



# MUNICIPALITY OF ARRAN-ELDERSLIE

## Council Meeting

## AGENDA

Monday, May 12, 2025, 9:00 a.m.  
Council Chambers  
1925 Bruce Road 10, Chesley, ON

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### Pages

1. Call to Order
2. Mayor's Announcements (If Required)
3. Adoption of Agenda
4. Disclosures of Pecuniary Interest and General Nature Thereof
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20. List of Upcoming Council meetings
  - May 26, 2025
  - June 9, 2025
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  - July 14, 2025



## **MUNICIPALITY OF ARRAN-ELDERSLIE**

### **Council Meeting**

### **MINUTES**

**Monday, April 28, 2025, 9:00 a.m.**

**Council Chambers**

**1925 Bruce Road 10, Chesley, ON**

Council Present:	Mayor Steve Hammell Deputy Mayor Jennifer Shaw Councillor Ryan Nickason Councillor Darryl Hampton Councillor Moiken Penner
Council Absent:	Councillor Brian Dudgeon Councillor Peter Steinacker
Staff Present:	Christine Fraser-McDonald - Clerk Julie Hamilton - Coordinator – Infrastructure & Development Carly Steinhoff - Recreation Manager Steve Tiernan - Fire Chief David Munro - Interim Treasurer Jennifer Isber-Legge - Economic Development & Communications Coordinator Emily Dance, CAO Nathan Van Myall - Project Manager

#### **1. Call to Order**

Mayor Hammell called the meeting to order at 9:00 am. A quorum was present.

#### **2. Mayor's Announcements (If Required)**

- Mayor Hammell noted that today is the National Day of Mourning recognizing all workers injured or killed on the job.
- Arran-Elderslie Community Business Association is advertising community yard sales. Paisley's is first on May 10th, then Chesley on the 17th, followed by Tara on the 24<sup>th</sup> of May.
- There will be a Goods Exchange Day on May 31st in all of our towns.
- Today is the day of Mourning to recognize that today is the National Day of Mourning.



### 3. **Adoption of Agenda**

Subsequent to further discussion, Council passed the following resolution:

**136-08-2025**

Be It Resolved that the agenda for the Council Meeting of Monday, April 28, 2025 be received and adopted, as distributed by the Clerk.

### 4. **Disclosures of Pecuniary Interest and General Nature Thereof**

### 5. **Minutes of Previous Meetings**

Subsequent to further discussion, Council passed the following resolution:

**137-08-2025**

**Moved by:** Councillor Nickason

**Seconded by:** Councillor Hampton

Be It Resolved that the Council of the Municipality of Arran-Elderslie adopt the minutes of the Regular Council Session held April 14, 2025.

**Carried**

### 6. **Delegations**

#### 6.1 **Travis Tibbo - Chesley 145th Anniversary Update**

Travis Tibbo and Rob Beitz were seeking permission to decorate the bridge and Big Bruce for the Homecoming.

They will apply for a Noise By-law exemption for the weekend from the Clerk's Office.

There are numerous activities planned for the weekend. The Municipality will have a float for the parade.

Subsequent to further discussion, Council passed the following resolution:

**138-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be it Resolved that Council hereby grants permission to the Chesley 145th Homecoming Committee to decorate Big Bruce from July 30th to August 5th made only of soft ribbon, no wires.

And further that staff will seek appropriate permission from the County of Bruce regarding decorating the Oswald bridge on main street.

**Carried**

## **7. Correspondence**

### **7.1 For Information**

Subsequent to further discussion, Council passed the following resolution:

**140-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved that the Council of the Municipality of Arran-Elderslie receives, notes, and files correspondence on the Council Agenda for information purposes.

**Carried**

7.1.1 Crime Stoppers of Grey Bruce January to March 2025  
Coordinator's Program Report

7.1.2 Multi Municipal Energy Working Group - Minutes January 9, 2025

7.1.3 Multi Municipal Energy Working Group - 2025 Fee Structure

7.1.4 Bruce Area Solid Waste Recycling - Minutes - February 26, 2025

## **8. Staff Reports**

### **8.1 Emergency Services**

8.1.1 Fire-2025-04 Sale of Surplus Asset Retired SCBA Units

Fire Chief, Steve Tiernan, responded to questions from Members of Council.

He noted that Emergency Preparedness Week starts next week.

Subsequent to further discussion, Council passed the following resolution:

**141-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved that Council hereby approves Report Fire-2025-04 Sale of Surplus Asset Retired SCBA Units AND;

1. That the retired SCBA units from Tara Station 70 and Chesley Station 90 be placed on Gov Deals to be sold.

2. That in the event that the retired SCBA units are not purchased on Gov Deals by any entities, the Fire Chief is authorized to donate the SCBA units to Firefighters Without Borders to be sent to a country that can utilize the SCBA units.

**Carried**

## **8.2 Public Works**

### **8.2.1 Paisley Fire Hall and Public Works Project Update**

Project Manager, Nathan Van Myall responded to questions from Members of Council.

Subsequent to further discussion, Council passed the following resolution:

**142-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved that Council hereby receives for information Report PWRDS-2025-02 – Paisley Fire Hall and Public Works Project Update (2).

**Carried**

### **8.2.2 PWRDS-2025-07 Award Purchase of Roadside Mower**

Coordinator – Infrastructure & Development Julie Hamilton, responded to questions from Members of Council.

Subsequent to further discussion, Council passed the following resolution:

**143-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Penner

Be It Resolved that Council approve Report PWRDS-2025-07 - Award Purchase of Roadside Mower; and

Award the purchase of the Sovema TDF-HD-EXT220 to J&H Sales and Service in the amount of \$17,292.39, inclusive of HST.

**Carried**

### 8.3 Facilities, Parks and Recreation

#### 8.3.1 REC-2025-08 Award Flat Roof Projects

Recreation Manager, Carly Steinhoff, responded to questions from Members of Council.

Subsequent to further discussion, Council passed the following resolution:

**144-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Penner

Be It Resolved that Council hereby approve Karn's Roofing Limited in the amount of \$124,641.26 inclusive of applicable taxes for the flat roof replacement at the Paisley Community Centre, Paisley Sewage Plant and Chesley Lagoon;

That the Paisley Community Centre Roof be financed through Account 02-4146-4300, the Paisley Sewage Plant be financed through Account 02-3788-4300 and the Chesley Lagoon be financed through Account 02-3751-4300;

That Council approve the overage of these projects and are financed through Paisley Community Centre to be financed through existing Capital Project Accounts where the project is under budget; and

That Council approve the overage of the Paisley Sewage Plant and Chesley Lagoon roof projects to be financed through the Sewer Reserve Account 01-0000-7231.

**Carried**

### 8.4 Finance

#### 8.4.1 FIN-2025-08 Purchasing and Procurement Policy

Treasurer David Munro and CAO Emily Dance responded to questions from Members of Council.

Staff will prepare a quarterly capital budget report to update Council on budgeted purchases.

Subsequent to further discussion, Council passed the following resolution:

**145-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved that Council hereby approves Report FIN-2025-08 Purchasing and Procurement Policy;

AND authorizes the appropriate by-law coming forward to adopt the Purchasing and Procurement Policy.

**Carried**

## **8.5 Economic Development**

### **8.5.1 ECDEV-2025-11 Grants and Donations By-Law Changes**

Economic Development & Communications Coordinator, Jennifer Legge, responded to questions from Members of Council.

Subsequent to further discussion, Council passed the following resolution:

**146-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Penner

Be It Resolved that Council hereby approves Report ECDEV-2025-11 Grants and Community Support Policy;

AND repeals By-Law No. 45-2021;

AND approves the Grant and Community Support Policy to take effect in 2026;

AND FURTHER approves the appropriate By-law coming forward to bring force and effect to this policy.

**Carried**

### **8.5.2 ECDEV-2025-12 Spruce the Bruce Grant Update**

Economic Development & Communications Coordinator, Jennifer Legge, responded to questions from Members of Council.

Subsequent to further discussion, Council passed the following resolution:

**147-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved that Council hereby approves Report ECDEV-2025-12 Spruce the Bruce Grant Update;

AND approves offering Community Improvement Plan Incentive Grants through the Bruce County Spruce the Bruce platform, to support 50% of eligible project costs for applicants within Arran-Elderslie, up to a maximum total program amount of \$17,540.47.

AND FURTHER that Council approves an exemption to the Municipal Procurement By-law to allow for the purchase holiday lights for Tara from Classic Displays in order to align with the design recommendation of the Tara Community Working Group.

**Carried**

## **8.6 CAO**

### **8.6.1 CAO-2025-07 Strong Mayor Powers O. Reg 530/22**

CAO Emily Dance responded to questions from Members of Council.

Mayor Hammell noted that he will not be using the Strong Mayor powers during his term of office.

The current budget process will continue as usual.

Subsequent to further discussion, Council passed the following resolution:

**148-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved that Council hereby receives for information Report CAO-2025-07 Strong Mayor Powers O. Reg 530/22.

**Carried**

### **8.6.2 CAO-2025-08 Zoning By-Law Amendment - Additional Dwelling Units**

CAO Emily Dance responded to questions from Members of Council.

Subsequent to further discussion, Council passed the following resolution:

**139-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Penner

Be It Resolved that Council hereby approves Report CAO-2025-08 - Zoning By-Law Amendment – Zoning By-Law Update, Additional Dwelling Units;

AND directs staff to make an application to the County of Bruce to bring forward an amendment to the Comprehensive Zoning By-Law for Additional Dwelling Units;

AND FURTHER an amendment to residential lot provisions to add a stipulation that duplex dwellings can have a reduced lot area and frontage.

**Carried**

## **9. Members Updates**

Shaw:

Deputy Mayor Shaw attended the day of mourning and the Welcoming Communities gala.

Hampton:

Councillor Hampton had nothing to report.

Dudgeon:

Councillor Dudgeon was absent.

Steinacker:

Councillor Steinacker was absent.

Penner:

Councillor Penner noted that there was a spill in the river this past weekend.

Nickason:

Councillor Nickason had nothing to report.

Hammell:

Mayor Hammell attended the day of mourning service.

## **10. By-laws**

### **10.1 By-law 31-2025 - Adopt a Volunteer Policy**

Subsequent to further discussion, Council passed the following resolution:

**149-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Penner

Be It Resolved that By-law No. 31-2025 be introduced and read a first, second and third time, signed by the Mayor and Clerk, sealed with the Seal of the Corporation, and engrossed in the By-law Book.

By-law 31-2025 being a By-law to adopt a Volunteer Policy for the Municipality of Arran-Elderslie.

**Carried**

### **10.2 By-law 32-2025 - Tara Curling Club - Loan Agreement**

Subsequent to further discussion, Council passed the following resolution:

**150-08-2025**

**Moved by:** Councillor Nickason

**Seconded by:** Deputy Mayor Shaw

Be It Resolved that By-law No. 32-2025 be introduced and read a first, second and third time, signed by the Mayor and Clerk, sealed with the Seal of the Corporation, and engrossed in the By-law Book.

By-law 32-2025 being a By-law to enter into a loan agreement with the Tara Curling Club to assist with the purchase of ice making/refrigeration plant equipment.

**Carried**

### **10.3 By-law 33-2025 - Adopt a Battery Energy Storage System Policy**

Subsequent to further discussion, Council passed the following resolution:

**151-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved that By-law No. 33-2025 be introduced and read a first, second and third time, signed by the Mayor and Clerk, sealed with the Seal of the Corporation, and engrossed in the By-law Book.



By-law 33-2025 being a By-law to adopt a Battery Energy Storage Policy for the Municipality of Arran-Elderslie.

**Carried**

#### **10.4 By-law 34-2025 - Amend the Fees and Service Charges for 2025**

Subsequent to further discussion, Council passed the following resolution:

**152-08-2025**

**Moved by:** Deputy Mayor Shaw

**Seconded by:** Councillor Hampton

Be It Resolved that By-law No. 34-2025 be introduced and read a first, second and third time, signed by the Mayor and Clerk, sealed with the Seal of the Corporation, and engrossed in the By-law Book.

By-law 34-2025 being a By-law to Amend the Fees and Service Charges for 2025.

**Carried**

#### **11. Closed Session (if required)**

Subsequent to further discussion, Council passed the following resolution:

**153-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

*Be It Resolved*, That the Council of the Municipality of Arran-Elderslie does now go into closed session to discuss an item(s) which relates to:

( ) the security of the property of the municipality or local board;

(X) personal matters about an identifiable individual, including municipal or local board employees - personnel matter and Paisley Working Group

( X) a proposed or pending acquisition or disposition of land by the municipality or local board - Expression of Interest - Old Paisley Library AND Concession 6 Elderslie road reconstruction

( ) labour relations or employee negotiations;

(X) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board- Fire Code Order and Prosecution AND Notice of Decision - Conservation Authorities Act

- ( ) advice that is subject to solicitor-client privilege, including communications necessary for that purpose -
- ( ) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;
- ( ) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
- ( ) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- ( ) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- (X) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board - Fire Agreements
- (x) Educating or training members of the council, a local board or committee - Building By-law

Staff Authorized to Remain:

CAO Emily Dance and Clerk Christine Fraser-McDonald

Fire Chief Steve Tiernan - Items 1 and 2

Works Manager Scott McLeod - Item 5

**Carried**

**12. Resolution to Reconvene in Open Session**

Subsequent to further discussion, Council passed the following resolution:

**154-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved That Council of the Municipality of Arran-Elderslie does now return to the Open Session at 1:37pm.

**Carried**

**13. Adoption of Recommendations Arising from Closed Session (If Any)**

Direction was given to staff in Closed Session.

Items 1 and 2 were received for information (Fire Code Order and Fire Agreements)

Item 3 was received for information and has a subsequent motion to be passed in open Council (Paisley Working Group)

Item 4 was tabled until the next meeting. (Paisley Library)

Item 5 was received for information and staff received direction from Council (Concession 6 Elderslie road reconstruction)

Items 6, 7 and 8 were received for information (Notice of Decision- Conservation Authorities Act, personnel matter, Building By-law)

Subsequent to further discussion, Council passed the following resolution:

**155-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Penner

That Council supports the following community applicants to the Paisley Working Group: Hailey MacIsaac, Janet English Hodgins, Karleigh Porter, Mary-Gail Johnston, Emma Smith, and Carolyn Fell.

AND FURTHER appoints Councillor Penner to the Paisley Community Working Group;

AND FURTHER accepts with regrets the resignation of Gina Dionne from the Chesley Working Group.

**Carried**

#### **14. Confirming By-law**

Subsequent to further discussion, Council passed the following resolution:

**156-08-2025**

**Moved by:** Councillor Hampton

**Seconded by:** Councillor Nickason

Be It Resolved that By-law No. 35-2025 be introduced and read a first, second and third time, signed by the Mayor and Clerk, sealed with the Seal of the Corporation, and engrossed in the By-law Book.

By-law 35-2025 being a By-law to confirm the proceedings of the Regular Council meeting of the Municipality of Arran-Elderslie held Monday, April 28, 2025.

**Carried**

**15. Adjournment**

Subsequent to further discussion, Council passed the following resolution:

**157-08-2025**

**Moved by:** Deputy Mayor Shaw

**Seconded by:** Councillor Penner

Be It Resolved that the meeting be adjourned to the call of the Mayor at 1:40 pm.

**Carried**

**16. List of Upcoming Council meetings**

- May 12, 2025
- May 26, 2025
- June 9, 2025
- June 23, 2025

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Steve Hammell, Mayor

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Christine Fraser-McDonald, Clerk



**Municipality of Arran-Elderslie**

# **Community Engagement Strategy – Wards or At-Large Representation**

**Final Report  
May 12, 2025**

# Agenda

1. Introductions
2. Project Overview and Objectives
3. Guiding Principles
4. Community Engagement – What is it?
5. Existing Council Structure
6. Legislative Framework
7. Representation Models – Wards or At-Large
8. Community Consultation Process
9. Public Engagement/Feedback

# About Us

- Clerks on Call is a municipal management consulting team, offering a range of specialized municipal governance and administration services, including:
  - virtual and onsite facilitator-led training for Councils and Staff
  - community engagement
  - policy and by-law reviews
  - mentoring/coaching for municipal Clerks and CAOs
- Consultant Team:
  - Michelle Smibert
  - Michelle Casavecchia-Somers



# Project Overview & Objectives



# Project Overview

- Undertook a community engagement strategy to enable the Council to make decisions about whether to maintain the existing ward structure or to adopt an alternative at-large structure.
- Developed and conducted a public consultation process in accordance with the municipality's existing public engagement practices.
- Allowed the public to offer their perspectives on the present ward system and the alternative at-large system.

# Project Objectives

## Objective:

- To engage the community in determining their 'preferred' electoral structure -- wards or at-large elections.

## Key Question:

- *Should future municipal elections be conducted using a ward-based or at-large system?*

## Importance:

- Ensures community support for the project outcome.
- Ensures future representation aligns with community needs and values.
- Promotes transparency and trust in the electoral structure.

# Community Engagement Guiding Principles

# Community Consultation – Principles

## **Inclusivity/Accessibility**

- Ensuring consultation processes are easy to access for everyone, regardless of physical, economic, or social barriers; and that all voices are heard.

## **Transparency/Clarity of Purpose**

- Clearly define the objectives of the consultation and ensure participants understand what is being asked of them.

## **Respect**

- Value all contributions and create a safe environment where participants feel comfortable sharing their opinions.

## **Accountability**

- Demonstrate how community input has been considered and incorporated into the final report.

## **Collaboration**

- Working together with the community to co-create solutions.

# Community Engagement – What is it?

# Community Engagement

- Community engagement is the process of involving individuals, organizations, and groups from a specific community in dialogue, decision-making, and action to address shared challenges, goals, or interests.

# Why Engage the Community?

- Community engagement is fundamental to creating inclusive and effective strategies.
- It helps ensure that initiatives are tailored to the needs and wants of the people they serve.

# Community Engagement - Benefits

- Builds trust and transparency and strengthens relationships between stakeholders.
- Encourages informed decision-making by incorporating diverse perspectives.
- Increases the relevance and effectiveness of policies, programs, or projects.
- Fosters a sense of belonging and shared responsibility within the community.
- Promotes sustainable and long-lasting outcomes.



# Stakeholder Identification

## Who to Engage:

- Residents
- Community organizations
- Advocacy groups
- Business leaders
- Council Members

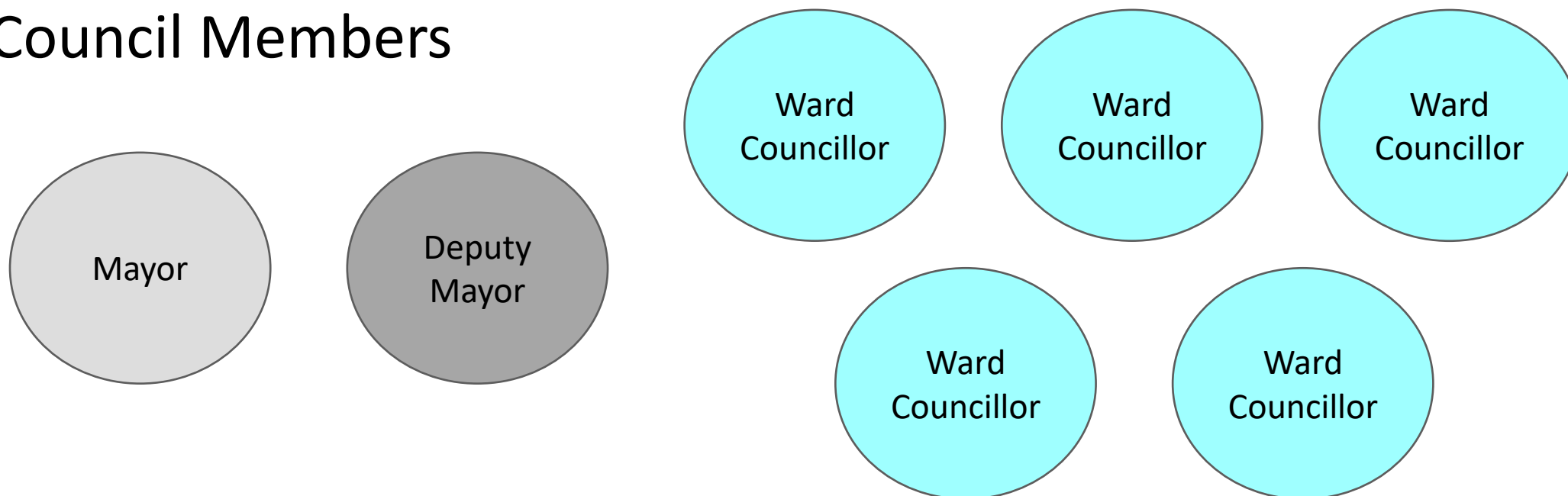
## Why:

- Tailored outreach ensures diverse perspectives are included.

# Existing Council Structure

# Existing Council Structure

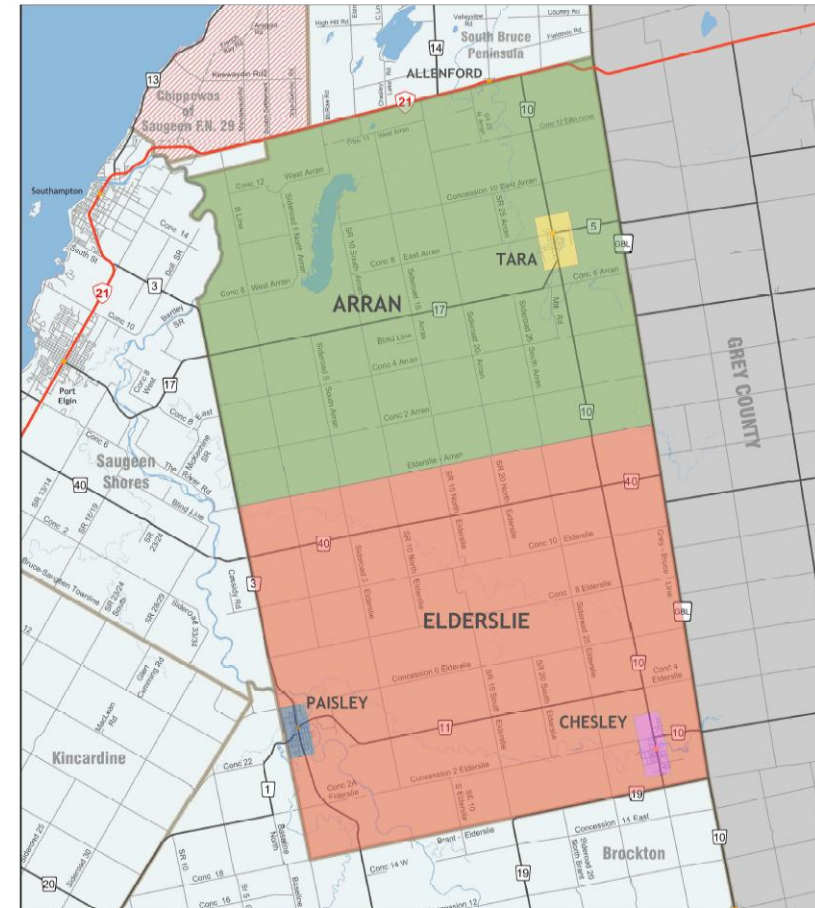
## 7 Council Members



- Mayor and Deputy are elected at large
- 5 Councillors are elected by ward

# Existing Ward Configuration

- 5 ward structure
- based on historical municipal boundaries



## Existing Council Structure of Other Area Municipalities

- Understanding how similar communities ensure fair and effective representation can help assess whether a ward-based or at-large system would be best
  - Grey County – all municipalities have at-large systems
  - Bruce County – mix of ward-based and at-large systems

# Legislative Framework

# Legislative Framework

**Ontario's *Municipal Act, 2001* authorizes a lower-tier municipality to:**

- define the size of the Council
- determine how Council (other than the Mayor) will be elected – wards or general vote (at-large)
- “divide or re-divide the municipality into wards or dissolve the existing wards”

# Legislative Framework

**No stipulated schedule, standardized process or established criteria exist for electoral reviews in Ontario**

- Each municipality must set its own terms, parameters, guiding principles, etc. to establish an electoral system appropriate for the community.
- Any changes must be made before the end of 2025 to be in effect for the 2026 municipal election



# Representation Models - Wards/At-large

# Representation Models

## **Ward-based Representation:**

Council members are elected to specific geographic districts, representing the interests of the people in that ward.

## **At-Large Representation:**

Council members are elected by all voters in the municipality, representing the community as a whole.

# Benefits and Challenges of Ward-based Representation

## Benefits:

1. **Local Representation**
  - It may ensure that each community or geographical area has a voice in decision-making.
  - Representatives may have a better understanding and advocate for local issues and priorities.
2. **Accountability**
  - Elected representatives are directly accountable to their ward residents, promoting transparency and responsiveness.
  - It may foster closer relationships and communication between residents and ward representative as there is a direct point of contact.
3. **Inclusivity & Fair Distribution**
  - Helps prevent the domination of decision-making by larger or more affluent areas.
  - Helps to ensure that diverse communities have representation.
4. **Encourages Political Participation**
  - Residents may feel more involved in governance since they elect someone from their own area.

## Challenges:

1. **Unequal Resource Distribution**
  - Some wards may be wealthier or more influential which may lead to disparities in development and service delivery.
  - Limited budgets may lead to competition among wards.
2. **Risk of Parochialism**
  - Representatives may focus only on their wards rather than the broader interests of the entire municipality or organization.
  - Can lead to conflicts between wards rather than fostering collaboration.
3. **Quality of Leadership**
  - Small wards may struggle to attract qualified candidates which could lead to ineffective leadership.
4. **Administrative Complexity**
  - Managing multiple representatives and balancing competing local interests can slow down decision-making.

# Benefits and Challenges of At-Large Representation

## Benefits:

1. **Broader Representation**
  - Representatives serve the entire community rather than a single ward, which may promote a more holistic approach to decision-making.
  - Encourages Council members to consider the needs of all residents rather than just those of a specific district.
2. **Reduces Parochialism**
  - Minimizes the risk of representatives prioritizing only their districts, leading to more balanced policymaking.
  - Encourages unity and cooperation rather than competition among different areas.
3. **Encourages Stronger Candidates**
  - Elections are typically more competitive, leading to the selection of highly qualified and experienced candidates.
  - Any qualified individual from the community can run for office, expanding the candidate pool.
4. **Equal Voting Power**
  - Every voter has an equal say in electing all representatives rather than being limited to voting for a single local representative.

## Challenges:

1. **Underrepresentation of Local Interests**
  - Specific communities or neighborhoods may struggle to have their unique concerns addressed.
  - Representatives may be disconnected from local, neighborhood-specific issues.
2. **Disproportionate Influence of Majority Groups**
  - Can disadvantage rural or less populated areas if urban areas have more voting power.
3. **Higher Campaign Costs**
  - Running a campaign across an entire municipality requires more resources, favoring candidates with greater financial backing or name recognition.
4. **Less Accountability**
  - With multiple representatives elected by the entire jurisdiction, voters may find it harder to hold individuals accountable for decisions.
  - No single representative is directly responsible for addressing specific community concerns.

# Community Consultation Process

# Consultation Goals

- Educate the public about the differences between ward and at-large systems.
- Collect data to understand public preferences through surveys, open houses, and discussions.
- Ensure equitable participation from all community segments.
- Build consensus on the most suitable electoral structure.

# Methods of Engagement

## ➤ *Councillor Interviews*

## ➤ *Public Survey*

- Online & Paper formats
- Sent to taxpayers in Interim Tax Bills
- Distributed at municipal facilities

## ➤ *Facilitated Open Houses*

- Paisley Community Centre
- Tara Community Centre
- Council Chambers (Chesley)

# Methods of Engagement

- *Information shared via Municipality's website and social media channels, including:*
  - a promotional flyer
  - access to the online survey
  - a listing of locations where the paper survey could be acquired and completed surveys dropped off
  - an information video prepared by Clerks on Call
  - Clerks on Call's Council Briefing presentation video and slide deck
  - existing ward structure/map.
- *Information shared via Council Members & Staff existing networks and contacts*



# Public Engagement/ Feedback

# Council Member Interviews

- Clerks on Call conducted one-on one interviews with each member of Council.
- Feedback determined that the Council is divided on which representation structure (ward-based or at-large) would be best for the community.

# Facilitated Open Houses

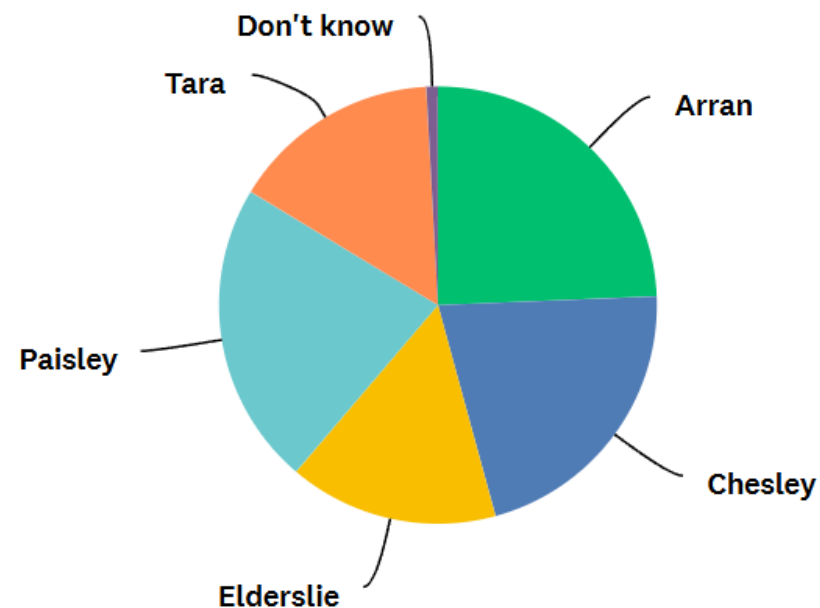
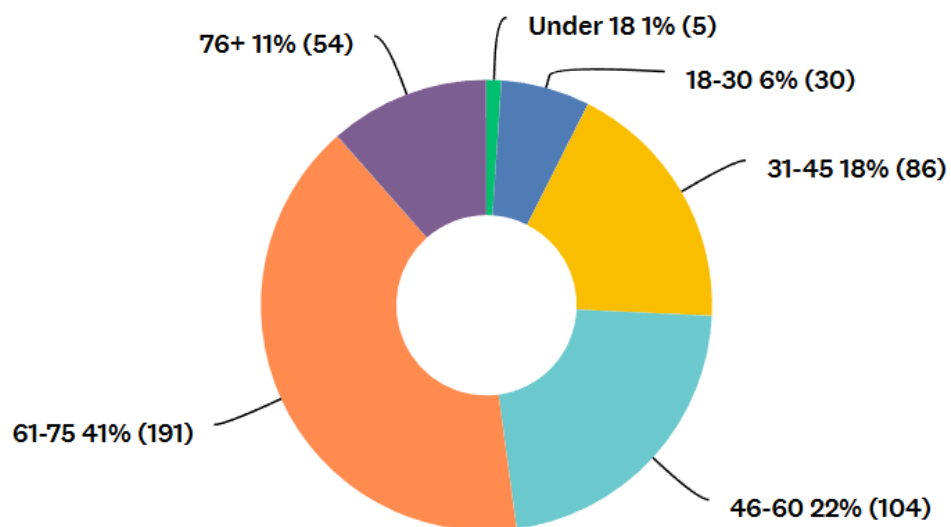
- 3 community open houses held, one each in Paisley, Tara & Chesley
- Not well attended (about 30 residents), but good dialogue and questions answered
- Feedback indicated that public better understood representation models after having attended open houses

# Public Survey

- Developed to gather:
  - demographic information
  - determine respondent's awareness of the two representation models
  - respondent's opinions on both models
  - whether they had a preference for either one.
- Also asked:
  - if they were satisfied with the current ward-based model used in AE
  - if they feel that the current council represents their interests.
- **484 survey respondents** (but may not represent the views of the entire community).

# Demographic Information

- More than 74% of respondents were between the ages of 46 and 75
- Respondents were fairly equally spread amongst all wards



# Opinions on Ward-based Representation

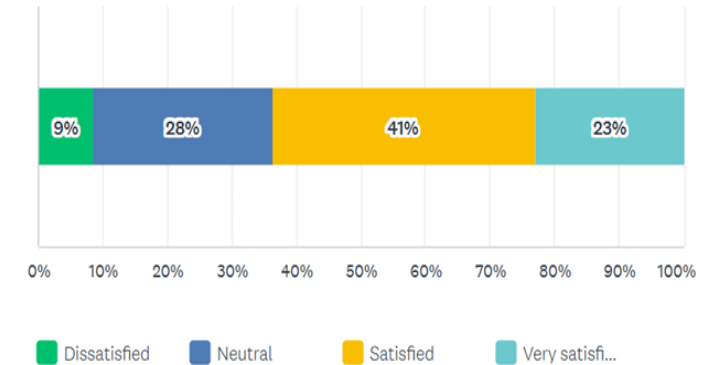
- 82% of respondents believed that ward councillors were better at addressing local issues and felt more connected to them
- 88% felt that having a ward-based representation model ensures that local issues are addressed
- More than 70% believe that ward-based representation provides more focused representation

# Opinions on At-Large Representation

- Majority of respondents did not believe (45%) or were unsure (20%) whether council members elected At-Large would be more likely to prioritize the interests of entire municipality over local interests.
- More than 80% of respondents did not believe that At-Large would provide sufficient attention to issues affecting specific wards.
- The most cited benefits of At-Large representation were:
  - any qualified person can run for office, expanding the candidate pool (50%);
  - every voter has a say in electing all Council members, promoting a unified community voice (45%).

# Current Council Preferences

- 64% of respondents indicated that they were either satisfied or very satisfied with the current ward-based representation model used in Arran-Elderslie.
- However, only 56% responded that they were either satisfied or very satisfied that the current Council represents their interests.

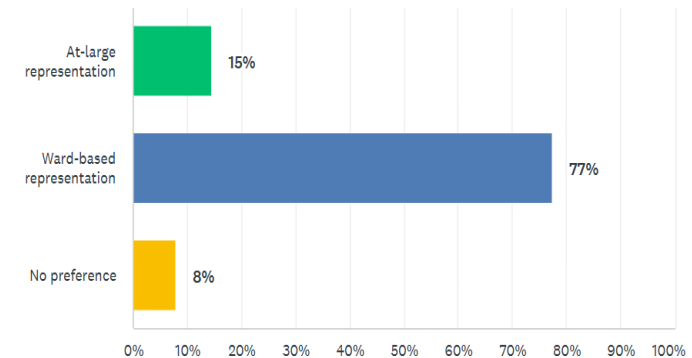




# Preferred Electoral Structure for Arran-Elderslie

# Preferred Representation Model

15% preferred the *at-large* model.  
77% preferred the *ward-based* model  
8% indicated they had *no preference*.



- Most frequently cited reason for preferring the *ward-based* model was that it ensures fair representation for their ward.
- Most frequently cited reason for preferring the *at-large* model was that it promotes the interests of the entire community.

# Preferred Electoral Structure for Arran-Elderslie

- A broad community engagement strategy was completed at arms-length from the Municipality in order to provide an unbiased analysis of the public's feedback.
- The key question was: -- *Should future municipal elections in Arran-Elderslie be conducted using a ward-based or at-large system?*

∞

***The majority (77%) of the Arran-Elderslie community that participated in the community consultation do prefer that the existing ward-based electoral system be maintained.***

# Thank You

## Questions/Comments



Municipality of Arran-Elderslie

# ***Electoral System - Community Engagement Strategy***

Final Report  
April 30, 2024

Clerks On Call  
P.O. Box 215  
Dorchester, ON N0L 1G0  
mandm@clerksoncall.ca



# *Community Engagement Strategy – Ward-based or At-Large Electoral System*

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# *Community Engagement Strategy – Ward-based or At-Large Electoral System*

## Project Overview & Objectives

### Project Overview

The Municipality of Arran-Elderslie retained Clerks On Call to undertake a broad community engagement strategy to enable the Council to make decisions about whether it should make changes to the current electoral representation structure - essentially whether to maintain the current ward structure or to adopt an alternative at-large arrangement.

There are positive and negative implications that can be considered in deciding whether to keep a ward system in Arran-Elderslie or to elect all members of Council by general vote (at-large).

Clerks on Call developed and conducted a public consultation process, in accordance with the Municipality's existing public engagement practices, to obtain meaningful input from stakeholders. The community was provided with the appropriate information needed to evaluate both the ward-based and at-large electoral systems. The consultation process allowed the public to provide their individual perspectives on the present ward system as well as offer their thoughts on the alternative at-large system.

This final report provides context for the community's 'preferred' electoral system for the Municipality of Arran-Elderslie.

### Project Objectives

The primary objective of this project is to engage the Arran-Elderslie community in determining their 'preferred' electoral structure – ward-based or at-large.

The key question that was asked throughout the engagement process was: -- Should future municipal elections in Arran-Elderslie be conducted using a ward-based or at-large system?

We want to note that undertaking this type of community engagement process provides support for Council's final decision; as well as ensuring that the decision to either change, or retain the current representation structure, does align with the community's views and values.

This consultation process promotes transparency and will help to build trust in the future representation structure.



## Project Timelines

There were several key milestones for this community engagement strategy.

Clerks on Call kicked off this project with a Council Briefing on January 27, 2025. This was followed by interviews with each member of Council to better understand their individual perspectives on this issue.

A public survey, both online and paper versions, were launched on February 1, 2025 and ran through to March 22, 2025.

Three separate community open houses were facilitated by Clerks on Call. The first one was held at the Paisley Community Centre from 5:00 pm to 7:00 pm on March 4, 2025, followed by one at the Tara Community Centre from 3:00 pm to 5:00 pm on March 5, 2025, and one at the Arran-Elderslie Municipal Office in Chesley from 6:00 pm to 8:00 pm on March 5, 2025.

During April, 2025, once all of the input from the community had been received, Clerk on Call compiled and analyzed the results and prepared this final report, which was delivered to Council to enable them to consider the results of this community engagement process and determine whether or not they wish to make any changes to Arran-Elderslie's current electoral system.

## Guiding Principles

In considering this project, Clerks on Call adopted several community consultation guiding principles. They are considered to be the foundational guidelines that ensure consultation processes are fair, inclusive, transparent, and effective.

These principles help build trust between stakeholders and foster meaningful participation from the community.

### Inclusivity/Accessibility

*Ensuring consultation processes are easy to access for everyone, regardless of physical, economic, or social barriers; and that all voices are heard.*

This was achieved by providing multiple ways to participate, such as online surveys, community open houses, and personal interviews. Also, hosting events in accessible venues and offering the option to submit comments directly to Clerks on Call for those who cannot attend in person.

### Transparency/Clarity of Purpose

*Clearly define the objectives of the consultation and ensure participants understand what is being asked of them.*

This was achieved by sharing timelines, decision-making processes, and feedback summaries with Council and the public.

### Respect

*Value all contributions and create a safe environment where participants feel comfortable sharing their opinions.*

This was achieved by establishing ground rules for respectful dialogue during personal interviews and community open houses.

### Accountability

*Demonstrate how community input has been considered and incorporated into the final report.*

This was achieved by publishing the final report summarizing feedback and detailing the community's 'preferred' electoral system for the Municipality of Arran-Elderslie.

### Collaboration

*Working together with the community to co-create solutions.*

This was achieved by gathering public input to determine whether the community wishes future municipal elections in Arran-Elderslie to be conducted using a ward-based or an at-large system.

By adhering to these principles, Clerks on Call believes that the community consultation process fosters greater trust, improves results, and ensures that the final outcomes truly reflect the needs and desires of the people they serve.

# Community Engagement

## What is it?

Community engagement is the process of involving individuals, organizations, and groups from a specific community in dialogue, or decision-making, or action to address shared challenges, goals, or interests.

It is a collaborative approach aimed at building relationships, understanding community needs, and ensuring that people have a voice in decisions that affect their lives. Obtaining feedback from your community is vital to understand what the community needs and wants.

Community engagement is fundamental to creating inclusive and effective strategies and it helps ensure that initiatives are tailored to the needs and wants of the people they serve.

## Benefits of Community Engagement

Community engagement is a critical aspect of decision-making processes, particularly in governance, policy development, and community planning.

Community engagement builds trust and strengthens relationships between stakeholders. When stakeholders are involved in the process, it fosters enhanced trust in municipalities and its decision-makers.

Community engagement encourages informed decision-making by incorporating diverse perspectives. Engaging the community ensures that decisions are informed by the real needs, preferences, and insights of those directly affected.

Community engagement increases the relevance and effectiveness of policies, programs, and projects. Engagement helps to highlight the importance of the matter being considered, which in turn assists with an effective solution.

Community engagement fosters a sense of belonging and shared responsibility within the community. When people contribute to decisions, they are more likely to support and take ownership of the outcomes, fostering active participation in implementation.

Community engagement promotes sustainable and long-lasting outcomes. Programs and policies that are developed with community input are more likely to be effective.

Community engagement is not just a process - it's a principle that underscores the importance of participatory democracy, equity, and shared responsibility in shaping a better future.

## Stakeholder Identification

In order to ensure that as many stakeholders as possible were involved, Clerks on Call identified the following to target during the engagement process:

- Residents from all areas of the municipality
- Community organizations
- Any advocacy groups that may exist
- Business leaders
- Members of Council.

Using this targeted and tailored outreach allowed Clerks on Call to hear from a wide range of individuals and groups and ensure that their diverse perspectives were able to be obtained.

## Existing Council Structure

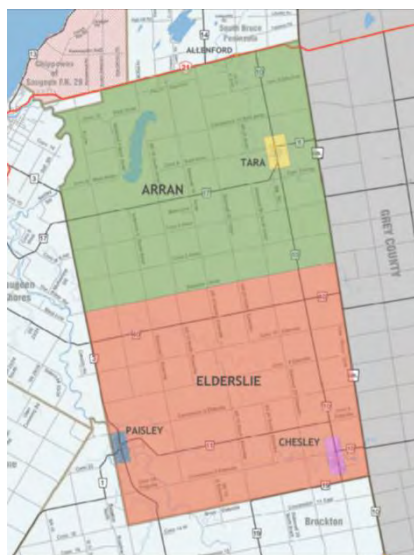
In considering whether to make changes to its electoral structure, it is necessary to understand the existing Council structure.

### Arran-Elderslie Current Council Structure

The Municipality of Arran-Elderslie was created on January 1st, 1999 with the amalgamation of the Townships of Arran and Elderslie, the Town of Chesley, and the Villages of Paisley and Tara.

The existing Council structure was established at amalgamation and is comprised of 7 members; including a Mayor and Deputy Mayor, as well as 5 individual Ward Councillors.

Both the Mayor and Deputy Mayor are elected at-large. The Mayor serves on both the local Arran-Elderslie's Council as well as Bruce County's upper tier council. The five ward councillors are each elected by the voters in their respective wards.



This map shows the municipality's existing 5 ward configuration which is primarily based on the historical boundaries of the pre-amalgamation municipalities.

The following table depicts the voter population of each ward as per the Voter's List for the 2022 Municipal Election.

Ward	Voter Population
Arran	1,196
Chesley	1,416
Elderslie	854
Paisley	836
Tara	909
Total	5,211

## Council Structure of Other Area Municipalities

When deciding whether to retain a ward-based representation system or an at-large representation system, it is important to consider the municipal council structures of other nearby or comparable municipalities and regional best practices associated with them.

Reviewing how other municipalities structure their councils can provide insights into the benefits and challenges of each model. It helps identify trends, efficiencies, and potential pitfalls based on real-world applications.

Understanding how similar communities ensure fair and effective representation can help a municipality assess whether a ward-based or at-large system would best reflect its local demographics, interests, and governance needs. For example, if nearby municipalities with similar populations and geographic spread use wards, this may indicate that a ward system would work well.

Residents and stakeholders may compare their governance model with others in the region and question why their structure differs. If most neighboring municipalities use a ward system, adopting an at-large model could be met with resistance or vice versa.

Observing how other area municipalities of similar size and growth patterns structure their councils can help determine the best system for current and future needs. And finally, different structures impact voter turnout, election dynamics, and representation of diverse voices. Learning from other municipalities' experiences can help predict the impact on candidate accessibility, voter engagement, and future election costs.

Clerks on Call conducted a general review of the local municipalities within both Bruce County and Grey County. The charts below provide a quick summary of council structures for these municipalities using data obtained from the municipal websites.

### Bruce County – Council Representation

Municipality	Population (2021 Census)	Mayor	Deputy	Number of Councillors	Wards or At-Large	Other
Arran- Elderslie	6,913	Yes	Yes	5	Wards	1 Councillor for each of the 5 Wards
Brockton	9,784	Yes	Yes	5	At Large	
Huron- Kinloss	7,723	Yes	Yes	5	At-Large	

Municipality	Population (2021 Census)	Mayor	Deputy	Number of Councillors	Wards or At-Large	Other
Kincardine	12,268	Yes	Yes	7	At-Large & Wards	3 At-Large Councillors & 4 Ward Councillors
North Bruce Peninsula	4,404	Yes	Yes	3	At-Large	
Saugeen Shores	15,908	Yes	Yes	6	Wards	2 Councillors for each of the 3 wards Also Vice Deputy Mayor position
South Bruce Peninsula	9,137	Yes	Yes	6	At-Large & Wards	2 At-Large Councillors & 2 Councillors for each of the 2 Wards

### Grey County – Council Representation

Municipality	Population (2021 Census)	Mayor	Deputy Mayor	Number of Councillors	Wards or At-Large	Other
Owen Sound	21,612	Yes	Yes	7	At-Large	
West Grey	13,131	Yes	Yes	5	At-Large	
Meaford	11,485	Yes	Yes	7	At-Large	
Georgian Bluffs	11,100	Yes	Yes	5	At-Large	
Grey Highlands	10,424	Yes	Yes	5	At-Large	
Hanover	7,967	Yes	Yes	5	At-Large	
Southgate	8,715	Yes	Yes	5	At-Large	



Municipality	Population (2021 Census)	Mayor	Deputy Mayor	Number of Councillors	Wards or At-Large	Other
Chatsworth	7,080	Yes	Yes	3	At Large	
Town of Blue Mountains	9,390	Yes	Yes	5	At-Large	

In analyzing the above data regarding municipal council structures of other area municipalities, Clerks on Call has determined the following:

- All 8 local municipalities in Grey County have adopted an at-large representation system
- There is mix of both at-large and ward-based structures being adopted by local municipalities in Bruce County -- 2 entirely ward-based, 3 entirely at-large, and 2 that are a combination of ward-based and at-large
- With the exception of Arran-Elderslie, all other comparably sized municipalities (population ~7,000) within both Bruce County and Grey County have adopted an at-large electoral structure.

While the preliminary analysis may not be definitive, Clerks on Call would surmise that the prevalence of the at-large representation system throughout both Bruce County and Grey County suggests that such electoral structure works well for nearby municipalities with similar populations and geographic spread.

## Legislative Framework

In considering whether to change Arran-Elderslie’s electoral representation system, it is important to understand the legislative framework that applies.

Municipal elections in Ontario are governed by two key pieces of legislation – the Municipal Elections Act (which addresses the way an election is conducted) and the *Municipal Act, 2001* (which addresses the electoral system itself).

Section 217(1) of the *Municipal Act, 2001* authorizes a local municipality “to change the composition of its council” subject to five primary rules. The most relevant one relates to defining the size of the Council. It states that “There shall be a minimum of five members, one of whom shall be the head of council.”

As we noted above, the current council structure of 7 members meets this requirement.

Section 217 of the *Municipal Act* also allows municipalities to determine how Council will be elected. It states that: members of a municipal council (other than the Mayor) “shall be elected by general vote, or wards, or by any combination of general vote and wards. The term ‘general vote’ simply means at-large voting.

Section 222(1) of the *Municipal Act* permits a municipal council to pass a by-law “to divide or re-divide the municipality into wards or to dissolve the existing wards”. This section the Municipal Act provides Council with important guidance and is the focus of this community engagement process – does Arran-Elderslie keep its current ward structure or dissolve the wards and move to an at-large system.

However, while the Municipal Act provides some direction, there are no standard practices, terms of reference, or criteria either in provincial legislation or in regulation that can be used to evaluate a municipality’s electoral system.

Each municipality must set its own terms, parameters, and guiding principles, to establish an electoral system that is appropriate for their community.

Any changes to the municipality’s electoral system must be made before the end of this year in order to be in effect for the 2026 municipal election.

## Representation Models

There are positive and negative implications that can be considered in deciding whether to keep a ward system in Arran-Elderslie or to elect all members of Council by general vote (at-large).

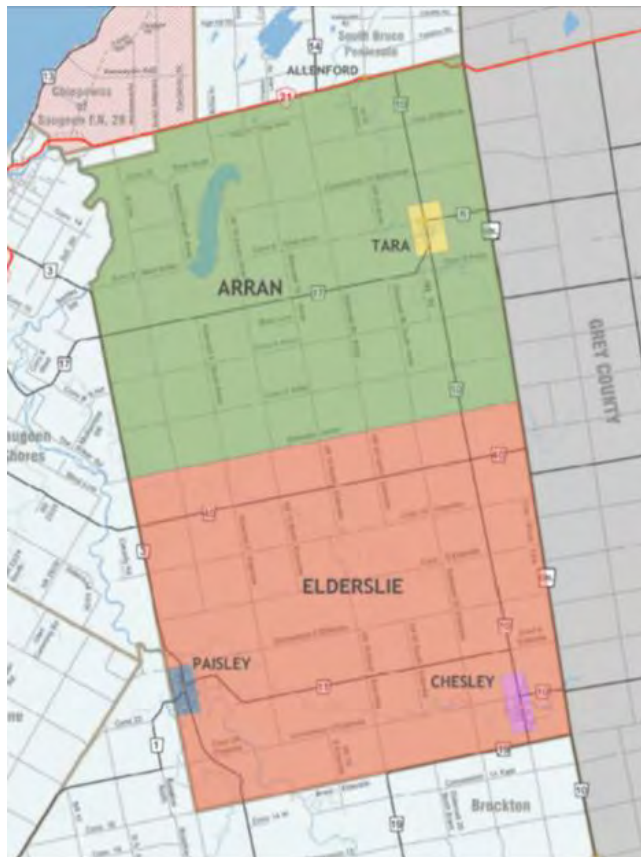
When considering a Ward-based system and an At-Large system of voting in municipal elections, it is important to understand the unique benefits and challenges of each system. This can influence governance, representation, and how effectively the electoral system meets the needs of the community.

Clerks on Call shared the following information throughout the consultation process to ensure that residents and elected officials could appropriately evaluate both the ward-based and at-large representation systems.

### Ward-based Representation

The following definition of Ward-based Representation was used:

*Council members are elected to specific geographic districts (referred to as wards) representing the interests of the people in that ward.*



This map shows the municipality's existing 5 ward configuration which is primarily based on the historical boundaries of the pre-amalgamation municipalities.

## Benefits of a Ward-Based Representation Structure

1. Local Representation
  - It may ensure that each community or geographical area has a voice in decision-making. (Note: candidates outside of the Ward may run for the ward position)
  - Representatives may have a better understanding and advocate for local issues and priorities.
2. Accountability
  - Elected representatives are directly accountable to their ward residents, promoting transparency and responsiveness.
  - It may foster closer relationships and communication between residents and ward representative as there is a direct point of contact.
3. Inclusivity & Fair Distribution
  - Helps prevent the domination of decision-making by larger or more affluent areas.
  - Helps to ensure that diverse communities have representation.
4. Encourages Political Participation
  - Residents may feel more involved in governance since they elect someone from their own area.

## Challenges of a Ward-Based Representation Structure

1. Unequal Resource Distribution
  - Some wards may be wealthier or more influential which may lead to disparities in development and service delivery.
  - Limited budgets may lead to competition among wards.
2. Risk of Parochialism
  - Representatives may focus only on their wards rather than the broader interests of the entire municipality or organization.
  - Can lead to conflicts between wards rather than fostering collaboration.
3. Quality of Leadership
  - Small wards may struggle to attract qualified candidates which could lead to ineffective leadership.
4. Administrative Complexity
  - Managing multiple representatives and balancing competing local interests can slow down decision-making.

## At-Large Representation

The following definition of At-Large Representation was used:

*Council members are elected by all voters in the municipality, representing the community as a whole.*



This map shows the configuration of an at-large representation system – there would be no wards. All voters would vote for all municipal council positions.

## Benefits of an At-Large Representation Structure

1. Broader Representation
  - Representatives serve the entire community rather than a single ward, which may promote a more holistic approach to decision-making.
  - Encourages Council members to consider the needs of all residents rather than just those of a specific district.
2. Reduces Parochialism
  - Minimizes the risk of representatives prioritizing only their districts, leading to more balanced policymaking.
  - Encourages unity and cooperation rather than competition among different areas.

3. Encourages Stronger Candidates
  - Elections are typically more competitive, leading to the selection of highly qualified and experienced candidates.
  - Any qualified individual from the community can run for office, expanding the candidate pool.
4. Equal Voting Power
  - Every voter has an equal say in electing all representatives rather than being limited to voting for a single local representative.

## Challenges of an At-Large Representation Structure

1. Underrepresentation of Local Interests
  - Specific communities or neighborhoods may struggle to have their unique concerns addressed.
  - Representatives may be disconnected from local, neighborhood-specific issues.
2. Disproportionate Influence of Majority Groups
  - Can disadvantage rural or less populated areas if urban areas have more voting power.
3. Higher Campaign Costs
  - Running a campaign across an entire municipality requires more resources, favoring candidates with greater financial backing or name recognition.
4. Less Accountability
  - With multiple representatives elected by the entire jurisdiction, voters may find it harder to hold individuals accountable for decisions.
  - No single representative is directly responsible for addressing specific community concerns.

## Implications of Representation Models

Understanding the Ward-based and At-Large systems' pros and cons helps in making informed decisions about electoral system reform. When considering reforms, examining how each system affects representation, equity, and governance is crucial.

Choosing between the At-Large and Ward systems for municipal council representation depends on several factors, including community characteristics, governance goals, and local demographics.

Here are some considerations to help evaluate which system might be better:

1. Community Needs and Composition:
  - If a municipality has distinct, diverse areas, the Ward System can ensure those areas are fairly represented.

- In more uniform municipalities, the At-Large system might be more effective as it may foster unity and comprehensive policy-making.
2. Avoiding Gerrymandering:
    - Wards need regular review and adjustments to avoid disparities. In contrast, At-Large systems eliminate issues of gerrymandering altogether.
  3. Engagement and Accessibility:
    - Wards typically provide a more accessible political structure for residents to engage directly with their elected representatives.
  4. Potential for Group Dominance:
    - At-Large systems might risk the dominance of majority groups, whereas the Ward System protects minority and smaller communities' interests.

Deciding on the best form of representation requires a balanced understanding of local demographics, community needs, historical voting patterns, and the current level of civic engagement.

# Community Consultation

## Goals

Clerks on Call's goals throughout the consultation process were to:

- Educate the public about the differences between ward and at-large systems.
- Collect data to understand public preferences through surveys, open houses, and discussions.
- Ensure equitable participation from all community segments
- Build consensus on the most suitable 'or preferred' electoral structure.

## Methods of Engagement

Clerks on Call utilized a number of different methods to conduct this outreach and engage the community.

There were interviews conducted with the Mayor and other Members of Council to obtain their individual perspectives on potential electoral system reform.

For the other community stakeholders, there was a multi-pronged approach to engagement.

A public survey was prepared that could be completed either online through the municipality's website or members of the community could fill out a paper copy of the same survey.

Paper copies were inserted and mailed to all property owners with the Interim Tax Bills.

Paper copies of the survey were also made available at several municipal and facilities, including the Chesley Community Centre, the Paisley Community Centre, the Tara Community Centre and the Arran-Elderslie Municipal Office. As well, paper copies of the survey were made available to the public at the Chelsey, Paisley and Tara Library Branches.

Drop boxes where completed surveys could be deposited were located at the Chesley Community Centre, the Paisley Community Centre, the Tara Community Centre and the Arran-Elderslie Municipal Office.

Clerks on Call hosted three community open houses, one in each of the Paisley and Tara Community Centres and one in the Council Chambers at the Municipal Office. These open houses provided the public with a more interactive forum and allowed for more in-depth questions and discussions regarding the ward-based and at-large representation models.

A request for the public to participate in the community engagement process along with relevant background information was shared with the community via the Municipality's website and social media channels. This included the following:



- a promotional flyer (included as Appendix A to this report)
- access to the online survey
- a listing of locations where the paper survey could be acquired and completed surveys dropped off
- an information video prepared by Clerks on Call
- Clerks on Call's Council Briefing presentation video and slide deck
- existing ward structure/map.

Clerks on Call also utilized the Members of Council and Municipal Staff to assist with sharing information and encouraging public participation by utilizing their existing networks and contacts to ensure that residents, community groups, local businesses, and other stakeholders were aware of the community engagement process and took action to have their say.

## Public Engagement/Feedback

As already stated, there were several opportunities for public engagement and feedback, including:

- Information about the community engagement strategy was posted on the Municipality's website.
- A Council Briefing was delivered by Clerks on Call on January 27, 2025 during an open Council meeting that provided an overview of the community engagement strategy.
- 3 facilitated Open Houses were held on March 3rd and March 4th. Advance public notice was provided via the normal communications channels of the Municipality; and
- A public engagement survey was posted on the Municipality's website from Feb 1st to March 22nd, 2025.

While individual results of this community engagement strategy demonstrate varied opinions, the overall results are conclusive.

## Councillor Interviews

Clerks on Call conducted one-on-one interviews with each member of Council. Council members were asked to comment on the following:

- *Current Electoral Structure:*  
Your perspectives on the current ward-based system
- *Community Representation:*  
How well do you believe the current system ensures equitable representation for all residents across the community?
- *Accountability:*  
In your view, which system—wards or at-large—ensures greater accountability of elected officials to their constituents, and why?
- *Governance Efficiency:*  
From a governance perspective, do you think the ward system or at-large representation leads to more efficient decision-making?
- *Potential Challenges:*  
What do you see as the main challenges or drawbacks of the ward system and the at-large system in addressing the needs of our community?

## Arran-Elderslie Council – What We Heard....

Based on the responses/feedback of Council Members, Clerks on Call determined that the Council is divided on which representation structure (ward-based or at-large) would be best for the community.

In further examining the comments of the Council Members, several key themes have emerged.

### 1. Perspective on the Current Ward-Based System:

- Advantages:
  - Adequate demographic representation, especially for older and farming communities.
  - Helps address specific local issues due to councillor familiarity with wards.
  - Successful historical instances of targeted community interventions (e.g., drain repairs, local park improvements, community Christmas lights).
- Disadvantages:
  - Low voter engagement, especially in certain demographics (e.g., Mennonites) and geographic areas.
  - Inefficiency in costs associated with conducting elections per ward.
  - Challenges with attracting high-quality candidates and issues of multiple acclamations in elections.
  - Perceived separations rather than an amalgamated community after 25 years of existence.
  - Some areas like Chesley are viewed as being under-represented despite being busier or more populous.

### 2. Equitable Representation:

- Ward System Shortcomings:
  - Could be improved; not ensuring equitable representation across community.
  - Political engagement remains low, with acclamations highlighting a disinterest or contentment.
  - Discussions on potential revisions or adjustments to boundaries for a better balance.
- Working Well:
  - Some feel the current system works well when the council collaborates effectively.
  - Provides strong representation in rural areas and farming communities.

### 3. Accountability to Constituents:

- Ward-Based System:
  - Promotes direct accountability and responsiveness due to smaller, localized constituencies.
  - Ensures representation of diverse community needs, such as rural versus urban interests.
  - Concerns exist about the potential unequal focus when dealing with infrastructure projects and fiscal responsibility.
- At-Large Perception:
  - Concerns that voting could concentrate around larger towns, marginalizing rural representation.
  - Belief that an at-large system could lead to more holistic governance and reduced factionalism.

### 4. Governance Efficiency:

- Ward System:
  - Decision-making is perceived by some as biased due to historical rivalries and local priorities.
  - Diverse interests ensure that decisions consider localized needs, but this might prolong or complicate processes.
- At-Large Perception:
  - Efficiency potentially increased as representatives are accountable for entire municipality.
  - Risk that councillors may not focus on local issues, but instead larger municipal concerns.

### 5. Challenges and Drawbacks:

- Ward System:
  - Entrenches historical boundaries and the "them vs. us" mentality.
  - Perceived as simpler but may not effectively encourage diverse candidate participation.
- At-Large System:
  - Campaigning perceived as difficult and more costly due to wider constituency coverage needed.
  - Fear of same geographic area dominance and concerns about representation.

### 6. General Comments:

- The current Arran-Elderslie Council works well as a team.
- Communication and voter engagement opportunities could be improved.
- Council acknowledges that there is a challenge in attracting election candidates (ie. many acclamations).
- There may be an opportunity to achieve better representation for the voters (ie. having the 'best' candidates run for council).

- Council recognizes that there appears to be a general lack of interest in local politics.
- Council is aware that the current ward-based system may not be as efficient but does allow for each community to be represented.
- Council is aware that wards based on historical municipal boundaries may precipitate continued separations – amalgamation in name but not fully embraced by some.

Understanding these themes helps clarify the council's and community's perspectives on the merits and challenges of each system. To address diverse needs, public engagement and evidence-based decision-making processes remain critical for reaching a consensus that aligns with the goals of representation, efficiency, and community cohesion.

## Facilitated Open Houses

Clerks on Call hosted three community open houses, one in each of the Paisley and Tara Community Centres and one in the Council Chambers at the Municipal Office. The purpose of the open houses was to share information and encourage the public to participate and engage in the community consultation process. They provided the public with a more interactive forum for in-depth questions and discussions regarding the ward-based and at-large representation models.

Open houses provide residents with a platform to express their concerns, ask questions, and offer feedback. They allow for participation from a broad demographic, including those who may not regularly speak to Council members or attend council meetings. Having face-to-face interactions helps dispel misinformation, clarify complex issues, and allows for meaningful dialogue, improving mutual understanding for both the consultants and the public.

While the open houses themselves were not well attended with only about 30 residents in attendance, the quality of the dialogue was good, and several members of the public indicated that the forum did allow them to have their questions answered and enabled them to also vocalize their own thoughts and opinions regarding their preferred representation model. Feedback also confirmed that several members of the public better understood the different models following their attendance at the open houses allowing them to then more confidently complete the public survey.

## Public Survey

Clerks on Call developed a public survey in order to obtain input from a broad range of Arran-Elderslie's stakeholders. A written survey offers many advantages to gauge the views of the public including:

- Large numbers of people can give their input

- Low cost
- People can respond at their convenience
- Avoids interviewer bias
- Provides a written record
- Easy to list or tabulate responses
- Wide range of respondents.

The survey questions were developed to gather views on whether the council should use a ward-based representation system or an at-large representation system. In addition to demographic information, the survey consisted of questions to determine the respondents awareness of the two representation models, their opinions on both models and whether they had a preference for either one. The survey also sought to determine whether respondents were satisfied with the current ward-based model used in the municipality as well as whether they are satisfied that the current council represents their interests. A copy of the complete survey is included in Appendix B to this Report.

The public survey was made available on-line via the Municipal website which provided a convenient mechanism for residents to get involved by providing their opinions and feedback. Physical copies of the survey were also made available at several municipal and County facilities. Drop boxes were also placed at the same locations to allow the public submit their completed survey document.

In addition to leaving copies of the survey at various community facilities, where people pick up at their will, a paper copy was also mailed to all Arran-Elderslie property owners with the Interim Tax Bills. Mailed questionnaires are a very useful tool in information gathering, as the respondent can fill out the survey at his or her convenience -- it can be filled out whenever the respondent has time. They are anonymous, which is much more comfortable for some respondents.

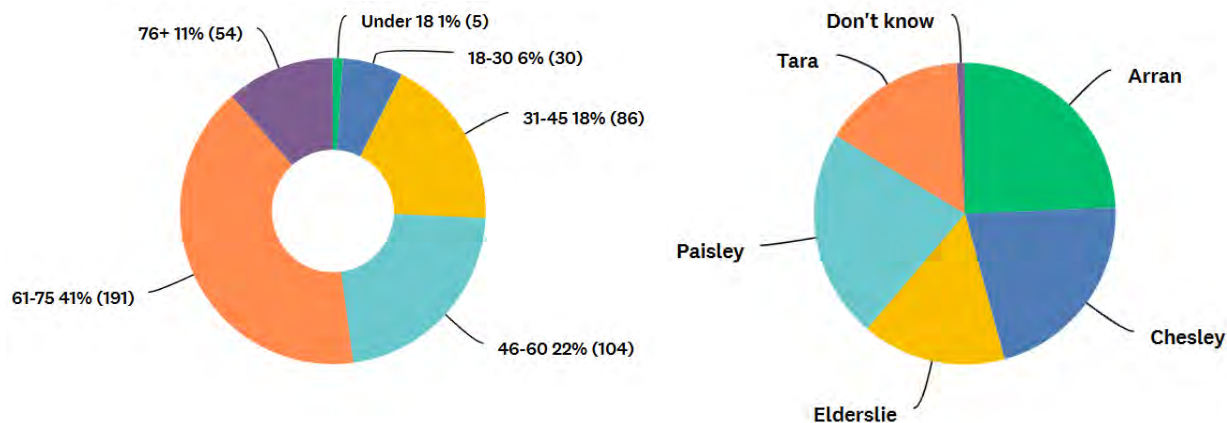
A total of 484 participants completed the survey. Those responses provided both quantitative results gathered from answers to the survey questions as well as qualitative insights into the opinions of some participants, which were very helpful in the preparation of this Final Report.

However, it is important to note that this Public Survey is not to be mistaken for a Scientific Opinion Poll. A public engagement survey is a survey of self-selected willing participants. As a result, where we have reported on the numerical outcomes of the survey, it should be taken as a report on the opinions of those who participated but NOT as statistically representative of broader public opinion. Further, there are some challenges with written surveys -- the return rate is generally low, some respondents may leave answers blank, you can't control when respondents will send the survey back, and the results may not truly represent the views of the entire electorate.

The entire results of the public survey are included as Appendix C to this report. The following summarizes the feedback received from the public survey:

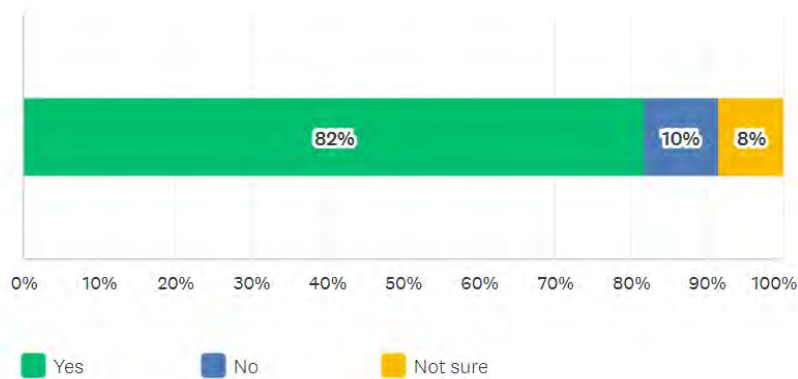
### Demographic Information

- More than 74% of respondents were between the ages of 46 and 75
- Respondents were fairly equally spread amongst all wards and most having resided in the municipality for more than 10 years



### Opinions on Ward-based Representation

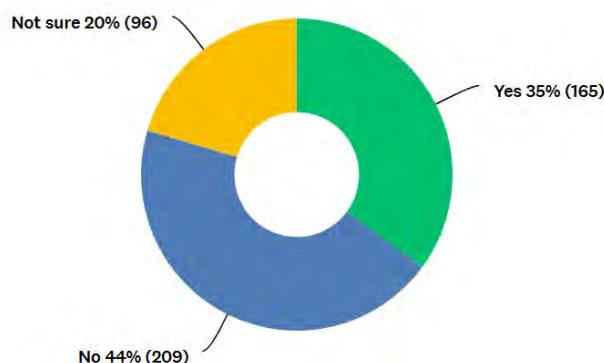
- 82% of respondents believed that ward councillors were better at addressing local issues and felt more connected to them



- 88% felt that having a ward-based representation model ensures that local issues are addressed
- More than 70% believe that ward-based representation provides more focused representation and fosters closer relationships between residents and the ward representative

### Opinions on At-Large Representation

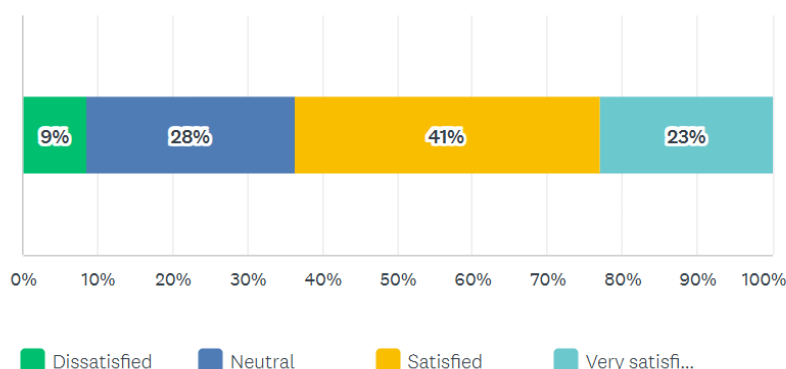
- The majority of respondents did not believe (45%) or were unsure (20%) whether council members elected at-large would be more likely to prioritize the interests of the entire municipality over local interests.



- More than 80% of respondents did not believe that at-large representation would promote equality across different parts of the municipality or would provide sufficient attention to issues affecting specific wards.
- Of those respondents that indicated that there were benefits to the at-large representation model, the most cited reasons were that any qualified individual from the community can run for office, expanding the candidate pool (50%); and every voter has a say in electing all Council members, promoting a unified community voice (45%).

### Current Representation Preferences

- 64% of respondents indicated that they were either satisfied or very satisfied with the current ward-based representation model used in Arran-Elderslie.

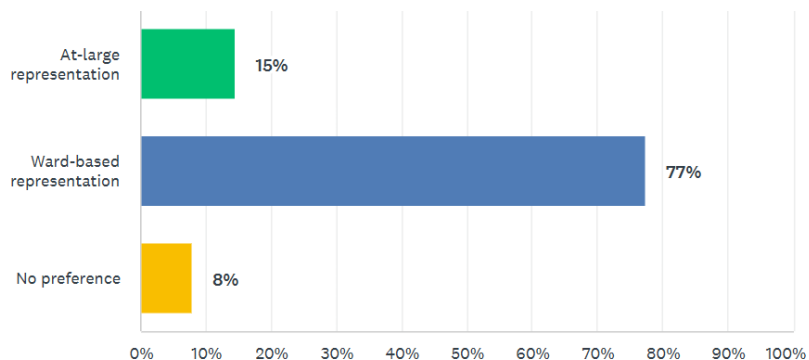


- However, only 56% responded that they were either satisfied or very satisfied that the current Council represents their interests.



### Preferred Representation Model

- 77% of respondents preferred the ward-based model, while 15% preferred the at-large model. 8% of respondents indicated that they did not have a preference.



- The most frequently cited reason for preferring the ward-based model was that it ensures fair representation for their ward.
- The most frequently cited reason for preferring the at-large model was that it promotes the interests of the entire community.

## Conclusion

### Preferred Electoral Structure for Arran-Elderslie

Clerks on Call undertook a broad community engagement strategy at arms-length from the Municipality in order to provide an unbiased analysis of the public's feedback. Such analysis considered both quantitative results received from the online and paper surveys and the qualitative results gathered from comments received during the councillor interviews and community open houses.

The primary objective of this community consultation was to engage the Arran-Elderslie community in determining their 'preferred' electoral structure -- wards or at-large. The key question that was asked throughout the engagement process was: -- Should future municipal elections in Arran-Elderslie be conducted using a ward-based or at-large system?

We want to note that this community consultation process promotes transparency and will help to build trust in any future representation structure. It offers support for Council's final decision; as well as ensuring that the decision to either change, or retain the current representation structure, does align with the community's views and values.

***Overall, based on the results of the community engagement process undertaken, Clerks on Call can confidently conclude that the majority (77%) of the Arran-Elderslie community that participated in the community consultation do prefer that the existing ward-based electoral system be maintained.***

# APPENDICES

## Appendix A - Promotional Flyer



# HAVE YOUR SAY!

**How Should Future Councils Be Elected to Represent YOU?**  
We are seeking your input on how our Municipal Council should represent the community.

## AT-LARGE REPRESENTATION OR WARD-BASED REPRESENTATION

**NEW DATES** 

**Community Open Houses**

Mar 4 5-7 pm	Paisley Community Centre
Mar 5 3-5 pm	Tara Community Centre
Mar 5 6-8 pm	Chesley Municipal Office

**Survey is Available** 

Paper copies at  
Municipal Office,  
Community Centres  
& Libraries in  
Chesley, Paisley, Tara



**Questions?** 

Please contact *Clerks on Call*  
mandm@clerksoncall.ca  
[www.arran-elderslie.ca](http://www.arran-elderslie.ca)

**Community Engagement begins Feb 1 and runs until March 20, 2025**

## Appendix B - Public Survey

### Municipality of Arran-Elderslie Community Representation Feedback Survey



## Have Your Say.....

Thank you for participating in this survey. We are seeking your opinion on how our municipal council should represent the community in the future. This survey aims to gather your viewson whether the council should use a ward-based representation system or an at-large representation system.

**Ward-based representation:** Council members are elected to specific geographic districts (referred to as wards) to represent the interests of the people in that ward.

**At-large representation:** Council members are elected by all voters in the municipality, representing the community as a whole.

Regardless of the representation system, electoral candidates can reside or own property anywhere within the municipality. Your feedback will help shape future decisions regarding our municipal governance.

Forms can be submitted at the Municipal Office, 1925 Bruce Rd 10 in Chesley through the 24-hour mail slot. Drop boxes and forms are available at the Community Centres of Chesley, Paisley and Tara. You are welcome to fill in this survey online [www.surveymonkey.com/r/ZZXLS38](http://www.surveymonkey.com/r/ZZXLS38)

**All forms must be completed and returned by February 28, 2025.**  
Further details available on our website [www.arran-elderslie.ca](http://www.arran-elderslie.ca)



#### Section 1: Demographic Information (Optional)

Questions 1-3 are optional but help us understand the context of your responses.

1. What is your age?  
☐ Under 18    ☐ 18-30    ☐ 31-45    ☐ 46-60    ☐ 61-75    ☐ 76+
2. Which ward do you currently live or own property in?  
☐ Arran    ☐ Elderslie    ☐ Chesley    ☐ Paisley    ☐ Tara    ☐ Don't know
3. How long have you lived or owned property in the municipality?  
☐ Less than 1 year    ☐ 1 - 5 years    ☐ 6 - 10 years    ☐ More than 10 years

#### Section 2: Awareness of Representation Models

4. Are you familiar with the difference between at-large representation and ward-based representation in a municipal council?\*\*\*  
☐ Yes    ☐ No (If not, brief explanations above)

#### Section 3: Your Opinion on Ward-Based Representation

5. Do you think council members representing specific wards would better address local issues in that ward?  
☐ Yes    ☐ No    ☐ Not sure
6. Would you feel more or less connected to a council member who is elected to specifically represent your ward?  
☐ More connected    ☐ Less connected    ☐ No difference
7. What do you think are the benefits of having a ward-based representation model?  
 (select all that apply)  
☐ Ensures local issues are addressed  
☐ Provides more focused representation  
☐ Encourages representation of diverse neighborhoods/interests  
☐ Fosters closer relationships and communication between residents and ward representative  
☐ Other (please specify) \_\_\_\_\_

Survey continued  
on reverse side

#### Section 4: Your Opinion on At-Large Representation

8. Do you believe council members elected at-large are more likely to prioritize the interests of the entire municipality over local interests?  
☐ Yes      ☐ No      ☐ Not sure
9. Do you believe at-large representation promotes equality across different parts of the municipality?  
☐ Yes      ☐ No      ☐ Not sure
10. Do you feel that at-large representation would provide sufficient attention to issues affecting specific wards?  
☐ Yes      ☐ No      ☐ Not sure
11. What do you think are the benefits of having an at-large representation model? (select all that apply)  
☐ Every voter has a say in electing all Council members, promoting a unified community voice  
☐ Encourages Council members to consider the needs of the entire municipality rather than focusing on specific areas  
☐ Council members are less likely to be divided by geographic interests, potentially fostering collaboration  
☐ Any qualified individual from the community can run for office, expanding the candidate pool  
☐ Other (please specify) \_\_\_\_\_

#### Section 5: Current Representation Preferences

12. How satisfied are you with the current ward-based representation model used in our municipality?  
☐ Dissatisfied      ☐ Neutral      ☐ Satisfied      ☐ Very satisfied
13. How satisfied are you that the current council represents your interests?  
☐ Dissatisfied      ☐ Neutral      ☐ Satisfied      ☐ Very satisfied

Comment: \_\_\_\_\_

#### Section 6: Your Preferred Representation Model

14. Which representation model do you prefer for our municipal council?  
☐ At-large representation      ☐ Ward-based representation      ☐ No preference
15. What are the main reasons for your preference? (Select all that apply)  
☐ Ensures fair representation for my ward  
☐ Promotes the interests of the entire community  
☐ Prevents geographic divisions in the community  
☐ Makes council members more accountable  
☐ Provides better diversity of perspectives  
☐ I feel more connected to a representative focused on my local area  
☐ Other (please specify) \_\_\_\_\_

#### Section 7: Final Thoughts

16. Do you have any additional comments or suggestions regarding the future representation model for our municipal council?  
☐ Yes      ☐ No  
 If Yes, Please Specify \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

#### Thank you for your feedback!

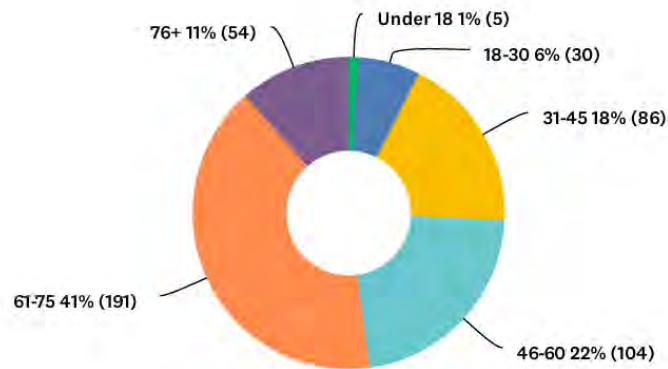
Your responses will help Council to consider and discuss whether to maintain the existing ward-based representation system or pursue an at-large alternative. We appreciate your time and input.

## Appendix C - Survey Results

### Municipality of Arran-Elderslie Community Representation Feedback Survey

#### Q1 What is your age?

Answered: 470 Skipped: 14

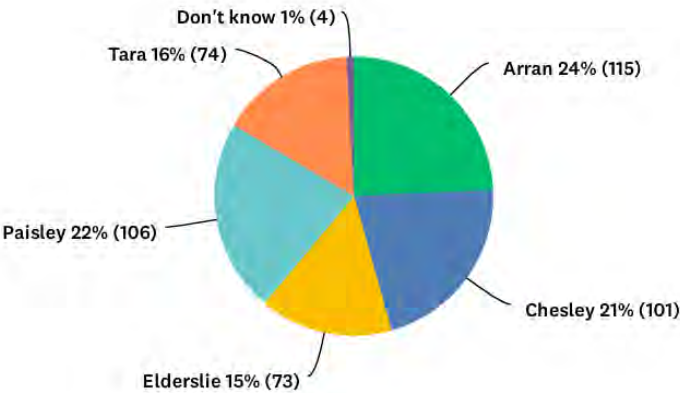


ANSWER CHOICES	RESPONSES	
Under 18	1%	5
18-30	6%	30
31-45	18%	86
46-60	22%	104
61-75	41%	191
76+	11%	54
TOTAL		470

Municipality of Arran-Elderslie Community Representation Feedback Survey

Q2 Which ward do you currently live or own property in?

Answered: 473    Skipped: 11



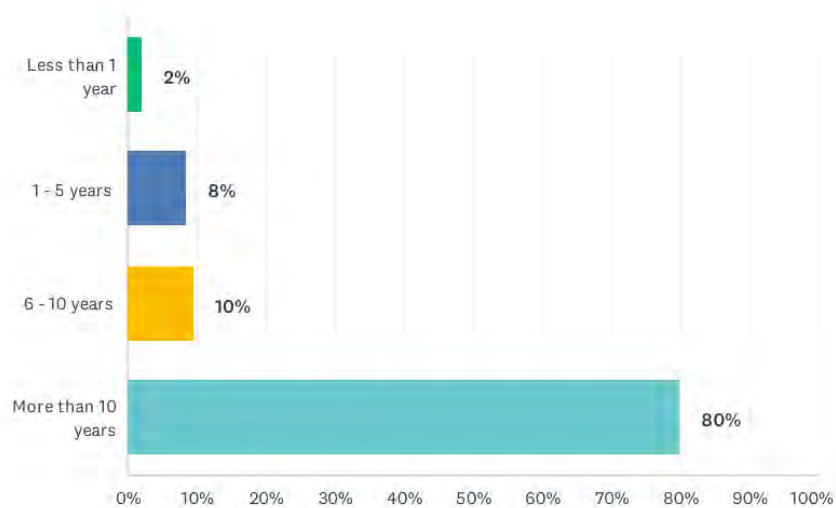
ANSWER CHOICES	RESPONSES	
Arran	24%	115
Chesley	21%	101
Elderslie	15%	73
Paisley	22%	106
Tara	16%	74
Don't know	1%	4
TOTAL		473



## Municipality of Arran-Elderslie Community Representation Feedback Survey

## Q3 How long have you lived or owned property in the municipality?

Answered: 472 Skipped: 12

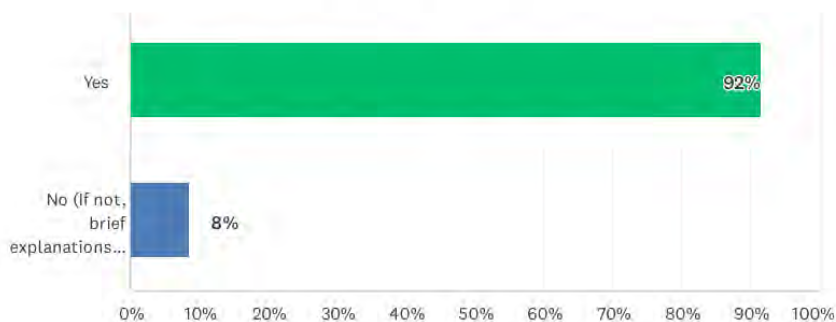


ANSWER CHOICES	RESPONSES	
Less than 1 year	2%	10
1 - 5 years	8%	40
6 - 10 years	10%	45
More than 10 years	80%	377
TOTAL		472

## Municipality of Arran-Elderslie Community Representation Feedback Survey

### Q4 Are you familiar with the difference between at-large representation and ward-based representation in a municipal council?\*\*

Answered: 484 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	92%	443
No (If not, brief explanations below)	8%	41
TOTAL		484

## Municipality of Arran-Elderslie Community Representation Feedback Survey

### Q5 Do you think council members representing specific wards would better address local issues in that ward?

Answered: 473 Skipped: 11

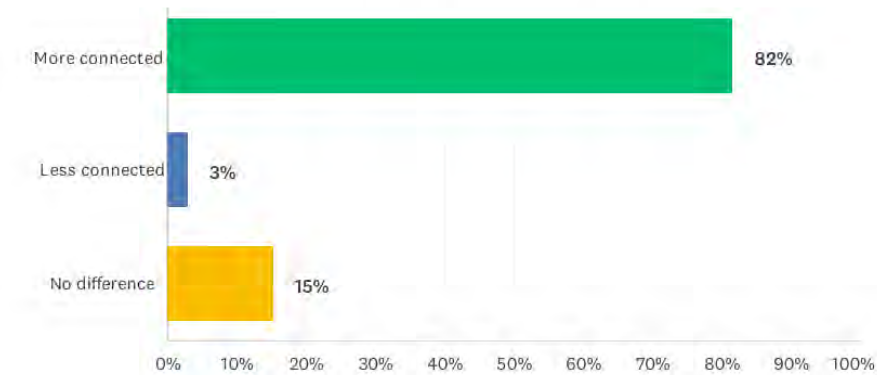


ANSWER CHOICES	RESPONSES	
Yes	82%	387
No	10%	46
Not sure	8%	40
TOTAL		473

Municipality of Arran-Elderslie Community Representation Feedback Survey

Q6 Would you feel more or less connected to a council member who is elected to specifically represent your ward?

Answered: 473 Skipped: 11

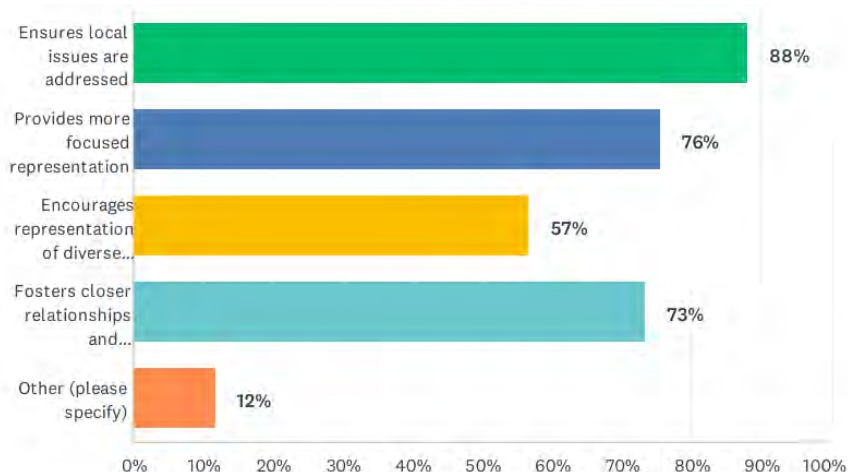


ANSWER CHOICES	RESPONSES	
More connected	82%	386
Less connected	3%	14
No difference	15%	73
TOTAL		473

## Municipality of Arran-Elderslie Community Representation Feedback Survey

## Q7 What do you think are the benefits of having a ward-based representation model? (select all that apply)

Answered: 446 Skipped: 38

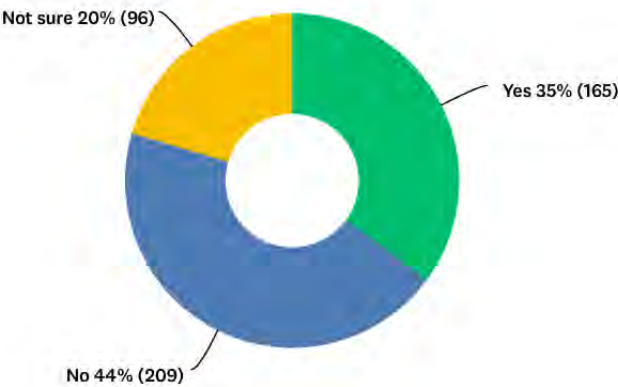


ANSWER CHOICES	RESPONSES	
Ensures local issues are addressed	88%	393
Provides more focused representation	76%	337
Encourages representation of diverse neighborhoods/interests	57%	253
Fosters closer relationships and communication between residents and ward representative	73%	327
Other (please specify)	12%	52
Total Respondents: 446		

Municipality of Arran-Elderslie Community Representation Feedback Survey

Q8 Do you believe council members elected at-large are more likely to prioritize the interests of the entire municipality over local interests?

Answered: 470 Skipped: 14

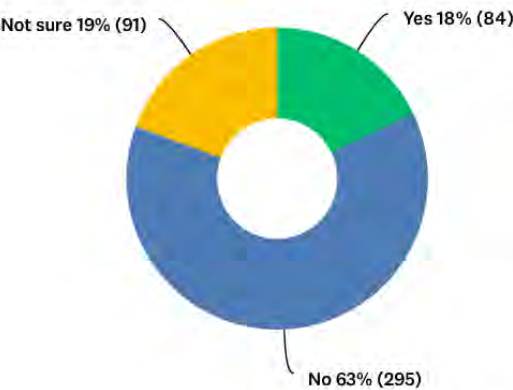


ANSWER CHOICES	RESPONSES	
Yes	35%	165
No	44%	209
Not sure	20%	96
TOTAL		470

Municipality of Arran-Elderslie Community Representation Feedback Survey

Q9 Do you believe at-large representation promotes equality across different parts of the municipality?

Answered: 470 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes	18%	84
No	63%	295
Not sure	19%	91
TOTAL		470

## Municipality of Arran-Elderslie Community Representation Feedback Survey

### Q10 Do you feel that at-large representation would provide sufficient attention to issues affecting specific wards?

Answered: 470 Skipped: 14



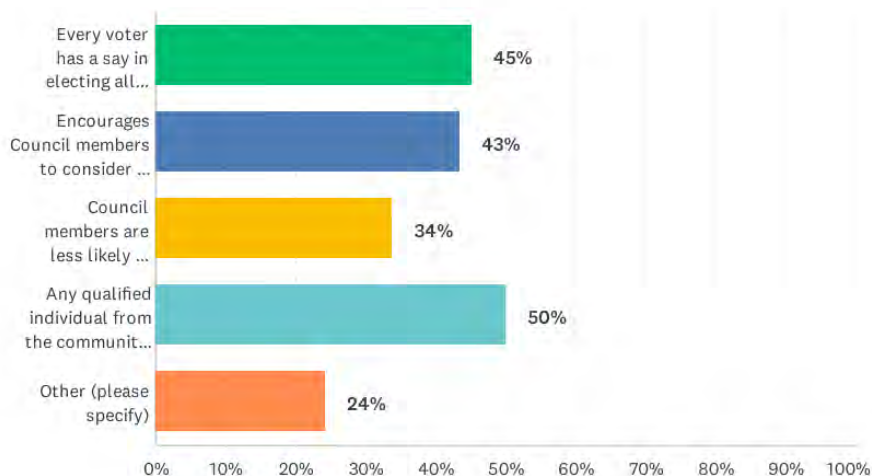
ANSWER CHOICES	RESPONSES	
Yes	14%	67
No	65%	306
Not sure	21%	97
TOTAL		470



## Municipality of Arran-Elderslie Community Representation Feedback Survey

## Q11 What do you think are the benefits of having an at-large representation model? (select all that apply)

Answered: 345 Skipped: 139



## ANSWER CHOICES

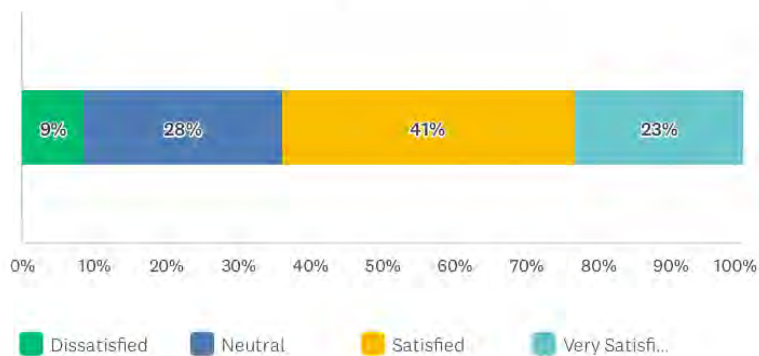
## RESPONSES

Every voter has a say in electing all Council members, promoting a unified community voice	45%	156
Encourages Council members to consider the needs of the entire municipality rather than focusing on specific areas	43%	150
Council members are less likely to be divided by geographic interests, potentially fostering collaboration	34%	117
Any qualified individual from the community can run for office, expanding the candidate pool	50%	173
Other (please specify)	24%	84
Total Respondents: 345		

## Municipality of Arran-Elderslie Community Representation Feedback Survey

## Q12 How satisfied are you with the current ward-based representation model used in our municipality?

Answered: 469 Skipped: 15

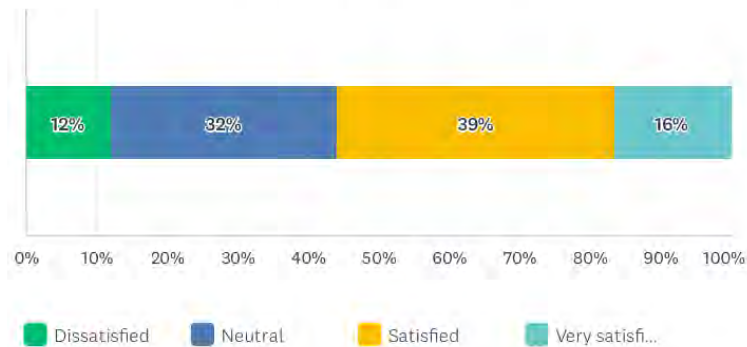


ANSWER CHOICES	RESPONSES	
Dissatisfied	9%	40
Neutral	28%	130
Satisfied	41%	191
Very Satisfied	23%	108
TOTAL		469

## Municipality of Arran-Elderslie Community Representation Feedback Survey

## Q13 How satisfied are you that the current council represents your interests?

Answered: 469 Skipped: 15

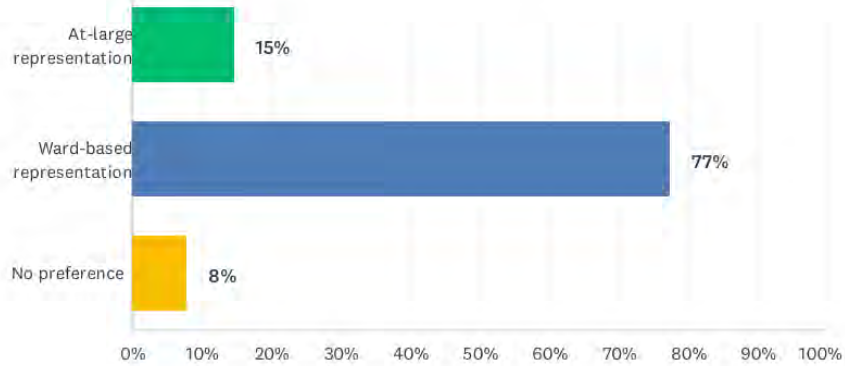


ANSWER CHOICES	RESPONSES	
Dissatisfied	12%	57
Neutral	32%	150
Satisfied	39%	185
Very satisfied	16%	77
TOTAL		469

## Municipality of Arran-Elderslie Community Representation Feedback Survey

## Q14 Which representation model do you prefer for our municipal council?

Answered: 467 Skipped: 17

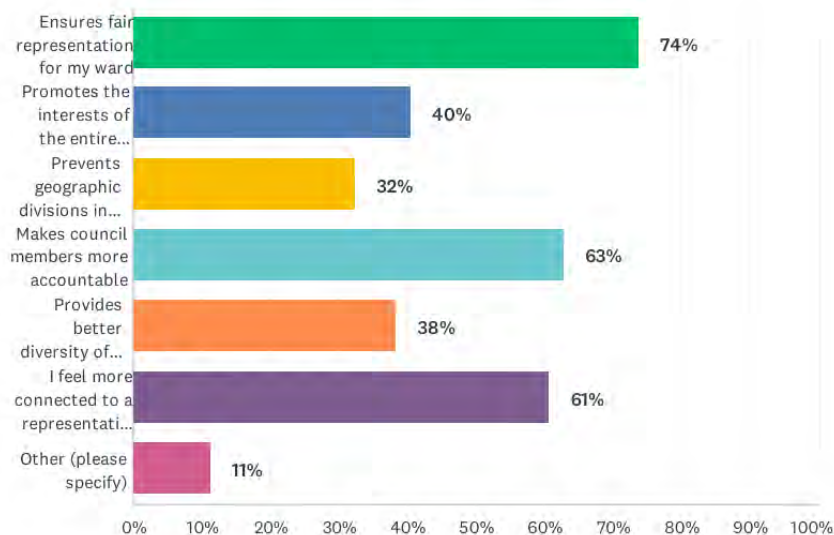


ANSWER CHOICES	RESPONSES	
At-large representation	15%	69
Ward-based representation	77%	361
No preference	8%	37
TOTAL		467

## Municipality of Arran-Elderslie Community Representation Feedback Survey

## Q15 What are the main reasons for your preference? (Select all that apply)

Answered: 467 Skipped: 17



ANSWER CHOICES	RESPONSES	
Ensures fair representation for my ward	74%	345
Promotes the interests of the entire community	40%	189
Prevents geographic divisions in the community	32%	151
Makes council members more accountable	63%	294
Provides better diversity of perspectives	38%	179
I feel more connected to a representative focused on my local area	61%	284
Other (please specify)	11%	53
Total Respondents: 467		

## Appendix D – Summary of Participant Feedback

In addition to answering the defined survey questions, many respondents provided additional comments/suggestions.

Benefits of Having a Ward-based Model
<ul style="list-style-type: none"> <li>• <i>Brings accountability to the representatives when they are a part of the community.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>A ward-based system would be more efficient for the large land size of the municipality (reduces travel time for any in-person meetings).</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>A stronger voice for the ward I live in.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>We need individualistic representation for each "ward". What works for one may not work for another, It would not be reasonable or responsible to do so otherwise.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Ensures that the needs of some wards with smaller population are not being pushed aside/ignored because of decisions made by a ward that has more population and can hold more representation at municipal.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>It is huge municipality and difficult for any council member to fully understand the situation or being aware of the situation in another ward.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Wards become territorial we must come together.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Keep from Towns having all of the representation.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>More detailed knowledge of the community and its people.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>If a representative lives in the ward then they understand ward issues and are impacted by them personally.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>One community cannot dominate municipal representation.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Ensures equality across the district.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Foster's an environment for more local based legislation relevant to the specific community. For example, we are in the same riding as Owen Sound, yet the issues we deal with here in Paisley are VASTLY different from those faced in a more populated community like Owen Sound.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Smaller areas get equal representation.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Truly knows a sense of the local community and what issues need addressing.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Better knowledge of local needs.</i></li> </ul>

### Benefits of Having a Ward-based Model

- *At-large will prevent someone not running because their friend is running ie. I wont run against you.*
- *Perhaps a more efficient government and fewer tax dollars are wasted.*
- *Potentially fewer elected people could make sense depending on population.*
- *Our council would contain the most qualified councillors, not just stuck with someone who decides to represent their ward because no one wants the job.*
- *It likely has economic benefits.*
- *Want to be able to vote for whom I think are the best representatives.*
- *The larger community will have more of the say.*
- *Need more diverse and qualified representatives.*
- *Nobody will be elected simply because only one person ran in that ward. Will help to keep unqualified out of council.*

### Reasons for Preference for Ward-Based Representation

- *Both urban and rural are equally represented.*
- *With at-large representation, there is a risk of a concentration of representatives from a specific area, thereby losing the voice of other communities.*
- *As a municipal government worker myself, I am not a fan of the at-large system for rural municipalities in general. In my experience, it often causes real or perceived bias toward certain communities.*
- *Let's each have our own identity.*
- *Fairness for rural members.*
- *At-large has the danger of having many members of council accidentally being voted in from one specific area.*
- *The Mayor and Deputy Mayor have people on Council with far more knowledge of issues and perhaps better solutions for specific areas when there are representatives from each Ward.*
- *Councillor knows the issues in that community.*

### Reasons for Preference for At-Large Representation

- *Balances natural population differences.*
- *Fewer positions acclaimed and more of the roles filled by most qualified candidate regardless of geography.*
- *I would rather have a good person to talk to from ?? than a dud from my ward.*
- *More council members that you can talk to re: your concerns.*
- *Makes the municipality one, not 3 towns.*
- *My neighbors might want to run.*
- *Want who I feel are the best representative.*
- *Ensures that I get to elect everyone that is making a decision.*
- *Nobody would become a member of council simply because they were the only candidate in their ward.*
- *Best candidates are elected by at large system.*

### Other Comments/Suggestions

- *We believe that a "ward representer" should live/reside in the ward that they represent.*
- *I have no problem if Council at-large but would want to see council members across the municipality not just some from 1 "old ward".*
- *The quality of the candidates is most important. someone with an axe to grind is a 'no no'.*
- *My opinion is ward system is out of date for our municipality. The at-large is the only way to go, it eliminates acclamations, every one has the right to vote. At large is the only reasonable way to go.*
- *Ward rep holds each concillor to ensure there area needs are meant not just 3 large urban areas, every taxpayers voice is better heard.*
- *Wards are antiquated. need at large to have better representation and no acclamations.*
- *I think a nuanced approach would be ideal - if we are to go with ward based, I would hope to see collaborative approaches rather than competitive drives for individual communities.*
- *Any consideration of a possibly a hybrid model, where a number are voted in at large and some based on the wards?*
- *Timing of meetings needs to be considered if you want to encourage participation of working age demographic. Current mid-day meetings limits the pool to those who are self-employed and retirees.*



<ul style="list-style-type: none"> <li>• <i>It's time our municipal council made a commitment of STRONG leadership. I would prefer a ward representative from our town, with integrity to make wise choices for all the residents. Truth, transparency, affirmative action.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>If a majority of elected councillors in the at-large system are from a particular part of the municipality, that part may be favoured in decision making. It all depends on the mindset of the individuals involved. It is also more difficult to find candidates who would be willing to campaign in the whole municipality.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>It is the vision, dedication and innovation of our elected reps. That will move our municipality forward. At the end of the day, the process is a secondary factor.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>I think the councilor should be from the ward he represents not from any where in the entire municipality.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Keep the current model and don't mess with success! Other municipalities that have gone at large have already shown how they are bad! (ie. Meaford &amp; South Bruce Peninsula).</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Ideal candidate should have some agriculture, business, common sense, building, infrastructure, and municipal planning knowledge. Future council members are going to be faced with a lot of high costs issues and shrinking budget.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>At-large could work if the individual was able to look an issue holistically and not with a skew towards their home riding. Need to be completely impartial. Unfortunately, most people (regardless of their mandate) are unable to look at the issue at hand. I also think a ward representative should be required to live in the area they are representing; roots in the community.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>If an at large system was adopted it would be necessary to give stipends to councillors to travel regularly to different areas in the municipality - otherwise they will be overburdened and work less diligently.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Centralization does not work. Each ward is different. Trying to blend them will not work.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>I think it is imperative that a representative be living in the community- there is little time and possibly insufficient interest in a non resident to familiarize themselves adequately with another ward in order to make informed decisions on council.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Our municipality is very small and with the Mayor and Deputy Mayor technically at large, there is a good balance.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>If a ward has 2 good candidates and another has a poor candidate one of the good ones is eliminated under the present system and you are stuck with a less than perfect council. At large will bring an end to all the acclaimed council votes we have.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>At-large representation is the way to go but not at this time. Maybe in 10 years will be the time once all of us older people are gone. There is still hard feelings against amalgamation.</i></li> </ul>

<ul style="list-style-type: none"> <li>• <i>We amalgamated to better the whole community not just each ward. We must come together as a community and let the old rivalry die. This is a great area to live and we must better everyone at the same time. please hold elections at large.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Councillors should make a greater effort to connect with residents.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>The municipality is very big and diverse- relationship between urban and rural areas is not as tight as it was when the towns were founded- people's economic base might be quite removed from the locality which does not help having an at large system - geographic closeness is one binding element.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>I do realize politics is more often than not a matter of compromise, and as the governing mechanism grows, perspective must shift towards efficiency over meeting individual needs. However, this is the small scale, local government purely of the local community, and it already feels like the voices of the people in that community are often being drowned out. I cannot help but feel that at this scale, over-centralization can only hurt the ability to govern.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Going to a total "Community Representation" model could, and likely would, create far more political battles, benefitting those with issues in a particular geographic location, depending upon the elected representatives and where they are located.... or at least the priorities of said Council. This would likely lead to some areas in greater need of things needing tending to. Having the Mayor and Deputy Mayor being essentially at-large keeps a good balance in the electoral process with having all others being ward-based.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>I fear that the at large system has more potential for NO representation for my ward.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>The possibility of one ward having multiple candidates splitting the votes in that particular ward vs if another ward only has one candidate .... Assuming a candidate from a particular area would retain local votes. Change should always be considered but are there issues currently? I have not seen or heard of issues if they exist. If there are, perhaps better awareness/communication is a greater issue for consideration.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Ward based representation provides coverage of each specific area, especially rural versus town. Our representation is only as good as the person involved. In our 50 years here we have seen shenanigans in local activities as well as some reasonably good representation.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>We are already practicing a some-what at large representation within our current ward-based council with only having 1 councillor per ward regardless of the population in each that is being represented. Chesley is more populated than Tara-but still only has 1 councillor.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>It is difficult to balance the needs of the rural and urban constituents. The council should not be uniform because that probably indicates that certain needs will be dismissed outright. Downloading has resulted in the municipality having to pick up load that was previously provincial.</i></li> </ul>

<ul style="list-style-type: none"> <li>• <i>Because the number of residents that live in a rural ward are so much less than what live in a town or village, without specific representation of a rural ward, the issues affecting them will not have enough voting power to be impactful.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>The council as a whole should be working for the better of the whole municipality. Our tax dollars cover the whole municipality and should be spread around the area equally. We do understand that there are certain issues that need to be addressed at any given time and will use more in one area than another but consideration should be given to equal it out over time.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>I like the ward system, I know my representative and know he holds my and my neighbors interests.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>We need to continue the ward system. We need to have counsellors with specific interest in areas to ensure needs are represented. A member at large system is a terrible idea for anyone living outside Chelsey and Tara.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>More women and gender diverse representatives to reflect the community.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>I feel that everyone deserves the right to vote for all positions on council!! If a position is acclaimed in ward system people in that ward do not get a vote. Acclamation needs to be done away with!!!!</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>Municipalities face a variety of issues - some general &amp; others highly localized. While I would hope that the interests of the whole municipality would always be kept in mind &amp; cooperation encouraged, I believe that ward rep promotes a variety of views - much like a family where there are distinct interests and needs must be considered while still working on behalf of the good of the whole.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>I feel an at large council may not have an agricultural background. The farm voice needs to be heard.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>It's well past time for Arran-Elderslie to come together as a unified community. There is still a noticeable divide, particularly between the three towns, with an ongoing "us vs. them" mentality. Perhaps a council selected by all of us will help, with a more community wide perspective for making decisions.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>At large is by far the fairest.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>While I understand some of the voters frustrations who live in the urban areas feeling there concerns aren't being, in there opinion, properly addressed, I do think overall that having a representative from each ward has worked well and should continue to work well into the future.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>The entire council spends tax payer money. We should be able to vote for all of them.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>If all members of council can vote on things happening in my backyard, I should have the right to vote for all members who are making decisions , not just the just the 1 from my ward. We are not that big of a municipality that if you have any interest at all in whats happening in your neighborhood, you will find out who the people are who are running in the elections.</i></li> </ul>

- *I trust the people elected by Arran-Elderslie voters will fairly represent the best interests of the municipality as a whole regardless of our electoral system. The current system is likely more manageable for the councillors elected though I am sure they hear from and respond to inquiries from out of ward residents anyway.*
- *Leaving the Ward system is a regressive step for our municipality. The “at large” system could potentially divide its citizens rather than unify them. The geographic areas with smaller and less diversified businesses could find themselves without a voice in municipal affairs. Our present wards are quite diversified between agricultural areas and urban/commercial regions. Our councils have been very diligent in keeping these differences in mind as they work for our entire municipality.*
- *Really hope at large goes through. The current system prevents the true best 5 candidates from being elected to council.*
- *Multiple studies show at large promotes better governance outcomes, reduces log rolling, and in rural areas opens the candidate pools. Please use at large.*
- *I feel that ward system is the best, with at large all council members could come from one area.*

**Clerks***on Call*

mandm@clerksoncall.ca

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

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

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél. : 416 585-7000



234-2025-1992

May 1, 2025

Dear Head of Council:

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

Heads of council in strong mayor municipalities are able to:

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

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

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

- 2 -

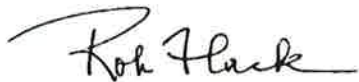
For more information on strong mayor powers and duties please see:

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

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

Please accept my best wishes.

Sincerely,



Hon. Rob Flack  
Minister of Municipal Affairs and Housing

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

## **SAUGEEN MOBILITY** and **REGIONAL TRANSIT**

### GENERAL BOARD MEETING MINUTES

Friday, March 21, 2025, 1:30 p.m.

Boardroom, 603 Bruce Rd 19, Walkerton, ON & via Zoom

- Board Members Present:** Kym Hutcheon, Deputy Mayor, Brockton, Chair  
 Warren Dickert, Deputy Mayor, Hanover, past Chair  
 Doug Townsend, Councillor, West Grey  
 John Divinski, Councillor, Saugeen Shores  
 Scott Mackey, Mayor, Chatsworth  
 Mike Hinchberger, Councillor, Kincardine  
 Barbara Dobreen, Councillor, Southgate (via Zoom)  
 Joel Loughhead, Councillor, Grey Highlands (via Zoom)  
 Ed McGugan, Councillor, Huron-Kinloss, past Chair  
 Jennifer Shaw, Deputy Mayor, Arran-Elderslie, Vice Chair (via Zoom)
- Others present:** Alicia Spitzig, MNP  
 Kevin Tremble, MNP  
 Stephen Labelle, SMART Manager
- Absent members:** Monica Singh-Soares, Councillor, Southgate

#### 1. Call to Order

The Chair called the meeting to order at 1:30 p.m.

#### 2. Disclosure of Pecuniary Interest and Declaration of Conflict of Interest

None declared.

#### 3. Approval of Agenda Motion

**Motion** Moved by Scott Mackey; Seconded by John Divinski.

That the agenda be accepted as presented.

**Carried**

#### 4. Minutes of the Previous Meeting – February 21, 2025

**Motion** Moved by Ed McGugan; Seconded by Warren Dickert.

That the minutes from February 21, 2025 be accepted as presented.

**Carried**

#### 5. Delegation – Alicia Spitzig and Kevin Tremble (MNP audit services) – 2024 Audit

A delegation from MMP Audit Services was introduced to present the audited financial statements for 2024. MNP provided information on the audit which found no material misstatements and confirmed compliance with Canadian Public Sector Accounting Standards. Key points include a \$139,000 increase in tangible capital assets. Revenues rose from \$1.24 million (budget) to \$2.2 million (actual), mainly due to gas tax and federal funds. Wages and benefits increased from \$1.1 million to just over \$1.2 million due to higher ridership requiring more drivers. Fuel costs remained stable at approximately \$220,000. There was an annual surplus of \$40,000, much of which was reinvested in vehicle purchases.

**Motion** Moved by Warren Dickert; Seconded by Mike Hinchberger.

To approve the auditor's report and financial statements.

**Carried**

**6. Closed Session**

**Motion** Moved by Ed McGugan; Seconded by Scott Mackey

That the Board convene in closed session at 1:45pm to address personal matters about an identifiable individual and labour relations or employee negotiations.

**Carried**

The Board reconvened in open session at 2:10 p.m.

**7. Business Arising from the Minutes**

A. Line of Credit (LOC)

The Manager confirmed the LOC interest rate with Meridian. He approached Royal Bank of Canada and confirmed that they cannot match the Meridian rate. It was agreed that the extra \$100,000 would only be used for capital purchases (e.g. vehicles).

**Motion** Moved by Mike Hinchberger; Seconded by Scott Mackey

That the Manager send the signed credit agreement to Meridian in order to increase the LOC to \$350,000.

**Carried**

**8. Correspondence – email from Loucks & Loucks dated February 4, 2025 Motion**

Correspondence included an email from Loucks & Loucks dated February 4, 2025. The discussion included that the modifications were driven by changes in provincial regulations and confirmed that support persons accompanying clients would not be charged a fee. The Manager recommended a working group composed of the Manager and the executive committee to modify the Partnership agreement and By-law #3 details.

**Motion** Moved by Mike Hinchberger; Seconded by Ed McGugan.

That the Manager work with the executive committee and Loucks & Loucks to modify the by-Laws and the Partnership agreement.

**Carried**

**9. New Business**

A. Update on purchase of new vehicles

The Manager updated the members present on vehicle procurement, stating that four vehicles purchased between November 2024 and January 2025 were refunded by the federal government. Additional purchases are planned for November 2025 and early 2026, with expectations of continued funding support.

**10. Reports and Recommendations**

A. Report on February 2025 operations

**Motion** Moved by Mike Hinchberger; Seconded by John Divinski

That the report on February 2025 operations be accepted as presented.

**Carried**

**11. Closed Session**

**Motion** Moved by Mike Hinchberger; Seconded by Doug Townsend

That the Board convene in closed session to discuss an ongoing investigation respecting the Board by the Ombudsman appointed under the Ombudsman Act, Litigation or potential litigation, including matters before administrative tribunals and Advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**Carried**

The Board reconvened in open session at 2:34 p.m.



**12. Adjournment & Upcoming Meeting Date**

Friday, April 25, 2025, 10:00 a.m.

**Motion** Moved by Mike Hinchberger; Seconded by Ed McGugan

That the Board meeting be adjourned as of 2:36 p.m.

**Carried**

  
Kym Hutcheon, Chair

DocuSigned by:  
  
4F5F59A15310467 4/10/2025  
Cassandra Cesco, Recording Secretary



# Creating our blueprint for innovation

2024 Annual Report



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION





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# Message from our Board Chair



**Alan Spacek**  
Chair, MPAC Board of Directors

**MPAC is driving transformation in Ontario's property assessment landscape. In 2024, MPAC captured a record-breaking \$42.7 billion in new assessments added to municipal rolls across Ontario. This contributed to an inventory of nearly 5.7 million properties, with a total assessed value estimated at \$3.2 trillion.**

These insights are crucial for calculating property and education taxes, as well as informing budgetary and community planning decisions. Our commitment to maintaining a complete and accurate property inventory ensures that our assessments are based on the most current and reliable data, empowering those we serve to make informed decisions.

Along with municipalities and other stakeholders, we actively contributed our insights and expertise to the Ontario government's review of the assessment and taxation system. Our priorities, such as affordable rental housing, student housing, and enhanced information sharing, are paving the way for a more equitable and efficient system. We take pride in being part of this progress.

To maintain this momentum, MPAC's Board of Directors approved strategic investments that ensure we can address

fiscal challenges while funding innovations that modernize our services. With new data tools, streamlined digital platforms, and a renewed commitment to innovation, we are strengthening decision-making at every level of the province.

As we look ahead, the implementation of MPAC's 2025-2028 Strategic Plan will redefine how municipalities can use property data to drive community growth. Our investments in modernization and collaboration will support our partners as they face trials with clarity and confidence.

Thank you for your continued partnership as we work together to shape the future of property assessment in Ontario.

A handwritten signature in blue ink that reads "Alan".

# Message from our President and CAO



**Nicole McNeill**

**President and Chief Administrative Officer, MPAC**

**As we close the chapter on our 2021-2024 Strategic Plan, I reflect, with immense pride and gratitude, on all that MPAC has accomplished. Each milestone achieved and every challenge overcome has strengthened our foundation, preparing us for the journey ahead.**

Our commitment to fostering an inclusive workplace and driving continuous improvement has significantly enhanced our ability to support Ontarians and deliver measurable value. Over the last year, we successfully captured record-breaking new assessment growth, launched new data reports and tools, exceeded service level agreement targets, and collaborated with partners to strengthen communities—all highlighted in this report.

Building on this momentum, we consulted on and developed our [2025-2028 Strategic Plan](#)—our blueprint for success. This plan establishes ambitious goals to position MPAC as the global leader transforming property assessment, data, and services. These goals are more than aspirations; they represent actionable strategies grounded in expertise and innovation designed to create meaningful, lasting impact.

The next chapter of our journey is defined by adaptability, innovation, and purpose. Guided by our core values—accountability, transparency, customer-focused, innovation, and inclusivity—we remain adaptable and forward-thinking, ready to embrace challenges and opportunities as they come.

By integrating equity, diversity, inclusion, and anti-racism methodologies into all aspects of our work, we ensure our efforts reflect the vibrant diversity of the communities we serve. These commitments are not just priorities, they are integral to the lasting change we aim to deliver.

As we embark on this new phase, we carry forward the lessons of the past and are guided by a clear vision for progress. Armed with our blueprint for the future, we are committed to driving meaningful growth in Ontario while cementing our role as a trusted advisor and collaborative partner.

By setting the standard for property valuation, we establish a benchmark of trust and excellence, driving transformative progress and delivering lasting value. Anchored by this mission, we are motivated to shape a future defined by innovation and meaningful success.



Our property intelligence actively shapes the world around us, supporting what's established and driving what's new.

# Who is MPAC?

## We're Ontario's property pulse.

Ontario's property landscape is dynamic and growing. MPAC plays a vital role in capturing these changes and providing accurate property valuations, insights, and services to property owners, businesses, and municipalities.

With a comprehensive inventory of nearly 5.7 million properties, MPAC ensures property assessments are fair, transparent, and current. Municipalities rely on these data insights to calculate property and education taxes, inform budgetary planning, and guide community development decisions. MPAC's services empower Ontarians with valuable information, enabling informed choices, addressing key questions, and fostering vibrant, thriving communities. For more insights into our strategic and operational performance, review the [2024 Performance Report](#).

In an era of rapid technological advancement, MPAC remains committed to innovation. Our efforts are focused on improving services and investing in modern technology to drive greater efficiencies in property assessment and support the growth of Ontario.



Mississauga, Ontario



## Our Vision

To be the global leader transforming property assessment, data, and services.

## Our Mission

A valued public service delivering benefits to Ontarians through data-driven products and services.

## Our Values

We are accountable, transparent, customer-focused, innovative, and inclusive.

## Our Commitment

To embed Equity, Diversity, Inclusion and Anti-Racism in our culture and work so it is reflected in everything we do.

# Supporting the growth of Ontario



**\$42.7 billion** new assessment added to municipal rolls



**5.7 million** total properties in Ontario inventory



**\$3.17 trillion** total property value in Ontario



**627,000** Property Assessment Notices mailed



**284,033** property inspections



**423,383** sales transactions processed



**18,959** severances and consolidations processed



**191,310** building permits processed



**12,453** Requests for Reconsideration closed



**6,449** appeals closed

All stats as of October 25, 2024



## Our accomplishments

# Delivering continuous operational excellence

Innovation has been our north star, a constant driving force motivating us to transform challenges into opportunities.

Our commitment to progress and innovation requires us to stay agile and ready for whatever comes next. To achieve this, we have continued to explore and embrace new technologies and processes to enhance our data quality, providing the essential tools for accurate market valuations and valuable insights. Our efforts throughout the past four years have positioned us as a leading authority in property assessment.

### Modernizing our operations and delivering value

At MPAC, we are transforming the property assessment process to be more efficient, transparent, and client-centred. We have updated our data collection methods and improved our customer-facing digital platforms, including Municipal Connect™ and AboutMyProperty™, to enhance the overall user experience.

Our property assessors utilize GPS technology and aerial imagery to collect data on properties, and apply advanced machine-learning models to generate precise property valuations. Property assessors have been equipped with advanced field technology, including laser measures and tablets, to make the inspection process more efficient.

In 2024, nearly **340** municipalities submitted building plans electronically, resulting in MPAC receiving over **31%** of all building plans electronically, thanks to improvements to Municipal Connect. We are seeing continual improvements in our timelines for capturing new assessments as municipalities adapt to e-permitting and submitting permits and building plans through MPAC's in-house built Application Programming Interface (API).

Upgrades to [AboutMyProperty](#) have provided property owners with convenient self-service options, such as the ability to update their property information, including mailing addresses and school support designations. These digital platforms have improved the speed and ease with which municipal partners and property owners can submit information, helping keep our databases current and accurate.

As a result of these efforts, we captured a record-breaking **\$42.7 billion** in new assessments, exceeding last year's record, with more than **90%** captured within one year of occupancy.



# 2024 Property Count

## Total Properties

2024 - 5.7M



5M

Residential



221K

Farm



167K

Commercial



81K

Industrial



49K

Special Exempt



18K

Multi-residential

## Total Assessment Value

2024 - \$3.17T



\$2.3T

Residential



\$145.8B

Farm



\$327.5B

Commercial



\$123.9B

Industrial



\$157.7B

Special Exempt



\$133.6B

Multi-residential

## Commercial

### Total Properties



2024  
167K

### Total Assessment Value



2024  
\$327.5B

## Levelling up our technology and information security

Ontario's property landscape may evolve quickly, but advancements in the technology powering our industry move even faster—and we are ready to lead the change.

MPAC has some of the brightest minds in technology working in-house. Over the last year, they have been busy updating our legacy systems and assessment technology to ensure that whenever an assessment update is called, we will be ready to deliver accurate, secure, and timely property assessments using real-time data.

We have been exploring ways to effectively harness the power of Artificial Intelligence (AI) and integrate it into our organization's operations, including employee feedback, as we aim to solve future challenges together. As this technology rapidly advanced, we recognized the importance of mitigating threats and vulnerabilities. We deemed it essential to create and implement an AI policy to ensure the responsible and safe use of this technology.

When you are responsible for three terabytes of data, security is paramount and always top of mind. For the fifth year in a row, MPAC's Information Technology team successfully maintained ISO/IEC 27001 and ISO/IEC 27017 certifications. Additionally, we earned our ISO/IEC 27018 certification for the second time.

ISO certifications are internationally recognized standards that verify an organization's commitment to quality, security, and best practices in its operations and services. We are only one of approximately 100 organizations in Canada to hold all three ISO certifications, which is an honour and a responsibility that we do not take lightly. We are relentless in protecting sensitive data, cloud services, and personal information, and we want to assist interested parties in protecting their data, too.

In 2024, we held our first cyber security information session for municipal partners, sharing tips and tricks for keeping their data safe. We are looking forward to new opportunities to share our expertise and assist others.

The IT Support team retained its HDI Certified Support Centre status, reaffirming our commitment to delivering world-class support and exceptional customer service to all employees. We first obtained this certification in 2020 and have continued to uphold the highest standards, successfully recertifying in 2022 and again in 2024. This certification, awarded every two years, is a testament to MPAC's dedication to continuous improvement and operational excellence.



MPAC's IT Support Team

In 2024, MPAC also became the first assessment body in North America and the largest Canadian organization to obtain certification from the Real Estate Standards Organization (RESO) for adhering to the RESO Common Format (RCF). This achievement highlights MPAC's leadership in data standardization and our work in advancing the real estate industry's technological landscape. RCF Certification brings the real estate industry in Canada one step closer to having a unified data framework, allowing for consistency and improved data quality.





“I thoroughly enjoyed presenting to our municipal partners about how we ensure the security of MPAC data. Sharing our best practices to help our partners protect their data is another way we can provide our expertise. It’s inspiring to see our collaborative efforts in action, and I look forward to our next opportunity to connect!”

**Mirza**  
Director, Cyber Security, MPAC



## Making an impact in IT

### Faster response and resolution:

Our team responds to incidents in just 16 minutes and resolves them in less than 2 hours, far outperforming the industry averages.

### Top-tier customer experience:

With an impressive 4.96/5 customer satisfaction rating, we are setting the gold standard for excellence.

### Service consistency:

We meet our Service Level Agreements (SLAs) 99% of the time, reflecting our unwavering commitment to reliability.

### Efficiency on first contact:

Resolving 82% of tickets on the first contact means fewer follow-ups and a smoother experience.



## Advancing data governance and embedding principles into our processes and culture

At MPAC, we are always finding new ways to deliver greater value to Ontarians through the power of data. Each year, our work generates over a billion data points, providing municipalities and Ontarians with insights to navigate a changing world.

In 2024, we initiated MPAC's Data Strategy with input from municipalities, taxpayers, and the Association of Municipalities of Ontario (AMO). This strategy focuses on sharing data for the public good, from guiding community programs to using our Automated Valuation Model for real-time property values. Additionally, nearly all municipalities—**99%**—have now signed our Data Sharing and Services Agreement, which streamlines access to MPAC's data tools and products.

We also introduced two new data products in Municipal Connect: an on-demand Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliant notification list and the MPAC Data Report. These products provide up-to-date information that enables municipalities to be proactive and make informed decisions.

Learn more about how MPAC data is shaping Ontario's future on our [Data Strategy](#) page.



## Delivering value-added insights

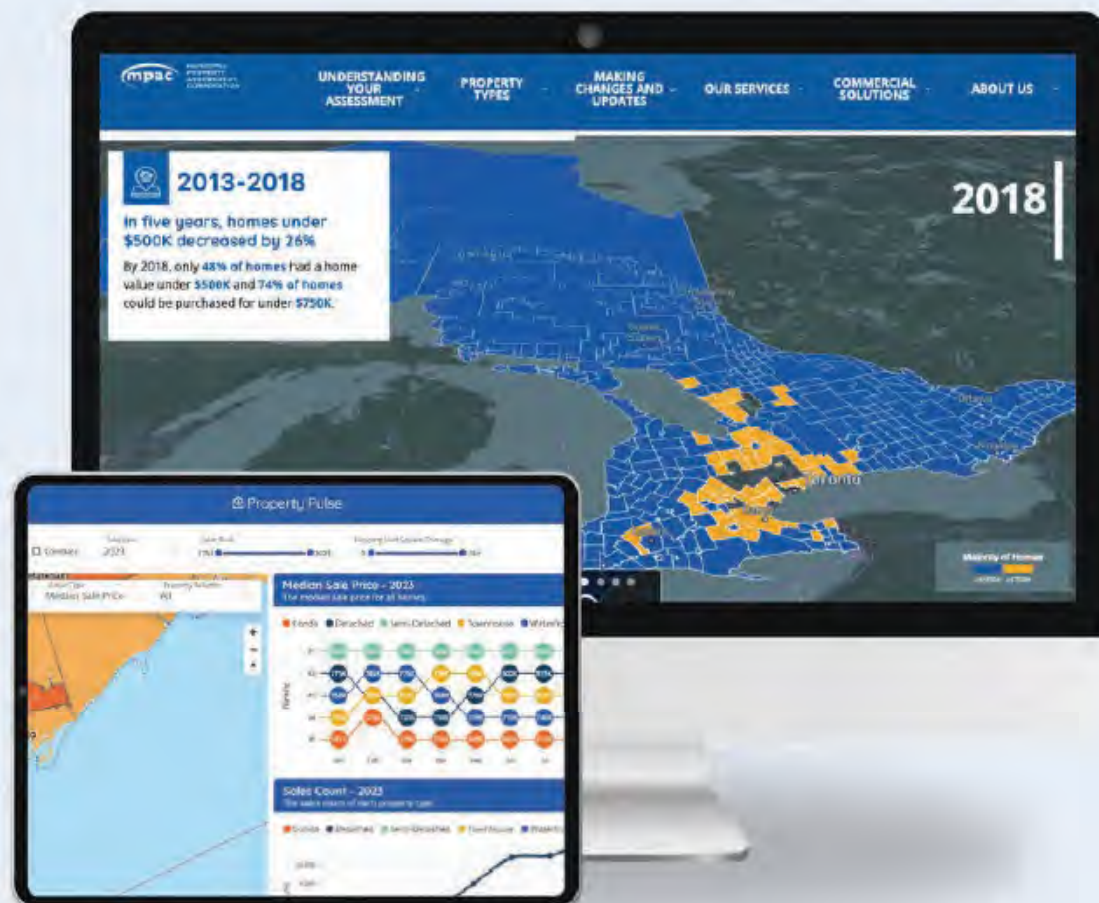
We deliver valuable data-driven insights through a wide range of tools and reports designed to meet the needs of our clients. Together, these tools ensure Ontarians have the information they need to plan effectively and make decisions with confidence.

Our most recent [property insights release](#) shows how the types of homes and sizes have changed across the province over time. In the 1950s, most new homes in Ontario were single-detached houses, making up about **95%** of the market. However, starting in the 1960s, more mid- and high-rise condos were built, with even greater growth in the 1990s. By 2020, condos became more common than single-detached houses, making up about **41%** of new homes, while single-detached houses made up around 38%. In addition, the release addressed the shift towards larger single-detached houses and smaller condominiums becoming increasingly common.

Developed in-house by our IT team, the [Property Pulse Dashboard](#) is a new value-added product introduced as part of the [AboutMyProperty platform](#). This tool provides real-time residential sales data categorized by municipality and property type, including single-detached homes, semi-detached homes, townhouses, condominiums, and waterfront properties.

We also launched our [Housing Inventory Map](#), which helped communities understand the residential property landscape and how it has continued to evolve over the last decade. Finally, at the end of the year, we introduced the [Residential Report](#), along with an interactive, dynamic map that shares market sales information, trends, and analysis on residential properties across Ontario. These reports will be released quarterly.

To explore these resources and more, visit the Research and Insights page on [mpac.ca](https://mpac.ca).



## Our accomplishments

# Elevating the property owner and stakeholder experience

Doubling down on our commitment to transparency and accountability, we strategically focused on strengthening our relationship with Ontarians by providing value-added data and actionable insights while helping Ontarians understand what MPAC offers beyond property assessment. In doing so, we provided clarity and confidence to Ontarians and strengthened our brand as a respected and trusted industry leader.

At MPAC, we strive to be a trusted source of property information, supporting property owners in making better-informed decisions about purchasing, selling, or planning for the future.

### Making sure Ontarians see the value we bring to their property decisions

Every property owner's journey is unique and we are here to support them every step of the way—whether they are buying their first home, selling, or planning for the future.



99,715  
phone calls



31,748  
emails



18,902  
chats



150,365  
total  
interactions

\*All stats are as of December 2024



In 2024, our Customer Contact Centre handled over **150,000** interactions with Ontarians, achieving a **94%** overall satisfaction rate with MPAC's customer service.

With questions about how to access AboutMyProperty™ and where to find registration information being some of the most common client interactions in our Customer Contact Centre, we created quick and helpful '[Unlocking AboutMyProperty](#)' videos documenting the process. To support new homeowners, we also added new answers to our [First-time Homeowners' Hub](#), which facilitates the conversation about property assessment and taxation through helpful FAQs.

We also partnered with local municipalities to help taxpayers navigate the property assessment and tax system, and we ran our '[Home Values Matter](#)' brand awareness campaign, which increased unaided brand awareness by **8%** by driving property owners to AboutMyProperty to learn more about their homes.

As we look to 2025, we are refreshing our visual identity to ensure our brand is more accessible, recognizable, and reflective of the communities we live and work in.

We are also reimagining AboutMyProperty to ensure accessing property information is more intuitive and transparent than ever. In 2024, we added enhancements like the Property Pulse Dashboard and the ability to update mailing addresses—and that's only the beginning!



## Strengthening municipal relationships by expanding value-added products and services

MPAC works collaboratively with municipalities, turning data into decisions that build stronger, more sustainable communities. In 2024, we focused on practical ways to help municipalities and property owners navigate challenges and find solutions that work for them.

### Here's what we did:

- **Built connections:** We met with municipal representatives at conferences to discuss issues, share insights, and collaborate.
- **Expanded resources:** To make it easier for municipalities to connect with their communities, we provided online toolkits containing resources like printable buck slips, social media messaging, and links to online information hubs that could help key audiences in navigating the property assessment and taxation system, such as first-time homeowners.
- **Kept municipal affiliates informed:** Through our InTouch newsletter, we shared new product alerts, important statutory changes, and invitations to municipal webinars on relevant topics like using MPAC data and process updates.
- **Offered hands-on instruction:** We hosted workshops and Municipal Connect Coffee Learning Sessions to connect with municipal staff across different departments like Planning and Finance, sharing tips on how to make the most of our tools.



1,865 

municipal engagements, including council meetings

3,036 

webinar + workshop attendees at over 52 webinars and workshops

4,769 

visited our municipal contact page

1,334 

people checked out our municipal resource page on mpac.ca

11,000+ 

subscribers to InTouch, our monthly municipal newsletter

[View the 2024 Municipal Partnerships Report](#)



By working closely with municipalities, we are making sure they have what they need to serve their communities effectively. To learn more about our efforts in 2024, check out our [2024 Municipal Partnerships Report](#).

### Continue to strengthen MPAC's relationship with the province by providing value-added data, analytics, and actionable insights

MPAC's Government Relations team met with **90** constituency offices across Ontario in 2024, building relationships and learning about each community's unique needs. These conversations helped us gain a deeper understanding of how we can contribute to improving the property assessment and taxation system.

Our ongoing collaboration with the Province of Ontario is informing new initiatives and the outcomes of the property assessment and taxation system review. We will continue to work alongside the government as we explore solutions that streamline information sharing and make assessment information more accessible.

It's exciting to see how these consultations translate into real change, and we look forward to the future.



## Our accomplishments

# Unlocking opportunities to drive value and additional revenue

**For over two decades, MPAC has assessed and delivered accurate property assessments for over five million properties in Ontario.**

This long-term success is achieved by developing leading technologies and leveraging our valuation experts who understand the systems required for modern property assessment. We continue to build products and services for purchase based on our expert knowledge.

### Assessment technology solutions at home and abroad

The Computer Assisted Mass Appraisal (CAMA) software MPAC uses for our own assessments was initially developed here in Ontario by us, “for our assessors by our assessors.” Since then, we have evolved our CAMA software, Insight, into a commercial version available to other assessment jurisdictions.



City Hall, Winnipeg, Manitoba

Our first international client, Tailte Éireann, the Valuation Office of Ireland, launched our product in 2023. Tailte Éireann is leveraging the tools configured by MPAC to deliver on its valuation mandate and will continue to use the product into the foreseeable future.

In 2024, we secured a second client, outside of Ontario, and began developing and implementing the software used to value property for the City of Winnipeg’s Assessment & Taxation Department. The project aims to improve the efficiency and accuracy of property valuations within the city and replace an outdated CAMA system.

Both Tailte Éireann and the City of Winnipeg are also benefiting from the professional services MPAC offers our clients with respect to valuation model development and training. As interest grows and assessment jurisdictions continue to look to MPAC for our expertise and technological innovations, we expect to expand our commercial software business.

## Realizing our potential with Ontario's REALTORS®

Ontario's REALTORS® look to MPAC for valuable property information. From square footage to building permit history and Automated Valuation Models (AVMs), Ontario's REALTORS® depend on MPAC data to create MLS listings, conduct comparative market analysis, research properties, and customize the services and advice they provide to buyers and sellers for all property types.

MPAC has direct relationships with all Ontario Real Estate Boards, representing over 100,000 REALTORS® across the province, and we offer regular webinars and in-person training sessions to help REALTORS® understand the data resources at their disposal and how to use them.

In 2024, approximately **60,000** Real Estate Agents received our REALTOR® focused newsletters, and over **12,000** Real Estate Agents joined MPAC for **230+** training sessions.

## A winning sector across the country

From mortgage brokers to small credit unions to large banks, the Financial Sector benefits from MPAC's data.

Utilizing advanced statistical techniques and sound appraisal methodologies, these organizations access MPAC's AVM along with utilizing our current inventory of residential property information. This data offers credible reflections of current residential market values. The values are updated weekly to ensure users have access to the most recent data, enabling financial institutions to assess property values in real time, accurately and at a fraction of the cost of a traditional appraisal.

By partnering with peer organizations and data aggregators across Canada, MPAC has become North America's leading provider of accurate, detailed property data—helping organizations make informed decisions through robust market analysis.





## New opportunities for leveraging MPAC Data

In 2024, we unveiled our new Home Energy Rating and Retrofit Report, which provides the estimated annual energy consumption, carbon emissions, and energy usage breakdown for single-family attached and detached homes. This information can help property owners save on energy costs and reduce emissions.

We also supported municipalities with data insights that helped inform energy-efficient plans and climate action strategies. Our data can paint a detailed illustration of current energy usage and identify areas of improvement, leading to stronger local energy conservation efforts.

Since 2002, our data sales have generated over **\$150 million** in surplus for the municipalities of Ontario.

To make our commercial offerings easier to explore, in 2024, we dedicated a new [Commercial Solutions section](#) on our website.



# Putting our people and culture first

In developing our 2021-2024 Strategic Plan, we made a commitment to fostering a more inclusive workplace by prioritizing our people and culture. A crucial aspect of this effort was the introduction of an Equity, Diversity, Inclusion, and Anti-Racism Strategy, along with innovative strategies for workforce planning, workspace planning, and succession planning.

Over the past four years, we made remarkable strides in fostering an inclusive and respectful workplace culture where everyone feels supported and set up for success. Our efforts have been centred on supporting our employees, attracting top talent, and cultivating a healthy, positive work environment. Working with external experts and gathering employee feedback, we continuously evaluated and improved our practices and policies.



# Our people

At MPAC, our workforce reflects the vibrant diversity of Ontario's property landscape, each with unique characteristics and attributes that define it.

Our people bring a wide range of experiences and perspectives, which enables us to connect with communities and better serve their needs.

1,795

employees across Ontario



799

participants in our Flexible Work Program



407

employees with a recognized accreditation (AACI, CAE, MIMA, M/FRICS)



280

valuation employees with partial accreditation (CRA, RES, AIMA)



250

members of MPAC's Equity, Diversity, Inclusion and Anti-Racism committee



118

new employees (since April 2024)



# 2024: A year of building and engaging for Equity, Diversity, Inclusion, and Anti-Racism

**MPAC is dedicated to creating an inclusive workplace. By prioritizing Equity, Diversity, Inclusion, and Anti-Racism (EDIA) initiatives, we enhance the employee experience and empower every team member to bring their authentic selves to work.**

In 2024, MPAC focused on laying a strong foundation that will support the long-term delivery of EDIA initiatives. We completed an employment systems review that helped us build a diverse workforce by attracting and developing staff while removing barriers to equity. Our demographic data collection survey has been instrumental in shaping our policies and strategy.

We actively engaged employees through EDIA committee meetings and Courageous Conversations, co-hosted with our Wellness team, to foster understanding and meaningful dialogue and contribute to a more inclusive work environment.

We celebrated significant cultural milestones, such as Pride Month, Black History Month, National Day for Truth and Reconciliation, International Women's Day, and Pink Shirt Day, highlighting our ongoing commitment to inclusion and cultural awareness.

As part of our Truth and Reconciliation journey, we partnered with Creative Fire, an Indigenous-owned agency, and consulted our internal Truth and

Reconciliation committee to ensure an authentic and respectful approach. We also had the privilege of learning from Bob Joseph, who educated us on **21 Things® You May Not Know About the Indian Act**, helping to deepen our understanding of Indigenous history.

Learning and development remained a priority as we shared employee stories and hosted virtual chats with inspiring guests like the Honourable Jean Augustine. We also provided resources to encourage continuous EDIA awareness, supporting growth and understanding.

Operating within a province rich in diversity, where our customers embody a wide range of cultural, linguistic, and lived experiences, embracing EDIA means understanding and respecting the communities we serve. Applying this lens across all aspects of our work enables us to deliver service with mindfulness and respect.

This was an essential year that further emphasized the importance of creating a more inclusive and diverse workplace. We are excited to launch more initiatives in 2025, building on the momentum we have gained.





“As I reflect on the year, I am proud of our significant strides in fostering a more inclusive, connected, and engaged workplace at MPAC.

The creation of the Social Impact and Inclusion Department was a pivotal moment for us, allowing us to bring together employee-led committees and create meaningful opportunities for connection and participation.

This year, employees had the chance to engage in important and sometimes challenging conversations, building trust and relationships across the organization, removing barriers, and supporting more informed decision-making and innovation. Whether through coffee chats, Courageous Conversations on sensitive topics, or the incredible work of our Social Impact and Gratitude Committees, the participation was overwhelming. Together, we raised funds, volunteered countless hours, and donated thousands of items to various causes.

Additionally, we’ve made strides in collecting and analyzing demographic data as part of our EDIA strategy, ensuring we can build more inclusive programs and initiatives moving forward.”



**Rupa Aggarwal**

Executive Director, Social Impact & Inclusion

# Social Impact

**At MPAC, we have a longstanding commitment to caring and are committed to making a positive impact in Ontario communities by supporting local causes, including environmental initiatives, to foster meaningful social change.**



We bring this to life through our Social Impact Committees located across our **26** offices. These committees are made up of passionate, kind, philanthropic, and action-oriented employees who are eager to make a difference. United in the pursuit of driving positive change, they plan activities throughout the year and collaborate on charitable and environmental initiatives, supporting both local and corporate-wide efforts.

The Social Impact Committee plays a key role in supporting MPAC's commitment to reducing carbon emissions. Through their efforts and in collaboration with the Workplace Lease and Fleet Strategy, MPAC has achieved a greenhouse gas emission level of **632.35** kg CO<sub>2</sub>e per full-time employee\*. (\*AET Group conducted the testing and used the globally recognized Greenhouse Gas Protocol developed by the World Resources Institute and the World Business Council for Sustainable Development.)

Our commitment to social responsibility enhances our relationships with the communities we serve, municipal partners, and property owners. This approach helps build trust and strengthens our role as responsible corporate leaders. Employee engagement not only creates a positive social impact but also fosters teamwork and the development of leadership skills.



**\$36,413**  
employee  
donations



**7,747**  
items  
donated



**50+**  
charities  
supported

# Investing in career development and succession planning

**In 2024, we launched our updated Valuation and Assessment Operations Succession Planning program.**

This program was designed to prepare property assessors for leadership roles, with over **20** employees joining in its first year. These future leaders are gaining the skills they need to step into management roles.

MPAC employees collectively completed **342** courses focused on personal and professional growth, including participation in industry accreditation programs. We are proud to report that **100%** of our required valuation staff now hold recognized industry designations. Several of our team members were even recognized with prestigious industry awards, including the WJ Lettner Award and the Larry K. Hummel Award—proof of the dedication and talent within our organization.





"I think it means a lot when a company wants you to grow individually and professionally. It shows they value people and are committed to helping you grow within the organization."

**Adriana**  
Property Valuation Analyst



Touching on our award-winning culture, MPAC was named one of [Greater Toronto's Top Employers](#) for the fifth year in a row, thanks to our commitment to creating a workplace that's inclusive, engaging, and focused on growth.



## Employee awards

### Carl B. Davis Award

- Steve, Property Valuation Analyst

### WJ Lettner Memorial Award

- Andrew, Property Valuation Specialist
- Shelby, Property Valuation Analyst

### Larry K. Hummel Award

- Oliver, Senior Appraisal and Market Specialist
- Salma, Property Valuation Analyst

### Fast Track Designation Program (MIMA recipient)

- Shawn, Property Valuation Analyst
- Vidura, Property Valuation Analyst

### IMA Assessors Award

- Sara, Property Inspector
- Aimee, Property Inspector



By 2029, we plan to reduce the footprint of all our workplaces across Ontario by an average of 50%.





# Implementing workplace and fleet strategies

**MPAC is changing the way we think about workspaces—making them more flexible, sustainable, and inclusive to support a variety of work styles and new technology while being cost-efficient.**

In 2023, we introduced a new Workplace Lease and Fleet Strategy focused on adaptability, fiscal responsibility, and building a strong brand presence.

One key component of this strategy is our Workplace Reduction and Relocation Project. By 2029, we plan to reduce the footprint of all our workplaces across Ontario by an average of **50%**. At the end of 2024, a total of six workplaces were reduced either at their current location or relocated to a smaller workplace—reducing their footprint by an average of **69%**.

The other main component of this strategy is to make our fleet more sustainable by reducing our vehicle count from **120** to **110** by the end of 2025 and increasing the number of hybrid/battery electric vehicles while targeting an average **50%** utilization rate for our fleet. By the end of 2024, we reduced our fleet to **115** vehicles while increasing the number of hybrid/battery electric models to **100**, or **87%** of our total fleet complement.

## Workplace reductions

Barrie (2023):

53%  
reduction



Kitchener:

73%  
reduction



Richmond Hill:

69%  
reduction



Mississauga:

82%  
reduction



North Bay:

41%  
reduction



Peterborough:

56%  
reduction



"These new office spaces provide the perfect opportunity to foster collaboration through open layouts, multiple meeting rooms, and seamless connectivity, all using the latest technology. We're setting the stage to improve communication, strengthen bonds, and align our teams around common goals."

**Anthony**

Director, Valuation and Assessment Operations

# Leadership

## 2024 Executive Management Group



**Nicole McNeill**  
MPAC President and  
Chief Administrative  
Officer



**Rupa Aggarwal**  
Executive Director,  
Social Impact and  
Inclusion



**Jamie Bishop**  
Vice-President, Public  
Affairs and Customer  
Experience



**Edward Broderick**  
Vice-President,  
Human Resources



**Chris Devadason**  
Vice-President,  
Commercial Software



**Dan DeVellis**  
Vice-President, Valuation  
and Assessment  
Operations



**Chris Fusco**  
Vice-President,  
Professional Services



**Sujit Jagdev**  
Vice-President and  
Chief Information and  
Technology Officer



**Matthew Kanter**  
Vice-President, General  
Counsel



**Carmelo Lipsi**  
Vice-President,  
Valuation and  
Assessment Operations  
and Chief Operating  
Officer



**Ivan Marinkovic**  
Vice-President,  
Information  
Technology



**Greg Martino**  
Vice-President,  
Valuation and  
Assessment Standards  
and Chief Valuation and  
Standards Officer



**Mary Meffe**  
Vice-President,  
Corporate Services  
and Chief Financial  
Officer



**Lee Taylor**  
Vice-President,  
Business Development



**Ruel Williamson**  
Executive Vice-President,  
Commercial and Client  
Solutions





## 2024 Board of Directors



**Alan Spacek**  
(Chair) (Retired) Mayor,  
Town of Kapuskasing



**Janice Baker**  
Chief Administrative  
Officer, Region of Peel



**Paul Bernards**  
Finance Professional



**Niels Christensen**  
Managing Director and  
Broker, Christensen  
Real Estate Group



**Nazmin Gupta**  
Managing Director of  
Capital Raising and Investor  
Relations, BentallGreenOak



**Ray Kindiak**  
Lawyer and Corporate  
Finance Professional



**Wendy Landry**  
Mayor, Municipality of  
Shuniah and President,  
Northwestern Ontario  
Municipal Association (NOMA)



**Chris Murray**  
Special Advisor to the  
federal Deputy Minister  
of Housing Infrastructure  
and Communities



**Jon Olinski**  
(Vice-Chair) Professor and  
Program Coordinator,  
Public Administration  
program, Seneca College



**John Paradis**  
Deputy City Manager,  
City of London



**Delia Reiche**  
Development Liaison,  
County of Brant and  
(Former) Deputy  
Mayor, Thames Centre



**Roberto Rossini**  
(Retired) Deputy City  
Manager and Chief  
Financial Officer,  
City of Toronto



**Ken Seiling**  
(Retired) Regional Chair,  
Region of Waterloo and  
(Former) Mayor,  
Woolwich Township



**Patricia Vanini**  
(Retired) Executive  
Director, Association of  
Municipalities of Ontario



**Derek Vanstone**  
Barrister &  
Solicitor

# Financial Highlights

Statement of Operations (In Thousands of Dollars)		
Revenue	2024	2023
Municipal	219,432	214,919
Other	28,398	26,117
Interest and Dividend Income	4,899	5,097
<b>Total Revenue</b>	<b>252,729</b>	<b>246,133</b>
Expenses	2024	2023
Salaries and Benefits	214,243	199,198
Professional Services	10,582	10,978
Information Technology	12,661	11,783
Facilities	8,657	8,567
General and Administrative	10,677	8,203
Royalties	3,258	2,697
Amortization of Capital and Intangible Assets	2,755	3,002
Gain on Disposal of Capital Assets	(551)	(119)
<b>Total Expenses</b>	<b>262,282</b>	<b>244,309</b>
(Deficiency) Excess of Revenue Over Expenses for the Year Before Changes in Fair Value of Investments	(9,553)	1,824
Changes in Fair Value of Investments	12,835	7,998
<b>Excess of Revenue Over Expenses for the Year</b>	<b>3,282</b>	<b>9,822</b>

Statement of Changes in Net Assets (In Thousands of Dollars)		
	2024	2023
Net Assets - Beginning of Year	112,332	105,614
Excess of Revenue Over Expenses for the Year	3,282	9,822
Net Actuarial Loss on Employee Future Benefits	(781)	(3,104)
<b>Net Assets - End of Year</b>	<b>114,833</b>	<b>112,332</b>

\*Note: the above is an excerpt from the 2024 Audited Financial Statements prepared in accordance with Canadian accounting standards for not-for-profit organizations, and should be read in tandem with the audited statements.

# Connect with us

MPAC has offices across Ontario to meet the needs of property owners in every community.

## Customer Contact Centre

Toll Free: 1-866-296-6722

TTY: 1-877-889-6722

[mpac.ca/contact](https://mpac.ca/contact)

Monday to Friday –  
8 a.m. to 5 p.m.

## Mail

1340 Pickering Parkway,  
Suite 101  
Pickering, ON L1V 0C4

## Follow us



[Download the 2024 Annual Report as a PDF](#)

[Download the 2024 Performance Report](#)



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION

Accessible formats and communication supports are available upon request.

Compliance statement: In keeping with the reporting requirements under the Municipal Property Assessment Corporation Act, the Corporation has complied with any policies, procedures, and standards established by the Minister under Section 10, and with the process established regarding the implementation of quality service standards by the Quality Service Commissioner.

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# Performance Report 2024



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION





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# Introduction



**The Municipal Property Assessment Corporation (MPAC) is an independent, not-for-profit corporation funded by Ontario municipalities, with a duty to accurately assess and classify all properties in Ontario.**

MPAC's role, responsibilities and authority are spelled out in the *Municipal Property Assessment Corporation Act*, the *Assessment Act* and regulations set by the Government of Ontario. We are accountable to the Province, municipalities and the property taxpayers of Ontario through a 13-member Board of Directors.

This report offers the public, our partners, and our stakeholders with insight into MPAC's strategic and operational performance. It serves as one of the ways MPAC demonstrates its commitment to accountability in providing for generating fair, accurate, transparent property assessments in an efficient manner.

For most measurements, MPAC has set performance targets by analyzing past performance, or by adopting existing targets from other reporting mechanisms, such as the [Service Level Agreement](#) (SLA) established between MPAC and Ontario municipalities. Targets derived from the SLA are marked as “SLA” where this is the case. In 2024, the performance baselines for each measure were updated to reflect the average of the

past three years (2021-2023) to align with best practices for corporate performance measurement and reporting. The Performance Report outlines 18 measures organized into three main goals. Each goal includes objectives and associated performance indicators to evaluate MPAC’s effectiveness in achieving the goals. Below is a chart summarizing the results of the operational metrics presented in the report:

Performance Goal	Number of Measures	Number of Measures That Include a Target	Number of Measures That Met or Partially Met Their Targets
Assessment excellence	9	7	6/7
Customer service and stakeholder engagement	6	6	6/6
Operational efficiency	3	3	2/3
Total	18	16	14/16

In 2024, MPAC achieved 14 of the 16 performance measure targets. This report includes details about each measure and how they support MPAC’s operational goals.

# Goal: Assessment Excellence

**Property assessments are the foundation of Ontario's property tax system, which generates approximately \$25 billion in municipal property taxes and \$7 billion in education taxes each year. We continuously monitor property sales transactions, rental information, and new construction to update our assessment data.**

This work ensures that the assessed values of properties across Ontario meet high standards set out by the [International Association of Assessing Officers](#) (IAAO), and meet our commitment to ensure a fair, equitable and transparent property taxation system for Ontario municipalities and their taxpayers. We are committed to delivering operational excellence and assessment excellence in the work that we do.

MPAC works to provide Ontario's municipalities with a stable assessment base. This means municipalities can expect a limited impact on their property tax base due to appeals, and property owners can expect an accurate assessment so that their share of property taxes is calculated fairly.

Assessment growth capture, assessment accuracy, equity and stability are important metrics for gauging our delivery of assessment excellence.

## **Objective: Assessment Growth Capture**

MPAC updates our database daily to ensure we maintain up-to-date information for every property in Ontario—totalling more than **5.7 million** properties as of 2024. Our work includes gathering information on new properties, and changes to existing properties, to capture what is known as new assessment. When MPAC processes new assessment, we issue a Property Assessment Change Notice to the property owner. This new assessment is captured on the assessment roll and can result in assessment growth for a municipality and the province as a whole.

The taxes generated from new assessment are a key source of new revenue for municipalities, which they can use to fund local priorities.



## Indicator: New Assessment Service

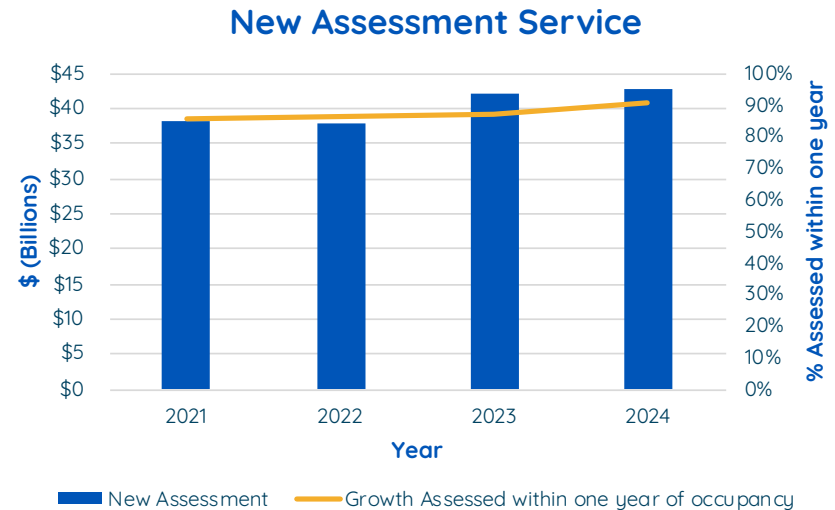
Thanks in large part to collaboration with our municipal partners, in 2024, we were able to add more than **\$42.7 billion** in new assessment to municipal assessment rolls across Ontario. This marks a record-breaking year for MPAC. We are proud to report that we processed **90.27%** of new assessment within one year of occupancy, exceeding our target of **85%**. The residential and condominium property type account for approximately **73%** of the new assessment in 2024. Over **92%** of the new assessment processed for these two property types were captured within one year of occupancy.

Collaborating with municipalities to digitize their building permit process provides MPAC with access to electronic building plans, allowing for more efficient data collection. Furthermore, MPAC's modernization efforts in data collection processes and the ingestion of electronic building plans have created efficiencies in our ability to process building permit activity.

As municipalities continue to adapt to electronic permitting, we continue to see improvements in our timeliness to capture new assessment. To date, nearly **340** municipalities have submitted digital building plans electronically, and over **31%** of all plans are being received electronically.

Although we met our target, not all municipalities have the same experience with assessment growth. While every effort is made to capture new assessment, there are many factors that may impact MPAC's ability to achieve this target, such as changes in market conditions, construction delays, delay in the delivery

of building permit notifications from municipalities and limited access to seasonal properties. When this is the case, we have been having regular conversations with impacted municipalities.



## Indicator: Parcel Maintenance Timelines

MPAC processes parcel information including severances, consolidations, new registered plans of subdivision, reference plans and condominium plans which contributes to new assessment by way of [Severance and Consolidation Information Forms](#) (SCIFs) and Condominium Plan Information Forms (CPIFs). The efficient processing of these parcel changes supports both the timely delivery of new assessment growth and parcel maintenance details to municipalities to support changes to their tax rolls.

Note that the time period for this indicator does not commence when MPAC receives the information, but the date on which it is

registered with the Province. Overall, all targets have been met. The one subset of properties that MPAC periodically processes outside of these time frames are complex severances. Complex severances may include, but are not limited to, properties

containing multiple classifications of land and/or improvements, severances that require further policy interpretation, and/or are linked to pending work objects that precede the severance.

Measure	Target	Baselines (2021-2023)	2023	2024
<b>Growth assessed within one year of occupancy</b>	<b>&gt;=85% (SLA)</b>	86.34% <b>Total Transactions:</b> \$39,263,621,476 <b>Within One Year:</b> \$33,913,324,396	87.22% <b>Total Transactions:</b> \$42,002,510,227 <b>Within One Year:</b> \$36,633,713,169	90.27% <b>Total Transactions:</b> \$42,765,333,908 <b>Within One Year:</b> \$38,604,402,878
<b>Severance and Consolidation Information Forms (SCIFs) delivered within 150 days of registration and within one year of registration</b>	90% within 150 days 100% within one year (SLA)	<b>150 Days</b> 97.54% <b>One Year</b> 98.73%	<b>150 Days</b> 98.38% 8,993 of 9,141 <b>One Year</b> 99.60% 9,104 of 9,141	<b>150 Days</b> 98.90% 9,088 of 9,189 <b>One Year</b> 99.74% 9,165 of 9,189
<b>Condominium Plan Information Forms (CPIFs) delivered within 150 days of registration and within one year of registration</b>	90% within 150 days 100% within one year (SLA)	<b>150 Days</b> 94.07% <b>One Year</b> 99.72%	<b>150 Days</b> 97.68% 253 of 259 <b>One Year</b> 100% 259 of 259	<b>150 Days</b> 97.46% 269 of 276 <b>One Year</b> 100% 276 of 276

## Objective: Assessment Accuracy and Equity

Accurate and equitable assessments provide municipalities and the Government of Ontario with a reliable foundation for taxation.

The Office of the Quality Service Commissioner, an independent office reporting to MPAC's Board of Directors, measures the quality of MPAC's assessed values against industry standards set by the [IAAO](#). The IAAO is a non-profit, educational and research association that promotes global excellence in property appraisal, assessment administration and property tax policy. These industry standards are measured when MPAC updates property values provincewide.

The Assessment Update originally scheduled for the 2021 taxation year was postponed by the Ontario Government during the COVID 19 pandemic. Property assessments continue to be based on a market value of January 1, 2016. MPAC will report on the quality measures once a new valuation date is in place.

In between assessment updates, MPAC measures the accuracy and equity of our assessments through other metrics, detailed below.

## Indicator: Property Reviews Performed

Properties are constantly changing, and it is our job to keep the data we have on file up-to-date and accurate. When changes to a property occur, we conduct a review to ensure our assessments accurately reflect the current state and condition of the property. MPAC may conduct a property review due to a recent sale, a new building permit, a data integrity review, a request for reconsideration, or an appeal. To capture all the changes to a property that may occur, MPAC prioritizes its reviews where property data may have changed. Typically, our goal is to complete **550,000** property reviews annually and to utilize technology and various data sources to complete approximately **75%** of all property reviews.

In this pursuit, prior to conducting reviews, MPAC completes a triage to identify the optimal method to identify and capture any data related to assessment changes ensuring compliance with industry standards. This may result in either relying on third party sources of information, the collection of information by way of an onsite inspection or possibly a combination of the two approaches.

Property reviews are also part of our work to capture assessment growth. In some cases, property reviews may result in a decrease of a property's assessed value, such as when a home is demolished or damaged. MPAC distinguishes between residential and non-residential reviews; and reviews conducted on-site, and those completed off-site using building plans, financials, digital imagery, and information gathered directly from the property owner.

## Property Reviews



In 2024, MPAC concentrated on the accuracy of more complex properties and properties with higher property value changes. As a result, the number of property reviews conducted is below target, yet the total value of assessment captured has increased. In 2024, MPAC recorded over **\$42.7 billion** in new assessments from 374,649 property reviews, compared to **\$37.3 billion** in 2020 from about **590,000** property reviews.

Also, we continued to place more emphasis on property reviews that are tied to other work objects such as large-valued complex building permits, recent sales and/or appeals. We prioritized on-site inspections, which has increased from **15-17%** in 2021/2022 to **28-31%** in 2023/2024.

The properties reviewed comprised of **103,548** non-residential properties and **271,101** residential properties. MPAC completed **80%** of non-residential property reviews off-site. Of these,





**29%** resulted in a change to the assessed value to the property. In contrast, **20%** of non-residential property reviews included on-site inspections, and **55%** of them resulted in a change to the assessed value to the property. MPAC completed **69%** of residential property reviews off-site. Of these, **49%** resulted in a change to the assessed value to the property. In contrast, **30%** of residential property reviews included on-site inspections, and **68%** of them resulted in a change to the assessed value to the property.

Measure	Target	Baselines (2020-2022)	2023	2024
Number of property reviews performed	Total reviews ≥550,000	Total reviews = 453,097	Total reviews = 393,235	Total reviews = 374,649
	Off-site ~75%, 412,500 reviews	Off-site = 78.85% 360,118 Reviews	<b>Residential:</b> 281,703 <b>Non-Residential:</b> 111,532	<b>Residential:</b> 271,101 <b>Non-Residential:</b> 103,548
			Off-site = 69%; 270,212	Off-site = 72.26%; 270,710
			On-site = 31%; 123,023	On-site = 27.74%; 103,939

## Objective: Assessment Stability

MPAC's property assessments are delivered to municipalities in annual assessment rolls covering every property in their jurisdiction. MPAC works to maintain assessment rolls that are complete, traceable, predictable, and stable. MPAC staff and representatives advocate for accurate and equitable assessments using their professional skills and knowledge. The Assessment Stability performance measures highlight the high degree of accuracy, equity, and fairness of MPAC assessments, and the stability they provide to municipal finances.

### Requests for Reconsideration (RfR) and Appeals

If a property owner disagrees with the assessed value and/or classification of their property, they may submit a Request for Reconsideration (RfR) to MPAC. When MPAC receives an RfR, we review the property's assessment in detail, free of charge, to determine its accuracy as long as it has met requirements set out in section 39.1 of the *Assessment Act*. The RfR process enables MPAC to resolve property owner concerns without the need for an appeal.

If a property includes land classified in the residential, farm or managed forest property tax class, the property owner must attempt to resolve the matter through the RfR process. If the property owner disagrees with the results of their RfR, they may appeal MPAC's assessment to the Assessment Review Board (ARB). Property owners of other properties may submit an RfR to MPAC or file an appeal directly to the ARB.

The ARB is an independent tribunal of the Ontario Ministry of the Attorney General. The ARB's decisions are final and binding; they can only be appealed to the Divisional Court on questions of law. The ARB plays an important role in the fairness and transparency of the Ontario property taxation system.

If an RfR or appeal results in a reduction in a property's assessed value, then the municipality where the property is located must adjust the taxes they have levied. While RfRs address a single taxation year, the length of time to complete an appeal can vary, so the municipality may have to adjust taxes retroactively for multiple years. This presents a financial risk for municipalities and their taxpayers. MPAC measures how many property owners accept their assessment without an RfR or appeal, and how many property values change following the RfR process. These are key indicators of assessment excellence and stability.

## Indicator: Request for Reconsideration Related Assessment Change

The RfR and appeal processes provide an opportunity for MPAC and property owners to collaboratively exchange information. New and corrected information about the property may result in a revision to the assessment of a property. MPAC welcomes the opportunity to work with property owners to revise our property data to reflect new information. MPAC does not set a target for RfR and Appeal related assessment change performance measures since it may influence the quality of review by MPAC staff.

During 2024, we completed a total of **12,213** RfRs. Of these, **4,491** RfRs led to a change to the current value assessment of the property. This represents a change to only **0.08%** of all properties in Ontario. It is worth noting that as the assessment cycle moves further from the base year, MPAC tends to receive fewer RfRs.

Measure	Target	Baselines (2020-2022)	2023	2024
Percentage of all properties experiencing a valuation change via the RfR process	No target	0.14%	0.1% 5,338 of 5,612,845	0.08% 4,491 of 5,681,507
Percentage of all property assessments accepted without appeal	>=99%	99.26%	99.23% 5,569,775 of 5,612,845	99.23% 5,637,912 of 5,681,507





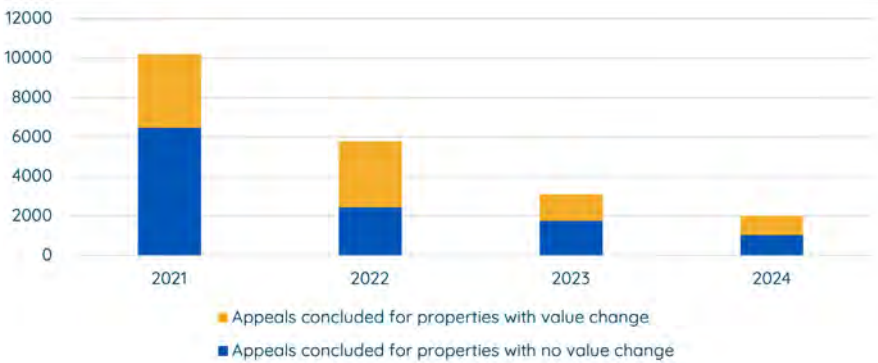
Indicator: Appeals Related Assessment Change

MPAC contributed to the resolution of appeals on 2,021 properties in 2024. This includes appeals initiated in the current tax year, and previous years. Of these appeals, **50.96%** resulted in no change in assessed value. This includes appeals where the ARB confirmed the assessed value, as well as those that were dismissed or withdrawn.

Withdrawals often happen because MPAC works with property owners to clarify the basis for their assessment. Because of these efforts, the property owner may choose not to proceed further with their appeal. In 2024, there are fewer appeals remaining. Those remaining are complex. Numerous outstanding appeals were put on hold by the ARB pending determinations of Divisional Court matters. In most cases, where

the Divisional Court has rendered decisions, those decisions align with the positions MPAC had taken on appeal. The ARB has recently restarted the appeals that were placed on hold and parties are working to apply the relevant decisions, as appropriate.

Appeals Related Assessment Change



Measure	Target	Baselines (2020-2022)	2023	2024
Appeals concluded for properties during the year with no value change	No target	53.95%	56.47% 1,748 of 3,095	50.96% 1,030 of 2,021

Indicator: Request for Reconsideration and Appeal Changes

When RfRs and appeals result in changes to a property’s value, this is reflected in the assessment roll, thus impacting municipal finances for the taxation year. As seen in the figures below, **406** of the **414**, or **98.07%** of lower-tier and single-tier municipalities had minor appeal and RfR losses representing less than **0.5%** of their assessment base.

Indicator: Municipal Stability

To calculate the second measure, we included RfR and appeal losses that subtracted from the assessment base, and the new assessment we captured that added to the assessment base. Factoring new assessment, **412** of **414** municipalities maintained or increased their assessment base in 2024. Exceeding the targets for these two measures significantly highlight the stability, quality, accuracy, equity, uniformity, and work put into MPAC’s property assessments.

Measure	Target	Baselines (2020-2022)	2023	2024
Percentage of lower tier/single tier municipalities not experiencing appeal & RfR losses greater than 0.5%	>=85%	91.62%	95.41% 395 of 414	98.07% 406 of 414
Percentage of lower tier/ single tier municipalities with assessment base remaining the same or increasing	>=90%	97.90%	97.34% 403 of 414	99.52% 412 of 414



# Goal: Customer Service and Stakeholder Engagement

As part of the 2021-2025 Strategic Plan, MPAC is working to elevate the property owner and stakeholder experience. We are dedicated to strengthening our municipal, industry, and provincial relationships by expanding value-added products and services to meet their diverse and evolving needs. At the same time, MPAC's core work to deliver property assessments remains critical to Ontario's municipalities.

Our work to better engage and serve municipal partners includes an ongoing series of webinars, new systems that provide improved, real-time access to assessment data, and the shift to digital e-permits and ongoing communication with Ontarians about changes in the province's property landscape.

## Objective: Customer Satisfaction

### Indicator: Customer Contact Centre Satisfaction and Responsiveness

In 2024, MPAC's Customer Contact Centre (CCC) received **150,365** calls, e-mails, or chat messages from our customers. As a key performance indicator of timeliness, the CCC responded to **91%** of phone inquiries in **5** minutes or less, and **90%** of e-mail inquiries within **2** business days. As a measure of the customer's overall experience, **9,217** customers completed a post contact survey resulting in **93%** indicating they were either satisfied or very satisfied with MPAC's service.

Measure	Target	Baselines (2021-2023)	2023	2024
Overall customer satisfaction with MPAC's Customer Contact Centre	>=90%	94%	94%	93%
Percentage of calls responded to by staff within 5 minutes	>=90%	90%	90%	91%
Percentage of emails responded to by staff within 2 business days	>=90%	84%	91%	90%

### Indicator: Municipal Services Levels Met

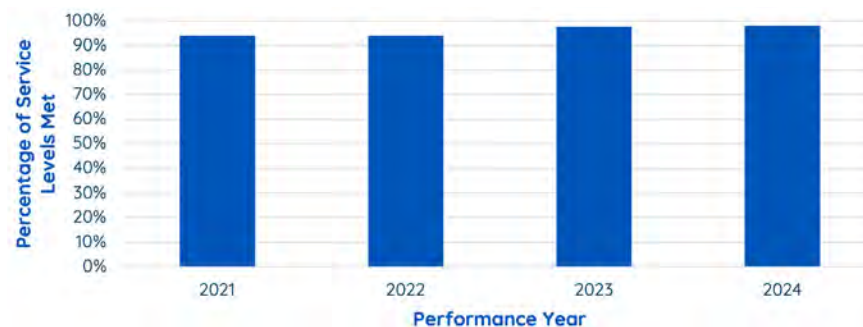
To measure the delivery of services to Ontario's municipalities, and to ensure mutual accountability, MPAC and its municipal partners jointly developed a [Service Level Agreement](#) (SLA). The SLA spells out fair, meaningful, performance standards for the assessment services that municipalities and taxpayers rely on most. In addition, the agreement fosters continuous improvement in service delivery by nurturing collaboration between MPAC and municipalities.

The SLA measures **12** different service levels, including:

- Processing of building permits,
- Delivery of Post-Roll Reports and New Assessment Forecasts,
- Response to and Resolution of Municipal enquiries, and
- Delivery of Year-End Tax File.

During 2024, we were able to meet **97.91%** of all Municipal Service Levels. Our partnerships with municipalities and stakeholders are stronger than ever, and when we are not able to meet a service level, there is a fact-based conversation with the municipality to discuss the cause of the missed service level and how it can be remedied in the future.

### Municipal Service Levels Met



## Indicator: Municipal Inquiry Responsiveness

Under the SLA, our staff must acknowledge and respond to municipal inquiries within **30** calendar days. This service level demonstrates MPAC's accountability and overall customer service commitment to our municipal partners which we achieved in 2024 by responding to **99.78%** of all inquiries within **30** days, with an average response rate of **6** days. By responding in a timely fashion, MPAC ensures municipalities have the information they need to answer any property-specific questions their constituents may have.

Measure	Target	Baselines (2021-2023)	2023	2024
Percentage of municipal service levels met	>=90% (SLA)	95.24%	97.72%	97.91%
Percentage of municipal inquiries responded to by staff within 30 calendar days	>=100% (SLA)	99.77%	99.8% 17,544 of 17,579	99.78% 18,529 of 18,568

## Objective: Stakeholder Engagement

Our liaison groups bring municipalities, municipal sector associations, industry representatives and our experts together, setting the foundation for greater engagement and partnership. Through ongoing engagement, we are committed to building trust and strengthening relationships as part of our commitment to assessment excellence.

## Indicator: Stakeholder Engagement Frequency

As part of our municipal and stakeholder engagement strategy, in 2024 we had a total of **7,770** engagement sessions with our municipal partners, which included meetings, webinars, conferences, and training opportunities. MPAC provides municipal partners with assessment-related information through a variety of channels, including Municipal Connect, the InTouch Newsletters, MPAC webinars, toolkits and mpac.ca.




In 2024, MPAC launched additional learning sessions throughout our **7** zones. The participation within these meetings has helped to continue to support the total number of engagements throughout the province in 2024. MPAC continues to work

with municipalities, Members of Provincial Parliament and local industry stakeholders on the following topics, and has maintained a strong presence at the following conferences:

Topics	Conferences/Events
<ul style="list-style-type: none"> <li>• <b>Who we are/what we do</b></li> <li>• <b>Property tax vs. assessment</b></li> <li>• <b>Municipal Connect and enhancements to the municipal experience</b></li> <li>• <b>Status of next assessment update</b></li> <li>• <b>New Assessment</b></li> <li>• <b>E-permitting</b></li> <li>• <b>Annotated Assessment Act Resource</b></li> <li>• <b>Small Business Property Subclass</b></li> <li>• <b>MPAC 101</b></li> <li>• <b>Modernization of MPAC Products and Services</b></li> <li>• <b>Appeals Update</b></li> <li>• <b>Pits &amp; Quarries Update</b></li> <li>• <b>Overview of About My Property</b></li> <li>• <b>Farm Tax Incentive Program</b></li> <li>• <b>Custom Data Requests</b></li> <li>• <b>Municipal Toolkits</b></li> <li>• <b>RTC/RTQ Expansion</b></li> <li>• <b>Tax Incentive Programs</b></li> <li>• <b>Application for Reduction in Taxation Applications</b></li> </ul>	<ul style="list-style-type: none"> <li>• Rural Ontario Municipal Association (ROMA)</li> <li>• Economic Developers Council of Ontario (EDCO)</li> <li>• Ontario Business Improvement Area Association (OBIAA)</li> <li>• Northwestern Ontario Municipal Association (NOMA)</li> <li>• Ontario Small Urban Municipalities (OSUM)</li> <li>• Ontario Municipal Administrators Association (OMAA)</li> <li>• Federation of Northern Ontario Municipalities (FONOM)</li> <li>• Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)</li> <li>• Association of Municipalities of Ontario (AMO)</li> <li>• Ontario Municipal Tax and Revenue Association (OMTRA)</li> <li>• Association française des municipalités de l'Ontario (AFMO)</li> <li>• Municipal Finance Officers Association (MFOA)</li> <li>• Ontario East Municipal Conference (OEMC)</li> <li>• International Association of Assessing Officers (IAAO) and Institute of Municipal Assessors (IMA)</li> <li>• Ontario Professional Planners Institute (OPPI)</li> <li>• Ontario Building Officials Association (OBOA)</li> <li>• Western Ontario Wardens Caucus</li> <li>• Thunder Bay District Municipal League</li> <li>• East Central Farm Show</li> <li>• District of Parry Sound Municipal Association</li> <li>• Perth County Municipal Day</li> </ul>





Toronto, Ontario

Measure	Target	Baselines (2021-2023)	2023	2024
<b>Number of municipal engagement sessions</b> “engagements” includes quarterly meetings, days with MPAC, conference work, monthly webinars, training sessions and MPAC 101 for new staff, Council Session, etc.	4,440 engagement sessions with all municipalities throughout the year.	6,035 engagements	7,802 engagements completed	7,770 engagements completed



# Goal: Operational Efficiency

**As our province has grown and some of our workload has increased, we have worked to offset the cost of our services through innovation and finding new ways of doing business. Historically, we have tried to keep budget increases – and by extension municipal levy increases – at or below inflation. We are committed to delivering our services efficiently by controlling expenses while unlocking opportunities to provide value and generate additional revenue.**

MPAC calculates the levy for each municipality based on the proportion of the province's properties, and the proportion of the province's total assessed value in their jurisdiction. MPAC's funding requirements include the cost of operations, capital spending and reserve requirements. However, the cost to municipalities is offset by revenues from commercial activities, such as licensing data, selling services and technologies and investment income. The net amount is the total [municipal levy](#).

## Objective: Financial Efficiency

As a public sector organization, we are also accountable to the Ontario property taxpayer. As such, we are committed to

managing our budget and resources responsibly by strategically investing dollars and focusing our attention where it matters the most.

## Indicator: Budget Variance

At the beginning of 2024, we forecast our annual expenditures and committed to managing our operating budget variance of no more than a **3%**. This metric is an indicator of budgeting and forecasting accuracy, holding MPAC accountable to efficient use of funds in that requested funds are wholly and appropriately utilized. In 2024, MPAC is proud to report that we had an operating budget variance within **0.8%**.

MPAC has been controlling expenses through the strategic management of financial and business operations, which has allowed us to keep the municipal levy at a **0%** increase over the past three years. However, we acknowledge that sustaining a **0%** increase in the long term is not realistic. Due to the current economic situation, we are now facing the need to increase the levy by **2.1%** to address the impact of inflation on our operations, including rising labour costs.

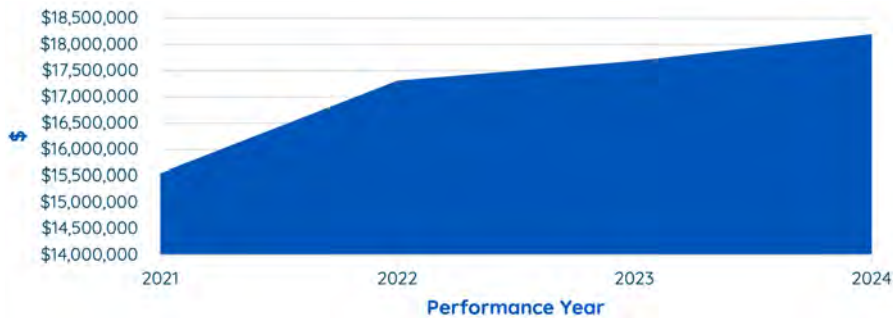
### Indicator: Surplus Generated from Sales Data

MPAC data is used extensively in commercial markets, including real estate, financial services, insurance, and utility. MPAC commercializes its data holdings to keep the cost of assessment services low for Ontario municipalities and to drive innovation and add value to our core business operations and commercial clients. The surplus derived from MPAC's Business Development activities has a direct benefit to the people of Ontario, saving municipalities more than **\$150 million** since 2002. At the beginning of 2024, we set out to achieve at least **\$18.0 million** in surplus generated from data sales. We exceeded this target, with revenue from business development activities generating **\$18.2 million** in 2024.



Trenton, Ontario

Annual Levy Offset



number of properties in Ontario. This is a common practice in other assessment jurisdictions. It does not consider weighting of different property types. Cost Per Property reflects MPAC’s commitment to keeping costs to the taxpayer as low as possible while delivering the services that our stakeholders rely on. In 2024, MPAC’s Cost Per Property was **\$43.26**, slightly higher than the 2024 target of **\$41.31** due to increased labour costs.

Indicator: Cost Per Property

To demonstrate the efficiency of our services, we calculate the Cost Per Property by adding up MPAC’s total core assessment operating and capital expenses and dividing by the total

Measure	Target	Baselines (2021-2023)	2023	2024
Year-end operating budget variance	<=3%	1.43%	1.7%	0.8%
Surplus Generated from Data Sales	>=\$18.0M in surplus generated from data sales	\$16,830,000	\$17,690,000	\$18,203,000
Cost Per Property	<=\$41.31	\$41.25	\$41.78	\$43.26

# Appendix A:

## Changes to Measures

The list below of Performance Measures were altered in some way from last year's iteration of MPAC's Performance Report.

Indicator	Measure	Target (New)	Target (Old)	Reason for Change
<b>Surplus Generated from Data Sales</b>	Surplus Generated from Data Sales	>=\$18.0M	>= \$16.6M	Target changes yearly based on departments internal target setting.

# Appendix B: List of Measures and Performance

Measure	Target	Baselines (Avg: 2021-2023)	2023	2024
<b>Assessment Excellence</b>				
<b>Assessment Growth Capture</b>				
Growth assessed within one year of occupancy	>=85% (SLA)	86.34% <b>Total Transactions:</b> \$39,263,621,476  <b>Within One Year:</b> \$33,913,324,396	87.22% <b>Total Transactions:</b> \$42,002,510,227  <b>Within One Year:</b> \$36,633,713,169	90.27% <b>Total Transactions:</b> \$42,765,333,908  <b>Within One Year:</b> \$38,604,402,878
Severance and Consolidation Information Forms (SCIFs) delivered within 150 days of registration and within one year of registration	90% within 150 days 100% within one year (SLA)	SCIFs <b>150 Days</b> 97.54% <b>One Year</b> 98.73%	<b>150 Days</b> 98.38% 8,993 of 9,141 <b>One Year</b> 99.60% 9,104 of 9,141	<b>150 Days</b> 98.90% 9,088 of 9,189 <b>One Year</b> 99.74% 9,165 of 9,189
Condominium Plan Information Forms (CPIFs) delivered within 150 days of registration and within one year of registration	90% within 150 days 100% within one year (SLA)	CPIFs <b>150 Days</b> 94.07% <b>One Year</b> 99.72%	<b>150 Days</b> 97.68% 253 of 259 <b>One Year</b> 100% 259 of 259	<b>150 Days</b> 97.46% 269 of 276 <b>One Year</b> 100% 276 of 276

Measure	Target	Baselines (Avg: 2021-2023)	2023	2024
<b>Assessment Accuracy &amp; Equity</b>				
Number of property reviews performed	Total reviews >= 550,000  Off-site 75%, 412,500 reviews	Total reviews: 453,097  Off-site = 78.85% 360,118 Reviews	Total reviews: 393,235 Residential: 281,703 Non-Residential: 111,532  Off-site: 69%; 270,212 On-site: 31%; 123,023	Total reviews: 374,649 Residential: 271,101 Non-Residential: 103,548  Off-site: 72.26%; 270,710 On-site: 27.74%; 103,939
<b>Assessment Stability</b>				
Percentage of all properties experiencing a valuation change via the RfR process	No Target	0.14%	0.1% 5,338 of 5,612,845	0.08% 4,491 of 5,681,507
Percentage of all property assessments accepted without appeal	>=99%	99.26%	99.23% 5,569,775 of 5,612,845	99.23% 5,637,912 of 5,681,507
Appeals concluded for properties during the year with no value change	No Target	53.95%	56.47% 1,748 of 3,095	50.96% 1,030 of 2,021
Percentage of lower tier/single tier municipalities not experiencing appeal & RfR losses greater than 0.5%	>=85%	91.62%	95.41% 395 of 414	98.07% 406 of 414
Percentage of lower tier/single tier municipalities with assessment base remaining the same or increasing	>=90%	97.90%	97.34% 403 of 414	99.52% 412 of 414
<b>Customer Service &amp; Stakeholder Engagement</b>				
<b>Customer Service</b>				
Overall customer satisfaction with MPAC's Customer Contact Centre	>=90%	94%	94%	93%



Measure	Target	Baselines (Avg: 2021-2023)	2023	2024
Percentage of calls responded to by staff within 5 minutes	>=90%	90%	90%	91%
Percentage of emails responded to by staff within 2 business days	>=90%	84%	91%	90%
Percentage of Municipal Service Levels Met	>=90% (SLA)	95.24%	97.72%	97.91%
Percentage of municipal inquiries responded to by staff within 30 calendar days	>=100% (SLA)	99.77%	99.8% 17,544 of 17,579	99.78% 18,529 of 18,568
<b>Stakeholder Engagement</b>				
<b>Number of municipal engagement sessions</b> “engagements” includes quarterly meetings, days with MPAC, conference work, monthly webinars, training session and MPAC 101 for new staff, Council Session, etc.	4,440 engagement sessions with all municipalities throughout the year.	6,035 engagements	7,802 engagements completed	7,770 engagements completed
<b>Operational Efficiency</b>				
<b>Financial Efficiency</b>				
Year-end operating budget variance	<=3%	1.43%	1.7%	0.8%
Surplus Generated from Data Sales	>= \$18.0 M in surplus generated from data sales	\$16,830,000	\$17,690,000	\$18,203,000
Cost per property	<=\$41.31	\$41.25	\$41.78	\$43.26

# Connect with us

**Customer Contact Centre**

Toll Free: 1-866-296-6722

TTY: 1-877-889-6722

Monday to Friday, 8 a.m. to 5 p.m.

**Mail**1340 Pickering Parkway, Suite 101  
Pickering, Ontario  
L1V 0C4**Online**[mpac.ca](http://mpac.ca)**MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION**[mpac.ca](http://mpac.ca)

Accessible formats and communication supports are available upon request.

**Compliance statement:** In keeping with the reporting requirements under the Municipal Property Assessment Corporation Act, the Corporation has complied with any policies, procedures and standards established by the Minister under Section 10, and with the process established regarding the development and implementation of quality service standards by the Quality Service Commissioner.

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## Financial statements of Municipal Property Assessment Corporation

December 31, 2024

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Deloitte LLP  
 Bay Adelaide East  
 8 Adelaide Street West  
 Suite 200  
 Toronto ON M5H 0A9  
 Canada

Tel: 416-601-6150  
 Fax: 416-601-6151  
[www.deloitte.ca](http://www.deloitte.ca)

## Independent Auditor's Report

To the Board of Directors of  
 Municipal Property Assessment Corporation

### Opinion

We have audited the financial statements of Municipal Property Assessment Corporation (the "Corporation"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. The Annual Report is expected to be available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter with those charged with governance.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Deloitte LLP*

Chartered Professional Accountants  
Licensed Public Accountants  
March 27, 2025

**Municipal Property Assessment Corporation**  
**Statement of financial position**

As at December 31, 2024

(In thousands of dollars)

	Notes	2024 \$	2023 \$
<b>Assets</b>			
Current assets			
Cash		14,198	14,884
Accounts receivable		6,117	4,536
Prepaid expenses		3,141	2,906
		<u>23,456</u>	<u>22,326</u>
Investments	3	162,247	156,137
Capital assets	4	9,600	7,719
Long-term prepaid expenses		196	52
Intangible assets	5	6	11
		<u>195,505</u>	<u>186,245</u>
<b>Liabilities</b>			
Current liabilities			
Accounts payable and accrued liabilities	14	33,860	29,831
Deferred revenue	6	1,687	1,483
Current portion of capital leases	10	352	322
		<u>35,899</u>	<u>31,636</u>
Employee future benefits	7	43,227	40,451
Deferred lease inducements		785	1,120
Long-term portion of capital leases	10	761	706
		<u>80,672</u>	<u>73,913</u>
Commitments and contingencies	9 and 11		
<b>Net assets</b>			
Unrestricted		7,604	7,402
Internally restricted	8	98,736	98,228
Invested in capital and intangible assets		8,493	6,702
		<u>114,833</u>	<u>112,332</u>
		<u>195,505</u>	<u>186,245</u>

The accompanying notes are an integral part of the financial statements.

Approved by the Board of Directors



\_\_\_\_\_, Director



\_\_\_\_\_, Director

**Municipal Property Assessment Corporation****Statement of operations**

Year ended December 31, 2024

(In thousands of dollars)

	<b>2024</b>	2023
	<b>\$</b>	\$
<b>Revenue</b>		
Municipal	<b>219,432</b>	214,919
Other	<b>28,398</b>	26,117
Interest and dividend income	<b>4,899</b>	5,097
	<b>252,729</b>	246,133
<b>Expenses</b>		
Salaries and benefits	<b>214,243</b>	199,198
Professional services	<b>10,582</b>	10,978
Information technology	<b>12,661</b>	11,783
Facilities	<b>8,657</b>	8,567
General and administrative	<b>10,677</b>	8,203
Royalties	<b>3,258</b>	2,697
Amortization of capital and intangible assets	<b>2,755</b>	3,002
Gain on disposal of capital assets	<b>(551)</b>	(119)
	<b>262,282</b>	244,309
(Deficiency) excess of revenue over expenses before change in fair value of investments	<b>(9,553)</b>	1,824
Change in fair value of investments	<b>12,835</b>	7,998
<b>Excess of revenue over expenses for the year</b>	<b>3,282</b>	9,822

The accompanying notes are an integral part of the financial statements.

**Municipal Property Assessment Corporation**  
**Statement of changes in net assets**  
Year ended December 31, 2024  
(In thousands of dollars)

	Notes	Unrestricted \$	Internally restricted \$	Invested in capital and intangible assets \$	2024 Total \$	2023 Total \$
			(Note 8)			
<b>Net assets, beginning of year</b>		<b>7,402</b>	<b>98,228</b>	<b>6,702</b>	<b>112,332</b>	<b>105,614</b>
Excess (deficiency) of revenue over expenses for the year		<b>5,488</b>	—	<b>(2,206)</b>	<b>3,282</b>	<b>9,822</b>
Remeasurements and other items on employee future benefits		<b>(781)</b>	—	—	<b>(781)</b>	<b>(3,104)</b>
Acquisition of capital and intangible assets	7	<b>(4,818)</b>	—	<b>4,818</b>	—	—
Proceeds from disposal of capital and intangible assets		<b>736</b>	—	<b>(736)</b>	—	—
Incurred lease obligations for vehicles accounted for as capital leases		<b>430</b>	—	<b>(430)</b>	—	—
(Repayment) retirement of lease obligations for vehicles accounted for as capital leases		<b>(345)</b>	—	<b>345</b>	—	—
Interfund transfers to internally restricted reserves		<b>(508)</b>	<b>508</b>	—	—	—
<b>Net assets, end of year</b>		<b>7,604</b>	<b>98,736</b>	<b>8,493</b>	<b>114,833</b>	<b>112,332</b>

The accompanying notes are an integral part of the financial statements.

**Municipal Property Assessment Corporation****Statement of cash flows**

Year ended December 31, 2024

(In thousands of dollars)

	Notes	2024 \$	2023 \$
<b>Operating activities</b>			
Excess of revenue over expenses for the year		<b>3,282</b>	9,822
Employee future benefits payments	7	<b>(974)</b>	(810)
Add (deduct): Items not affecting cash			
Change in fair value of investments		<b>(12,835)</b>	(7,998)
Reinvested investment income		<b>(3,629)</b>	(3,860)
Employee future benefits expense	7	<b>2,969</b>	2,817
Amortization of capital assets		<b>2,750</b>	2,998
Amortization of intangible assets		<b>5</b>	4
Gain on disposal of capital assets		<b>(551)</b>	(119)
Amortization of deferred lease inducements		<b>(335)</b>	(381)
		<b>(9,318)</b>	2,473
Changes in non-cash working capital			
Accounts receivable		<b>(1,581)</b>	(423)
Prepaid expenses		<b>(379)</b>	(170)
Accounts payable and accrued liabilities		<b>4,029</b>	(340)
Deferred revenue		<b>204</b>	(1,186)
		<b>(7,045)</b>	354
<b>Investing activities</b>			
Purchase of investments		<b>—</b>	(153,395)
Proceeds from sale of investments, net of fees		<b>10,354</b>	158,565
Purchase of capital assets		<b>(4,388)</b>	(2,278)
Proceeds on disposal of capital assets		<b>738</b>	130
Purchase of intangible assets		<b>—</b>	(9)
		<b>6,704</b>	3,013
<b>Financing activity</b>			
Repayment of lease obligations		<b>(345)</b>	(643)
(Decrease) increase in cash during the year		<b>(686)</b>	2,724
Cash, beginning of year		<b>14,884</b>	12,160
<b>Cash, end of year</b>		<b>14,198</b>	14,884
<b>Supplementary cash flow information</b>			
Non-cash transactions			
Acquisition of leased vehicles		<b>(430)</b>	—
Incurrence of lease obligations		<b>430</b>	—

The accompanying notes are an integral part of the financial statements.

**Municipal Property Assessment Corporation**  
**Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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**1. Description of business**

Municipal Property Assessment Corporation (the Corporation), formerly the Ontario Property Assessment Corporation, was incorporated effective January 1, 1998 and is a special act corporation under the Municipal Property Assessment Corporation Act, 1997 (Ontario). The Corporation is responsible for providing property assessment services for municipalities in the Province of Ontario, as well as providing other statutory duties and other activities consistent with such duties as approved by its board of directors. All municipalities in Ontario are members of the Corporation.

**2. Summary of significant accounting policies**

The financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

The significant accounting policies are summarized as follows:

*Fund accounting*

The financial statements include the following funds:

- The unrestricted fund comprises mainly amounts available for immediate use for the general purpose of the Corporation.
- The reserve for board-appropriated working fund is set aside by the board of directors in accordance with the Corporation's reserve strategy for contingencies and funding for identified one-time expenditures.
- The reserve for employee future benefits is the portion of net assets consisting of internally restricted investments set aside to settle employee future benefits.
- The reserve for enumeration was established to fund the costs associated with the preparation of preliminary voters' lists for municipal and school board elections. This function was transferred to the Elections Ontario in January 2024. MPAC will maintain the municipal and school board election support going forward, and the balance of this reserve will be used to pay for those activities.
- The reserve for assessment update was established to fund the costs associated with the assessment update. The Corporation contributes annually to the reserve but may vary the annual contribution with approval from the board of directors. The unspent reserve balance will be maintained to finance the next Assessment Update.
- Invested in capital and intangible assets represents assets that have been invested in long-lived capital and intangible assets which are not readily converted to cash, net of any liabilities related to the acquisition of those assets.

*Financial instruments*

The Corporation records cash, accounts receivable, accounts payable and accrued liabilities initially at fair value and subsequently at amortized cost. Financial assets are tested for impairment at the end of each reporting period when there are indications the assets may be impaired.

Investments are recorded at fair value. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

**Municipal Property Assessment Corporation**  
**Notes to the financial statements**  
 December 31, 2024  
 (In thousands of dollars)

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**2. Summary of significant accounting policies (continued)**

*Capital assets*

Capital assets are recorded at cost and are amortized using the straight-line method as follows:

Office equipment	5 years
Furniture and fixtures	5 to 10 years
Computer equipment	3 to 4 years
Small boats and vessels	3 to 8 years
Vehicles under capital lease	5 years

Leasehold improvements are also amortized on a straight-line basis over the term of the lease or ten years, whichever is less.

Assets under construction are recorded in the applicable asset class in the year they are put into service and are not amortized until they are put into service.

*Impairment of long-lived assets*

The Corporation reviews the carrying amount, amortization and useful lives of its long-lived assets on an annual basis. If the long-lived asset no longer has any long-term service potential to the Corporation, the excess of the net carrying amount over any residual value is recognized as an expense in the statement of operations.

*Intangible assets*

Intangible assets consist of computer software, which is recorded at cost and is amortized over three years.

The costs of developing in-house software are expensed as incurred.

*Revenue recognition*

Municipal revenue relates to assessment services and is recognized in the year in which the services are provided, and collection is reasonably assured.

Other revenues are comprised of services sold and products delivered from business development. These revenues are recognized when the services have been provided and/or the product is delivered, and collection is reasonably assured.

Interest income is recognized when earned.

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

*Employee future benefits*

The Corporation has defined benefit plans that provide for post-retirement medical and dental coverage and special termination benefits for defined eligible employees. Certain investments have been internally restricted but not segregated to pay for post-retirement benefits.



**Municipal Property Assessment Corporation**
**Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

**2. Summary of significant accounting policies (continued)**
*Employee future benefits (continued)*

The Corporation has the following policies:

- The Corporation accrues its obligations under defined benefit plans and the related costs when the benefits are earned through current service using the accounting valuation method.
- The cost of post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimates of retirement ages of employees, expected health-care costs and dental costs. The accrued benefit obligation related to employee future benefits is discounted using market rates on high-quality debt instruments.
- Remeasurements and other items are composed of actuarial gains (losses) on the accrued benefit obligation and arise from differences between the actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation, past service costs and gains and losses arising from settlements and curtailments. Actuarial gains and losses arise when the accrued benefit obligations change during the year. The actuarial gains and losses and other remeasurements including plan amendments are recorded in the statement of changes in net assets when incurred.

In addition, all employees of the Corporation are part of a defined benefit multi-employer benefit plan providing both pension and other retirement benefits. Contributions made to this plan are expensed as paid as the plan is accounted for as a defined contribution plan.

*Deferred lease inducements*

Lease liabilities include deferred lease inducements, which represent the free rent and improvement allowances received from landlords and are amortized over the term of the lease, and step-rent liability, which represents the difference between the average annual rent over the term of the lease agreement and actual rent paid in the year.

*Use of estimates*

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates include accounts payable and accrued liabilities, useful lives of capital assets and employee future benefits.

**3. Investments**

Investments are held within third party managed accounts, which invest independently. The breakdown of total investments by category is outlined below:

	<b>2024</b>	2023
	<b>\$</b>	\$
Cash to be reinvested	<b>270</b>	149
Fixed income	<b>88,069</b>	92,665
Equity	<b>55,786</b>	45,639
Real assets	<b>18,122</b>	17,684
	<b>162,247</b>	156,137

**Municipal Property Assessment Corporation**  
**Notes to the financial statements**  
December 31, 2024  
(In thousands of dollars)

**3. Investments (continued)**

The Corporation internally restricts certain securities to fund employee future benefits.  
The breakdown of total investments by intended use is outlined below:

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
Working capital	<b>86,756</b>	87,267
Employee future benefits	<b>75,491</b>	68,870
	<b>162,247</b>	156,137

**4. Capital assets**

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2024 Net book value</b>	2023 Net book value
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Office equipment	<b>378</b>	<b>378</b>	—	—
Furniture and fixtures	<b>7,545</b>	<b>6,361</b>	<b>1,184</b>	1,116
Computer equipment	<b>16,941</b>	<b>14,717</b>	<b>2,224</b>	2,038
Small boats and vessels	<b>391</b>	<b>367</b>	<b>24</b>	25
Leasehold improvements	<b>20,705</b>	<b>16,495</b>	<b>4,210</b>	3,555
Vehicles under capital lease	<b>3,293</b>	<b>2,213</b>	<b>1,080</b>	976
Assets under construction	<b>878</b>	—	<b>878</b>	9
	<b>50,131</b>	<b>40,531</b>	<b>9,600</b>	7,719

**5. Intangible assets**

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2024 Net book value</b>	2023 Net book value
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Computer software	<b>3,031</b>	<b>3,025</b>	<b>6</b>	11

**6. Deferred revenue**

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
Business development unearned revenue and customer down payments	<b>1,479</b>	1,290
Other deferred amounts	<b>208</b>	193
	<b>1,687</b>	1,483

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

#### 7. Employee future benefits

The Corporation has accrued an obligation for its post-employment benefits as follows:

*Employees who transferred to the Corporation from the Government of Ontario on December 31, 1998*

- Employees who transferred to the Corporation with less than ten years of service with the province will receive post-retirement group benefit coverage through the Corporation for themselves and for their dependents' lifetimes. The cost of these benefits is shared equally between the Corporation and the employee for those employees who retire after January 1, 2018.

The Government of Ontario continues to provide post-retirement benefits for employees who transferred to the Corporation with ten or more years of service with the province.

*Employees hired by the Corporation after December 31, 1998*

- These employees will receive post-retirement group benefit coverage for themselves and for their dependents through the Corporation until age 65.

*All employees*

- The Corporation is a Schedule II employer under the Workplace Safety and Insurance Act (Ontario), 1997 and follows a policy of self-insurance for all its employees. The obligation as at December 31, 2024 is \$1,158 (\$617 in 2023) and is included in the total obligations below.

Information about the Corporation's accrued benefit obligations and accrued benefit liabilities is as follows:

	2024	2023
	\$	\$
Accrued benefit obligations, beginning of year	40,451	35,340
Current service costs	1,106	1,049
Interest on accrued obligations	1,863	1,768
Actuarial loss (gain)	781	3,104
Contributions	(974)	(810)
Accrued benefit obligations, end of year	43,227	40,451

The employee future benefits expense recorded in the statement of operations during the year is as follows:

	2024	2023
	\$	\$
Current service costs	1,106	1,049
Interest on accrued obligations	1,863	1,768
	2,969	2,817

Remeasurements and other items, consisting of curtailments, settlements, past service costs and actuarial loss of \$781 (loss of \$3,104 in 2023), have been recognized directly in net assets.

**Municipal Property Assessment Corporation**
**Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

**7. Employee future benefits (continued)**
*All employees (continued)*

The significant actuarial assumptions adopted in measuring the Corporation's accrued benefit obligations are as follows:

	<b>2024</b>	2023
	<b>\$</b>	\$
Discount rate	<b>4.75%</b>	4.65%
Health care inflation	<b>5.2% grading down to 4% by 2040</b>	5.2% grading down to 4% by 2040
Vision and dental care inflation	<b>5.1% grading down to 4% by 2040</b>	5.1% grading down to 4% by 2040

The date of the most recent actuarial valuation of the accrued benefit obligations was December 31, 2022.

The Corporation paid \$32,519 (\$30,133 in 2023) of employer and employee contributions to the defined benefit multi-employer benefit plan.

**8. Internally restricted net assets**

	<b>2024</b>	2023
	<b>\$</b>	\$
Reserve for board-appropriated working fund	<b>52,157</b>	55,199
Reserve for employee future benefits	<b>32,264</b>	28,419
Reserve for enumeration	<b>846</b>	1,141
Reserve for assessment update	<b>13,469</b>	13,469
	<b>98,736</b>	98,228

Interfund transfers are approved by the board of directors. During the year, the board of directors approved the transfers between the unrestricted fund and the internally restricted net assets as follows: \$3,044 from (\$4,604 to in 2023) the board-appropriated working fund reserve to pay for future one-time expenditures; \$0 to (\$2,000 to in 2023) the assessment update reserve to set aside funds for the property assessment process, and \$295 from (\$202 from in 2023) the enumeration reserve.

The purpose and use of the employee future benefit reserve was approved by the board of directors at initial setup, and an annual approval for transfers is not required. A transfer of \$3,845 to (\$171 to in 2023) the employee future benefit reserve was made during the year.

Refer to note 2 for a description of the reserves.

**Municipal Property Assessment Corporation**  
**Notes to the financial statements**  
December 31, 2024  
(In thousands of dollars)

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**9. Commitments**

The Corporation has commitments under various operating leases for properties. Minimum lease payments due in each of the next five years and thereafter are as follows:

	\$
2025	3,352
2026	2,189
2027	916
2028	529
2029	302
Thereafter	15
	<u>7,303</u>

The Corporation is also committed to paying operating costs and property taxes on its various property leases.

**10. Capital leases**

The Corporation entered into several vehicle leases with an interest rate of between 3.82% and 6.98%, with lease terms up to 60 months. On termination of the lease, the Corporation has guaranteed a certain residual value of the vehicle to the lessor, depending on the ultimate lease term.

As at December 31, 2024 the current portion of the capital leases is \$352 (\$322 in 2023) and the long-term portion is \$761 (\$706 in 2023).

Future minimum annual lease payments required under capital lease arrangements are as follows:

	\$
2025	402
2026	395
2027	233
2028	101
2029	94
Total lease payments	1,225
Less: amount representing interest	(112)
	1,113
Less: current portion	352
	<u>761</u>

**11. Contingent liabilities and guarantees**

The Corporation has been named as a defendant in certain legal actions in which damages have either been sought or, through subsequent pleadings, could be sought. Where the outcome of these actions is determinable and considered significant as at December 31, 2024, a provision was made in these financial statements for any liability that may result. Any losses arising from these actions will be recorded in the year the related litigation is settled.

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

#### 11. Contingent liabilities and guarantees (continued)

In the normal course of business, the Corporation enters into agreements that meet the definition of a guarantee, as outlined in the Chartered Professional Accountants of Canada Handbook. The Corporation's primary guarantee subject to disclosure requirements is as follows:

- The Corporation enters into agreements that include indemnities in favor of third parties, such as purchase agreements, confidentiality agreements, leasing contracts, information technology agreements and service agreements. These indemnification agreements may require the Corporation to compensate counterparties for losses incurred by the counterparties as a result of breaches of contractual obligations, including representations and regulations, or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined, and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of the above indemnifications prevents the Corporation from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability, which stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the Corporation has not made any significant payments under such or similar indemnification agreements and, therefore, no amount has been accrued in the statement of financial position with respect to these agreements.

#### 12. Risk management

##### *Market risk*

The Corporation's investments are susceptible to market risk, which is defined as the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Corporation's market risk is affected by changes in the level or volatility of market rates or prices, such as interest rates, foreign currency exchange rates and equity prices. The Corporation is subject to cash flow interest rate risk due to fluctuations in the prevailing levels of market interest rate sensitive investments. The risk is mitigated through the Corporation's investment policy, which requires investments to be held in high grade, low risk investments.

##### *Credit risk*

Credit risk arises from the potential a counterparty will fail to perform its obligations. The Corporation is exposed to credit risk from banks and debtors. The risk is mitigated in that the Corporation conducts business with reputable financial institutions and its debtors are mainly entities within a level of the provincial government.

##### *Liquidity risk*

Liquidity risk is the risk the Corporation will not be able to meet its financial obligations as they come due. The Corporation manages liquidity through regular monitoring of forecasted and actual cash flows.

#### 13. Credit facility

The Corporation has an unsecured credit facility of \$10,000 to be used for its operations, which is renewable annually.

**Municipal Property Assessment Corporation**  
**Notes to the financial statements**  
December 31, 2024  
(In thousands of dollars)

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**14. Government remittances**

Government remittances consist of workplace safety insurance costs, sales taxes and payroll withholding taxes required to be paid to government authorities when the amounts come due. In respect of government remittances, \$2,325 (\$2,001 in 2023) is included in accounts payable and accrued liabilities.



# Multicultural Celebration

Kincardine Davidson Centre  
**Tuesday, May 13, 2025**  
**5:30 - 8 p.m.**

**FREE ADMISSION**

**Celebrating 20 Years of Cultural Diversity in the Kincardine Region:**  
 Building Bridges, Fostering Belonging,  
 and Strengthening Community

Interested participants willing to organize an information booth with a nation are warmly welcome. Please contact Chandra Tripathi at 519-396-9069 or [tripathics@yahoo.com](mailto:tripathics@yahoo.com).





# 20 Years Strong: Building Bridges Through Culture, Respect & Community

## Celebrating Two Decades of Multicultural Harmony & Connections

Hello, Bonjour, Aaniin, Hola, Ai, Ola, Ciao, Salam, Ni hao, Ku-musta, Konichiwa, Guten Tag, Anyoung, Sawasdee, Namaste!

*"Diversity is the one true thing we all have in common. Celebrate it every day."* – Winston Churchill

*"Each of our fingers is unique, yet they work together in harmony through the unity of the hand. So too should we honour and celebrate our diversity."* – Chandra Tripathi



*"Diversity in all its forms is the path to greatness."*



## Timeline of our Celebration

The Kincardine Multicultural Celebration, initiated in 2003 by Chandra Tripathi at Huron Heights Public School, has grown into a vibrant tradition of unity and shared respect. Through dialogue and building bridges, the event taps into the rich mosaic of traditions, foods, and realities of the people of Canada. What began as a vision promoting our cohesive community has become a beloved local tradition, supported by **Bruce Power**, the **Municipality of Kincardine**, and local **schools**. With over **15% of the town participating**, the event is a testament to how diversity strengthens us all. We respectfully celebrate on the Saugeen Ojibway Nation Territory. We honour their rich cultural legacy and ongoing contributions to this land. Join us in fostering meaningful friendships, promoting unity, and enriching the Canadian mosaic through shared values in diversity, environmental stewardship, and education.



## 20 YEARS STRONG: BUILDING BRIDGES THROUGH CULTURE, RESPECT & COMMUNITY

### *Branching out to charitable work in the larger community*

We extend our heartfelt gratitude to the people of Huron, Bruce and Grey Counties who annually come together to celebrate and support our cultural backgrounds. A special thanks to the **Swajan Samanvay Sanatan Centre (SSSC)** volunteers who annually organize this free event, bringing people together and engage in environmental, agricultural, spiritual, and educational events.



**Join Us!** The **SSSC** warmly invites you to be part of a vibrant journey — where roots meet harmony, and every voice makes a difference. **Together, let's grow a community that uplifts and inspires.** Come join us at Davidson Centre on **Tuesday, May 13 at 5:30 PM** as we celebrate 20 years of honouring our rich cultural heritage and the Canadian mosaic, where every story matters and the world grows closer through mutual respect. When we embrace every culture with respect, we build unity, foster peace and friendship, and bring the world a little closer, one celebration at a time. **Join SSSC today and be the change that celebrates diversity and builds connection.**



**Contact:** [tripathics@yahoo.com](mailto:tripathics@yahoo.com) or <https://sanatancentre.com/>



## Staff Report

Council Meeting Date: May 12, 2025

Subject: Building By-law

Report from: Emily Dance, Chief Administrative Officer

Attachments: DRAFT Building By-Law

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### **Recommendation**

Be It Resolved that Council hereby approves Report CBO-2025-012 being the Building By-Law Report;

AND approve the Building By-Law;

AND FURTHER authorizes the By-law coming forward at the next available meeting.

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### **Background**

The Building Code Act, 1992 (the BCA) and O. Reg. 163/24 as amended: Building Code (the Code) regulates the construction, renovation, demolition and change of use of buildings. The BCA and the Code are enforced locally through municipal building departments that review building permit applications, issue permits, inspect construction, and take enforcement action when contraventions occur.

The BCA is the legislative framework for the construction, renovation and change of use of buildings. It specifies the technical standards (the Code), applicable laws, administrative procedures and enforcement powers, among other matters.

Section 7(1) of the BCA authorizes a municipality's Council to pass a by-law (a Building By-law) concerning construction, demolition, change of use permits, inspections, and related matters.

Section 7(1)(c) grants Council the authority to impose fees and requires them to establish an appropriate fee structure for permits, inspections and other services.

Section 7(6) requires municipalities to provide public notification and hold one public meeting before introducing or changing fees.

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## **Analysis**

The Building By-law must comply with the BCA. The Province of Ontario released an amended Ontario Building Code this year. These amendments come into effect on January 1, 2025, and will be incorporated into the Building By-Law.

The Building By-Law will provide:

### Permits

- Classes of Permits – Building Permit, Demolition Permit, Conditional Permit, Change of Use permit, Occupancy Permit and Sewage System Permit.
- Application for Permit – Prescribed form from the Ministry
- Requirements for documentation for permit
- Requirements for Drawings
- Submission Requirements – Plans and Specifications
- Alternate Solutions
- Revisions to Permits
- Process for the abandonment, transfer, cancellation and revocation of inactive permits
- Fees and refunds
- Notice requirements for inspections

### CBO Code of Conduct

The BCA requires that municipalities and other principal authority establish and enforce a code of conduct for chief building officials and building inspectors. The purposes of a code of conduct are set out in the BCA and include:

- a. promoting appropriate standards of behaviour and enforcement actions;
- b. preventing practices which may constitute an abuse of power; and



c. promoting appropriate standards of honesty and integrity by a chief building official or building inspector in the exercise of a power or the performance of a duty under the BCA or Building Code.

A code of conduct must provide for its enforcement, including policies or guidelines to be used when responding to allegations that the code of conduct has been breached, and include disciplinary actions that may be taken if the code of conduct is breached.

The Draft Building By-Law was reviewed by our Municipal Solicitor and our Building Consultant RSM. Devon Stanley, our Acting CBO will be in attendance at the meeting to provide any clarification and answer any questions that may arise.

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### **Link to Strategic/Master Plan**

6.3 Facilitating Community Growth

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### **Financial Impacts/Source of Funding/Link to Procurement Policy**

There are no proposed changes to the Building Fees for 2025.

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Approved by: Emily Dance, Chief Administrative Officer

**BY-LAW NO. XXXXX****OF THE MUNICIPALITY OF ARRAN-ELDERSLIE**


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**BEING A BY-LAW** respecting Building, Demolition, Conditional, Change of Use and Occupancy Permits, Payment of Fees, Inspections, Appointment of Chief Building Official and Inspectors and a Code of Conduct and to repeal previous By-laws

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**WHEREAS** Section 7 of the *Building Code Act, 1992*, S.O. 1992, c. 23 as amended, empowers a Council to pass certain by-laws respecting permits for construction, demolition, occupancy, change of use, sewage systems and conditional permits and respecting inspections and the charging of permit fees;

**AND WHEREAS** section 35 of the *Building Code Act, 1992*, S.O. 1992 c. 23, as amended, (the “**Act**”) provides that the Act and the *Building Code*, namely O. Reg 163/24, as amended (the “**Code**”), supersede all municipal by-laws respecting the construction or demolition of buildings;

**AND WHEREAS** subsection 3(1) of the Act provides that the Council of each municipality is responsible for the enforcement of the Act in the municipality, except as otherwise provided in the Act;

**AND WHEREAS** subsection 3(2) of the Act provides that the Council of each municipality shall appoint a Chief Building Official and such inspectors as are necessary for the enforcement of the Act in the areas in which the municipality has jurisdiction;

**AND WHEREAS** subsection 7.1(1) of the Act provides that the Council of each municipality shall establish and enforce a Code of Conduct for the Chief Building Official and Inspectors;

**NOW THEREFORE the Council of the Corporation of the Municipality of Arran-Elderslie ENACTS as follows:**

**Part 1**  
**CITATION AND DEFINITIONS**

**Short Title**

- 1.1 This by-law shall be known as the “Building By-law”.

**Definitions**

- 1.2 Words or terms not defined in this by-law shall have the meaning ascribed to them in the Act or the Code.
- 1.3 In this by-law:

“**Act**” means the *Building Code Act, 1992*, S.O. 1992, c.23, as amended;

“**Applicant**” means the Owner of a Building or property who applies for a permit, or any person authorized by the Owner to apply for a permit on the Owner’s behalf, or any person or corporation empowered by statute to cause the Construction or demolition of a Building or Buildings and anyone acting under the authority of such person or corporation;



**"As Constructed Plans"** means Construction plans and specifications that show the Building and the location of the Building on the property as the Building has been Constructed;

**"Building"** has the same definition as found in subsection 1(1) of the Act;

**"Change of Use"** means a change of use as referenced in section 10 of the Act;

**"Chief Building Official"** means the Chief Building Official appointed by a by-law of The Corporation of the Municipality of Arran-Elderslie for the purpose of enforcement of the Act;

**"Code"** means regulations made under section 34 of the Act, as amended from time to time, or any successor thereof;

**"Conditional Permit"** means a permit issued under subsection 8(3) of the Act;

**"Construct"** has the same definition as found in subsection 1(1) of the Act;

**"Demolish"** has the same definition as found in subsection 1(1) of the Act;

**"Farm Building"** means a farm building as defined in Div. A, Section 1.4.1.2 of the Code;

**"Inspector"** means an inspector appointed for the purpose of enforcement of the Act;

**"Municipality"** means The Corporation of the Municipality of Arran-Elderslie;

**"Occupancy Permit"** means a Permit authorizing occupation of a Building, or part of a Building, prior to its completion as set out in Div. C, Section 1.3.3. of the Code;

**"Owner"** means the registered owner of a property and includes a lessee, a mortgagee in possession, or any other person who proves to the satisfaction of the Chief Building Official that they are the authorized agent of the owner of the property;

**"Permit"** means written permission or written authorization from the Chief Building Official to perform work regulated by this by-law and the Act, or to change the use of a Building or part of it, or, in the case of an Occupancy Permit, to occupy any Building or part thereof;

**"Permit Holder"** means the Owner to whom a Permit has been issued or where a Permit has been transferred, the new Owner to whom the Permit has been transferred;

**"Plumbing"** has the same definition as found in subsection 1(1) of the Act; and,

**"Sewage System"** means a sewage system as defined in Div. A, Section 1.4.1.2 of the Code.

#### **Additional Definitions**

- 1.4 Except as otherwise defined herein, any words or phrases used in this by-law defined by the Act or the Code shall be deemed to have an equivalent meaning.

## Part 2 PERMITS

### Classes of Permits

- 2.1 Classes of Permits with respect to the Construction, Demolition, Conditional, Change of Use, Sewage Systems, structural sign, after the fact, exterior heritage work and Occupancy Permits shall be set out in **Schedule "A"** of this by-law.

### Application for Permit

- 2.2 To obtain a Permit, an Applicant shall file an application electronically or in writing on forms prescribed by the Province of Ontario and available from the Chief Building Official or from the Ministry of Municipal Affairs and Housing website, <https://www.ontario.ca/page/ministry-municipal-affairs-housing>, and supply any other information relating to the application, as required by the Chief Building Official.
- 2.3 Every application for a Permit shall be submitted to the Chief Building Official and shall contain the information prescribed in this by-law.

### Building Permits

- 2.4 Where an application is made for a Building Permit under subsection 8(1) of the Act, the Applicant shall:
- (a) use the provincial application form, "Application for a Permit to Construct or Demolish";
  - (b) include complete plans and specifications, documents, and other information as required by Div. C, Section 1.3.1.3.(5) of the Code and as prescribed in this by-law for the work to be covered by the Permit;
  - (c) identify and describe in detail the work and occupancy to be covered by the Permit for which the application is made;
  - (d) describe the land on which the work is to be done by a description that will readily identify and locate the building lot;
  - (e) include complete plans and where deemed required by the Chief Building Official, specifications as described in his by-law for the work to be covered by the Permit and show the occupancy of all parts of the Building;
  - (f) ensure that the application is accompanied by the required fees or deposit where applicable as contained in **Schedule "C"** of this by-law;
  - (g) state the names, addresses, telephone numbers and email addresses of the Owner and of the architect, engineer, designer, contractor or constructor, where applicable;
  - (h) ensure that the application is accompanied by a signed acknowledgment of the Owner that architect(s) and engineer(s) and/or other professionals as appropriate have been retained to carry out field reviews of the Construction where required by the Code. This written acknowledgment shall be completed by filling out a "Commitment to General Review Form" and submitting it to the Chief Building Official as part of the Permit application and prior to the issuance of a Permit; and,
  - (i) ensure that the application is signed by the Owner, or his or her authorized

agent, who shall certify the truth of the contents of the application.

#### **Demolition Permits**

- 2.5 Where an application is made for a Demolition Permit under subsection 8(1) of the Act, the Applicant shall:
- (a) ensure that the information and items outlined in subsections 2.4(a) to 2.4(i) of this By-law, as applicable, are included in or with the application; and
  - (b) ensure that the application is accompanied by proof satisfactory to the Chief Building Official that arrangements have been made with the proper authorities for the disconnection and plugging of all water, sewer, gas, electric, telephone or other utilities and services.

#### **Conditional Permits**

- 2.6 Where an application is made for a Conditional Permit under subsection 8(3) of the Act, the Applicant shall:
- (a) ensure that the information and items outlined in subsections 2.4(a) to 2.4(i) of this By-law, as applicable, are included in or with the application;
  - (b) provide information, plans and specifications concerning the complete project as the Chief Building Official may require;
  - (c) state the reason(s) why the Applicant believes that unreasonable delays in Construction would occur if a Conditional Permit is not granted;
  - (d) state the necessary approvals which must be obtained in respect of the proposed Building and the date by which such approvals will be obtained;
  - (e) include an agreement in writing between the Applicant, such other persons as the Chief Building Official determines and the Municipality dealing with the matters outlined in subsection 8(3)(c) of the Act;
  - (f) state the date by which complete plans, specifications or applicable law approvals will be filed with the Chief Building Official; and
  - (g) ensure that the application is accompanied by a security deposit, as prescribed by the Chief Building Official.
- 2.7 The Council of the Municipality hereby delegates to the Chief Building Official the authority to enter into agreements with respect to Conditional Permits pursuant to subsection 8(3.1) of the Act, subject to those agreements being signed by both the Chief Building Official and the Clerk of the Municipality.

#### **Change of Use Permits**

- 2.8 Where an application is made for a Change of Use Permit under subsection 10(1) of the Act, the Applicant shall:
- (a) ensure that the information and items outlined in subsections 2.4(a) to 2.4(i) of this By-law, as applicable, are included in or with the application;
  - (b) describe the Building in which the occupancy is to be changed, by a description that will readily identify and locate the Building;

- (c) identify and describe in detail the current and proposed occupancies of the Building or part of the Building for which the application is made; and,
- (d) identify on the plans and specifications the current and proposed occupancy of all parts of the Building, and which contain sufficient information to establish compliance with the requirements of the Code, including floor plans, details of wall, ceiling and roof assemblies identifying required fire resistance ratings and load bearing capacities and details of the existing Sewage System, if any.

### **Occupancy Permits**

- 2.9 An Occupancy Permit for Buildings described in Div. C, section 1.3.3.1.(1) of the Code, other than dwelling units, including additions and renovations to those Buildings, shall be issued where the Chief Building Official has determined that the requirements for occupancy in Div. C, section 1.3.3.1.(2) of the Code have been met and has authorized the occupancy of the Building or part thereof.
- 2.10 An Occupancy Permit for new residential Buildings described in Div. C, article 1.3.3.4. of the Code, including detached, semidetached and most townhomes, shall be issued where the Chief Building Official has determined that the requirements for occupancy in Div. C, section 1.3.3.4.(3) of the Code have been met and has authorized the occupancy of the Building or part thereof.
- 2.11 An Occupancy Permit for Buildings described in Div. C, article 1.3.3.5. of the Code shall be issued where the Chief Building Official has determined that the requirements for occupancy in Div. C, section 1.3.3.5.(3) of the Code have been met and has authorized the occupancy of the Building or part thereof.
- 2.12 Every application for an Occupancy Permit shall be accompanied by a non-refundable fee as stipulated in **Schedule "A"** of this by-law.

### **Sewage System Permits**

- 2.13 Where an application is made for a Sewage System Permit under subsection 8(1) of the Act, the Applicant shall:
  - (a) ensure that the information and items outlined in subsections 2.4(a) to 2.4(i) of this By-law, as applicable, are included in or with the application;
  - (b) contain the name, address, telephone number, and email address of the person installing the Sewage System;
  - (c) where the person installing the Sewage System is required to have a license under the Act and the Code:
    - i. the number and date of issuance of the license; and,
    - ii. the name of the qualified person supervising the work to be done under the Sewage System Permit.
  - (d) contain a site evaluation which shall include all of the following items, unless otherwise specified by the Chief Building Official:
    - i. the date the valuation was done;
    - ii. the name, address, telephone number and signature of the person who prepared the evaluation;

- iii. a scaled map of the site showing:
  - 1. the legal description, lot size, property dimensions existing rights-of-way, easements, or municipal/utility corridors;
  - 2. the location and clearance of items listed in Article 8.2.1.5 and 8.2.1.6 of the Code;
  - 3. the location of the proposed Sewage System;
  - 4. the location of any unsuitable, disturbed, or compacted areas;
  - 5. proposed access routes for system maintenance;
- iv. include documentation that identifies:
  - 1. depth of bedrock;
  - 2. depths to zones of soil saturation;
  - 3. soil properties, including soil permeability; and,
  - 4. soil conditions, including the potential for flooding.

#### **Revisions to Permit**

- 2.14 No person shall make a material change or cause a material change to be made to a plan, specification, document or other information on the basis of which a Permit was issued without notifying, filing details with and obtaining the authorization of the Chief Building Official. Substantial changes may constitute a revised submission and additional fees would be charged as per **Schedule "C"** of this by-law.

#### **Revocation of Permit**

- 2.15 In accordance with subsection 8(10) of the Act, the Chief Building Official may revoke a Permit that has been issued.

#### **Abandoned Permit Application**

- 2.16 Where an application for Permit remains incomplete or inactive for six (6) months after it is made, the application may be deemed by the Chief Building Official to have been abandoned. Once the Chief Building Official deems an application to be abandoned, it may be cancelled, and a new application will be required for the proposed work.

#### **Transfer of Permit Application and Permits**

- 2.17 Where the ownership of land changes after a Permit application has been submitted and the fees paid or where a Permit has been issued, the Applicant for the Permit or the person to whom the Permit was issued, may submit a request to the Chief Building Official requesting a transfer of the Permit application and fees or the Permit by submitting the following:
- (a) the name and address of the person to whom the Permit application and fees or the Permit are to be transferred;
  - (b) the name and address of any contractors that have changed from those listed on the Permit application or Permit;

- (c) the name and address of architect(s) and professional engineer(s) responsible for the design and field review of Construction that have changed from those listed on the Permit application or Permit;
  - (d) the names and addresses of the previous and new Owner and the date the change in ownership took place; and
  - (e) the fee stipulated in **Schedule "A"** of this by-law.
- 2.18 The new Owner shall, upon transfer of a Permit, be the Permit Holder for the purpose of the Act and the Code.

### Part 3 PLANS AND SPECIFICATIONS

#### Plans and Specifications

- 3.1 Sufficient information shall be submitted with each application for a Permit to enable the Chief Building Official to determine whether or not the proposed Construction, Demolition, Change of Use, etc. will conform with the Act, the Code and any other applicable law.
- 3.2 Each application shall, unless otherwise specified by the Chief Building Official, be accompanied by a complete electronic set of plans, drawings and specifications in a format as prescribed by this by-law and the Chief Building Official. A complete set of printed plans may be requested at the discretion of the Chief Building Official.
- 3.3 Plans shall be drawn to scale, shall be legible and, without limiting the generality of the foregoing, shall include such plans and drawings as set out in **Schedule "B"** to this by-law, unless otherwise specified by the Chief Building Official.
- 3.4 The granting of a Permit, the review of the drawings and specifications or inspections made by the Chief Building Official shall not, in any way, relieve the Owner of a Building from full responsibility for carrying out the work or having the work carried out in accordance with the requirements of this by-law and the Code, including ensuring that the occupancy of the Building, or any part thereof, is in accordance with the terms of this by-law and the Code.
- 3.5 The Chief Building Official may require a digital set of As Constructed Plans of a Building or any class of Buildings be filed with the Chief Building Official on completion of the Construction under such conditions as may be prescribed in the Code, pursuant to subsection 7(1)(g) of the Act.
- 3.6 When required by the Chief Building Official, a surveyor's certificate, prepared by a registered Ontario Land Surveyor, shall be submitted, and approved prior to commencement of the framing or above grade portion, and shall show the location of the foundation or foundations on the lot. Elevations for the top of foundation(s) may be required.
- 3.7 On completion of the Construction of a Building, part of a Building, or lot grading and drainage the Chief Building Official may require a set of As Constructed Plans including a plan of survey prepared and certified by an Ontario Land Surveyor showing the location of the Building.

## Part 4 ALTERNATIVE SOLUTIONS

### Alternative Solutions

- 4.1 Where a proposed material, system or building design differs from the “acceptable solution” in Division B of the Code, an application for an “alternative solution” may be made. The following information shall be provided to the Chief Building Official in support of the alternative solution:
- (a) a description of the proposed material, system or building design for which an alternative solution is requested;
  - (b) documentation that the alternative solution will achieve the level of performance required by the applicable acceptable solutions in Division B of the Code in respect to the objectives and the functional statements attributed to the applicable acceptable solutions in MMA Supplementary Standard SA-1, as stipulated in Div. A, section 1.2.1.1(1)(b) of the Code;
  - (c) documentation described in Div. C, article 2.1.1 of the Code and such other information or documentation as may be required by the Chief Building Official; and,
  - (d) each application for consideration of an alternative solution shall be accompanied by the non-refundable fee(s) as stipulated in **Schedule “C”** of this by-law.
- 4.2 The Chief Building Official may, at their discretion, refer an alternative solution proposal to a third party for review. The cost of the third party review will be the responsibility of the Applicant and/or Owner and all fees paid are non-refundable.

## Part 5 FEES AND REFUNDS

### Fees

- 5.1 Unless otherwise provided for in this by-law, all fees shall be set out in **Schedule “C”** of this by-law and are due and payable upon the submission of an application for a Permit or when otherwise requested by the Chief Building Official.
- 5.2 Applications for Permits shall not be considered to be complete until all Permit fees have been paid.
- 5.3 Where an application is made for a Conditional Permit, all fees shall be paid for the complete project.
- 5.4 An additional fee as outlined in **Schedule “C”** shall be paid where ownership changes on a property and a Permit is transferred.
- 5.5 If there are changes to plans, contractors, or professional services, a new plans review may, at the discretion of the Chief Building Official, be required and the Chief Building Official may require the issuance of a further Permit and/or payment of applicable fees as set out in **Schedule “C”** of this by-law.
- 5.5 The Chief Building Official may determine fees not otherwise described or included in **Schedule “C”** of this by-law.



## Refunds

- 5.6 Where the Chief Building Official receives a written request for a refund of Permit fees paid, the Chief Building Official shall determine the amount of fees, if any, to be refunded in accordance with **Schedule "C"** of this by-law.
- 5.7 Notwithstanding section 5.6 of this By-law, no refund shall be given where the amount is less than \$100.00, as outlined in **Schedule "C"** of this by-law.

## Part 6

### NOTICE REQUIREMENTS FOR INSPECTION

#### General Requirements

- 6.1 A Permit Holder shall notify the Chief Building Official of each stage of Construction for which a mandatory notice is required under Div. C, article 1.3.5.1. of the Code.
- 6.2 The Permit Holder shall provide the notice of completion as prescribed by section 11 of the Act, or where occupancy is required prior to completion, notice of inspection to ensure that the requirements of section 11 of the Act and Div. C, article 1.3.3. of the Code are complied with.
- 6.3 A notice pursuant to this part of the by-law is not effective until received by the Chief Building Official.
- 6.4 Upon receipt of proper notice, the Inspector shall undertake a site inspection of the Building to which the notice relates in accordance with the time periods stated in Div. C, article 1.3.5.3. of the Code and section 11 of the Act.

## Part 7

### REGISTERED CODE AGENCIES

#### General Requirements

- 7.1 The Chief Building Official is authorized to enter into and sign contracts and service agreements with Registered Code Agencies, as defined in the Act, and appoint them to perform one or more of the specified functions described in section 15.15 of the Act.
- 7.2 Registered Code Agencies shall be used only during work overloads and for specialized projects.

## Part 8

### FENCING

#### General Requirements

- 8.1 Where, in the opinion of the Chief Building Official, a Construction or Demolition site presents a hazard to the public, the Chief Building Official may require the Owner to erect such fences as the Chief Building Official deems appropriate to the circumstances to prevent unauthorized entry to the site.
- 8.2 When required by the Chief Building Official a fence shall be erected and maintained enclosing the Construction/Demolition in accordance with the provisions of this by-law until the hazards are eliminated to the satisfaction of the Chief Building Official.
- 8.3 Notwithstanding any other By-law, the height of every fence erected in accordance with section 8.1 of this by-law shall be a minimum of 1.8 m and a maximum of 2.4 m, measured from the highest adjacent grade.

- 8.4 Every fence required under this by-law shall be located on the perimeter of the Construction/Demolition site as determined by the Chief Building Official and shall be constructed as follows:
- (a) If the fence is of chain link construction, the chain link shall be fastened to 25mm diameter metal bars at the top and bottom which are securely fastened to metal posts at not over 3.0 metres on centre and embedded into the ground to provide a rigid support; or,
  - (b) If the fence is of wood construction, the exterior face shall be 15.5mm suitably weatherproofed plywood, particle board or equivalent material that will not provide footholds for climbing. The facing shall be supported by 89 x 89 posts spaced at not more than 2.4 metres on centre and embedded into the ground to provide a rigid support.
- 8.5 Notwithstanding any other By-law, other types of fencing that meets the intent of this section may be approved at the discretion of the Chief Building Official.
- 8.6 The fence may provide for openings sufficient to accommodate construction vehicles, machines and any other equipment providing services to the Construction/Demolition site provided that these openings are closed when the site is unattended.
- 8.7 Where work is carried out adjacent to or above property, roads, sidewalks or access to Buildings adequate protection shall be Constructed to protect the public and property from hazards or nuisance created by the work.

#### **Part 9**

#### **CODE OF CONDUCT FOR BUILDING OFFICIALS**

- 9.1 The Chief Building Official and each Inspector appointed by the Chief Building Official under this by-law shall be governed by the Code of Conduct as set out in **Schedule "D"** of this by-law.

#### **Part 10**

#### **DELEGATION OF AUTHORITY**

- 10.1 Council hereby delegates its authority which is established under subsection 3(2) of the Act to the Chief Building Official with respect to the appointment of Inspectors.
- 10.2 The Chief Building Official shall maintain a current list, which shall be provided to the Municipality's Clerk, of all Inspectors appointed under section 3 of the Act for the purposes of enforcing the Act.

#### **Part 11**

#### **ENFORCEMENT**

- 11.1 Every person who contravenes any provision of this by-law, or is a party to such a contravention, is guilty of an offence and, upon conviction, is liable to a penalty in accordance with section 36 of the Act.

#### **Part 12**

#### **SEVERABILITY**

- 12.1 Should a court of competent jurisdiction, declare any section, subsection, clause, or provision of this by-law to be invalid, the same shall not affect the validity of this

by-law as a whole or any part thereof, other than the part so declared to be invalid.

**Part 13**  
**SCHEDULES**

13.1 The Schedules attached to this by-law are a part of this by-law.

**Part 14**  
**EFFECTIVE DATE**

14.1 This by-law shall come into force and effect on the day of passage by Council.

ENACTED THIS ... DAY OF ....., 2025

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

DRAFT

## SCHEDULE 'A'

### CLASSES OF PERMITS

The various classes of Permits are as follows:

1. **Building Permit** (subsection 8(1) of the Act): This permit is for Construction, alteration or structural repair of Buildings and parts of Buildings including but not limited to Plumbing, heating, ventilation, air conditioning, Sewage Systems, Farm Buildings, designated structures and signs.
2. **Demolition Permit** (subsection 8(1) of the Act): A Demolition Permit is a permit to specifically Demolish a Building or part thereof.
3. **Conditional Permit** (subsection 8(3) of the Act): A Conditional Permit may be issued, at the sole discretion of the Chief Building Official.
4. **Change of Use Permit** (subsection 10(1) of the Act): A Change of Use Permit is required where a Change in Use of a Building or part of a Building would result in an increase in hazard as determined under Division C Article 1.3.1.4. of the Code and subsection 10(1) of the Act even though no Construction is proposed.
5. **Occupancy Permit**: An Occupancy Permit is required to occupy any Building in accordance with the requirements of Division C, Subsection 1.3.3. of the Code.
6. **Sewage System Permit**: A Sewage System Permit is required for all classes of Sewage Systems as defined in Classification of Systems in Division B, Sentence 8.1.2.1.(1) of the Code.

## SCHEDULE 'B'

### LIST OF PLANS OR DRAWINGS TO ACCOMPANY APPLICATIONS FOR PERMITS

The following list of plans and drawings may be required to be submitted by the Chief Building Official:

1. Site Plan (include fire route design with required signage);
2. Grading and Drainage Plans;
3. Floor Plans;
4. Foundation Plans;
5. Framing Plans;
6. Roof Plans;
7. Reflected Ceiling Plans;
8. Sections and Details;
9. Building Elevations;
10. Electrical Drawings (including Fire Alarm riser diagram);
11. Sprinkler Drawings (architectural plan of sprinkler layout, sprinkler room and sprinkler riser diagram);
12. Heating, Ventilation and Air Conditioning Drawings and calculations (SB-10 and/or SB-12 design as per building type);
13. Plumbing Drawings (including riser diagrams);
14. Architectural Drawings (including specific fire separation plan showing vertical and horizontal penetrations);
15. Structural Drawings;
16. Specifications and All Related Soil, Engineering and Architectural Reports; and,
17. *Building Code Matrix/Summary.*

To confirm, the Chief Building Official may specify that not all the above-mentioned plans are required to accompany an application for a Permit.

#### **Completeness of Plans and Drawings**

Unless otherwise specified by the Chief Building Official, plans or working drawings showing and detailing the following information shall accompany all Applications.

Depending upon the nature, scope and scale of a project, other additional information may be required to demonstrate Code compliance at the discretion of the Chief Building Official.

### **Site Plans**

A site plan drawing shall show:

1. Property boundaries and dimensions;
2. The location, use, height, and dimensions of any existing and proposed Building(s) including, but not limited to front, side, and rear yard dimensions and relationships to adjoining property lines, condominium corporation lines and Buildings, common element lines, where applicable;
3. Relation of Buildings and finished grade to existing elevations and storm water drainage control plan on site, where applicable; and
4. All existing and proposed parking layouts, retaining walls, swimming pools, accessory Buildings and any other such physical additions necessary to the site.

When required by the Chief Building Official, site plans shall be referenced to an up-to-date survey to demonstrate compliance with the Act, the Code, or other applicable law and a copy of the survey shall be submitted to the Chief Building Official. The site plan in question shall show:

1. rights-of-way, easements, and municipal services;
2. lot size and the dimension of property lines and setbacks to any existing or proposed Buildings; and
3. existing and proposed finished ground levels.

### **Lot Grading, Drainage and Servicing Plans**

Lot grading, drainage and servicing plan(s) shall show:

1. The property lines, Building location, sidewalks, driveways, curb cuts, swales, all utility services, and new/existing service connections;
2. Existing and proposed spot elevations for this project and adjacent properties, slopes of driveways, sidewalks and swales, direction of drainage flow; and
3. Location of storm water catchment area, catch basins, below grade and above grade utilities and connections into services at property line.

### **Architectural Drawings**

Architectural drawings shall show, where applicable:

1. Code matrix, where applicable;
2. Foundation plan and grade details;
3. Each floor plan with exact dimensions of the layout of all proposed areas and identify each with room names;
4. All wall thickness and type of construction, window and door openings and schedules, elevator, sections and details of all walls, stairs and exits, fire walls, fire separations,

shaft and duct openings and other related pertinent information;

5. Building elevations, cross sections and wall sections showing all floor-to-floor heights, materials, and thickness, etc.; and
6. Specifications.

### **Structural Drawings**

Structural drawings shall show, where applicable:

1. All foundation, floor, roof, and wall structural elements indicating sizes, shapes and proper locations, and all dead and live design loads and conditions of loading;
2. All reinforced concrete work indicating thickness and strength of concrete, size spacing minimum cover and type of reinforcing steel;
3. All lintel, column and beam locations and their size;
4. Engineered roof and floor truss designs, where applicable; and
5. Specifications.

### **Mechanical and Electrical Drawings**

Mechanical and electrical drawings shall show, where applicable:

1. Mechanical drawings are to show the Plumbing, heating, ventilation, and air conditioning including legends and schedules for compliance with the Code. For Part 9 Buildings, this information can be shown on the same plan as the architectural.
2. Electrical drawings are to show lighting, emergency lighting, exit signs, fire alarm systems and their legends and schedules for compliance with the Code. For Part 9 Buildings, this information can be shown on the same plan as the architectural.
3. The location of all fire protection equipment such as early warning, detection, and suppression systems; and
4. Specifications.

### **Private Sewage System Plans**

Private sewage system plans shall show:

1. A site evaluation identifying the soil percolation time and anticipated high ground water level elevation;
2. The private Sewage System design and construction drawing includes all components and a calculation of the total daily design sanitary sewage flow of the system;
3. The location, use, height, and dimensions of any existing and proposed Buildings including front, side, and rear yard dimensions and relationships to adjoining property lines, condominium corporation lines and Buildings;



4. Existing and proposed elevation contours of the Building site and adjacent properties;
5. Relation of Buildings and finished grade to existing elevations and storm water drainage control plan on site where applicable; and,
1. All existing and proposed site services, parking layout, retaining walls, swimming pools accessory Buildings and any other such physical additions necessary to the site.

DRAFT

**SCHEDULE 'C'****FEES & CHARGES**

<b>DESCRIPTION</b>	<b>FEE</b>
Fabric Structure	\$0.35 /sq.ft.
Manure Storage Tank	\$0.30 /sq.ft.
Silo- Upright or Bin	\$150.00
Silo- Bunker (with Roof)	\$0.30 /sq.ft.
Silo- Bunker (without Roof)	\$0.20 /sq.ft.
Renovation/Structural: (fee/construction value)	12.00/\$1000.00
<b>Commercial/Industrial/Institutional</b>	
Commercial Buildings	\$0.80 /sq.ft.
Industrial Buildings	\$0.80 /sq.ft.
Institutional Buildings	\$0.80 /sq.ft.
Ancillary Buildings	\$0.50 /sq.ft.
Misc. Renovations/Additions (fee/construction value)	12.00/\$1000.00
<b>Miscellaneous</b>	
Repairs/Additions/Renovations (where applicable)	\$225.00
Towers (base and tower) (fee/construction value)	20.00/\$1000.00
Wind Turbines - Per Turbine	\$100,000.00
Tents	\$150.00
Signs (per O.B.C.)(fee/construction value)	14.00/\$1000.00
Other: (fee/construction value)	10.00/\$1000.00

**REFUND OF FEES**

<b>Refunds (where applicable)</b>	
If Administrative Functions Only Performed	80%
If Permit has been Issued; No Field Inspections have been	45%
If Permit has been Issued; One Field Inspection has been	30%
For Each Subsequent Field Inspection, After Permit Issued,	5%

1. No refund shall be given where the amount is less than \$100.00.
2. No refund shall be given unless a written request has been made by the Owner or authorized agent and unless the Permit is returned to the Chief Building Official or the Municipal Clerk for cancellation.
3. No refund shall be made where the Chief Building Official has revoked a Permit under Subsection 8(10) of the Act.

**SCHEDULE 'D'****CODE OF CONDUCT FOR BUILDING OFFICIALS****Purpose:**

The purpose of this code is to promote appropriate standards of behavior, enforcement actions, honesty, and integrity among building officials and to prevent practices which may constitute an abuse of power including unethical or illegal practices, by building officials, in the exercise of their power or performance of their duties under the Act or the Code.

**CODE OF CONDUCT:**

In exercising powers and performing duties under the Act, all building officials shall:

1. Always act in the public interest, particularly with regard to the safety of Building works and structures.
2. Apply all relevant building laws, regulations and standards in an impartial, consistent, fair and professional manner, independent of any external influence by interested parties and without regard to any personal interests.
3. Abide with the provisions of the Act, the Code and other legislation, regulation or laws which regulate or govern building officials or their functions.
4. Not accept any personal benefit which may create a conflict with their duties or perform duties where a personal interest may create a conflict.
5. Maintain required legislated qualifications, discharging all duties in accordance with recognized areas of competency.
6. **Act honestly, reasonably and professionally in the discharge of their duties.**

**ENFORCEMENT GUIDELINES:**

All allegations concerning a breach of this Code of Conduct shall be made in writing.

The Chief Building Official will review any allegation of breaches of this Code of Conduct made against building officials. Where the allegations are against the Chief Building Official, the Chief Administrative Officer of the Municipality will review the allegations.

Disciplinary action arising from violations of this Code of Conduct is the responsibility of the Municipality and is subject to relevant collective agreements, employment laws and standards.



## Staff Report

Council Meeting Date: May 12, 2025

Subject: PWRDS-2025-08 Health & Safety Water Stream Grant

Report from: Julie Hamilton, Coordinator of Infrastructure & Development

Attachments: None

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### **Recommendation**

Be It Resolved that Council hereby approve report PWRDS-2025-05 Health and Safety Water Stream Grant; and

Supports the submission of an application for funding for the complete reconstruction of Elgin Ave. and Matilda Street, in Tara.

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### **Background**

The Municipal Housing Infrastructure Program – Health and Safety Water Stream aims to provide funding to protect communities by investing in the development, rehabilitation and expansion of core water, wastewater, stormwater, and water management, flood, and erosion infrastructure projects to address critical health and safety issues while maintaining the current housing stock.

Eligible projects must meet the following project outcomes:

- Support aging water infrastructure to improve critical health and safety issues in Ontario;
- Preserve the province's current housing stock to increase options for Ontario residents looking for a home; and
- Promote resiliency and adaptation across communities in Ontario.

Eligible projects must meet the following criteria.

- A project must include a capital component and may also include pre-construction planning and design work.
- A project must protect/maintain housing units that are otherwise compromised by health and safety risk(s).
- A project should demonstrate that it will create climate resiliency and adaptation.
- A project can be any of the following project types: new construction; rehabilitation/repair; or expansion.
- Projects must have a clear start and end point.
- Projects can be stand-alone or a component of a larger project.
- Projects must be in the process of or completed the design and planning phase.
- Projects must meet all relevant and applicable provincial regulatory requirements.
- The application must include a clearly defined scope of work to enable a comprehensive assessment of the project (financial, technical, risk, etc.). For example, an application must clearly define how it will address existing health and safety issues and/or risks and the construction activities that will be undertaken to address the issue(s).

Eligible Asset Types include:

- **Drinking water assets** (e.g., treatment plants, reservoirs, local pipes including the distribution system watermain and the recipient's portion of service lines, pump stations).
- **Wastewater assets** (e.g., lagoon systems, pump stations, lift station, linear assets, treatment plants, storage tanks and collection systems).
- **Stormwater assets** (e.g., management facilities, linear assets including conveyance piping/ditches/culverts, rain gardens, permeable pavements, green roofs, constructed wetlands, infiltration trenches, swales with check dams, living shorelines, micro-catchments, dry wells, planting native and perennial crops facilitating absorption of runoff).
- **Water management** (e.g., dams\*), **flood** (e.g., dykes\*, conveyance improvements) **and erosion infrastructure** (e.g., riverine non-structural and structural erosion management, including vegetated mesh and grids, natural channel design, live fascines, vegetated crib walls, rip-rap), **including shoreline protection works** (vegetation and bioengineering, flexible revetments and seawalls, rigid revetments and seawalls, beach nourishment, groynes, artificial headlands, detached breakwaters, nature based solutions).

The Province will fund a maximum of 73% of the project costs up to \$30 million and the municipality will be required to fund the remaining 27% of the project.

The application deadline is June 26, 2025, with successful proponents to be announced in Fall/Winter of 2025.

## **Analysis**

Staff have reviewed the criteria and identified Matilda Street, from Yonge Street west to Francis Street and Elgin Ave from Brooke Street West to Matilda Street, in Tara, as an eligible project for the funding opportunity.

The storm sewers on Elgin Ave. are in extremely poor condition. GSS Engineering completed an investigation of the area in 2022 following complaints from residents about flooding issues in their homes. The investigation found several contributing factors.

- Collapsed sewer on east side of Elgin St. appear to have foundation drains connected to it.
- Drainage through ditch is not ideal due to partially filled driveway culverts.
- Rear yard catch basins and their outlets are improperly built.
- The storm sewer outlet on Elgin St. may be undersized but cannot be upgraded or replaced in future due to proximity of home foundation.

Based on the foregoing information, it is obvious that the existing storm water drainage system on Elgin Street requires an upgrade to prevent flooding in future. In doing so, storm water will be directed south down Elgin Ave, towards Matilda.

The grant requires that one asset be the primary asset but allows for bundling of other assets where they are interrelated. Other concerns are related to the watermain in these road sections. There has been a total of 9 watermain breaks in the area since 2000. The main is also undersized at only 1 1/4" and a minimum of 6" is required for fire protection purposes.

Staff will be proposing complete reconstruction of the areas which includes the storm sewers, installation of curb and gutter, catch basin replacement, watermain replacement, sanitary sewer replacement and road resurfacing.

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## **Link to Strategic/Master Plan**

6.1 Protecting Infrastructure, Recreation and Natural Assets

6.4 Leading Financial Management

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## **Financial Impacts/Source of Funding/Link to Procurement Policy**

Based on current construction costs, the estimated construction cost for this project is approximately \$2,570,000.

73 % Province Portion \$1,876,100

27% Municipal Portion \$693,900

The Province will fund 73% of the project and the Municipality will be responsible for 27% of the total cost. If successful, this amount would come forward in the 2026 Capital Budget.

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Approved by: Emily Dance, Chief Administrative Officer





## Staff Report

Council Meeting Date: May 12, 2025

Subject: PWRDS-2025-10 Sidewalk Patio Request – Wing House, Chesley

Report from: Julie Hamilton, Coordinator of Infrastructure & Development

Attachments: Wing House Proposal

### **Recommendation**

Be It Resolved that Council approves report PWRDS-2025-10 Sidewalk Patio Request – Wing House, Chesley; and

Provides support in principle for the establishment of a temporary sidewalk patio adjacent to the Wing House restaurant in Chesley; and

Further directs staff to collaborate with Bruce County to ensure that all technical and safety requirements are adequately addressed and fulfilled for the proposed sidewalk patio.

### **Background**

Sidewalk patios provide an opportunity for downtown businesses to extend activities and create an atmosphere downtown that people want to spend time in. A sidewalk patio, designed and facilitated appropriately, can make a significant contribution to the downtown community.

At the March 10, 2025, meeting, Council passed the following resolution:

*THAT applications for a sidewalk patio are considered by Council on a case-by-case basis;*

*AND FURTHER direct staff to request consultation from the Business Community, Working Groups and the County of Bruce regarding the implementation of a sidewalk policy.*

*AND FURTHER a report be brought forward for Council consideration.*

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### **Analysis**

Staff are collaborating with stakeholders on the development of a formalized policy. In the interim, an application has been received for the installation of a sidewalk patio adjacent to the Wing House in Chesley.

An encroachment permit will be required from Bruce County before installation of the patio can proceed and part of that process involves Arran-Elderslie providing their approval and any conditions prior to Bruce County approval.

The proposal submitted by the Wing House is attached with a sketch of the area. It proposes to have the patio directly adjacent to the building with the pedestrian pathway diverted around the patio into the parking spot. One spot will be utilized.

Should Council provide their support in principle for the installation of the patio Staff would work with Bruce County to ensure the design and construction meet the standards prescribed for sidewalk patios as outlined in the proposed sidewalk policy.

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### **Link to Strategic/Master Plan**

6.2 Supporting Businesses and the Local Economy

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### **Financial Impacts/Source of Funding/Link to Procurement Policy**

There are no financial implications associated with this report.

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Approved by: Emily Dance, Chief Administrative Officer

**Wing House Chesley Outdoor  
Patio Proposal for Bruce County  
100 1<sup>st</sup> Ave South  
Chesley, ON N0G 1L0**

## **Wing House Chesley Outdoor Patio Proposal for Bruce County**

Since its opening on July 27, 2024, Chesley Wing House has rapidly become one of the most sought dining take out destinations in town. The growing demand for our services has encouraged us to consider expanding our space to accommodate more guests. To better serve our customers, we propose to open a new patio area for the upcoming summer season of 2025.

Rather than utilizing our existing backyard patio, we plan to develop a new patio space in the front of the restaurant building. This strategic move will not only enhance the guest experience but also allow us to accommodate more patrons while maintaining the welcoming atmosphere we are known for.

We are submitting this proposal to request permission to proceed with the construction of the front patio, which will align with our commitment to providing an exceptional dining experience. The proposed patio will feature seating along the sidewalk, with pedestrian traffic safely rerouted to the parking area. To ensure public safety, a clear and secure safety barricade will be installed around the patio. This barricade will provide a physical barrier, maintaining a safe distance between diners and pedestrians while ensuring smooth flow of foot traffic around the area.

### **The Reasons for Not Utilizing the Existing Patio**

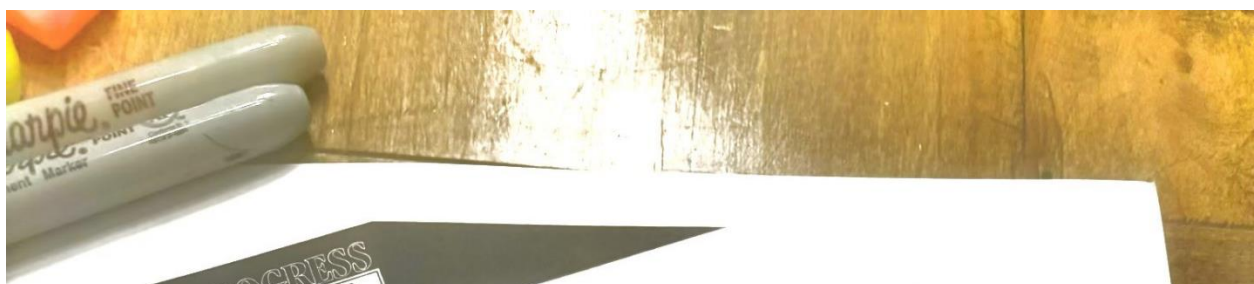
- Currently there is a patio in back, but we would like to take the opportunity to help give a much-needed facelift to the downtown area of Chesley.
- We do not use the upstairs space for customers, it is used for offices. The path to the patio goes directly by the stairs. Even with signs there can be confusion with customers going upstairs.
- The current patio layout isn't ideal for optimal customer service. It's too far from the main dining room, making it difficult for staff to interact with guests. Servers must leave the main restaurant to deliver food and drinks, which can lead to missed orders.
- Additionally, customers are often confused about whether to enter through the front or back.

### **Proposed Plan**

## Wing House Chesley Outdoor Patio Proposal for Bruce County

- If granted, the parking spot will be used to flow pedestrian traffic around the patio. We will have clear signs, and concrete barriers between car traffic and pedestrians.
- From our building to the end of the parking spot is 15 feet 1 inch. Our structure and sidewalk walk around will feet into those measurements.
- The closest light pole is 11.16 feet away and our structure will be at least 6 feet away.
- There are no storm drains, and it is not a handicap spot
- There is a handicap ramp in the concrete, and that is but into our design.

## Patio Dimensions



## Wing House Chesley Outdoor Patio Proposal for Bruce County

### The View of the Restaurant from the Front





## Wing House Chesley Outdoor Patio Proposal for Bruce County

The sidewalk is large enough to completely fit the patio inside. If granted the parking spot will have plenty of space for the pathway for pedestrians. The patio will be designed



Thank you for considering this request. We look forward to your decision.

**Wing House Chesley Outdoor Patio Proposal for Bruce County**

## Staff Report

Council Meeting Date: May 12, 2025

Subject: PWRDS-2025-09 Award Tender - Hot Mix Pavement and E5 McAllister Bridge Work

Report from: Julie Hamilton, Coordinator of Infrastructure & Development

Attachments: 2025 Hot Mix Pavement Tender Results

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### **Recommendation**

Be It Resolved that Council approves report PWRDS-2025-09 Award Tender – Hot Mix Pavement and E5 McAllister Bridge Work; and

Awards the contracts for Item 1 - Chesley – 2nd St. SE, Chesley Lawn Bowling, Item 2 -Paisley – Church St. from BR3 to Ross St. and Item 3 - Paisley – Balaklava St. from George St. to James St. to Multiple Enterprises Inc.; and

Awards the contract for Item 4 - Tara – Tara Arena north ball diamond driveway to MacDonnell Excavating Ltd.; and

Awards the contract for Item 5 - Elderslie – Concession 10 north of 15 Sdrd South Elderslie, Item 6.1 E5 McAllister Bridge Work and Item 6.2 Sideroad 15 from Con 2 Elderslie to Bruce County Rd 11 to E.C. King Contracting.

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### **Background**

The 2025 Capital Budget includes funds to complete road resurfacing projects in the following locations:

- Item 1 - Chesley – 2nd St. SE, Chesley Lawn Bowling
- Item 2 - Paisley – Church St. from BR3 to Ross St.
- Item 3 - Paisley – Balaklava St. from George St. to James St.
- Item 4 - Tara – Tara Arena north ball diamond driveway
- Item 5 - Elderslie – Concession 10 north of 15 Sdrd South Elderslie (as part of the larger project at the intersection of Concession 10 & Sideroad 15)
- Item 6.2 - Elderslie – Sideroad 15 from Con 2 Elderslie to Bruce County Rd 11

At the March 10, 2025, meeting, Council approved repair necessary on E5-McAllister bridge as identified in the 2024 OSIM report received following the budget process. The bridge (Item 6.1) is located within the road section of Sideroad 15 to be resurfaced and the repairs will be completed prior to the paving work.

Staff issued a tender for Hot Mix Pavement and the work to E5-McAllister bridge in collaboration with B.M. Ross & Associates, the municipality's bridge engineer.

Due to the varying scope of the work in the tender, it was broken down into six (6) different items and the Municipality reserves the right to award each item individually or combined.

### **Analysis**

Tenders closed on May 5, 2025, at 11:00 a.m. and submissions were received from six (6) Contractor's.

B.M. Ross reviewed the two lowest bridge submissions for completeness and provided a recommendation to award the bridge work and road surfacing in item 6 to E.C. King Contracting.

A summary of Staff's recommendation for award is provided in the table below.  
(Exclusive of HST)

Contractor	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6.1 Item 6.2
Budget	\$15,000	\$17,400	\$17,000	\$15,000	Included in larger project amount of \$263,193	6.1 \$94,500 6.2 \$166,000
Multiple Enterprises Inc	\$9,686.25	\$19,987.50	\$16,143.75			
E.C. King Contracting					\$35,033.00	6.1 \$97,913.50 6.2 \$177,187.50
MacDonnell Excavating				\$3,750.00		

## **Link to Strategic/Master Plan**

### 6.4 Leading Financial Management

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#### **Financial Impacts/Source of Funding/Link to Procurement Policy**

Items 1,2,3,4,6.2 have a total cost of \$226,755. The projects will be funded through their respective capital accounts as per the approved 2025 Capital Budget which has a combined balance of \$230,400.

Item 5 - Elderslie – Concession 10 north of 15 Sdrd South Elderslie will be funded through account 21-TRAN-0002 ROADS – Sideroad #15 Roadway (02-2574) with the total budget amount of \$263,193.

Item 6.1 – E5 McAllister Bridge Work will be funded from the surplus funds of the tandem plow truck from 25-TRAN-0021 (02-4052) VEH&EQUIP (E) – Tandem Plow Truck, as approved by Council in report [PWRDS-2025-03 - Structure E5 - Waterproof and Pave](#).

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Approved by: Emily Dance, Chief Administrative Officer

2025 HOT MIX PAVEMENT TENDER RESULTS										
	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6.1	Item 6.2			
Contractor	Chesley – 2nd St. SE, Chesley Lawn Bowling	Paisley – Church St. from BR3 to Ross St.	Paisley – Balaklava St. from George St. to James St.	Tara – Tara Arena north ball diamond driveway	Elderslie – Concession 10 north of 15 Sdrd South Elderslie	E5 – McAllister Bridge	Elderslie – Sideroad 15 from Con 2 Elderslie to BR11	SUBTOTAL	HST	TOTAL
Multiple Enterprises Inc.	\$ 9,686.25	\$ 19,987.50	\$ 16,143.75	\$ 7,875.00	\$ 39,352.50	No Bid	No Bid	\$ 93,045.00	\$ 12,095.85	\$ 105,140.85
E.C. King Contracting	\$ 10,117.80	\$ 24,154.00	\$ 18,396.00	\$ 4,910.00	\$ 35,033.00	\$ 97,913.50	\$ 177,187.50	\$ 367,711.80	\$ 47,802.53	\$ 415,514.33
Walker Aggregates	\$ 13,198.50	\$ 28,145.00	\$ 24,360.00	\$ 7,575.00	\$ 35,907.50	\$141,468.75	\$ 177,975.00	\$ 428,629.75	\$ 55,721.87	\$ 484,351.62
Vandriel Excavating	No Bid	No Bid	No Bid	No Bid	No Bid	\$102,031.59	No Bid	\$ 102,031.59	\$ 13,264.11	\$ 115,295.70
Cox Construction	\$ 18,545.94	\$ 25,238.20	\$ 22,894.20	\$ 10,606.00	\$ 37,439.20	\$158,268.83	\$ 168,399.00	\$ 441,391.37	\$ 57,380.88	\$ 498,772.25
MacDonnell Excavating	\$ 12,915.00	\$ 22,100.00	\$ 17,850.00	\$ 3,750.00	\$ 37,100.00	\$104,125.00	\$ 192,150.00	\$ 389,990.00	\$ 50,698.70	\$ 440,688.70



## Staff Report

Council Meeting Date: May 12, 2025

Subject: CAO 2025-09 Association of Municipalities of Ontario – Conference Delegation Request

Report from: Emily Dance, Chief Administrative Officer

Attachments:

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### **Recommendation**

Be It Resolved that Council approve Report CAO-2025-09 Association of Municipalities of Ontario and direct staff to make a delegation request for the AMO conference for the following Ministries:

1. Minister of Agriculture - Recycling of twine, bale wrap, and silage plastic
2. Minister of Health – Chesley Hospital
3. Minister of Infrastructure – Bridge Funding

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### **Background**

The Association of Municipalities of Ontario (AMO) Conference is scheduled for August 17 through 20 in Ottawa.

Delegation meetings with Cabinet Ministers are a key feature of the AMO Conference. These meetings are an opportunity for Council to engage with Ministers, Parliamentary Assistants and senior Ontario Government officials on local matters that impact your municipality.

The [delegation request](#) window has opened with a deadline of May 30, 2025.

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## **Analysis**

### Proposed Delegation Requests:

#### Ministry of Agriculture Food and Agribusiness – Bale Wrap Diversion

The Cleanfarms' Building a Zero-Plastic-Waste Strategy for Agriculture is a federally government funded program that supports the recycling of twine, bale wrap, and silage plastic, diverting it from our landfills.

Arran-Elderslie participated in the Ontario Pilot Program along with other municipalities in Bruce County. This project was funded in part by the Government of Canada through Agriculture and Agri-Food Canada's Canadian Agricultural Strategic Priorities Program (CASPP) which provided 50/50 funding for eligible projects ending March 31, 2024.

In 2022, the pilot programs diverted 127,000 kg of agricultural plastic, twine and grain bags from landfills and 275,000 kg in 2023. Since Arran-Elderslie joined the pilot program in 2021, the Arran landfill site has collected 70,370 kg of materials through the program.

On [February 10, 2025](#) Council was notified that further funding was declined and the program was wound down. Council directed staff to draft a letter of support for Cleanfarms Building a Zero-Plastic-Waste Strategy for Agriculture program and other agricultural plastic and packaging management initiatives.

#### Ministry of Health

In efforts to keep the challenges at Chesley hospital at the forefront and to request financial support for rural health care services and finding innovative solution to the staffing challenges that with strengthen and stabilize our health system.

#### Ministry of Infrastructure

Small Municipalities are under a financial strain due to inflation, increased service demands. Increased infrastructure deficits, are crippling municipalities ability to balance budgets and maintain essential services.

Grants and funding are focused on new developments impacting our ability to repair and replace aging bridges.

Request for the province to create a funding model that ensures the needs of our residents without causing a significant financial burden, and provide for open communication with municipalities to ensure all municipalities are given an opportunity to apply for grant opportunities that meet the needs of the residents and businesses

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**Link to Strategic/Master Plan**

6.1 Protecting Infrastructure, Recreation and Natural Assets

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**Financial Impacts/Source of Funding/Link to Procurement Policy**

Attendance at conferences are included in the Municipal Operating Budget.

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Approved by: Emily Dance, Chief Administrative Officer



## Staff Report

Council Meeting Date: May 12, 2025

Subject: CAO-2025-10 Payment in Lieu of Parking – 543 Queen Street  
Paisley

Report from: Emily Dance, Chief Administrative Officer

Attachments:

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### **Recommendation**

Be It Resolved the Council hereby approves Report CAO-2025-10 Payment in Lieu of Parking – 543 Queen Street, Paisley

AND approves entering into a Payment in Lieu of Parking Agreement with '543 Queenpaisley inc' for three parking spaces

AND FURTHER authorizes the appropriate By-law coming forward

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### **Background**

The owners of 543 Queen Street in Paisley are re-developing the old Thompson Furniture Building at the corner of Queen St and Goldie Street to facilitate the re-development of the property to allow for 10 residential apartments.

Section 3.8.1.3 of the Zoning By-Law requires one parking space per accessory apartment. The applicant has made an application for a minor variance for relief for 3 parking spaces. If approved, the variance will facilitate the construction of 10 apartments, which will have 7 parking spaces available on site.

Planning application to be considered by the Committee of Adjustment at the May 12, 2025 meeting.

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## **Analysis**

### Payment in Lieu of Parking Policy

On January 13, 2025, Council passed [By-Law No. 06-2025](#) being a By-law to adopt a Payment in Lieu of Parking Policy.

With development and re-development increasing in the urban areas of the Municipality particularly in the Commercial Zones, it can be difficult for the developer to provide the parking as required in the zoning by-law. This option allows the municipalities to enter into an agreement to accept payment in lieu of the developer providing parking to increase our housing capacity and to utilize underused commercial properties.

This policy is applicable to all the lands designated Commercial Zone (C1, C2, C3 and C4) and is in place to encourage new development/redevelopment, and the reuse of existing buildings in the Commercial Zone where the applicant is not able to satisfy the parking requirements.

The policy states that it is preferable for the applicant to provide on-site or some off-site parking, within close proximity to the development, to satisfy the Zoning By-law requirements of a project.

Staff confirms the applicant has secured four (4) annual parking passes (\$450 each per year) at the Municipal Parking Lots within close proximity to the development. (Paisley Arena Parking Lot, Paisley Post Office Parking Lot) to satisfy this requirement.

### Corporate Strategic Plan

The Municipality of Arran-Elderslie adopted a [Corporate Strategic Plan](#) (April 2022) to guide how it will advance the organization and the community it serves,. In review of the application staff took this into consideration specifically:

Section 6.2 Support Businesses and the Local Economy with a goal to support business to locate, stay and grow in Arran-Elderslie with the strategy to expand housing options and recreational offerings and increase caliber of facilities to promote lifestyle opportunities and attract a talented workforce.

Section 6.3 Facilitate Community Growth with a goal for Arran-Elderslie to experience steady, moderate growth with development that reflects the community with a strategy to work with Bruce County to set expectations for quality of development and urban design and to pursue innovative approaches that result in attainable housing options.

This development supports these goals of the Municipality of Arran-Elderslie Strategic Plan.

### Parking Concerns in Paisley

Staff acknowledge public concerns regarding parking availability in downtown Paisley. In response, the Municipality is actively exploring additional on-street parking options to alleviate congestion as per Council direction. A report on this matter is expected in the coming months.

### Relevant Parking By-Law Provisions

- No parking on any highway between 2:00 a.m. and 7:00 a.m. from November to April
- No vehicle may be parked on a highway for more than 36 consecutive hours
- Violations may result in fines and/or towing

Any contraventions to the By-law are subject to a fine and/or vehicle towed.

### Recommendation

Should the Committee of Adjustment support the planning application to reduce the required parking requirements, staff is recommending that Council enter into a Payment in Lieu of Parking Agreement.

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## **Link to Strategic/Master Plan**

6.2 Supporting Businesses and the Local Economy

6.3 Facilitate Community Growth

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## **Financial Impacts/Source of Funding/Link to Procurement Policy**

As per the 2025 Fees and Charges By-law: Agreement \$750 plus \$1,500 per parking space. The applicant will be responsible for any legal fees associated with the agreement and registering the agreement on title.

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Approved by: Emily Dance, Chief Administrative Officer

**Agenda Number:** 13.

**Resolution No.**

**Date:** Monday, May 12, 2025



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**Moved by:** Deputy Mayor Shaw

**Seconded by:** Councillor Hampton

Be it Resolved that Council provide one ( 1) free public swim weekly at the Tara and Chesley pools to remove any financial barrier for residents to enjoy the municipal pools this summer with the recommendation that it be the same day/time weekly.

While this may reduce revenue for that one day, it will not increase costs as the Municipality already incur the wages and costs to operate a public swim everyday. The Municipal pools are a valuable recreation service and it is in the interest of the municipality to encourage their use. By removing the barrier of cost, more residents may use the pools, which also may expose residents to our other programs which they may not be aware of.

It is also recommended to provide 10 season pool passes to the Paisley Library, which can be signed out by library patrons. This would similarly remove a financial barrier, but also provide an opportunity for people in Paisley and surrounding areas to use the Chesley pool, since paisley residents do not have a pool in town. This would increase equity of recreation services across our municipality.

**Carried**

**Tabled**

**Defeated**



# THE CORPORATION OF THE MUNICIPALITY OF ARRAN-ELDERSLIE

## **By-law 36-2025** **Being a By-law to adopt a Purchasing and Procurement Policy**

WHEREAS by Section 5(3) of the *Municipal Act, S.O. 2001, c.25, as amended*, provides that powers of every Council are to be exercised by By-law unless specifically authorized to do otherwise; and

WHEREAS the Council of the Corporation of the Municipality of Arran-Elderslie considers it appropriate and proper to adopt a Purchasing and Procurement Policy; and

WHEREAS Council passed Resolution 145-08-2025 adopting the Purchasing and Procurement Policy.

NOW THEREFORE the Council of the Corporation of the Municipality of Arran-Elderslie enacts as follows:

1. That the Purchasing and Procurement Policy, attached here to as Schedule "A", is hereby adopted.
2. That Schedule "A" forms part of this by-law.
3. By-law 59-09 is hereby rescinded in its entirety.
4. That this By-law shall come into force and take effect upon receiving the final passing thereof.

\*\*\*\*\*

Read a first and second time this 12<sup>th</sup> day of May, 2025.

Read a third time and finally passed this 12<sup>th</sup> day of May, 2025.

\_\_\_\_\_  
Mayor – Steve Hammell

\_\_\_\_\_  
Clerk – Christine Fraser-McDonald



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## Policy

Section: 2.0 Finance/Treasury

Policy: Purchasing and Procurement Policy

By-Law: 36-2025

Date: May 12, 2025

Revision:

### Coverage:

This Policy shall apply to all elected officials, officers, employees, committees and boards of the Municipality of Arran-Elderslie.

This Policy applies to the acquisition of all deliverables with the exception of those items described in Schedule B.

All procurement undertaken by the Municipality shall be undertaken in accordance with this Policy, the Municipality's policies and procedures, including Council and Employee Code of Conduct Policies, and in accordance with the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50, as amended.

### Policy Statement:

The purpose of this Policy is to set out guidelines for the Municipality: to ensure that all purchases of materials, supplies and services provide the lowest costs consistent with the required quality and service;

To ensure an open and honest process shall be maintained, that is fair and impartial;

To promote and maintain the integrity of the purchasing process and protect Council, vendors and staff involved in the process by providing clear direction and accountabilities.

### Legislative Authority:

The *Municipal Act, 2001*, as amended in Section 270, provides that a Municipality shall adopt policies with respect to its procurement of goods and services.

This Policy outlines:

- a) The types of procurement processes that shall be used;
- b) The goals to be achieved by using each type of procurement process;
- c) The circumstances under which each type of procurement process shall be used;
- d) The circumstances under which a tendering process is not required;
- e) The circumstances under which in-house bids will be encouraged as part of a tendering process;
- f) How the integrity of each procurement process will be maintained;
- g) How the interests of the Municipality or local board, as the case may be, the public and persons participating in a procurement process will be protected; and
- h) How and when the procurement process will be reviewed to evaluate their effectiveness.

## **Contents:**

### **1.0 Definitions**

In this Policy, the following is true:

- a) the word "may" is permissive;
- b) the word "shall" is imperative;
- c) words used in the present tenses include the future;
- d) words in the singular form include the plural form, and words in the plural include the singular

For the Purposes of this Policy,

"Approved Budget" shall mean a budget approved by the Council for the current fiscal year.

"Agreement" shall mean a formal written contract for the supply of goods and services which contains the complete set of requirements, terms and conditions of the deal or incorporates them via reference and which is signed by authorized officers of the parties.

"Authority" shall mean the legal right to conduct the tasks outlined in this Policy as directed by Council.

"Authority to Award" shall mean the authority to award a project and have signing authority to sign a contract if necessary.

"Authority to Spend" shall mean the authority to procure and approve invoices.

"Authorized Delegate" shall mean an employee who has had responsibility transferred to them from the CAO or Department Head.

"Bid" shall mean a submission from a prospective vendor in response to a request for the purchase of goods or services issued by the Municipality.

"Bid Deposit" shall mean a financial guarantee to ensure the successful Bidder will enter into an agreement.

"Call for Bid" means a formal request for Bid, on the terms and conditions set forth in the Municipality's Bid documents, which may be in the form of a Request for Quotation (RFQ), Request for Proposal (RFP), Request for Tender (RFT) or Request for Information (RFI).

"Canadian Free Trade Agreement" (CFTA) is a comprehensive agreement on Canadian internal trade with the objective of eliminating barriers to the free movement of persons, goods, services and investments within Canada.

"Centralized Purchasing" a system of purchasing in which coordination responsibility and control of procurement activities are concentrated in one administrative unit when deemed appropriate.

"Chief Administrative Officer" shall mean the Chief Administrative Officer (CAO) of The Corporation of the Municipality of Arran-Elderslie.

"Comprehensive Economic and Trade Agreement" (CETA) is a free-trade agreement between Canada, the European Union and its member states.

"Contract" shall mean a written binding agreement between the Municipality and the party providing the goods and services at a specified price.

"Council" shall mean the Council of The Corporation of the Municipality of Arran-Elderslie.

"Department" shall mean any department within the Municipality, including any Board for which the Municipality provides purchasing services.

"Department Head" shall mean the senior manager of a department within The Corporation of the Municipality of Arran-Elderslie who reports directly to the CAO.

"Direct Source" shall mean the method of purchase where goods and services are ordered and purchased directly from a supplier with or without negotiation.

"Emergency" shall mean a situation where immediate purchase of goods or services is essential to prevent serious delays, further damage, or to restore minimum services.

"Emergency Purchase" shall mean a purchase made in a crisis where immediate action is required to prevent serious delay, further damage or to restore/maintain essential service.

"Firms" shall mean the company, group, business or individuals conducting business and supplying goods and services.

"Formal Bid" shall mean a sealed bid submission.

"Formal Invitation" shall mean an invitation provided to a pre-qualified vendor completed through a formal process such as a Request for Pre-Qualification (RFPQ).

"Generic" shall mean that no specific brand or name shall be included as part of the specifications unless such a brand or name is required to identify the intent of a purchase, order or proposal.

"Goods and Services" shall mean supplies, work, equipment, property, construction, etc. which the Municipality is intending to obtain, including the services of consultants.

"In-House Bid" is a process that allows internal staff to compete with external entities for procurement opportunities.

"Informal Invitation" shall mean extending invitations to vendors based on the Department Head's experience and knowledge of the vendors.

"Life-cycle Cost" means the sum of all recurring and one-time costs over the full life span of a good, service, structure or system and includes the purchase price, installation cost, operating, maintenance, upgrade, training, and disposal costs.

"Municipality" shall mean The Corporation of the Municipality of Arran-Elderslie.

"Negotiation" means the action or process of conferring with one or more vendors with the goal of coming to an agreement on the acquisition of the required goods, services and/or construction made pursuant to this Policy.

"Procurement Method" shall mean the process by which goods or services are procured.

"Personal Purchase" shall mean a purchase of goods and services, the requirement for which is not for the Municipality or any of its purposes, but is personal to the person requesting the purchase.

"Professional and Consulting Service" shall mean a person or firm, who by virtue of particular expertise is hired by the Municipality to undertake a specific task or assignment that may include designing specifications and preparing plans of programs.

"Project Manager" shall mean the individual responsible for the planning and execution of the project or purchase.

"Purchases" shall mean the acquisition of goods or services for which the Municipality will undertake to pay, regardless of the cost being funded or subsidized by other levels of government.

"Purchase Order" means a standard form document that may be used by the Municipality to formalize a purchasing transaction with a supplier of Goods and Services.

"Quotation" shall mean a written offer received from a supplier to sell or buy goods and services in response to a direct request.

"Request for Information" (RFI) means a formal non-binding method whereby the Municipality states its need for input from interested parties for an upcoming Call for Bid. A procurement practice used to obtain information, comments, feedback or reactions from potential suppliers/contractors/vendors prior to the issuing of a Call for Bid. Generally, price or cost is not required. Feedback may include best practices, industry standards, technology issues, etc.

"Request for Proposal" (RFP) means a competitive procurement process for obtaining unique proposals designed to meet terms of reference. This process allows vendors to propose solutions to arrive at the product and allows for evaluation on criteria other than price. An RFP may include provision for negotiation making it a Negotiable Request for Proposal (N-RFP)

"Request for Quotation" (RFQ) shall mean a competitive bid process for goods or services by formal or informal request where the particular requirements for goods and/or services are outlined in a document that is conveyed to and received from Bidders in a written format by mail or hand-delivery.

"Request for Tender" (RFT) shall mean a formal request for competitive bid process for goods or services where the particular requirements for goods and/or services are outlined in a document that is conveyed to and received from Bidders in a written format by mail or hand-delivery.

"Sealed bids" are submitted in a sealed envelope to a specified location, by a specified date and time.

"Single Source" means the purchase of Goods and Services from a particular vendor without solicitation of bids from other suppliers who can supply the same item.

"Sole Source" means the purchasing of Goods and Services that are unique to a particular vendor and cannot be obtained from another source.

"Tender" shall mean a document which sets out particular specifications for the commodity or service required. This can also refer to an offer in writing to execute some specified work or to provide some specified articles at a specified rate.

"Total Acquisition Cost" means the cost which results in the lowest cost ownership, operation or purchase or lease to the Municipality. This cost is arrived at after considering all factors such as price, quality, services, terms and conditions and warranties, including taxes and discounts.

"Treasurer" shall mean the appointed Treasurer for the Municipality of Arran-Elderslie who is responsible for handling the financial affairs of the organization.

"Vendor" shall mean any person or enterprise supplying goods or services to the Municipality of Arran-Elderslie.



## **2.0 General Provisions**

During the purchasing process, in-house bids will not be considered.

- 2.1** Anyone involved in procuring goods or services for the Municipality must declare any direct or indirect pecuniary or personal interest in a procurement or potential contract to the CAO or Treasurer. Where it is determined that a conflict of interest exists such person shall be excluded from the procurement.
- 2.2** No purchase of goods and services shall be authorized unless it complies with the Purchasing and Procurement Policy. Goods and services that are obtained without following the provisions of this Policy will not be accepted and any invoices received will not be processed for payment.
- 2.3** Prior to the Council adopting the operating budget and capital budget, no employee, Committee Member or Member of Council is authorized to purchase any goods or services other than those goods or services required on a recurring basis for the day-to-day operations of the Municipality, without the prior approval of Council.
  - i. Disputes, received in writing shall be resolved as follows:
  - ii. Meeting between the Bidder, Treasurer, and the Department Head responsible.
  - iii. If (i) does not lead to a resolution, the decision can be appealed to the CAO.
- 2.4** This Policy shall be reviewed every five years or more frequently as required.

## **3.0 Purchasing Principles**

The objective of this Policy is to ensure that the Municipality conducts procurement processes that conform to the following principles:

- 3.1** To purchase, rent or lease goods and services of a quality and quantity required by the Municipality in an efficient and cost-effective manner.
- 3.2** To encourage open competitive bidding on all acquisitions of goods and services where practicable and ensure the principles of fairness, transparency and accountability are upheld in the Municipality 's procurement processes.
- 3.3** To recognize the authority of Council on all matters that generally concern the finances of the Municipality.
- 3.4** The Purchasing and Procurement Policy shall be adhered to by any other agency purchasing goods and services on behalf of the Municipality of Arran-Elderslie.

- 3.5** To recognize the authority of the annual operating and capital budgets approved by Council as providing a framework to Department Heads for the determination of the goods and services to be purchased. The inclusion of any item in a department's operating budget or capital budget shall confer to the Department Head the authority to incur such expenditures in accordance with this Policy.
- 3.6** To ensure compliance with applicable legislation and international and interprovincial trade treaties, legal standards and best practices in Canadian public procurement.
- 3.7** To consider the total acquisition costs, including life-cycle costs, operating, training, maintenance, quality, warranty, energy consumption, payment terms, disposal value and disposal costs rather than only the lowest price received.
- 3.8** To encourage the procurement of deliverables with due regard to the preservation of the natural environment by providing for the consideration of "green solutions" and reduced energy consumption, where appropriate and feasible.
- 3.9** To ensure compliance with all health and safety regulations. To be more specific, when purchasing new equipment or materials the Municipality of Arran-Elderslie shall ensure that consideration is given to all applicable legislation and health and safety standards. The Municipality will ensure that health & safety requirements have been included in the purchasing specifications.
- 3.10** To encourage standardization of goods and services to allow for:
- i. Increased volume on common goods;
  - ii. Providing economies of scale;
  - iii. Reduced handling, training and storage costs;
  - iv. Co-operative purchasing opportunities.
- 3.11** Every effort shall be made wherever and whenever possible, to purchase centrally those goods and services that are of a common nature to Departments concerned, so as to promote lower ultimate costs of goods and services. When deemed appropriate the

central purchase of goods and services shall be coordinated through the efforts of the Treasurer.

- 3.12** To promote and incorporate, wherever possible, the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11, as amended*, in procurement activities of the Municipality.
- 3.13** The Municipality shall acquire its goods, services and works through the application of the highest standards of business ethics.
- 3.14** Where applicable, acceptance of any supplier will be based on the following considerations: service, guarantee, reputation, availability, quality, expertise, qualifications, expedience, as well as price.
- 3.15** The Municipality may participate with other units of government or their agencies or public authorities in co-operative purchasing ventures or joint contracts if the requirements in 5.4, Co-operative Purchasing, are met.
- 3.16** Where applicable, Canadian purchasing will be promoted and the Municipality will leverage opportunities to favour goods made in Canada or services provided by Canadian businesses.

#### **4.0 Procurement Process Goals**

The goals and objectives of the Municipality in the purchasing of goods and services are as follows:

- a. Establish clear objective specifications for all purchases.
- b. Identify potential sources for purchases.
- c. Recommend sole source justification in accordance with the policies.
- d. Select successful Bidders and suppliers in accordance with this Policy.
- e. Make recommendations to the Council with respect to the award of tenders as required by the policies and procedures.
- f. Designate persons authorized to approve expenditures and their expenditure limits within their departments.
- g. Review purchases upon delivery to ensure compliance with specifications.

- h. Comply with the approved purchasing policies and procedures of the Municipality.

### 5.0 Methods of Purchasing

All purchases made shall comply with all legislative requirements and trade agreements in effect. Purchases must have proper budget or Council approval prior to placing an order or awarding of bids. If a project is not included in the budget or is over budget, it must be approved by Council and a funding source must be specified.

<b>General Purchases and Professional and Consulting Services</b>			
<b>Estimated Total Cost</b>	<b>Method of Procurement</b>	<b>Authority to Award</b>	<b>Council Approval</b>
<b>Up to \$25,000</b>	Seek best pricing/value through appropriate informal process (i.e., Direct source, online, price lists, etc.)	Department Head, Authorized Delegates	No Included in approved budget
<b>\$25,001 to \$50,000</b>	3 or more Informal Quotes	Department Head, Authorized Delegates	No Information report to be provided to Council
<b>\$50,001 to \$100,000</b>	Formal Call for Bids (Invitation or Open Competition)	Department Head, Authorized Delegates and Treasurer or CAO Jointly	No Information report to be provided to Council

<b>\$100,001 and greater</b>	Formal Call for Bids (Open Competition)	Department Head, Authorized Delegates and Treasurer or CAO Jointly	Yes Council approval required by by-law
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The above limits apply only to new items or replacements, but not to emergency repairs caused by breakdowns.

- Non-Competitive Procurement is only permitted as outlined in Section 6, Non-Competitive Procurement (Exemptions)
- Transfer of expenditures as outlined in Section 10, Authorities, may be used prior to considering the funds available for placing an order or calling for bids

### 5.1 Informal Quotes

Bid documents and specifications (as applicable) can be issued electronically and are not required to be posted on the Municipality 's Bids & Tenders webpage. All firms requested to submit a quotation shall be allowed at least five (5) working days before the deadline of submitting their quotation. All requests for quotation shall include a day and time by which the quotation must be submitted to the Department Head.

Informal Bids must be submitted in writing and may be received electronically (email is acceptable).

### 5.2 Formal Call for Bids

A call for bids shall be issued in accordance with the purchase limits outlined in Table in Section 5.0, Methods of Purchasing, current legislation, and trade agreements.

Requests for Pre-Qualification may be used in conjunction with any of the types of requests for bids.

The specifications for the goods and services and terms of purchase will be established with sufficient detail to permit comparable bids to be made by suppliers. All formal calls for bids and the respective bid documents shall be posted on the Municipality 's Bids and Tenders webpage.

<b>Minimum Posting Periods for Formal Call for Bids</b>		
<b>Estimated Total Cost</b>		<b>Minimum Posting Period</b>
<b>Non-construction projects</b>	<b>Construction Projects</b>	
Under \$300,000	Under \$8,000,000	14 days
Over \$300,000	Over \$8,000,000	28 days

All bid submissions shall be received in the manner specified in the bid document. Bid submissions remain sealed until the closing date and time. Late bids shall not be considered.

### **5.3 Types of Requests for Bids**

#### **5.3.1 Requests for Quotation (RFQ)**

This is a competitive method of purchase generally used for a known product or service where detailed specifications are often used to determine compliance.

A sufficient number of suppliers shall be requested to submit bids on the specifications and terms of purchase so that at least three responsive bids are received, where practical.

The lowest compliant bid is intended to be selected where there are no exceptions.

#### **5.3.2 Requests for Tender (RFT)**

This is a competitive method of purchase which may include supplier or contractor pre-qualification.

The specifications and contract terms are detailed within the tender documents in such a degree that there is no prospect of negotiations between the parties. It is intended to accept the lowest priced compliant bid, as all the terms, conditions and specifications must be met by the Bidders.

### **5.3.3 Requests for Proposals (RFP)**

This method of purchase involves the solicitation of proposals. In this method of purchase, some or all of the specifications and contract terms may not be finally determined with sufficient certainty to form the basis of a final contract before proposals are solicited and submitted, such as when innovative solutions are being sought. It may be expected there will be some variation in the final specification and contract terms among and between responsive proponents. The process may involve negotiations subsequent to the submission of proposals on any or all of the specifications, contract terms and price.

The bid documents must disclose the evaluation criteria and weights. Evaluation criteria shall be aligned with the needs of the Municipality to aim to provide the best value. Purchasing shall maintain a list of suggested evaluation criteria for assistance in formulating an evaluation method for use in an RFP. This may include but is not limited to factors such as qualifications and experience, strategy, approach, methodology, scheduling and past performance, facilities, equipment, pricing, life cycle costing, standardization of product and aspects that would support environmental procurement.

Evaluation of proposals shall be done based on the disclosed criteria, free of bias or preference, and shall be done by the same people in the same manner. Projects are intended to be awarded to the highest scoring compliant proposal where no exceptions are present.

### **5.3.4 Negotiated Requests for Proposals (N-RFP)**

Negotiated Requests for Proposals are prepared as a regular RFP as above, however, the document must state the negotiation terms.

The process for Negotiated Requests for Proposals involves posting N- RFP documents, receiving and evaluating proposals as in a regular RFP process. The initial submissions are deemed non-binding. After the proposals are evaluated, a



short-list of vendors may be chosen to proceed and negotiations take place. A final submission of best and final offers occurs after negotiations are complete and these submissions are evaluated using the original evaluation process.

### **5.3.5 Request for Information (RFI)**

This method is a pre-purchase activity that may be taken to gather general supplier/consultant or product information. It may be used when the Municipality is researching a contemplated need and has not yet determined what characteristics the ideal solution would have. Responses to RFI questions normally contribute to the final version of a subsequent call for bid document and may include targeted questions about the required output/acquisition, seeking combinations of industry leading practices, suggestions, expertise and even concerns and additional questions from the proponents.

Responses to an RFI will not pre-qualify a potential supplier/consultant and will not influence their chances of being the successful proponent on any subsequent opportunity. An RFI submission does not create any contractual obligation between the Municipality and the interested respondent.

## **5.4 Co-operative Purchasing**

Co-operative purchasing is permissible and exempt from the requirements in Table in 8.0, Methods of Purchasing under the following circumstances:

**5.4.1** The Procurement Exception Form in Schedule "D" shall be completed by the Department Head along with documentation identifying the method and results of the price comparison research which shows that the buyer group maintains the lowest price for a particular good or service.

**5.4.2** The buying group must comply with the following cost restrictions:

**5.4.2.1** - Up to \$25,000 - no restrictions

**5.4.2.2** - \$25,001 to \$100,000, the co-operative group must comply with all legislative requirements and issue a formal request at least once every two years.

**5.4.2.3** - Over \$100,000, the co-operative group must comply with all legislative requirements including CFTA and CETA and issue a formal request at least every two years. In addition, an information report must go to Council.

## **5.5 Awarding Projects on Formal Bids**

- 5.5.1** The appropriate Authority to Award in accordance with Table 5.0, Methods of Purchasing, may award the project provided the goods and services were budgeted for and the lowest bid is being accepted.

Under normal circumstances, the lowest compliant bid or highest scoring compliant bid would be awarded. If the lowest compliant bid or highest scoring compliant bid is not recommended, the Procurement Exception Form in Schedule "D" shall be completed by the Department Head detailing the reasons why the bid is not being considered. CAO approval is required prior to awarding a bid where the lowest compliant bid or highest scoring compliant bid is not being recommended.

- 5.5.2** The Municipality 's "Notice to all Contractors" respecting the Corporate Statement on Occupational Health and Safety (Schedule "A") shall accompany the letter to the successful Bidder confirming the awarding of the project.

- 5.5.3** The amount of any non-refundable fee, the deposit and performance bond or a letter of credit for all tenders shall be at the discretion of the Department Head.

- 5.5.4** Notwithstanding the provisions of this Policy, any tenders which are late, illegible, incomplete, unsigned, contain restrictions or alterations by the Bidder, contain insufficient deposit, or insufficient or no performance bond or security in the form requested, may be rejected.

- 5.5.5** For contracts where a performance bond is required, the deposit cheque of the successful Bidder and second low Bidder shall be retained by the Municipality until such time as the said performance bond has been supplied in a form satisfactory to the Municipality, and the contract agreement has been executed.

For contracts that do not require a performance bond, the deposit cheque of the successful Bidder shall be retained by the Municipality until such time as the goods or services have been received or completed to the satisfaction of the Municipality.

The cheque of the second low Bidder shall be retained until the agreement has been executed.

The deposit cheques of unsuccessful Bidders shall be returned to the Bidder's address as shown on the tender form as soon as is practical after the acceptance of the tenders.

**5.5.6** If the successful Bidder fails to enter into a contract, or fails to perform the contract, or fails to provide the goods and/or services, the Department Head and/or the CAO may recommend that the tender shall be awarded to the second low Bidder or that the competition shall be cancelled. In either case, the deposit of the successful Bidder shall be forfeited.

**5.5.7** The Department Head is responsible for issuing award and regret notices to all Bidders. The Department Head is also responsible for reporting the results to Council in accordance with the Table 5.0, Method of Purchasing and updating the Municipality's website as required.

## **6.0 Non-Competitive Procurement (Exemptions)**

**6.1** All Non-Competitive Contracts exceeding \$25,000 must be approved by the appropriate authorities prior to award as per the below table, unless resulting from an Emergency.

<b>Non-Competitive Purchases</b>		
<b>Estimated Cost</b>	<b>Procurement Method</b>	<b>Authority to Award</b>
Over \$25,000 to \$100,000	Negotiation	CAO & Treasurer Jointly
Over \$100,000	Negotiation	Council

**6.2** A competitive procurement process shall be used for procurements unless the conditions in 6.3, Exemptions, are met for a Non-Competitive Purchase.

**6.3 Exemptions:** The Municipality may procure Goods or Services by way of Non-Competitive Purchase based on one of the following exemptions (each an "Exemption"). The Procurement Exception Form in Schedule "D" shall be completed by the Department Head referencing the appropriate reason for exemption.

- 6.3.1 No Compliant Bids Received:** If (i) no Bids were submitted or no suppliers requested participation; (ii) no Bids that conform to the essential requirements of the bid documentation were submitted; (iii) no suppliers satisfied the conditions for participation; or (iv) the submitted tenders were collusive, provided that the requirements of the tender documentation are not substantially modified; (*OQTCA, CFTA, CETA*)
- 6.3.2 Two or more identical low bids or only one bid received:** If (i) two or more identical low bids were received; or (ii) only one bid was received in a call for bid process, negotiation is permitted
- 6.3.3 Only One Supplier:** if the Goods or Services can be supplied only by a particular supplier and no reasonable alternative or substitute Goods or Services exist for any of the following reasons: (i) the requirement is for a work of art; (ii) the protection of patents, copyrights, or other exclusive rights; (iii) due to an absence of competition for technical reasons; (*OQTCA, CFTA, CETA*) (iv) the supply of Goods or Services is controlled by a supplier that is a statutory monopoly; (v) to ensure compatibility with existing Goods, or to maintain specialized Goods that must be maintained by the manufacturer of those Goods or its representative; (vi) work is to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work; (vii) work is to be performed on a leased building or related property, or portions thereof, that may be performed only by the lessor; (*CFTA*)
- 6.3.4 Additional Deliveries:** for additional deliveries by the original supplier of Goods or Services that were not included in the initial procurement, if a change of supplier for such additional Goods or Services: (i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, services, or installations procured under the initial procurement; and (ii) would cause significant inconvenience or substantial duplication of costs for the Municipality ; (*CFTA, CETA*)

- 6.3.5 Where a contract has expired:** or will shortly expire, and unforeseeable circumstances have caused a delay in issuing a new call for bid document; (timeframe for extended contract should not exceed one year);
- 6.3.6 Commodity Market Goods:** for Goods purchased on a commodity market such as electricity, postal services, postage, water, fuel, natural gas, furnace oil; (OQTCA, CFTA, CETA)
- 6.3.7 Prototypes:** if the Municipality procures a prototype or a first Good or Service that is developed in the course of, and for, a particular contract for research, experiment, study, or original development. Original development of a first Good or Service may include limited production or supply in order to incorporate the results of field testing and to demonstrate that the Good or Service is suitable for production or supply in quantity to acceptable quality standards, but does not include quantity production or supply to establish commercial viability or to recover research and development costs; (OQTCA, CFTA, CETA)
- 6.3.8 Exceptionally Advantageous Conditions:** Unusual Disposals: for purchases made under exceptionally advantageous conditions that only arise in the very short term in the case of unusual disposals such as those arising from liquidation, receivership, or bankruptcy, but not for routine purchases from regular suppliers; (OQTCA, CFTA, CETA)
- 6.3.9 Winner of Design Contest:** if a contract is awarded to a winner of a design contest provided that: (i) the contest has been organized in a manner that is consistent with this Policy, in particular relating to the publication of bid documents; and (ii) the participants are judged with a view to a design contract being awarded to a winner; (OQTCA, CFTA, CETA)
- 6.3.10 Confidential or Privileged Goods or Services:** if Goods or Services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentiality, result in the waiver of privilege, cause economic disruption, or otherwise be contrary to the public interest; (CFTA)
- 6.3.11 Emergency:** if strictly necessary, and for reasons of urgency brought about by events unforeseeable by the Municipality, the Goods or Services could not be

obtained in time using an open competitive process. An "Emergency" is an exceptional situation that could include:

- i. An imminent or actual danger to the life, health, or safety of any person;
- ii. An imminent or actual danger of injury to or destruction of real or personal property;
- iii. An imminent or actual unexpected interruption of a public service essential to the community;
- iv. An emergency as defined by the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 and the Emergency Plan formulated there under by the Municipality ; and
- v. An imminent or actual spill of a pollutant as contemplated by Part X (Spills) of the *Environmental Protection Act*.

## **7.0 Emergency Procedures**

- 7.1** Notwithstanding, the provisions of this Policy may be disregarded for goods and services that may be required in the event of an emergency situation. Where the expenditure relating to the emergency is anticipated to exceed \$10,000, the Department Head must first obtain the approval of the Chief Administrative Officer or Delegate.
- 7.2** When the provisions of Section 7.1 are applied, the CAO shall advise Council of the nature of the emergency and the budgetary impact of the purchase and if necessary, the appropriate budget amendment process shall be initiated.

## **8.0 Contractor Performance Evaluation**

A Department Head or Project Manager may choose to conduct a performance evaluation (see Schedule "C") anytime during or after the completion of a contract. Performance evaluations are optional unless the awarded contractor is on probation.

- 8.1** If a contractor obtains a score of less than 65% on a performance evaluation, the Municipality may place the contractor on probation for a period of up to two years from

the date the contractor is given notice of the probation. Performance evaluations are mandatory for any contracts awarded to contractors on probation.

- 8.2** If a contractor on probation receives a score of less than 65% on a final performance evaluation for a contract, the Municipality may suspend the contractor for a period of up to two years from the date the suspension notice is given to the contractor. No bids received from the contractor during their suspension shall be opened or considered. The Municipality may also reject any bids received where the contractor intends to use a sub-contractor who has been placed on suspension.
- 8.3** Once the suspension period has ended, the contractor will be on probation for up to two years from the date of the end of the suspension. Bids from the contractor may be considered and the same conditions above apply during this probation period.
- 8.4** Within fifteen days of receipt of a performance evaluation, a contractor may provide a written request for a review of their evaluation. The Department Head and CAO may confirm or revise the performance evaluation and provide the result to the contractor in writing.

## **9.0 Exclusion of Bidders in Litigation**

- 9.1** The Municipality may, in its absolute discretion, reject a bid or proposal submitted by a Bidder prior to or after a bid opening, if the Bidder:
  - Is a party to litigation with the Municipality; or
  - Directly or indirectly, including by common ownership or control or otherwise, is related to a party to litigation with the Municipality; or
  - Intends to use a sub-contractor in respect of the specific project who is a party to litigation with the Municipality, or, who directly or indirectly, including by common ownership or control or otherwise, is related to a party to litigation with the Municipality.
- 9.2** For the purposes of this section, the phrase “party to litigation with the Municipality” includes cases in which the Bidder or prospective Bidder or any of the parties named above, have advised the Municipality in writing of their intention to commence litigation, or have commenced or have advised the Municipality of their intention to commence an arbitral proceeding against the Municipality.
- 9.3** Bids from any Bidder in any of the above circumstances shall be rejected as informal, irregular and non-compliant.



- 9.4** In determining whether or not to reject a bid under this section, the Municipality will consider whether the litigation is likely to affect the Bidder's ability to work with the Municipality, its consultants and representatives, and whether the Municipality's experience with the Bidder in the matter giving rise to the litigation indicates that the Municipality is likely to incur increased staff or legal costs in the administration of the Contract if it awarded to the Bidder.
- 9.5** All bid documents issued by the Municipality pursuant to this policy shall contain a statement to the effect described in 9.1, 9.2, and 9.3 above.

## **10.0 Authorities (Transfer of Expenditures)**

Where it appears, additional funds will be required to complete a project approved in the budget the transfer of funds may be made under the following circumstances.

- 10.1** Where funds appear to be available within the budget appropriation for the department, the transfer of funds may be made if the transfer does not conflict with Council's policies and objectives.
- 10.1.1** Department Head - The Department Head may authorize the transfer to a limit of \$25,000 and report same to the CAO and the Treasurer.
  - 10.1.2** Chief Administrative Officer - The CAO may authorize the transfer to a limit of \$100,000 and report same to the Treasurer.
  - 10.1.3** Council - Council may authorize any transfers in excess of \$100,001.
- 10.2** Transfers and over expenditures which would affect the total limit of the departmental operating or capital budget must be submitted for Council approval by the respective Department Head and the CAO.

## **11.0 Payments and Reports**

- 11.1** Each Department shall approve payment of all invoices representing charges to that Department indicating the account distribution of the expenditure.
- 11.1.1** The Department Head or Delegate before approving the payment, shall ensure that the following have been checked and found correct:
- The proper authorized staff members have approved the invoice
  - Quantity and quality of goods received are as invoiced
  - Pricing is correct
  - Calculations are correct

**11.2** The Treasurer may pay all accounts for routine purchases of goods and services within the limit of authority of the Department Head.

**11.3** Upon approval of the Department Head, the Treasurer may pay all accounts for properly authorized and budgeted expenditures in addition to those outlined as routine without the prior approval of Council.

**11.4** The Treasurer shall make available regularly a budget report to Council.

## **12.0 Purchase of Used or Demo Fleet Equipment**

Department Heads, in consultation with the CAO are authorized to purchase used or demo fleet equipment that is sold by other municipalities by private sale or public auction; sold through a vendor licensed to sell used equipment; by sealed bid; or by negotiation providing that:

**12.1** The equipment meets or exceeds the department equipment requirements.

**12.2** The purchase of the equipment has been included in the annual capital budget for the department.

**12.3** Department Heads are exempt from the Municipality 's formal quotation/tender/RFP process when purchasing used or demo fleet equipment by any of the methods.

The Procurement Exception Form in Schedule "D" shall be completed by the Department Head along with analysis or justification that is documented in writing that it is fiscally responsible to purchase a used or demo piece of equipment rather than purchase new.

## **13.0 On-Going Services and Contracts**

This section is intended to deal with on-going services and contracts the Municipality has with various suppliers that continue over multiple years. Any initial contract or agreement for services must follow the purchasing method called for in Section 5.0, Methods of Purchasing.

**13.1** Some services have annual renewals and at the time of renewal, the Department Head may recommend that the services be tendered, that quotations be obtained, or that a new renewal contract be negotiated.

- 13.2** The Department Head shall, every five years, and sooner if necessary, recommend to Council that the service be continued, or that it be tendered, quotations obtained, or a new contract be negotiated.
- 13.3** The procurement method required in Section 5.0, Methods of Purchasing, shall be based on the estimated total cost if the contract is guaranteed over multiple years. If the contract includes provisions for the Municipality to terminate the contract, only the guaranteed amount is considered for determining the procurement method.

#### **14.0 Insurance**

- 14.1** Prior to contract execution, or where deemed appropriate by the Department, Purchasing or the Municipality 's insurer, evidence of satisfactory insurance coverage must be obtained from the contractor in the form of a Certificate of Insurance.
- 14.2** The standard insurance minimums required of vendors are as follows:
- \$5 million – Commercial general liability policy
  - \$5 million – Automobile liability policy
  - \$5 million – Professional liability and errors and omissions
- 14.3** Insurance minimums may be reduced for a project or vendor by CAO approval based on recommendation from Department Head indicating that corporate risk is minimal and a reduction is warranted. The Procurement Exception Form in Schedule "D" shall be completed by the Department Head detailing the reasons why the insurance minimums for a project should be reduced.
- 14.4** Additional insurance relevant to the type of project may be required.
- 14.5** The certificate of insurance must name the Municipality as an additional insured inclusive as a cross liability clause.
- 14.6** Workplace Safety and Insurance Board:
- i. The successful Bidder is responsible to provide a WSIB clearance certificate prior to starting the work.
  - ii. If the Bidder considers themselves to be an independent operator and does not require a WSIB clearance certificate, application shall be made prior to the project starting for consideration by WSIB.

Bid documents must clearly indicate the types and amount of insurance Bidders must hold.

## **15.0 Prohibitions**

**15.1** No employee, elected official, Committee Member or Member of Council of the Municipality shall purchase goods or services, request quotes, proposals or tenders, or enter into contracts and agreement on behalf of the Municipality except in accordance with the provisions of this Policy.

**15.2** No contract or purchase shall be divided to avoid the provisions of this Policy.

**15.3** No individual involved in procurement shall circumvent the requirements of this Policy including, but not limited to, biasing specifications; providing advantages, differing or additional information to one or more plan takers that is not shared with all plan takers (unless information is shared at a mandatory meeting that is not attended by all) or scheduling events to prevent suppliers from meeting requirements.

## **16.0 Records Retention**

Bid submissions must be kept in compliance with the Municipality 's Retention Policy.

## **17.0 Ultra Vires**

Any Provincial Statutes or Regulations thereof will supersede and take precedence over this Policy.

## **Schedule "A"**

### **NOTICE TO ALL CONTRACTORS**

#### **CORPORATE STATEMENT**

#### **OCCUPATIONAL HEALTH AND SAFETY**

The Corporation of the Municipality of Arran-Elderslie, in the County of Bruce, is committed to ensuring that a high standard of health and safety is provided and maintained for all employees, visitors, guests, contractors, agents and others on our premises.

Accordingly, a corporate health and safety policy and procedure manual has been adopted and implemented and shall be adhered to.

#### **ALL CONTRACTORS SHALL:**

- Demonstrate establishment and maintenance of a health and safety program with objectives and standards consistent with applicable legislation and with The Corporation of the Municipality of Arran-Elderslie health and safety policies and requirements.
- Submit a copy of a Workers Safety and Insurance Board (WSIB) clearance certificate.
- Include health and safety provisions in their management systems to reach and maintain consistently a high level of health and safety.
- Ensure that workers in their employ are aware of hazardous substances that may be in use at their place of work and wear appropriate personal protective equipment as may be required.
- Upon request at any time from award to completion of contract, submit proof of fulfillment of above responsibilities.

Your co-operation and assistance in this matter is appreciated and vital to the Health and Safety of all.

## **Schedule “B”**

### **Goods and Services “Exempt” from Provisions of the Procurement Policy**

1. Petty Cash items up to \$300
2. The purchase of items/services under \$500; for one time or occasional purchases, not ongoing requirements
3. Election Materials: The Clerk has the authority to purchase goods, services and equipment considered necessary or advisable to carry out the requirements of the Municipal Elections Act, R.S.O., 1996. The Clerk shall whenever possible be guided by the provisions of this Policy.
4. Training and Education
  - a) Books
  - b) Conferences
  - c) Courses
  - d) Conventions
  - e) Memberships
  - f) Seminars
  - g) Periodicals
  - h) Magazines
  - i) Staff training
  - j) Staff development
  - k) Staff workshops
  - l) Subscriptions
5. Refundable Employee and Council/Committee Expenses
  - a) Meal allowances
  - b) Travel & Hotel accommodation
  - c) Mileage
  - d) Miscellaneous – Non-Travel
6. Employer’s General Expenses
  - a) Payroll deduction remittances

- b) Licenses (vehicles, elevators, radios, etc.)
- c) Debenture payments
- d) Grants to agencies/donations
- e) Payments of damages
- f) Tax remittances
- g) Charges to/from other Government or Crown Corporations
- h) Employee wages
- i) Group benefits
- j) Freight charges

#### 7. Professional and Special Services

- a) Committee fees
- b) Honoraria
- c) Arbitrators
- d) Legal settlements
- e) Temporary Help
- f) Courier Charges
- g) Legal fees
- h) Hiring of consultants or contractors to complete project deficiencies where funds to complete the work are being drawn from deposits
- i) Insurance premiums
- j) Ongoing maintenance for existing computer hardware and software
- k) Realty services regarding lease, acquisition, demolition, sale, disposal or appraisal of land
- l) Financial services respecting the management of government financial assets and liabilities including ancillary advisory and information services, whether or not delivered by a financial institution

#### 8. Utilities/Other

- a) Postage
- b) Water and sewer charges
- c) Hydro
- d) Cable television charges
- e) Telephone, internet
- f) Natural gas/propane
- g) Refunds and rebates to ratepayers



## 9. Advertising

- a) Classified advertising such as help wanted, for sales, etc.
- b) Display advertising such as statutory and event notices
- c) Public tender advertising
- d) Webhosting and maintenance services

## 10. General Exclusions

- a) Goods or services financed primarily from donations that require the procurement to be conducted in a manner inconsistent with this policy.
- b) Procurements by the Municipality on behalf of an entity not covered by this policy.
- c) Procurements under a commercial agreement between the Municipality and an entity not covered by this policy.
- d) Acquisition of goods or services for the purpose of commercial sale or re-sale by the Municipality.

## Schedule "C"

### Contractor Performance Evaluation

Contractor:

Contract Number:

Evaluator:

Date:

Evaluation Period:

#### Performance Levels

1. Did not meet expectations
2. Met expectations
3. Exceeded expectations

<b>Evaluation Criteria</b>	<b>Rating</b>			<b>Comments</b>
Complies with policies and procedures, all applicable laws and regulations, and uses safe work practices	1	2	3	
Provides services in a manner consistent with professional standards	1	2	3	
Provides qualified personnel and adheres to personnel policies and procedures	1	2	3	
Displays respect for residents and Municipality property	1	2	3	
Meets specifications as per the contract	1	2	3	

Provides quality goods/services	1	2	3	
Goods/Services were delivered on time as per the contract	1	2	3	
Cost does not exceed original bid or negotiated amount	1	2	3	
Contractor responded to questions/concerns in a timely manner	1	2	3	
Contractor's resolution of issues was appropriate	1	2	3	
Communicates appropriate information to employees and management	1	2	3	
Customer support from contractor was acceptable	1	2	3	
Provides completed paperwork within defined time frame	1	2	3	
<b>Total Score</b>				

Any criteria evaluated at a level 1 must include evaluator comments.

A total score of less than 25 will result in the contractor failing the performance review and the contractor will be placed on probation or suspended as per the Municipality 's Purchasing Policy.

Evaluator Signature:

## Schedule "D"

### Procurement Exception Form

This form is to document purchases which are exempt from the requirements in Section 5 of the Municipality 's Purchasing Policy, Methods of Purchasing, and to record the appropriate reasoning for the exemption. The exemption claimed below must meet the requirements specified in Section 6 of the Purchasing Policy, Non-Competitive Procurement with additional information attached as necessary.

**Project Name & Number:** \_\_\_\_\_

**Section in Purchasing Policy and Reason(s) for Exemption:**

\_\_\_\_\_

Please provide additional details below or provide attachments if necessary.

\_\_\_\_\_

\_\_\_\_\_

**Treasurer Comments:** \_\_\_\_\_

\_\_\_\_\_

Name of Department Head or Authorized Delegate

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

\_\_\_\_\_

Signature (Treasurer)

\_\_\_\_\_

Date

\_\_\_\_\_

Signature (Chief Administrative Officer)

\_\_\_\_\_

Date

Council Resolution # (Over \$100,000): \_\_\_\_\_



# THE CORPORATION OF THE MUNICIPALITY OF ARRAN-ELDERSLIE

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## By-law 37-2025 Being a By-law to adopt a Grants and Community Support Policy

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WHEREAS by Section 5(3) of the *Municipal Act, S.O. 2001, c.25, as amended*, provides that powers of every Council are to be exercised by By-law unless specifically authorized to do otherwise; and

WHEREAS the Council of the Corporation of the Municipality of Arran-Elderslie considers it appropriate and proper to adopt a Grants and Community Support policy; and

WHEREAS Council passed Resolution 146-08-2025 adopting the Grants and Community Support Policy.

NOW THEREFORE the Council of the Corporation of the Municipality of Arran-Elderslie enacts as follows:

1. That the Grants and Community Support Policy, attached here to as Schedule "A", is hereby adopted.
2. That Schedule "A" forms part of this by-law.
3. By-law 45-2021 is hereby rescinded in its entirety.
4. That this By-law shall come into force and take effect upon receiving the final passing thereof.

\*\*\*\*\*

Read a first and second time this 12<sup>th</sup> day of May, 2025.

Read a third time and finally passed this 12<sup>th</sup> day of May, 2025.

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Mayor – Steve Hammell

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Clerk – Christine Fraser-McDonald



# **THE CORPORATION OF THE MUNICIPALITY OF ARRAN-ELDERSLIE**

## **By-Law 38-2025**

### **Being a By-law to Confirm the Proceedings of the Regular Council Meeting of the Municipality of Arran-Elderslie held May 12, 2025**

WHEREAS by Section 5(1) of the Municipal Act 2001, S.O. 2001, c. 25, as amended, grants powers of a Municipal Corporation to be exercised by its Council; and

WHEREAS by Section 5(3) of the Municipal Act, S.O. 2001, c.25, as amended, provides that powers of every Council are to be exercised by By-law unless specifically authorized to do otherwise; and

WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of Arran-Elderslie for the period ending May 12, 2025, inclusively, be confirmed and adopted by By-law.

NOW THEREFORE the Council of the Corporation of the Municipality of Arran-Elderslie enacts as follows:

1. The action of the Council of the Municipality of Arran-Elderslie at its Regular Council meeting held May 12, 2025, in respect to each motion and resolution passed, reports received, and direction given by the Council at the said meetings are hereby adopted and confirmed.
2. The Mayor and the proper Officials of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action of the Council.
3. The Mayor and Clerk, or in the absence of either one of them, the Acting Head of the Municipality, are authorized and directed to execute all documents necessary in that behalf, and the Clerk is authorized and directed to affix the Seal of the Corporation to all such documents.

\*\*\*\*\*

Read a first and second time this 12<sup>th</sup> day of May 2025.

Read a third time and finally passed this 12<sup>th</sup> day of May 2025.

\_\_\_\_\_  
Mayor Steve Hammell

\_\_\_\_\_  
Clerk – Christine Fraser-McDonald