

## Attachment A



# MISSISSIPPI MILLS FIRE DEPARTMENT

## Fleet and Equipment Long Range Replacement Planning





# **MISSISSIPPI MILLS FIRE DEPARTMENT**

## **Station 1 – 478 Almonte Street in Almonte**

The station was built in 2003 with 5 bays in the front and 4 bays in the rear. It contains a SCBA room and a stock room off the bay floor, we also have a separate area to store our bunker gear. The office area consists of 4 offices a kitchen and a training room. A review is currently underway to repair the roof line at this station to remove the ice build up at the front entrance and to stop the leaking into the office area.

The vehicle at this station is as follows:

Pump 520

Tanker 530

Ladder 510

County Rescue 2

Unit 590 side by side and trailer

Unit 570 SUV

Unit 571 Half ton

## **Station 2 – 106 Jeanie Street in Pakenham**

This station was built in 1950's with an addition and renovation done in 2003. It consists of 4 bays, SCBA cleaning room, training room with a small kitchen and office space attached. Two of the bays are short that only allows for a 6-inch space for our tanker to fit into. This station also has a cistern in the floor to allow us to fill up our trucks in the winter after a call. A review should be done to this station for relocation and replacement.

The vehicle at this station is as follows:

Pump 523

Tanker 531

Rescue/Van 551

Unit 580



# MISSISSIPPI MILLS FIRE DEPARTMENT

## Station 1

### Pump 520



Vehicle Information	
Type	First Run Pump
Year	2014
Water Tank Size	800 Gallons
Mileage	12,054 km
Replacement Date	2029 or 2034
Approximate Cost	\$ 900,000

## Station 1

### Tanker 530



Vehicle Information	
Type	Tanker
Year	2018
Water Tank Size	3500 Gallons
Mileage	15,585 km
Replacement Date	2038
Approximate Cost	\$ 600,000





# MISSISSIPPI MILLS FIRE DEPARTMENT

## Station 1

### Ladder 510



Vehicle Information	
Type	Ladder
Year	2011
Water Tank Size	600 Gallons
Mileage	13,589km
Replacement Date	2031
Approximate Cost	\$ 1,400,000

## Station 1

### Unit 590



Vehicle Information	
Type	Side by Side
Year	2018
Replacement Date	2038
Approximate Cost	\$ 30,000



# MISSISSIPPI MILLS FIRE DEPARTMENT

## Station 1

### Unit 570



Vehicle Information	
Type	SUV
Year	2016
Mileage	119,290km
Replacement Date	Possible through Fleet Program
Approximate Cost	\$ 60,000

## Station 1

### Unit 571



Vehicle Information	
Type	Half Ton
Year	2017
Mileage	65,136
Replacement Date	Possible through Fleet Program
Approximate Cost	\$ 70,000



# MISSISSIPPI MILLS FIRE DEPARTMENT

## Station 2

### Pump 523



Vehicle Information	
Type	First Run Pumper
Year	2007
Water Tank Size	1000 Gallons
Mileage	26,931km
Replacement Date	2027
Approximate Cost	\$ 800,000

## Station 2

### Tanker 531



Vehicle Information	
Type	Tanker
Year	2017
Water Tank Size	3500 Gallons
Mileage	8,976km
Replacement Date	2037
Approximate Cost	\$ 600,000



# MISSISSIPPI MILLS FIRE DEPARTMENT

## Station 2

### Rescue/Van 551



Vehicle Information	
Type	Rescue/Equipment
Year	2000
Mileage	31,668km
Replacement Date	2030
Approximate Cost	\$ 400,000

## Station 2

### Bush Truck 581



Vehicle Information	
Type	Bush Truck
Year	2001
Water Tank Size	75 Gallons
Mileage	144,459km
Replacement Date	2023 already approved in 2022
Approximate Cost	\$ 260,000





# MISSISSIPPI MILLS FIRE DEPARTMENT

## Self Contained Breathing Apparatuses

### SCBA



**SCBA Harness**



**SCBA Mask**



**Air Cylinder**

These three pictures are the main components of our breathing apparatus that we wear inside smoke filled conditions. These were purchased in 2011 with an expiry date of 2026. We currently have 30 SCBA harnesses, 50 masks and 80 air cylinders. We also have 2 rapid intervention packs, which is a kit that contains spare scba, mask and regulator which is used for getting air to a trapped firefighter if needed. The approximate cost of all this equipment is \$615,558.00.





# MISSISSIPPI MILLS FIRE DEPARTMENT

With the chart below you will see from 2023 to 2033 we will have approximately **\$4,015,558.00** in major purchases.

10 YEAR LONG RANGE REPLACEMENT PLAN			
YEAR	VEHICLE OR EQUIPMENT	REPLACEMENT COST	DESCRIPTION
2023			
2024			
2025			
2026	SCBA	\$615,558.00	This is a 15-year replacement (Looking to see about early ordering to take advantage of bulk purchasing with other departments)
2027	PUMP 523	\$800,000.00	This is a 20-year replacement (Will need to be ordered in 2025)
2028			
2029	PUMP 520	\$800,000.00	This is a 15-year replacement can possibly push to 2034
2030	RESCUE/VAN 551	\$400,000	This would make that vehicle 30 years old.
2031	LADDER 510	\$1,400,000	This is a 20-year replacement
2032			
2033			
	<b>TOTAL REPLACEMENT COST</b>	<b>\$ 4,015,558.00</b>	

Attachment B

Development Services and Engineering

Re-arranged Sheet for Several Capital Projects					
	Budget 2022 Approved	Budget 2023 Pre-Approved	Budget Total Available	Awared or Recommended to Award	Note
Integrated Growth Management Planning: additional engineering consulting (Essentially "Transportation Master Plan")	\$50,000	\$148,000	=\$50000+\$148,000 =\$198,000	=\$151,570 (HST Excluded)	<\$198,000
Water and Wastewater Master Plan	\$160,600			=\$160,600	Awarded in September, 2022
Population and Employment Projection 2048	From saving efforts and operational accounts				Not seeking additional capital fund
Integrated Growth Management Planning: internal costing		\$12,500		\$12,500	Essentially "Stakeholder Consultation and Communications"
Integrated Growth Management Planning: Development Charges Study		\$45,000		\$45,000	To be initiated in Q3 2023

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## **Former Almonte Town Hall Bridge Street Almonte Ontario**

### **Updated 10 Year Conservation Plan**

#### **1.0 Introduction**

Keith Blades, Consultant in the Conservation of Historic Buildings Incorporated has carried out a series of surveys and inspections on the exterior fabric of the building since 1999. Reports on findings were produced in December 1999, January 2001 and again in April 2004. Sections of those reports, where applicable, are incorporated into this document.

#### **1.1 Building Description**

The Almonte Town Hall was built in 1885 and until 1998 housed the municipal offices of the Town of Almonte. In its time it has also housed the offices of the fire department, the OPP and acted as a public library and county courthouse. Some of these uses resulted in changes to the exterior, principally the closing up of the original fire engine doors when the fire department moved to an adjacent building.

The building exterior and interior has remained largely intact and reflects the fashion for the gothic revival in its design. The polychrome slate roof, dark painted windows and trim, together with the selection of different stones for the exterior all support the image of the picturesque polychrome gothic revival building. In this context the term “Municipal Gothic” is perhaps most appropriate.

The last thirty to forty years has seen some additions and renovations to the building that generally have been sympathetic to the original design. An extension at the front of the building, added in the 1960's was designed to deal with the reality of the harsh Ottawa Valley climate and provide a protected entrance for visitors to the building who previously were required to mount a large exterior wooden stair. The roof was replaced in the 1980's with artificial slate on the advice of staff from the then Department of Indian and Northern Affairs and Heritage Canada.

An elevator was added to provide barrier free access to all floors. Some basement offices were renovated as part of this project. The third floor auditorium, which has a wooden ceiling that provides excellent acoustics, has been used by cultural groups since the building's opening and currently is the venue for a chamber music series recorded by the



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CBC; an active theatre group; a folk series; individual concerts; youth music club and many other cultural activities. This auditorium was sympathetically renovated in the early 1990's maintaining the features of the original design.

The first floor offices were also renovated for new tenants on the departure of the Municipality following amalgamation. The alterations were designed to have minimum impact on the original spaces, retaining ceiling heights and matching original trim where new was required. The introduction of new partitions was carried out in a manner that would easily permit the changes to be reversed.

## **1.2 Heritage Designation**

The building was designated under the Ontario Heritage Act in 1978. It was one of the first buildings designated by the then Almonte and Ramsay LACAC. [Local Architectural Conservation Advisory Committee]

## **1.3 Background to the Updated Conservation Plan**

An overall assessment of the exterior masonry fabric was conducted between September and December 1999 and the report submitted addressed the scope of the issues evident on the exterior and set out a repair program based on priorities for the following five to ten year period. Following a second survey of the building an overall Conservation Plan was outlined in January 2001. This report included all elements of the masonry fabric; masonry, windows, wood trim, roofing and flashings. The program, priorities and estimates were reviewed and updated at that time. This exercise was again carried out in April 2004

The first of the priorities, the structural stabilization of the southeast tower, was carried out in 2002. Additional surveys to the tower had been undertaken and a revised scope of work was produced. The first phase involved addressing the structural system for the elevator. This involved re-designing the steel supporting structure so that none of the loads were transmitted to the outside walls. This work was completed under a separate contract in August 2002. Additional heat was installed in the elevator shaft to maintain better operating conditions for the elevator. The subsequent masonry, wood windows, wood trim and flashing repairs were carried out on the tower in the late fall of 2002.

## **2.0 Revisions to the Condition Assessment of the Building following work to South East Tower**

A re-examination of conclusions originally reached on the condition of the building as a whole and on specific conditions in particular, is a very useful exercise to undertake after completing a first phase of work. For example in this instance, the masonry in the southeast tower was discovered to be in a far worse condition than anticipated and required the additional of structural ties across the wall in order to ensure the structural

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stability of the tower masonry. The windows, wood trim and flashings were found to be in slightly worse condition than originally anticipated.

## **2.1 Masonry**

The masonry was previously assumed to be in generally sound condition, although specific areas of concern were noted around the building and identified in order of priority. However, following completion of the first phase of work on the southeast tower it is clear that a far more extensive scope of work will be necessary for the remainder of the building.

It was found that much of the mortar was in a very friable condition and, once exposed to moisture, is readily washed out. The powdery nature of the mortar behind the face pointing and through the core of the wall, offers little in maintaining a solid and cohesive wall assembly. In the tower a grid of stainless steel ties were grouted into place across the thickness of the walls in order to tie together the inner and outer facing of the wall. It is anticipated that similar requirements to tie across the walls will be necessary on all elevations of the building.

Specific to the tower, additional ties were required to stabilize the pattern of vertical cracking at corners. This line of weakness occurred as a result of the windows being positioned very close to the corners of the tower. The ties were stitched across the corners in a staggered pattern into the block work infill in the existing window openings. Anchors varied in length from 34 to 68 inches. In conjunction, deep back pointing was necessary to fill voids in the wall prior to completing the face pointing. In places backpointing was required to six inches of depth in the wall.

### **2.1.1 North East Tower**

In order of priority the northeast tower represented the next element of the building that had to be addressed. The northeast tower exhibited many of the characteristics of deterioration that were evident in the south east tower prior to its restoration. Its original function as the Fire Department's hose-drying tower meant that there was a continuous vertical space without the structural benefit of floors at each level. It was unheated and the paint and plaster spalling in the auditorium were an indication of moisture penetration to the interior.

Its design and construction, with large window openings at each level, means that there was little mass in the masonry corners to help absorb and distribute the dead loads of the tower. With loads concentrated at each of the corners, extra stress was placed on the large arched opening at ground floor level. This was the original opening for the fire engine. Previous attempts to address the spreading action of the arch appear to have occurred on at least two separate occasions. Initially the face of the tower was opened up and a metal tie rod inserted, that was then covered with a concrete/mortar facing just above the

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original arch. One end of the tie rod can be seen on the north elevation. This must have been only partially successful because a stone masonry buttress was added at some later time on the north side of the ground floor tower. The addition of a series of steel beams immediately above the stone voussoirs transferred loads directly to the two piers either side of the entrance.

Continued cracking of the stone piers supporting the arch was occurring which necessitated their complete rebuilding. Externally, new Deshambault limestone was introduced for the piers. This stone is of far superior quality than the original limestone. Internally, vertically reinforced concrete block formed the back up masonry. It was necessary to excavate to bedrock internally and pour new concrete footings for this.

The most exterior of the three existing steel beams across the opening had to be replaced as it was severely rusted. In order to carry out the disassembly and re-erection of the supporting piers, heavy horizontal steel members were introduced through the opening and supported inside and outside the tower on a series of columns. This steel assembly carried the tower loads while the rebuilding work was carried out. The introduction of the through wall anchors on the corners of the tower and at the lower level, in conjunction with the stabilization of all of the lower masonry permitted the removal of the buttress. This revealed the existing window openings on the north wall. The existing lintels and sills were cracked and damaged from contact with the concrete buttress that these had to be replaced. This completed the major structural intervention and stone replacement exercise necessary to stabilize the foundation of the tower.

New floors were installed in the tower to provide a structural diaphragm at each level. These were tied into the masonry using grouted stainless steel anchors to provide a positive connection between the masonry and the wood floor structure. Floors were added at the second, third, fourth and fifth floor levels in the tower. The addition of these floors provided the opportunity to open the tower rooms to the second and third floors. However, the relationship between door and window arches provided challenges to introduce the floors structures to match those in the rest of the building at both the second and third floor locations. The fourth floor had to be carefully located to accommodate the existing exterior window locations and the need to introduce ductwork for the air conditioning system into the auditorium. The heating system was modified to service these spaces.

All of the existing windows were refurbished. All of the original sash were retained with new internal storm windows added throughout the tower. Double-glazing to the interior storms was provided in the tower rooms at second and third floor level as a means of providing additional sound proofing were the spaces to be used for remote recording facilities. Sprung bronze weather stripping was provided to all interior storms.

The woodwork to the upper tower required extensive repair. Although prior to scaffolding provision was made to replace a certain amount of detail, once work began it was clear that rot was present behind paint films. Extensive replacement occurred on the



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louvred windows with all new sills and redesigned louvre detailing to help prevent further water penetration. The original cornice detail was reintroduced with the scale and moulding sizes determined from “shadow” marks surviving on the original fascia. Additional repairs were required to the circular windows set in the small gables at the top of the tower roof. In conjunction with the wood repair new metal flashings were introduced in lead coated copper at these upper gables, the louvred windows and at the new cornice.

Major repairs were required to the turned main corner posts at the upper open area of the tower. All of the bottom sections had rotted out and sections were pieced in and dowelled to the remaining upper portions with stainless steel rods. Temporary jack posts were introduced to carry the roof loads while each section of post was cut out and the new section installed. The existing tin roof was replaced with new lead coated copper and the original handrail and balustrade detail was reintroduced. The whole of the woodwork and trim was painted in the two tone maroon and cream scheme with surviving detail providing evidence for which colour was used in each location.

Additional interior repairs were carried out as part of a program of work supported by funding from Cultural Spaces Canada, a Federal Heritage Building initiative.

### **2.1.2 East Elevation**

The original portion of the building visible on the east elevation, although a relatively small area, appears from inspection over the last ten years to present some challenges.

Part of the work undertaken on the interior at the auditorium level in 2005 exposed the interior face of the masonry above the stair surround. Here large vertical cracks through the masonry were evident. To some extent these reflect the vertical crack pattern and lateral separation in the masonry evident on the exterior in the centre of the elevation.

Two steel channel sections were installed horizontally across the cracked section and connected to the masonry with grouted anchors that extend through to pick up the stone on the exterior face of the wall.

Further structural investigation is recommended as part of the work to this elevation. It is important that movement patterns in the gable are understood and remedial work tailoured to reflect appropriate requirements.

The large arched window in the centre of the gable was restored some years ago, replacing the glass block window with the original framing pattern and decorative detailing reintroduced. Double-glazed units were introduced. It is difficult to clearly see the overall condition but inspection through binoculars suggests that part of the exterior trim has deteriorated quicker than might have been expected. This may have resulted from lack of maintenance. A more detailed inspection is necessary to determine the scope

of work here. The remaining windows should be refurbished as in earlier phases with the provision of all new single-glazed interior storms. The two doors providing access to the entry porch roof require complete replacement. The most northerly door should be permanently sealed as there is restrictive access to it from the interior and it is immediately above the auditorium air conditioning unit mounted on the roof.

It is recommended that this area of the building be addressed in the third phase of the program of work.

### **2.1.3 South Gable and Chimney**

The next area of priority is the south gable and chimney. Most of the elevation retains its original pointing, which is in various stages of deterioration and failure with localized pockets where deeper voids are evident. 100% repointing is required. The major concern is the upper section of the chimney above the roofline where the mortar and stonework appears in a deteriorated condition. Once chimneys cease to be used they become vulnerable to moisture saturation and as a result, frost action. The upper sections are frequently found to be loose and require taking down and rebuilding with additional requirements for new stone. Typically new metal flashings are recommended to protect the upper masonry from further saturation once rebuilding is complete.

It has not been possible to inspect the upper stonework of the chimney, nor the flashing behind, where the roof meets the masonry. The condition and concerns expressed are a reflection of observations through binoculars and experience of such assemblies. It is anticipated that additional reinforcing in the form of grouted anchors, as used on the two towers, will be necessary here.

Refurbishment of the windows is necessary with the provision of all new single-glazed interior storms to the first second and third floors. The attic windows require extensive replacement, due to rot. Interior storms should be added to help reduce condensation issues and a reintroduction of rot to new windows.

### **2.1.4 North Gable and Chimney**

Similar concerns to those expressed for the south elevation above exist with respect to the north gable and chimney. Although this section of the building has been repointed, it has been done so with a very dense and superficial bead of pointing which has done nothing to consolidate the weak inner portion of the wall. In fact the present pointing masks the extent of deterioration behind and in practice, exacerbates the deterioration process.

An identical set of recommendations to those for the south gable and chimney are recommended for here.

### **2.1.5 North and South Bays**

The scope of recommended work to these bays is identical, although the north bay was repointed at some time in the past and the south appears to retain its original pointing mortar. Typical conditions of deterioration are evident and 100% repointing is recommended. On the north side there is some distortion at eaves level where the masonry is misaligned. It appears to have moved in conjunction with settlement of the tower. Open joints adjacent to the tower and accessible from the scaffolding were filled at the time of the work to the north east tower.

The fire escapes on these elevations are in poor condition and replacement is recommended. Localised repairs and stone replacement will be required at the old anchor points into the masonry. All new anchors into the masonry should be in stainless steel.

Refurbishment of the windows is necessary with the provision of all new single-glazed interior storms to the first second and third floors. The faux dormer windows require extensive repair.

Gutter, downspouts and ice guards require repair and partial replacement.

## **2.1.6 West Elevation**

The scope of work to is again similar to other elevations with 100% repointing and refurbishment of the windows with the provision of all new single-glazed interior storms to the first second and third floors required. The exception is the piano room, which received a new interior storm as part of the Cultural Spaces Canada work undertaken in 2006. Again gutters and downspouts require attention.

## **2.2 Wood Windows, Doors and Trim**

### **2.2.1 General Description**

With very few exceptions, all of the sash windows in the building are original. Many contain original glazing and the decorative muntin treatments in the fixed transom over the sash.

On the ground floor level they are a double hung sash, in a 1/1 glazing pattern. Most of the windows are fitted with a wood storm, which reflects the 1/1 glazing pattern of the sash and are externally mounted. On the second, third and upper levels the windows are also double hung and constructed in wood but contain a fixed transom over. Muntin bars are arranged to provide a decorative treatment in the transom. The profile of the main horizontal transom bar does not permit the installation of an exterior storm. For that reason and for ease of cleaning and installation, the third floor windows have been fitted with an interior storm sash with rudimentary weather stripping and are held in place by



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four small deadbolts. The quality of the glass and the construction detail suggest these sash are old but not original.

No wood storms are present on the upper levels in the north and south gables or in any of the windows of the north east tower. Some have been covered with plexiglass that is now yellowing from ultra-violet light exposure. On the second floor some windows have been fitted with Magnetite patented interior storms. Elsewhere a few wooden interior storms similar to those on the third floor have survived. Many have no interior storms. Typically all primary sash windows were operable with counter balancing weights and were fitted with sash locks and sash lifts.

The windows to the southeast and northeast towers were restored and are finished in the original colour scheme for the building.

### **2.2.2 General Condition of Windows and Doors**

All of the windows and doors on the building require repair. The level of intervention varies from a minimum of stripping and repainting of the main sash and upgrading of an existing interior storm to complete replacement of a sash and storm where these are missing.

The following is a summary of the existing conditions.

All exterior surfaces have been heavily over painted. In protected areas this remains the situation. In exposed areas paint has deteriorated exposing wood. Many windows are either painted shut or caulked shut from the exterior. Where storm windows exist weather stripping is poor or non-existent which results in condensation occurring between the sash and the storm.

Most of the glazing compound has failed in exposed areas. In many situations caulking has been inappropriately introduced.

The perimeter mortar between the window frames and the stonework has either failed or is missing.

All weathering surfaces such as sills, bottom rails of the lower sash, meeting rails of the upper sash and top surfaces of transom bars are weathered. Deterioration is more pronounced on south and west elevations and generally towards the bottom of the building. In these areas wood is bare, heavily checked or partially rotted out. In the upper tower and gable windows the conditions are far worse and complete replacement of the sashes will be necessary and as no storms currently exist these will need to be new. Although not currently in habitable spaces, these windows are located in areas of the building that receive heat and therefore require the addition of secondary glazing to reduce condensation problems.

Throughout the accessible areas of the 2<sup>nd</sup> and 3<sup>rd</sup> floors the muntin bars have been removed from the transom lights. Currently the multi-light glazing pattern only exists in the towers, upper gables and blind dormers in the roof. In some of the 2<sup>nd</sup> floor rooms the introduction of dropped ceilings has obscured the upper lights of these windows. Some interior stop beads are damaged or missing.

Most sash cords are broken or missing. Some rollers appear to be broken or seized. Where sash cords have broken it is assumed that sash weights are still in the weight pockets. Most sash locks are in place and typically heavily over painted. Some are broken or missing. Most sash lifts are missing.

Existing wood doors are in poor condition and extensive repairs are required in all locations. The scope of work is similar to that for the windows. Exterior fire doors are typically metal and meet current code requirements.

### **2.2.3 Recommended Approach**

While the windows are in various states of deterioration, their condition is such that their repair, rather than complete replacement should be undertaken. The quality of the original pine is far superior to that available today and with regular maintenance, repaired windows may be maintained indefinitely.

It is proposed that at first floor level, storms are introduced on the interior so that there is a consistent appearance to all windows on the building. Sash and frames should be refinished to the original colour scheme that is now present on the southeast and northeast towers.

At the present time very few windows are operable in the building. On the 3<sup>rd</sup> floor, storms are permanently kept in place, principally because of the need for soundproofing to the auditorium level. Where the facility is used for recording purposes, or concerts are recorded, then soundproofing becomes a critical issue and special attention is required to the treatment of the storms. Double-glazed interior storms introduced in the tower rooms suggest that this approach is an effective means to achieve this.

Special conditions occur to the windows at the rear of the stage. At the present, painted plywood panels are permanently installed. As this is a west facing elevation consideration should be given to upgraded storms, weather stripping and reflective treatment to help reduce heat build up. In the adjacent piano room, the introduction of a double-glazed storm and reflective blind has helped reduce heat build up.

On the 2<sup>nd</sup> floor some offices are air-conditioned and some have operable windows. In the space currently holding the Naismith Museum collection, modern storms and blinds have been introduced to provide controlled conditions for the artefacts. However, with

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generally low relative humidity levels and many of the artefacts displayed in custom storage units, condensation problems on windows does not seem to be an issue. However, treatment of the interior storms should be consistent with the remainder of the building.

On the first floor the windows in the offices currently occupied by the OPP detachment are sealed shut, presumably for security reasons and as there is an air conditioning system in place. On the remainder of the first floor the exterior storms are sealed in place. A consistent approach is recommended here. Where fresh air is not introduced mechanically then provision must be made to have operable windows, with screens for summer months. As recommended above, storms should be located on the interior.

### **2.2.4 Recommended Approach for Repair**

A typical scope of work for repair to a window unit would include the following.

Remove sash from interior by removing the interior beaded stops and parting strips. Approximately half of the beaded stops and all of the parting beads will require replacement. Remove sash to shop for repair. Install fixed Perspex sheet across inside of frame to protect interior and to permit work to the exterior.

Strip repair and repaint frames and sills in-situ. Extensive replacement is anticipated to sills and the lower sections of the frame at the junction with the sill. Repairs should be carried out by piecing in with wood, preferably of similar age and characteristics to the original. The use of wood over proprietary resin wood repair systems is recommended. Experience shows that differential thermal movement between dissimilar materials induces early paint failure in these critical locations. Where multi light glazing patterns have been lost to the fixed transoms, these elements should be reintroduced. It will require the disassembly of the existing stiles and rails.

Sashes are stripped, glazing identified and removed, hardware bagged and labelled. Sash are repaired using similar techniques to those used on the frames. Weak joints may need repair.

On both frames and sash, total paint removal is required. Lead content will be high so appropriate safety precautions for workers, containment and clean up is required. Paint stripping should be carried out using heat guns and custom scrapers rather than chemical strippers, which are messy and can inhibit the adhesion of new paint.

Glazing is reset, taking care to treat the rebate first and to apply back putty. Allow putty 2 to 3 weeks to set up before moving, painting and reinstallation.

All sash and frames should receive a prime and one topcoat. Final topcoats may be applied prior to completion and installation provided site touch up is allowed for.



Restored sash should be installed with operating hardware, sash weights and cords where they are to be operable. Where interior storms are present the sash forms the exterior window and should not be weather-stripped. This permits ventilation between the exterior storm and the interior glazing and prevents condensation build up in the interstitial space.

Existing interior storms may be modified to permit their reuse. Where storms are missing or require special treatment, such as at the 3<sup>rd</sup> floor level new storms should be constructed. All interior storms will require modification at the frame to accommodate new weather stripping. The sprung bronze system with felt infill at some details is recommended. New fixing hardware that maintains a seal is required at all locations. At the 3<sup>rd</sup> floor it is proposed to introduce either triple glazing or specially designed double glazed units with different glass weights, together with foamed weight pockets to effectively sound proof this space. Where ancillary space is linked in to the auditorium, or rooms proposed for recording purposes introduced elsewhere in the building, then this treatment would be applicable in those locations.

### **2.2.5 Wood Trim**

Repairs are necessary to all of the wood trim on the building. On most elevations this occurs just at eaves level and is covered by the existing eavestroughing. However, leaking from eavestroughs has resulted in rot in many locations.

On the northeast tower the upper portion is all of wood construction and again extensive repair and replacement must be anticipated. Much of the decorative detail has been removed and should be restored. This open section housed the bell, which has since been removed. Screening installed to keep pigeons out has been open for some time and there is considerable build up of pigeon droppings in this location. Before any work can proceed on the upper tower a specialist company must remove this hazardous material.

### **2.3 Fire Escapes**

The two metal fire escapes serving the auditorium level are in poor condition. These have now reached the point where they should be replaced.

### **2.4 Roof and Flashings**

Generally the roof and flashings are in fair condition. Flashings require re-fixing in reglets and replacement in a few locations. The flashings are galvanized metal painted green to resemble copper. When the building was built the flashings would have been a grey colour to blend in with the slate roof. Repainting in grey is recommended. When re-roofing occurs flashings should be replaced in lead coated copper.

The roof has been replaced with an artificial slate, which is a fibrous cement material, coloured to match the original slate. Unfortunately, as is typical with most substitute materials, they never weather and perform as well as the original material. In areas of

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heavy water run off the colour has been leached out and the “slate” now has a grey appearance. It is a brittle material and susceptible to breakage on leading edges, especially where heavily weathered.

Localized slate repair is necessary in some eave locations and adjacent to vertical wood and masonry elements. It is anticipated that this present material will continue to perform adequately for the next ten years providing it is maintained cyclically. It would be prudent to budget for a new roof within the next 20-year period. The new roof should be in slate.

## **2.5 Lightning Protection**

An estimate for installing a new lighting protection system was developed prior to commencing work to the northeast tower. However, this work was not implemented at the time due to funding restrictions. It should feature in the long-term plan for upgrading of the exterior envelope.

## **3.0 Work Priorities and Estimated Costs**

An estimate for the total repair program has been prepared and is appended. The estimates presented represent budget prices and have been based on the knowledge and associated costs incurred on the work to the southeast and northeast towers in 2002 and 2005 to 2006 respectively. The actual construction costs from that work are shown on the estimate-spread sheet, so that comparisons may be made. Estimates have been revised to reflect 2007 construction costs without any escalation for inflation in subsequent years.

In any program of work it is preferable to schedule the scope of the work to maximize costs associated with a contractor’s general set up costs and that of scaffolding, as these items represent a significant percentage of any work package. In this instance priorities have been determined by the condition of the exterior masonry with the repair of windows and other elements within the particular elevation included in the scope of work.

It would be possible to carry out any item of work from the schedule independently of the masonry, such as the window package, but additional set up and scaffolding costs would be incurred.

### **Phase I: to be carried out in year 1**

Masonry repairs to the east elevation, including structural repairs window and door repairs, wood trim, and flashing repair. Install lightning protection system.

### **Phase II: to be carried out within 3 years**

Masonry repairs to north and south gables and chimneys, including related wood window repairs, wood trim, flashings and slate repair.

### **Phase 111: to be carried out within 5 years**

Masonry repairs to north and south bays, west elevation and east elevation including related wood window repairs, wood trim, flashings and slate repair. Repairs to the fire escape should proceed within the first 2 years of the overall program.

### **Phase IV: to be carried out within 10 years**

Masonry repairs to north and south bays, west elevation and east elevation including related wood window repairs, wood trim, flashings and slate repair.

### **Phase V: no timetable**

Upgrade boiler room.

## **4.0 Summary**

The condition assessments carried out on the building have highlighted some specific problems with the building fabric. These include structural upgrading to remedy alterations carried out on the building throughout its life, masonry repairs and stabilization where movement and displacement has resulted from these alterations and from long term weathering, admitting moisture to the structure.

The windows are at the point in their life where timely repairs carried out now will see the windows repaired and preserved rather than replaced. However, in some locations these repairs must be carried out as soon as possible if replacement and therefore additional costs are to be avoided.

Scaffolding of the building to carry out repairs to the masonry and windows permits access to the roof and related wood trim, detailing and flashings. As a result it is possible to place the exterior fabric of the building on a long-term program of repair and maintenance, phased according to priorities.

Phasing of the work in this manner has definite advantages in terms of available funding and in obtaining the contractual skills necessary to carry out the work. While the overall program of work is considerable in terms of total costs, it should be the intention, wherever possible, to employ local contractors with experience in repairs to heritage buildings. A number of local contractors with these skills are available in the area having received training in the field of building conservation through Algonquin College in Perth. As smaller firms it is only possible to utilize these skills if the scope of the work is limited in size. Where the scope of work becomes complex, involving multiple disciplines then it will be necessary to seek out larger companies with appropriate experience.

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The long-term preservation of the Former Almonte Town Hall is a significant project within the Municipality. The introduction of tenants who were committed to a sympathetic renovation of the interior and the continuing and expanding use of the auditorium by cultural groups speaks well to the long term use of the building. The commencement of this program of repairs is the commitment to a program for the ongoing maintenance of the building to ensure its continuing use and function within the community. All of the proposed remedial measures are commensurate with current Federal and Provincial conservation principles and practices for the repair of heritage buildings.

Keith Blades  
Revised and updated April 2007.

# Attachment D

## MUNICIPALITY OF MISSISSIPPI MILLS JOB DESCRIPTION



<b>DEPARTMENT:</b>	Corporate Services
<b>DIVISION:</b>	Corporate Services
<b>JOB TITLE:</b>	Human Resources Business Partner
<b>EMPLOYEE GROUP:</b>	Non-Union
<b>SUPERVISOR:</b>	Director of Corporate Services/Treasurer
<b>REVISION DATE:</b>	September 2022

### POSITION SUMMARY AND SCOPE:

Reporting to the Director of Corporate Services/Treasurer, the Human Resources Business Partner is responsible for the development and administration of human resource policies, procedures and programs including recruiting, monitoring employment regulations, employee relations training and development, organizational development, and employee safety and well being.

### DUTIES AND RESPONSIBILITIES:

1. Prepare and post advertisements for recruitment. Receive and review resumes. Assist with candidate selection for interview. Assist with the interview and selection process including co-ordinating interview times and locations with candidates. Assist with the development of interview questions. Complete the follow up recruitment process including contract negotiations and any related correspondence.
2. Monitor and review employment contracts and advise management of pending expiry dates for action. Complete required follow up of same.
3. Maintain and update job requirements and job descriptions for all positions when required.
4. Assist Management with the bargaining of collective agreements. Ensure management and employee compliance with the collective agreement.
5. Maintain a database of employee performance review timelines and records of completion. Assist Managers with the development and delivery of performance reviews, if required. Assist Managers with any follow up or required action resulting from the performance review process.
6. Assist Management with any required employee progressive discipline, termination or layoff, as required.

7. Develop any required employee accommodation plans.
8. Assist with conducting and analyzing exit interviews and make actionable recommendations to Management based on the feedback received.
9. Develop and keep current employment related policies and procedures in compliance with the *Employment Standards Act* and any other applicable legislation including Health and Safety. Review existing policies for compliance with legislation and standard employment practices and recommend improvements to Management. Ensure employees are trained and keep compliant with any relevant policies and procedures.
10. Communicate with external Agencies, Consultants, and other Professionals as required.
11. Plan and complete onboarding for new hires and perform orientation of all relevant municipal policies and procedures.
12. Arrange seminars, workshops and conferences based on Departmental training needs.
13. Coordinate employee surveys and give actionable insights to management to improve employees' experiences.
14. Reinforce the Municipality's policies, rules and procedures to ensure employees' safety.
15. Maintain and monitor a database of employee training requirements and records of completion.
16. Recommend and develop employee relations practices to foster a positive employee-employer relationship.
17. Assist and support Managers and all employees with human resource issues as they arise including assisting with problem solving.
18. Periodically review the Municipality's organizational structure and reporting relationships and make recommendations to Management of any recommended changes.
19. Advise management when market salary, pay equity and internal equity reviews are required and assist with the completion of such reviews.

20. The above list generally describes the duties involved with this position. However, municipal work is varied in nature; employees will be required to perform duties in addition to the above from time to time as directed.

### **EDUCATIONAL REQUIREMENTS:**

- University Degree in Human Resource Management or a related discipline.
- Certified Human Resource Professional (CHRP) designation.

### **EXPERIENCE:**

A minimum of five (5) years progressive experience in Human Resources

### **SKILLS AND COMPETENCIES:**

1. Detailed knowledge of labour relations, Health and Safety, compensation, benefits practices, and Human Resources legislation (e.g. ESA, OHSA, WSIA, AODA, Ontario Human Rights Code, Pay Equity Act, PIPEDA, etc.) required.
2. Ability to analyze and make timely decisions taking into account facts, goals, constraints and risks of a situation.
3. Excellent computer skills including knowledge of Microsoft Office software and other Human Resource software applicable to this role a strong sense of uses/opportunities for technology.
4. Strong organizational and interpersonal relations skills
5. Discretion and good judgement when handling confidential/sensitive material and information.
6. Demonstrated excellent organizational skills and time management skills.
7. Demonstrated commitment to personal and professional development.
8. Excellent verbal (courtesy, tact, discretion, explanation, judgement and presentation skills) and written communication skills including grammar/spelling skills for writing correspondence/reports.

### **WORKING CONDITIONS:**

This position is required to work regular full-time hours in an office environment. However, additional work may be required to complete special requests or projects. After hours meeting attendance or travel may also be required.



**PHYSICAL SKILLS AND EFFORT:**

This position requires visual and listening skills, ability to sit for prolonged periods using office equipment and computers.

**ENVIRONMENTAL DEMANDS:**

This position may have to serve a number of people at one time and frequent interruptions may be common. The office environment may be busy, noisy often dealing with several requests by others during short time intervals. The employee must be an excellent communicator and be able to manage various issues with Staff. The position requires frequent use of the computer and other office equipment.

**MENTAL DEMANDS:**

The position is required to make decisions to ensure compliance with legislation. The position may be required to manage a number of requests and tasks at one time and to deal with tight deadlines while accommodating unplanned interruptions. Excellent organizational and time sensitive skills will be needed to complete some tasks.

**SAFETY:**

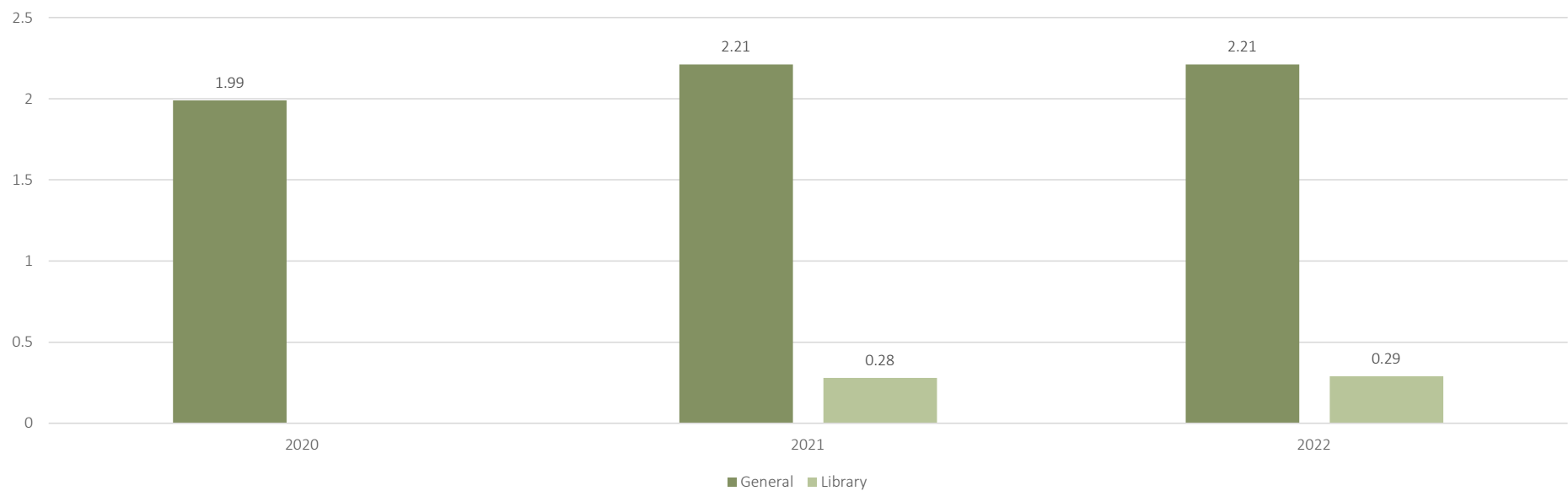
The Municipality believes that all accidents can be prevented. To achieve this goal safety must be an integral part of every task and job. This position needs to be familiar with and follow the Municipality's health and safety policies as well as the Occupational Health and Safety Act.

**WORKING RELATIONSHIPS:**

<b>Internal</b>	CAO, Director of Corporate Services/Treasurer, Senior Staff, support Staff, Members of Council
<b>External</b>	Government ministries and agencies, professional consultants, contractors, suppliers of services and equipment, Agency Partners



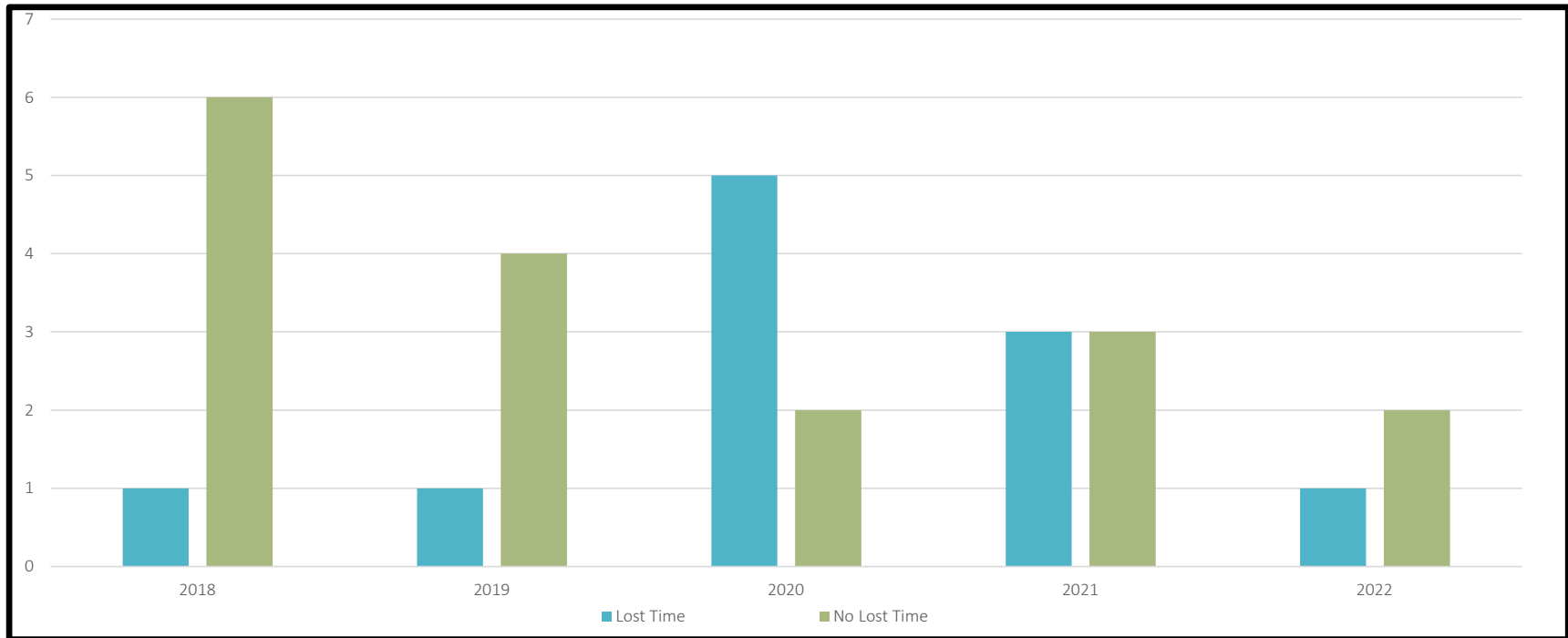
# WSIB 5 Year Review



# WSIB RATES

- \* 2020 WSIB moved to general rating for all divisions
- \* 2021 Library separated from the Municipality WSIB insurance plan

## Lost Time vs. No Lost Time Claims



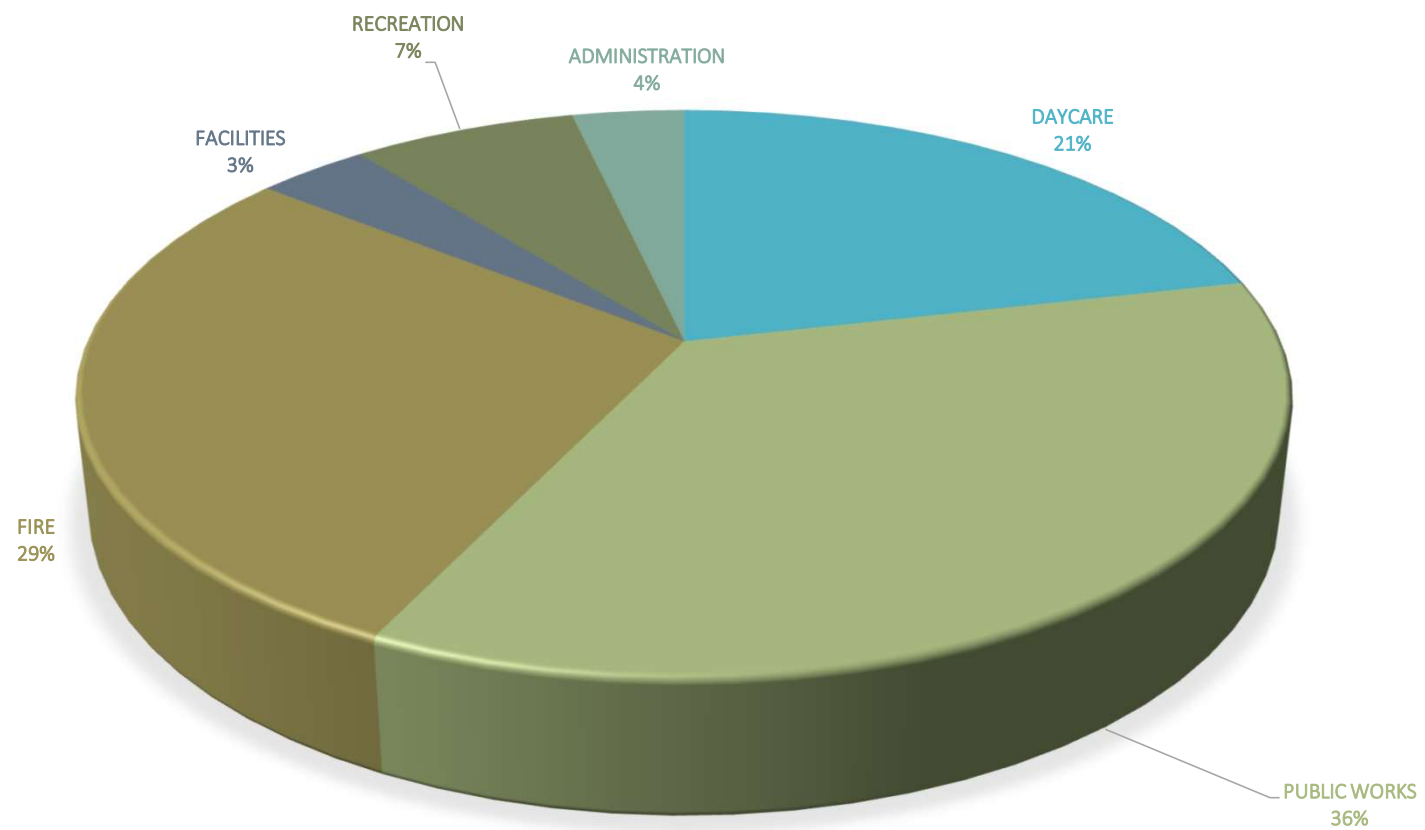
- In the last five years there have been a total of 28 claims, 11 had lost time
- Two of the claims that experienced lost time were denied by WSIB

## How the WSIB Claims are Categorized

\* 86% of the claims submitted are accidents (slip & fall, sprains & strains, cuts or debris)

\* Average is 5.6 claims per year

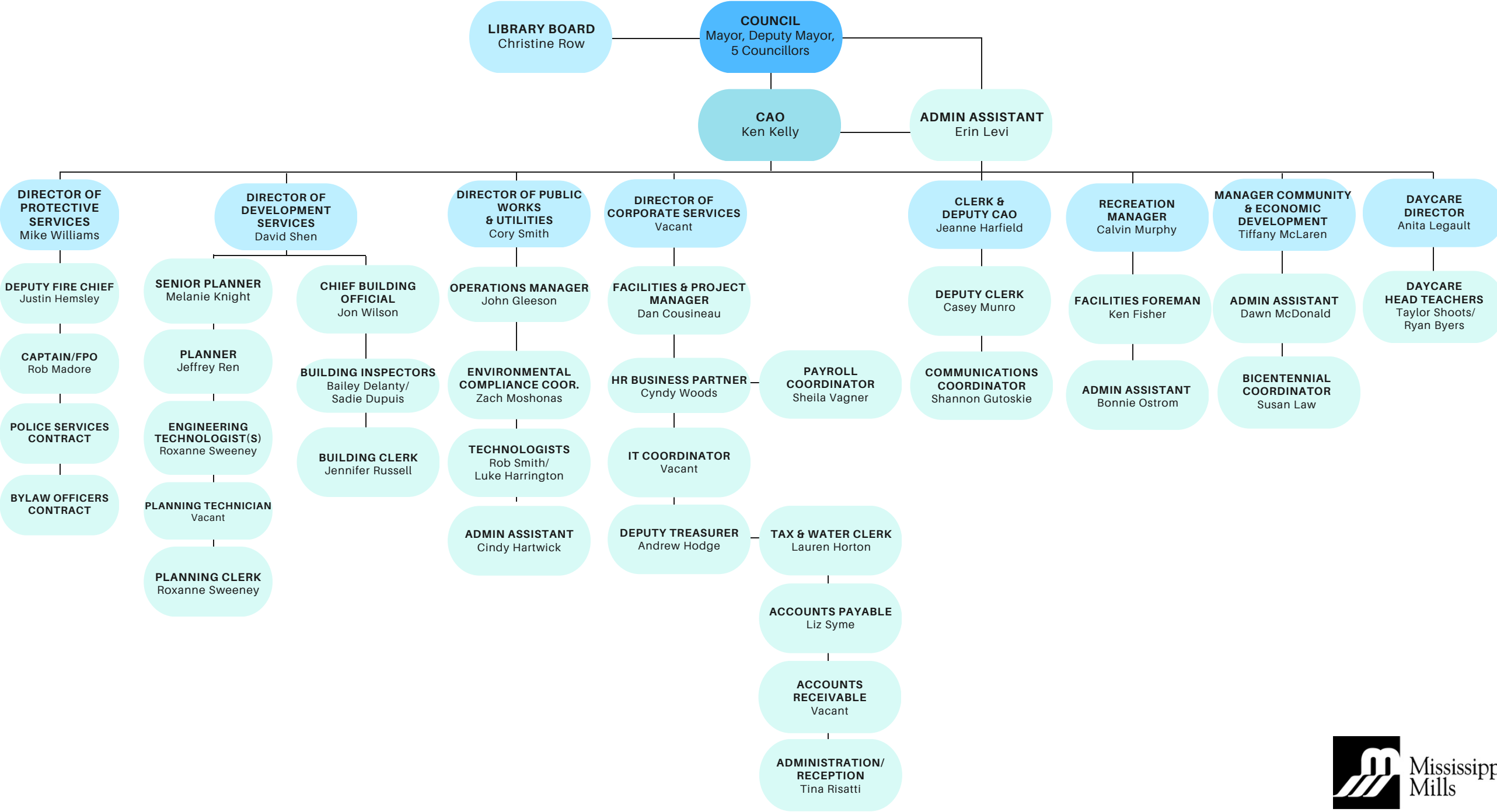
Year of the Claim	Accidents	Disablements	Psychological Conditions	Occupational Disease	Noise-Induced	Survivor Benefit
	Injuries that happen as a result of a single incident. Some common types of injuries are sprains, strains, fractures, cuts or lacerations, concussions, bruises, and contusions.	Injuries that happen as a result of ongoing actions on the job. Some common types of disablements are repetitive strain injuries, vibration disease, and tinnitus.	Psychological conditions that result from workplace stress, or as a result of a workplace injury. Some examples include: chronic mental stress, traumatic mental stress, depression, and anxiety disorders.	A disease or condition caused by exposure to chemicals or substances at work. Some examples of occupational disease are certain cancers, asthma, asbestosis, and silicosis.	Full or partial hearing loss as a result of being exposed to loud noise on the job. This is different from traumatic hearing loss, which is a type of injury generally brought on by a single event, like head trauma or concussion.	When a worker dies at work or as a result of their job, the worker's spouse, children or other dependants can claim these benefits.
2018	6				1	
2019	5					
2020	4		1	2		
2021	6					
2022	3					



WSIB CLAIMS BY DEPARTMENT

# MUNICIPALITY OF MISSISSIPPI MILLS

## Organizational Chart





# Attachment G

VACANCIES	STATUS UPDATE
<b>Director of Corporate Service, Treasurer, Deputy CAO (FT)</b>	In progress, selection committee is meeting on February 7th, 2023 to review applicants & to discuss next steps
<b>Fire Protection Officer (FT)</b>	Position is currently occupied on temporary basis. Permanent position was approved, job description has been sent for evaluation. Expect recruitment process to commence the week of February 6th, 2023.
<b>Planning Technician, Secretary Treasurer to Committee of Adjustment (FT)</b>	Interviews have been scheduled for Friday February 3rd, 2023
<b>Events Assistant, OTH (Casual)</b>	Casual Position - Interviews have been scheduled for February 9th, 2023
<b>IT Coordinator (FT)</b>	Under review
<b>Summer Student Recruitment (Contract)</b>	Advertising begins the week of February 6th
<b>Daycare (Casual)</b>	Ongoing continuous recruitment
<b>Arena Operator (FT)</b>	Recruitment to commence February 6th, 2023
<b>Reception - Municipal Office (FT)</b>	Position is currently occupied on temporary basis. Job description is being updated and Council approval will be requested to proceed with recruitment
<b>Deputy CBO (FT)</b>	Under review




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## RESERVE POLICY

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**WHEREAS** Council has an obligation to maintain reserves at an appropriate level to ensure future liabilities can be met, capital assets and infrastructure are properly maintained or replaced, and to provide sufficient financial flexibility to respond to economic cycles or unanticipated financial requirements;

**AND WHEREAS** the sustainability of the Municipality's programs and the future replacement of assets and infrastructure requires planned contributions to reserves in the annual budget to achieve appropriate levels of reserves;

**NOW THEREFORE** Council hereby approves the following policy with respect to reserves:

	<b>Stabilization Reserves</b>	<b>Program Specific Reserves</b>	<b>Capital Reserves</b>
<b>Definition</b>	Established to prevent significant fluctuations in the general tax levy and to help the Municipality manage its cash flows by providing a source of funding to offset extraordinary and unforeseen expenditure requirements, one time	Established in response to a need for funding of specific programs.	Established to assist in financing the capital program. As new capital assets are acquired the reserve should increase to assist in planning for future replacement in order to reduce reliance on long term financing.

	expenditures, revenue shortfalls and to provide for various contingent and potential future liabilities.		
<b>Funding Sources</b>	Shall be funded from annual operating surpluses. Year end operating deficits shall be funded from the stabilization reserve.	Shall be funded from operations provided there is a financial plan supporting the need for the reserve. A review shall be conducted annually to ensure adequate funding exists to sustain the program to which the reserve relates. At the conclusion of the program or if the program is not proceeding, the reserve shall be closed and any balance shall be transferred to the stabilization reserves.	Shall be funded through: <ul style="list-style-type: none"> <li>a. Calculated annual contributions from the operating budget based on capital replacement, rehabilitation costs and lifecycle costs. As a minimum this amount should be equal to the annual depreciation amount calculated on the Municipality's assets.</li> <li>b. Net proceeds from the sale of assets and</li> <li>c. Unspent capital in any given year provided the Municipality is in a surplus position.</li> </ul>
<b>Target Levels</b>	Target level is 15% of tax revenues. Once the stabilization reserve level is met, the operating surplus shall be transferred to capital reserves.	Not applicable	The target level for the capital reserves shall be calculated based on the replacement value of the inventory of the Municipality's capital assets taking into consideration the condition of the assets, their useful life and their anticipated disposal value.

<b>Uses</b>	Shall only be used for extraordinary type expenditures including previous years' operating deficits and one time expenditures as approved by Council.	Shall only be used for the program the reserve was set aside for.	Shall only be used to fund the replacement and rehabilitation of the Municipality's assets.

### **REVIEW**

This policy shall be reviewed every five (5) years or as Council deems appropriate.