COMMUNICATIONS - A DIVISION OF DISTRIBUTE</b>					
1139572	PHONE SYSTEM LANDLINES	494	04-May-2017	04-May-2017	
10-5-1001025-0315	TELEPHONE				335.97
<b>TOT060 TOTALLYONE CORPORATE OFFICE</b>					
C30000IN1592	CELL PHONE CASE	494	03-May-2017	03-May-2017	
10-5-1001025-0345	CELL PHONE				72.31
C3000IN15887	PHONE REPLACEMENT	445	28-Apr-2017	28-Apr-2017	
10-5-1001025-0310	COMPUTER MAINTENANCE				434.19
C3000IN15892	FIRE ADMIN CELL PHONE	470	01-May-2017	01-May-2017	
10-5-1001025-0345	CELL PHONE				497.47
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>					
106906	KEY CUTTING	501	04-May-2017	04-May-2017	
10-5-1001025-0301	OFFICE SUPPLIES				10.14
<b>Department Totals :</b>					<b>34,420.94</b>

<b>DEPARTMENT 1008030</b>	UNFINANCED DRAINS				
<b>DAM01 D'AMORE CONSTRUCTION (2000) LTD</b>					
DUF0UR DRA	DUF0UR DRAIN & BRANCHES A & B	461	13-Apr-2017	13-Apr-2017	
10-1-1008030-9011	DUF0UR DRAIN IMPROVEMENTS				214,861.40
<b>ESS53 ESSEX REGION CONSERVATION AUTHORITY</b>					
IN000010639	ERCA PERMIT	445	19-Apr-2017	19-Apr-2017	
10-1-1008030-8240	DOLPHIS-MELOCHE DRAIN				150.00
<b>Department Totals :</b>					<b>215,011.40</b>

<b>DEPARTMENT 1059010</b>	NEW DEVELOPMENT CHARGES				
<b>BLA517 BLACK NICOLE</b>					
MAY8, 2017	REFUND OF DC FOR R208133-1517 GOODVIEW ST	501	08-May-2017	08-May-2017	
30-3-1059010-0125	SANITARY SEWER DC RESERVE				4,427.00



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description				Batch Invc Date	Invc Due Date	Amount
G.L. Account	CC1	CC2	CC3	GL Account Name			
<b>DEPARTMENT 1059010</b>				<b>NEW DEVELOPMENT CHARGES</b>			
30-3-1059010-0126				WATER DC RESERVE - WATER			4,200.00
30-3-1059010-0127				AMDINISTRATION - STUDIES			121.00
30-3-1059010-0121				FIRE - BALANCE JAN. 1			600.00
30-3-1059010-0123				PUBLIC WORKS - BAL. JAN.			3,010.00
<b>COU123 COULSON BRETT</b>							
MAY 8, 2017				REFUND OF DC FOR R203442-123 TILFORD	501 08-May-2017	08-May-2017	
30-3-1059010-0123				PUBLIC WORKS - BAL. JAN.			2,663.58
30-3-1059010-0121				FIRE - BALANCE JAN. 1			530.95
30-3-1059010-0127				AMDINISTRATION - STUDIES			107.07
30-3-1059010-0125				SANITARY SEWER DC RESERVE			3,917.50
30-3-1059010-0126				WATER DC RESERVE - WATER			3,716.62
<b>Department Totals :</b>							<b>23,293.72</b>
<b>DEPARTMENT 2010000</b>				<b>FIRE DEPARTMENT</b>			
<b>ACK297 ACKLANDS-GRAINGER INC</b>							
9431364695				AXE HANDLES	470 01-May-2017	01-May-2017	
10-5-2010000-0402				VEHICLE & EQUIPMENT MTCE.			75.71
<b>CUS128 CUSTOM CREATIONS</b>							
444922				RETIREMENT PLAQUES	445 20-Apr-2017	20-Apr-2017	
10-5-2010000-0340				RECEPTIONS & AWARDS			928.86
444923				FIRE CHIEF PHOTOGRAPH	445 21-Apr-2017	21-Apr-2017	
10-5-2010000-0340				RECEPTIONS & AWARDS			141.25
<b>DEP275 DEPENDABLE EMERGENCY VEHICLES A DIV OF</b>							
P80708				RADIO CHARGER FOR FIRE CHIEF	501 09-May-2017	09-May-2017	
10-5-2010000-0420				EQUIPMENT			70.57
P81406				AUTO EXTRACTION GLOVES	501 05-May-2017	05-May-2017	
10-5-2010000-0420				EQUIPMENT			1,662.12
<b>FES459 FESTIVAL TENT &amp; PARTY RENTALS INC.</b>							
102325				TABLE CLOTHES	485 25-Apr-2017	25-Apr-2017	
10-5-2010000-0340				RECEPTIONS & AWARDS			254.25
<b>HAG104 HAGEMEYER CANADA INC. O/A VALLEN</b>							
22009279-00				COMPRESSOR FOR SCBA AT STATION 2	485 25-Apr-2017	25-Apr-2017	
10-5-2010000-0423				PERSONAL PROTECTIVE EQUIPMENT			35,840.82
<b>MET052 METRO KING PEST CONTROL INC.</b>							
2125				PEST CONTROL	501 31-Mar-2017	31-Mar-2017	
10-5-2010000-0317				BUILDING MAINTENANCE - FIRE P&F DEPT			30.00
10-5-2010000-0317				BUILDING MAINTENANCE - FIRE P&F DEPT			25.00
<b>MIN25 MINISTER OF FINANCE PAYMENT PROCESSING CENTRE</b>							
17180417080				PROGRAM REGISTRATION FEE	485 18-Apr-2017	18-Apr-2017	
10-5-2010000-0254				FIRE FIGHTER TRAINING			65.00
<b>MON183 MONARCH OFFICE SUPPLY LTD</b>							
021877/M				APRIL 2017 OFFICE SUPPLIES	445 27-Apr-2017	27-Apr-2017	
10-5-2010000-0301				OFFICE SUPPLIES			107.61
<b>MOR26 MORNEAU SHEPELL LTD.</b>							
APR 2017				547881, 547882, 547883 & 547884	485 30-Apr-2017	30-Apr-2017	
10-5-2010000-0207				BENEFITS - LIFE & DISABIL			515.85
<b>PAR372 PARRLINE ELECTRICAL WHOLESALE</b>							
66682				INSTALLATION COMPRESSOR	485 25-Apr-2017	25-Apr-2017	
10-5-2010000-0317				BUILDING MAINTENANCE - FIRE P&F DEPT			303.47



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 2010000</b>	<b>FIRE DEPARTMENT</b>				
66837	MAINTENANCE MATERIALS	485	10-Apr-2017	10-Apr-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				237.74
67004	REDUCING DONUTS	501	02-May-2017	02-May-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				6.24
<b>SAN107 SANIGEAR</b>					
10375	BUNKER GEAR CLEANING	445	27-Apr-2017	27-Apr-2017	
10-5-2010000-0402	VEHICLE & EQUIPMENT MTCE.				183.07
<b>SUN275 SUNRISE EQUIPMENT RENTAL &amp; SALES</b>					
139880	CORE DRILL	485	29-Apr-2017	29-Apr-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				22.60
<b>ULI01 ULINE CANADA CORPORATION</b>					
3327212	LOAD BARS FOR STATION 3	445	26-Apr-2017	26-Apr-2017	
10-5-2010000-0420	EQUIPMENT				195.70
<b>VIL417 VILLA CONSTRUCTION</b>					
6484	BREAK CONCRETE FLOOR FOR DRAIN CHANNEL	485	15-Feb-2017	15-Feb-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				1,395.55
6485	POUR CONCRETE	485	16-Feb-2017	16-Feb-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				1,713.00
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>					
106471	PRE MIXED FUEL FOR SMALL TOOLS	445	21-Apr-2017	21-Apr-2017	
10-5-2010000-0402	VEHICLE & EQUIPMENT MTCE.				45.15
106600	STATION 2 EXPENSE	485	25-Apr-2017	25-Apr-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				3.59
106676	SUPPLIES	485	27-Apr-2017	27-Apr-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				6.71
106715	STATION SUPPLIES	445	27-Apr-2017	27-Apr-2017	
10-5-2010000-0318	JANITORIAL				152.43
106717	FLASHLIGHTS	445	27-Apr-2017	27-Apr-2017	
10-5-2010000-0420	EQUIPMENT				14.66
106807	EPOXY FOR AXE HANDLES	501	01-May-2017	01-May-2017	
10-5-2010000-0402	VEHICLE & EQUIPMENT MTCE.				18.06
106871	SUPPLIES	494	03-May-2017	03-May-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				3.60
106890	SUPPLIES	494	03-May-2017	03-May-2017	
10-5-2010000-0317	BUILDING MAINTENANCE - FIRE P&F DEPT				12.41
<b>WIN101 WINDSOR SPRING &amp; ALIGNMENT</b>					
IN00074200	ANNUAL INSPECTION OF TANKER 2	501	09-May-2017	09-May-2017	
10-5-2010000-0402	VEHICLE & EQUIPMENT MTCE.				13,621.68
<b>WOR03 WORKPLACE SAFETY &amp; INSURANCE BOARD</b>					
APRIL 2017	WSIB PREMIUMS APRIL 2017	461	27-Apr-2017	27-Apr-2017	
10-5-2010000-0208	BENEFITS - WORKER'S COMP.				1,462.09
<b>Department Totals :</b>					<b>59,114.79</b>

DEPARTMENT 2020000 POLICE DEPARTMENT

AGR835 AGRIS CO-OPERATIVE LTD

600039407 GASOLINE

10-5-2020000-0401

GASOLINE

Page203

445 25-Apr-2017 25-Apr-2017

1,829.10

600039617 GASOLINE

494 02-May-2017 02-May-2017



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 2020000</b>	POLICE DEPARTMENT				
10-5-2020000-0401	GASOLINE				1,508.23
<b>AMH41 AMHERSTBURG POLICE PETTY CASH</b>					
APRIL 25., 201	PETTY CASH EXPENDITURES	445	25-Apr-2017	25-Apr-2017	
10-5-2020000-0260	BOARD EXPENSES				20.91
10-5-2020000-0252	UNIFORMS				14.69
10-5-2020000-0254	POLICE TRAINING				58.84
10-5-2020000-0254	POLICE TRAINING				56.59
10-5-2020000-0254	POLICE TRAINING				25.00
10-5-2020000-0254	POLICE TRAINING				22.16
10-5-2020000-0254	POLICE TRAINING				15.00
10-5-2020000-0254	POLICE TRAINING				30.00
10-5-2020000-0360	MISCELLANEOUS EXPENSES				63.39
10-5-2020000-0360	MISCELLANEOUS EXPENSES				34.60
10-5-2020000-0360	MISCELLANEOUS EXPENSES				4.00
10-5-2020000-0360	MISCELLANEOUS EXPENSES				4.00
10-5-2020000-0360	MISCELLANEOUS EXPENSES				14.68
<b>APP302 APPLIED COMPUTER SOLUTIONS INC</b>					
38025	COMPUTER MAINTENANCE	485	17-Apr-2017	17-Apr-2017	
10-5-2020000-0310	COMPUTER MAINTENANCE				156.25
<b>CAR645 CARRIER CENTERS</b>					
04P421457	OIL FILTERS FOR CRUISERS	445	25-Apr-2017	25-Apr-2017	
10-5-2020000-0402	VEHICLE & EQUIPMENT MTCE.				18.03
<b>CHI02 CHIKAZ GENE</b>					
MAY 12, 2017	GUARD DUTY	501	12-May-2017	12-May-2017	
10-5-2020000-0371	PRISONER EXPENSES				97.50
MAY 3, 2017	GUARD DUTY	470	03-May-2017	03-May-2017	
10-5-2020000-0371	PRISONER EXPENSES				60.00
<b>COU132 COUNTY TOWING INC.</b>					
081285	VEHICLE INSPECTION FOR FATAL VEHICLE COLLISION	445	17-Apr-2017	17-Apr-2017	
10-5-2020000-0360	MISCELLANEOUS EXPENSES				84.75
<b>DIR572 DIRECTDIAL.COM</b>					
IN568079	COPIES-METER BILLING	461	26-Apr-2017	26-Apr-2017	
10-5-2020000-0308	PHOTOCOPIER SUPPLIES				41.86
<b>FLO311 FLOWERS BY ANNA</b>					
11694	FLOWERS-POLICE BOARD SECRETARY	485	29-Apr-2017	29-Apr-2017	
10-5-2020000-0260	BOARD EXPENSES				90.40
<b>GRA550 GRAND &amp; TOY</b>					
K999031	TONER	461	27-Apr-2017	27-Apr-2017	
10-5-2020000-0301	OFFICE SUPPLIES				92.76
K999032	USB DRIVERS FOR CID	461	27-Apr-2017	27-Apr-2017	
10-5-2020000-0301	OFFICE SUPPLIES				92.52
<b>HEC021 CONVERGINT TECHNOLOGIES LTD</b>					
W437850	WIRELESS SUPPORT	485	27-Apr-2017	27-Apr-2017	
10-5-2020000-0310	COMPUTER MAINTENANCE				118.65
<b>JOE055 JOE MELOCHE FORD SALES LTD</b>					
IJ000988	CAR WASH	485	29-Apr-2017	29-Apr-2017	
10-5-2020000-0402	VEHICLE & EQUIPMENT MTCE.				98.00
RJ05022	SGTS PICKUP REPAIRS	485	27-Apr-2017	27-Apr-2017	
10-5-2020000-0402	VEHICLE & EQUIPMENT MTCE.				747.93
<b>KEL363 KEL COMMUNICATIONS LTD</b>					





Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description				GL Account Name	Batch Invc Date	Invc Due Date	Amount
G.L. Account	CC1	CC2	CC3					
<b>DEPARTMENT 2020000</b>					POLICE DEPARTMENT			
RC00003813					RADIO TOWERS	470 01-May-2017	01-May-2017	
10-5-2020000-0319					RADIO MAINTENANCE			425.49
<b>LUC289</b>	<b>LUCAS WORKS! (WINDSOR) INC.</b>							
113657						470 03-May-2017	03-May-2017	
10-5-2020000-0327					PROFESSIONAL FEES			828.50
<b>MAL256</b>	<b>MALDEN AUTOMOTIVE</b>							
5294-148039					REPLACED FRONT BRAKES ON #306	494 02-May-2017	02-May-2017	
10-5-2020000-0402					VEHICLE & EQUIPMENT MTCE.			443.03
5294-148063					REPLACED FRONT BRAKES FOR #310	494 03-May-2017	03-May-2017	
10-5-2020000-0402					VEHICLE & EQUIPMENT MTCE.			273.15
5294-148065					REPLACED THE FRONT CRASH SENSORS FOR #310	494 03-May-2017	03-May-2017	
10-5-2020000-0402					VEHICLE & EQUIPMENT MTCE.			311.54
5294-148087					REPLACED THE LOWER BALL JOINTS #310	494 03-May-2017	03-May-2017	
10-5-2020000-0402					VEHICLE & EQUIPMENT MTCE.			213.37
<b>MDC153</b>	<b>M.D.CHARLTON CO. LTD</b>							
51725					AMMO FOR TRAINING	501 10-May-2017	10-May-2017	
10-5-2020000-0254					POLICE TRAINING			1,347.32
<b>MET052</b>	<b>METRO KING PEST CONTROL INC.</b>							
2125					PEST CONTROL	501 31-Mar-2017	31-Mar-2017	
10-5-2020000-0317					BUILDING MAINTENANCE			30.00
<b>MON183</b>	<b>MONARCH OFFICE SUPPLY LTD</b>							
021877/M					APRIL 2017 OFFICE SUPPLIES	445 27-Apr-2017	27-Apr-2017	
10-5-2020000-0301					OFFICE SUPPLIES			179.99
<b>MOR26</b>	<b>MORNEAU SHEPELL LTD.</b>							
APR 2017					547881, 547882, 547883 & 547884	485 30-Apr-2017	30-Apr-2017	
10-5-2020000-0207					BENEFITS - LIFE & DISABIL			274.05
<b>ONT121</b>	<b>ONTARIO POLICE TECHNOLOGY INFORMATION CO-OPERATIVE</b>							
2017-01					OPTIC INVOICE	445 01-Apr-2017	01-Apr-2017	
10-5-2020000-0329					OPTIC MAINTENANCE			3,169.65
<b>ONT267</b>	<b>1603933 ONTARIO INC. O/A E. BERYL MACMILLAN</b>							
62336					PROFESSIONAL FEES	485 28-Apr-2017	28-Apr-2017	
10-5-2020000-0327					PROFESSIONAL FEES			321.26
<b>STA444</b>	<b>STAPLES ADVANTAGE (MIS C/O T04446C</b>							
44331123					DYMO LABELS FOR DYMO MAKER	470 01-May-2017	01-May-2017	
10-5-2020000-0301					OFFICE SUPPLIES			218.95
<b>THI235</b>	<b>THINK! WIRELESS SOLUTIONS INC.</b>							
0000008972					GPS	494 01-May-2017	01-May-2017	
10-5-2020000-0406					GPS COMMUNICATION			135.60
<b>TOW033</b>	<b>TOWN OF ESSEX</b>							
SALES0000000					RADIO MAINTENANCE	445 04-Apr-2017	04-Apr-2017	
10-5-2020000-0319					RADIO MAINTENANCE			932.25
<b>TUR070</b>	<b>TURRIS SITES DEVELOPMENT CORP.</b>							
TSDC-2594					RADIO LICENSE FEE	494 01-May-2017	01-May-2017	
10-5-2020000-0319					RADIO MAINTENANCE			578.64
<b>WOR03</b>	<b>WORKPLACE SAFETY &amp; INSURANCE BOARD</b>							
APRIL 2017					WSIB PREMIUMS APRIL 2017	461 27-Apr-2017	27-Apr-2017	
10-5-2020000-0208					BENEFITS - WORKER'S COMP.			224.94
<b>WOR415</b>	<b>WORK AUTHORITY</b>							



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description				Batch Invc Date	Invc Due Date	Amount
G.L. Account	CC1	CC2	CC3	GL Account Name			
<b>DEPARTMENT 2020000 POLICE DEPARTMENT</b>							
382693	OFFICER BOHDAL BOOTS				461 30-Apr-2017	30-Apr-2017	
10-5-2020000-0252				UNIFORMS			170.00
<b>Department Totals :</b>							<b>15,477.57</b>
-----							
<b>DEPARTMENT 2043010 BUILDING DEPARTMENT</b>							
<b>ATT075 ATTWOOD DAVE</b>							
2017-04	PROFESSIONAL SERVICES				445 30-Apr-2017	30-Apr-2017	
10-5-2043010-0327				PROFESSIONAL FEES			7,902.77
<b>MOR26 MORNEAU SHEPELL LTD.</b>							
APR 2017	547881, 547882, 547883 & 547884				485 30-Apr-2017	30-Apr-2017	
10-5-2043010-0207				BENEFITS - LIFE & DISABIL			16.12
<b>Department Totals :</b>							<b>7,918.89</b>
-----							
<b>DEPARTMENT 2043015 LICENSING AND ENFORCEMENT</b>							
<b>CEN06 21ST CENTURY K-9 INC.</b>							
APR 2017	ANIMAL CONTROL APR 9-MAY8/2017				445 05-May-2017	05-May-2017	
10-5-2043015-0903				ANIMAL CONTROL - CONTRACT			2,260.00
<b>MOR26 MORNEAU SHEPELL LTD.</b>							
APR 2017	547881, 547882, 547883 & 547884				485 30-Apr-2017	30-Apr-2017	
10-5-2043015-0207				BENEFITS - LIFE & DISABILITY			24.18
<b>PAU082 PAUL DRAY LEGAL SERVICES</b>							
1012	TRAINING AND CONFERENCE				461 30-Apr-2017	30-Apr-2017	
10-5-2043015-0351				TRAINING AND CONFERENCES			2,014.63
<b>Department Totals :</b>							<b>4,298.81</b>
-----							
<b>DEPARTMENT 3010000 PUBLIC WORKS</b>							
<b>ACK297 ACKLANDS-GRAINGER INC</b>							
9431716852	CASTER WHEELS FOR #55-1				494 02-May-2017	02-May-2017	
10-5-3010000-0402				VEHICLE & EQUIPMENT MTCE.			152.37
9433020162	FUSE HOLDERS FOR SHOP SUPPLY				494 02-May-2017	02-May-2017	
10-5-3010000-0402				VEHICLE & EQUIPMENT MTCE.			29.65
<b>ARA105 ARAMARK REFRESHMENT</b>							
2570650	COFFEE SPPLIES				461 10-Apr-2017	10-Apr-2017	
10-5-3010000-0301				OFFICE SUPPLIES			180.70
<b>CAR645 CARRIER CENTERS</b>							
04P421653	CREDIT FOR RETURNED PARTS				494 27-Apr-2017	27-Apr-2017	
10-5-3010000-0402				VEHICLE & EQUIPMENT MTCE.			-72.86
04P421689	EXHAUST PIPE AND CLAMPS FOR #206				494 03-May-2017	03-May-2017	
10-5-3010000-0402				VEHICLE & EQUIPMENT MTCE.			301.96
04P421927	FILTERS FOR #607				494 04-May-2017	04-May-2017	
10-5-3010000-0402				VEHICLE & EQUIPMENT MTCE.			45.28
<b>DEL545 DELTA POWER EQUIPMENT LTD</b>							
E00433	REPAIR BUCKET				461 28-Feb-2017	28-Feb-2017	
10-5-3010000-0402				VEHICLE & EQUIPMENT MTCE.			1,371.82
<b>ESS006 ESSEX COUNTY MUNICIPAL SUPERVISORS ASSOC.</b>							
APRIL 12, 2017	ROADS SUPERVISOR ASSOCIATION MEMBERS FEE				461 12-Apr-2017	12-Apr-2017	
10-5-3010000-0350				MEMBERSHIPS			250.00



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Invc Date	Invc Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 3010000</b>	<b>PUBLIC WORKS</b>				
<b>ESS959</b>	<b>ESSEX LINEN SUPPLY LTD</b>				
394168	MATS SERVICE	445	20-Apr-2017	20-Apr-2017	
10-5-3010000-0318	PWD JANITORIAL/MAINTENANCE				63.68
<b>KEL198</b>	<b>KELCOM RADIO DIVISION</b>				
80007222	RADIO AIR TIME	463	17-Apr-2017	17-Apr-2017	
10-5-3010000-0404	VEHICLE & RADIO LICENCES				1,700.08
<b>KEN211</b>	<b>KEN LAPAIN &amp; SONS LTD</b>				
IN00100053	SPRING BUSHING AND PIN FOR #205	485	30-Apr-2017	30-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				13.39
<b>MAL256</b>	<b>MALDEN AUTOMOTIVE</b>				
5294-146414	TRANSMISSION FLUID FOR SHOP SUPPLY	485	03-Apr-2017	03-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				23.63
5294-147693	COOLANT FOR SHOP SUPPLY	445	26-Apr-2017	26-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				36.84
5294-147796	EXHAUST CLAMP FOR #206	445	27-Apr-2017	27-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				13.06
5294-147812	REPLACED THE DIFFERENTIAL OIL FILTER ON #206	445	27-Apr-2017	27-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				4.86
5294-147831	REPLACED ONE BATTERY IN #55-1	445	27-Apr-2017	27-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				172.63
5294-147852	BATTERY CORE RETURN FOR CREDIT	485	28-Apr-2017	28-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				-13.56
<b>MET052</b>	<b>METRO KING PEST CONTROL INC.</b>				
2125	PEST CONTROL	501	31-Mar-2017	31-Mar-2017	
10-5-3010000-0318	PWD JANITORIAL/MAINTENANCE				25.00
10-5-3010000-0318	PWD JANITORIAL/MAINTENANCE				25.00
10-5-3010000-0318	PWD JANITORIAL/MAINTENANCE				35.00
<b>MOR26</b>	<b>MORNEAU SHEPELL LTD.</b>				
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
10-5-3010000-0207	BENEFITS - LIFE & DISABIL				96.72
<b>STE366</b>	<b>STERLING FUELS</b>				
0049942	FUEL FOR VEHICLES	445	30-Mar-2017	30-Mar-2017	
10-5-3010000-0401	GASOLINE				2,853.53
0049948	FUEL FOR EQUIPMENT	445	30-Mar-2017	30-Mar-2017	
10-5-3010000-0401	GASOLINE				383.12
0049949	FUEL FOR TRUCKS	445	30-Mar-2017	30-Mar-2017	
10-5-3010000-0401	GASOLINE				1,083.06
0050382	FUEL FOR VEHICLES	445	12-Apr-2017	12-Apr-2017	
10-5-3010000-0401	GASOLINE				2,738.03
0050392	FUEL FOR EQUIPMENT	445	12-Apr-2017	12-Apr-2017	
10-5-3010000-0401	GASOLINE				317.97
0050393	FUEL FOR TRUCKS	445	12-Apr-2017	12-Apr-2017	
10-5-3010000-0401	GASOLINE				571.78
0050394	FUEL FOR TRUCKS	445	12-Apr-2017	12-Apr-2017	
10-5-3010000-0401	GASOLINE				1,040.15
0050395	FUEL FOR EQUIPMENT	445	12-Apr-2017	12-Apr-2017	
10-5-3010000-0401	GASOLINE				160.41
0050837	FUEL FOR VEHICLES	485	26-Apr-2017	26-Apr-2017	
10-5-3010000-0401	GASOLINE				2,880.65



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 3010000</b>	<b>PUBLIC WORKS</b>				
0050850	FUEL FOR EQUIPMENT	485	26-Apr-2017	26-Apr-2017	
10-5-3010000-0401	GASOLINE				146.37
0050851	FUEL FOR TRUCKS	485	26-Apr-2017	26-Apr-2017	
10-5-3010000-0401	GASOLINE				363.08
0050852	FUEL FOR EQUIPMENT	485	26-Apr-2017	26-Apr-2017	
10-5-3010000-0401	GASOLINE				1,040.39
<b>THR251</b>	<b>THRASHER SALES &amp; LEASING LTD</b>				
218484	PURGED AIR FROM BRAKE SYSTEM ON #510	485	24-Apr-2017	24-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				180.44
<b>TIM208</b>	<b>TIM'S TREE SERVICE</b>				
4182	REMOVED FALLEN TREE	461	18-Apr-2017	18-Apr-2017	
10-5-3010000-0650	REFORESTATION EXPENSES				610.20
<b>TRA689</b>	<b>TRACTION WINDSOR</b>				
396258839	LIGHTS CONNECTORS FOR #205	485	28-Apr-2017	28-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				67.64
396259091	CONNECTOR SEALS FOR #205	494	02-May-2017	02-May-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				8.41
<b>TSC401</b>	<b>TSC STORES LTD</b>				
APRIL 27, 2017	SHOP SUPPLY/ CUSTOMER #4904	445	27-Apr-2017	27-Apr-2017	
10-5-3010000-0402	VEHICLE & EQUIPMENT MTCE.				123.36
<b>WIG035</b>	<b>WIGLE HOME HARDWARE BUILDING CENTRE</b>				
106848	RANDY'S SHOP SUPPLIES	494	02-May-2017	02-May-2017	
10-5-3010000-0318	PWD JANITORIAL/MAINTENANCE				13.88
<b>WIN270</b>	<b>WINDSOR DISPOSAL SERVICES LTD</b>				
0000832979	GARBAGE BIN	461	31-Mar-2017	31-Mar-2017	
10-5-3010000-0318	PWD JANITORIAL/MAINTENANCE				312.73
<b>WIN365</b>	<b>WINDSOR STAR</b>				
MAY 4, 2017	NEWSPAPER SUBSCRIPTION	494	04-May-2017	04-May-2017	
10-5-3010000-0301	OFFICE SUPPLIES				189.00
<b>Department Totals :</b>					<b>19,539.45</b>

<b>DEPARTMENT 3015010</b>	<b>MECHANIC</b>				
<b>MAL256</b>	<b>MALDEN AUTOMOTIVE</b>				
5294-147845	REPLACEMENT 3/4" DIE FOR SHOP USE	445	28-Apr-2017	28-Apr-2017	
10-5-3015010-0420	MECHANIC EQUIPMENT				14.93
<b>SNA02</b>	<b>SNAP-ON TOOLS</b>				
05031754521	REPLACEMENTS FOR BROKEN AND MISSING TOOLS	494	03-May-2017	03-May-2017	
10-5-3015010-0420	MECHANIC EQUIPMENT				93.45
<b>Department Totals :</b>					<b>108.38</b>

<b>DEPARTMENT 3020000</b>	<b>ROADS</b>				
<b>CED150</b>	<b>CEDAR SIGNS</b>				
45603	SIGN REPLACEMENT PROGRAM	461	10-Apr-2017	10-Apr-2017	
10-5-3020000-0740	TRAFFIC SIGNS				4,301.73
45741	SIGN MATERIAL	485	20-Apr-2017	20-Apr-2017	
10-5-3020000-0740	TRAFFIC SIGNS				207.49
<b>ESS160</b>	<b>ESSEX TERMINAL RAILWAY CO</b>				
0017642-IN	CROSSING MAINTENANCE	445	04-Apr-2017	04-Apr-2017	



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 3020000 ROADS</b>					
10-5-3020000-0720	RAILWAY CROSSINGS				262.37
<b>HEA693 HEATON SANITATION</b>					
30011	HOLES FOR SIGNS	461	11-Apr-2017	11-Apr-2017	
10-5-3020000-0740	TRAFFIC SIGNS				1,695.00
30020	SEWER FLUSHING AND SIGN HOLES	462	20-Apr-2017	20-Apr-2017	
10-5-3020000-0740	TRAFFIC SIGNS				500.00
<b>KIM249 KIMBALL LUMBER &amp; BUILDING SUPPLIES LTD.</b>					
01-A528479	4 X4 SIGN POST	461	11-Apr-2017	11-Apr-2017	
10-5-3020000-0740	TRAFFIC SIGNS				330.86
<b>SOU100 SOUTHWESTERN SALES CORP</b>					
IN187697	COLD PATCH	461	30-Apr-2017	30-Apr-2017	
10-5-3020000-0725	STREET REPAIRS & MAINT.				1,112.09
<b>WAL101 WALKER AGGREGATES</b>					
267723	STONE FOR ROADS	461	31-Mar-2017	31-Mar-2017	
10-5-3020000-0715	STONE				621.90
267992	STONE FOR ROADS	461	15-Apr-2017	15-Apr-2017	
10-5-3020000-0715	STONE				1,099.76
268157	STONE FOR ROADS	485	22-Apr-2017	22-Apr-2017	
10-5-3020000-0715	STONE				144.01
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>					
106199	HARDWARE FOR SIGNS	461	13-Apr-2017	13-Apr-2017	
10-5-3020000-0740	TRAFFIC SIGNS				85.50
<b>WOL533 WOLSELEY CANADA INC</b>					
5371917	REPAIR STORM OUTLET	461	12-Apr-2017	12-Apr-2017	
10-5-3020000-0757	STORM SEWER CLEANING & FLUSHING				892.25
<b>Department Totals :</b>					<b>11,252.96</b>
-----					
<b>DEPARTMENT 3050000 STREET LIGHTING</b>					
<b>HIC441 HICKS ELECTRIC</b>					
8962	STREET LIGHT REPAIR	485	29-Apr-2017	29-Apr-2017	
10-5-3050000-0331	GENERAL MAINTENANCE				829.99
8963	STREET LIGHT REPAIRS	485	29-Apr-2017	29-Apr-2017	
10-5-3050000-0331	GENERAL MAINTENANCE				787.05
8964	STREET LIGHT REPAIR	485	29-Apr-2017	29-Apr-2017	
10-5-3050000-0331	GENERAL MAINTENANCE				595.51
<b>HYD03 HYDRO ONE</b>					
61438617	INTERSECTION ILLUMINATION	494	05-May-2017	05-May-2017	
10-5-3050000-0332	INTERSECTION ILLUMINATION				158.55
61438648	STREET LIGHT INSTALLATIONS	494	04-May-2017	04-May-2017	
10-5-3050000-0332	INTERSECTION ILLUMINATION				573.79
<b>Department Totals :</b>					<b>2,944.89</b>
-----					
<b>DEPARTMENT 4017730 EDGEWATER SEWERS</b>					
<b>ONT001 ONTARIO CLEAN WATER AGENCY</b>					
INV000093800	LAGOON TREATMENT	462	07-Apr-2017	07-Apr-2017	
10-5-4017730-0609	LAGOON TREATMENT				16,090.35
<b>Department Totals :</b>					<b>16,090.35</b>



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				

**DEPARTMENT 4017740 AMHERSTBURG SEWERS**

**ESS273 ESSEX POWERLINES CORPORATION**

JC6816 APRIL BILLING 509 30-Apr-2017 30-Apr-2017  
 10-5-4017740-0504 COLLECTION EXPENSE 1,159.24

**HEA693 HEATON SANITATION**

30020 SEWER FLUSHING AND SIGN HOLES 462 20-Apr-2017 20-Apr-2017  
 10-5-4017740-0750 SEWER FLUSHING 600.00

**KEL117 KELCOM TELEMESSAGING**

W78745-0517 PHONE SERVICE 494 01-May-2017 01-May-2017  
 10-5-4017740-0316 UTILITIES - SEWERS 22.88

**SEC01 SECURITY ONE ALARM SYSTEM**

610774 CELLULAR SECURITY 462 01-Jan-2017 01-Jan-2017  
 10-5-4017740-0612 OCWA MAINTENANCE ITEMS 450.06

**Department Totals : 2,232.18**

**DEPARTMENT 4057710 GARBAGE COLLECTION**

**WIN270 WINDSOR DISPOSAL SERVICES LTD**

0000833186 GARBAGE COLLECTION 461 31-Mar-2017 31-Mar-2017  
 10-5-4057710-0602 GARBAGE COLLECTION 29.90

0000833187 GARBAGE COLLECTION 461 31-Mar-2017 31-Mar-2017  
 10-5-4057710-0602 GARBAGE COLLECTION 29.90

0000833506 GARBAGE COLLECTION 461 04-Jan-2017 04-Jan-2017  
 10-5-4057710-0602 GARBAGE COLLECTION 27.46

0000836534 GARBAGE COLLECTION 470 01-May-2017 01-May-2017  
 10-5-4057710-0602 GARBAGE COLLECTION 5.85

0000836536 GARBAGE COLLECTION 470 01-May-2017 01-May-2017  
 10-5-4057710-0602 GARBAGE COLLECTION 160.14

0000836537 GARBAGE COLLECTION 470 01-May-2017 01-May-2017  
 10-5-4057710-0602 GARBAGE COLLECTION 452.90

**Department Totals : 706.15**

**DEPARTMENT 4067715 GARBAGE DISPOSAL**

**ESS360 ESSEX WINDSOR SOLID WASTE AUTH**

24841 YARD WASTE-TIPPING FEES 461 31-Mar-2017 31-Mar-2017  
 10-5-4067715-0601 YARDWASTE LANDFILL TIPPING 5,787.90

24898 10540577150602 461 31-Mar-2017 31-Mar-2017  
 10-5-4067715-0602 LANDFILL CHARGES 18,476.19

IN000009016 TIPPING FEES 461 31-Mar-2017 31-Mar-2017  
 10-5-4067715-0602 LANDFILL CHARGES 34,696.00

**WIN270 WINDSOR DISPOSAL SERVICES LTD**

0000833185 YARD WASTE FROM PARKS 461 31-Mar-2017 31-Mar-2017  
 10-5-4067715-0602 LANDFILL CHARGES 15.76

**Department Totals : 58,975.85**

**DEPARTMENT 7010000 PARKS AND RECREATION PROGRAMMING**

**MOR26 MORNEAU SHEPELL LTD.**

APR 2017 547881, 547882, 547883 & 547884 485 30-Apr-2017 30-Apr-2017  
 10-5-7010000-0207 BENEFITS - LIFE & DISABILITY 32.24

**NAP110 NAPLES PIZZA**



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Invc Date	Invc Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 7010000 PARKS AND RECREATION PROGRAMMING</b>					
142	BDAY PARTY EXPENSE	461	21-Apr-2017	21-Apr-2017	
10-5-7010000-0420	RECREATION EXPENSES				33.00
143	BDAY PARTY EXPENSE	461	23-Apr-2017	23-Apr-2017	
10-5-7010000-0420	RECREATION EXPENSES				33.00
144	BDAY PARTY EXPENSE	461	23-Apr-2017	23-Apr-2017	
10-5-7010000-0420	RECREATION EXPENSES				33.00
145	BDAY PARTY EXPENSE	461	30-Apr-2017	30-Apr-2017	
10-5-7010000-0420	RECREATION EXPENSES				33.00
146	BDAY PARTY EXPENSE	461	29-Apr-2017	29-Apr-2017	
10-5-7010000-0420	RECREATION EXPENSES				33.00
<b>RTT067 RIVER TOWN TIMES</b>					
00092251	ADVERTISING	501	10-May-2017	10-May-2017	
10-5-7010000-0307	ADVERTISING				148.49
<b>STA444 STAPLES ADVANTAGE (MIS C/O T04446C)</b>					
44239887	OFFICE SUPPLIES	461	19-Apr-2017	19-Apr-2017	
10-5-7010000-0301	OFFICE SUPPLIES				22.54
<b>WIL06 WILLIAMS FOOD EQUIPMENT</b>					
IN00620969	CONCESSION EQUIPMENT MAINTENANCE	461	30-Apr-2017	30-Apr-2017	
10-5-7010000-0422	CONCESSION EQUIP MAINTENANCE				93.13
<b>Department Totals :</b>					<b>461.40</b>
<hr/>					
<b>DEPARTMENT 7012017 CAPITAL</b>					
<b>JON02 JONES GROUP</b>					
1426	DEMOLITION OLD ARENA	485	30-Apr-2017	30-Apr-2017	
40-7-7012017-0001	ARENA DEMOLITION				156,380.70
<b>Department Totals :</b>					<b>156,380.70</b>
<hr/>					
<b>DEPARTMENT 7017000 PARKS MAINTENANCE</b>					
<b>ATS374 ATS UNDERGROUND SPRINKLERS</b>					
52975	IRRIGATION	485	11-Apr-2017	11-Apr-2017	
10-5-7017000-0336	CONTRACTED SERVICES				405.95
52976	IRRIGATION	485	21-Apr-2017	21-Apr-2017	
10-5-7017000-0336	CONTRACTED SERVICES				197.75
52977	IRRIGATION	485	21-Apr-2017	21-Apr-2017	
10-5-7017000-0336	CONTRACTED SERVICES				299.45
52978	IRRIGATION	485	21-Apr-2017	21-Apr-2017	
10-5-7017000-0336	CONTRACTED SERVICES				101.70
52979	IRRIGATION	485	21-Apr-2017	21-Apr-2017	
10-5-7017000-0336	CONTRACTED SERVICES				568.39
52980	IRRIGATION	485	21-Apr-2017	21-Apr-2017	
10-5-7017000-0336	CONTRACTED SERVICES				124.30
52981	IRRIGATION	485	21-Apr-2017	21-Apr-2017	
10-5-7017000-0336	CONTRACTED SERVICES				495.51
52982	IRRIGATION	485	28-Apr-2017	28-Apr-2017	
10-5-7017000-0336	CONTRACTED SERVICES				127.41
<b>CAR645 CARRIER CENTERS</b>					
04P421810	BLADE BUSHINGS AND BOLTS FOR #PG-40	494	01-May-2017	01-May-2017	
10-5-7017000-0402	VEHICLE & EQUIPMENT MAINTENANCE PARKS				99.29



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 7017000</b>	<b>PARKS MAINTENANCE</b>				
<b>FEE256 THE FEED STORE</b>					
1000162211	TOOLS AND EQUIPMENT	501	11-May-2017	11-May-2017	
10-5-7017000-0420	PARKS MAINTENANCE EQUIPMENT				623.42
<b>LUC170 LUCIER GLOVE &amp; SAFETY PRODUCTS</b>					
222199	UNIFORM ORDER 2017	485	27-Apr-2017	27-Apr-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				1,588.33
<b>MAL256 MALDEN AUTOMOTIVE</b>					
5294-147640	ENGINE OIL FOR #PG-39	445	25-Apr-2017	25-Apr-2017	
10-5-7017000-0402	VEHICLE & EQUIPMENT MAINTENANCE PARKS				21.06
5294-147690	U-JOINT FOR #PG-1	445	26-Apr-2017	26-Apr-2017	
10-5-7017000-0402	VEHICLE & EQUIPMENT MAINTENANCE PARKS				99.76
5294-147746	REPLACED ONE HEAD LIGHT ON #PG-32	445	26-Apr-2017	26-Apr-2017	
10-5-7017000-0402	VEHICLE & EQUIPMENT MAINTENANCE PARKS				16.06
5294-148066	BLOWER BELT FOR #PG-43	494	03-May-2017	03-May-2017	
10-5-7017000-0402	VEHICLE & EQUIPMENT MAINTENANCE PARKS				17.39
5294-148129	BLOWER BELT FOR #PG-43	494	04-May-2017	04-May-2017	
10-5-7017000-0402	VEHICLE & EQUIPMENT MAINTENANCE PARKS				17.39
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
10-5-7017000-0207	BENEFITS - LIFE & DISABIL - PARKS & GRDS				80.60
<b>PLA033 PLANTPRODUCTS</b>					
120965	GENERAL SUPPLIES	485	19-Apr-2017	19-Apr-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				3,712.05
122777	GENERAL SUPPLIES	485	26-Apr-2017	26-Apr-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				1,237.35
<b>PRA389 PRACTICA LTD</b>					
37942	MATERIAL AND SUPPLIES	501	09-May-2017	09-May-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				1,172.13
<b>PUB100 PUBLIC SAFETY SERVICES</b>					
2750	REPLACED THE BEACON ON #RM-1	445	28-Mar-2017	28-Mar-2017	
10-5-7017000-0402	VEHICLE & EQUIPMENT MAINTENANCE PARKS				440.70
<b>TOW033 TOWN OF ESSEX</b>					
SALES000000(	MCGREGOR CENTRE	501	02-May-2017	02-May-2017	
10-5-7017000-1315	MCGREGOR BEAUTIFICATON				8,316.18
SALES000000(	MCGREGOR CENTRE	501	31-Dec-2016	31-Dec-2016	
10-5-7017000-1315	MCGREGOR BEAUTIFICATON				1,508.42
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>					
106686	SUPPLIES FOR HEALTH AND SAFETY	461	27-Apr-2017	27-Apr-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				76.78
106793	GENERAL SUPPLIES	470	01-May-2017	01-May-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				16.94
106951	MATERIALS FOR SIGN PAINTING	494	05-May-2017	05-May-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				85.35
106969	MATERIAL AND SUPPLIES	501	05-May-2017	05-May-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				17.50
107146	MATERIALS AND SUPPLIES	501	11-May-2017	11-May-2017	
10-5-7017000-0322	GENERAL SUPPLIES - PARKS & REC				81.30





Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description				Batch Invc Date	Invc Due Date	Amount
G.L. Account	CC1	CC2	CC3	GL Account Name			
<b>DEPARTMENT 7017000</b>				PARKS MAINTENANCE			
<b>DEPARTMENT 7017002</b>				FACILITIES			
<b>JAN268 JANI SAFE INC.</b>							
173368				JANITORIAL SUPPLIES	501 05-May-2017	05-May-2017	
10-5-7017002-0318				JANITORIAL - GLOBAL			1,849.60
<b>SUN275 SUNRISE EQUIPMENT RENTAL &amp; SALES</b>							
139881				DRILL BIT PIECES	485 29-Apr-2017	29-Apr-2017	
10-5-7017002-0322				GENERAL SUPPLIES- GLOBAL			175.58
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>							
107164				SUPPLIES	501 11-May-2017	11-May-2017	
10-5-7017002-0322				GENERAL SUPPLIES- GLOBAL			18.37
<b>Department Totals :</b>							<b>2,043.55</b>
<b>DEPARTMENT 7017010</b>				KING'S NAVY YARD PARK			
<b>BET358 BETTER LOCKSMITHS INC</b>							
15380A				REPLACE DOOR LOCKS	501 08-May-2017	08-May-2017	
10-5-7017010-0317				PARKS BUILDING MAINTENANCE P&F			813.88
<b>EMC530 EMCO CORPORATION</b>							
37534013-00				MAINTENANCE MATERIALS	485 20-Apr-2017	20-Apr-2017	
10-5-7017010-0317				PARKS BUILDING MAINTENANCE P&F			103.75
<b>MET052 METRO KING PEST CONTROL INC.</b>							
2125				PEST CONTROL	501 31-Mar-2017	31-Mar-2017	
10-5-7017010-0317				PARKS BUILDING MAINTENANCE P&F			25.00
10-5-7017010-0317				PARKS BUILDING MAINTENANCE P&F			30.00
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>							
106946				TRUCK TOOLS AND MALDEN CONCESSION SUPPLIES	494 05-May-2017	05-May-2017	
10-5-7017010-0317				PARKS BUILDING MAINTENANCE P&F			8.77
<b>Department Totals :</b>							<b>981.40</b>
<b>DEPARTMENT 7017300</b>				LIBRO			
<b>ACC134 ACCESS DOORS N MORE</b>							
37007				MAX REMOTES PROGRAM	501 09-May-2017	09-May-2017	
10-5-7017300-0317				BUILDING MAINTENANCE			271.20
37008				DOOR SERVICE	501 09-May-2017	09-May-2017	
10-5-7017300-0317				BUILDING MAINTENANCE			127.13
37009				DOOR REPLACEMENT	501 09-May-2017	09-May-2017	
10-5-7017300-0317				BUILDING MAINTENANCE			385.34
<b>AMH011 AMHERST SUPPLY</b>							
55357				WOODEN BROOM HANDLES	494 03-May-2017	03-May-2017	
10-5-7017300-0962				PREMIER BASEBALL FIELD			33.84
<b>BRE497 BRENNER PACKERS LTD.</b>							
40919				CONCESSION PURCHASE	461 28-Apr-2017	28-Apr-2017	
10-5-7017300-0384				CANTEEN PURCHASES Bus&Dev			250.00
<b>CIN177 CINTAS CANADA LIMITED</b>							
847284562				ARENA MATS	485 28-Apr-2017	28-Apr-2017	
10-5-7017300-0336				CONTRACTED SERVICES			69.73
<b>CUL391 CULLIGAN WATER</b>							
6424740				COOLER RENTALS	485 28-Apr-2017	28-Apr-2017	



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 7017300</b>	LIBRO				
10-5-7017300-0336	CONTRACTED SERVICES				81.24
<b>DOW547 DOWLER KARN</b>					
3562642 PROPANE		485	27-Apr-2017	27-Apr-2017	
10-5-7017300-0401	GASOLINE / PROPANE				27.12
<b>EMC530 EMCO CORPORATION</b>					
37532460-00 MAINTENANCE MATERIAL		485	29-Mar-2017	29-Mar-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				-27.41
37533473-00 MAINTENANCE MATERIALS		485	12-Apr-2017	12-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				80.03
<b>FAL686 FALLS WHOLESALE LIMITED</b>					
048917 CONCESSION PURCHASE		461	27-Apr-2017	27-Apr-2017	
10-5-7017300-0384	CANTEEN PURCHASES Bus&Dev				399.88
048918 CONCESSION PURCHASE		461	27-Apr-2017	27-Apr-2017	
10-5-7017300-0384	CANTEEN PURCHASES Bus&Dev				561.86
<b>FCF160 FCFP</b>					
INV097008 SEMI ANNUAL SUPPRESSION SYSTEM INSPECTION		501	08-May-2017	08-May-2017	
10-5-7017300-0336	CONTRACTED SERVICES				320.92
<b>GOR299 GORDON FOOD SERVICE CAN. LTD. - ONTARIO DIVISION</b>					
1680328 CONCESSION PURCHASE		461	19-Apr-2017	19-Apr-2017	
10-5-7017300-0384	CANTEEN PURCHASES Bus&Dev				593.58
<b>JAN268 JANI SAFE INC.</b>					
172858-1 JANITORIAL SUPPLIES		485	28-Apr-2017	28-Apr-2017	
10-5-7017300-0318	JANITORIAL				80.93
173315 JANITORIAL SUPPLIES		501	05-May-2017	05-May-2017	
10-5-7017300-0318	JANITORIAL				109.98
<b>LOB898 LOBLAW'S INC</b>					
APRIL 2017 SUPPLIES LIBRO		445	30-Apr-2017	30-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				14.73
10-5-7017300-0318	JANITORIAL				15.76
<b>MAR003 MAR-CO CLAY PRODUCTS INC</b>					
71970 CLAY FOR BASEBALL FIELDS		485	28-Apr-2017	28-Apr-2017	
10-5-7017300-0962	PREMIER BASEBALL FIELD				3,037.75
<b>MCM948 M.C.M. SNACK FOODS</b>					
35970 CONCESSION PURCHASE		461	20-Apr-2017	20-Apr-2017	
10-5-7017300-0384	CANTEEN PURCHASES Bus&Dev				52.00
<b>MET052 METRO KING PEST CONTROL INC.</b>					
2125 PEST CONTROL		501	31-Mar-2017	31-Mar-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				40.00
10-5-7017300-0317	BUILDING MAINTENANCE				25.00
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017 547881, 547882, 547883 & 547884		485	30-Apr-2017	30-Apr-2017	
10-5-7017300-0207	BENEFITS - LIFE & DISABIL				241.81
<b>NEL277 NELLA CUTLERY (HAMILTON) INC</b>					
IN2341046 ZAMBONI BLADES SHARPENING		485	27-Apr-2017	27-Apr-2017	
10-5-7017300-0402	VEHICLE & EQUIPMENT MTCE.				28.25
<b>PAR372 PARRLINE ELECTRICAL WHOLESALE</b>					
66607 MAINTENANCE MATERIALS		485	27-Apr-2017	27-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				13.94



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Invc Date	Invc Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 7017300</b>	LIBRO				
66906	ENERGY ROOM MATERIALS	485	04-Apr-2017	04-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				856.95
<b>PUR700 PUROLATOR INC.</b>					
434513690	COURIER EXPENSE	485	28-Apr-2017	28-Apr-2017	
10-5-7017300-0336	CONTRACTED SERVICES				4.43
<b>TRE515 TREMLAR BUILDING SUPPLIES LTD.</b>					
53830	MAINTENANCE MATERIALS	485	24-Apr-2017	24-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				71.76
<b>VOL382 VOLLMER INC.</b>					
W16413	REFRIGERATION MAINTENANCE	485	25-Apr-2017	25-Apr-2017	
10-5-7017300-0331	REFRIGERATION MAINTENANCE				4,243.15
W16445	REPAIRS TO HVAC SYSTEM	485	26-Apr-2017	26-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				1,124.35
W16606	REPAIRS TO REFRIGERATION EQUIPMENT	501	05-May-2017	05-May-2017	
10-5-7017300-0331	REFRIGERATION MAINTENANCE				2,056.04
<b>WIG035 WIGLE HOME HARDWARE BUILDING CENTRE</b>					
106628	SPRAY GREASE	485	26-Apr-2017	26-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				22.91
106765	GYMNASTIC ROOM SUPPLIES	485	29-Apr-2017	29-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				15.81
107048	ZIPTIES FOR SOCCER NETS	501	09-May-2017	09-May-2017	
10-5-7017300-0960	OUTDOOR SOCCER (NAT TURF)				39.52
107147	SUPPLIES TO REPIAR DIVIDER IN WASHROOM	501	11-May-2017	11-May-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				40.60
107165	KEY CUTTING	501	11-May-2017	11-May-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				17.54
107166	KEY CUT RETURNED FOR CREDIT	501	11-May-2017	11-May-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				-3.38
<b>WIN210 WINDSOR FACTORY SUPPLY LTD</b>					
4499568	SUMP PUMP REFRIGERATION ROOM	485	21-Apr-2017	21-Apr-2017	
10-5-7017300-0331	REFRIGERATION MAINTENANCE				330.28
4501901	MAINTENANCE MATERIALS	485	25-Apr-2017	25-Apr-2017	
10-5-7017300-0317	BUILDING MAINTENANCE				32.50
<b>Department Totals :</b>					<b>15,687.07</b>

DEPARTMENT 7017730 99 THOMAS ROAD

ACC134 ACCESS DOORS N MORE

37006 SUPPY AND INSTALL GARAGE DOOR 501 09-May-2017 09-May-2017  
 10-5-7017730-0317 99 THOMAS RD - BUILDING MAIN 1,824.95

EMC530 EMCO CORPORATION

37534238-00 MAINTENANCE MATERIALS 485 24-Apr-2017 24-Apr-2017  
 10-5-7017730-0317 99 THOMAS RD - BUILDING MAIN 55.92

37534262-00 MAINTENANCE MATERIALS

10-5-7017730-0317 99 THOMAS RD - BUILDING MAIN 41.28

PAR372 PARRLINE ELECTRICAL WHOLESALE

65742 MAINTENANCE MATERIALS 485 03-Mar-2017 03-Mar-2017  
 10-5-7017730-0317 99 THOMAS RD - BUILDING MAIN 96.02

WIG035 WIGLE HOME HARDWARE BUILDING CENTRE



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description				Batch Invc Date	Invc Due Date	Amount
G.L. Account	CC1	CC2	CC3	GL Account Name			
<b>DEPARTMENT 7017730</b>				99 THOMAS ROAD			
106649				SUPPLIES	485 26-Apr-2017	26-Apr-2017	
10-5-7017730-0317				99 THOMAS RD - BUILDING MAIN			2.47
<b>Department Totals :</b>							<b>2,020.64</b>
<b>DEPARTMENT 7027510</b>				AMHERSTBURG LIBRARY			
<b>MET052</b>				<b>METRO KING PEST CONTROL INC.</b>			
2125				PEST CONTROL	501 31-Mar-2017	31-Mar-2017	
10-5-7027510-0317				CARNEGIE LIBRARY - BUILDING MAIN			25.00
<b>WAA544</b>				<b>W.A. ATKINSON PLUMBING CO. INC.</b>			
WA20429				PLUMBING SERVICES	485 27-Apr-2017	27-Apr-2017	
10-5-7027510-0317				CARNEGIE LIBRARY - BUILDING MAIN			285.33
<b>Department Totals :</b>							<b>310.33</b>
<b>DEPARTMENT 7037610</b>				ACS BUILDING			
<b>MET052</b>				<b>METRO KING PEST CONTROL INC.</b>			
2125				PEST CONTROL	501 31-Mar-2017	31-Mar-2017	
10-5-7037610-0317				BUILDING MAIN.-ACS BUILDING P&F			30.00
<b>Department Totals :</b>							<b>30.00</b>
<b>DEPARTMENT 7037620</b>				GORDON HOUSE			
<b>BET358</b>				<b>BETTER LOCKSMITHS INC</b>			
15228A				LOCK CHANGES	485 20-Apr-2017	20-Apr-2017	
10-5-7037620-0317				BUILDING MTCE - GORDON HOUSE P&F			420.47
<b>MET052</b>				<b>METRO KING PEST CONTROL INC.</b>			
2125				PEST CONTROL	501 31-Mar-2017	31-Mar-2017	
10-5-7037620-0317				BUILDING MTCE - GORDON HOUSE P&F			25.00
<b>Department Totals :</b>							<b>445.47</b>
<b>DEPARTMENT 8010000</b>				PLANNING			
<b>MON183</b>				<b>MONARCH OFFICE SUPPLY LTD</b>			
021877/M				APRIL 2017 OFFICE SUPPLIES	445 27-Apr-2017	27-Apr-2017	
10-5-8010000-0301				OFFICE SUPPLIES			53.31
<b>MOR26</b>				<b>MORNEAU SHEPELL LTD.</b>			
APR 2017				547881, 547882, 547883 & 547884	485 30-Apr-2017	30-Apr-2017	
10-5-8010000-0207				BENEFITS - LIFE & DISABIL			16.14
<b>Department Totals :</b>							<b>69.45</b>
<b>DEPARTMENT 8020000</b>				TOURISM VISITOR INFORMATION CENTRE			
<b>DAY268</b>				<b>DAYTRIPPING SOUTHERN ONTARIO</b>			
11886				TOURISM ADVERTISEMENT	470 05-May-2017	05-May-2017	
10-5-8020000-0307				ADVERTISING			569.52
<b>DEL091</b>				<b>DELISLE SIGNS</b>			
39-1				ADVERTISING	470 01-May-2017	01-May-2017	
10-5-8020000-0307				ADVERTISING			632.80
40				CANADA 150 AND BANNER	494 01-May-2017	01-May-2017	
10-5-8020000-0355				PRINTED MATERIAL/PROMOTIONAL PRODUCTS			1,385.38
<b>EMC530</b>				<b>EMCO CORPORATION</b>			

Council/Board Report By Dept-(Computer)



Vendor : A1C740 To ZUL180

Batch : All

Department : All

Cheque Print Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 8020000</b>	<b>TOURISM VISITOR INFORMATION CENTRE</b>				
37534030-00	HOT WATER TANK	485	21-Apr-2017	21-Apr-2017	
10-5-8020000-0317	BUILDING MAIN - NORTH GATE VISITOR P&F				462.52
<b>MOR26 MORNEAU SHEPELL LTD.</b>					
APR 2017	547881, 547882, 547883 & 547884	485	30-Apr-2017	30-Apr-2017	
10-5-8020000-0207	BENEFITS - LIFE & DISABILITY				16.12
<b>RTT067 RIVER TOWN TIMES</b>					
00092155	ADVERTISING	494	03-May-2017	03-May-2017	
10-5-8020000-0307	ADVERTISING				74.25
<b>STE01 STEWART GILBERT LTD</b>					
66576	CANADA DAY PORTA JOHNS	470	04-May-2017	04-May-2017	
10-5-8020000-0340	COMMUNITY EVENTS				1,300.00
<b>Department Totals :</b>					<b>4,440.59</b>

Vendor Invoice	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 8020100</b>	<b>SPECIAL EVENTS &amp; FESTIVALS</b>				
<b>AMH377 AMHERSTBURG MINOR BASEBALL</b>					
MAY 9, 2017	REFUND OF SECURITY DEPOSIT FOR OPENING DAY PARADE	494	09-May-2017	09-May-2017	
10-4-8020100-1306	EVENT REVENUE				250.00
<b>Department Totals :</b>					<b>250.00</b>

**Computer Paid Total : 920,130.26**

TOWN OF AMHERSTBURG  
Council/Board Report By Dept-(EFT)



Vendor : A1C740 To ZUL180

Batch : All

Department : All

EFT Paid Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Code Invoice No.	Vendor Name Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1 CC2 CC3 GL Account Name				
<b>DEPARTMENT 0000000</b>	<b>GENERAL</b>				
<b>AMH19 AMHERSTBURG PAYROLL-TOWN OF</b>					
PP18-2017	PP18-2017 PAYROLL TRANSFER	469	04-May-2017	04-May-2017	
10-1-0000000-0202	PAYROLL A/C 9103910				120,989.12
PP19-2017	PP19-2017 PAYROLL TRANSFER	506	11-May-2017	11-May-2017	
10-1-0000000-0202	PAYROLL A/C 9103910				121,016.96
<b>DIR03 DIRECTOR OF FAMILY RESPONSIBLTY</b>					
APRIL 2017	FAMILY RESPONSIBILITY PAYMENTS FOR APRIL	466	30-Apr-2017	04-May-2017	
10-2-0000000-1155	A/P - PAYROLL DED. - FAM.				3,150.00
<b>MIN24 MINISTRY OF FINANCE-PAYMENT</b>					
APRIL 2017	EHT REMITTANCE FOR APRIL	465	30-Apr-2017	15-May-2017	
10-2-0000000-1152	A/P - PAYROLL DED. - EHT				15,601.86
<b>REC04 RECEIVER GENERAL</b>					
PP16-2017 FUL	PP16-2017 PAYROLL TAXES FULL TIME	404	20-Apr-2017	03-May-2017	
10-2-0000000-1141	A/P - PAYROLL DED. - Page217				34,082.45
10-2-0000000-1143	A/P - PAYROLL DED. - E.I.				5,708.12
10-2-0000000-1142	A/P - PAYROLL DED. - CPP				15,250.58



Vendor : A1C740 To ZUL180

Batch : All

Department : All

EFT Paid Date : 03-May-2017 To 16-May-2017

Bank : 1 To 99

Class : All

Vendor Code	Vendor Name				Batch	Inv Date	Inv Due Date	Amount	
Invoice No.	Description								
G.L. Account	CC1	CC2	CC3	GL Account Name					
<b>DEPARTMENT 0000000</b>		<b>GENERAL</b>							
PP16-2017 PAR	PP16-2017 PAYROLL TAXES PART TIME				404	20-Apr-2017	03-May-2017		
10-2-0000000-1142	A/P - PAYROLL DED. - CPP							1,899.04	
10-2-0000000-1143	A/P - PAYROLL DED. - E.I.							924.71	
10-2-0000000-1141	A/P - PAYROLL DED. - INC.							4,293.15	
PP17-2017 FUL	PP17-2017 PAYROLL TAXES FULL TIME				437	27-Apr-2017	03-May-2017		
10-2-0000000-1141	A/P - PAYROLL DED. - INC.							34,035.34	
10-2-0000000-1143	A/P - PAYROLL DED. - E.I.							5,686.33	
10-2-0000000-1142	A/P - PAYROLL DED. - CPP							15,176.98	
PP17-2017 PAR	PP17-2017 PAYROLL TAXES PART TIME				437	27-Apr-2017	03-May-2017		
10-2-0000000-1142	A/P - PAYROLL DED. - CPP							2,118.64	
10-2-0000000-1143	A/P - PAYROLL DED. - E.I.							989.44	
10-2-0000000-1141	A/P - PAYROLL DED. - INC.							6,310.55	
PP18-2017 FUL	PP18-2017 PAYROLL TAXES FULL TIME				468	04-May-2017	10-May-2017		
10-2-0000000-1141	A/P - PAYROLL DED. - INC.							33,855.24	
10-2-0000000-1143	A/P - PAYROLL DED. - E.I.							5,700.24	
10-2-0000000-1142	A/P - PAYROLL DED. - CPP							15,217.52	
PP18-2017 PAR	PP18-2017 PAYROLL TAXES PART TIME				468	04-May-2017	04-May-2017		
10-2-0000000-1141	A/P - PAYROLL DED. - INC.							4,071.17	
10-2-0000000-1142	A/P - PAYROLL DED. - CPP							1,646.08	
10-2-0000000-1143	A/P - PAYROLL DED. - E.I.							825.94	
<b>SUN11</b>	<b>SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>								
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
80-5-0000000-0207	BENEFITS - LIFE & DISABILITY							2,288.85	
<b>Department Totals :</b>								<b>450,838.31</b>	
-----									
<b>DEPARTMENT 1001021</b>		<b>TREASURY</b>							
<b>SUN11</b>	<b>SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>								
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-1001021-0207	BENEFITS - LIFE & DISABILITY							2,318.02	
<b>Department Totals :</b>								<b>2,318.02</b>	
-----									
<b>DEPARTMENT 1001022</b>		<b>CLERKS</b>							
<b>SUN11</b>	<b>SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>								
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-1001022-0207	BENEFITS - LIFE & DISABIL - CLERKS							870.62	
<b>Department Totals :</b>								<b>870.62</b>	
-----									
<b>DEPARTMENT 1001023</b>		<b>C.A.O.</b>							
<b>SUN11</b>	<b>SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>								
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-1001023-0207	BENEFITS - LIFE & DISABIL - C.A.O.							852.41	
<b>Department Totals :</b>								<b>852.41</b>	
-----									
<b>DEPARTMENT 1001024</b>		<b>HUMAN RESOURCES</b>							
<b>SUN11</b>	<b>SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>								
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-1001024-0207	BENEFITS - LIFE & DISABIL - HUMAN RESOUR							735.58	
<b>Department Totals :</b>								<b>735.58</b>	



Vendor : A1C740 To ZUL180  
 Batch : All  
 Department : All

EFT Paid Date : 03-May-2017 To 16-May-2017  
 Bank : 1 To 99  
 Class : All

Vendor Code	Vendor Name				Batch	Inv Date	Inv Due Date	Amount	
Invoice No.	Description								
G.L. Account	CC1	CC2	CC3	GL Account Name					
<b>DEPARTMENT 1001025</b>		INFORMATION TECHNOLOGY							
<b>BEL01 BELL CANADA</b>									
APR 2017	APR 2017 MONTHLY CHARGES				456	16-Apr-2017	16-Apr-2017		
10-5-1001025-0315				TELEPHONE				31.60	
10-5-1001025-0315				TELEPHONE				564.92	
10-5-1001025-0315				TELEPHONE				58.56	
<b>SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>									
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-1001025-0207				BENEFITS - LIFE & DISABILITY				1,353.29	
<b>Department Totals :</b>								<b>2,008.37</b>	
<b>DEPARTMENT 2010000</b>		FIRE DEPARTMENT							
<b>SHA253 SHAW DIRECT</b>									
MAY 2017	MAY3-JUN 2, 2017 SATELLITE				500	04-May-2017	04-May-2017		
10-5-2010000-0800				EMERGENCY OPERATIONS CENTRE EXPENSES				75.71	
<b>SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>									
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-2010000-0207				BENEFITS - LIFE & DISABIL				1,606.30	
<b>Department Totals :</b>								<b>1,682.01</b>	
<b>DEPARTMENT 2020000</b>		POLICE DEPARTMENT							
<b>SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>									
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-2020000-0207				BENEFITS - LIFE & DISABIL				14,448.53	
<b>Department Totals :</b>								<b>14,448.53</b>	
<b>DEPARTMENT 2043010</b>		BUILDING DEPARTMENT							
<b>SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>									
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-2043010-0207				BENEFITS - LIFE & DISABIL				392.62	
<b>Department Totals :</b>								<b>392.62</b>	
<b>DEPARTMENT 2043015</b>		LICENSING AND ENFORCEMENT							
<b>SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>									
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-2043015-0207				BENEFITS - LIFE & DISABILITY				829.90	
<b>Department Totals :</b>								<b>829.90</b>	
<b>DEPARTMENT 3010000</b>		PUBLIC WORKS							
<b>SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>									
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-3010000-0207				BENEFITS - LIFE & DISABIL				3,599.12	
<b>Department Totals :</b>								<b>3,599.12</b>	
<b>DEPARTMENT 7010000</b>		PARKS AND RECREATION PROGRAMMING							
<b>SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING</b>									
MAY 2017	MAY 2017 BENEFITS				503	01-May-2017	01-May-2017		
10-5-7010000-0207				BENEFITS - LIFE & DISABILITY				356.75	

**TOWN OF AMHERSTBURG**  
**Council/Board Report By Dept-(EFT)**



AP5130 Page : 25  
 Date : May 16, 2017 Time : 10:45am

Vendor : A1C740 To ZUL180  
 Batch : All  
 Department : All

EFT Paid Date : 03-May-2017 To 16-May-2017  
 Bank : 1 To 99  
 Class : All

Vendor Code	Vendor Name	Batch	Inv Date	Inv Due Date	Amount
Invoice No.	Description				
G.L. Account	CC1 CC2 CC3 GL Account Name				

DEPARTMENT 7010000 PARKS AND RECREATION PROGRAMMING

**Department Totals : 356.75**

DEPARTMENT 7017000 PARKS MAINTENANCE

SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING

MAY 2017	MAY 2017 BENEFITS	503	01-May-2017	01-May-2017	
10-5-7017000-0207	BENEFITS - LIFE & DISABIL - PARKS & GRDS				1,772.33
<b>Department Totals :</b>					<b>1,772.33</b>

DEPARTMENT 7017300 LIBRO

SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING

MAY 2017	MAY 2017 BENEFITS	503	01-May-2017	01-May-2017	
10-5-7017300-0207	BENEFITS - LIFE & DISABIL				1,182.20
<b>Department Totals :</b>					<b>1,182.20</b>

DEPARTMENT 8010000 PLANNING

SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING

MAY 2017	MAY 2017 BENEFITS	503	01-May-2017	01-May-2017	
10-5-8010000-0207	BENEFITS - LIFE & DISABIL				1,204.60
<b>Department Totals :</b>					<b>1,204.60</b>

DEPARTMENT 8020000 TOURISM VISITOR INFORMATION CENTRE

SUN11 SUN LIFE ASSURANCE CO. OF CANADA - BILLING

MAY 2017	MAY 2017 BENEFITS	503	01-May-2017	01-May-2017	
10-5-8020000-0207	BENEFITS - LIFE & DISABILITY				599.06
<b>Department Totals :</b>					<b>599.06</b>

**EFT Paid Total : 483,690.43**

Total Unpaid for Approval :	0.00
Total Manually Paid for Approval :	0.00
Total Computer Paid for Approval :	920,130.26
Total EFT Paid for Approval :	483,690.43
<b>Grand Total ITEMS for Approval :</b>	<b>1,403,820.69</b>



**From:** Minister MMA [[mailto:CSC\\_Minister.mma@ontario.ca](mailto:CSC_Minister.mma@ontario.ca)]

**Sent:** Thursday, May 11, 2017 8:56 AM

**Subject:** Message from Minister Mauro - RE: Proposed Building Code - Septic System Pump Out Requirement

This email is being sent to all Heads of Council. A hard copy will follow.

Dear Heads of Council:

I am writing today to inform you that the Ministry of Municipal Affairs will not be moving forward with the proposals requiring regular inspections, pumping out of septic tanks and keeping of the septic tanks and treatment units' maintenance records put forth in Phase One of the Building Code consultation.

The consultation process provided municipalities, industry, subject matter experts and members of the public with an opportunity to offer their input and views on the proposed changes. The Ministry welcomed the feedback and I was pleased with the frank responses with respect to septic systems.

I have always felt that there are sufficient protections in place to mitigate against septic system failures. Since 1997, there has been a requirement for owners of septic tanks and treatment units to clean out their systems when the working capacity is one-third full. This will continue to be in effect.

I value the input of our municipal partners. I've heard from many of you on this issue and I thank you for your input.

Sincerely,

***Original signed by***

Bill Mauro  
Minister



## TOWN OF LAKESHORE

---

419 Notre Dame St.  
Belle River, ON N0R 1A0

April 28, 2017

Ministry of Municipal Affairs  
17<sup>th</sup> Floor  
777 Bay Street  
Toronto, Ontario M5G 2E5

Attention: Hon. Bill Mauro

Dear Hon. Bill Mauro

**RE: Support of Resolution Re: Request the Province of Ontario to Ease Restrictions of Surplus Dwelling Severances in Areas Zoned Agriculture.**

---

Please find attached the resolution approved by the Council of the Town of Lakeshore at their Regular Council meeting held on April 25, 2017.

Should you require any additional information with respect to the above matter, please contact the undersigned.

Yours truly,

Mary Masse  
Clerk

/cl

Attachment: Resolution of Lakeshore Council

Cc: Ministry of Agriculture Food and Rural Affairs, Hon. Jeff Leal  
Association of Municipalities Ontario (AMO)  
Via Email - All Ontario Municipalities



April 25, 2017

419 Notre Dame St.  
Belle River, ON N0R 1A0

Councillor Diemer moved and Deputy Mayor Fazio seconded:

**That:**

**WHEREAS, the farm house is an existing dwelling and no new residential development is created by severing a farm house from its surrounding land, therefore the severance is not in conflict with the 2014 Provincial Policy Statement, and,**

**WHEREAS, rules regarding the number of years the farmer has owned the farm lands and rezoning of the retained farm lands, to prohibit future dwellings could be considered by the Province, and,**

**WHEREAS, changes to rules for severance could eliminate the current practice of the purchaser of the farm, which is acquired as part of a farm lot consolidation, then severing off the existing farm house, as surplus to their needs and then selling it back to the farmer, if there is a need to retire on the property**

**BE IT THEREFORE, resolved that the Council of the Town of Lakeshore requests the Province of Ontario to ease restrictions of surplus dwelling severances in areas zoned Agriculture, thereby permitting the seller of the farm, to sever off an existing dwelling (i.e. farm house)**

**That this resolution be circulated to AMO and Ontario Municipalities for support.**

**Motion Carried Unanimously**



**OFFICE OF THE CITY CLERK  
COUNCIL SERVICES**

Phone: (519)255-6211

**CITY HALL  
WINDSOR, ONTARIO  
N9A 6S1**

Fax: (519)255-6868

E-mail: [clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)

WEBSITE: [www.citywindsor.ca](http://www.citywindsor.ca)

---

**City Council  
Decision  
Monday, April 24, 2017**

Decision Number: CR248/2017 ETPS 481

That the Minutes of the Windsor Essex County Environment Committee of its meeting held January 26, 2017 **BE RECEIVED** for information.

Carried.

Report Number: SCM 35/2017

Clerk's File: MB2017 8.9

*Steve Vlachodimos*

Deputy City Clerk/Senior Manager of Council Services

May 5, 2017

Department Distribution

Karen Kadour	Committee Coordinator
--------------	-----------------------

External Distribution

WECEC

KK/  
Windsor, Ontario January 26, 2017

A meeting of the **Windsor Essex County Environment Committee** is held this day commencing at 5:30 o'clock p.m. at the Ojibway Nature Centre, there being present the following members:

Councillor Paul Borrelli, Chair  
Councillor Fred Francis  
Derek Coronado  
Jesse Gardner Costa  
Debby Grant  
Mike Nelson  
Dr. Edwin Tam  
Radwan Tamr

**Regrets received from:**

Gary McNamara, Mayor, Town of Tecumseh  
Joe Bachetti, Deputy Mayor, Town of Tecumseh  
Joe Passa

**Guests in attendance:**

Taylor Dupont  
David Hanna  
Nancy Pancheshan  
Rachel Whiteman

**Also present are the following resource personnel:**

Averil Parent, Environment & Sustainability Coordinator  
Karen Kadour, Committee Coordinator

**1. CALL TO ORDER**

The Chair calls the meeting to order at 5:35 o'clock p.m. and the Committee considers the Agenda being Schedule "A" **attached** hereto, matters which are dealt with as follows:

## 2. ADDITIONS TO THE AGENDA

Moved by Councillor Francis, seconded by D. Grant,  
That Rule 3.3 (c) of the Procedure By-law 98—2011 be waived to add the following additions to the Agenda:

- 7.2 Letter from the Canadian Herpetological Society dated November 4, 2016 sent to Mayor Dilkens and City Council, City of Windsor and to Mayor Antaya, Town of LaSalle regarding the Excessive Road kill of Endangered Snakes in Windsor.
- 8.2 ERCA 2016 Annual Report – Presentation by Mike Nelson  
Carried.

## 3. DECLARATION OF CONFLICT

None disclosed.

## 4. MINUTES

Moved by Councillor Francis, seconded by D. Grant,  
That the minutes of the Windsor Essex County Environment Committee of its meeting held November 24, 2016 **BE ADOPTED** as presented.  
Carried.

## 5. BUSINESS

### 5.1 Green Speaker Series – Invasive Species Roundtable

A. Parent reports approximately 50 people attended the Invasive Phragmites roundtable held on December 14, 2016 at the Essex County Civic Centre.

### 5.2 WECEC Giveaways and Remaining Funds

A. Parent states 100 travel coffee mugs, 100 water bottles and native plant seeds were purchased with the surplus 2016 WECEC operating budget funds.

## 6. COORDINATOR'S REPORT

A. Parent provides the highlights of the WECEC Coordinator Monthly Report – January 2017 as follows:

- In terms of the Urban Forest Management Plan, the City Forester will present to WECEC during the development of the Plan.
- The City Forester is currently undertaking an inventory of the trees in the City of Windsor thus the process for the Urban Forest Management Plan will not commence until 2018.
- Potential Green Speakers for 2017 include the following:
  - Water Brothers
  - John Hartig – Detroit River International Wildlife Refuge
  - Alice Grgicak-Mannion – Researcher and Professor at GLIER
- On November 5, 2016, the federal government published a proposed regulation in the Canadian Gazette, entitled “Microbeads in Toiletries Regulations, to ban the manufacture or import of most toiletries that contain microbeads on or after January 1, 2018”.

J. Gardner Costa suggests hosting a Green Speaker contest whereby participants speak on various environmental topics and a winner is chosen to receive WECEC funding to further their research.

Dr. Tam puts forth a suggestion for Green Speakers that would include 20 PhD and/or Master's students to speak for 5 minutes on a particular subject much like a TED Talk.

Moved by Dr. Tam, seconded by Councillor Francis,  
That the WECEC Coordinator Monthly Report – January 2017 provided by the Environment and Sustainability Coordinator **BE RECEIVED.**  
Carried.

## 7. SUBCOMMITTEE REPORTS

### 7.1 Air

D. Coronado refers to *Communication 9.2* – “Political leaders request Windsor-Detroit study of air pollution impact on health”. He states the International Joint Commission will release an air quality report within a few months which will address “health concerns in the four-city area of Detroit, Windsor, Sarnia and Port Huron.”

D. Coronado also refers to *Communication 9.3* – “IJC Draft Report for Public Comment Assesses Governments' Progress to Restore and Protect the Great Lakes”. It is noted in its draft Triennial Assessment of Progress (TAP) report under the 2012 Great Lakes Water Quality Agreement; the International Joint Commission commends

Canada and the United States for their exemplary binational commitment and dedicated effort to meet several of the Agreement's goals. Comments on the IJC's TAP report as well as on the two countries' progress report are welcome until April 15, 2017.

Moved by J. Gardner Costa, seconded by Councillor Francis,  
That the verbal update provided by D. Coronado, Air Subcommittee **BE RECEIVED.**  
Carried.

## **7.2 Environmentally Sensitive Lands and Issues**

J. Gardner Costa, President, Essex County Field Naturalists' Club reports in terms of Ojibway Shores, a biological inventory was undertaken on the Windsor Port Authority property.

J. Gardner Costa reports at the recent Environment, Transportation & Public Safety Standing Committee, he requested City Council consider ecopassages and seasonal closure of Matchette for species at risk.

Letters from the Canadian Herpetological Society dated November 4, 2016 regarding "Excessive roadkill of endangered snakes in Windsor" sent to Mayor Dilkens and members of Windsor City Council and to Mayor Antaya, Town of LaSalle are distributed and **attached** as Appendix "A".

Councillor Francis indicates a report pertaining to "ecopassage" on Matchette Road has been referred to the 2018 Capital budget deliberations. He adds the process for the Environmental Assessment and closure of Matchette Road will be discussed at a future Council meeting. He will request maps as a visual aid at that Council meeting.

Moved by D. Coronado, seconded by R. Tamr,

**WHEREAS** the Ojibway Prairie Complex is our most iconic green space in the city, and one of the most biodiverse areas in all of Canada as well as a hotspot for Species At Risk; and

**WHEREAS** despite the importance of the area and excellent stewardship by the City and its employees, the Complex is still under threat from roadways as a result of habitat fragmentation and road mortality; and

**WHEREAS** evidenced by the report in 2016 by local expert Jonathan Choquette of a one-day kill tally of 91 dead snakes around the Ojibway Complex and LaSalle woodlot;

**THEREFORE BE IT RESOLVED** that City Council **BE REQUESTED** to consider initiating an environmental assessment to explore solutions to species crossings on Matchette Road,

And further, that City Council **BE REQUESTED** to consider approving a pilot project to test the effectiveness of a seasonal road closure of Matchette Road between



Titcombe Road and Sprucewood Road in May and June and in September and October of 2017 to coincide with turtle nesting and snake migration periods.

Carried.

Councillor Francis voting nay.

## 8. NEW BUSINESS

### 8.1 Update on City of Windsor Environmental Initiatives

A. Parent advises the City's Draft Community Energy Plan will be reviewed by the Environment, Transportation & Public Safety Standing Committee at its meeting to be held on March 22, 2017. It will be available for public comment for a period of 45 days, and WECEC's comments on the plan will be considered at the next meeting.

A. Parent states an update to the Environmental Master Plan will be undertaken in 2017. M. Nelson requests that a link to the updated Environmental Master Plan be added to the WECEC website.

Moved by Councillor Francis, seconded by M. Nelson,  
That the verbal update provided by the Environment and Sustainability Coordinator regarding the City of Windsor Environmental Initiatives **BE RECEIVED**.  
Carried.

### 8.2 Update on Essex County Environmental Initiatives

M. Nelson provides an overview of the document entitled "Update on Essex County Environmental Initiatives" as follows:

- ERCA is inviting input on future plans for the Holiday Beach Conservation area. An Open House is scheduled to review the draft master plan for this globally significant Important Bird Area and daytrip destination for thousands of visitors.
- Environmental Registry Notices which include – A regulation establishing a moratorium on the issuance of new or increasing permits to take water for water bottling; the province is proposing new requirements for bottled water permit renewals; five year review or progress for twenty-seven species at risk.
- Upcoming events include:
  - Spring Tree Planting Program
  - Sturgeon Creek wetland rehabilitation
  - Owl Prowl – February 2, 2017 at Holiday Beach
  - Presentation on the Reptiles and Amphibians of Ontario – February 26, 2017 at the Ojibway Nature Centre
  - Tree ID and Appreciation Walk – March 12, 2017, Ojibway Nature Centre

M. Nelson on behalf of ERCA provides an informative presentation on the Essex Region Conservation Authority 2016 Annual Report. The ERCA 2016 Annual Report is **attached** as Appendix "B".

Moved by Councillor Francis, seconded by M. Nelson,  
That the Update on Essex County Environmental Initiatives and the ERCA 2016 Annual Report provided by M. Nelson **BE RECEIVED**.  
Carried.

### **8.3 2017 Goals and Initiatives**

Councillor Francis advises 2017 will mark the 125<sup>th</sup> birthday of the City of Windsor and Canada's 150<sup>th</sup> birthday and he suggests the involvement of WECEC in these celebrations, i.e. Earth Day.

## **9. COMMUNICATIONS**

Moved by Councillor Francis, seconded by D. Grant,

That the following Communications **BE RECEIVED**:

- 9.1 EBR posting regarding permits for bottled water
- 9.2 Political leaders request Windsor-Detroit study of air pollution impact on health.
- 9.3 EBR posting regarding Rosti Group ESA permit in LaSalle.
- 9.4 EBR posting on developing a renewable fuel standard for gasoline.
- 9.5 Federal Government releases the Pan-Canadian Framework on Clean Growth and Climate Change
- 9.6 IJC Draft Report for Public Comment Assesses Governments' Progress to Restore and Protect the Great Lakes

Carried.

## **10. DATE OF NEXT MEETING**

The next meeting will be held on March 30, 2017 at 5:30 p.m. at the Ojibway Nature Centre.

## **11. ADJOURNMENT**

There being no further business, the meeting is adjourned at 6:55 o'clock p.m.

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
COMMITTEE COORDINATOR



**AGENDA**  
**WINDSOR-ESSEX COUNTY ENVIRONMENT COMMITTEE**  
held on January 26<sup>th</sup>, 2017  
**Meeting at 5:30p.m at the Ojibway Nature Centre**

---

1. **CALL TO ORDER**

2. **ADDITIONS TO THE AGENDA**

3. **DECLARATION OF CONFLICT**

4. **MINUTES**

Adoption of the minutes of the meeting held November 24<sup>th</sup>, 2016 – ***emailed separately.***

5. **BUSINESS**

- 5.1 Green Speaker Series – Invasive Species Roundtable
- 5.2 WECEC giveaways and remaining funds

6. **COORDINATORS REPORT**

- 6.1 WECEC Coordinator Monthly Report – ***attached.***

7. **SUBCOMMITTEE REPORTS**

- 7.1 Air
- 7.2 Environmentally Sensitive Lands and Issues

8. **NEW BUSINESS**

- 8.1 Update on City of Windsor environmental initiatives
- 8.2 Update on Essex County environmental initiatives – ***attached.***  
***Discussion to determine the purpose of this report and what it should contain.***
- 8.3 2017 goals and objectives

9. **COMMUNICATIONS**

- 9.1 EBR posting regarding permits for bottled water – ***attached.***
- 9.2 Political leaders request Windsor-Detroit study of air pollution impact on health, The Windsor Star Dec 2 2016 – ***attached.***
- 9.3 EBR posting regarding Rosti Group ESA permit in LaSalle – ***attached.***
- 9.4 EBR posting on developing a renewable fuel standard for gasoline – ***attached.***
- 9.5 Federal Government releases the Pan-Canadian Framework on Clean Growth and Climate Change – ***attached***
- 9.6 IJC Draft Report for Public Comment Assesses Governments' Progress to Restore and Protect the Great Lakes – ***attached.***

10. **DATE OF NEXT MEETING**

The date of the next meeting is March 30<sup>th</sup> 2017 at the Ojibway Nature Centre.

11. **ADJOURNMENT**



Canadian Herpetological Society  
Soci t  d'Herp tologie du Canada

November 4, 2016

Re: Excessive roadkill of endangered snakes in Windsor

Dear Mayor Dilkens and City Council of the City of Windsor,

The Canadian Herpetological Society recognizes the work the City of Windsor has done to protect endangered species. Managing a major urban centre with so many species at risk is a daunting task. The City's actions to date, such as the acquisition of the Spring Garden Natural Area, the operation of Ojibway Nature Centre, and the inclusion of provisions to protect biodiversity in the Official Plan, demonstrate an ongoing commitment to conservation. And just this year, the Ojibway Prairie Complex and Greater Park Ecosystem was designated an Important Amphibian and Reptile Area, one of only 11 such sites in Canada<sup>1</sup>.

Recently a major roadkill event for snakes around the Ojibway Prairie Complex was reported in the media<sup>2</sup>. Such high levels of snake roadkill are very discouraging. According to the CBC and discussions with the snake researcher featured in this article, over 30 Butler's Gartersnakes and more than 25 Eastern Foxsnakes were killed on roads in this area in the month of October alone. The level of mortality found this fall is extremely high and potentially poses a significant risk to the survival of these endangered<sup>3</sup> species locally. While some mortality is normal in any population, additional mortality (e.g. from roadkill), particularly if it is ongoing, can lead to population declines or extinction. The Ojibway Prairie is known to have one of the highest rates of snake roadkill in Ontario<sup>4</sup>, so we are confident that the recent die-off was not a one-time event, but an alarming reminder of an ongoing problem.

The threat of road mortality to Butler's Gartersnakes and Eastern Foxsnakes in the Ojibway area is an urgent conservation priority in Canada. Both species are legally protected in Ontario from being killed, harmed or harassed. Allowing the ongoing roadkill of endangered species jeopardizes the resources the City has already committed to conservation and species at risk protection.

---

<sup>1</sup> [cbc.ca/news/canada/windsor/ojibway-park-designation-1.3673710](http://cbc.ca/news/canada/windsor/ojibway-park-designation-1.3673710)

<sup>2</sup> [cbc.ca/news/canada/windsor/91-snakes-killed-roads-1.3794299](http://cbc.ca/news/canada/windsor/91-snakes-killed-roads-1.3794299)

<sup>3</sup> <https://www.ontario.ca/environment-and-energy/species-risk-ontario-list>

<sup>4</sup> <http://canadianfieldnaturalist.ca/index.php/cfn/article/view/1804>

The Canadian Herpetological Society strongly encourages the City of Windsor to work with conservation partners (such as Wildlife Preservation Canada and the Essex County Field Naturalists' Club) to implement effective methods to reduce roadkill around Ojibway. A combination of mitigation methods such as traffic calming, temporary or permanent road closures, exclusion fencing, ecopassages can reduce roadkill. Some of these actions are relatively inexpensive and can be implemented almost immediately, providing tangible benefits to endangered species. By taking action now, the City of Windsor can continue to demonstrate its leadership and commitment to the protection of endangered species. We look forward to seeing solutions implemented on the ground in the near future.

Sincerely,



David Seburn

Chair, Conservation Committee

Canadian Herpetological Society

#### **About the Canadian Herpetological Society**

The Canadian Herpetological Society (CHS) is a registered Canadian charity that advances reptile and amphibian research and conservation in Canada. CHS is made up of researchers, conservation practitioners, naturalists, educators, and other individuals with an interest in Canada's reptiles and amphibians. For more information about the CHS, please visit <http://www.canadianherpetology.ca>



Canadian Herpetological Society  
Soci t  d'Herp tologie du Canada



Canadian Herpetological Society  
Société d'Herpétologie du Canada

November 21, 2016

Re: Excessive roadkill of endangered snakes in LaSalle

Dear Mayor Antaya,

The Canadian Herpetological Society recognizes the work the Town of LaSalle has done to protect endangered species. Managing a growing community with so many species at risk is a daunting task. The Town's actions to date, such as the acquisition and ongoing management of the LaSalle Woods Environmentally Significant Area, and the inclusion of provisions to protect biodiversity in the Official Plan, demonstrate an ongoing commitment to conservation. And just this year, the Town of LaSalle was awarded a Carolinian Canada Conservation Award for its efforts to protect one of the most important habitats for endangered reptiles in the region. Congratulations!

Recently a major roadkill event for snakes around the Ojibway Prairie Complex and Greater Park Ecosystem<sup>1</sup> (which includes portions of LaSalle) was reported in the media<sup>2</sup>. Such high levels of snake roadkill are very discouraging. According to the CBC and discussions with the snake researcher featured in this article, over 30 Butler's Gartersnakes and more than 25 Eastern Foxsnakes were killed on roads in this area in the month of October alone. The level of mortality found this fall is extremely high and potentially poses a significant risk to the survival of these endangered<sup>3</sup> species locally. While some mortality is normal in any population, additional mortality (e.g. from roadkill), particularly if it is ongoing, can lead to population declines or extinction. The Ojibway Prairie is known to have one of the highest rates of snake roadkill in Ontario<sup>4</sup>, so we are confident that the recent die-off was not a one-time event, but an alarming reminder of an ongoing problem.

Addressing the threat of road mortality to Butler's Gartersnakes and Eastern Foxsnakes in the Ojibway area is an urgent conservation priority in Canada. Both species and their habitats are legally protected under the Ontario Endangered Species Act. As such both species are protected from being killed, harmed, or harassed. Allowing the ongoing roadkill of endangered species undermines the other efforts and resources already committed to the conservation of these species at risk.

---

<sup>1</sup> [cbc.ca/news/canada/windsor/ojibway-park-designation-1.3673710](http://cbc.ca/news/canada/windsor/ojibway-park-designation-1.3673710)

<sup>2</sup> [cbc.ca/news/canada/windsor/91-snakes-killed-roads-1.3794299](http://cbc.ca/news/canada/windsor/91-snakes-killed-roads-1.3794299)

<sup>3</sup> <https://www.ontario.ca/environment-and-energy/species-risk-ontario-list>

<sup>4</sup> <http://canadianfieldnaturalist.ca/index.php/cfn/article/view/1804>

The Canadian Herpetological Society strongly encourages the Town of LaSalle to work with conservation partners (such as Wildlife Preservation Canada and the Essex County Field Naturalists' Club) to implement effective methods to reduce roadkill in the area. A combination of mitigation methods such as traffic calming, temporary road closures during peak snake movement periods in spring or fall, permanent road closures, exclusion fencing, and/or ecopassages can reduce roadkill. Some of these actions are relatively inexpensive and can be implemented almost immediately, providing tangible benefits to endangered species. By taking action now, the Town of LaSalle can continue to demonstrate its leadership and commitment to the protection of endangered species. We look forward to seeing solutions implemented on the ground in the near future.

Sincerely,



David Seburn

Chair, Conservation Committee

Canadian Herpetological Society

**About the Canadian Herpetological Society**

The Canadian Herpetological Society (CHS) is a registered Canadian charity that advances reptile and amphibian research and conservation in Canada. CHS is made up of researchers, conservation practitioners, naturalists, educators, and other individuals with an interest in Canada's reptiles and amphibians. For more information about the CHS, please visit <http://www.canadianherpetology.ca>





We speak for those who cannot speak for themselves.

1375 Provincial Road  
Windsor, ON N8W 5V8  
Phone: 519 - 966 - 5751  
Fax: 519 - 966 - 1848  
info@windsorhumane.org

Dear Amherstburg Town Council,

We are writing to you to ensure you are aware of our large fundraising initiative taking place in June, as it will involve several people stationed throughout Windsor and Essex County at major intersections and storefronts.

Strays on Streetcorners is one of the Windsor/Essex County Humane Society's most recognized fundraising events. This initiative involves the coordination of hundreds of volunteers stationed around Windsor and Essex County to collect donations and hand out newsletters with information on our humane initiatives.

This year's campaign will run from Thursday, June 15 through Saturday, June 17.

Our volunteers will be collecting donations from the public on any or all of the following dates and times:

- Thursday, June 15 from 7:15AM-9:15AM and 3:30PM-5:30PM
- Friday, June 16 from 7:15AM-9:15AM and 3:30PM-5:30PM
- Saturday, June 17 from 10:30AM-12:30PM and/or 12:30PM-2:30PM

As a not-for-profit that relies entirely on the generosity of our community to continue operating, and all of the funds raised through our Strays on Streetcorners campaign are critical in keeping our humane programs running.

All funds raised go directly toward supporting:

- The fight against animal cruelty with our Cruelty Investigations program.
- Providing medical treatment for animals in need, including our Pumpkin Fund, which helps to save animals in desperate need of urgent surgeries and extensive medical care.
- Educating the community through our Humane Education program.
- Operating our public spay/neuter clinic, which offers low cost surgeries to members of our community, which in turn helps to control the animal population.
- Maintaining our adoption programs and finding animals their forever homes.

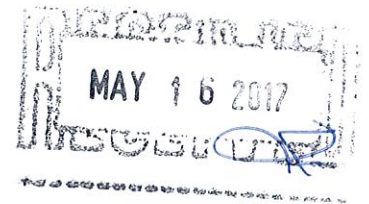
Safety is our primary concern during this event. All volunteers will be wearing nametags and branded Strays on Streetcorners WECHS t-shirts in bright orange for maximum visibility. All volunteers will also have gone through an orientation session, which will outline proper safety procedures and precautions.

If you have any questions, suggestions or concerns regarding our campaign, please contact me directly at events@windsorhumane.org or 519-966-5751 ext 23.

Thank you for your support!

Sincerely,

Emma Truswell  
Events & Community Relations Coordinator  
Windsor/Essex County Humane Society





May 3<sup>rd</sup>, 2017

His Worship Mayor Aldo DiCarlo  
Town of Amherstburg  
271 Sandwich Street South  
Amherstburg, Ontario  
N9V 2A5

**RE: Franco-Ontarian Flag Day**

Mr. Mayor:

On Monday, September 25<sup>th</sup> 2017, the Francophones in Ontario will celebrate again this year the provincial law declaring September 25<sup>th</sup>, *Franco-Ontarian Day (Le jour des Franco-Ontariens et des Franco-Ontariennes)*. The Conseil scolaire catholique Providence is requesting that municipalities across Southwestern Ontario hold a flag-raising ceremony on Monday, September 25<sup>th</sup>, 2017 to commemorate this historical event.

We would like to suggest to municipalities to hold this event at 10:00 a.m. on Monday, September 25<sup>th</sup>, 2017 to facilitate the participation of our staff and students in this community event. Our flag could therefore proudly fly to honor the legacy of Franco-Ontarians in our communities.

Should you have any questions concerning this request, I would invite you to contact Ms. Carole Papineau, Community Liaison Officer. You can reach her at 1-519-948-9227, extension 830145 or by email [papicaro@cscprovidence.ca](mailto:papicaro@cscprovidence.ca).

Your presence at this event would be greatly appreciated. Thank you for considering our request.

Sincerely,



Joseph Picard,  
Director of Education

**SIÈGE SOCIAL**

7515, promenade Forest Glade  
Windsor, Ontario N8T 3P5  
téléphone 519-948-9227  
sans frais 1-888-768-2219  
télécopieur 519-948-1091

**BUREAU SATELLITE DE  
CHATHAM-KENT**

14, rue Notre-Dame, C.P. 70  
Pain Court, Ontario NOP 1Z0  
téléphone 519-355-1304  
sans frais 1-877-250-4877  
télécopieur 519-354-8337

**BUREAU SATELLITE DE  
LONDON**

920, rue Huron  
London, Ontario N5Y 4K4  
téléphone 519-673-1035  
sans frais 1-800-407-2338  
télécopieur 519-673-1924

**J'y crois, je m'engage!**

**CscProvidence.ca**

PRESENTED BY:



UNITED WAY  
WINDSOR-ESSEX

The graphic for "Battle of the Growers" features a green arch with sun rays at the top. Inside the arch are three green sprouts of varying heights. Below the arch is a semi-circle containing a watermelon slice with seeds. The text "BATTLE OF THE GROWERS" is written in a bold, green, distressed font across the middle.

# BATTLE OF THE GROWERS

*A Signature Dining Experience in Essex County*

ENJOY WATCHING A FRIENDLY COMPETITION BETWEEN  
LOCAL GROWERS, WINERIES AND CHEFS.

**Friday, June 16, 2017**

## **Key Information - Battle of the Growers**

**Friday, June 16, 2017 | Pelee Island Winery, Kingsville | 7pm**

### **Battle of the Growers Inaugural Event *"not your traditional gala"***

- New County-based event to raise funds to support the next group of 15 students participating in On Track to Success Leamington program (August 2017).
- Local growers, wineries, chefs and students in the On Track program will compete in teams to create a delicious small plate appetizer-sized dish for 250 guests
- Brings together members of the Ontario Greenhouse and Vegetable Growers in a friendly competition. The hook – the team has to use a vegetable or fruit supplied by the participating grower.
- Judges and guests will sample all dishes and vote on the best of the night.
- Live auction experience packages include: trip to Tuscany, trip to Napa Valley, exclusive dinner for 8 at the Vines including transportation and wine pairings, 1 season Lee & Maria's weekly produce delivery, Wolfhead Distillery experience, and more!
- Jay & Morgan from the Mix 96.7 will host the evening.

### **Guest Judges include:**

- Mayor Aldo DiCarlo, Amherstburg
- Mayor Nelson Santos, Kingsville
- Deputy Mayor, Hilda MacDonald, Leamington
- Principal Kyle Berard, Leamington District Secondary School
- Lynette Bain, Tourism Windsor-Essex County
- Matt Issacs, Neighbourhood Charitable Alliance

**Presenting Sponsor:** Libro Credit Union

**Supporting Sponsors:** Alegro Acres, Highline Mushrooms, J.C. Fresh, Lakeside Produce, Pure Flavor – Pure Hothouse Foods, Raymonts Berries, Mix 96.7

### **On Track to Success in Leamington is:**

- Reducing poverty by providing opportunities
- 4000 kids in Windsor-Essex County will not escape inter-generational poverty –intervention is needed with partners to help young people graduate from high school and go on to post-secondary education
- Helping children improve their performance in school because they are able to access academic and social supports



- Helping families living in low income to better support their children’s education and ensure their children have access to the out of school supports they need to position them for academic success
- It costs \$100,000+ to fund one cohort of the program. (\$6,500 per student per year) so we really need individuals and the business community to step up and support this made in Windsor-Essex County Program

PRESENTED BY:





**BATTLE OF THE GROWERS**

*A Signature Dining Experience in Essex County*

Proceeds to benefit Leamington’s On Track to Success Program

**A COMPETITION TO SELECT THE BEST DISH  
IN A BATTLE BETWEEN LOCAL GROWERS, CHEFS AND WINERIES.**

**Friday, June 16, 2017** | Pelee Island Winery (New Banquet Hall) | Kingsville | 7pm

**\$100 Per Person** | Casual Garden Party Attire  
Includes a strolling dining experience with bistro tables, small plate appetizers, wine pairings, live auction and entertainment by Jen Knight.

**Purchase tickets now!** RSVP deadline June 5, 2017  
[www.weareunited.com/BattleoftheGrowers](http://www.weareunited.com/BattleoftheGrowers) or 519-258-0000 x1178

THANK YOU TO OUR SUPPORTING SPONSORS:






## **Battle of the Growers**

**Friday, June 16, 2017**

### **Pelee Island Winery**

#### **Team 1**

Grower	Highline Mushrooms	Kingsville
Chef	Smashed Apple	Amherstburg
Winery	Sprucewood Shores Estate Winery	Amherstburg

#### **Team 2**

Grower	J. C Fresh	Kingsville
Chef	Green Heart Lunch Club	Kingsville
Winery	Muscedere Vineyards	Harrow

#### **Team 3**

Grower	Pure Flavor - Pure Hothouse Foods	Leamington
Chef	The Vines Restaurant	Harrow
Winery	Coopers Hawk Vineyards	Harrow

#### **Team 4**

Grower	Alegro Acres	Kingsville
Chef	Osarracino's Trattoria & Wine Bar	Kingsville
Winery	Pelee Island Winery	Kingsville

#### **Team 5**

Grower	Lakeside Produce	Leamington
Chef	Calabria Coastal Bistro	Cottam
Winery	Colio Estate Wines	Harrow

#### **Team 6**

Grower	Raymonts Berries	Cottam
Chef	Mettawas Italian Mediterranean	Kingsville
Winery	Oxley Estate Winery	Harrow



## Helping local youth graduate high school, attend post-secondary education, and reach their full potential.

On Track to Success is a poverty reduction strategy that strives to alleviate barriers for youth who are living in low-income families by providing extensive wrap around supports. The program is offered in both Leamington and the West End of Windsor and is delivered in collaboration with a number of community partners.

### Program Development

When developing the On Track to Success program, we looked at best practices across North America to create a “made in Windsor-Essex County solution”. One of the programs that showed positive results was the Pathways to Education program. Since its inception, the Pathways program has experienced significant success in improving educational outcomes for youth. Established in Regent Park area of Toronto in 2009, a community where there is a high population of very-low income families, Pathways to Education has achieved a 300% increase in the number of students attending post-secondary education, the high school graduation rates among program participants has more than doubled, and the social return for every dollar spent on the Pathways Program is a resounding \$24. On Track to Success is well-positioned to achieve comparable results.

### Program Elements

The students selected to participate in the On Track to Success program live in low-income homes and are at greatest risk of not graduating and escaping inter-generational poverty. A total of 20 students in each year will be selected to participate in the program. The students will attend the program throughout their high school years and will be supported in their transition to post-secondary school.

**Academic Support** – deliver after-school tutoring and homework help 4 days per week.

**Success Coaching** – monitor school attendance, academic progress, and program participation; provide counselling support, referrals, advocacy, and system navigation support to students and their families.

**Mentoring** – connect participants with volunteer mentors to provide ongoing social support and leadership development in small-group settings; connect participants with specialized volunteer career mentors to explore interests, develop skills, and plan for educational opportunities.

**Financial Support** – provide financial resources to remove barriers so the students can attend school and On Track program activities each day and achieve academic success; provide students with a \$1,000 bursary for each year they successfully complete the program, up to a total of \$4,000. These funds are held in trust and used to support their post-secondary education.

# On Track to Success

## Expected Outcomes

1. Improved graduation rates among students living in priority neighbourhoods;
2. Increased number of youth attending post-secondary education programs;
3. Reduced intergenerational poverty in our community.

## Why It Matters

Windsor-Essex County residents have lower enrollment in post-secondary education than the provincial average. A neighbourhood-based approach can support the most vulnerable in our community to improve educational outcomes. Neighbourhoods were selected based analysis of a variety of indicators, including school attendance, credit accumulation, test scores, and socio-economic factors. Additionally, these indicators were analyzed by school and by postal code by both the Greater Essex County District School Board and the Windsor-Essex Catholic District School Board. By targeting the neighbourhoods that demonstrate the greatest need, this program has the potential to make a significant impact on the outcomes of low-income students and, ultimately, can help reduce intergenerational poverty.

## Early Success

The On Track to Success program launched in Leamington in the summer of 2015. This fall, the 20 students in the first Leamington cohort began grade 10 and a new cohort of grade 9 students joined the program. Additionally, A West Windsor site was added this fall and welcomed 20 new grade 9 students into the program.

After the first year of receiving support, 100% of On Track to Success students passed and received all credits in their grade 9 year. Further, 75% of students in the program achieved an average of B- or higher. This success was a direct result of the hard work and dedication of On Track to Success students, who participated in 300+ hours of tutoring support throughout the school year. We look forward to continuing to partner in the education journey of these students, as well as to begin new partnerships with the incoming cohorts.



For more information, please contact:

United Way/Centraide Windsor-Essex County  
info@weareunited.com | 519-258-0000  
www.weareunited.com/ontrack







# THE FIRE FIGHTERS ASSOCIATION OF ONTARIO

**FFAO PUBLICATIONS**  
2860-A 6th Avenue West  
Owen Sound, Ontario, N4K 5X8  
1-866-511-0911 - 647-963-0911  
E-mail: [nigel@ffaopublications.ca](mailto:nigel@ffaopublications.ca)  
[www.ffaon.ca](http://www.ffaon.ca)



...

**RON KING**  
PRESIDENT

**SHELLY PARKS-STOREY**  
VICE PRESIDENT

**JOHN PAYNE**  
CHAIRMAN OF THE  
BOARD

**WILLIAM S BURNS**  
DIRECTOR

**DENNIS THAIN**  
DIRECTOR

**VERONDA BRYDGES**  
SECRETARY

**JAMIE HILLER**  
FFAO MEDIA

**ROBIN MANDRYK**  
FFAO PUBLICATIONS

...

The Fire Fighter's Association of Ontario and First Response Publications Ontario want to thank you for your interest in supporting our training and educational programs. Our Biannual publication is a key communication tool connecting all the fire halls and departments within Ontario.

Due to the lack of Government funding we rely upon our friends in the business community to help fund our training and education programs.

The funds raised through sponsor ads in these publications help to provide

- \* Safety and Equipment training
- \* Community Fire Safety Programs
- \* Fire Code Legislation and Safety Regulations
- \* Support Community organizations i.e. 'Camp Bucko' ( Children's Extreme Burn Camp )

First Response Publications Ontario is a non for profit structured publishing company that allows for ALL the proceeds from these publications to go to the Fire Department to help fund these necessary programs.

A majority of our men and women in the Ontario Fire Departments work normal every day jobs until the call comes in then they drop what they are doing and respond as fast as possible.

Tragedies like Fire, Heart Attack, Stroke, Car Accidents, Industrial Accidents and Natural Disasters, and unfortunately in today's world acts of terrorism, All of these things do not discriminate who they attack or when and the Fire Department is usually first on the scene. All of these programs you are supporting help to ensure that the men and women responding to these calls have the necessary skills and training to ensure the best possible outcome in these tragic events.

These programs effect every person in Ontario both residential and professional so please help us to ensure the safety of our men and women in the Fire Department and the communities that they serve..

Thank You from the  
Fire Fighters Association of Ontario  
and FFAO Publications

*Safer Communities for the  
Fire Service and the Public  
throughout Ontario*



# 2017 FFAO CONVENTION

**JULY 30<sup>th</sup> – AUGUST 7<sup>th</sup>**

**HOSTED BY**

**WEST NIPISSING OUEST  
FIRE SERVICE D'INCENDIE  
(STURGEON FALLS, ONTARIO)**

**H.O.T. COURSES & SEMINARS**

\*\*\*

**GENERAL MEETING**

\*\*\*

**MEDAL OF MERIT PRESENTATION**

\*\*\*

**MEMORIAL PARADE**

\*\*\*

**ANTIQUÉ FIRE TRUCK MUSTER**

\*\*\*

**FIREFIGHTER GAMES & COMPETITIONS**

\*\*\*

**ONTARIO FIREFIGHTER AMBASSADOR COMPETITION**

\*\*\*

**LIVE ENTERTAINMENT**

\*\*\*

**ONSITE CAMPING**





## THE FIRE FIGHTERS' ASSOCIATION OF ONTARIO

2860-A 6th Avenue West  
Owen Sound, Ontario, N4K 5X8  
1-866-511-0911 - 647-963-0911

E-mail: [nigel@ffaopublications.ca](mailto:nigel@ffaopublications.ca)

[www.ffaopublications.ca](http://www.ffaopublications.ca)



### AD SPACE

<b>Business Card:</b> dimensions : 3.625" (w) x 2.312" (h) ink: black & white	<b>\$349.00</b> +HST
<b>one sixth page:</b> dimensions: 3.625" (w) x 3.166" (h) ink: black & white	<b>\$450.00</b> +HST
<b>quarter page:</b> dimensions: 3.625" (w) x 4.875" (h) ink: black & white	<b>\$750.00</b> +HST
<b>half page:</b> dimensions: 7.5" (w) x 4.875" (h) ink: black & white	<b>\$1495.00</b> +HST
<b>Full page:</b> dimensions: 7.5" (w) x 10" (h) ink: black & white	<b>\$2395.00</b> +HST
<b>inside front cover:</b> dimensions: 8.5" (w) x 11" (h), bleeds: 1/4" allowance, ink: CMYK	<b>\$3000.00</b> +HST
<b>inside back cover:</b> dimensions: 8.5" (w) x 11" (h), bleeds: 1/4" allowance, ink: CMYK	<b>\$3000.00</b> +HST
<b>outside back cover:</b> dimensions: 8.5" (w) x 11" (h), bleeds: 1/4" allowance, ink: CMYK	<b>\$4000.00</b> +HST

*digital files can be sent via email to:*

**[nigel@ffaopublications.ca](mailto:nigel@ffaopublications.ca)**

*please be sure to include your **invoice number** and **contact person** in your email*

**From:** Ontario BIA Association - Return ON Investments of BIAs  
[<mailto:data=obiaa.com@mail11.suw15.mcsv.net>] **On Behalf Of** Ontario BIA Association - Return ON Investments of BIAs  
**Sent:** Monday, May 08, 2017 10:01 AM  
**To:** General Inquiry  
**Subject:** OBIAA - Return on Investment of BIAs Final Report



---

May 5, 2017

Dear Mayor and Council,

As you may remember, the Ontario BIA Association entered into a funding agreement with the Province of Ontario for a research project to determine the Return on Investment of BIAs. The primary goal was to identify a set of common indicators for BIAs across the province to establish the role they play in local economies and community development. In the future, these indicators will build a common set of measures for BIAs, the province and municipalities to use.

The Return on Investment of BIAs project is now completed and we wanted to share, with you, the results of this project.

With your help, we were able to gather the information necessary to create a detailed and informative report on how vital BIAs actually are and what we can

do to help them in their continued efforts to build vibrant, safe, and successful communities across Ontario.

As a result, OBIAA now has a set of indicators that we can collectively use to measure our BIAs across the province, which will firmly establish the role they play in local economies and community development.

There are three (3) reports that have been produced over the past year. You can find the [Background Report](#) and the [Consultation Report](#) at <http://obiaa.com/return-on-investment-of-bias-study/> along with key findings (as seen below).

We thank you for all of the assistance and information you provided during this past year. We will continue this work and are presently seeking granting opportunities in order to continue. You will occasionally receive updates on our progress.

We proudly attach the [2017 Return on Investment of BIAs Final Report](#) for your review and information.

Sincerely,

Kay Matthews  
Executive Director  
**Ontario BIA Association**

***Some Key Findings:***

# The Return ON Investment of BIAs Project

**A BIA is integral to advancing a distinct, livable, vibrant and resilient business district within its local community.**

We know that BIAs make an enormous contribution to the economic, social and cultural health of our province and our communities. In 2016, OBIAA and TABIA together with the province decided it was time to establish a set of metrics to show the critical role our BIAs play and help us build on what we've accomplished. The result is the Return ON Investment of BIAs Project.

**6 consultants. 300+ BIAs. 30+ indicators.**  
**19 Advisory Committee members.**  
**20+ interviews. 10+ surveys.**  
**100s of phone calls and 1000s of emails.**  
**And 1 year later.**

The Return ON Investment of BIAs Report is READY! Filled with information about the wide range of BIAs in Ontario, how data is vital to understanding the critical role that BIAs play, what data we need to understand and how to measure it over time, this Report is a must-have in every BIA's library.



**Street Appeal:** how BIAs leverage money for beautification and how those investments in turn create a sense of place, attracting both visitors and value.



**Supporting Small Business:** how BIAs support the success and resiliency of member businesses.



**Economic Development:** how BIAs contribute to the economic well-being and growth of their areas, communities and municipalities.



**Community Building:** how BIAs support the broader community by supporting strong relationships within their municipalities, good governance and safe environments.



**OBIAA**



**tabia**  
Toronto Association of Business Improvement Areas



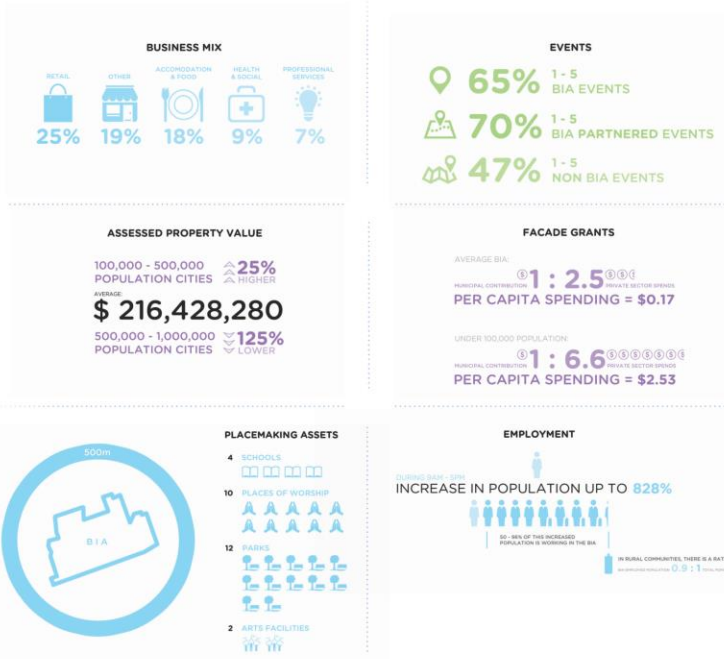
**BRAND CL:RITY**

**COBALT CONNECTS**

**FOTENN**  
PLANNING + DESIGN

# Some interesting finds on the Return ON Investment of BIAs

[www.obiaa.com/roi-of-bias-report.pdf](http://www.obiaa.com/roi-of-bias-report.pdf)



280 Queen Street South, Mississauga, ON L5M 1M1  
 TF: 866-807-2227 | [info@obiaa.com](mailto:info@obiaa.com) | [www.obiaa.com](http://www.obiaa.com)



---

This email was sent to [inquiry@amherstburg.ca](mailto:inquiry@amherstburg.ca)

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Ontario BIA Association · c/o 280 Queen Street South · Mississauga, ON L5M 1M1 · Canada





ROI of BIAs

# Return on Investment of BIAs Report

April 2017



**OBIAA™**



Toronto Association of  
Business Improvement Areas



**BRAND  
CL:RITY**



**FOTENN**

## ACKNOWLEDGMENTS

The Ontario BIA Association (OBIAA) and the Toronto Association of BIAs (TABIA) would like to acknowledge and thank the following for their support of this important project:



The Province of Ontario



The City of Toronto



The Toronto Entertainment District BIA

The views expressed in the publication are the views of Ontario BIA Association (OBIAA) and Toronto Association of BIAs (TABIA) and do not necessarily reflect those of the Government of Ontario.

# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>1</b>		
<b>INTRODUCTION: THE BIA STORY</b>	<b>6</b>		
<b>PROJECT SCOPE</b>	<b>8</b>		
<b>ADVISORY COMMITTEE + PROJECT TEAM</b>	<b>12</b>		
<b>SELECTING THE INDICATORS</b>	<b>14</b>		
Data Capture Methodology	15		
Confidence Scale	17		
Note to the Reader	17		
Goal: Street Appeal	17		
Goal: Economic Development	20		
Goal: Supporting Local Business	23		
Goal: Community Building	28		
Return on Investment: Top Seven Indicators	29		
<b>KEY OBSERVATIONS</b>	<b>32</b>		
Street Appeal	32		
Economic Development	32		
Supporting Local Business	34		
Community Building	34		
BIA Diversity: Rural and Urban	35		
<b>NEXT STEPS: COLLECTING DATA</b>	<b>38</b>		
Building the Indicator Metrics	38		
Funding Critical Data	40		
Building A Database	41		
<b>NEXT STEPS: BUILDING CAPACITY</b>	<b>42</b>		
For BIAs and Their Members	42		
For the Association	43		
<b>NEXT STEPS: BUILDING PARTNERSHIPS</b>	<b>44</b>		
<b>NEXT STEPS: SHARING KNOWLEDGE</b>	<b>46</b>		
<b>NEXT STEPS: DEMONSTRATING RETURN ON INVESTMENT</b>	<b>48</b>		
<b>CLOSING THOUGHTS</b>	<b>51</b>		
<b>APPENDIX A: STREET APPEAL INDICATORS</b>	<b>53</b>		
1.1 Amount of money spent on beautification	53		
1.1.2 Amount of money leveraged	54		
1.1.3 Number of benches, garbage cans, etc.	55		
1.1.4 Placemaking metrics	55		
1.1.5 Public realm completion rate	57		
1.2.1 Actual event attendance	58		
1.2.4 Conversion rate	58		
1.2.6 Average dwell time in a BIA	60		
1.2.7 Quality-of-life metrics	61		
<b>APPENDIX B: ECONOMIC DEVELOPMENT INDICATORS</b>	<b>63</b>		
2.0.1 Employment statistics	63		
2.0.2 Building permits	66		
2.0.3 New business openings	68		
2.0.8 Assessed property value	69		
2.0.10 Gross District Product	70		
2.0.11 Anchors	71		
2.0.12 Business mix in relation to strategic plan	73		
2.0.13 Assessed value of surrounding area	75		
2.0.14 Housing prices of the surrounding area	76		
<b>APPENDIX C: SUPPORTING SMALL BUSINESS INDICATORS</b>	<b>78</b>		
3.1.1 Sales	78		
3.1.5 Business hours	80		
3.1.6 Visitor satisfaction	80		
3.1.7 Gross leasable square footage	81		
3.1.8 Business turnover	82		
3.1.9 Business longevity	83		
3.1.10 Vacancy	84		
3.1.11 Number of small independent businesses	85		
3.1.12 Number of chains	85		
3.2.3 Things to do in a BIA	86		
3.2.4 Parking utilization	88		
3.2.6 Pedestrian counts	89		
3.2.8 Visitor recall of BIA marketing	90		
3.2.9 Testimonial, visitor reviews	91		
<b>APPENDIX D: SUPPORTING COMMUNITY BUILDING INDICATORS</b>	<b>92</b>		
4.1.1 Yearly review of strategic plan	92		
4.2.1 Amount of collaboration with municipality	93		
4.2.2 Number of departments that BIA works with	93		
4.2.3 BIA submissions and presentations to Council	94		
4.2.4 Engagement with neighbourhood organizations	95		
4.2.5 Number of committees / organizations BIA participates in	95		
4.2.6 Number of non-BIA events held in BIA	96		
4.2.8 Crime statistics	97		
4.2.9 Perceptions of crime	98		
4.2.10 Engagement with local police	99		
<b>APPENDIX E: SECONDARY RESEARCH METHODOLOGY</b>	<b>100</b>		
<b>APPENDIX F: CONSULTATION METHODOLOGY</b>	<b>101</b>		
<b>CASE STUDIES</b>			
Downtown Perth BIA	9		
Toronto Financial District BIA	10		
Downtown Peterborough BIA	13		
Seaforth BIA	24		
Port Hope BIA	25		
Downtown Barrie BIA	31		
Kanata North BIA	37		
Downtown Guelph BIA	50		



With a current database of more than 308 BIAs in Ontario alone, OBIAA began the Return ON Investment of BIAs Project in March of 2016 to increase understanding of the impact of BIAs. Funded through the Ministry of Municipal Affairs and working with the Toronto Association of BIAs (TABIA), OBIAA's primary goal was to identify a set of common indicators for BIAs across the province which reflect the BIAs role in local economies and community development. These indicators will act as a benchmark for BIAs across the province and help to establish the impact BIAs are having in communities of all sizes across Ontario.

The study has four primary goals:

1. Establish a set of common indicators for BIAs across Ontario.
2. Create a pool of Tools and Metrics for BIAs to share their impact and analyze trends.
3. Understand what is happening on the ground in our downtowns and main streets and the successes and challenges currently faced by BIAs.
4. Outline existing gaps in the data base and provide recommendations on how to go about filling them.

The project was conducted in four phases:

**Background research:** at the outset, the project team undertook background research project to learn and show how various municipalities, BIAs and other jurisdictions around the globe are assessing value and contribution and some of the data currently available. The findings resulted in 13 recommendations to assist the ROI of BIAs project team in the development of a comprehensive set of indicators and build an understanding of data.

**Establishing the Indicators:** Using the information gathered through the primary and secondary research, evaluation of the collective indicators was completed by the project team and Advisory Committee with recurring feedback loops to the membership to arrive at the final list.

**Establishing the Monitoring Tools:** Once the indicators were determined, this phase consisted of understanding the data sources available among BIAs, municipalities and governments and arriving at initial data sets for the 30 indicators identified during the consultation process.

**Knowledge Sharing:** The indicators, data analysis, data gaps and tools developed through this study will continue to be shared with government partners and the membership to create a common understanding around the importance of data to highlight the role BIAs play in building resilient commercial districts.

Through each phase, the project team underwent an engagement process that consisted of a series of interviews with key BIA leaders, municipal leaders, Ministry stakeholders to ascertain priorities and challenges in the daily function of BIA organizations, and understand the data measurements to help BIAs share their story. The consultation program included two multi session webinars with BIAs across Ontario and series of 10 surveys issued to BIA leaders and BIA members. Six Advisory Committee meetings were also held to discuss findings and determine key indicators and directions.

Based on this consultation process, an initial list of over 200 potential indicators under eight possible themes was refined to create a comprehensive list of 30 indicators under four key goals. The list of 30 indicators were then further prioritized by the project team, Advisory Committee and membership based on a poll of overall interest in the metric over the long term down to seven key indicators.



## STREET APPEAL

### Physical

1. Streetscape and façade investment
2. Placemaking
3. Visitor Experience

4. Actual event attendance
5. Conversion rate
6. Average Dwell Time within the BIA
7. Quality of Life (including livability measures and perceptions)



## ECONOMIC DEVELOPMENT

1. Employment
2. Building permits
3. New business openings
4. Assessed property values
5. Gross District Product
6. Business mix
7. Anchors

BIA Zone of Influence: Assessed value of surrounding area and Housing prices in surrounding area



## SUPPORTING SMALL BUSINESS

### Business Impact

1. Retail sales
2. Business hours
3. Visitor satisfaction
4. Gross leasable area
5. Business Resiliency + Business turnover
6. Business longevity + Vacancy rates
7. Customer Draw Potential: Number of independent businesses + Number of chains

### Visitation, Movement and Marketing

8. Things to do in the BIA/Region
9. Parking utilization
10. Pedestrian counts
11. Marketing Effectiveness: Visitor recall of BIA marketing and Visitor reviews and testimonials



## COMMUNITY BUILDING

### Internal Community Building

1. Strategic plan achievement

### External Community Building

2. Municipal Capacity Building: Amount of collaboration with municipality and BIA submissions and presentations to Council
3. Local Capacity Building: Engagement with neighbourhood organizations and number of non-BIA events held in the BIA
4. Safe environment

### KEY SEVEN INDICATORS

1. Sales – actual numbers
2. Gross District Product (sales and employment by square acreage)
3. Employment
4. Business mix – anchors, critical mass, plan alignment
5. Business resiliency – turnover, vacancy and longevity
6. Money leveraged for streetscape
7. Visitor satisfaction

### KEY OBSERVATIONS

#### Street Appeal

- **Streetscape and Façade Investment:** 55% of reporting BIAs had members leveraging façade programs, which generated an average 2.5:1 private sector to municipality investment ratio with an average of \$0.17 per capita invested.
- **Placemaking:**
  - BIAs report a median spend of \$32,500 annually dedicated to beautification.
  - 75% have a significant stock of properties that are either heritage-designated or of heritage interest.

- All BIAs reported having multiple transit stops.
- A significant cluster of cultural facilities tends to land within 500m of a BIA.
- BIAs have an average of 4 schools within 500m.
- Significant affordable housing stock is within 500m of a BIA.
- An average of 10 churches fall within 500m of BIA.

## Economic Development

- **Employment:**
  - The project team found both BIAs that can attract employees to an area increasing the daytime population by over 800% and BIAs that account for a significant proportion of the of the jobs in a community (ranging from 0.2:1 to 0.9:1).
  - The greatest average daytime employment shift (the increase from residential population to daytime employment population) occurs in BIAs in municipalities with a population of 100,000 to 500,000, where the average shift is a 177% increase.
- **Building Permits:** From 2011 to 2016, the value of building permits in reporting communities increased by a value of 163% (commercial) and 128% (residential), while the number of permits remained relatively stable.
- **New Business Openings:** An average of 6% of their membership representing new businesses. The strongest performers in new business are BIAs within communities between 500,000 to 1M population, who are hosting on average 17 new businesses per year.
- **Assessed Property Value:** Average: Assessed value was \$216,428,280. In communities with a population between 100,000 to 500,000, this value was 25% higher than the average, whereas in communities between 500,000 and 1M in population, the value was 125% below average.
- **Business Mix:**
  - 1% of the business mix in BIAs, with communities between 500,000 to 1M (5%)

and 25,000 to 100,000 (6%) having the greatest representation.

- **Anchors:** BIAs are primarily comprised of five NAICS codes: Retail Trade (25%), Other Services (19%), Accommodation and Food (18%), Health Care & Social Services (9%) and Professional, Scientific and Technical Services (7%). All other NAICS fall under 3%, with the vast majority having none.

- **BIA Zone of Influence:** the sale price of a single-family home or condominium within 500m of a BIA rose on average 46% between 2011 and 2016.

## Support Local Business

- **Vacancy:** On average, there were 11.7 vacancies per BIA on an annual basis. This figure is significantly higher in communities with a population of 100,000 – 500,000 population, having an average of 21.6 vacancies per year.
- **Number of chains:** On average, chains make up 7% of BIA membership in Ontario, with cities 100,000 to 500,000 in population reaching as high as 12%.
- **Things to do within the area of influence of a BIA:** On average a BIA has 10 places of worship, 12 public parks, and two cultural facilities within 500m of the BIA -- making them prime civic spaces for public engagement.

## Community Building

- **Strategic Plan Achievement:** 40% of BIAs review their strategic plan annually and that 76% review their plan within 1-5 years.
- **Municipal Capacity Building:**
  - 84% of BIA staff rate their level of collaboration with their municipal partners between 7-10 (10 being excellent).
  - While 97% report having a relationship with municipal staff, they only rate the effectiveness of these relationships at 81%.
- **Local Capacity Building:**
  - BIAs produce an estimated total of 1200 events

each year, and another 1300 produced by other community organizations land within the BIA.

- Safe Environment:
  - Of the BIAs surveyed, 60% have at least one policing centre within 500m
  - 30% of crime within a BIA was theft and shoplifting, 24% was alcohol or quality of life related, and 14% was considered violent crime.

## NEXT STEPS: COLLECTING DATA

**Building out the Indicators:** While this study starts to create that toolkit, more work is needed in the future. This project has identified a number of data collection tools to help the membership and municipalities provide indicator data. Some of these tools already exist, some need to be augmented to provide information to address certain indicators and some are brand new. A handbook for BIAs on these tools and their relationship to each indicator should be developed to equip BIAs with easy to use collection measures and help outline the emerging and critical role of data in their daily practice.

**Funding Critical Data:** In order for BIAs to track some of the critical metrics which help define their return on investment, funding support is needed. This project has identified a select group of indicators which are attainable but at a cost.

**Building a Database:** In order for data to continue to be gathered and easily accessed, a central data portal should be created. The data portal would provide substantial improvements to both data entry by the membership and municipalities, and data availability for all.

## NEXT STEPS: BUILDING CAPACITY

**For BIAs and Their Members:** Each BIA should be recognized as unique and should not be forced into a one-size-fits-all approach. The intent here is to provide each BIA with the tools needed to share their story and their success without attempting to sterilize the unique nature of each business district.

**For Associations:** OBIAA and TABIA have an important role to play in leading BIA organizations into their next phase of growth. Overwhelmingly, key successes for BIAs are related to community building within the BIA organization. OBIAA and TABIA are looking to better address these challenges and support the membership in their own professional development, but must engage both the province and local municipalities in these efforts to ensure success.

## NEXT STEPS: BUILDING PARTNERSHIPS

**Provincial:** This report calls for continued multi-ministry partnership with OBIAA to support the foundation of data and metrics formulated through this initiative both on a broad basis and localized scale.

**Municipal:** Stronger municipal partnerships between their administration and their BIAs will undoubtedly improve access to data, reduce uncertainty about sharing information and build mutual trust.

**Institutional:** There is currently institutional capacity to both assemble, analyze and house the data for each indicator of this project. Direct alignment with a partner institution would engrain continued research on BIAs as part of the community fabric. OBIAA/TABIA would like to work with a preferred institution to create a research hub for Small Business and Business Improvement Areas in the future.

**Commercial:** Private Sector partnerships offer BIAs an opportunity to leverage additional knowledge, market share and in some cases financial support to assist them in day to day function. While some strong partnerships with private sector firms exist on an individual BIA level, these could be further explored to see what opportunities are available on a broader scale. BIAs are in a unique position to foster these partnerships.

## NEXT STEPS: SHARING KNOWLEDGE

Communications will play a vital role in the ongoing success of the project, from keeping members and stakeholders engaged and excited to providing the key mechanisms for encouraging collection and gathering of data. A long-range communications



plan is being currently developed to support this initiative as the future unfolds. Bilingualism and improving engagement will be key to successful communications and knowledge-sharing.

**NEXT STEPS: DEMONSTRATING THE RETURN ON INVESTMENT**

One of the primary goals of this study was to determine the return on investment of BIAs. The work completed to date provides a snapshot of their influence, as well as clarity around the indicators needed to share the wide variety of successes and challenges faced by BIAs across the province. In addition, this work also looks to provide a series of tools to both collect needed data and equip the membership to share what they have. Ideas around future tools for BIAs to use in sharing indicator metrics were developed, including:

**Street Appeal**

**Asset Mapping**

*Benefit:* Provides a visual tool for BIAs and municipalities to understand existing assets (both physical and social) within the BIA area. For example, a map that populates total number of street benches, lampposts, garbage cans etc. should be combined with statistics on public art, parkettes, natural features, place of worship and key businesses to provide a full picture of the assets of that district.

The determination of assets can be completed by the Board of Management or through a membership survey, and supplemented by municipal infrastructure data. This sort of tool could be kept up by the BIA executive and shared with government partners and the broader membership to show ROI.

**Economic Development**

**Gross District Product – Inputs: Sales (HST), employment, land area.**

*Benefit:* Provides a simple ROI measure of the relative impact of the BIA area on sales/employment/building permits on a per square foot basis. Allows for comparable metrics to other geographies, the city as a whole or other commercial areas.

**Supporting Local Business**

**Sales Index**

*Benefit:* Select a common denominator good that would likely be situated within BIAs across the province. This common good should be determined through more rigorous analysis, but for example a business such as a Tim Horton's or Subway or a convenience store. OBIAA would Index this sales trend to reflect a BIA average trend line over time, to represent the health of our downtowns and main streets.

The index could be added to OBIAA or local BIA communications with their members to show a trend line over time.

It should be noted that this is one of a couple of sales tools contemplated over the course of the study. The Index is meant to provide trending on sales at a broader scale, to which local BIAs and their membership could compare their own sales figures. It would provide an index of overall health of BIAs.

**Community Building**

**Network mapping**

*Benefit:* Similar to an asset map, this tool provides a visual depiction of the networks created through the work of the BIA. An important role of the BIA is to act as an advocate and connector both internal to the organization and with external stakeholders. While anecdotally we know of many connections made through BIA effort, a visual map of key relationships would solidify the influence BIAs specifically have in furthering the position of small business, main streets, and downtowns in the broader civic conservations.

This map would look much like a web – with the BIA at the centre, and various network connections branching off of it i.e. municipal departments, community associations, key industry leaders, special advocacy groups, not-for profits, key event holders, etc. This sort of tool could be kept up by BIA staff and shared with government partners and the broader membership to show Return on Investment.



Ontario's Main Street grew organically from roots planted in the province's pioneering history. As communities sprang up, the Main Street centred the villages and towns and provided the economic hub. The businesses on Main Street in turn survived, grew and became the economic engines of their communities.

The importance of Main Street Ontario became obvious in the 1950s and 1960s when municipal planning departments across Ontario encouraged the growth of regional malls, turning their backs on Main Street Ontario. Challenged by increased vacancy rates, low consumer spending, the growing popularity of suburban malls and subway development, local business and property owners needed to attract people to their local area or risk foreclosure. The result was disastrous as the heart of communities began to crumble. The province awoke to the crisis, recognizing that change was needed and penned the innovative and cutting-edge BIA legislation.

The first BIA legislation, housed in the Municipal Act for the Province of Ontario, was created in 1970 in a partnership among the Ministry of Municipal Affairs (MMAH), Bloor West Village and the City of Toronto. This forward-thinking Legislation has undergone a number of changes over the years and, in 2009, BIAs became Local Boards of Council. The revised legislation continues to build and foster partnerships between the municipalities and businesses, including property owners and their tenants, to create vibrant community cores. Remarkably, BIAs, BIDs (districts) and BIZs (zones) have been formed around the world using Ontario's legislation as the model.

The BIA model builds on the idea that pooled social and financial resources within a commercial area can improve opportunity to generate revenue for local business owners. The district levy works to provide guaranteed revenue dedicated to streetscape improvements, and in turn shifts the general business mindset from independent wealth to collective benefit.

In most cases, Business Improvement Areas today still represent Main Street Ontario, the economic backbone of the province. The cultural, historic, and commercial significance of traditional main streets brings with it the

need for stewardship and investment in order to move through anticipated and continuous economic cycles. As an Ottawa mayor once quipped, "BIAs are the canary in the coal mine." They are the first to show the impact of policy decisions, and face the market pressures which shift our provincial economy. With this mind, the BIA offers a window for government at all levels to see what's happening in commercial districts across the province. This view should be examined more closely.

**A Call to Action**

With a current database of more than 308 BIAs in Ontario alone, OBIAA began a project in March of 2016 to increase understanding of the influences at play in our BIA areas and the role they play in community development. This project came out of an increasing need for collective understanding of the role BIAs play in communities across the province and an interest in quantifying their return on investment. In other words, while many have stories of the positive impacts and challenges faced by BIAs, few held the numbers to support their cause, and no one had any sense of what the collective BIA picture was across the province.

Working with the Toronto Association of BIAs (TABIA), OBIAA established a Consultant Team to carry out the work program, including: Fotenn Planning + Design (Project Manager), Brand Clarity, Cobalt Connects and 360 Collective. An Advisory Committee was also struck to help inform the project and guide the project team through key decisions. Advisory Committee members were carefully selected through an application process to reflect the core elements of BIA practice grounded in the acronym HEART: Heritage, Economy, Arts, Revitalization and Tourism. They were also chosen to ensure regional and geographic representation as well as industry expertise.

The challenge ahead was to create a set of metrics that will allow all BIAs to share their work and unique contributions within their communities while building a cohesive and representative set of data on BIAs. The Return on Investment of BIAs project is focused on capacity building and, as such, is not a report card on BIAs individually. Rather, OBIAA's goal is to be a

catalyst for positive community and economic change by enabling growth in Ontario BIAs. This project will help BIAs around the province increase their capacity and understanding in order to position themselves as historically-rooted and future-focused, as important and recognized community and business hubs.

**A BIA is integral to advancing a distinct, livable, vibrant and resilient business district within their local community.**

One of the first deliverables for the Advisory Committee was to establish a collective BIA story that took in the vast array of work happening across the province. Debate ensued, and while there was recognition that the work BIAs do ranges in scope and scale, there was also agreement that the underlying purpose of the work of a BIA is the same regardless. To this end, the AC established the following BIA Storyline to ground the project and to be used as a reference guide for indicator selection.

Conversation throughout this project continued to go back to this shared understanding of a BIAs work, and how they achieve this on the ground. Ten methods were highlighted through these discussions:

1. Advocating for the local business economy.
2. Attracting and retaining business.
3. Creating a sense of place and a vibrant public realm.
4. Building inclusive programs and infrastructure.
5. Reflecting an inclusive and diverse community.
6. Reflecting and developing local culture and built heritage.
7. Creating a tourist destination.
8. Sourcing funding for local area improvements.
9. Fostering strong public-private partnerships.
10. Directing investment to revitalization efforts.

From this point, the Advisory Committee and the project team took on the monumental task of determining a pool of indicators to reflect the work of BIAs across Ontario. Everyone involved knew this would be a

challenging task. From the beginning, it was apparent that agreement on indicators would be difficult, that there would be data gaps and that this Final Report could not or should not actually be the end. The team recognized the need for ongoing data collection, for creating a repository for the data, for ongoing reporting and for the need to recognize what cannot be measured and managed without new processes and tools. What we found through this project was an immense and emerging body of knowledge. The project team looks forward to sharing it with you.

OBIAA, TABIA and Ontario’s BIAs wish to express their gratitude to the Project team, the Advisory Committee, the Toronto Entertainment District BIA, the City of Toronto and especially the Ontario Ministry of Municipal Affairs for their collaboration and support and for hearing the collective voice of all BIAs.

A successful BIA has a revolutionary impact on the identity of the municipality, turning obsolete commercial areas into highly sought-after urban environments. A successful BIA is a magnet for new businesses, new residents, and out-of-town visitors. It is a generator of life and energy that stimulates civic pride and communal culture. It brings more people together for social interaction than any other activity. It provides goods and services, inspiration, delight, recreation and romance.

Municipalities and, ultimately, the Province benefit from successful BIA’s in myriad ways: an improved image of the municipality, improved property maintenance, improved property value (and hence assessment), improved social cohesion, increased employment, and increased tourism. A strong downtown is also an essential factor in the power and influence of a municipality and, in the long run, it is the key to local philanthropy.

Municipalities also benefit from the efficiency that a strong downtown sustains in matters such as public infrastructure and transportation. The Province’s Growth Plan is highly dependent on the success of BIA’s as the focus of Urban Growth Centres, Intensification Corridors and Mobility Hubs.

*- Jack Dougan, Advisory Committee Member*

The Return on Investment of Business Improvement Areas (BIAs) project is a research project spearheaded by the Ontario Business Improvement Area Association (OBIAA) and Toronto Area Business Improvement Association (TABIA) and funded through the Ministry of Municipal Affairs (MMA).

The primary goal of this report is to identify a set of common indicators for BIAs across the province which reflect the BIAs role in local economies and community development. These indicators will act as a benchmark for BIAs across the province and help to establish the impact BIAs are having in communities of all sizes across the province.

The project will:

- Identify the success factors associated with the current and future state of BIAs which will assist industry, municipalities and the Province in guiding future economic development and community planning decision making in a changing economy.
- Identify key success benchmarks (indicators) against which future trends can be compared to determine BIA effectiveness. These benchmarks may also serve as a planning tool for BIAs and municipalities to assist in determining the state and needs of local economies.
- Identify data gaps and understand and promote the importance of gathering current, relevant data. This work will help with identifying the need to provide tools, templates and possibly training to help BIAs to gather socio-economic data easily.

### How to Read This Report

This report presents the findings of the Return on Investment of BIAs study. It focuses in on the outcomes of the work, including the collective set of indicators, data metrics based on reporting BIAs, areas that require further study, and a series of recommendations on tools to both capture and share indicator metrics moving forward.

A series of case studies have also been scattered throughout the document to demonstrate how a number of BIAs are already using indicators and data in their daily practice.

These findings are supported by extensive primary and secondary research undertaken by the project team over the past year. This work is detailed in both a Background Research Report and Consultation Report available under separate cover. The research methodology has been detailed within these supporting studies and further summarized in Appendices E and F.

Finally, a series of tools and recommendations have been provided to outline key priorities moving forward.

It is important to note that the data analysis captured within represents a summation of findings from an enormous amount of raw data. The raw data compiled through this study remains in the ownership of OBIAA and TABIA and will continue to be advanced in the interests of BIAs across Ontario.

## REDUCING PARKING COMPLAINTS

### Type of Data Collected

Feedback on Parking Utilization.

### How It Is Being Collected

Complaints to Parking, BIA, and Town.

### The Results

The Downtown Perth BIA met with the municipal By-law enforcement officers and discussed changes to the downtown parking tickets to reduce frustrations from tourists and residents. The wording on the ticket was changed to a softer tone and maps were added to the tickets to clearly show where the municipal parking lots were located.

### How It Has Made a Difference

This has reduced the number of parking complaints. The BIA and the Town are still reviewing parking options in the downtown.

## MAKING IT EASIER TO SHARE DATA WITH THE MUNICIPALITY

### Type of Data Collected

BIA reports to the Town.

### How It Is Being Collected

Report format templates used by the Town.

### The Results

BIA made a commitment to learn how Municipality reports are formatted. BIA has copied the same format and reporting structure to create increased consistency so that they can be easily read and inserted into Town reports.

### How It Has Made a Difference

The Town is a greater partner now and we often share resources. The BIA recognized that they can get more done by working together, rather than trying to do things separately.



DATA THAT INFORMS DECISIONS AND OPTIMIZES STREETScape IMPROVEMENTS

Beginning operations in 2013, the Toronto Financial District is a different kind of business improvement area where 200,000 workers stream in each day 9-5 and retail is primarily located in the underground PATH pedestrian network. The BIA’s mandate includes improving public spaces, showcasing daily activity in the area online @MyTOFD and identifying collaborative opportunities that ensure the Financial District is well-maintained, integrated, connected and accessible.

The Toronto Financial District BIA relies on data to inform transportation decisions, public realm improvements and the promotion of its businesses online.

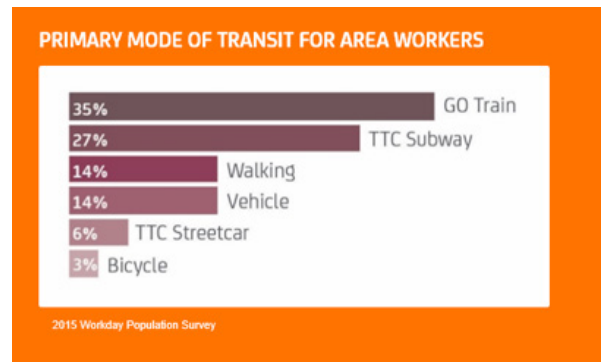


**Street Appeal:**  
Using GIS locator data to increase the public realm quality-of-experience.

With many of the largest Canadian firms headquartered in the Financial District, private buildings provide a high-quality of experience and amenities that City standards could never match. A great deal of the BIA’s public initiatives are meant to improve the quality of public realm experience to provide a more seamless experience as you move through the area.

Toronto Financial District BIA staff use a GPS-based tracking software to do weekly sweeps of every public

realm asset in the area – more than 3,500 street poles, litter bins, street furniture, newspaper boxes, etc. – to make sure that issues and deficiencies are reported to the relevant agencies as soon as possible.



Statistics on the number of deficiencies identified and their resolution rate and timeliness are distributed bi-annually to agencies responsible for the public realm assets. Follow-up meetings with authorities at the agencies are then held to discuss ways to improve response times.

A significant success was identified when the City put the BIA directly in touch with Astral for street furniture issues. By removing intermediaries and repetitive inspections, average response times to clean Astral assets improved by weeks.

In 2016, more than 2,000 issues were reported to appropriate agencies and more than 85% were resolved at year end.

Agencies are supportive of the BIA program because it helps them do their jobs better. By using BIA staff and programs to identify problems faster, the resolutions help agencies improve their response times almost immediately and identify strategies to improve service in the future.

Additional capacity has been added by the BIA in recent years to track high-priority rush-hour issues daily, including parking infractions on major arterial roads and the enforcement of film permits. By identifying trends in where the problem areas are, the BIA works closely with relevant agencies to ensure enforcement personnel are located in the areas they'll provide the most assistance in keeping traffic moving.

### **Economic Development & Community Building:**

#### **Member surveys to ensure decisions benefit area members**

The Toronto Financial District is the largest employment hub in Canada and coordinating improvements and initiatives include the participation of multiple stakeholders – various City departments, multiple building ownership groups and of course the public. The BIA has become the central planning coordinator for the area by tracking decisions that will impact its operations and aesthetics.

With very few people living in the Financial District, making decisions about the area using census data is not relevant. With this problem in mind, the BIA in 2015 undertook a major survey of the demographics, commutes, lifestyles and expenditures of those who work in the area.

The survey influences the BIA's annual objectives and positions on transportation projects, public realm improvements and other major decisions related to the Financial District.

The BIA has further developed the capacity to utilize surveys on short notice in order to capture public needs and opinions on a case-by-case basis. In 2016, a major new development requested

feedback on potential changes to the area and the BIA was able to respond with evidence-based feedback including survey data within weeks.

#### **Support local business: Tracking social media interaction to ensure business promotions reach the widest audience.**

A major goal of the Toronto Financial District BIA is to tell the story of the area online. People work hard each day and we do our best to provide them a single source of information about what's going on in the Financial District. When promoting businesses, it is important to avoid a repetitive social media approach or you risk losing your existing and potential followers and their engagement with promotions.

The BIA tracks engagement closely as a measurement even more important than followers. Posts that receive strong engagement are replicated or expanded upon while unsuccessful types of posts are stopped or modified over time.

We share detailed social media information with our area members at their request and use it to work with them on how we can better promote their businesses and services. We also use social media stats as a way to say no. If a promotional style is suggested that we know isn't going to lead to strong engagement, we can instead work with them to develop another post that will.

The Toronto Financial District BIA is always open to finding new ways to track, analyze and use data toward stronger results and looks forward to learning from other Ontario BIAs and the OBIAA Return on Investment report.



The project advisory committee was comprised of 17 industry and governmental leaders from across the province, reflective of the regional, geographical and varied interests of BIAs across Ontario. This group represented the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) and MMA regions; small, medium and large municipalities in urban and rural setting and private industry expertise. Most importantly it pulled on the elements of BIA HEART (Heritage; Economy; Arts; Revitalization; and Tourism). It provided strategic direction on the project and guide the development of indicators. The advisory committee met once a month for the duration of the project.

## STEERING COMMITTEE:

### **Kay Matthews**

Executive Director  
Ontario BIA Association

### **John Kiru**

Executive Director  
Toronto Association of BIAs

### **Sarah Millar**

Project Manager  
Fotenn Planning + Design

## PROJECT TEAM:

### **John Archer**

360 Collective  
Toronto, Ontario

### **Susan McGibbon**

360 Collective  
Toronto, Ontario

### **Corien Kershey**

Brand Clarity  
Ottawa, Ontario

### **Jeremy Freiburger**

CoBALT Connects  
Hamilton, Ontario

### **Sarah Millar**

Fotenn Planning + Design  
Toronto, Ontario

### **Phil Busby**

Fotenn Planning + Design  
Toronto, Ontario

## ADVISORY COMMITTEE:

### **Andrew Marks**

Councillor  
City of Timmins

### **Gil Meslin**

Research and Development  
Manager  
Artscape

### **Kevin Narraway**

Marketing Manager  
Municipality of Port Hope

### **Angela Scanlon**

**Jamie Hurst**  
Invest Ottawa  
City of Ottawa

### **Jack Dougan**

President  
Markets on Main Street

### **Laurie Brownlee**

Coordinator,  
Northern Policy and Planning Unit  
Ministry of Tourism,  
Sport & Culture

### **Carlo Gorni**

BIA Coordinator  
City of Hamilton

### **Jeff McIntyre**

Owner/Chair  
Fuel Media/Sudbury BIA

### **Mike Major**

Manager  
Toronto BIA Office

### **Craig Stevens**

Executive Director  
Downtown Barrie BIA

### **Jim Mountain**

Director, Regeneration Projects  
National Trust for Canada

### **Marty Williams**

Executive Director  
Downtown Guelph BIA

### **Darren Shock**

Economic Development Specialist  
Ontario Ministry of Agriculture,  
Food and Rural Affairs (OMAFRA)

### **Judy Morgan**

Judy C. Morgan Consulting

### **Rebecca Johnson**

City Councillor  
City of Thunder Bay

### **Geoff Wright**

Economic Development Officer  
Municipality of Chatham

### **Kenna Kozak**

Executive Director  
Port Perry BIA

### **Rob Spanier**

Partner and Principal  
Live Work Learn Play Inc.

## USING QUALITY OF LIFE METRICS TO ATTRACT NEW BUSINESSES

### Type of Data Collected

Quality-of-life metrics including street furniture and beautification effort.

### How It Is Being Collected

Economic development investment, streetscaping, beautification, business mix, events, etc.

### The Results

Development investment in the BIA shows a progression and that success lures other companies to want to locate in the BIA. Companies have done their own due diligence and the BIA is the place they are choosing based on not only good economics but good quality of life indicators.

### How It Has Made a Difference

New office companies are locating in Downtown Peterborough.

## USING DATA TO UNDERSTAND IMPACT AND ADVANTAGE OF DECISIONS

### Type of Data Collected

Parking utilization, visitation and pedestrian counts, dwell time.

### How It Is Being Collected

Economic impact, sales, parking usage.

### The Results

BIA conducted a case study. Through the Municipality and the BIA, one parking spot was removed to create a bump out patio space. The BIA had to justify to members why losing one parking is beneficial in the long term. An example, was the economic impact of one person parking compared to 12 people on the patio.

### How It Has Made a Difference

The bump out patio space was a success and renewed.





## SELECTING THE INDICATORS

BIAAs are required to meet the needs of many people. Not only their membership, but also the broader public and all levels of government. The Advisory Committee were asked to determine these three audiences, and recognize that they are interested in different outcomes. Where each audience wants to understand the value of their BIA, how they define that value may include different indicators and measurements.

- **BIA membership:** may want to know about consumer density, pedestrian counts, competitive business environment. What is the BIA doing to draw people to the area? The membership wants to know the value of being in a BIA.
- **Government:** may want to know about job creation; role in strengthening the economy; tax assessments; business retention; establishing a sense of place. The manufacturing sector does a great job of measuring their performance in the categories of job creation and economic value (GDP), and BIAAs need to provide the province and municipalities with those same kinds of measurements for BIAAs.
- **Broader public:** may want to know about events hosted, public realm improvements and ways in which the BIA addresses safety. The core indicators for each audience will be determined by the Advisory Committee, following analysis of the primary consultation research.

In order to develop a set of indicators that were relevant to all audiences, BIAAs and government agencies were asked to assess the current usage, future importance, and data availability around common BIA goals. The project team recognized early on that the selection of a collective set of indicators to represent BIAAs across Ontario was no small feat. The variety of work that BIAAs complete, the scales at which they work and the audiences they serve, all lend themselves to a growing list of items to consider when thinking about their Return on Investment.

The project team made the decision to establish the list of indicators based on the desired metrics coming out of the consultation, rather than basing it only on the data available. This was a subtle but important decision. By establishing indicators based on BIAAs' desired outcomes, the project sets a broad-based foundation that reflects the full spectrum of BIA potential, rather than restricting BIAAs return on investment to metrics that are already established and available. This report will provide a snapshot of what BIAAs' return on investment is now, but it will also showcase where there is room to grow and what cannot be measured without new processes or tools created. The project team feels strongly that this is the right approach, as it will raise important questions for the BIA field of practice on what is measurable, what is critical to measure, what should be collectively measured, and if BIAAs, municipalities and all stakeholders will be comfortable with the results obtained.

The project program was structured to allow for continued evaluation of the long list of potential indicators by all. Consultation with the BIA membership, the Advisory Committee, government partners and industry experts was designed to allow for early brainstorming on the story the project team wanted to share, and then consideration of the goals which would allow BIAAs to achieve that story. Surveys, interviews, workshops, webinars and live polling were all used to slowly whittle down what initially seemed like an insurmountable list.

The consultation brought forward the recognition of the different purposes that the agreed upon indicator set has for each individual BIA. How the indicators are to be used and grouped together will vary depending on the BIA's needs, who they are communicating with (audience), what they want to achieve, and what they expect the outcome to be. The indicators should be geared to achieve outcomes and not just facts or figures used as outputs. There is still discussion as

per the correct denominator for each indicator, the time frame, the comparability and the benchmarking that would be most appropriate for the range of issues that BIAs need to report on.

The iterative process allowed for continual re-examination of priorities and constant reflection on previous selections. Following on from membership surveys and government interviews, the project team and Advisory Committee were asked to assess a consolidated list based on the value of the indicator to each of the prospective audiences, being government, the BIA membership and the public, along with the indicators’ ability to achieve the BIA story and overall data availability. Each potential indicator was weighted in each of these factors and total scores were then used to prioritize indicators under each of the four themes.

From an initial list of over 200 potential indicators under eight possible themes, the final list of indicators is a comprehensive list of 30 indicators under four key goals.

The list of 30 indicators were then further prioritized by the project team, Advisory Committee and membership based on a poll of overall interest in the metric over the long term.

As part of the process of developing and refining key indicators, BIAs and government agencies were asked to assess the current usage, future importance, and data availability around common BIA goals. Four goals of BIA practice emerged through the study. These goals reflect the diversity of work BIAs undertake and represent the varying scales at which a BIA may work:

- Street Appeal
- Economic Development
- Support Local Business
- Community Building

Within each goal, a set of indicators was determined

through membership, municipal, provincial, institutional and Advisory Committee consultation. A total of 30 indicators have been established to reflect the return on investment of BIAs in communities across the province. These are outlined in the sections below.

**Data Capture Methodology**

The data capture process began by reviewing the selected indicators and determining the best course of capture for each. This created five data capture groups with specific needs and communication channels:

1. Municipal Data – all indicators where data would be held by municipal or regional governments within GIS systems, open data portals, or standard data capture such as taxation, land mass, permitting, etc.
2. BIA Staff – all indicators where BIA staff throughout the province would be the logical partners. This section focused on operational data (collaboration with City and community, operating budgets, etc.) as well as in-the-moment data such as vacancy or specific asset mapping.
3. BIA Membership – all indicators related to the operation or perception of a BIA through the eyes of businesses owners within the area.
4. Third Party Data – all indicators where the data is best tracked or owned by a party outside of the OBIAA or municipal structure. This includes indicators such as assessment value via MPAC, property sales values via local real estate boards, employment via Statistics Canada, etc.
5. Custom Data – all indicators where a key source could not be identified such as pedestrian counts, retail sales, qualitative impressions, etc.

Based on these categories, Cobalt Connects either created standardized data capture forms to share with the related parties, explored relationships with third parties, or gathered the information independently specifically for this project. Through the assistance of



THEMES AND INDICATORS	
<b>STREET APPEAL</b>	
Street Appeal – Physical	
1.	Streetscape and façade investment (1.1.2)
2.	Placemaking (1.1.1 / 1.1.3. / 1.1.4 / 1.1.5)
Street Appeal – Visitor Experience	
3.	Actual event attendance (1.2.1)
4.	Conversion rate of event attendees (1.2.4)
5.	Average dwell time in BIA (1.2.6)
6.	Quality-of-life metrics (1.2.7)
<b>ECONOMIC DEVELOPMENT</b>	
1.	Employment statistics (2.0.1)
2.	Building permits (2.0.2)
3.	New business openings (2.0.3)
4.	Assessed property value with BIA (2.0.8)
5.	Gross District Product (2.0.10)
6.	Business mix (2.0.12)
7.	Anchors (2.0.11)
8.	Assessed housing value of surrounding area (2.0.13)
9.	Housing prices in surrounding area (2.0.14)
<b>SUPPORTING SMALL BUSINESS</b>	
Business Impact	
1.	Sales (3.1.1)

THEMES AND INDICATORS (continued)	
2.	Business hours (3.1.5)
3.	Visitor satisfaction (3.1.6)
4.	Gross leasable area (3.1.7)
5.	Business turnover (3.1.8)
6.	Business longevity (3.1.9)
7.	Vacancy rates (3.1.10)
8.	Number of small independent businesses (3.1.11)
9.	Number of chains (3.1.12)
Visitation, Movement, Marketing	
10.	Things to do in the BIA/region (3.2.3)
11.	Parking utilization (3.2.4)
12.	Pedestrian counts (3.2.6)
13.	Visitor recall of BIA marketing (3.2.8)
14.	Visitor reviews and testimonials (3.2.9)
<b>COMMUNITY BUILDING</b>	
Internal to the BIA	
1.	Strategic plan achievement (4.1.1)
External to the BIA	
2.	Municipal capacity building – collaboration with municipality (4.2.1 / 4.2.2 / 4.2.3)
3.	Local capacity building – engagement with local groups (4.2.4 / 4.2.5 / 4.2.6)
4.	Safe environment –stats, perceptions, police engagement (4.2.8 / 4.2.9/ 4.2.10)

Diane Ploss, Municipal Advisor at the Ontario Ministry of Municipal Affairs, the project team reached out to a wide range of communities across the province, and via the consulting team and OBIAA, reached out to BIA staff and third-party sources.

**Confidence Scale**

Based on the outcomes of the data gathering effort, the project determined a confidence scale to provide guidance on how the indicator should be viewed as a benchmark now and the extent of the gaps. For each confidence scale, four factors were considered:

- Data credibility: the degree to which the sources of the data are reliable and up-to-date.
- Geographic representation: the degree to which the data represents Ontario broadly as opposed to a geographic concentration in one city or region.
- BIA Density: the number of BIAs reporting data.
- Data relevance: the degree to which the data addresses the indicator directly. Data can be specific to the indicator or tangential, requiring further extrapolation or assumptions.

For each factor, a ranking of 0 to 3 is provided: with 0 representing the lowest confidence and 3 representing the highest.

For each indicator in the Appendices, an overall confidence marker is provided as an icon indicating confidence out of 100.

**Note to the Reader**

The indicators depicted within this study provide us with a snapshot of what is happening out there in the world of Business Improvement Areas in Ontario. They start to establish the unique set of data that is necessary to represent the dynamics role of BIAs across the province. They also highlight the influences and external factors at play within each BIA geography. The intent of this study is not to attribute each of these findings to the existence of a BIA, but to provide a dashboard on what is happening in these areas from which the project team and BIAs can draw commonalities and differences across the province. This will then allow the province, municipal partners and OBIAA and TABIA to understand and support the role BIAs are, can and should be playing to ensure continued success of our commercial districts.

Further analysis of the correlation between specific indicator results and the role of the BIA in generating the result must be explored. While the work completed clearly demonstrates that BIAs have influence in our commercial district success, the dissection of that influence versus the influence of external economic factors, politics and governance on trends over time should be examined. Comparisons against broader geographies and areas without BIA organizations in place could aid in this analysis.



**GOAL: STREET APPEAL**

Streetscape beautification and improvements to the public realm above and beyond those provided by the municipality are ground zero for Business Improvement Areas. Mandated through the Municipal Act and further encouraged through the membership, tactical physical improvements to street furniture and buildings are some of the most obvious benefits of having an organized association dedicated to public

realm improvements for the area. All BIAs recognize the importance of this work for their membership, their local municipality, their peers and the province as a whole. In addition to the physical condition of the street, visitor experience is also considered a key priority of BIAs. Core to visitor experience is the BIAs ability to facilitate events to draw people to the area and create a sense of place worth visiting.



**Creating Critical Mass**

Regardless of the size of the community or BIA, managers feel that cultural properties and signature natural elements (major park, body of water, etc.) are the best assets for attracting a critical mass to their BIA. Despite their power to draw people, cultural properties only comprise on average 1% of the business mix of BIAs.

59% of BIAs currently measure some aspect of indicators associated with the physical conditions of their BIA. 38% of the data is extensive or very extensive. 50% stated that measuring these physical conditions indicators are critical to future success of the BIA.

For some BIAs, beautification, streetscape, and façade type programs can be both a strategic goal as well as a tactic. They can be used to create an enhanced playing field for all businesses and potential businesses to do well. Through creating a more attractive, welcoming, and hospitable atmosphere, the BIA removes some of the obstacles to potential business success.

The programs as mentioned are also used as part of indicators for community building thereby increasing member buy-in for the BIA. The BIA proves its worth and ability to deliver through these tangible programs that BIA members see value in. Often the BIAs mentioned success stories associated with doing pilot projects such as new public squares, streetscaping, parkettes, etc. and how they measured the qualitative and quantitative impacts to illustrate the success.

38% of BIAs collect information on customer experience. 19% of BIAs are able to collect extensive or very extensive data. However, 52% believe that data on customer experience is critical to the future success of the BIA.

A focus on visitor experience is events. As events are a key function of many BIAs, data on who attended, where they came from, how much they spent and their economic impact are important. Many BIAs stated they wanted to determine the propensity for an attendee to return as a key success measure for

an event. Within the visitor experience are elements of placemaking metrics and quality of life metrics. As noted, these measures can then be used by the BIA and developers on retention and investment attraction.

**STREET APPEAL INDICATORS**

**Physical**

- 1. Streetscape and façade investment:** This group of indicators looks at how BIAs leverage money from different sources including the BIA levy, municipal money, grants, CIP funding, sponsorships.
- 2. Placemaking:** This group is a combination of four indicators: amount of money spent on beautification, number of street amenities, placemaking metrics, and public realm completion rate. All of these indicators combined will help inform OBIAA's definition of placemaking.

**Visitor Experience**

- 3. Actual event attendance:** This indicator is valuable as a measure of the ability of BIAs to draw visitors from outside BIA boundaries.
- 4. Conversion rate:** This indicator is beneficial to both economic development municipal staff, local BIA administration and their membership in understanding why people visit the business district and gain insight into their motivations.

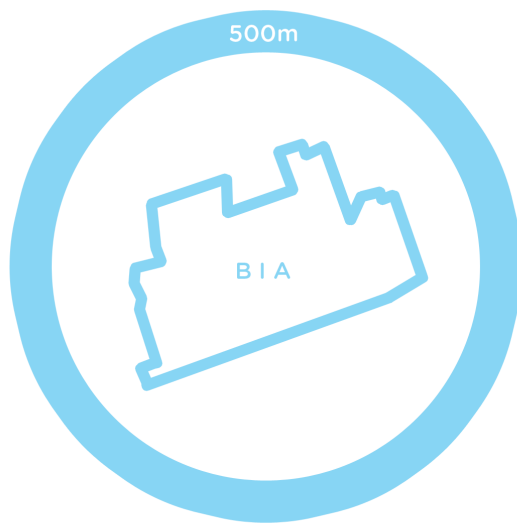
**Leveraged Investment**

Façade improvement programs in BIAs are a unique metric for understanding how municipal programs leverage greater investment. 55% of reporting BIAs had members leveraging façade programs, generating an average 2.5:1 private sector-to-municipality investment ratio with an average of \$0.17 per capita invested. In smaller communities (under 100,000 pop.), the investment ratio reached as high as 6.6:1, and the per capita investment reached as high as \$2.53.



**5. Average Dwell Time within the BIA:** This indicator provides important information for event planning, parking utilization and ongoing parking requirements. It also allows municipalities and BIAs to be able to track the benefit of public assets such as investment in a public market to see those who visited the market and then created a catalyst by visiting other businesses in the BIA.

**6. Quality of Life (including livability measures and perceptions):** This indicator is critical to provide a snapshot of the vibrancy and perception of a range of things within an area. Knowledge of this metric will let neighbourhoods and BIAs make more informed decisions about new buildings, business mix, and future public realm investments with accuracy.



**PLACEMAKING ASSETS**

- 4 **SCHOOLS**
- 10 **PLACES OF WORSHIP**
- 12 **PARKS**
- 2 **ARTS FACILITIES**

**FACADE GRANTS**

AVERAGE BIA:



UNDER 100,000 POPULATION:





**GOAL: ECONOMIC DEVELOPMENT**

As a business-oriented entity, the ability for BIA organization to improve the area for commercial success is critical. Economic Development indicators provide a platform for BIAs to demonstrate the role they play in assisting commercial enterprise in achieving that success. While all stakeholders can agree that economic development is an important component of any community’s business area, whether in a downtown or neighbourhood area, the challenge through this study has been to establish the right indicators to reflect their work. Our consultation identified the need for evidence based decision making, hard facts, and the need to report on outcomes instead of outputs.

A potential indicator is to distill the data collected into a relationship-oriented statistic such as:

- The power of one more resident on the business sales
- The leveraging power of one dollar of BIA levy combined with municipal, grant, other monies on streetscaping or facades

There is a tipping point whereby economic development related success breeds more success and it becomes an accelerated curve.

This type of data is collected by both municipalities and BIAs. There is no set pattern for who collects the data and pays for it. If the municipality collects the data for the BIA, the BIA should assist and collect and share information on BIA for the municipality (reciprocal arrangement). Some municipalities collect the baseline information on behalf of the BIAs to free up their time to focus on program delivery (which is not a core competency of the municipality).

BIAs can increase the capacity of businesses to do business properly. BIAs can build capacity through their ability to leverage funds through a multiplier effect.

**Employment**

BIAs have an incredible responsibility as key employment areas. A sample of 132 BIAs across Ontario revealed BIAs with a daily employee intake that swells the daytime population by 800% and other BIAs that account for a significant proportion (ranging from 20% to 90%) of the jobs in a community.

One of the most controversial topics was employment. From a government perspective at all levels, increasing employment is a key goal and desired outcome. However, many noted that BIAs do not have any direct control over employment. Employment was argued to be subject to global market forces. However, interviewees noted that proxies for employment could be used to help to describe the relative health of a BIA in comparison to other areas.

Another measure related to net new investment was critical to illustrate growth. Building permit type data in relation to other areas would be used to assess this indicator. A large majority of BIAs (62%) stated it was critically important to their future success. 58% of BIAs have data related to economic development indicators but only 36% have extensive or very extensive data on this topic.

**Building Permits**

BIAs are epicentres for commercial and residential building permit activity. From 2011 to 2016, the value of building permits in reporting communities increased by a value of 263% (commercial) and 228% (residential) respectively while the number of permits remained relatively stable.

**ECONOMIC DEVELOPMENT INDICATORS**

1. **Employment:** Jobs are a priority indicator of resilient communities and a healthy economy for all levels of government and local residents. While there is differing opinion on the BIAs ability to impact this metric, it is a standard baseline measure of the prosperity of an area.



**Assessed Property Value**

Among 30 reporting BIAs, the average total assessed property value was \$216,428.280. In communities with a population between 100,000 to 500,000, this value was 25% higher than the average, while in communities between 500,000 and 1M in population, the value was 125% below average.

- 2. **Building permits:** This indicator is a measure of economic growth in and desirability of BIAs as measured by the number of commercial, residential and industrial building permits issued.
- 3. **New business openings:** A measure of business robustness, this indicator helps measure economic growth, desirability and business resilience. This indicator is best compared to business closures in order to truly measure business growth.
- 4. **Assessed property values:** Property values are a good reflection of an area’s desirability, and as such, is a helpful indicator in understanding the impact that BIAs have on property values in and around their zones.

- 5. **Gross District Product:** Gross District Product is a combination of indicators that work in relation to one another to form a rating for a geographic area. These indicators can be compared to one another using the same metrics. The indicators included in GDP are: sales, employment, gross leasable square footage, actual land values, assessed property value, and private sector investment.
- 6. **Business mix:** Business mix looks at the relative number of different types of businesses in BIAs to understand how well they can weather ups and downs in various sectors. As a result, business mix is a useful indicator for BIA resiliency.
- 7. **Anchors:** Part of the business mix, the anchors indicator looks at major retail other draws that can reliably bring visitors into BIAs. Anchors are another contributor to BIA resiliency.
- 8. **Assessed value of surrounding area:** Gauging whether a BIA has influence beyond its commercial borders on land and property values is extremely important in understanding its impact.
- 9. **Housing prices in surrounding area:** In the same way, a useful indicator in assessing a BIA’s influence is to understand its influence on housing prices.

**EMPLOYMENT**

DURING 9AM - 5PM  
 INCREASE IN POPULATION UP TO **828%**

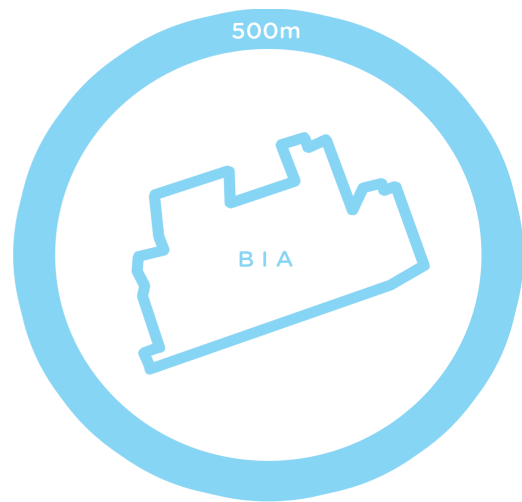
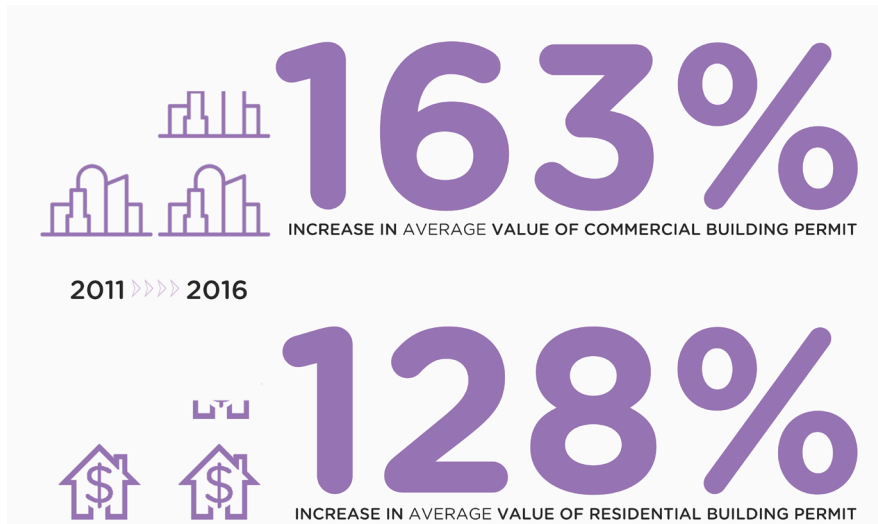


50 - 96% OF THIS INCREASED POPULATION IS WORKING IN THE BIA



IN RURAL COMMUNITIES, THERE IS A RATIO OF  
 BIA-EMPLOYED POPULATION **0.9 : 1** TOTAL POPULATION





**BUSINESS MIX**



## ASSESSED PROPERTY VALUE

100,000 - 500,000 POPULATION CITIES  **25% HIGHER**

AVERAGE:

**\$ 216,428,280**

500,000 - 1,000,000 POPULATION CITIES  **125% LOWER**



### GOAL: SUPPORTING LOCAL BUSINESS

A business improvement area is an association of business and commercial land owners within a defined area working collectively to make the district a better place to do business. Supporting local business is a core tenet of BIA success, and one that was identified as a priority through this study. The goal of supporting business has within it, a number of facets to consider.

- Business impact to ensure the work of the BIA association is actually influencing the success of the individual businesses within its boundary.
- Visitation to ensure that the BIA association understands the dynamics of visitation to the

#### Chains

Chains, a corporation with 4 or more locations, can play a wide range of roles in a BIA. Professional services or financial chains, such as bank branches or national accounting firms, can bring quality services and high quality employment. Fast food restaurants or big box stores can bring hard competition to small business or discourage independents from moving in. On average, chains make up 7% of BIA members in Ontario, with average in cities of between 100,000 to 500,000 in population reaching as high as 12%.

USING DATA TO PROMOTE AND SUPPORT HERITAGE PRESERVATION

The Seaforth Business Improvement Area (BIA) is located in the Town of Seaforth (pop. 2,300) in the Municipality of Huron East and has been in existence since the 1980s. Over the years, it has seen changes in business ownership, economic conditions and consumer shopping habits, to name just a few. In response to these changes, a decision was made to develop a strategic plan for the BIA in 2011.

This long-range plan would address changes the BIA felt were necessary to maintain a viable business district, but couldn't be accomplished with short-term planning and funding. BIA members, the Huron East Economic Development Officer and the municipal appointee were invited to attend three (3) strategic planning sessions (June 15, July 28 and August 10, 2011). As a result, the Seaforth BIA Strategic Plan was created. (Ref: Strategic Plan can be found in its entirety under Important links on Members' Page of the Seaforth BIA website.

([www.shopseaforth.ca](http://www.shopseaforth.ca)) This document established goals and allocated funding over five years that provides a roadmap for the BIA to follow. The end result will be an attractive, vibrant business area in Seaforth. Note: This plan has been recently updated and extended to the Year 2021. For the purpose of this study, the Municipal Heritage Conservation District Guidelines and Municipal Heritage Tax Relief Program will demonstrate how they have positively impacted the Seaforth BIA.

Type of Data Collected

Renovation costs and associated tax rebates through the Municipal Heritage Tax Relief Program adopted by the Municipality of Huron East By-Law 14-2008. (Ref: Background below)

Provisions of By-Law 14-2008

- Tax reduction of 20 %
- Unique in that there is a requirement to undertake a restoration or preservation project to qualify for the tax reduction
- 50% of the eligible project costs will be refunded through a 20% tax reduction

Background to By-Law 14-2008

- Section 365.2 of the Municipal Act allows a tax reduction of between 10% & 40% to owners of designated heritage properties
- Must be designated under Part IV or part of a Heritage Conservation District under Part V of the Heritage Act

How It Is Being Collected

The data was collected through heritage applications and building permits submitted to the municipal heritage committee and building department by qualifying business and property owners, who are located in the Heritage Conservation District (HCD) and the BIA. The boundaries of the HCD overlap most of the Seaforth Business Improvement Area.

Why It Is Being Collected

One of the goals of the strategic plan was “to maintain and sustain Seaforth’s downtown built heritage” through guidelines and tax relief programs. The data and visual examples are evidence of the effectiveness of the program. It is believed that restoration within the heritage conservation district has been a catalyst for investment within the BIA, even though some properties were not eligible for the tax rebate.

Results

YEAR	# PROPERTY APPLICATIONS	PROJECT COST (\$)	HERITAGE GRANT TAX REBATES (\$)
2009	1	1,795	897.75
2010	3	2,416	1,208.07
2011/12	3	915,000	0.00
2013	5	1,874,104	9,052.15
2015	1	3,420	1,710.36
2016	3	42,406	10,203.00

How It Has Made a Difference

The objective of the strategic direction (Physical Enhancement) is helping maintain the integrity of Seaforth’s historic building stock located in its business district. Municipal resources and partnerships have encouraged new investment. The end result is an attractive, vibrant business area in Seaforth.

For examples of past restoration projects in the Seaforth BIA, follow link to view the 2012 OBIAA award winning Bricks & Mortar Initiative “Dressing for Success.”



USING PEDESTRIAN COUNTS TO BOOST MARKETING RESULTS

Type of Data Collected

Pedestrian Counts

How Is It Being Collected

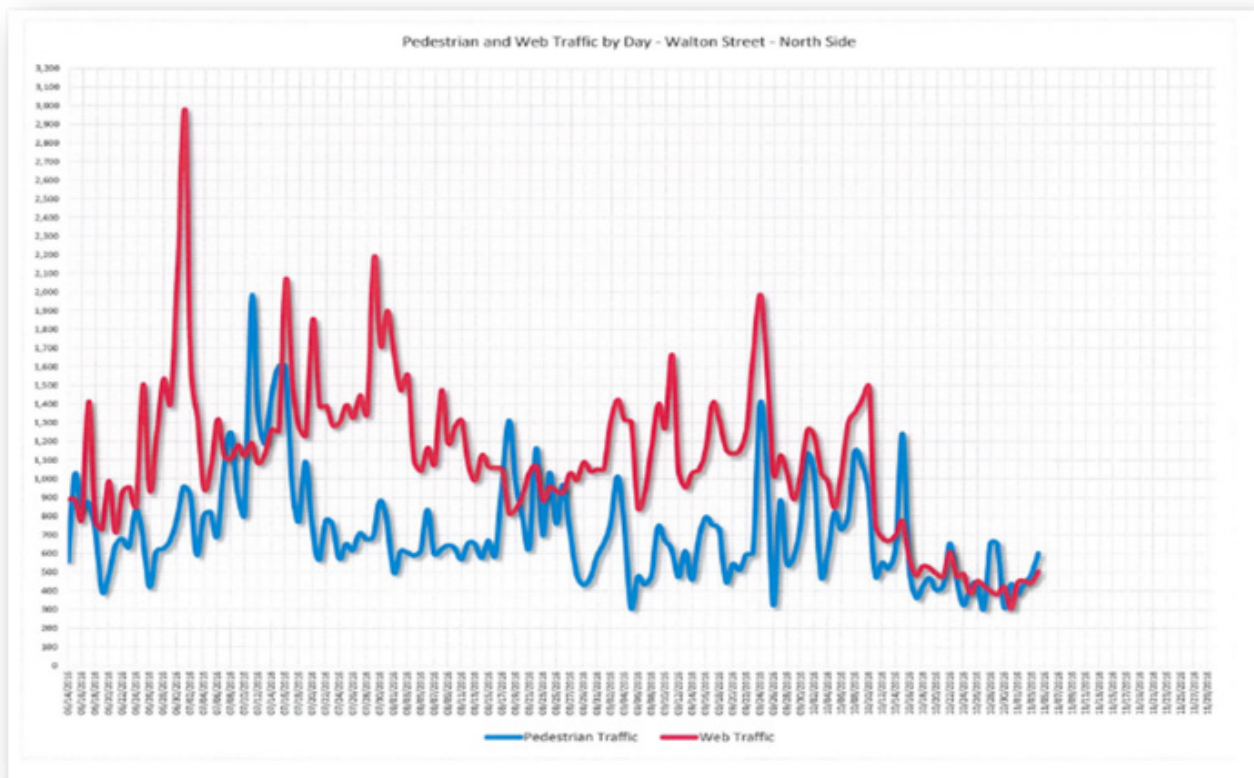
Digital Pedestrian Counter (Eco Counter)

The Results

Pedestrian numbers were taken from a strategic point at the entry to the BIA area through the use of a digital measurement tool made available through the municipality. Pedestrian counts are being measured at 1,975 people on peak days and over 250,000 per annum within the BIA. The use of a digital tool has allowed the BIA to understand pedestrian flow for each day of the week, noting traffic doubles on Saturdays.

How It Has Made a Difference

Beyond providing a basic understanding of pedestrian traffic occurring within the BIA for any given day of the week, these metrics have also assisted the Town and local business owners in understanding correlations between pedestrian traffic and the timing for promotional marketing campaigns and events. For example, the Port Hope Annual Salmon run draws an exceptional number of pedestrians into the BIA area. Through a greater understanding of these numbers, business owners within the Town are able to tailor business hours to peak traffic, and the Town is able to ensure critical municipal support and infrastructure is in place during that time.



area, and is strategic in how it positions itself to maintain and attract more visitors.

- Movement within the BIA to be able to ensure that all areas within the BIA boundary are being serviced appropriately and that it results in increases in foot traffic.
- Marketing which supports the individual business's own advertising to encourage visitation and increased sales.

**Business Impact**

51% of BIAs measure some sort of indicators associated with business impact. Only 22% have extensive or very extensive data. But 53% believe that it is critically important to the future success of the BIA.

Through the consultation process, interviewees were very keen to know more about business impact including sales or proxy for any sales information. This is especially relevant for those BIAs with a higher proportion of retail and/or food service type businesses.

A common indicator was new business openings as a way of illustrating the success of the BIA area. BIAs felt that businesses who had done their due diligence and chose their BIA not only showed the viability of conducting business in their area but also were symbolically important.

In addition, why hard statistics are essential, the storytelling of new businesses opening, success factors for a long-established business and pilot projects were important.

**Visitation**

A low percentage of BIAs assess indicators associated with visitation to the BIA. Only 13% had extensive or very extensive data related to visitation. A low percentage of 36% felt it was critically important to the future success of the BIA. Some BIAs felt that they had little control over who comes into the BIA. BIAs were more focused on those who were already in the BIA area, encouraging them to stay longer, to cross shop, etc.

Tourism-dependent BIAs are very focused on visitation especially during the shoulder seasons. Often BIAs will look to proxy data and observational

data as a means of determining visitation indicators.

BIA events require visitation statistics (see Visitor Experience). The BIAs need to assess the net new investment derived from visitor inflow. Not all BIAs are convinced this is a good measure directly affecting their success. An interesting observation was related to the local trade area and resident engagement. As noted, a number of BIAs rated resident engagement as low. However, during the interviews many BIAs noted that they are actively collaborating with local residents.

A key measure of success would be when the local residents in the BIA trade area become active and vocal proponents/advocates for the BIA and businesses. They become unofficial BIA ambassadors in their everyday life. Visitation indicators are also used as part of community building. The statistics are provided free by the BIA to the businesses so that they can adjust their operations based on the information.

**Movement Within a BIA**

40% of BIAs measure indicators related to movement within their BIA. 25% stated they have extensive or very extensive data. 38% stated it was critical to the future success of the BIA.

Pedestrian counts were the most often noted indicator. Some BIAs collect counts themselves and others rely on the municipality. However, there often is no consistency. A small number of BIAs are able to use pedestrian count and flow type information to influence economic development decisions. Data can be used to illustrate the potential impact on pedestrian flows in a BIA if a development is placed in different locations.

**Marketing**

Marketing related indicators were the most gathered metrics by BIAs.

82% of the BIAs had metrics related marketing, but only 38% had extensive or very extensive metrics. At the same time, 56% believe that marketing-related indicators are critical to the future success of the BIA.

Interviewees noted that they do collect a lot of marketing statistics especially related to online



marketing such as website tracking, Facebook likes, clicks, etc. However, they also said they weren't 100% sure how useful the information was or whether the members actually care about the information collected. Often the BIAs will rely on anecdotal evidence to see if marketing is working as opposed to actually undertaking number counts.

SUPPORTING SMALL BUSINESS INDICATORS

Business Impact

1. **Retail sales:** This indicator shows the productivity and prosperity for the area – both the business area itself but also the surrounding neighbourhood.
2. **Business hours:** This indicator speaks to the consistency of opening and closing hours in the BIA and setting and meeting visitor expectations.
3. **Visitor satisfaction:** BIAs support their members by drawing in repeat visitors, and visitor satisfaction is a key indicator.
4. **Gross leasable area:** The indicators measures the density of leasable space within a BIA. This would primarily be used to compare against other factors such as business mix, membership numbers and sales to set benchmarks.
5. **Business turnover:** Turnover reveals whether businesses in the BIA are sustainable and if being within a BIA increases their viability.
6. **Business longevity:** Indicates if BIAs are home to long-standing businesses and whether SMEs have greater longevity when in a BIA.
7. **Vacancy rates:** Tied to both longevity and turnover, vacancy rates are another indicator of

how well businesses are faring in the BIA and the demand for entry by other businesses into the area.

8. **Number of independent businesses:** Together with number of chains, this indicator is a factor in the ability of BIAs to draw in shoppers.
9. **Number of chains:** Together with number of independent businesses, this indicator is a factor in the ability of BIAs to draw in shoppers.

Visitation, Movement and Marketing

10. **Things to do in the BIA/Region:** This indicator speaks to the number of assets that BIAs have to draw in visitors and the percentage that these assets as part of the business mix.
11. **Parking utilization:** Parking has always been an issue for BIAs, and this indicator looks at parking use as a measure of visitor inflow, length of dwell time and ability to accommodate sufficient vehicles for the demand.
12. **Pedestrian counts:** Pedestrian Counts are considered a key indicator for event success and allow both local businesses and the municipality the opportunity to market successes, encourage sponsorship of future events, assess barriers, and establish peak business periods.
13. **Visitor recall of BIA marketing:** This indicator would allow BIAs to assess to some degree the success of their marketing investment.
14. **Visitor reviews and testimonials:** Related to visitor satisfaction, this indicator looks at how often and to what degree visitors boost the BIA based on their own experiences.

VACANCY





**GOAL: COMMUNITY BUILDING**

Community Building is the goal which positions some BIAs from the pack. Where all associations are focused on improvements to the street, enhancing the appeal of the area for visitors and consumers through marketing and events and supporting commercial business through these efforts, not many recognize the influence achieved through community building efforts. It is this goal which exemplifies the soft power of a BIA to influence change and establish new directions and patterns both within the neighbourhood and the municipality.

This study allowed us to identify a need to engage members, build relationships and leverage partnerships to move forward as a successful BIA. Measuring the level of community building and social capital investment is often anecdotal and qualitative rather than “hard number” oriented.

38% stated it was critically important to the future success to measure community building. 41% of BIAs report on community development indicators and 24% have extensive or very extensive data on these indicators.

**Municipal Collaboration**

84% of BIA staff rate their level of collaboration with their municipal partners between 7 and 10 (10 being excellent). BIA staff are working with a range of as many as 15 different departments, with the vast majority focused on economic development and tourism and culture.

It is interesting to note that many BIAs will use the indicators or program tactics as a means to encourage increased BIA member buy-in. This includes providing members with data on pedestrian counts, economic impact studies, commercial studies, beautification, etc.

Some interviewees did not think community building was important and there is a small divide between those who think BIAs lean more towards economic development and those who lean more towards community building.

However, some noted that investment in community building and quality of life components are part of an economic development investment strategy.

It was determined that internal community building with BIA members should be separated from external community building with governments and local stakeholders.

**COMMUNITY BUILDING INDICATORS**

**Internal Community Building**

- 1. Strategic plan achievement:** Understanding the nature of BIAs strategic planning practices provides a view into general Board and staff competency, their ability to be responsive or focused, and to a degree, the level to which they are working with intention.

**External Community Building**

- 2. Amount of collaboration with municipality and BIA submissions and presentations to Council:** These two indicators together look at the degree of collaboration with and within the municipality, as well the degree of advocacy for the BIA.
- 3. Engagement with neighbourhood organizations and number of non-BIA events held in the BIA:** These two indicators together provide a measure of how well BIAs collaborate with other organizations by looking at the levels of engagement with local neighbourhood groups and associations, the number of committees and organizations that BIAs sit on, as well as the number of external organizations that want to host events in the BIA.
- 4. Safe environment:** Actually a set of three indicators, this group look at both actual crime, attitudes to crime and collaboration by measuring crime statistics, perception of crime and engagement with local police.

**EVENTS**



**RETURN ON INVESTMENT: TOP SEVEN INDICATORS**

Now, 30 indicators may seem like a lot, and we agree, it is extensive. In part, because the role BIAs play in general is extensive, but mostly, because the role BIAs play across Ontario is unique.

This pool of indicators will allow for BIAs to deliver on the requirements under the Municipal Act, along with the needs of their membership and broader community. The BIA story is both shared and distinct. As a result, so must be the baseline for each BIAs return on investment. Indicator metrics can and should be chosen from the pool to best represent each BIA’s distinct role – where a rural small town BIA may serve a critical role in facilitating new business and enhancing the street appeal, a large urban centre BIA may instead be focused on community building within the neighbourhood and building partnerships with the municipality. Both efforts are valid, and both need to be recognized as part of the overall return on investment of a BIA. This study has also shown that commonalities exist across the province in what BIA associations and their stakeholders expect to achieve through the creation of a BIA. Seven indicators have been identified as the most important and consistent across the province.

The top seven were developed from consultation with the Advisory Committee and with BIAs across Ontario via webinar. As illustrated in the table above, seven indicators were cited by both groups as within their top 11 preferred key indicators:

**New Business Development**

Small-to-medium enterprises are the lifeblood of the Canadian economy. BIAs across the province are becoming home to start-ups: on average, start-ups represent 6% of BIA members. The strongest performers in attracting newly-formed businesses are BIAs within communities between 500,000 to 1M population – these BIAs are hosting on average 17 young businesses per year.

1. Sales – actual numbers
2. Gross District Product (sales and employment by square acreage)
3. Employment
4. Business mix – anchors, critical mass, plan alignment
5. Business resiliency – turnover, vacancy and longevity
6. Money leveraged for streetscape
7. Visitor satisfaction

Through consultation with both the Advisory Committee and the broader membership the project team asked the question, “If there were ten things you could know about a BIA, what would they be?”

Consensus was found around seven core indicators. These are outlined in the chart on page 29.





INDICATOR	ADVISORY COMMITTEE	WEBINAR POLL
Sales - actual numbers	1	7
Gross District Product (sales, employment)	2	10
Employment statistics	3	2
Business mix - anchors, critical mass, how aligns with Plan	4	3
Business resiliency - turnover, vacancy, longevity	5	1
Safety	6	
Amount of gross leasable area	7	
Money leveraged for streetscape	8	4
Actual land values, rent values	9	
Private sector investment	10	
Visitor satisfaction	11	8
Assessed property values		5
Placemaking - money spent on beautification, number of physical assets		6
Yearly review of Strategic Plan achievement		
Customer draw potential (number of chain and independents)		9
New business openings		
Actual event attendance		11
Average dwell time		
Local capacity building		
Building permits by category		
Number of things to do in BIA/Region		
BIA Zone of influence		



## HOW DATA DRIVES MUNICIPAL INVESTMENT AND GIVES A BIA A POWERFUL VOICE

### Type of Data Collected

Sales, Employment, Land Area

### Data Tool Used

Gross District Product

### How It Is Being Collected

BIA-specific data was gathered on employment through the municipality based on their annual employment survey; employer and employee count data was gathered using membership data; land area information was gathered using digital GIS area calculations, Sales data was taken from annual HST sales information and reverse-multiplied to generate the actual sales figure.

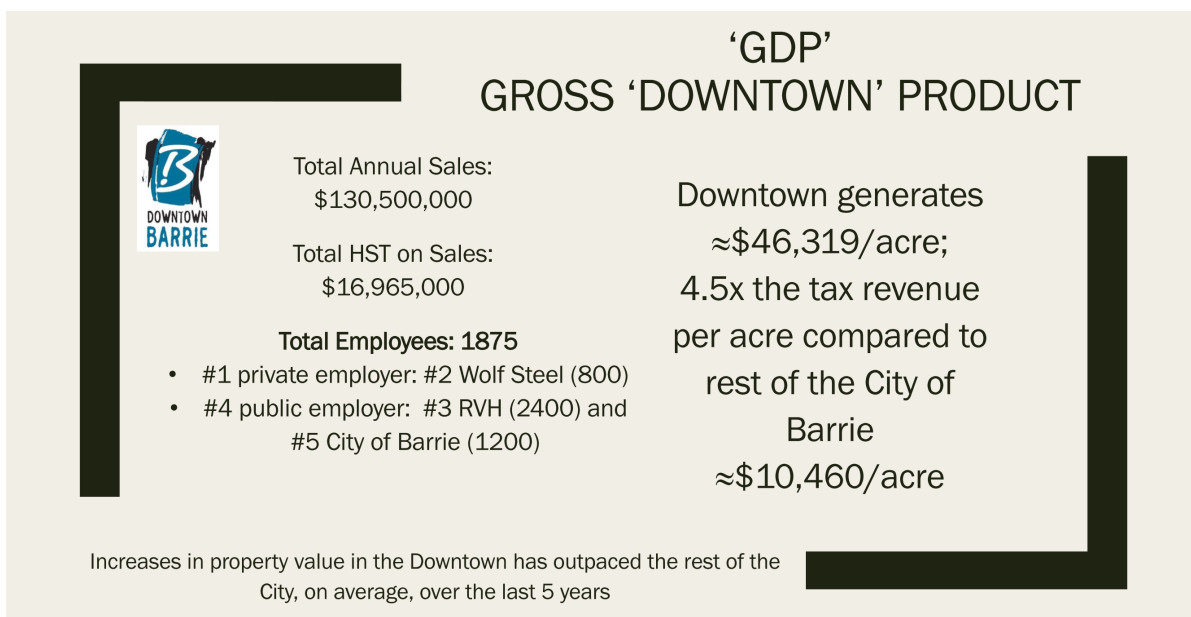
### The Results

The Downtown Barrie BIA was able to quantify their geographic importance in the city's overall economy through this work. The data captured for the BIA area was compared against the broader land area for the municipality to create a Gross Downtown (District)

Product for the BIA. In Barrie's case, the BIA is home to the #1 private employer (Wolf Steel) in the City, is the #4 public employer in the City (Royal Victoria Hospital and the City of Barrie) and generates 4.5x greater sales tax revenue than the rest of the City of Barrie on whole.

### How It Has Made a Difference

These powerful numbers help the BIA frame their role in broader city-building initiatives and the importance of political attention and municipal investment in the area. The inputs to the GDP metric have been used for presentations to the municipality to assist the BIA in successfully securing funding for downtown improvements including their main pedestrian square. The information has also been linked to the BIA's Brand Action Plan (BAP). The data has also been shared visually through the creation of an 'infographic' of the actual BIA area. This large format print serves many purposes for the BIA: 1) it helps share the BIA story with visiting business owners, prospective property owners and municipal staff, and 2) it allows the Board to focus decisions around key metrics in regular meetings.





**STREET APPEAL**

**AMOUNT OF MONEY LEVERAGED FOR STREETScape**

Façade improvement programs in BIAs are a unique metric for understanding how municipal programs leverage greater investment. 55% of reporting BIAs had members leveraging façade programs, which generated an average 2.5:1 private sector to municipality investment ratio with an average of \$0.17 per capita invested. In smaller communities (under 100,000 pop.), the investment ratio reached as high as 6.6:1, and the per capita investment reached as high as \$2.53.

**PLACEMAKING**

**Money Spent on Beautification**

From over 40 reporting BIAs, we found a median spend of \$32,500 annually dedicated to beautification, with a clear focus on flower bed and hanging basket programs, small park maintenance, signage and wayfinding, and small capital asset maintenance. A number of Toronto-based BIAs far exceed the norm with spends over \$350,000 linked to major park programs and capital works projects.

**Placemaking**

Of 25 reporting BIAs we found a number of common placemaking traits of an Ontario BIA:

- 75% have a significant stock of properties that either heritage designated or of heritage interest.
- All BIAs reported having multiple transit stops.
- A significant cluster of cultural facilities tend to land within 500m of a BIA.
- BIAs have an average of 4 schools within 500m.
- Significant affordable housing stock is within 500m of a BIA.
- An average of 10 churches fall within 500m of BIA.

These assets speak to the community that is regularly coming and going from the area within 500m of its boundaries, and how the BIA is likely acting as a social, economic and cultural hub for this area.

When we combine this information with that gathered on the effectiveness of relationships managed by the BIAs, we see significant gaps in their skill set. With some relationships being **rated as low at 19% effective**, addressing the disconnect will significantly affect a BIA's ability to play a positive role in placemaking.



**ECONOMIC DEVELOPMENT**

**EMPLOYMENT**

BIAs have an incredible ability to drive employment. From a sample of 162 BIAs across the province, we find BIAs that can both **attract employees** to an area increasing the daytime population by over 800%, to BIAs that **account for a significant proportion of the jobs in a community (ranging from 0.2:1 to 0.9:1)**.

The **greatest average daytime employment shift** (the increase from residential population to

daytime employment population) occurs in BIAs in municipalities with a population of **100,000 to 500,000**, where the average shift is a **177% increase**.

**BUILDING PERMITS**

BIAs are epicentres for commercial and residential building permit activity. From 2011 to 2016, the value of building permits in reporting communities increased by a value of 263% (commercial) and 228% (residential), while the number of permits remained relatively stable.



**NEW BUSINESS OPENINGS**

Small to Media Enterprises (SME) are the lifeblood of the Canadian economy. BIAs across the province are becoming homes to start-ups, with an average of 6% of their membership representing new businesses. The strongest performers in new business are BIAs within communities between 500,000 to 1M population, who are hosting on average 17 new businesses per year.

**ASSESSED PROPERTY VALUE**

Of 30 reporting BIAs, the **average assessed value was \$216,428,280**. In communities with a population between 100,000 to 500,000, this value was 25% higher than the average, whereas in communities between 500,000 and 1M in population, the value was 125% below average.

**BUSINESS MIX**

**Non-Retail Anchors**

Regardless of the size of the community or BIA, staff feel that cultural **properties and signature natural elements (major park, body of water, etc.) are the best assets for attracting a critical mass** to their BIA. Despite this power, **cultural properties only make up, on average, 1% of the business mix in BIAs**, with communities between 500,000 to 1M (5%) and 25,000 to 100,000 (6%) having the greatest representation.

BIA staff also rated the **effectiveness of their relationships with the Arts & Culture Sector at only 56%**, signalling there needs to be greater BIA collaboration with this sector.

**Business Mix**

With a custom-built data set of 112 BIAs, the data gathered on Business Mix is one of the most confident data-sets. From this data, we clearly see that BIAs are primarily comprised of five North American Industry Classification System (NAICS)

codes: **Retail Trade (25%), Other Services (19%), Accommodation and Food (18%), Health Care & Social Services (9%) and Professional, Scientific and Technical Services (7%)**. All other NAICS fall under 3%, with the vast majority having none.

In this data-set, we also see a clear difference between urban and rural BIAs as the composition shifts significantly with rural communities (pop. 25,000 – 100,000) including 6 NAICS codes not seen in larger cities (500,000 – 1M), as well as significant increases in Arts, Entertainment & Recreation, Finance & Insurance, Real Estate categories, and decreases in Retail Trade and Other Services. This reflects the notion that rural BIAs often serve as the primary downtown shopping and service district for the community, instead of having niche or industry-specific areas in other parts of the community.

**BIA ZONE OF INFLUENCE**

**Housing Prices in the Surrounding Area**

Gauging whether a BIA has influence beyond its commercial borders is extremely important in understanding its impact. Based on Real Estate Board data representing 29 BIAs, we found that the cost of **a single-family home and a condominium within 500m of the BIA rose on average 46% between 2011 and 2016**. Within this group we also see a wide range of values with some communities seeing **5-year rates of change as high as 300% and as low as 28%**. Further analysis with a larger and more diverse set of BIAs, and data from the larger city in which they sit would reveal valuable information.



SUPPORT LOCAL BUSINESS

BUSINESS RESILIENCY

Vacancy

Vacancy, especially prolonged vacancy, has an adverse effect on the vibrancy and viability of a commercial district. Based on data provided by BIA staff, on average there were **11.7 vacancies per BIA on an annual basis**. This figure is significantly raised in communities with a population of **100,000 – 500,000 population, having an average of 21.6 vacancies per year**.

CUSTOMER DRAW POTENTIAL

Chains

Chains, a corporation with 4 or more locations, can play a wide range of roles in a BIA. Professional services or financial chains, such as bank branches or national accounting firms, can bring quality

services and high quality employment. While fast food restaurants or big box stores can bring unfair competition or detractors for other small business development. **On average, chains make up 7% of BIA membership in Ontario, with cities 100,000 to 500,000 in population reaching as high as 12%.**

Things to do

Understanding the factors that drive visitation to a BIA beyond the retail experience is vital to understanding the mix of assets that make a vibrant and engaging environment. Both within a 500m and 2km radius of the BIA, public parks, places of worship and public art reveal themselves as the most prevalent assets. **On average a BIA has 10 places of worship, 12 public parks, and two cultural facilities within 500m of the BIA** -making them prime civic spaces for public engagement.



COMMUNITY BUILDING

STRATEGIC PLAN REVIEW

A significant aim of this project is to assist BIAs in being strategic about their operations and investments, so understanding their current practice with respect to strategic planning is important. Based on 47 BIA staffs' responses, we found that **40% of BIAs review their strategic plan annually, and that 76% review their plan within 1-5 years.**

MUNICIPAL CAPACITY BUILDING

Municipal Collaboration

84% of BIA staff rate their **level of collaboration with their Municipal partners between 7-10 (10 being excellent)**. BIA staff are working with a range of upwards of 15 different departments, with the vast majority focused on Economic Development, and Tourism & Culture.

Additionally, data was gathered on the effectiveness of the relationships between BIA staff and municipal staff. The data shows us that while 97% report having a relationship with municipal staff, they **only rate the effectiveness of these relationships at 81%**. This sense of diminished effectiveness was common across all relationships we asked Managers to rate, and the gap in effectiveness was low for municipal partnerships versus other community partnerships.

Number of Events Held in BIA

Events are a major component of BIA programming with the intention of drawing in visitors, driving publicity and creating a sense of attachment to their geographic area. It is estimated that **BIAs produce upwards of 1200 events each year, and another 1300 produced by other community organizations** land within the BIA.



This volume is significant as it represents a large part of a BIA's workload and a major contribution to the cultural fabric of the community. From an economic development lens, these events attract significant spending.

**SAFE ENVIRONMENT**

**Crime Statistics**

Crime is a challenging metric as crime rates and the perception of crime can tell equally challenging

stories. This project gathered some interesting data on crime but acknowledges that perception of crime remains an important gap. Of the BIAs surveyed, **60% have at least one policing centre within 500m** – making a relationship with crime enforcement personnel a regular occurrence. We also found that **30% of crime within a BIA was theft and shoplifting, 24% was alcohol or quality of life related, and 14% was considered violent crime.**

**BIA DIVERSITY: RURAL AND URBAN**

From the onset of this project BIA staff, OBIAA Leadership and the Advisory Committee members have all been clear in articulating that there is a diverse range of BIAs across the province. From major urban centres to small towns, industrial BIAs to niche shopping districts, up and coming neighbourhoods to those struggling with larger social issues – there is no one definition of a BIA. Acknowledgement of this fact and a careful attention to steer away from setting benchmarks or ranking BIAs against one another has been at the forefront of our analysis.

have enough representation from rural BIAs to draw some comparisons.

**EMPLOYMENT**

Employment is an indicator where we heard considerable concern from smaller BIAs when considering how they would stack up against larger city BIAs. Instead of focusing on the total jobs present, one should really look at the ability of the BIA to drive employment as a percentage of the local economy and the value of those jobs. Below we review ways to look at a BIAs capacity for job creation and value.

**Percentage Shift**

This figure speaks to the BIAs ability to attract working population during the day. As one can see from the figures below larger urban centres drive approximately 26% more jobs to their BIAs than rural communities, but rural community BIAs still perform incredibly well at 128% increased population during working hours.

RATE OF INCREASE	POPULATION
128%	Under 100,000
157%	100,000 - 1,000,000
154%	Over 1,000,000

One of the more common conversations on this topic led to a desire to understand how urban and rural BIAs perform differently, or what factors exist in their environments that enable or encourage them to do so. While this wasn't a focus of our data gathering, to uncover this divide, there are a number of indicators that hold rich enough data for us to present a few areas where we see trends.

For the purposes of this exercise we will be extracting data on communities with a population of 100,000 or less, and comparing it to the more general findings of BIAs across the province.

Based on these population divisions there are two vital indicators, employment and business mix, where we

**Percentage Working**

Understanding the percentage of the population during those peak times that are working versus residential is also key to understanding population shifts and employment. As one can see rural communities are attracting a comparable percentage of working population during peak day time hours.

PERCENTAGE WORKING	POPULATION
50%	Under 100,000
57%	100,000 - 1,000,000
51%	Over 1,000,000

**Jobs Per Capita**

Finally we consider the ratio of employment within the BIA to the population of the host community. Here we can see rural communities having a completely different effect than larger city BIAs. In rural BIAs we see the BIA account for 1 in 5 jobs in the community, where in larger cities the rate falls to 1 in 100.

JOB/POPULATION RATIO	POPULATION
.2:1	Under 100,000
.03:1	100,000 - 1,000,000
.01:1	Over 1,000,000

**BUSINESS MIX**

As shown in the chart below the typical business mix in a rural BIA versus an urban BIA highlights the reality that rural BIAs are home to a broader mix of business types than in urban centres. Highlighted in blue are 6 NAICS code sectors that only show up in rural BIAs, while highlighted in grey are two sectors where urban BIAs have a significantly higher percentage representation including retail and other services.

SECTOR BY NAICS	UNDER 100K	OVER 100K
Accommodation and Food services	14%	19%
Administrative and support, waste management and remediation services	0%	0%
Agriculture, forestry, fishing and hunting	1%	0%
Arts, entertainment and recreation	5%	4%
Construction	1%	0%
Educational Services	2%	0%
Finance and Insurance	9%	5%
Health care and social assistance	9%	12%
Information and cultural industries	2%	3%
Management of companies and enterprises	0%	0%
Manufacturing	2%	0%
Mining, quarrying, and oil and gas extraction	2%	0%
Other services (except public administration)	18%	25%
Professional, scientific and technical services	5%	4%
Public Administration	3%	1%
Real estate and rental and leasing	6%	2%
Retail trade	19%	24%
Transportation and Warehousing	1%	0%
Utilities	0%	0%
Wholesale Trade	0%	0%

**USING DATA TO WIN TRUST WITH KEY PARTNERSHIP GROUPS**

**Type of Data Collected**

Community engagement and economic impact study data (employment, business mix, zone of influence, among others).

**How It Is Being Collected**

Number of meetings attended and group affiliations.

**The Results**

Convincing potential partners that a BIA should be at the table to participate in economic development programs was initially difficult. The BIA had to commit to showing up to the meetings and become a valued contributor to discussions. The BIA committed to gathering invaluable baseline data on our business community that demonstrated that the BIA was making a successful contribution to the area. The BIA invested, through the use of municipal grant monies, in a thorough economic impact study that showed the economic value of the BIA area. The report illustrated the increased productivity of the area compared to other areas.

**How It Has Made a Difference**

Through time and initial success, the BIA has gained the trust and cooperation of other key partnership groups including Chambers, and Economic Development Partners.

**UNDERSTANDING THE VALUE OF MARKETING INVESTMENTS**

**Type of Data Collected**

Marketing

**How It Is Being Collected**

Amount of money invested in branding, website, and social media presence.

**The Results**

The BIA needed to invest in a great website and social media platform at inception, and it has to support the brand image to secure potential partners and to be taken seriously by potential partners. The BIA needed to look like the organization it wanted to be in the future, not the BIA it was when we started.

**How It Has Made a Difference**

When potential investors looked at the BIA they gave the impression that they were serious about economic development and being positive contributors.





**BUILDING THE INDICATOR METRICS**

Developing a membership toolkit to empower BIAs to collect data in a consistent and measurable way is paramount to the success of this work. While this study starts to create that toolkit, more work is needed in the future.

Trends over time will demonstrate why BIAs are of value to commercial districts across the province, but trends can only be established through analysis of consistent data.

This project has identified a number of data collection tools to help the membership and municipalities provide indicator data. Some of these tools already exist, some need to be augmented to provide information to address certain indicators, and some are brand new. A handbook for BIAs on these tools and their relationship to each indicator should be developed to equip BIAs with easy to use collection measures and help outline the emerging and critical role of data in their daily practice.

INDICATOR	DATA CAPTURE TOOL	BENEFIT	INITIATIVE
Building Permits BIA Boundary Changes	Initiate Changes to MMAH's Financial Information Report (FIR).	Already a requirement for municipalities. Mandates the provision of information to the province. Ensures consistent response from all municipalities across Ontario. Known process.	Provincial
Multiple indicators - various	Initiate Changes to annual OBIAA/TABIA membership forms.	Already a requirement for BIAs. Mandates the provision of information to OBIAA. Known process.	OBIAA/TABIA
Business Mix Municipal capacity building Community capacity building Yearly Strategic Plan review Business Resiliency	Create Standardized questions for annual membership survey or data portal.	Allows for the development of trends over time.	OBIAA/TABIA
Sales (local trend line)	Create Standardized questions for quarterly membership survey.	<b>Sales Tracking Tool Development:</b> Quarterly membership reporting through an online survey or data portal which allows members to state whether sales values are higher or lower than the previous quarter or the previous year building a trend line over time	OBIAA/TABIA
Sales (BIA average)	Establish a BIA sales index by tracking sales (or reported sales average) of common good.	<b>Sales Tracking Tool Development:</b> Select a common denominator good that would likely be situated within BIAs across the province. This common good should be determined through more rigorous analysis, but for example a business such as a Tim Horton's or Subway or a convenience store. OBIAA would Index this sales trend to reflect a BIA average trend line over time, to represent the health of our downtowns and main streets.	OBIAA/TABIA

<p>Employment Gross Leasable Area Assessment Value Building Permits Placemaking Foundational census information</p>	<p>Compile / Create Shape Files for each BIA in Ontario.</p>	<p>Compile/create a digital shape file for each BIA within the province to allow for the creation of unique data sets based on real BIA geography. This work would use existing open data information available through some municipalities, as well as provincial and federal data (Statistics Canada, Revenue Canada, OMAFRA, MPAC) through ministry partnerships. The work to compile digital shape files has already commenced through this study, but should be continued in order to provide a comprehensive set for OBIAA and member BIAs to use in future.</p>	<p>Institutional / Commercial partner</p>
<p>Pedestrian Counts</p>	<p>Expand use of Digital Pedestrian Counter.</p>	<p>This study recommends that OBIAA/TABIA work with the province to identify the appropriate funding mechanism to allow all BIAs in Ontario greater access to a digital pedestrian counter.</p>	<p>OBIAA/TABIA</p>
<p>Dwell Time Event Attendance</p>	<p>Encourage provision of free public Wi-Fi technology within BIA boundaries.</p>	<p>The project team would anticipate that this data will be very easy to capture in the future through Google analytics, cell phone ping data, and the use of Wi-Fi signal tracking.</p>	<p>OBIAA/TABIA in partnership with municipalities</p>
<p>Conversion Rate Placemaking Metrics Quality-of-Life</p>	<p>Create standardized questions for quarterly visitor and resident intercept survey (in person).</p>	<p>Establishing a clear tool for BIAs to capture consistent quantitative data on quality of life in a BIA will important moving forward.  Questions such as “Have you been’ here before? How often do you come?” “Why do you visit?” “What makes you want to stay?” may go a long way to start to establish simple metrics around conversion and placemaking.</p>	<p>OBIAA/TABIA</p>

**FUNDING CRITICAL DATA**

In order for BIAs to track some of the critical metrics which help define their Return on Investment, funding support is needed. This project has identified a select group of indicators which are attainable but at a cost.

In particular, MPAC assessment data has been identified as an important indicator of economic

development, given its consistent method of collection and capture across the province. This information is available through MPAC, but at a significant cost. Future analysis of these property value trends within BIAs is possible with funding assistance.

INDICATOR	FUNDING TOOLS	BENEFIT	INITIATIVE
Multiple indicators Unique MPAC assessment data sets. Unique employment data sets (STATS CAN) Unique sales data sets through the use of HST/PST values	Provincial funding through grant monies or transfer payment agreement.	Ongoing data collection and toolkit to build capacity amongst the membership. Compiled shape files of BIA geography would allow for the creation of accurate unique BIA centric data sets provided at consistent times, in a reliable analysis format from MPAC, Statistics Canada and Revenue Canada. Funding the translation of this report into French would allow OBIAA share the BIA story across Canada.	Provincial
Digital Pedestrian Counter	Affinity program creation, bulk discounts.	Most reliable, hassle free solution to measuring pedestrian counts.	OBIAA/TABIA



**BUILDING A DATABASE**

One of the biggest challenges to establishing the state of Ontario BIAs was in locating the indicator data. Given BIA interest spans across multiple provincial ministries and municipal departments, the data required to depict their Return on Investment was never kept in the same place. An enormous amount of time was required to compile the data sets presented here, and an enormous amount of time would be required to continue to collect the information through the same channels. The barriers to data collection were valid and varied.

At the federal and provincial level, data sets were unable to be refined to a BIA geography without the use of digital shape files, which in many cases don't exist for BIAs across the province. At the municipal level, data was often housed in various departments and required extraordinary efforts to compile into one place. In addition to that, data in some cases was confidential, was collected in a variety of formats, or there was a reluctance to share given concern of broad province-wide comparison. Institutional partners in some cases offered access to good data,

but it was often available at a cost or not tailored to the specific geography needed. At a membership level data sources, method of collection, and access was varied, resulting in inconsistencies and challenges in providing comprehensive analysis on certain indicators. In order for data to continue to be gathered and easily accessed, a central data portal should be created.

The data portal would provide substantial improvements to both data entry by the membership and municipalities, and data availability for all. The host of this data portal should be explored through ongoing discussions with OBIAA and TABIA. A partnership between OBIAA/TABIA and government ministries and/or a larger umbrella group such as the Ontario Chamber of Commerce or Institutional partner should be considered.

A centralized data portal, whether housed with the province, an arms-length agency, or under the OBIAA umbrella, would provide unfettered access to the qualifiers of how BIAs are impacting local communities.

INDICATOR	DATA STORAGE TOOLS	BENEFIT	INITIATIVE
All	Establish strategy and repository for data capture with OBIAA/TABIA. Potential for web-based platform.	Ease of Access for users and analysts. Removes stress around paper trail. Consistent with governments open data initiative.	OBIAA/TABIA
All	Gain access to provincial and municipal Open Data Portals.	Improves data access.	Provincial
All	Consider partnership with Chamber of Commerce for central data hub.	Alleviates some capacity challenges for OBIAA/TABIA to manage data resource over time. Connects BIAs with municipalities through data. Encourages improved partnerships.	OBIAA/TABIA with the province
All	Consider partnership with academic institution for central data hub.	Alleviates some capacity challenges for OBIAA/TABIA to manage data resource over time. Builds awareness of BIA work through university network. Capitalize on research capacity available in house.	OBIAA/TABIA with the province



**FOR BIA AND THEIR MEMBERS**

Each BIA should be recognized as unique and should not be forced into one-size-fits-all approach. This project aims to provide each BIA with the tools needed to share their story, and their success, without attempting to sterilize the unique nature of each business district. With that, there are still common threads of success regardless of a BIA’s own competitive positioning, it is the consistent measurement of these threads that will build a collective understanding of the role BIAs are playing across the province. These threads include measuring tangible signs such as business resiliency including vacancy, business longevity, and business mix.

One of the key priorities of this study is to increase membership capacity. In order to do so the Study provides clear metrics and tools to empower BIAs to share their story. Knowledge is the foundation of this priority. One of the challenges revealed through this study is the discrepancy between the BIA membership and municipalities on the role of the BIA. This is not surprising, and reflects the reality of a wide spectrum of BIA practice on the ground. Where some BIAs are focused on streetscape beautification and events others work extends far beyond the mandated role under the Municipal Act.

This report raises awareness of the wide spectrum of practice through data findings and embodies it through the agreed set of indicators which have been determined to reflect all components of BIA practice. Some BIAs see the greater importance of their advocacy, marketing, and facilitator components to create greater economic development and community building within their areas of influence. However, not all BIAs want to actively engage in economic development.

OBIAA and TABIA recognize the variations in scope across the province. Some geographically, economically or politically driven. The evolution of BIAs role in communities across the province. Getting from BIA1.0 to BIA2.0 will require a multitude of factors to help members and municipal partners realize the full value of BIAs influence. This report is a start at providing the tools to assist.

In order to continue to empower the membership to recognize their own potential, OBIAA/TABIA will continue to seek municipal and provincial support through financing, policy, and partnerships.

INDICATOR	EMPOWERING TOOLS	BENEFIT	INITIATIVE
Yearly Review of Strategic Plan	Mandate the completion of a strategic plan annually.	Requires BIAs to think ahead and allows for them to evaluate progress on an annual basis against their own strategic direction. The priorities of each BIA will be different. This toolkit is not suggesting that there is only one path towards improvement of the BIA area. Rather, it is customizable as set out in each BIA’s Strategic Plan. The Strategic Plan will guide the business mix, the programming, and community engagement efforts. It is essential to note that community engagement is an over-arching element over all activities and programs carried out by BIAs.	Municipal
Business Mix Business Resiliency Sales	Revise the Small Business Definition with Statistics Canada.	To improve data accuracy when using Statistics Canada information, as current definition qualifies small businesses as having less than 100 employees, which doesn’t provide enough insight into the small businesses within a BIA.	Provincial

All	Revise the mandate of BIAs under the Municipal Act s.204	<p>Legislate the BIAs role in improving their unique geography as a place for business and as a community hub. Through changes in the policy language, the province will provide recognition of BIAs potential to influence each of their four major goals: Street Appeal, Economic Development, Supporting Local Business, and Community Building.</p> <p>This role has been assumed to varying degrees across Ontario, but needs government support to continue. An update to the BIA mandate will send a clear direction to municipalities and BIAs that their role is greater than the existing mandate outlines.</p>	Provincial
-----	--	---	------------

**FOR THE ASSOCIATIONS**

OBIAA and TABIA have an important role to play in leading BIA organizations into their next phase of growth. The need exists for them to act as a data house, information source, training hub and advocacy group for their membership and government partners. The background research clearly articulates the need for an umbrella organization such as OBIAA and TABIA to continue to advocate and raise awareness of the role BIAs play in our communities. Without the presence of this type of organization, as shown through the jurisdictional scan, little consensus, and minimal data is readily available to demonstrate the work that BIA staff are doing. The importance of OBIAA/TABIA's role as the umbrella organization to assist municipal champions in the coordination of BIA statistics across all department is evident. The Return on investment project is about creating a foundation for ongoing measurement. It is a capacity building project, and not a report card.

**OBIAA/TABIA will continue to work with the province to assess resource needs to ensure mentorship, sponsorship, advocacy, and data management responsibilities can be met.**

This report provides a call to action for ongoing data capture to provide evidence based information on BIA work. This in turn will require resources. Overwhelmingly, key successes for BIAs are related to community building within the BIA organization. Developing programs need to have the support of membership. This includes factors such as leadership, staffing, active board members, communication, and active volunteers. The unique work environment of BIAs being both large and small, remote, rural and urban, can lead to challenges in day to day mentorship and sponsorship. OBIAA and TABIA are looking to better address these challenges and support the membership in their own professional development, but must engage both the province and local municipalities in these efforts to ensure success.

INDICATOR	CAPACITY TOOLS	BENEFIT	INITIATIVE
All	Assessing house resource needs at OBIAA and TABIA.	<p>Provide additional human resources to assist in mentoring and training BIA staff on how to measure and share their Return on Investment.</p> <p>Provide additional human resources to assist in data management.</p>	Province to work with OBIAA/TABIA.
All	Development of a BIA Buddy System	Empower BIAs to lead from within. Build capacity within the membership.	OBIAA/TABIA



A BIA's influence is directly linked to the success of their partnerships within government, with the industry, and in some cases connections to local institutions. At present, many of the BIAs with smaller membership sizes (under 200 members) and in smaller communities (under 50,000 people) are more reliant on creating partnerships and having to create better communications vehicles to different audience members to build support compared to larger BIAs. However, it is also true that BIAs that have developed a highly specialized business mix in traditional retail or in food services have also relied heavily on developing a broad range of partnerships through excellent communication on their successes. Partnerships between municipalities and BIAs varied across the province. As a general rule, the stronger the municipal partnership, the greater awareness of the BIAs role in the community, and the greater perceived success.

A closer examination of ways to improve and enhance municipal, provincial and BIA partnerships should follow on from this study.

**PROVINCIAL**

This report calls for continued multi-ministry partnership with OBIAA to support the foundation of data and metrics formulated through this initiative both on a broad bases and localized scale. The Return on Investment indicators provide BIAs and the small business owners and landowners they represent, a clear set of measurement tools to relay successes and challenges to their memberships, their municipality and the province.

One tool that could be expanded to support this initiative is the Financial Information Report (FIR). In addition, the province has the ability to mandate the provision of data on BIAs from municipalities. This would guarantee a higher return rate of statistics and encourage ongoing collaboration at the municipal level.

**The province must take on a leadership role in advocating for good data collection across Ontario.**

One suggestion could to require the return of these statistics prior to release of the transfer payment to the municipality and in turn the BIA levy. Collaboration at the provincial level is also needed to share data across various ministries, and make it accessible for analysis. By easing the access to information, the province would reduce a number of barriers for BIAs in Ontario to share their success.

**MUNICIPAL**

Partnership between municipalities and their local BIAs is one of the most fundamental foundations of success for a BIA. Strong partnership and collaboration between the business community and their municipality drives decision making and positive investments in the commercial area. This project has highlighted that BIAs feel municipal partnerships are both their strength and their weakness, and that opinion varies. across the province. Given the unique legislative relationship BIAs hold with their municipality, these organizations are well-placed to join forces and drive improvement to our local commercial districts. It is a community loss not to capitalize on the mandated link between the two. BIAs need municipal support, both political and administrative, to advance new initiatives and clear direction.

**The province must continue to encourage this connection between municipalities and their BIAs through knowledge sharing and capacity building.**

Stronger municipal partnerships between their administration and their BIAs will undoubtedly improve access to data, reduce uncertainty about sharing information, and build mutual trust.

Our work with municipalities throughout the project helped to identify the barriers faced by municipal staff in capturing data of this magnitude. Lack of availability and the dispersed nature of data within each municipality highlighted need for collaboration across departments and the need for a champion internal to the municipality to advocate for its collection on an annual basis.

**INSTITUTIONAL**

Barriers in data collection and analysis could be addressed through direct partnership with institutions at a provincial or association level. There is currently institutional capacity to both assemble, analyze and house the data for each indicator of this Study. In addition, some institutions are already in the process of capturing and tracking statistics on relevant indicators, OBIAA/TABIA recognize that where synergies exist between the information they need and the information some universities are already capturing, a partnership opportunity should be explored. Ryerson University’s Centre for Retail and Commercial Studies, McMaster’s Department of Geography and Queens University’s new Centre for Commercial Analysis are all research bodies focused on a number of the indicators identified through this study.

opportunities are available on a broader scale. Improving private sector partnerships provides the opportunity to improve access to data, provide consistent measurement tools, and increase budgets for broad marketing campaigns and BIA awareness.

BIAs are in a unique position compared to counterpart public boards, having well established existing relationships through the business community, and a legislated mechanism to engage with business community as a BIA member. Commercial business partnerships can improve capacity through the provision of new data, additional funding opportunities, and the tools to allow BIAs to collect data on their own.

The province should consider ongoing support, both strategic and financial, for the creation of this partnership at a province-wide level.

OBIAA/TABIA would like to work with a preferred institution to create a research hub for Small Business and Business Improvement Areas in the future. An institutional partnership could mean that the data base of indicator statistics is housed in an institutional body, with agreements in place for OBIAA/TABIA access.

**COMMERCIAL**

Private Sector partnerships offer BIAs an opportunity to leverage additional knowledge, market share and in some cases financial support to assist them in day to day function. While some strong partnerships with private sector firms exist on an individual BIA level, these could be further explored to see what

OBIAA/TABIA will work with the province to identify key private sector partnerships to explore in the provision of data metrics and tools at a province wide level, and encourage the ongoing development of partnerships between BIAs and commercial enterprise on the ground.



As the home of the world’s first Business Improvement Association, the Ontario BIA Association has a responsibility to be a knowledge leader and instill a clear understanding of the role BIAs play in our local communities. The Return on Investment project sets the foundation for that communication.

Communications will play a vital role in the ongoing success of the project, from keeping members and stakeholders engaged and excited to providing the key mechanisms for encouraging collection and gathering of data. A long-range communications plan is being currently developed to support this initiative as the future unfolds, and will cover elements including but not limited to:

1. Intent and goals
2. Audiences
3. Main narratives
4. High-level and audience-specific messages
5. Media and vehicles
6. Informative communications
7. Data gather communications
8. Communications partners
9. Schedules and timing
10. Resources required
11. Measurement

Bilingual reporting was identified throughout the projects consultation as an important piece of the puzzle to building awareness and acknowledgement of BIA work across Canada. Funding to share these findings will continue to position Ontario as a leader in the development of BIA practice. While bilingual reporting and translation sits outside the scope of this report, consensus around the need to support bilingual BIAs in Canada and recognize their own unique economic resiliency through their ability to operate in two languages is clear.

Project participants noted potential grants and programs to help in translation services, or a digital application that may be used to assist. Further investigation into the appropriate mechanism for translation should be explored.

**The Province should support OBIAA/TABIA in the translation of this Return on Investment report and consideration for ongoing communications and knowledge sharing across Canada.**

BIAs cited member engagement as one of the top successes for BIA organization, yet the Project team encountered a consultation process that required innovative engagement skills to encourage participation. Divergence on the approach and uptake on engagement with both BIAs and their membership was evident throughout the project as evident in the finding. The same can be said for municipalities.

A three-prong engagement strategy to facilitate increased awareness and consistent involvement from BIAs, their municipalities and their membership moving forward will build capacity within the BIA field over time.



INDICATOR	KNOWLEDGE SHARING TOOLS	BENEFIT	INITIATIVE
All	Translation of findings into French (services/digital app)	Funding the translation of this report into French would allow OBIAA to share the BIA story across Canada. Bilingual reporting was identified throughout the projects consultation as an important piece of the puzzle to building awareness and acknowledgement of BIA work across Canada.	OBIAA/TABIA
All	<p>Three-prong approach to ongoing communication.</p> <p>Includes the use of surveys, a data portal, workshop training, and face-to-face communications.</p>	<p>It will facilitate increased awareness and consistent involvement from BIAs in both the data gathering and reporting required for this study and their work at a local level.</p> <p>It will improve understanding of the BIAs' role with municipalities. It will help empower BIA members with information to clearly demonstrate their Return on Investment. It will ensure a collaborative approach across the province and tie BIA work to broader provincial initiatives over the long term.</p>	OBIAA/TABIA

One of the primary goals of this study was to determine the return on investment of a BIA. Not only to provide the province with a clearer picture of what BIA legislation has facilitated on the ground, but to allow BIA organizations the ability to share their success through evidence-based data metrics.

The work completed in this study to date provides a snapshot of their influence, and clarity around the indicators needed to share the wide variety of successes and challenges faced by BIAs across the province. Both positive outcomes, but only the first step in creating a clear set of measurements tools to demonstrate BIA influence over time. The next is to provide BIAs with some clear tools to showcase these indicators. It is one thing to know how many building permits happen within a BIA boundary, and another to

understand how to use that data to share your Return on Investment.

The project team and Advisory Committee through this study, looked not only at the tools needed to capture data, but also the tools needed to share it and demonstrate Return on Investment. While this work must continue, the project has started with the creation of a set of four (4) key tools representing each goal of a BIA. These, along with further ROI tools should continue to be enhanced through ongoing work.

Below you will find each of the four (4) ROI tools listed against their relevant BIA goal. Training around the use of these tools and the data metrics behind them will be required by OBIAA/TABIA.

GOAL	ROI TOOLS	BENEFIT	INITIATIVE
Street Appeal	Asset Mapping: <ul style="list-style-type: none"> <li>• Aerial image</li> <li>• Asset mark up</li> </ul>	Provides a visual tool for BIAs and municipalities to understanding existing assets (both physical and social) within the BIA area.  For example, a map that populates total number of Street Benches, lampposts, garbage cans, should be combined with statistics on public art, parkettes, natural features, places of worship, and key businesses – to provide a full picture of the assets of that district.  Determination of assets can be completed by the Board of Management or through a membership survey, and supplemented by municipal infrastructure data. This sort of tool could be kept up by the BIA executive and shared with government partners and the broader membership to show ROI.	BIA members
Economic Development	Gross District Product, using: <ul style="list-style-type: none"> <li>• Sales (HST)</li> <li>• Employment</li> <li>• Land area</li> </ul>	Provides a simple ROI measure of the relative impact of the BIA area on sales/employment/building permits on a per square foot basis.  Allows for comparable metric to other geographies, the city as a whole or other commercial areas.	OBIAA/TABIA in partnership with members

# NEXT STEPS: DEMONSTRATING RETURN ON INVESTMENT

<p>Supporting Local Business</p>	<p>Sales Index, using:</p> <ul style="list-style-type: none"> <li>• Common good/ commercial land use sales tracking across the province.</li> </ul>	<p>Select a common denominator good that would likely be situated within BIAs across the province. This common good should be determined through more rigorous analysis, but for example a business such as a Tim Horton's or Subway or a convenience store. OBIAA would Index this sales trend to reflect a BIA average trend line over time, to represent the health of our downtowns and main streets.</p> <p>The index could be added to OBIAA or local BIA communications with their members to show a trend line built over time.</p> <p>It should be noted that this is one of a couple of sales tools contemplated over the course of the study. The Index is meant to provide trending on sales at a broader scale, to which local BIAs and their membership could compare their own sales figures. It would provide an index of overall health of BIAs.</p>	<p>OBIAA/TABIA in partnership with province.</p>
<p>Community Building</p>	<p>Network Mapping:</p> <ul style="list-style-type: none"> <li>• Municipal capacity building</li> <li>• Local capacity building</li> <li>• Safe environment</li> </ul>	<p>Similar to an asset map, this tool provides a visual depiction of the networks created through the work of the BIA. An important role of the BIA is to act as an advocate and connector both internal to the organization and with external stakeholders. While anecdotally we know of many connections made through BIA effort, a visual map of key relationships would solidify the influence BIAs specifically have in furthering the position of small business, main streets, and downtowns in the broader civic conservations.</p> <p>This map would look much like a web – with the BIA at the centre, and various network connections branching off of it. I.e. Municipal departments, community associations, key industry leaders, special advocacy groups. Not-for profits, key event holders, etc. This sort of tool could be kept up by the BIA executive and shared with government partners and the broader membership to show ROI.</p>	<p>BIA members</p>

**USING DATA TO TARGET STREETScape INVESTMENTS**

**Type of Data Collected**

Placemaking

**How It Is Being Collected**

Amount of money invested streetscape, targeted investment.

**The Results**

The BIA had to convince the City to take their limited dollars and instead of spreading them out everywhere and not making an impact, the BIA and the City worked collaboratively to concentrate the expenditure and spend it where pedestrians are walking the most.

**How It Has Made a Difference**

BIA was able to focus investment on the highest use rather than the widest span.

**COLLECTING PEDESTRIAN COUNTS TO SUPPORT CAPITAL INVESTMENT**

**Type of Data Collected**

Socio-economic information on pedestrian counts.

**How It Is Being Collected**

Used technology including Wi-Fi app to monitor visitation, pedestrian counts, and gain greater insight into not only where they are walking/shopping but who they are.

**The Results**

With this type of information, the BIA is able to create greater cross-shopping synergies, and to know where to locate a Farmers' Market, where to locate key anchor businesses with the aim of increasing pedestrian flow.

**How It Has Made a Difference**

The BIA is using it to influence both private and public sector capital project investment.



The work completed has provided tremendous insight into the breadth and scale of BIA work across Ontario.

The project looked to identify a collective set of indicators for BIAs province-wide to share their work, and quantify their return on investment.

With a series of data capture and sharing tools and a set of recommendations to allow the membership to take ownership of the findings, this work will be the foundation for a shared vision of BIA practice moving forward.

The data available has shown that BIAs are integral to business districts in communities across the province. The work also points to the reality that BIAs are taking on a bigger role than was initially set out for them through the Municipal Act. Not only are they improving their area for business, their efforts on the whole provide economic stimulus, support for local business and entrepreneurs, foster community identity and create personal connections to place.

The BIA organizational model is demonstrating its influence over a district's ability to be distinct, liveable, vibrant and resilient.

The data findings confirmed that collectively BIA geographic areas are experiencing increasingly intense growth pressure. In addition, they are home to many communities' key cultural assets and a hub for new business start-ups, small independent businesses and the majority of the province's daytime working population. Furthermore, BIAs are collaborating extensively with their local municipalities, working with as many as 15 departments at once and focusing on economic development and tourism. Their work with local community groups varies but highlights the network facilitated through the BIA organizational framework.

Municipal Act legislation outlines the role of the BIA to achieve the dual goals of beautification and promotion of their defined geography. This study demonstrates that in many parts of the province, BIAs have pushed the limits of the

current legislation to develop more complex organizational models. They have progressed beyond beautification and marketing as mere tactics for improvement, to advancing this work as part of a strategic plan that positions the BIA as a key player in the community to achieve greater growth, prosperity and vibrancy on the whole. As to be expected, this study also lays bare the reality that there is a wide spectrum of practice among BIAs in Ontario. Many of the small membership BIAs in smaller communities remain focused on the older organizational model, which includes community engagement, block captains and committees comprised of board members. On the other hand, larger membership BIAs are now emerging with a range of organizational responsibilities that include semi-development corporations, additional hired staff devoted to planning and economic development, and/or strategic capabilities to generate different forms of revenue including fundraising, charity status, sponsorships and even property ownership.

This spectrum of practice comes as a result of distinct geographic, financial, political and economic drivers that remain unique to each community and/or BIA. There are obvious and distinct differences between BIAs in rural areas (less than 100,000 people) and urban centres. What remains common is the vehicle of BIA legislation, created by the province and harnessed by the private sector, to drive change within their commercial districts.

Empowering BIA boards of management and executive staff to realize this potential is one of the outcomes of this work. Strengthening the partnership among the province, municipalities, both OBIAA and TABIA and local BIAs will be key to ensuring a knowledge base that can support realizing this potential.

BIAs are well positioned to link planning and economic development policy with implementation, facilitating on the ground improvements to provide employment opportunity, foster innovation, create a sense of community and attract residents and



visitors into commercial districts. Their work not only implements the province's policy mandate, but also helps to advance initiatives, infrastructure, events and community connections above and beyond what municipalities can provide.

The continuation of this project is critical to ensure BIAs across Ontario are equipped with the tools to both capture the data to inform these indicators and to share the findings with their memberships, government partners and the broader community.

As the legislative direction for the creation of a BIA approaches 50-years, we must consider how these organizations and their distinct geography will grow over time. The first 50 years have shown the role of the BIA as a shepherd of change, their work driven by increasing pressure on commercial districts, main streets, industrial areas and downtowns to change their form, function and relevance in Ontario's economic makeup. BIAs historically responded by focusing on the protection and enhancement of their

established commercial district, advocating for small business in response to the unique challenges of each community. This role continues today. With the BIAs' ability to respond in specialized ways to local challenges, they cement their integral role in building resilience and guiding their communities as Ontario continues to evolve.

BIAs have demonstrated their role as an integral vehicle for government to ensure efficient use of resources and respond to unique and localized community pressures.

In the next 50 years, we must consider the expanded role that BIAs will need to assume to continue to take on a prominent role in the evolution of our local and provincial economies. The legislation in place must recognize the integral responsibility that BIAs have and should continue to have in order to ensure distinct, livable, vibrant and resilient commercial districts across Ontario.



## ONTARIO BUSINESS IMPROVEMENT AREA ASSOCIATION RETURN ON INVESTMENT STUDY



### Indicator(s)

1.1.1 Amount of money spent on beautification

### Category

Street Appeal

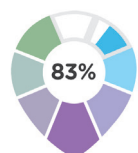
### Desired Metric

Amount of money spent within the BIA boundary on beautification projects

### Primary Data Source(s)

OBIAA member data + Question of the Week

### Confidence Scale



Data credibility:	3
Geographic representation:	3
BIA density:	2
Data relevance:	2

### Reporting Communities

41 reporting communities ranging from Toronto to Listowel

With 41 reporting communities in this question, there is a wide range of data related to beautification projects. While the question gave specific examples of how to define “beautification projects,” respondents were also given an open field to describe the nature of the investment, which enables the ability to parse out specific project types and values.

Overall, the group reported \$2,915,170 in beautification projects, with an average spend of \$69,400 and a median spend of \$32,500. Within this total, the data is broken into three categories: beautification, events & marketing, and administration. With this division of categories, approximately \$2,450,000 falls in beautification, and the remainder is directed towards events, marketing, and administration.

Two BIAs in Toronto (Financial District and Baby Point Gates) are identified as clear exceptions from the norm across the province reporting \$500,000 and \$375,000 respectively for significant maintenance programs and a parkette project. Four other BIAs -- Port Credit (2), Kingston, and Kingsville -- report figures over \$100,000 linked primarily to planting and landscape maintenance.

The principle expenditures reported include hanging baskets and flower planting (capital and maintenance), landscaping, signage and banners and small-scale wayfinding or capital projects (historic clock maintenance, public art maintenance, etc.).







**Indicator(s)**

1.1.2 Amount of money leveraged

**Category**

Street Appeal

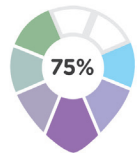
**Desired Metric**

Total amount of money leveraged to create streetscape improvement within the BIA geography (i.e. sponsorship, grants, municipal funds, etc.)

**Primary Data Source(s)**

OBIAA annual member statistics, municipal partner reporting

**Confidence Scale**



Data credibility:	3
Geographic representation:	2
BIA density:	1
Data relevance:	3

**Reporting Communities**

Sudbury, Norfolk County (2), Port Hope, Peterborough, North Bay, Hamilton (13), Ajax

**Municipal Partner Data**

Within the 20 participating BIAs responding to this indicator, the only strong data received was the number and value of projects linked to municipal façade improvement programs.

In 2011, 55% of the reporting BIAs leveraged façade improvement grants from their municipalities worth \$468,314.00, with an average of \$24,648 per BIA. These incentives spurred \$1,031,503.00 in projects with an average investment ratio of 2.4:1.

In 2016, the same communities reported on \$252,076.00 in façade improvement fund, with an average of \$12,603.00 per BIA. These incentives spurred a slightly higher ratio of investment at 2.5:1.

In both 2011 and 2016 the investment ratio, and per capita value of the municipal incentives, were significantly higher in smaller communities such as Port Hope and Norfolk County. The investment ratio in these smaller communities reaches a high of 6.6:1, meaning a small investment from the municipality generated a larger project in the private sector than in the larger urban centres. Similarly, looking at the per capita value of the incentives, the smaller communities reached rates of \$2.53 per capita, whereas the highest urban centre investment is \$0.73 per capita in Hamilton. The average investment is \$0.17 per capita.





**Indicator(s)**

1.1.3 Number of benches, garbage cans, etc.

**Desired Metric**

Quantity of public realm items within BIA boundary

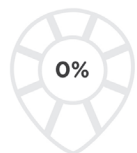
**Category**

Street Appeal

**Primary Data Source(s)**

Municipal data reporting

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

None of the partner communities reported on the data request for this indicator.



**Indicator(s)**

1.1.4 Placemaking metrics

**Desired Metric**

Quantity of public realm items within BIA boundary related to placemaking

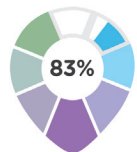
**Category**

Street Appeal

**Primary Data Source(s)**

Municipal data reporting

**Confidence Scale**



Data credibility:	3
Geographic representation:	2
BIA density:	2
Data relevance:	3

**Reporting Communities**

Trenton, Port Hope, Peterborough, Ottawa (3), North Bay, Kenora, Hamilton (13), Burlington (2), Barrie, Ajax.



For this indicator, municipalities were asked to report on the presence of 52 asset types (public realm items) within the BIA and within a 500m or 2km radius of the BIA. With a total of 24 reporting BIAs, this data is relatively strong and reveals a number of patterns about the nature of the neighbourhoods that BIAs are embedded in. The full list of assets in the category are listed at the end of this section.

**Heritage Buildings** – reporting BIAs listed a total of 158 designated heritage properties and an additional 201 listed buildings of heritage interest. With an average of seven heritage properties per BIA, this is a common asset across the reporting group despite 25% reporting no fully designated properties.

**Transit Stops** – with a total of 630 transit stops within 500m being reported across the group and despite no figures from Hamilton on this specific item, every BIA reported having transit stops. After removing two Ottawa BIAs (Glebe, Heart of Orleans) which had a markedly higher number of transit stops (102, 100) the average number of transit stops within a BIA was still 33. This density of transit infrastructure clearly shows that BIAs are key destinations within a civic landscape.

**Public Art** – a total of 125 public art works was reported within a 500m radius of the participating BIAs boundaries. This equates to an average of 7 per BIA, with Downtown Burlington, Downtown Hamilton and Peterborough reporting over 20 works within their BIAs. Clearly public art as pedestrian infrastructure is playing a role in these figures (i.e. public art benches, bike racks, etc.).

**Cultural Facilities** – as strong drivers of traffic for events, the project team looked at cultural facilities (theatres, galleries, museums, etc.) within a 500m and 2km radius. From the reporting communities, the team found 69 within 500m, and 175 within 2km. Only two communities reported having no cultural facilities within 500m of the BIA (one being an industrial BIA), and high of 12 within 500m and 26 within 2km. Clearly BIAs are located in close proximity to cultural centres, and should therefore be working collaboratively with these communities to drive interaction and commerce.

**Methadone Dispensary** – 41% of BIAs reported having at least one dispensary within the BIA, and an additional

25% reported having at least one within 500m. One BIA, Peterborough, reported having four dispensaries within the BIA boundary.

**Bike Lanes** – collectively the group reported over 170,000 linear metres of bike lanes throughout their BIAs. While data only came from eight BIAs, their size and geographic representation includes rural communities, major city centres and northern communities. This shows that cycling infrastructure is becoming commonplace throughout the province.

**Schools** – with an inclusive definition including primary, secondary and post secondary education, BIAs reported over 100 schools within 500m of their boundaries, and over 500 within 2km. Only four reporting BIAs had no schools within 500m. Overall, each BIA has an average of four schools within 500m and as such, the community building opportunity for BIAs through education is significant.

**Affordable Housing** – with 19 responding BIAs, there is an average of 46 affordable housing facilities within 500m of BIAs, and just shy of 400 within 2km. This makes BIAs a critical hub for residents in affordable housing facilities, and also ensures that there is a mix of housing opportunities within the BIA regardless of market pressures on housing. Only two BIAs reported having no affordable housing in either of the geographies queried.

**Places of Worship** – with 233 places of worship within a 500m radius of the BIAs reporting and over 900 within 2km, faith-based communities are clearly a significant player in BIAs. This figure illuminates the BIAs' role as a social convenor, cultural hub and place of great meaning for residents. Places of worship can also be a challenging member within a BIA as they draw large crowds during limited hours and don't often have a significant weekday presence.

**Arterial Roads / Air Quality** – 11 BIAs responded with data about this asset and only one reported having no arterial roads either in the BIA or within 500m. Within 500m of an arterial road the air quality is significantly worse due to vehicle emissions and particulate. This means that 90% of BIAs have compromised air quality due to the nature of the built environment they are situated in.

Public Parks – every participating BIA reported at least three public parks within 500m of the BIA, for a total of 325 parks covering over 500 hectares of green space. Within 2km, the numbers are exponentially higher with 1,289 parks covering over 10,000 hectares of green space. This directly combats the arterial road air quality issue noted above, and further illustrates how BIAs are situated in prime neighbourhoods designed for social engagement, interaction and healthy-living.

### Full List of Placemaking Indicators

- Lamp posts
- Designated heritage buildings
- Listed heritage buildings
- Transit stops with structures; transit stops without structures
- Public parks
- Hectares of park land
- Public art
- Cultural facilities
- Farmers' markets
- Daycares
- Municipal recreation facilities
- Sports facilities
- Policing centres
- Hospitals
- AODA cross walks
- Methadone clinics
- Meters of bike lanes
- Seniors centres
- Schools
- Affordable housing
- Community hubs
- Places of worship
- Arterial roads
- Outdoor patios
- Public squares
- Early learning centres
- Existence of CIP
- Average vehicle speed limit



### Indicator(s)

1.1.5 Public realm completion rate

### Desired Metric

Number of and completion rate of public realm projects within BIA boundary

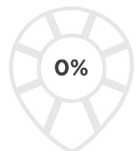
### Category

Street Appeal

### Primary Data Source(s)

Municipal data reporting

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

No BIAs or municipalities reported on this indicator and it has been identified as a data gap.

# APPENDIX A: STREET APPEAL INDICATORS



### Indicator(s)

1.2.1 Actual event attendance

### Desired Metric

Number of people visiting BIA specifically for public events

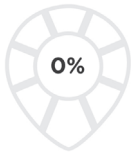
### Category

Street Appeal – Experience

### Primary Data Source(s)

Municipal reporting

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

The project could not identify any existing data sources for this indicator.



### Indicator(s)

1.2.4 Conversion rate

### Desired Metric

Event / Promotion visitors converted to regular BIA visitors

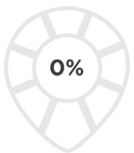
### Category

Street Appeal – Experience

### Primary Data Source(s)

None

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None



## Why It Matters

This indicator is beneficial to both economic development municipal staff, local BIA administration and their membership in understanding why people visit the business district and gain insight into their motivations.

## Data Needed

- Qualitative and quantitative
- Number of people that have repeatedly visited the BIA
- Number of people that have converted from a visitor to a customer (spent money in the BIA)
- Perception of why people visit.

## Data Gap Identified

The challenge with this data is that it must be delivered and captured in a consistent way across all BIAs, and while there are a number of examples of BIAs attempting their own way of tracking conversion, consistency is limited.

Where loyalty cards may offer a solution that provides some level of consistency, creating a customized loyalty program would need significant buy-in from BIAs, and OBIAA does not have the resources to administer a loyalty program at present. This project has also identified that loyalty programs are considered risky and costly to manage by some members, where the risk of redemption is high and therefore results may be negatively skewed. There are also affinity concerns for OBIAA to offer only something that is unique. It may put OBIAA in a situation where they are competing against their own members.

Electronic gift cards have also been used in various BIAs, but are costly programs to encourage members to engage in, as they charge retailers 8%. The findings also only reflect a sub set of the market as a whole, rather than the complete picture.

Shop the Neighbourhood, a program administered by Yellow Pages and funded through the Province had started to establish some broad metrics on conversion, but that program has been discontinued.

On the whole, capacity of both the OBIAA/TABIA administration and BIA members is challenged to be able to implement any sort of tracking on conversion in a consistent way.

## Filling the Gap

Alternatives were considered:

- Loyalty card program, if OBIAA participates they would access to the data.
- Electronic gift cards which would provide each BIA with access to the information.
- Cell phone ping data providers.
- Intercept surveys.
- Apps that allow sharing of analytics with the BIA.
- Moneris or ATM data.
- Shop the Neighbourhood program is discontinued under new management.

## Recommendations

This study recommends a series of actions to enable BIAs to capture their Conversion Rate Indicator:

- OBIAA/TABIA to create a tool to allow BIA members to easily initiate intercept surveys. Questions such as “Have you been here before? How often do you come?” may go a long way to start to establish simple metrics around conversion. These survey results could then be reported back to OBIAA/TABIA annually or input into a data portal. The key will be to provide a consistent set of questions for the survey, and ensure each BIA and OBIAA have the capacity to implement and track.



### Indicator(s)

1.2.6 Average dwell time in a BIA

### Desired Metric

Duration of an average visit to a BIA

### Category

Street Appeal – Experience

### Primary Data Source(s)

SiteWise – daytime population data

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

### Why It Matters

This indicator provides important information for event planning, parking utilization and ongoing parking requirements. It also allows municipalities and BIAs to be able to track the benefit of public assets such as investment in a public market to see those who visited the market and then created a catalyst by visiting other businesses in the BIA.

### Data Needed

- Parking utilization data
- Cell phone ping data
- Wi-Fi data within the BIA

### Data Gap Identified

Gaps exist in all of the potential data sources. Data capture requires substantial amounts of work to create the full picture.

- Parking information is only applicable for BIAs that have paid parking enforcement, which isn't consistent across the province.
- Difficulty separating people that are loitering in the

BIA from those in the BIA who would contribute to the financial success.

- Cash parking meters will not provide time of day statistics.

### Filling the Gap

Alternatives for determining average dwell time were considered:

- Free Wi-Fi hosted by BIA. Requires the continued support for infrastructure to allow for free Wi-Fi in their BIA areas. Highlights the importance of strong Wi-Fi technology, and wi-fi friendly zones.
- Cell phone ping data. Working with company cell phone providers and getting information through these networks.

### Recommendation

The project team would anticipate that this data will be very easy to capture in the future through Google analytics and the use of Wi-Fi signal tracking. This study recommends continued encouragement of Wi-Fi technology and the appropriate infrastructure in BIA areas to allow for increased public usage.





**Indicator(s)**

1.2.7 Quality-of-life metrics

**Desired Metric**

Asset mapping related to quality-of-life

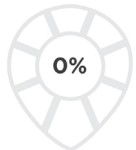
**Category**

Street Appeal – Experience

**Primary Data Source(s)**

Municipal reporting

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

**Why It Matters**

This indicator is critical to provide a snapshot of the vibrancy and perception of a range of things within an area. Knowledge of this metric will let neighbourhoods and BIAs make more informed decisions about new buildings, business mix, and future public realm investments with accuracy. The quality-of-life Indicator was meant to be an amalgamation of a number of indicators to create OBIAA's own narrative on quality-of-life. Based on the information returned, there was data within the following indicators that can be utilized to form this narrative:

- 1.1.1 Amount of money spent on beautification
- 1.1.4 Placemaking metrics
- 2.0.1 Employment
- 2.0.12 Business Mix
- 3.2.3 Things to Do
- 4.2.8 Crime Statistics

**Data Needed**

Primarily focused on physical/tangible assets rather than human conditions (e.g., births, deaths, education levels, etc.) and not at affordability measures. Also reliant on both quantitative and qualitative information. Range of data including: heritage features, street amenities, Wi-Fi, beautification, public art, gateway, proximity to grocery stores, enhanced signage, parkland, education facilities, arts and culture, sports and recreation, etc.

**Data Gap Identified**

One of the largest gaps in creating a well-rounded quality-of-life score is the lack of qualitative data. Establishing a clear tool for BIAs to capture consistent quantitative data on this quality-of-life in a BIA will be important moving forward.

Establishment of this metric has been reliant on the data received from municipalities. Receipt of this data throughout the project has been patchy, resulting in inconsistent findings.



The other barrier to this category is not overloading but narrowing down metrics to key ones that are essential for a customized BIA quality-of-life measurement.

### Filling the Gap

Alternatives to determining quality-of-life were considered:

- Municipal data collection based on existing measures, surveys through the municipality.
- Direct relationship between OBIAA/TABIA and specific agencies and ministries that house this information to avoid limitations of municipal data sharing.
- Surveys to the membership with specific qualitative questions could be completed
- Intercept surveys for visitors within the BIA area could also be completed.

In addition, an important component of this metric is the ability to manage large amounts of raw data, cross compare and derive unique BIA centric results.

### Recommendation

This study recommends a series of actions to enable BIAs to capture the needed components of a BIAs' quality-of-life indicator:

- Missing crime data could be addressed through enhancing a BIA's relationship with agencies and emergency services.
- Province-wide standardized reporting of crime data on the whole is needed as the information gathered through this study highlights inconsistencies across the province.
- OBIAA/TABIA to create a standardized survey tool to allow BIAs to complete visitor intercept surveys and local resident surveys to inform the qualitative component of the indicator.
- A data portal needed to house the range of information that this metric requires. Whether that portal exists at a provincial/municipal or association level is to be determined. Providing the option of direct input of the data online would no doubt ensure more timely responses and greater uptake.



**Indicator(s)**

2.0.1 Employment statistics

**Desired Metric**

Number of people employed with BIA boundary

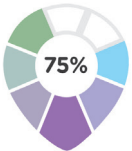
**Category**

Economic Development

**Primary Data Source(s)**

SiteWise – Environics daytime population

**Confidence Scale**



Data credibility:	1
Geographic representation:	3
BIA density:	3
Data relevance:	2

**Reporting Communities**

162 BIAs throughout Ontario

**Why It Matters**

Jobs are a priority indicator of resilient communities and a healthy economy for all levels of government and local residents. While there is differing opinion on the BIAs’ ability to impact this metric, it is a standard baseline measure of the prosperity of an area.

**Percentage of daytime population in BIAs**

Using the SiteWise tool, the project team selected a central address for each BIA and extracted the Environics daytime population data within a 1km radius of each. While this model isn’t perfect, it gave some relevant data to consider regarding employment.

The Environics data provides the following figures for each central address:

- Estimated regular population
- Overall daytime population
- Daytime (home)
- Daytime (working)

From here, a number of interesting cross-comparisons can be modelled:

**Percentage of Daytime Population Shift - Top 20 BIAs**

This chart represents the top 20 BIAs that have an ability to increase their working population during the day. The percentage of population shift is the rate by which a BIA grows from its standard population to its daytime working population.

BIA	PERCENTAGE OF POPULATION SHIFT
Financial District - Toronto	828%
Downtown London BIA	670%
Toronto Entertainment District	549%
Queen Street West - Toronto	512%
Sparks Street BIA - Toronto	407%
St Lawrence Market Neighbourhood - Toronto	398%



Downtown Yonge - Toronto	383%
Bridgeburg Historic District - Fort Erie	325%
Clifton Hill District - Toronto	307%
Downtown Barrie BIA	292%
Dundas West - Toronto	282%
Downtown Association - Sault Saint Marie	246%
Downtown BIA - Hamilton	245%
International Village BIA - Hamilton	245%
Byward Market - Ottawa	244%
Downtown Sudbury BIA	242%
The Q (Downtown Niagara)	236%
Somerset Chinatown BIA - Ottawa	236%
Bloor Street - Toronto	235%
Kanata North Business Park BIA - Ottawa	230%

Bloor Street - Toronto	82%
Downtown Barrie BIA	82%
Kanata North Business Park BIA - Ottawa	82%
Bridgeburg Historic District - Fort Erie	81%
Bloor-Yorkville - Toronto	81%
Chinatown - Toronto	79%
Historic Queen East - Toronto	79%
Downtown Sudbury BIA	79%
Downtown Orillia Management Board	78%

### Percentage Working - Top 20 BIAs

The Environics daytime population dataset not only gives population, but also the difference in ‘working’ and ‘at-home’ population. This chart shows the top 20 BIAs by percentage of working population.

BIA	PERCENTAGE WORKING
Financial District - Toronto	96%
Toronto Entertainment District	94%
Downtown London BIA	94%
Queen Street West - Toronto	93%
Sparks Street BIA - Toronto	92%
St Lawrence Market Neighbourhood - Toronto	90%
Downtown Yonge - Toronto	89%
Byward Market - Ottawa	86%
Dundas West - Toronto	85%
Somerset Chinatown BIA - Ottawa	83%
Clifton Hill District - Toronto	83%

### Jobs Per Capita (BIA/City) - Top 20 BIAs

While some BIAs’ value is in their ability to attract a high volume of working population, others hold value in the percentage of the community’s working population. The chart below shows the top 20 BIAs by jobs per capita. For example, while Downtown Campbellford only has 3,675 working population in the BIA radius, it accounts for almost 1:1 jobs in the community.

BIA	POPULATION	JOBS PER CAPITA
Downtown Timmins	43000	0.2
Downtown Trenton BIA (Quinte West)	19300	0.2
Simcoe BIA – Norfolk County	14777	0.2
Downtown Owen Sound BIA	21600	0.2
Bridgeburg Historic District	29960	0.2
Delhi BIA – Norfolk County	4172	0.2
Downtown Bracebridge BIA	15000	0.3
Downtown Orangeville	30000	0.3
Clinton & Central Huron BIA	3201	0.3
Downtown Orillia Management Board	30000	0.3
Downtown Goderich BIA	7520	0.5
Creemore BIA	1300	0.6
Downtown Parry Sound BIA	5800	0.8
Downtown Campbellford BIA	3675	0.9



## Working Statistics by Population Groupings

POPULATION SIZE	PERCENTAGE OF RESPONSE
Over 1M (Toronto BIAs)	
Percentage working average	51%
Daytime population average shift	153%
Average working population per BIA	29399
500,000 – 1M	
Percentage working average	54%
Daytime population average shift	143%
Average working population per BIA	11713
100,000 – 500,000	
Percentage working average	62%
Daytime population average shift	177%
Average working population per BIA	9964
25,000 – 100,000	
Percentage working average	50%
Daytime population average shift	142%
Average working population per BIA	5035
Under 25,000	
Percentage working average	49%
Daytime population average shift	117%
Average working population per BIA	2580

### Employment Data Gap

Despite the data that is available regarding daytime populations, there is still a considerable data gap for employment.

### Data Needed

Number of full-time and part-time workers by NAICS code over time, both within the BIA area and within a 500metre radius.

### Data Gap Identified

Any employment data is subject to collection issues, sampling problems, non-complete surveys and the struggle of person power to go door-to-door where needed and get accurate data.

Consistency has proven to be a challenge. Where Toronto has full-time and part-time employment numbers they don't exist by NAICS code. The NAICS coding system would provide a consistent way to share employment statistics across the province moving forward. In addition, information available may also be represented at different geographies – where Toronto provides data at a BIA level, other data portals using Statistics Canada information can only provide it at the Census subdivision level. There are inconsistencies in data across the province.

There also has to be a benefit to the business or BIA participant to provide the data, and without incentive there is no appetite for disclosure.

### Filling the Gap

This study uses daytime population counts through the data portal SiteWise to extract work force numbers within a radial distance of 500m from a centre point, as well as existing statistics from the City of Toronto based on their annual employment survey.

Alternatives considered include:

- Some larger municipalities collect employment data through survey, but not all.
- BIAs can request employment data through their members, but consistency is patchy.
- Mapinfo and Environics have accessible tools whereby shape files can be uploaded and the data easily retrieved. In order to use this data, the project team would need to compile a collection of shape files for all BIAs across the province. This work has been started but is not comprehensive.
- Statistics Canada have the data at the census subdivision level, but would need to make a custom dataset suited to BIAs.

### Recommendation

Accuracy is critical, and job counts are an important statistic that has impact with all levels of government. This study recommends further refinement of the numbers through Statistics Canada in order to provide accurate figures for the province, municipalities and OBIAA to share the BIA story confidently.

This will require the compilation of a shape file for each BIA within the province. The work has already commenced through this study, but should be continued in order to provide a comprehensive set. A shape file would allow for the creation of a unique data set of employment for BIAs.

Statistics Canada can do this for a fee.



### Indicator(s)

2.0.2 Building permits

### Desired Metric

Number and value of commercial, residential and industrial building permits within the BIA and within 500m.

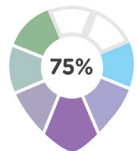
### Category

Economic Development

### Primary Data Source(s)

Municipal reporting

### Confidence Scale



Data credibility:	3
Geographic representation:	2
BIA density:	1
Data relevance:	3

### Reporting Communities

Trenton, Port Hope, Peterborough, Ottawa (3), North Bay, Hamilton (13), Burlington (1), Ajax

### Residential Permits

With 22 reporting BIAs in this category, a total of 38 residential building permits were issued within BIA boundaries in 2011, and 331 permits issued in 2016. While this would indicate incredible growth, the number is skewed by the City of Burlington not reporting in 2011, and reporting a record 244 permits in 2016. Removing this outlier reveals 38 in 2011, and 87 in 2016, illustrating a 128% increase in 5 years for a total project value of \$18,256,930.

Within the 500m radius, a very different picture emerges, with 702 permits in 2011, and 1293 in 2016, a growth rate of 184%. In 2016 these projects were valued at \$199,584,028, an increase of 478% over 2011.

In 2011, 26% of reporting BIAs recorded no new residential building permits, while in 2016 less than 10% reported no permits issued.

### Commercial Permits

Again, in commercial permits, the City of Burlington is

an outlier with more than 100% more permits issued in the Downtown BIA than any other reporting BIA.

Within the BIA boundary geography, there is little change between 2011 and 2016 permits issued, with 148 and 153 respectively. Where the difference is seen though is the value of the permitted projects increasing by 163% from 2011 to 2016 with a total project value of \$30,163,109.

Similarly, within the 500m radius geography, commercial permits paints a similar picture to that of the residential with little change in the number of permits issued but a significant increase in the project value. In 2011, the total project value reported was \$65,783,841 and in 2016 the value reached \$85,124,739, reporting a 29% increase in project value.

**Industrial Permits**

Within the BIA boundary, only three BIAs reported industrial permits, and each of these were either industrial BIAs (Ottawa) or were in close proximity to industrial areas.

Within the 500m radius though, again a completely different story emerges, with 50% of BIAs reporting industrial permits resulting in a 2016 project value of \$12,581,711. These permits reflect an average per project value of \$349,492 and a median of 1 permit per BIA, with the outlier of the Ottawa-based industrial BIA of Carp Road.

PERMITS	WITHIN BIA	WITHIN 500M
Residential permits	34%	73%
Commercial permits	60%	25%
Industrial permits	7%	2%

**Overall**

Overall, reporting BIAs showed rapid growth in development with an increase of 147% in permit issuance across all permit types between 2011 and 2016.

Based on the figures in the chart above, it's apparent that within the BIA boundary the mixed-use nature of the neighbourhood is reflected, with a predominance of commercial permits, while in the surrounding neighbourhood the mix flips to favour residential.

The significant growth in both residential and commercial permits can indicate a number of development patterns. BIAs could be being used as central growth areas to increase density in-line with the Places to Grow Act, they could be responding to a built-form lifecycle with major investments in modernizing tired infrastructure or adaptive reuse projects (which would align with their heritage property assets), or they could be seeing a renewed interest in local investment with new and old business making investments in their spaces.

# APPENDIX B: ECONOMIC DEVELOPMENT INDICATORS



### Indicator(s)

2.0.3 New business openings

### Desired Metric

Number of new business openings by NAICS code

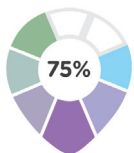
### Category

Economic Development

### Primary Data Source(s)

Question of the Week + OBIAA member annual reporting

### Confidence Scale



- Data credibility: 2
- Geographic representation: 3
- BIA density: 2
- Data relevance: 2

### Reporting Communities

37 reporting communities from across the province

POPULATION SIZE	# OF NEW BUSINESSES (2016)	PERCENTAGE OF MEMBERSHIP	# OF BIAs IN SAMPLE
Over 1M (Toronto BIAs)	9.8	3%	8
500,000 – 1M	17.4	6%	7
100,000 – 500,000	10.8	4%	5
25,000 – 100,000	10.6	6%	7
Under 25,000	10.4	6%	10

The question posed was “How many new businesses have opened in your BIA in the last 12 months?” The participating BIAs reported a total of 432 new businesses with an average of 11.7 new businesses per BIA.

Reviewing the chart, note that the BIA sizes most affected by new businesses were those within cities with a population between 500,000 and 1,000,000. This could be driven by a number of factors including new property development creating opportunities for new offerings, a more volatile market or simply a shift in numbers within 2016 that may not reflect a normal operating year.

While the desired metric was new businesses categorized by NAICS codes, it was felt this was too difficult a question to send through the Question of the Week process.





**Indicator(s)**

2.0.8 Assessed property value

**Desired Metric**

Property value for commercial and residential properties within BIA boundary and within 500m radius.

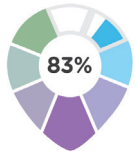
**Category**

Economic Development

**Primary Data Source(s)**

OBIAA membership data

**Confidence Scale**



- Data credibility: 3
- Geographic representation: 2
- BIA density: 2
- Data relevance: 3

**Reporting Communities**

30 BIAs across Ontario

The desired data set for this indicator is clearly MPAC assessment data. The project team had detailed discussions with MPAC regarding the costs and timing of accessing this customized reporting, and had gathered over 150 BIA GIS shape files to help facilitate the data gathering process. Despite these efforts, the cost to access this data came in at over \$25,000 – a cost the project simply could not afford. While numerous municipalities and members of the consulting team have access to MPAC data for BIAs, the licensing agreement from MPAC does not allow the sharing and publishing of this data.

Fortunately, in OBIAA's annual membership process members are asked a series of questions related to their BIA. While there is no strong historical data, the 2017 process yielded information on 30 BIAs from outside Toronto to give a snap shot of assessment value.

As this data set is linked to indicator 2.0.13, the team approached 35 local or regional Real Estate Boards and Associations after learning that the Ontario Real Estate Association (OREA) and Canadian Real

Estate Association (CREA) do not have detailed local information. Of these possible data conduits, five responded with information that met the request.

**Assessed BIA Property Value**

Of the 30 reporting BIAs, the total assessed value was \$6,492,848,425.00. Broken down over the population categories, the data reveals the following:

POPULATION SIZE	AVERAGE ASSESSMENT VALUE
Over 1M (Toronto BIAs)	n/a
500,000 to 1M	\$94,840,113.53
100,000 to 500,000	\$284,833,615.50
25,000 to 100,000	\$123,373,151.67
Under 25,000	\$58,502,747.47

Despite missing the data from Toronto, the 100,000 to 500,000 category leaps out with an average far exceeding the others. While interesting, linking this data to gross leasable square-footage would provide a more illuminating relationship.







**Indicator(s)**

2.0.10 Gross District Product

**Desired Metric**

Combination of economic factors (sales, employment, gross leasable square footage, etc.)

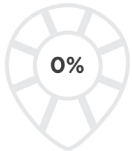
**Category**

Economic Development

**Primary Data Source(s)**

Various

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

Gross District Product is a borrowed concept from the Barrie BIA, which created a compelling Gross Downtown Product reporting process that combined a number of economic factors to show the value of the BIA.

As this Indicator is an amalgamation of other indicators that currently have data gaps, it was determined that Gross District Product is currently a data gap within the project.

**Data Needed**

Sales, employment, gross leasable square footage, actual land values, assessment values, private sector investment, + quality-of-life and placemaking metrics - within BIA and broader community.

**Data Gap Identified**

A number of the data sets needed to create the formula are gaps, as is data from the broader community in which each BIA sits.

Access to MPAC data or more rich municipal data would have likely revealed the Gross Leasable Square Footage data. In this exercise, the project team found that municipal departments engaged were likely working in silos and did not all communicate with the departments who may have held this data. MPAC data was simply too expensive.

The process for this project as also focused on the collection of data focused on the BIA boundary, not the larger community. In order for the GDP indicator to be truly valuable, it needs to be compared to a larger geography - which will require greater data collection time and stronger municipal relationships.

**Filling the Gap**

Filling the gaps for this indicator will require a number of key partnerships and a much longer data relationship with municipalities. It would also require a new relationship with MPAC or funding for sustained data access.



### Recommendation

That OBIAA create data gathering practices on the missing indicators and develop its own GDP evaluation tool.

This would likely be a common web-portal where data sets could be entered by a host BIA and a common evaluation could be produced.



### Indicator(s)

2.0.11 Anchors

### Desired Metric

Number of and type of businesses that create critical mass of visitors to BIA

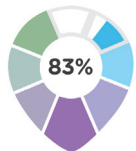
### Category

Economic Development

### Primary Data Source(s)

Question of the Week reporting

### Confidence Scale



Data credibility:	3
Geographic representation:	2
BIA density:	2
Data relevance:	3

### Reporting Communities

31 communities form across Ontario

The question of what anchor businesses attract a critical mass of visits could only be answered by the on-the-ground management of the BIA. As such, this indicator was selected for the Question of the Week process.

While the confidence scale for this indicator could be stronger with greater participation, the commonality within the answers suggests that the information is valid. Based on the participants' answers, anchor businesses were placed into five categories: natural assets, places of worship, events, retail and cultural properties.

The chart below shows the percentage of the assets reported within each category, broken down by population range. The project team sees that cultural

properties and natural elements are the most popular within all five population groupings.

Three of the five population groups selected cultural properties as the top business type to generate critical mass. Cultural properties are a combination of assets such as theatres, concert halls, public art, art galleries and entertainment. Natural elements include parks, trails, waterfronts, conservation areas, bodies of water and geological features (i.e. mountains).

It is particularly interesting that natural elements outweighed cultural properties in the Toronto BIAs, and that a major shift in ranking occurs in the 100,000 to 500,000 population category - where cultural properties become the highly dominant favoured asset.

# APPENDIX B: ECONOMIC DEVELOPMENT INDICATORS

## Critical Mass Generating Assets by Population of City

POPULATION SIZE	PERCENTAGE OF RESPONSE
Over 1M (Toronto BIAs)	
Natural elements	31%
Place of worship	17%
Events	10%
Cultural properties	24%
Retail	17%
1M to 500,000	
Natural elements	30%
Place of worship	22%
Events	4%
Cultural properties	35%
Retail	9%
500,000 to 100,000	
Natural elements	15%
Place of worship	10%
Events	5%
Cultural properties	60%
Retail	10%
100,000 to 25,000	
Natural elements	32%
Place of worship	19%
Events	3%
Cultural properties	45%
Retail	
Under 25,000	
Natural elements	22%
Place of worship	9%
Events	30%
Cultural properties	22%
Retail	17%





**Indicator(s)**

2.0.12 Business mix in relation to strategic plan

**Desired Metric**

Business mix by NAICS code

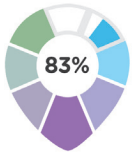
**Category**

Economic Development

**Primary Data Source(s)**

OBIAA membership database  
TABIA dashboard reports

**Confidence Scale**



Data credibility:	2
Geographic representation:	3
BIA density:	3
Data relevance:	2

**Reporting Communities**

112 BIAs across the province including all Toronto BIAs.

With the most robust data set in the project, the information gathered about the business mix makeup of BIAs in Ontario is rather strong. Representing approximately 1/3 of all BIAs, this data set was created by combining the TABIA dashboard reports for Toronto’s 82 BIAs with membership lists pulled from BIA websites. Each business was individually coded with its corresponding NAICS code using the pattern set by the TABIA reports.

The chart below contains a breakdown of the BIAs into standard population groups, and shows the percentage of the BIA membership that falls into the corresponding 2-digit NAICS categories. The project team clearly sees that BIAs are primarily comprised of five NAICS codes: Retail Trade (25%), Other Services

(19%), Accommodation and Food (18%), Health Care & Social Services (9%) and Professional, Scientific and Technical Services (7%). All other NAICS fall under 3%, with the vast majority having none.

This generates a number of key questions when compared to other data sets within the study – such as the connection to Indicators 3.2.3 (Things to Do) and 2.0.11 (Anchors). These indicators focus on assets that attract the greatest volume of visitors, of which arts, entertainment and recreation rates high. However, in the business mix context, these businesses represent a small percentage of BIA membership. Thus reinforcing the notion that quantity or density does not always correspond with impact or quality.



# APPENDIX B: ECONOMIC DEVELOPMENT INDICATORS

SECTOR NAME	TOTAL AVERAGE	> 1M POPULATION (TORONTO)	500,000 - 1M	100,000 - 500,000	25,000 - 100,000	< 25000
Accommodation and food services	18%	19%	19%	19%	16%	11%
Administrative and support, waste management and remediation services	0%	0%	0%	0%	0%	0%
Agriculture, forestry, fishing and hunting	0%	0%	0%	0%	0%	1%
Arts, entertainment and recreation	1%	0%	5%	4%	6%	4%
Construction	0%	0%	0%	0%	1%	1%
Educational services	1%	1%	2%	1%	3%	0%
Finance and insurance	3%	1%	5%	6%	9%	9%
Health care and social assistance	9%	9%	13%	11%	11%	7%
Information and cultural industries	1%	0%	2%	4%	2%	3%
Management of companies and enterprises	0%	0%	0%	0%	0%	0%
Manufacturing	1%	1%	0%	0%	1%	2%
Mining, quarrying, and oil and gas extraction	0%	0%	0%	0%	2%	0%
Other services (except public administration)	19%	17%	25%	26%	15%	23%
Professional, scientific and technical services	7%	8%	3%	4%	6%	5%
Public administration	1%	0%	1%	2%	1%	4%
Real estate and rental and leasing	1%	1%	1%	3%	9%	3%
Retail trade	25%	26%	24%	20%	14%	25%
Transportation and warehousing	0%	0%	0%	0%	0%	1%
Utilities	0%	0%	0%	0%	0%	0%
Wholesale trade	1%	1%	0%	0%	0%	0%



**Indicator(s)**

2.0.13 Assessed value of surrounding area

**Desired Metric**

Property value for commercial and residential properties within BIA boundary and within 500m radius

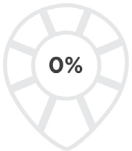
**Category**

Economic Development

**Primary Data Source(s)**

Municipal Property Assessment Corporation

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

**Why It Matters**

Indicates whether property values in the surrounding area (i.e. 500m) increases in value at the same or different rates than elsewhere in the community.

**Data Needed**

Actual MPAC assessment values of properties broken down by category (commercial, residential, industrial)

**Data Gap Identified**

Through this process, the project team identified that MPAC is the desired source for commonly gathered information across the province on property assessment. Despite best efforts to gather GIS shape files (over 150 gathered) of BIAs to lessen the workload for MPAC staff, the cost back to OBIAA to access this data was in excess of \$25,000. If this same data set was pulled for all BIAs in Ontario, the costs would exceed \$50,000.

Additionally, municipalities had in some cases accessed MPAC data as part of their regular BIA levy determination or economic development review

processes. This data is governed by a strict MPAC data sharing agreement that prohibits it from being published except for the purposes of the given project. This in turn limited the ability of this project to report on MPAC data, despite being able to view it.

**Filling the Gap**

The only way to obtain the data required is to either have a new relationship with MPAC or for funding to be provided to OBIAA to access this data on a regular basis. A one-time request for data would allow the project team to determine its true value, which may result in a continued need for access and funding.

**Recommendation**

The recommendation is that a future project by OBIAA be given one-time access to MPAC data at no cost so an initial assessment can be made on the value of the data to assessing BIA performance. If proven useful, then MPAC should either augment its data agreement to allow municipalities to share data accessed by their community, or that OBIAA be given special access every 3-5 years for a full data set specific to this ongoing assessment.





**Indicator(s)**

2.0.14 Housing prices of the surrounding area

**Desired Metric**

Property value for commercial and residential properties within BIA boundary and within 500m radius

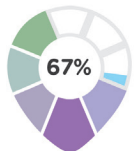
**Category**

Economic Development

**Primary Data Source(s)**

Local real estate boards

**Confidence Scale**



- Data credibility: 2
- Geographic representation: 2
- BIA density: 2
- Data relevance: 2

**Reporting Communities**

Burlington (2), Hamilton (13), Milton, Oakville (3), Ottawa (11)

**Single Family Home Sales -  
Top 10 Rates of Change**

BIA	5 YEAR RATE OF CHANGE
Downtown Hamilton	56%
International Village - Hamilton	65%
King West - Hamilton	65%
Concession - Hamilton	69%
Downtown Oakville BIA	74%
Stoney Creek - Hamilton	77%
Burlington Downtown	92%
Ottawa Street - Hamilton	96%
Barton Street - Hamilton	110%
Sparks Street BIA	131%

Of the 27 reporting BIA areas, there was an average increase of 46% for the average sale price of single family homes between 2011 and 2016. Only two BIAs, Carp Road BIA and Kanata Business Park BIA, reported declining values – both of which are industrial BIAs. Oddly enough, note the exact same average increase of 46% in the average sale price of a condominium unit between 2011 and 2016 within the same geographies.

Within these reporting communities, there is a pattern of BIAs taking on specific growth as illustrated in the two following charts.

While the sample is limited, note that Hamilton and Ottawa’s real estate markets are sharply on the rise within the proximity of BIAs. This is likely causing a shift in demographics and new business start-ups.

## Condominium Sales - Top 10 Rates of Change

BIA	5 YEAR RATE OF CHANGE
Locke Street - Hamilton	28%
Downtown Oakville BIA	29%
Somerset Chinatown BIA - Ottawa	31%
Burlington Downtown	39%
Dundas - Hamilton	46%
Waterdown BIA - Hamilton	55%
Stoney Creek - Hamilton	67%
King West - Hamilton	71%
Aldershot Village BIA - Burlington	181%
Concession BIA - Hamilton	329%

Similarly, condominium sales values are rising sharply in specific areas like Aldershot Village in Burlington and in many of the suburban Hamilton areas. Aside from the outliers of Concession Street BIA and Aldershot BIA, note that while the average 5-year rate of change between single family homes and condominiums is identical across the entire reporting group, the rates in the top 10 vary widely with condominiums having an average of a 29% lower rate of change than single family homes.





**Indicator(s)**

3.1.1 Sales

**Desired Metric**

Retail sales data of BIA membership

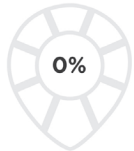
**Category**

Support Local Business – Business Impact

**Primary Data Source(s)**

None

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

**Why It Matters**

Indicates productivity and prosperity for the area, both the Business Area itself, and its surrounding neighbourhood.

**Data Needed**

Actual cash register sales for the BIA area and sales growth/decline for the BIA area.

**Data Gap Identified**

Data sourcing, transparency, and accuracy have all proven to be challenges in the collection of current sales data.

**Filling the Gap**

Data sources for this indicator are difficult to establish clearly. There are many ways to obtain portions of this information, but none comprehensive. Commercial business owners and municipalities are reluctant to share real sales figures for public consumption for fear of disclosure and/or comparison. Statistics Canada used to collect sales information through data

analysis on Small Area Retail Trade Estimates, but that work ended in 2004 and has not been taken up since. Furthermore, all data collected prior to 2004 is only available at the census subdivision level, and not able to be refined to the BIA level. A third-party transaction based provider such as Visa, Moneris, or Apple Pay, may also provide data, but it is limited to their particular vested interest (i.e. Visa transactions vs. all transactions). Revenue Canada’s HST reporting may also be considered for a reverse analysis, but the findings would be derived from secondary information and not be able to depict primary sales figures.

Data transparency is also a concern. While the BIA could collect sales information through surveys or interviews, the source of the data could vary significantly, and would have interest in only sharing aggregated information. In addition, sales information shared could actually relate to another geographical location and skew the findings, where a head office is situated in a different location to the store within the BIA. It is difficult to decipher this through the existing channels.



Data accuracy is also a concern. Government data is not currently available at the BIA level, and what is available is two to three years old. In addition, any qualitative data capture lends itself to speculation and exaggeration. OMAFRA is in the process of developing a tool to capture sales information at a fairly small geography (albeit not BIA level). Its source is Statistics Canada, which while accurate, is two to three years behind. In addition, there are outliers to deal with. National retailers often don't count the sales of the first year of operations into their general reporting because they know that new store openings can cause a crush of customers that will skew data as well. The Retail Council of Canada makes a mistake of not acknowledging the fact that certain retailers such as Apple, Lululemon, Tesla (at Yorkdale), and travel agents will skew the results. Some Apple stores do \$10,000 /sq. ft. and Lululemon used to do over \$2000/sq. ft. (as said before the Lululemon in Downtown Oakville did about \$17 million in sales before they opened in Mapleview Mall). In some malls, Apple is under 10,000 sq. ft. and in others it is greater. As a result, many malls are supposed to take Apple out of their books when doing comparison reporting.

Filling the Gap — Alternative sales collection methods:

- BIA loyalty card program.
- BIA annual membership survey to include sales figures - indicated by range.
- Establish affinity agreement with Moneris (or others) to capture real sales information.
- Develop a sales tracking tool which allows members to gauge whether they are up or down by a certain percentage once a quarter. Administer through a survey or host on a data portal. The sales tracking tool could either have a member benchmark against their own performance the previous quarter or benchmark against an area average.

- Create a representative committee to report on sales for the whole area.
- Triangulation of several data sets and determine if they are all pointing to a similar story of growth or decline.
- Hire a firm such as “KPMG” to create a business reporting tool (note asked businesses whether they would be open to sharing data in such a format).
- Engage Revenue Canada to provide HST reporting, and work backwards on HST.
- Engage OMAFRA, who is currently working with Revenue Canada to track HST and propose the creation of a unique data set using BIA boundaries (GIS shape files).

### Recommendation

Through Advisory Committee and membership polling, the project team determined that the development of an administered sales tracking tool for BIA members was the most user friendly and attainable option. The key is consistency of data capture to allow for accurate reporting and analysis.

Assessment of sales should occur in a similar manner to ICSC, where the International Council of Shopping Centers has standardized ways that the malls use to calculate their sales productivity in order to avoid outlier statistics.

Where OBIAA/TABIA could have the membership report quarterly and monitor the results. OBIAA/TABIA should also consider partnership with a larger organization, such as, the Ontario Chamber of Commerce, and have data hosting through a shared portal. Alternatively, a partnership with an institution interested in commercial analytics may also be explored.

# APPENDIX C: SUPPORTING SMALL BUSINESS INDICATORS



### Indicator(s)

3.1.5 Business hours

### Desired Metric

Hours of operation for BIA Membership

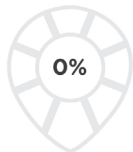
### Category

Support Local Business – Business Impact

### Primary Data Source(s)

None

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

The study could not identify any findings in this indicator.



### Indicator(s)

3.1.6 Visitor satisfaction

### Desired Metric

Qualitative survey data on visitor satisfaction in BIAs

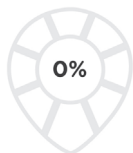
### Category

Support Local Business – Business Impact

### Primary Data Source(s)

None

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

The study could not identify any findings in this indicator.



**Indicator(s)**

3.1.7 Gross leasable square footage

**Desired Metric**

Total gross leasable square footage within BIA boundary

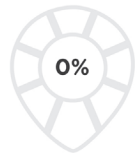
**Category**

Support Local Business – Business Impact

**Primary Data Source(s)**

None

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

**Why It Matters**

Indicates the density of leasable space within a BIA. This would primarily be used to compare against other factors such as business mix, membership numbers and sales to set benchmarks.

**Data Needed**

Actual total leasable square footage of properties within BIA.

**Data Gap Identified**

None of the participating communities in this process reported their gross leasable square footage despite many members of the research team knowing that this data is available at the municipal level.

**Filling the Gap**

Assumptions are that the gap in this case is related to three issues: (a) time, (b) merit and (c) departmental silos.

Municipalities are busy institutions and this project, while exciting for many, came as a side project.

With dedicated long-term data relationships with municipalities, greater reporting on indicators that require staff time to gather effectively should improve.

The ROI project is a new initiative and in some cases this gave it questionable merit. As a result of this report and further support from government bodies to continue the report, municipalities will give it greater merit and therefore greater participation.

Finally, the project team found that municipal departments working in silos. If the initial contact was in GIS services, they may not have spoken to their economic development colleagues. If first contact was with economic development, they didn't always talk to culture. Shifting this thinking takes time and a greater effort on the project team's part to create a true data alliance, not just a one-off project. Personalized and in-person engagement of municipal partners would assist greatly in accessing more rich data.



### Recommendation

Future efforts of OBIAA should go to greater lengths to create stronger and better informed relationships with municipal partners.

Taking the time to develop relationships through constant communication will create collective buy-in and more thorough data gathering.



### Indicator(s)

3.1.8 Business turnover

### Desired Metric

Turnover of BIA membership over time

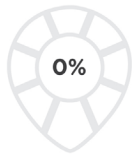
### Category

Support Local Business – Business Impact

### Primary Data Source(s)

None

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

### Why It Matters

Indicates whether businesses in the BIA are sustainable and if being within a BIA increases their viability.

### Data Needed

Number of businesses that join or exit a BIA on an annual basis.

### Data Gap Identified

Business turnover is particularly hard to track as there is no known mechanism for tracking this specific action. Bankruptcy tracks only businesses that permanently close. Business licensing tracks the start-up data and location of a business, but not if they move or close, and is not readily available from municipal partners. This left the group with identifying this as a gap likely best filled through BIA management and a standardized process of monitoring vacancy and occupancy.

### Filling the Gap

As with a number of gaps, this gap is one that would be best served through a BIA management process. While BIA staff were asked through the Question of the Week process about vacancy, the answers were most likely anecdotal and not driven by a rigorous process.

Changing this from a data gap to a trustworthy indicator demands a standardized process that empowers BIA management to track, analyze and report on turnover.

### Recommendation

OBIAA develop a standardized process for tracking, analyzing and reporting on turnover that can be delivered by the average BIA staff or volunteers. This information should be fed back to OBIAA in its annual member survey for province-wide reporting and analysis.





**Indicator(s)**

3.1.9 Business longevity

**Desired Metric**

Years in operation by BIA member

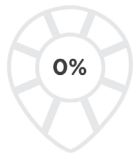
**Category**

Support Local Business – Business Impact

**Primary Data Source(s)**

None

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

**Why It Matters**

Indicates if BIA are home to long-standing businesses and whether SMEs have greater longevity when in a BIA.

**Data Needed**

Start date of member businesses within a BIA.

**Data Gap Identified**

Similar to business turnover, there is no standardized practice for tracking and reporting on the longevity of member businesses within a BIA. While some BIA staff know flagship business information (i.e. Fabricland has been here 100 years) most do not know similar data for their entire membership. Municipal permitting is also not a reliable source for this data as the date of a business’s permit of occupation, may not be the date it started operations.

**Filling the Gap**

The best and most reliable source for this information are the business members of BIAs themselves. Surveying the membership and making this information part of their annual reporting to their BIA is the only efficient way of gathering data. This will require significant communications efforts from BIA staff and assistance from OBIAA in exploring the best practice for achieving success.

**Recommendation**

OBIAA should develop a standardized process for gathering this information from BIA member businesses. This will require minor consultation with BIAs to better understand their current member communications practices, and creating a standard data capture process that can be enacted across the province.





**Indicator(s)**  
3.1.10 Vacancy

**Desired Metric**

Number of vacant units in a BIA per year

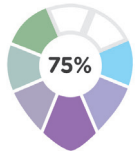
**Category**

Support Local Business – Business Impact

**Primary Data Source(s)**

OBIAA annual membership application data.

**Confidence Scale**



- Data credibility: 2
- Geographic representation: 2
- BIA density: 2
- Data relevance: 3

**Reporting Communities**

34 BIAs from throughout Ontario

**Vacancy**

Via the BIA Question of the Week process, BIA staff were asked to report the average number of vacancies in a given year. A total of 34 responses were received, with four being “not sure.” The chart below illustrates the average number of vacancies per BIA for the standard population ranges.

The results clearly illustrate the difficulty larger cities are facing with respect to vacancies, with the rate in cities sized 100,000 to 500,000 being double that of other communities.

POPULATION SIZE	AVERAGE NUMBER OF VACANCIES
Over 1M (Toronto BIAs)	6.3
500,000 - 1M	9.4
100,000 - 500,000	21.6
25,000 - 100,000	9.5
Under 25,000	10.6



**Indicator(s)**

3.1.11 Number of small independent businesses

**Desired Metric**

Number of non-chain business in BIA boundary

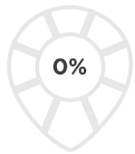
**Category**

Support Local Business – Business Impact

**Primary Data Source(s)**

None

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

The study could not identify any findings in this indicator.



**Indicator(s)**

3.1.12 Number of chains

**Desired Metric**

Number of chains within a BIA

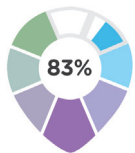
**Category**

Support Local Business – Business Impact

**Primary Data Source(s)**

BIA membership list review

**Confidence Scale**



Data credibility:	2
Geographic representation:	3
BIA density:	2
Data relevance:	3

**Reporting Communities**

30 sample BIAs selected from overall business mix data.



## Number of Chains

POPULATION SIZE	CHAINS
500,000 - 1M	
Average number of chains	10.2
Chains as percentage of membership	3%
100,000 - 500,000	
Average number of chains	36.6
Chains as percentage of membership	12%
25,000 - 100,000	
Average number of chains	9.6
Chains as percentage of membership	7%
Under 25,000	
Average number of chains	11.8
Chains as percentage of membership	6%

For the purposes of this indicator, chains were defined as businesses with four or more locations. Based on the membership lists pulled from BIA member websites, the number of known chains within each BIA for a sample of 30 BIAs that align with the population breakdowns and geographic lens was tabulated.

As noted in the chart, chains average 10.5% in most city categories, with the exception of the 100,000 to 500,000 category, where chains reach over 35% of the BIA membership.



### Indicator(s)

3.2.3 Things to do in a BIA

### Desired Metric

Number of things to do within BIA boundary outside of retail experience

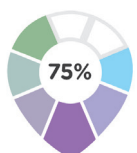
### Category

Support of Local Business – Visitation

### Primary Data Source(s)

Municipal reporting

### Confidence Scale



Data credibility:	3
Geographic representation:	2
BIA density:	1
Data relevance:	3

### Reporting Communities

Trenton, Port Hope, Peterborough, Ottawa (3), North Bay, Kenora, Hamilton (13), Burlington (2), Barrie, Ajax.

# APPENDIX C: SUPPORTING SMALL BUSINESS INDICATORS

For this indicator, municipal partners were asked to report on the number of assets with 500m and 2km of the BIAs in their community. The assets that were selected for analysis were chosen in an effort

to understand the opportunities for engagement beyond events for a wide range of resident and visitor populations.

## Within 500m

ASSET	TOTAL QUANTITY	PERCENTAGE OF ASSET MIX	MEDIAN PER BIA
Public parks	325	36%	12
Public art	125	14%	1
Cultural facilities	69	8%	2
Farmers' market	15	2%	1
Municipal recreation centres	40	4%	1
Sports facilities	16	2%	0
Seniors centres	8	1%	0
Community hubs	6	1%	0
Places of worship	233	26%	9
Outdoor patios	43	5%	0
Public squares	10	1%	0
Early learning centres	4	0%	0

## Within 2km

ASSET	TOTAL QUANTITY	PERCENTAGE OF ASSET MIX	MEDIAN PER BIA
Public parks	1289	44%	45
Public art	319	11%	4
Cultural facilities	175	6%	3
Municipal recreation centres	134	5%	4
Sports facilities	62	2%	0
Seniors centres	15	1%	0
Places of worship	921	32%	20
Community hubs	6	1%	0
Places of worship	233	26%	9



**Indicator(s)**

3.2.4 Parking utilization

**Desired Metric**

Number of parking spaces within BIA boundary  
 Parking revenue  
 Percentage of utilization

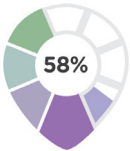
**Category**

Supporting Local Business – Visitation, Movement and Marketing

**Primary Data Source(s)**

Municipal reporting

**Confidence Scale**



Data credibility:	3
Geographic representation:	1
BIA density:	1
Data relevance:	2

**Reporting Communities**

Trenton, Norfolk County (2), Port Hope, Peterborough, North Bay, Kenora, Hamilton (13), Ajax.

While 19 BIAs submitted data for this indicator, the vast majority reported having no data. Aside from Hamilton, only two other communities had actual

parking utilization data reports. In some cases, this is due to the fact that the municipality does not charge for parking and therefore has no data to report.



## Indicator(s)

3.2.6 Pedestrian counts

### Desired Metric

Total pedestrian footfall within BIA boundary over common period of time.

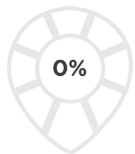
### Category

Support Local Business – Visitation, Movement & Marketing

### Primary Data Source(s)

None

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

### Why It Matters

Pedestrian counts are considered a key indicator for event success and allow both local businesses and the municipality the opportunity to market successes, encourage sponsorship of future events, assess barriers, and establish peak business periods. This information will establish a baseline, and tracks increase/decrease at events helpful for Tourism statistics and municipal infrastructure planning. It provides an economic way to connect sales data and economic impact of events and for the local business.

### Data Needed

Actual footfall within the BIA.

### Data Gap Identified

Availability of accurate information is a challenge. References to attendance and pedestrian counts were seen to be subjective estimates and not helpful success measures.

While digital counters are available, their purchase has historically been cost prohibitive, although is decreasing in recent years. Pilot projects have identified that one counter may not actually be enough, and deciding on the right location for a counter in order to most accurately reflect footfall can be challenging.

Different methods can result in substantially different results. Where a Wi-Fi counter is limited by the number of users that decide to take up the free Wi-Fi in the area, a physical person counting is subject to human error, and finally the digital counter only reflects a point in space, and foot traffic – it is limited by its location and lack of recognition of multiple trips.

Coordination of information between BIA and municipality and BIAs across the province is needed to ensure consistency in data capture, methodology and cross comparison.



## Filling the Gap

Alternatives for collection of footfall traffic were considered:

- Intercept counter: Hire someone to stand and physically count people and/or vehicle as they enter the BIA area.
- Digital pedestrian counter placed at strategic location on the periphery or within the BIA. Examples such as Eco Visio have been used.
- Cell phone pings (Live Gauge, People Flow) and BIA centric Wi-Fi data.

## Recommendation

BIAs will achieve the greatest accuracy through the use of a digital pedestrian counter.

This study recommends that OBIAA/TABIA work with the province to identify the appropriate funding mechanism to allow all BIAs in Ontario greater access to a digital pedestrian counter. Funding options include:

- OBIAA to create an open platform through bulk buying/affinity program with a preferred supplier.
- Provincial funding for municipalities to purchase on their behalf and build stronger partnerships between municipalities and BIAs.
- Partnership between OBIAA/TABIA and municipalities to ensure access to a pedestrian counter.
- Trillium Grant for bulk pilot project.



### Indicator(s)

3.2.8 Visitor recall of BIA marketing

### Desired Metric

Qualitative value of BIA brand

### Category

Support Local Business – Visitation, Movement & Marketing

### Primary Data Source(s)

None

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

No communities responded with data in this category.

# APPENDIX C: SUPPORTING SMALL BUSINESS INDICATORS



### Indicator(s)

3.2.9 Testimonial, visitor reviews

### Desired Metric

Qualitative value of BIA brand and experience

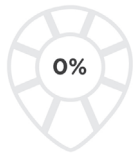
### Category

Support Local Business – Visitation,  
Movement & Marketing

### Primary Data Source(s)

None

### Confidence Scale



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

### Reporting Communities

None

No communities responded with data in this category.

# APPENDIX D: COMMUNITY BUILDING INDICATORS



**Indicator(s)**

4.1.1 Yearly review of strategic plan

**Desired Metric**

How many BIAs review their strategic plan, and on what frequency.

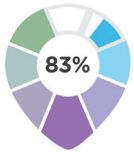
**Category**

Community Building – Internal Capacity

**Primary Data Source(s)**

Question of the Week

**Confidence Scale**



Data credibility:	3
Geographic representation:	2
BIA density:	2
Data relevance:	3

**Reporting Communities**

47 BIAs from across Ontario

REVIEW FREQUENCY	RESPONSE PERCENT	RESPONSE COUNT
Annually	40.4%	19
Every 3 years	19.1%	9
Every 5 years	17.0%	8
Every 10 years	0.0%	0
We don't have one	19.1%	9
Never	4.3%	2

While it may be an assumption that smaller communities are less likely to have a strategic plan or regularly monitor their progress, this is not the case. Within the 23.4% of BIAs that either answered ‘We Don’t Have One’ or ‘Never’, there was a range of BIAs representing both small towns and Toronto-based BIAs.

Nearly 60% of the reporting members review their Strategic Plan every 3 years or less. This bodes well for the success of future association-wide changes to reporting and participation in data collection programs.

Understanding the nature of BIAs’ strategic planning practices gives a window into Board and staff competency, their ability to be responsive or focused, and to a degree, the level to which they are working with intention.

With 47 communities responding from a wide spectrum of BIAs, the answers provided by these respondents are likely indicative of the larger OBIAA membership.



# APPENDIX D: COMMUNITY BUILDING INDICATORS



### Indicator(s)

- 4.2.1 Amount of collaboration with municipality
- 4.2.2 Number of departments that BIA works with

### Desired Metric

Quantitative and qualitative understanding of BIA and municipal collaboration.

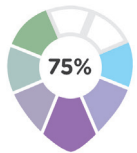
### Category

Community Building – External

### Primary Data Source(s)

Question of the Week

### Confidence Scale



- Data credibility: 3
- Geographic representation: 2
- BIA density: 1
- Data relevance: 3

### Reporting Communities

40 BIAs across the Province

It is extremely encouraging, and not surprising, that 84% of BIA staff rate their level of collaboration with municipal partners between 7 and 10. Less than 10% fall below a rating of 5. This means the relations are strong and are being put to work for their respective communities.

RATING (1 = POOR, 10 = EXCELLENT)	PERCENTAGE OF RESPONDENTS
10	8%
9	23%
8	28%
7	25%
6	5%
5	8%
4	3%
3	3%
2	0%
1	0%

DEPARTMENT	PERCENTAGE OF RESPONDENTS
Planning / Building	7%
Economic Development	18%
Tourism / Culture	14%
By-Law / Licensing	9%
Public Works	7%
Parks & Recreation	9%
Clerks	5%
Marketing / Communication	3%
Transit	4%
Heritage	3%
Finance / Tax	5%
Emergency Services	8%
Engineering	3%
Social Services / Community Services	3%
Legal	1%





The project team continues to see these strong relationships through the sheer quantity and range of departments that BIAs are regularly interacting with as illustrated in the chart below. An area of greater enquiry by the consulting team would be to explore

how many communities have ‘point people’ within their municipality who act as trusted conduits to other important departments (i.e. Finance, Park & Recreation, and Public Works) where the engagement rating is low.



**Indicator(s)**

4.2.3 BIA submissions and presentations to Council

**Desired Metric**

Number and success rate of submissions to Council by BIAs.

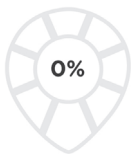
**Category**

Community Building – External

**Primary Data Source(s)**

Question of the Week

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

The study could not identify any findings in this indicator.



**Indicator(s)**

- 4.2.4 Engagement with neighbourhood organizations
- 4.2.5 Number of committees / organizations BIA participates in

**Desired Metric**

Qualitative and quantitative review of community involvement.

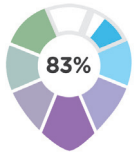
**Category**

Community Building – External

**Primary Data Source(s)**

Project consultation process

**Confidence Scale**



Data credibility:	3
Geographic representation:	2
BIA density:	2
Data relevance:	3

**Reporting Communities**

See pg. 29 of the *ROI of BIAs Consultation Report* for reporting community details.

As part of the consultation process, 360 Collective interviewed and surveyed BIA staff on their relationships with municipal and external community groups.

The information shows that BIAs have relationships with up to 15 categories of external groups ranging from services clubs to neighbourhood association, arts groups to schools and libraries.

What's revealing about this data is the diminished ranking of the quality of relationships, and the groups with whom BIAs have rare relationships. Despite the draw value of

cultural groups found in other indicators, this relationship is rated at 56%. Schools, which play a strong role in the 500m radius of most BIAs, are also rated incredibly low at 28%. Finally, services clubs and places of worship, a huge network within close proximity to most BIAs, is also low at 45%. Neighbourhood associations at 29%.

This lack of strong connection to community group spells out a clear opportunity for improved community relations and new audience development for BIAs and their membership. See pg. 29 of the *ROI of BIAs Consultation Report* for further details.



**Indicator(s)**

4.2.6 Number of non-BIA events held in BIA

**Desired Metric**

Number of events held within a BIA and the level of BIA involvement

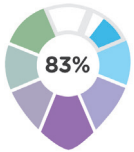
**Category**

Street Appeal – Experience

**Primary Data Source(s)**

Question of the Week

**Confidence Scale**



Data credibility:	3
Geographic representation:	2
BIA density:	2
Data relevance:	3

**Reporting Communities**

43 communities ranging from Jackson’s Point to Toronto Danforth

**Number of Events per Year**

	1-5	5-10	10-20
BIA run events (sole operator)	65%	21%	5%
BIA co-sponsored events (with other organizations)	70%	16%	2%
Non-BIA run events	47%	12%	14%
Municipal recreation centres	134	5%	4

full OBIAA membership would reveal approximately 1200 BIA-produced events and approximately 1300 outside events.

While it’s tempting to apply even a basic audience assumption to this figure, it’s impossible to predict the range of events covered. From sidewalk sales to large-scale events such as Nuit Blanche, the range is simply too broad to create an effective model to approximate attendance.

As indicated in the chart, above 65% of BIAs manage between one and five events each year, and 45% are home one to five each year that are managed by an outside organization. Applying this average across the





### Indicator(s)

4.2.8 Crime statistics

### Desired Metric

Standardized data on reported crime within BIA and surrounding area

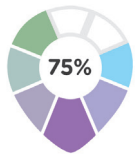
### Category

Community Building – External

### Primary Data Source(s)

Regional police department online crime mapping  
Municipal reporting

### Confidence Scale



Data credibility:	3
Geographic representation:	2
BIA density:	1
Data relevance:	3

### Reporting Communities

Online crime mapping (Thunder Bay, Ottawa, Oakville, Milton, London, Burlington, Acton)

With a lack of cooperation from local law enforcement agencies to readily fill data request, the project team explored all available online crime reporting sites linked directly to police services throughout the province. The project team found a wide range of resources that make comparing crime data challenging. There are approximately four providers of crime mapping software, and each locale has its own data sharing policy. For example, in some communities the online data site lists all crimes within a set date range whereas others only show crimes in the past 120 days. For the most part, the names of crimes are standardized based on their legal definition, but in some cases, the system marries together different crime types. This makes accurate data analysis impossible. In most cases, more detailed information would have to come through a Freedom of Information (FOI) request and would likely not be satisfactorily filled.

Based on the online data from 23 BIAs, there are three common trends worth noting. Not surprisingly, theft/ fraud and shoplifting ranks the highest by volume of

CRIME TYPE	TOTAL	PERCENTAGE OF TOTAL	MEDIAN
Violent crime	653	13%	13
Burglary / robbery commercial	391	8%	13
Burglary / robbery residential	425	9%	8
Sexual assault	39	1%	1
Theft / fraud / shoplifting	1477	30%	36
Motor vehicle burglary	413	8%	13
Alcohol / quality-of-life	1168	24%	7
Weapons violation	107	2%	0
Arson	3	0%	0
Vandalism	280	6%	0

offenses and median. Not far behind are alcohol and “quality-of-life” offences, which include everything from low-level narcotic offenses, to loitering and public nuisance. The third trend is that violent crime combined with sexual assault, undoubtedly a violent crime, is the third highest offence rate.

Comparing these numbers to accurate city-wide numbers would be very valuable in determining if particular BIAs are disproportionately affected by any one type of crime.



**Indicator(s)**

4.2.9 Perceptions of crime

**Desired Metric**

Qualitative perception of crime data from residents and BIA members

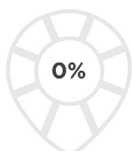
**Category**

Community Building – External

**Primary Data Source(s)**

Regional police department online crime mapping  
Municipal reporting

**Confidence Scale**



Data credibility:	0
Geographic representation:	0
BIA density:	0
Data relevance:	0

**Reporting Communities**

None

The study could not identify any findings in this indicator.



**Indicator(s)**

4.2.10 Engagement with local police

**Desired Metric**

BIA engagement with local law enforcement

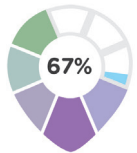
**Category**

Community Building – External

**Primary Data Source(s)**

None

**Confidence Scale**



Data credibility:	3
Geographic representation:	2
BIA density:	2
Data relevance:	1

**Reporting Communities**

Trenton, Port Hope, Peterborough, Ottawa, North Bay, Kenora, Hamilton, Burlington, Barrie, Ajax.

Of the 25 reporting BIAs, 60% have at least one local policing centre within 500m of the BIA. This means that regular interaction is likely due to proximity and positive community relations.

Aside from this relationship, there was no qualitative data available on the quality of the relationship nor quantitative data on the number of reports or complaints filed with local law enforcement.

The secondary research was comprised of four components of work.

- A literature review which scanned government, municipal, academic and private industry literature, and focused on identifying current research on BIAs in Ontario (and Canada).
- A review of existing BIA data sources, both municipal and BIA specific, and a summary of what data is being tracked on Ontario BIAs at present.
- A review of ten municipalities selected to represent the different regions and geographies of BIAs across Ontario including both urban and rural, small and large, and each region of the province as defined by MMAH. In addition, data gathered at a BIA level was also assessed through the selection of a representative set of BIAs in Ontario. All research was web-based, with a select number of phone calls to municipal economic departments.
- A review of similar benchmarking studies and their approach to aggregating data to help inform the final report, and finally a jurisdictional scan of other cities or regions to understand how they track and evaluate the role of BIAs in communities. This work allowed for a best practice review of different data collection and evaluation frameworks from around the world, as well as consideration of how these frameworks might apply in the Ontario context.

Four jurisdictions were selected based on their ability to meet at least three of the four following criteria:

- Legislation: Does the jurisdiction have specific BIA legislation in place? At what level of government?
- Funding mechanism(s): Is there a funding mechanism in place? What kind(s)?
- Impact on improving business: What is the role of BIAs in improving Business? What is the scope of their responsibilities? BIAs play very different roles within their communities, even within the same jurisdiction. Jurisdictions where BIAs have a role and scope similar to that of the Ontario context will be prioritized.
- Monitoring and evaluation: Does the jurisdiction engage in regular monitoring and evaluation or tracking of BIAs? What sorts of things are tracked?

Based on these criteria, four jurisdictions were selected: New York City, Scotland, Alberta and Saskatchewan. A secondary research analysis of each jurisdiction was then completed to understand their legislative framework, funding mechanisms, role in business and ongoing monitoring and evaluation practices.

The Background Research Report is available at [www.obiaa.com](http://www.obiaa.com).

Consultation primarily was focused on the engagement of key stakeholders -- the BIA membership, municipal and provincial officials, businesses and the public - to obtain information to inform the project goals. It was used secondarily to collect data from the BIA membership and businesses to help fill in required data gaps in the indicator analysis component.

The consultation component of the project took place throughout the entire work program. The approach acted as the baseline for consistent engagement throughout the project. A series of surveys, workshops, interviews, webinars and social media blasts were used at each phase of the project to carry this out.

Given the scale of the research project, outreach to the BIA membership across the province was a priority. The consultation strategy's goal was to demonstrate how the BIA membership in varying geographical and regional contexts was to be engaged and to ensure that there were a variety of opportunities to participate throughout the project.

The Consultation approach through each phase was as follows:

## Phase I

- Use digital surveys and key stakeholder interviews to gain insight on potential indicators for BIAs role in communities.

## Phase II

- Use webinars, social media campaigns and surveys to engage the membership in discussions around the current state of BIAs and the potential indicators that could be used to represent collective interests, along with key stakeholder interviews.

## Phase III

- Use a series of surveys with key BIA executives and businesses along with a webinar to discuss the selected indicators, fill in data gaps, and outline the next phase of data capture and analysis.

## Phase IV

- Conclude the project with a knowledge sharing campaign around the annual conference.

The outreach undertaken includes:

1. The team: including OBIAA, TABIA, Fotenn, Cobalt Connects, Brand Clarity, and 360 Collective.
2. Advisory Committee members – representative set of BIA knowledge across the province and in various geographies, comprised of industry experts, municipal and provincial staff, and BIAs.
3. BIA executives – to provide insight on advocacy work and the information needed to share the BIA Story for each audience.
4. BIA membership – to provide on-the - ground feedback of the information they want to know about from their BIA.
5. Provincial ministry partners – to provide insight into the metrics that the province is looking for from BIAs.
6. Institutions – to provide assistance in identifying where information lives and data sources.
7. Municipal partners – to provide insight into the information that they collect, and the metrics that they are interested in knowing about in their BIA areas.

The Consultation Report is available for download at [www.obiaa.com](http://www.obiaa.com).





**PROCLAMATION**

**'EMANCIPATION DAY'**

**August 1, 2017**

**WHEREAS:** August 1, 1834 was the date that slavery was abolished throughout the British Colonies by King William IV pursuant to the Slavery Abolition Act of 1833;

**WHEREAS:** Within fifteen years of the abolition of slavery, between 35,000 and 40,000 Black settlers made their way to Ontario in large part by the Underground Railroad into Southwestern Ontario;

**THEREFORE:** As a demonstration of our respect for human liberty and freedom and in recognition of the richness of the culture and history brought to Ontario by African Canadians, AUGUST 1, 2017 be proclaimed 'EMANCIPATION DAY' in the Town of Amherstburg.



**TOWN OF AMHERSTBURG  
DRAINAGE BOARD  
Tuesday, May 2, 2017  
6:00 PM**

Council Chambers, 271 Sandwich Street South, Amherstburg

## **MINUTES**

---

### **PRESENT**

Ron Sutherland, Chair  
Allan Major, Vice-Chair  
Bob Pillon  
Bob Bezaire  
Brad Laramie

Shane McVitty, Drainage Superintendent &  
Engineering Coordinator  
Nicole Humber, Recording Secretary

### **ABSENT WITH NOTICE**

### **CALL TO ORDER**

The Chair called the meeting to order at 6:00 p.m.

### **DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**

There were none.

## **MINUTES OF PREVIOUS MEETING**

Al Major moved, Brad Laramie seconded:

**That the minutes of the previous meeting BE ADOPTED:**

### **1. Drainage Board Meeting Minutes – April 4, 2017**

The Chair put the Motion.

**Motion Carried**

## **4. COURT OF REVISION**

### **Open the Court of Revision**

The Court of Revision was opened by The Chair.

#### **4.1 Appeals - Wilfred Bondy Drain**

Shane McVitty, Drainage Superintendent & Engineering Coordinator indicated he had requested the Engineer on the project Lou Zarlenga, P.Eng, from RC Spencer and Associates Inc. refrain from attending this meeting. He added that no written appeals were received from landowners. As such, there was no need to incur additional engineering costs to this project by having Mr. Zarlenga participate at the Court of Revision.

The Chair asked if anyone in the gallery had any questions.

The Board heard from the following:

- Dave Mailloux – Mr. Mailloux voiced his displeasure in the process of installing a new access bridge on a Municipal Drain and provided the Board Members with a letter stating his concerns and suggestions to keep costs lower for residents. Mr. Mailloux requested his letter be forwarded to Council.

The Chair asked if the Board Members had any questions.

The Board heard from the following:

- Al Major asked if Mr. Mailloux's letter could be brought forward as part of the minutes to Council. Shane McVitty advised Mr. Mailloux and the Board Members that the letter Mr. Mailloux provided would be included with the minutes of this meeting. Council Members would see Mr. Mailloux's letter when they receive the minutes.
- Bob Pillon mentioned that this is not the first time a resident had come to the Board/Council with this concern with a single culvert. Mr. Pillon indicated that the letter should go to Council, and perhaps the Town should look into the engineering of single culverts, and the possibility of having these types of drainage projects completed by in-house Engineers to keep the costs down for residents.
- Ron Sutherland thanked Mr. Mailloux for his concern and indicated he hoped Council would take Mr. Mailloux's letter under consideration.

Bob Pillon moved, Bob Bezaire seconded:

**That:**

1. The appeals submitted written or verbally to the Court of Revision for the New Residential Access Culvert over the Wilfred Bondy Drain **BE RECEIVED**; and,
2. The schedule of assessment as presented by RC Spencer Associates Inc. **BE APPROVED** for the New Residential Access Culvert over the Wilfred Bondy Drain; and
3. The correspondence provided by Mr. Mailloux provided to the Drainage Board accompany the recommendation go to Council.
4. The Court of Revision for the Wilfred Bondy Drain **BE CLOSED**.

The Chair put the motion.

**Motion Carried**

The Chair closed the Court of Revision for the Wilfred Bondy Drain.

The Court of Revision was reopened by The Chair.

#### **4.2 Appeals - Leo Beaudoin Drain**

Halliday Pearson, P.Eng of Baird AE. provided the Board with an overview of the recent meeting she had with Mr. Randy Cyr with regards to the concerns he raised at the Consideration Meeting. Mr. Cyr questioned the northern limits of the watershed and suggested that there was additional property that was left out of the original watershed plan and assessment schedule. Ms. Pearson advised that, following her meeting with Mr. Cyr, the watershed should include another property and the current assessment schedule will need to be revised. She requested the Court of Revision be adjourned and rescheduled for a second sitting.

The Board heard from the following:

- Mr. Randy Cyr confirmed that he has lodged a written appeal to the Court of Revision to contest his original assessment. However, Mr. Cyr indicated that he understands that his assessment may change as a result of the Engineer's recent investigation and will reserve his comments until the assessment schedule is updated.

The Chair asked if the Board Members had any questions.

The Board heard from the following:

- Shane McVitty indicated there was a written appeal to the Court of Revision from Mr. Randy Cyr regarding assessment schedules from the original report.
- Brad Laramie requested clarification from the Engineer regarding the reassessing. Ms. Pearson advised that the headwaters of the drain do not start at Mr. Cyr's property like originally thought. There is a property to the north that was not included in the watershed plan or assessment schedule of her report. This additional property will likely be included in the revised watershed and the project costs would be also be reassessed.
- Bob Pillon asked if the Leo Beaudoin Drain was surveyed. Ms. Pearson indicated the drain itself was surveyed, but the watershed was not. When a site visit was conducted it was found that water was draining from the

property to the north of Mr. Cyr's land and into the Leo Beaudoin Drain. Mr. Pillon asked if there would be surveying costs arising from this issue. Ms. Pearson advised it was office work and no additional engineering costs would be incurred.

Al Major moved, Bob Bezaire seconded:

**That:**

- 1. The Drainage Engineer BE DIRECTED to perform the necessary review of the submitted appeals and revise the Schedule of Assessment and Watershed Plan.**
- 2. The Court of Revision for the Leo Beaudoin Drain BE ADJOURNED.**
- 3. The Court of Revision for the Leo Beaudoin Drain BE RESCHEDULED to provide landowners the ability to appeal the reassessment.**

The Chair put the motion.

**Motion Carried**

## **6.0 ORDER OF BUSINESS**

Shane McVitty explained that the White Drain and Morgan Drain had originally come before the Drainage Board in January 2017, but did not go before Council for provisional adoption of the bylaws. This was due to watershed adjustments resulting from internal changes to the Kingsbridge Subdivision Storm Sewer arrangement. Mr. McVitty advised that the storm water management needed to be completed first before final adjustments were made to the Engineer's report. Once completed, the revised reports will be mailed to residents for consideration at the next Drainage Board Meeting.

**6.1 Reconsideration of the Board's Recommendation to Provisionally Adopt By-law 2017-03 – White Drain Outlet**

Bob Bezaire moved, Al Major seconded:

**That:**

- 1. The motion of the Drainage Board made on January 5, 2017, regarding the recommendation to Council to provisionally adopt By-law 2017-03 for the White Drain Outlet BE RECONSIDERED.**

The Chair put the motion.

**Motion Carried**

**6.2 Maintenance Schedule of Assessment for the White Drain Outlet**

Brad Laramie moved, Bob Pillon seconded:

**That:**

- 1. The drainage report for the Maintenance Schedule of Assessment for the White Drain Outlet prepared by Baird AE dated November 24, 2016, BE REFERRED back to the engineer for reassessment and then brought back to the Board for consideration.**

The Chair put the motion.

**Motion Carried**



**6.3 Reconsideration of the Board's Recommendation to Provisionally Adopt By-law 2017-04 – Morgan Drain – Main and South Branch**

Bob Bezaire moved, Al Major seconded:

**That:**

- 1. The motion of the Drainage Board made on January 5, 2017, regarding the recommendation to Council to provisionally adopt By-law 2017-04 for the Morgan Drain – Main and South Branch BE RECONSIDERED.**

The Chair put the motion.

**Motion Carried**

**6.4 Maintenance Schedule of Assessment for the Morgan Drain – Main and South Branch**

Bob Pillon moved, Al Major seconded:

**That:**

- 1. The drainage report for the Maintenance Schedule of Assessment for the Morgan Drain – Main and South Branch prepared by Baird AE dated November 24, 2016, BE REFERRED back to the engineer for reassessment and then brought back to the Board for consideration.**

**NEW BUSINESS**

- 7.** Bob Pillon asked if the Board Members could be provided with a copy of the Town's Drainage Map. Shane McVitty advised he would provide all of the Board Members a copy of the map to reference.

**8. NEXT MEETING DATE**

Tuesday, June 6, 2017 @ 6:00 p.m.

**9. ADJOURNMENT**

**The meeting adjourned at 6:22 p.m.**

---

Chair – Ron Sutherland

---

Staff Liaison – Shane McVitty

To  
TOWN OF AMHERSTBURG  
DRAINAGE BOARD / COURT OF REVISION  
MAY 2, 2017

RE: WILFRED BONDY DRAIN - RESIDENTIAL  
ACCESS CULVERT.

THIS IS NOT AN APPEAL.

DEAR MEMBERS -

WITH DUE RESPECT TO STAFF AND  
CONSULTANT WHO ACTED IN A PROFESSIONAL  
AND COURTEOUS MANNER, I WOULD  
LIKE TO EXPRESS MY CONCERNS IN ORDER  
TO HOPEFULLY IMPROVE, IN MY OPINION, A  
BAD SITUATION.

THE ENGINEERS REPORT MADE UNDER  
THE DRAINAGE ACT ESTIMATES THE COST  
TO BE APPROXIMATELY BETWEEN \$16,000 + \$17,000.  
THIS IS FOR A 24" CULVERT IN A 3 1/2 FT  
DITCH / DRAIN! IF THIS WAS A ROAD  
SIDE DITCH UNDER THE JURISDICTION  
OF THE PUBLIC WORKS DEPT THE COST WOULD  
BE 1/3 OF THAT. COMMON SENSE DOES  
NOT SEEM TO PREVAIL HERE.

A SUGGESTION MIGHT BE THAT THIS  
DRAINAGE ACT BE REVISED, IF NECESSARY,  
TO ALLOW THE TOWN DRAINAGE SEPT

To APPROVE SITUATIONS SUCH AS THIS AND  
INCORPORATING THE REVISIONS/ADDITIONS  
IN THE NEXT DRAINAGE REPORT DONE  
BY A DRAINAGE ENGINEER,

THANKS FOR YOUR CONSIDERATION.

Yours truly

DAVE MAILLOUX

CAO Office - Open Council Motions

UFB Item	Assigned to	Assigned date	Due Date	Councillors	MOTION	Dept Comments/Status
20160222-81	John Miceli	22-Feb-16		Pouget/Fryer	<p>That Council direct Administration to prepare and present a by-law to designate, under the Ontario Heritage Act, the entire remaining public municipal lands of the King's Navy Yard Park, as described in a report of the Chief Administrative presented at a Regular Council meeting on September 14, 2015, and as recommended by the Heritage Committee on September 17, 2015, and acknowledged by Council on November 23, 2015; and further,</p> <p>That the by-law include the following roll numbers:</p> <ul style="list-style-type: none"> <li>• 372924 00000 8500</li> <li>• 372924 00000 8100</li> <li>• 379911 00000 1900</li> <li>• 372911 00000 1500</li> <li>• 372911 00000 1600</li> <li>• 372911 00000 1400</li> <li>• 372911 00000 1300</li> </ul>	Administration compiling information for report. Presentation and report to Council scheduled for the May 23rd meeting.

Engineering and Public Works - Open Council Motions

UFB Item	Assigned to	Assigned date	Due Date	Councillors	MOTION	Dept Comments/Status
EPW 12	Antonietta Giofu	16-Nov-15		Deputy Mayor DiPasquale/Pouget	Direct Administration to investigate a grant policy to address special benefits such as asphalt and concrete driveways retroactive to January 1, 2015	Administration compiling information for report
20160509-211	Antonietta Giofu	09-May-16		Pouget/Meloche	That Administration BE DIRECTED to bring back a report outlining the intended use of "multi-use" sidewalks and further to provide Council with clarification regarding bike regulations on sidewalks.	Administration compiling information for report



Parks, Facilities, Recreation and Culture - Open Council Motions

UFB Item	Assigned to	Assigned date	Due date	Councillors	MOTION	Dept Comments/Status
20160425-156	Rick Daly & Annette Zahaluk	25-Apr-16		Fryer/Pouget	That Administration BE DIRECTED to bring back a report outlining options regarding brick donations.	Administration compiling information for report
20160425-178	Rebecca Belanger & Annette Zahaluk	25-Apr-16		Fryer/Pouget	That Administration BE DIRECTED to provide clarification and information to residents regarding the number of trees ERCA is going to provide to residential homeowners for the 50 Million Trees program, and further to look into the possibility of adding present day green spaces.	Administration compiling information for report - <b>Awaiting completion of the Parks Master Plan</b>
20160509-212	Anne Rota	09-May-16		Pouget/Fryer	That the Town fund and erect a plaque in the honour of the late Senator Eugene Whelan and his wife, Mrs. Elizabeth Whelan for their role in entertaining the former Soviet Ambassador Aleksander Yakovlev and Mikhail Gorbachev while visiting our historic Town, marking the location of the "Walk that Changed the World" for consideration and voting at the May 9th, 2016, Regular Council Meeting.	Administration compiling information for report - Update report went to Council <b>September 12, 2016.</b>



Planning, Development and Legislative Services - Open Council Motions

UFB Item	Assigned to	Assigned date	Due date	Councillors	MOTION	Dept Comments/Status
ECDEV 2	Tony DeThomasis	10-Dec-14			That Council direct Administration to bring a report on the discrepancy between Marsh Drive and Marsh Court, and the process to change the street name.	Policy under development.
20160321-127	Mark Galvin	21-Mar-16		Fryer/Lavigne	That Administration BE DIRECTED to expedite the process of bringing the Sign By-law to Council to be updated and in the interim for the present by-law to be enforced and further that Council gives the Park's Advisory Committee the opportunity to review and offer advice on this new by-law.	Report in progress.
20160425-178	Rebecca Belanger & Annette Zahaluk	25-Apr-16		Fryer/Pouget	That Administration BE DIRECTED to provide clarification and information to residents regarding the number of trees ERCA is going to provide to residential homeowners for the 50 Million Trees program, and further to look into the possibly of adding present day green spaces.	In progress - <b>Awaiting completion of the Parks Master Plan</b>

Unfinished Business Lists - eScribe as at May 23, 2017

Meeting Type	Meeting Site	Department	Agenda Item	Assigned To	Due Date	Category	Status	Comments	Priority	Description
Regular Council Meeting	Regular Council Meeting_Sep12_2016	-	DELEGATIONS	Dawn Morencie, Justin Rousseau, Rick Daly		Report Back	Incomplete	Resolution # 20160912-346	High	Direct Administration to bring back a report outlining reduced rental rates for the indoor turf at the Libro Centre and how the reduced rates will effect the overall 2017 budget.
Special Council Meeting	Special Council Meeting_Sep19_2016	Planning, Development & Legislative Services	Removal of Holding Zone for 7809 Howard Ave	Rebecca Belanger, Dawn Morencie, Mark Galvin		None	Incomplete	Resolution # 20160919-372 The Emergency Response Plan was requested from the Jones GGroup and has not yet been received.	High	Provide the Emergency Plan and ECA to the residents surrounding 7809 Howard Ave.
Regular Council Meeting	Regular Council Meeting_Nov14_2016	CAO	Accessibility Renovation to Municipal Buildings/Infrastructure	Dawn Morencie, Paula Parker	11/17/2016	Report Back	Incomplete	Stems from a discussion with the AAAC. John & Rebecca were present for the meeting for the community strat plan. Resolution from AAAC: That Administration develop a policy (that the committee reviews and edits) to ensure the Town is promoting accessibility in the strategic plan and ask that \$50,000 a year, starting in the 2017 annual capital budget, be set aside for promoting accessibility in public buildings.	Normal	follow up policy development as per resolution.
Special Council Meeting	Special Council Meeting_Nov29_2016	-	2017 BUDGET DELIBERATIONS	Dawn Morencie		None	Incomplete		Normal	Resolution # 20170110-518 Libro Centre Budget That: 1. The report from the Chief Administrative Officer dated October 21, 2016, regarding the additional Municipal position of Director of Parks, Facilities, Recreation and Culture BE RECEIVED; and, 2. The position BE REFERRED back to the CAO for restructuring of the department and a report brought back to Council. Note: this meeting date says Nov 29th which was the original budget date but this budget discussion actually took place on Jan. 10, 2017.
Regular Council Meeting	Regular Council Meeting_Feb13_2017	Final	Essex County Library Board Refund of Surplus Funds - Essex County Council Resolution	Justin Rousseau, Dawn Morencie		Correspondence	Incomplete		Normal	Resolution # 20170213-585 That Administration BE DIRECTED to send a letter to Essex County Council requesting its share of the funds be sent back to Amherstburg.
Regular Council Meeting	Regular Council Meeting_Feb27_2017	Final	Carbon Tax Credits for Municipalities	Justin Rousseau, Dawn Morencie		None	Incomplete		Normal	Resolution # 20170227-605 That Administration BE DIRECTED to bring a report back to Council regarding the impact of Carbon Tax Credits on Town of Amherstburg.
Regular Council Meeting	Regular Council Meeting_Feb27_2017	CAO	Employee Code of Conduct / Committee Structure	Paula Parker	4/13/2017	Report Back	Incomplete		Normal	No formal resolution made Paula to bring back a by-law appointing JPAC committee members if necessary (similar to Emergency Management Committee). And update policies - option 2 of the report
Regular Council Meeting	Regular Council Meeting_Mar20_2017	Final	Request to Offset Development Charges for 182 Pickering Drive - Steve Newman, South Pointe Apartments	Dawn Morencie, Rebecca Belanger, Mark Galvin		Report Back	Incomplete		Normal	Administration to bring back report and new development agreement for council consideration.
Regular Council Meeting	Regular Council Meeting_Apr10_2017	Final	EMS Presentation to Council - Bruce Krauter, Chief, Essex	Dawn Morencie, Tammy Fowkes		Correspondence	Incomplete		Normal	Resolution # 20170410-637 That Council direct Administration to request a report from Essex County to see if there is a way to alleviate the differences municipalities pay for EMS services. Resolution # 20170410-638 That Council direct Administration to send a letter to Essex County Council to review the current EMS services and provide the funding necessary to improve the areas that are in need and that the letter be sent to all municipalities and local members of Parliament.
Regular Council Meeting	Regular Council Meeting_Apr24_2017	-	NEW BUSINESS	Dawn Morencie, Antonietta Giofu		None	Incomplete		Normal	That Administration BE DIRECTED to bring a report regarding the feasibility of implementing bike lanes on Sandwich Street.
Regular Council Meeting	Regular Council Meeting_May08_2017	Corporate Services	Big Creek Wetland Signs	Eric Chamberlain, Dawn Morencie, Antonietta Giofu		None	Incomplete		Normal	Locate signs on greenway at bollards east of Thomas Road and at Fox Rd.

Unfinished Business Lists - eScribe as at May 23, 2017

Meeting Type	Meeting Site	Department	Agenda Item	Assigned To	Due Date	Category	Status	Comments	Priority	Description
Regular Council Meeting	Regular Council Meeting_May08_2017	CAO	Former Boblo Dock Update	Dawn Morencie		None	Incomplete	Clarification: Council asked that John bring this evenings report on the Former Boblo Dock Update to the Parks Committee	Normal	CAO to continue to explore opportunities to access boblo dock and bring back to original. Bring this report to the parks committee
Regular Council Meeting	Regular Council Meeting_May08_2017	Final	Request for Amherstburg Town Council to Support Funding for Great Lakes - Town of LaSalle Resolution	Tammy Fowkes, Dawn Morencie		None	Incomplete		Normal	Send letter of support
Regular Council Meeting	Regular Council Meeting_May08_2017	-	NEW BUSINESS	Dawn Morencie		None	Incomplete	CAO meeting with Mr. Morency Thursday May 18th	Normal	CAO to bring report on the new car wash installed on the corner of Sandwich St and Simcoe. Bob Morencie from the leather shop brought his concern about the car wash stating that it was affecting his quality of life.
Regular Council Meeting	Regular Council Meeting_May08_2017	-	NEW BUSINESS	Antonieta Giofu, Dawn Morencie		None	Incomplete		Normal	Bring report on the schedule of the street sweeper
Regular Council Meeting	Regular Council Meeting_May08_2017	Final	Request to Amend Zoning By-law to Allow Chickens in Residential Areas - William Brush	Rebecca Belanger, Dawn Morencie, Mark Galvin	8/31/2017	Report Back	Incomplete		Normal	Administration to bring back report on feasibility of amendments to the zoning by-law by the end of the summer.
Regular Council Meeting	Regular Council Meeting_May08_2017	CAO	Council Committee Appointments Parks Advisory Committee and Recreation and Culture Advisory Committee	Dawn Morencie, Paula Parker	8/31/2017	None	Incomplete		Normal	Table until the end of summer. Clerk to revisit committee structure and combine some committees.

THE CORPORATION OF THE TOWN OF AMHERSTBURG

BY-LAW NO. 2017 - 26

**By-law to provide for the New Residential Access Culvert over the Wilfred Bondy Drain for David Thomas Mailloux (Roll No. 460-09900 (Part2) – Part of Lot 28, Concession 1 based on the Drainage Report by RC Spencer Associates Inc.**

---

**WHEREAS** as request for repair and improvement of the Wilfred Bondy Drain was received under section 78 of the Drainage Act;

**WHEREAS** Council of the Corporation of the Town of Amherstburg felt it necessary to appoint an engineer for the purpose of preparation of an engineer's report for the repair and improvement under section 78 of the Drainage Act;

**WHEREAS** Council of the Corporation of the Town of Amherstburg has authorized Lou Zarlenga, P. Eng., RC Spencer Associates Inc. to prepare a report and said engineer's report dated March 22, 2017, can be referenced as Schedule A, located in the Clerk's Department agreement file # 2017-26.

**WHEREAS** \$16,940.00 is the amount to be contributed by the Town of Amherstburg for the drainage works;

**AND WHEREAS** the report was considered and adopted by Amherstburg Drainage Board at the meeting held on Tuesday, April 4<sup>th</sup>, 2017.

**NOW THEREFORE** the Council of the Corporation of the Town of Amherstburg hereby enacts as follows:

**1. AUTHORIZATION**

The attached report is adopted and the drainage works is authorized and shall be completed as specified in the report

**2. BORROWING**

The Corporation of the Town of Amherstburg may borrow on the credit of the Corporation the amount of \$16,940.00 being the amount necessary for the improvements of the drainage works.

This project being the New Residential Access Culvert over the Wilfred Bondy Drain for David Thomas Mailloux (Roll No. 460-09900 (Part2) – Part of Lot 28, Concession 1.

**3. DEBENTURE(S)**

The Corporation may issue debenture(s) for the amount borrowed less the total amount of:

- (a) Grants received under section 85 of the Drainage Act;
- (b) Monies paid as allowances;
- (c) Commuted payments made in respect of lands and roads assessed with the municipality;
- (d) Money paid under subsection 61(3) of the Drainage Act; and
- (e) Money assessed in and payable by another municipality.

**4. PAYMENT**

Such debenture(s) shall be made payable within 5 years from the date of the debenture(s) shall bear interest at a rate not higher than 1% more than the municipal lending rates as posted by The Town of Amherstburg's Bank's Prime Lending Rate on the date of sale of such debenture(s).

- (1) A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
- (2) For paying the amount \$0.00 being the amount assessed upon the lands and roads belonging to or controlled by the municipality a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Town of Amherstburg in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
- (3) All assessments of \$1000.00 or less are payable in the first year in which the assessments are imposed.

**5. SCHEDULE OF ASSESSMENTS OF LANDS AND ROADS**

Property Description				Estimated Assessment as per Report	Estimated Grants 33 1/3%	Equal Bi-Annual Rate to be Imposed
Lot or Part Lot No.	Concession	Geographic Township	Parcel Roll No.			
Part Lot 28	1	Anderdon	460-09900 (Part 2)	\$16,940.00	\$0.00	\$3,742.20
<b>Total</b>				<b>\$16,940.00</b>	<b>\$0.00</b>	<b>\$3,742.20</b>

Read a first and second time and provisionally adopted this 10<sup>th</sup> day of April, 2017.

  
 \_\_\_\_\_  
 MAYOR – ALDO DICARLO

  
 \_\_\_\_\_  
 CLERK – PAULA PARKER  
 DEPUTY CLERK – TAMMY FOWKES

Read a third time and finally passed this \_\_\_ day of \_\_\_\_\_, 2017.

\_\_\_\_\_  
 MAYOR – ALDO DICARLO

\_\_\_\_\_  
 CLERK – PAULA PARKER

**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

**BY-LAW NO. 2017 - 49**

**By-law to Confirm the Proceedings of the Council  
of the Corporation of the Town of Amherstburg**

---

**WHEREAS** pursuant to Section 5(1) of the Municipal Act, 2001, S.O. 2001, c. 25 as amended, the powers of a municipality shall be exercised by its Council;

**WHEREAS** pursuant to Section 5(3) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, a municipal power, including a municipality's capacity rights, powers and privileges under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25 as amended, shall be exercised by By-law unless the municipality is specifically authorized to do otherwise;

**WHEREAS** it is deemed expedient that a By-law be passed to authorize the execution of agreements and other documents and that the Proceedings of the Council of the Corporation of the Town of Amherstburg at its meeting be confirmed and adopted by By-law; and,

**NOW THEREFORE** the Council of the Corporation of the Town of Amherstburg hereby enacts as follows:

1. THAT the action(s) of the Council of the Corporation of the Town of Amherstburg in respect of all recommendations in reports and minutes of committees, all motions and resolutions and all actions passed and taken by the Council of the Corporation of the Town of Amherstburg, documents and transactions entered into during the May 23<sup>rd</sup>, 2017, meeting of Council, are hereby adopted and confirmed, as if the same were expressly contained in this By-law;
2. THAT the Mayor and proper officials of the Corporation of the Town of Amherstburg are hereby authorized and directed to do all things necessary to give effect to the action(s) of the Council of the Corporation of the Town of Amherstburg during the said meetings referred to in paragraph 1 of this By-law;
3. THAT the Mayor and Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-law and to affix the Corporate Seal of the Corporation of the Town of Amherstburg to all documents referred to in said paragraph 1.

Read a first, second and third time and finally passed this 23<sup>rd</sup> day of May, 2017.

---

MAYOR – Aldo DiCarlo

---

CLERK – Paula Parker