

**This document is a list of the questions that were raised at the January 10 and 12, 2023 departmental budget presentations by members of Council. The questions stated below are based on the notes from the CAO and are not intended to be the exact wording that was spoken on the day of the meeting. Staff have provided responses to these questions. Some of the responses indicate a “report is coming forward” that will address the question and in other cases additional data has been provided if it is available.**

## PUBLIC WORKS

- 1) Outline for the conditions of road and when we plan to do the work. Committed to have this before final budget decisions are made.

**Answer** - Finalizing Review - will be brought forward and can be distributed by Feb. 17<sup>th</sup>, 2023.

- 2) Recycling – option report to come to Council.

**Answer** - Report has already gone to COTW.

- 3) Gravel roads report – status and timeline for Council

**Answer** - Works on traffic calming for gravel roads being considered as part of Traffic Master Plan.

- 4) Speeding report to come forward shortly (Ken comment - should also include comments on use of black cats and in particular if OPP can use data, can access the data, etc... I have heard claims that OPP was supposed to be able to download data to their phones are plan responses.)

**Answer** - Traffic Calming Report covered this, already gone to COTW.

- 5) Traffic Calming \$20,000 is this enough?

**Answer** - Traffic Calming Report discussed this, already gone to COTW.

- 6) Capital Program: can we get the amount for previous year budgets and the carry forward removed to compare the Capital program of 2022, 2021 to the proposed 2023 \$13m to 7.6m

**Answer** - In the table below data is provided on the capital program for the years 2018 forward to the proposed for 2023. The Less Carry forward is the value of projects that had been approved in previous years that were still included in the budget for the year indicated. More specifically, 2021 has a total value of \$12,719,922 with \$1,656,176 in projects that had been

approved in 2018-2020 that had not been completed yet. Going forward, future budget processes will present the value of new projects for Council approval and will have a separate listing of “Works in Progress” to more clearly depict the projects that Council is debating and approving in any given budget year.

Also noted in this table is the amount of borrowed funds that were used to pay for capital projects. As can be seen in the data 2023 has minimal borrowing but also a lower-than-average capital program.

	<b><u>2023</u></b>	<b><u>2022</u></b>	<b><u>2021</u></b>	<b><u>2020</u></b>	<b><u>2019</u></b>	<b><u>2018</u></b>
Capital Budgeted	7,633,457	13,188,579	12,719,922	11,429,756	6,184,905	9,869,763
Less: Carry Fwd.		893,954	1,656,176	835,030	1,248,350	624,100
Total	<b>7,633,457</b>	<b>12,294,625</b>	<b>11,063,746</b>	<b>10,594,726</b>	<b>4,936,555</b>	<b>9,245,663</b>
Avg New Capital	9,294,795					
Borrowed Funds						
	615,000	3,525,350	3,718,640	3,193,715	1,084,600	5,699,090

- 7) Retirement of loans. Which loans will be paid off and how much is left before they are retired/paid out.

**Answer** – there are three loans that will be retired/paid out in 2023. Note the RBC Business Park loan is a short-term loan for the purpose of cash flow to construct the project. The Municipality received a Fed-Dev grant of \$1,057,000 towards the construction but the grant is paid out over three years. The proceeds of the sale of one lot plus the funds from the grant will offset this loan and be used to pay it out.

<b>Loans completed</b>			
<b>BMO</b>	<b>loan #246</b>	<b>remaining principal paid</b>	<b>25,557</b>
<b>TD</b>	<b>loan #02</b>	<b>remaining principal paid</b>	<b>40,461</b>
<b>RBC Bus Park</b>	<b>loan #013</b>	<b>remaining principal paid</b>	<b>1,231,664</b>
		<b>SUM 2023</b>	<b>1,297,682</b>

- 8) For capital projects that are Works in Progress (WIP) – can we be told the reason the work is not completed, no staff, no bids etc...

**Answer** – The list of 2022 Projects that are Works in Progress is attached to the Feb 21, 2023 Budget update report and where possible staff have indicated status.

- 9) Infiltration prevention – general statement made that estimated that a rain event increases volume to be treated by 30% - can you tell us how much this costs to treat that 30% extra?

**Answer** - This will be included as part of Water Waste Water Service delivery review. It is expected that staff will provide an information update in Q2, 2023 on this project.

- 10) Wastewater treatment Lagoons – one is being used can we be provided with the status of the other lagoons?

**Answer** - Review underway, report to come forward in Q2, 2023.

- 11) Total amount allocated for active transportation (overall), can the Active Transportation Master Plan be shared with Council?

**Answer** - This will be a time-consuming task to break out at this time, will need to complete fulsome review if required. This requires Council direction as a priority.

#### PROTECTION SERVICES (Fire, OPP & Bylaw)

- 12) Review Parking ticket fine \$20 what about \$50? Do we charge for animals?

**Answer** - MLES advised that our fines are low compared to other municipalities around us. When it comes to charges for animals, yes there is a fine for recurring complaints in this regard. We are in the process of doing a review of these and other bylaws and fines in Mississippi Mills. No date has been established for the report to COTW on this matter.

- 13) OPP and black cat data (see item on traffic calming above in PW list)  
Request that OPP / bring statistics and come to Council.

**Answer** - The OPP will be sending out quarterly reports that will be circulated forward information to Councillors Ferguson and Torrance. We await Inspector reply as to when/if the OPP could come and give council and overview at an upcoming meeting of Council.

- 14) Fire inspections required in 2022 is 103, what was the number of fire inspections in 2021 and 2020. What is the projection for 2023 – will wait for report.

**Answer** - A full report will be completed by the end of March on all of our past 3-year inspections as well as the projected forecast for 2023. A fire prevention policy is planned to be written and submitted for the ongoing fire inspection and Public Education that will take place each year.

- 15) What is the truck replacement chart for the next 5 years?

**Answer - See Attachment A** for plan that was circulated to Council previously.

- 16) What is the hourly rate of firefighters and how does it compare to other municipalities?

**Answer** - A comparison was completed on the hourly rate of the volunteer firefighters for Mississippi Mills and the surrounding area. The hourly rates vary from \$36 per hour down to \$23, Mississippi Mills is right in the middle at \$27 per hour.

#### DEVELOPMENT SERVICES & ENGINEERING (Planning, Building & Engineering)

- 17) Need to provide a table or diagram to explain the costs of the Transportation Master Plan and the Waste Water Master Plan and when funds approved.

**Answer - See Attachment B.**

- 18) Staffing plan for development services dept.

**Answer** - Staff have already brought forward a report to justify the creation of an additional position that Council has approved – Planning Technician. In addition to this there will be process and workflow changes as the responsibility and division of work between the Public Works and Development Services & Engineering evolves. In addition, changes are planned at the County level that may impact workload as well as any additional Provincial changes. A report can be brought back to Council is that is required.

#### LIBRARY

- 19) 2022 Annual report return to Council

**Answer** - Document ready by the end of February. Presented to Council in March

## CORPORATE SERVICES (Finance, HR and Facilities)

### Facilities:

- 20) Heat pumps in Municipal Office – how long to recover the investment?

**Answer** - We are replacing two 30 year-old Ground Source Heat Pumps (GSHP) with new units. We are not changing heat source. The expected life of a GSHP is 20-25 years while the expected life of a conventional natural gas furnace with air conditioner is 15 years. Electric GSHP are the most cost-effective and climate-aligned option for space heating in Ontario. Despite their higher upfront costs, the Lifetime costs of heat pump systems are lower than conventional gas-fired systems. It will take approximately 7 years to recover the cost of the investment.

- 21) Child Care outstanding work – discuss this list – can this be something included in the 430 Ottawa St. redevelopment?

**Answer** - Currently contractors have been contacted for updated quotes for replacement of flooring, counter, and cupboards on the second floor. Once a contractor has been approved, we will begin the process. We have viewed Carleton Place Childcare Services flooring as it was recommended by one contractor.

**Answer** - Flat Roof at 208 State Street: Facilities Manager has contacted a roofer who has come in to assess the roof section in the back kitchen storage area and staff washroom. Work to be done pending assessment.

**Answer** - Discussion continues with other builders on having childcare facility a part of their establishment. This is a longer-term solution and may require an RFP as a selection process. Currently researching statistics, wait list and survey results to determine a plan. There are two projects carried over from 2022. Cabinet replacements and repairs to the stair tiles. These projects will be completed in conjunction with the 2023 flooring project. We are in the process of getting contractors to quote the work.

- 22) What is the cost of putting the PW generator in the Municipal Officer instead?

**Answer** - It would be highly impractical and costly to install a generator to energize the Municipal Office. There are multiple electrical feeds into the facility (600V, 3-Phase and 120V/240V, 1-Phase). Unfortunately, to keep plumbing active, heat to the building, and workspaces operational, we would need to have backup power for the 600V as well as the 120/240V. Unfortunately, some of the systems in the Municipal Office are dependent

on both power sources (i.e. the Ground Source Heat Pumps need water from the Well Pump that is 600V, but the units are 240V). In addition, there is a lack of physical space to install emergency panels, transfer switches, wiring, etc. If this is a desired solution, we recommend engaging an electrical engineer to prepare construction documents for this project and to provide an Opinion of Probable Cost.

The alternative option that is being explored to keep the IT systems functional is deployment of cloud-based solutions. That way the systems are not location and power reliant, and staff can work from home or if need be from the Emergency Operations Centre which does have back up power.

- 23) AOTH how much is preventative vs aesthetic – can we be provided a break out of the work wood, repointing, lead roof etc.... Break out by item somehow? Work planned for the AOTH will it impact Bicentennial – confirm work plans and no conflicts?

**Answer** - The contractor who quoted the work estimates the repointing costs at \$25,000.00 and the remaining refinishing, repair, and painting of the wood elements at \$85,000.00. While both types of repairs help the aesthetic of the building, they are also preventative maintenance against water damage.

The repairs in this project include selective repointing, refinishing lead-coated copper, repairing and repainting wooden elements such as False dormers, eaves, and cornices.

**Answer** - Although the recommended timeline has not been followed, the conservation of the Almonte Old Town Hall is an ongoing commitment to ensure the use of the building within the community. If this work is approved, it will be coordinated with Event Staff to ensure it does not impact Bicentennial events located at the Almonte Old Town Hall.

- 24) Provide the Keith Blades report - follow and get plan.

**Answer – See Attachment C.** Keith Blades, Conservation Architect, outlined repairs.

- 25) Strategic Plan – space needs. Find space for OPP and Social Services from County

**Answer** - The OPP are currently working from the MMFD Fire Hall #1 in Almonte. While the municipality has limited space in this building and other buildings, there is no plan to move the OPP until such time as a suitable alternative space within the Municipality is available for them. There is no requirement for the Municipality to provide the OPP with office space or garage space. Social Services for Lanark County does not have

a presence in the Municipality for program delivery / intake. There is no requirement that the Municipality provide them with access to office or program space. However, the needs of OPP and County Social Services will be included in future space needs analysis.

### Human Resources

- 26) Provide Council with HR Business Partner job description.

**Answer - See Attachment D**

- 27) WSIB – high level status report back to Council

**Answer - See Attachment E**

- 28) Development of an HR strategy and when it will come to Council?

**Answer** - Will be brought forward to the committee of the whole for discussion. This is something that would take a couple of months to develop. Consideration would also have to be made as to whether it should be contracted or developed in house. Discussion is also required to identify main areas of focus: Recruitment, Compensation & Benefits, Training & Development, Labour & Employee Relations etc...

- 29) Market Salary review – when will this be completed?

**Answer** - will be brought forward to the committee of the whole for discussion. Options should be brought forward for Council consideration:

- Independent Contractor – Staff have reached out to our current Salary & Compensation consultant to request a quote on completing another salary review. Benefits – The survey is completed by third party and does not consume internal human resources to compile the data. Challenge – This can be very costly and typically only benchmarks salary data and doesn't look at total compensation.
- Participation in the Canada OMCS – Ontario Municipal Salary Survey - This is a provincial benchmarking survey for all of Ontario. It opens on March 1st, deadline to complete is April 28th, 2023. Report would be available in August or September. If we participate in the survey the cost is \$2500, non-participation is \$7500. Benefits – we would have access to a wide range of compensation data for several Municipalities throughout Ontario, ensuring that we can position ourselves competitively to attract the best talent. Information is readily available and can be utilized as a resource throughout the year. Challenge – Participation in this survey is not compulsory therefore, there is no knowledge of who has participated until the

survey is released to know if it provides you with relevant information comparator data.

- Internal Compensation and Benefit Benchmarking – Can be completed by Human Resources Benefits. Benefits – Able to target the benchmarking data to comparable municipalities, towns/townships. We can determine what data we collect to look at the total compensation package (salary, vacation, overtime, sick time, health & dental, pregnancy/parental leaves etc...) Data collected is for the region, there we can better position ourselves strategically when it comes to talent acquisition. Challenge – Could depend on the willingness of other municipalities/towns/townships to share data. Will be time consuming to compile data for accurate comparison.

Depending on the direction that Council sets for this project it could be back for discussion in late summer or early fall.

- 30) Re-organization report from Fall of 2020 – can this be circulated.

**Answer – See Attachment F**

- 31) Info on Reserves – what money is where and what is it for?

**Answer** - attached to the Budget Update report Feb 21, 2023 is additional information on reserve funds.

- 32) How many positions are vacant across the organization?

**Answer - See Attachment G**

- 33) Provide ARL letter

**Answer** - This has been provided to Council via email

- 34) What is the depreciation expense average each year?

**Answer** - From Financial Statements

	<b>AVG</b>	2021	2020	2019	2018	2017
Depreciation	<b>3,374,156</b>	3,483,296	3,620,704	3,564,635	3,192,267	3,009,880
Additions	<b>7,074,496</b>	8,595,792	4,853,436	5,466,698	8,011,581	8,444,974



- 35) What is the reserve policy?

**Answer – See Attachment H.**

### CLERKS

- 36) Options report back to Council on IT plan

**Answer** - This information is provided in closed session due to the sensitivity of the information and vulnerabilities that it could expose to our IT network. Council is presented with the options as it is available.

- 37) Communicate on how people can access archives here in Town office.

**Answer** - contact the Clerk's office.

- 38) We want to put money away each year for election -as per the pass practice. Budgeting for election or byelection should be done each year.

**Answer** - adding as transfer to reserves as in previous years budgets, updating for Feb 21 \$15,000 to account 1-111-0121-7730 Transfer to Reserves

- 39) Mayor asked how many cell phones we had

**Answer** – 43 phones/iPads which are budgeted as part of the telephone account for each department.

Department	Phones	iPads
Council	2	1
Fire	2	
Public Works	9	2
Daycare	5	
Administration	5	
Recreation	4	
Building/Planning	6	1
Youth Centre	1	
Communications/Events	2	
CEDC		3

### RECREATION

- 40) Curling Chiller pending further discussions later regarding community services
- 41) Discussion revolving around a municipal Dog Park