



LUCAN BIDDULPH COUNCIL AGENDA

TUESDAY, APRIL 21, 2020 6:00 PM
Lucan Biddulph Township Office
270 Main Street P.O. Box 190 Lucan, ON

AGENDA

MEETING TO BE HELD ELECTRONICALLY. THE MEETING WILL BE AVAILABLE AS FOLLOWS AT 6:00 P.M. ON April 21, 2020

https://www.youtube.com/channel/UCeA4Y0M03UFY2O_nbymnWHg

1. Call to Order

2. Disclosure of Pecuniary Interest & Nature Thereof

The Municipal Conflict of Interest Act requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the Act.

3. 6:00 p.m. In-Camera Session

(Note: Resolution required for the Council to adjourn its regular meeting in order to conduct a closed session Pursuant to Section 239 (2)(f) and (c) of the Municipal Act)

- a) Section 239 (2) (f) – advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- b) Section 239 (2) (c) – a proposed disposition of land by the municipality

(Note: Resolution required for the Council to reconvene its regular meeting)

4. Petitions & Delegations

5. Adoption of Minutes

[Council Minutes - April 7 2020](#)

6. Business Arising From the Minutes

[BA Apr 21 2020](#)

7. Communications Reports

- a) [Letter from Minister Steve Clark - Apr 9 2020](#)

- b) [Letter from Minister Steve Clark \(Apr 16\) - Labour Deployment](#)
- c) [Middlesex County Draft Press Release - COVID19 Resiliency Task Force](#)
- d) Balance of Communications:
 - i) [Letter from MMAH - Operation of Seasonal Trailer Parks and Recreational Campgrounds](#)
 - ii) [Middlesex-London confirmed COVID-19 cases as of April 13, 2020](#)
 - iii) [Town of Midland - request for Direct Payment of Federal funds to Municipalities to Waive Property Taxes for 2020](#)
 - iv) [Support Letter - Town of Perth South re Provincially Significant Wetlands Designation](#)
 - v) [Support Resolution - Twp of North Dumfries - Tourism Orientated Destination Signage Fee Increases](#)
 - vi) [ABCA - BOD Agenda, GM's Report, Minutes](#)
 - vii) [BRA Annual Report](#) [BRA Notes of Board Meeting - April 2020](#)
 - viii) [AMO Watchfile Apr 9](#) [AMO Watchfile Apr 21](#)

8. Committee Reports

- a) CEDC
- b) Bluewater Recycling
- c) Lake Huron
- d) Fire Boards
- e) ABCA
- f) UTRCA
- g) Parks & Recreation
- h) Canada Day

9. Staff Reports

- a) CAO/Clerks Office
 - [CAO-05\(b\)-2020 - Updated Strategic Plan](#)
 - [Draft Strategic Plan Comments provide by Sierra Management & Planning](#)
 - [Lucan Strategic Plan Update - redlined DRAFT](#)
 - [Lucan Strategic Plan Update - Final Draft March 2020](#)
 - [CAO-07-2020 - Provincial Legislation & Updates Re COVID-19](#)
- b) Building/By-law Enforcement
- c) Finance
- d) Planning
- e) Public Works
 - [PW-11-2020 Nagle Drive update April 17th](#)
 - [PW-12-2020 - Lucan WWTP Capacity - 2019 Evaluations](#)
- e) Parks & Recreation
 - [PR-05-2020 - Truck Tender](#)
- g) Economic Development

10. Councillor's Comments

Addition to the Agenda - [MAYOR-01-2020 re COVID-19 Fund](#)

11. Changes to Budget

12. Notice of Motions

13. Motions and Accounts

[Motions April 21 2020](#)

14. By-laws

[16-2020 Confirming By-law](#)

15. Adjournment

The Corporation of the Township of Lucan Biddulph Council Minutes

Present: Mayor C. Burghardt-Jesson, Deputy Mayor D. Manders, Councillor D. Regan, Councillor P. Mastorakos and A. Westman

Also Present: R. Reymer-CAO/Clerk, T. Merner-Deputy Clerk, L. deBoer-Economic Development Coordinator, J. Little-Public Works Manager, K. Langendyk-Treasurer, P. Smith-Parks & Recreation Manager

Call To Order

Mayor C. Burghardt-Jesson called the meeting to order at 6:32 pm. The meeting took place electronically with the Mayor, CAO/Clerk and Economic Development Officer in attendance at the Township office and all other attendees via electronic participation.

Declaration of Pecuniary Interest & Nature Thereof

None

Announcements

Mayor C. Burghardt-Jesson opened the meeting by congratulating residents, children, businesses and municipal staff on how quickly all have adapted to the changes put in place regarding the COVID-19 pandemic. She stated that how we all act today will determine how our community fairs with this virus and reminded all to ensure they are practicing physical distancing and to take advantage of technology to stay connected with family and friends. Mayor C. Burghardt-Jesson further noted that Premier Doug Ford has confirmed that the Easter Bunny is an essential service and will be permitted to travel this upcoming Easter weekend.

Delegations

None

Adoption of Minutes

1/ Minutes

Moved by D. Regan

Seconded by A. Westman

That the regular council minutes of March 17, 2020 and special council meeting minutes of March 31, 2020 be approved as circulated.

CARRIED

Business Arising

All items are ongoing at this time.

Communications Reports

- a. R. Reymer commented on the notice received from the Minister of Finance which gave details of a number of property tax initiatives that were announced in Ontario's Action Plan: Responding to COVID-19 (March 2020 Economic and Fiscal Update)
- b. J. Little commented on the notice received from the Ministry of Environment, Conservation and Parks and explained the options contained regarding enhanced measures provided to ensure continuity of operations for our drinking water system.

Committee Reports

Fireboards

R. Reymer advised a Biddulph Blanshard fireboard meeting may be scheduled via Zoom meetings in the coming weeks.

Mayor C. Burghardt-Jesson advised the province has issued a fire ban for fire prone areas, however his does not apply in Lucan Biddulph and recreational fires are still permitted at this time.

ABCA and UTRCA

Councillor A. Westman advised no meetings have taken place however a number of notices regarding cancellations and closures have been circulated. He advised residents to follow social media pages for ABCA and UTRCA for the full list of closures and updated information.

Parks & Recreation

Councillor P. Mastorakos asked what is taking place regarding summer programming and P. Smith advised we are currently holding off on new hires and start dates until we can confirm if summer programming can continue.

Staff Reports

CAO/Clerk

R. Reymer gave a brief verbal update including changes announced recently regarding existing and new residential construction and commercial and industrial construction sites.

Finance

K. Langendyk commented on report no. FIN-05-2020 and advised there was one employee to disclose on the public sector salary disclosure statement for 2019.

K. Langendyk commented on report no. FIN-06-2020 which explained the financial impact the delay of water and waste water increases will have on the budget. K. Langendyk advised the approximate lost revenue for one quarter (Jan-Mar) is just over \$9,000.

Planning

R. Reymer noted that recent legislation passed with regards to planning applications has affected Zoning Bylaw Amendment (ZBA-4-2020) passed at the March 17th council meeting. The legislation paused all appeal periods in affect from March 16, 2020 forward therefore the 20-day appeal following passage of the zoning bylaw is on hold.

Public Works

J. Little reviewed report no. PW-09-2020 and noted there was an increase in the post engineering estimates from the original budgeted estimate. He explained the differences and advised that while his report did include a recommendation to direct staff to tender the project he now suggests that in light of recent announcements made for construction sites due to the COVID-19 pandemic, many companies may be shutting down temporarily or limiting work at this time, therefore it would be best to delay the tendering process to ensure we receive a competitive bid. J. Little further confirmed that construction on municipal infrastructure is considered an essential service under the province's recent announcements.

J. Little gave a verbal update from the water, waste water and roads departments as well as current municipal drain projects and the upcoming traffic signal light construction project. Discussion took place regarding the trend of increased costs for infrastructure projects. J. Little advised in the previous few years companies have tried to keep costs down to make a certain revenue but we have now seen a large increase in costs as opposed to a gradual increase over time. He further noted that our capital estimates are based on figures included in our Asset Management Plan (AMP) and we will need to re-evaluate the AMP this year before next year's budget is set.

J. Little gave a verbal update regarding the Nagle Drive water main project and advised that he intended on including a report but the information has continued to change over the past few days. J. Little advised that a meeting took place with the residents of Nagle Drive last week and

given the new information, as presented at the March 17th council meeting, it was determined that a majority of the residents wish to continue however would like a commitment of \$200,000.00 from Council towards the costs of the project. He further noted a meeting with our County solicitor took place in which four options for the Township were discussed. Questions and discussion took place regarding the time and investment that has taken place to date, the ability to recover costs in future with a new development charge for that area, a feasibility study/plan if moving forward and the maximum amount council is comfortable committing to the project. Mayor C. Burghardt-Jesson also requested that staff attempt to obtain input from all 12 residents regarding the project.

2/ Nagle Drive water main project

Moved by D. Regan

Seconded by A. Westman

That the Council of the Township of Lucan Biddulph accept the recommendation of the public works manager to contribute a maximum amount of \$200,000.00 towards continuing with the Nagle Drive water main project.

CARRIED

Parks & Recreation

P. Smith gave an update to report no. PR-04-2020 dated March 17, 2020 and addressed some of the questions and concerns raised at the last meeting. P. Smith advised that several meetings took place between staff, developers and Lucan Minor Soccer Association representatives, including site visits, to discuss and review plans to replace the 3rd soccer field going forward. P. Smith noted discussion also took place with the Parks & Recreation Committee members and they preferred that the short-term soccer plan utilize existing land to address the immediate needs of soccer and further research take place to address a long term plan that could meet both the needs of soccer and baseball. Discussion took place regarding the neighbouring development, the timeline for site and grading plans as well as necessary surveying that will need to take place.

3/ Soccer Field Strategy

Moved by P. Mastorakos

Seconded by D. Regan

That the Council of the Township of Lucan Biddulph direct staff to proceed with Dillon Consulting Ltd to develop site and grading plans as well as develop tender documentation for the soccer field strategy proposal as presented in report no. PR-04-2020 dated March 17, 2020.

CARRIED

Economic Development

L. deBoer gave a verbal update and advised a community newsletter will be going out next week which will include further COVID-19 updates including an email address wherein residents can relay questions to for information on closures in our community. She further noted the newsletter will include updates from the OPP. Mayor C. Burghardt-Jesson added that the County of Middlesex website also has a great information section on COVID-19 and recent updates.

Councillor's Comments

Deputy Mayor D. Manders asked staff to follow-up regarding the status of the proposed car wash property.

Motions

J. Little noted there is a bylaw included for assumption of Phase 1B of the Ridge Crossing subdivision. He advised this will confirm that we are satisfied with all the infrastructure and maintenance.

4/ Confirming

Moved by A. Westman

Seconded by D. Regan

That if no one cares to speak to these By-laws on their First, Second and Third Reading, that they be considered to have been read a First time and Passed, read a Second time and Passed, read a Third time and Passed, that they be numbered:

- 13-2020 Road Assumption By-law (Ridge Crossing Phase 1B)
- 14-2020 Fees By-law
- 15-2020 Confirming By-law

CARRIED

5/ Adjournment

Moved by D. Manders

Seconded A. Westman

Resolved that the Council meeting be adjourned at 8:24 p.m.

CARRIED

MAYOR

CLERK

DRAFT

Business Arising – Minutes of April 7, 2020

Discussion Item	Minutes Action	Follow-up	Date to be Completed/or Update on Status
Frank Street Construction	possible delay of capital project	Staff to provide update	Ongoing

Previous Meetings

Discussion Item	Minutes Action	Follow-up	Date to be Completed/or Update on Status
Industrial Park Phase 2 lands	Ensure enough land retained surrounding Sewage Treatment Plant for future expansions and setback requirements	Staff to follow-up with B.M. Ross Engineers to determine setback requirements	Spring 2020
Strategic Plan	Review draft Strategic Plan prepared by Sierra Planning & Management	Staff to report back to council after consulting with Sierra Planning & Management	Spring 2020
Feasibility Report – Phase 2 Community Centre Project	Campaign Coaches provided report regarding feasibility study conducted	Staff to provide report with recommendation	ongoing
Feral Cats	Consider options for regulating cats	Staff to consult with surrounding municipalities and provide report to council with options for consideration	ongoing
Future Development Lands	Proceed with comprehensive review	Staff to provide updates	ongoing
Roads Analysis	Cost benefit analysis	Staff complete a cost benefit analysis report for council	Spring 2020
Nagle Drive	Majority of Nagle Drive residents are in favour to proceed with the waterline extension.	Staff were given direction to keep moving forward and develop a report for Council.	Ongoing

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

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Toronto ON M7A 2J3
Tel.: 416 585-7000**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

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

234-2020-902

Dear Heads of Council / Clerks and CAOs:

Nothing is more important than protecting the health and well-being of all Ontarians. Since first learning of COVID-19, Ontario has taken decisive action to stop the spread of the virus.

Our government knows that an increasing number of municipalities are responding to the COVID-19 outbreak by diverting resources to essential services, instructing non-essential staff to work from home and suspending in-person meetings. We appreciate that the current situation is not “business as usual,” and that meeting statutory timelines associated with decisions on planning applications can be difficult, if not impossible.

In response to requests from municipalities and the Association of Municipalities of Ontario, our government intends to introduce legislation in the coming weeks to allow for the suspension of specified timelines associated with land use planning matters that could be applied retroactively to the date that an emergency was declared. If passed, these changes would provide authority for the Minister of Municipal Affairs and Housing to give municipalities time to focus on the COVID-19 outbreak.

If approved, municipalities and planning boards would still be able to make decisions on land use planning matters during this time if they so desired and can consider using electronic and virtual channels as appropriate to engage and solicit feedback from the public on land use planning matters. It is vital for the economy that we move the administrative process along to the best of our collective ability in order to continue the important job of creating housing and keeping infrastructure projects moving.

Municipalities that instead wish to pause their consideration of planning applications and direct their resources and attention to more immediate priorities would be permitted to do so without the threat of appeal.

We know that such a change could have a significant effect on your municipality’s land use planning matters, but it is necessary to ensure we can all offer our full support to help our health care sector to stop the spread of COVID-19.

.../2

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Our government also supports growth paying for growth and ensuring municipalities have the tools to ensure complete communities are built. Therefore, we will also be proposing amendments to the *Development Charges Act* to ensure these important principles would continue during the COVID-19 outbreak.

If passed, our proposed changes would allow municipalities to continue to use their existing development charge bylaw during the COVID-19 outbreak and for a short period thereafter. We know that if a municipality's development charge bylaw is scheduled to expire in the coming months it would be difficult to replace given the current situation. We are taking this measure to ensure municipalities can continue to count on this vital source of revenue for local infrastructure and services.

We have also extended the current Environmental Registry of Ontario posting related to community benefits charges until April 20, 2020. The extension of the Environmental Registry of Ontario posting along with the proposed development charge changes will allow municipalities more time to consider the alignment of future development charge bylaws with the new community benefits tool to support local growth.

Let me assure you that our government is working to support you, our municipal partners, and will continue to work collaboratively to keep all Ontarians safe.

Further details and information will be provided once the legislation is introduced.

Sincerely,



Steve Clark
Minister

c. Association of Municipalities of Ontario

**Ministry of Municipal Affairs
and Housing**

Office of the Minister

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et du Logement**

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234-2020-1284

April 16, 2020

Dear Head of Council:

As you know, on March 17, 2020, our government declared a provincial emergency pursuant to the authority granted under the *Emergency Management and Civil Protection Act* (EMCPA). I am writing to update you that on April 16, 2020, our government issued an emergency order under the EMCPA (O. Reg. 157/20) to provide municipalities with the flexibility to deploy certain of their staff to where they are needed most. At this critical time, it is important that municipalities continue to work collaboratively and engage in good faith with their bargaining agents. The order is effective immediately and we intend for it to remain in effect for the duration of the declared provincial emergency.

I know that these are challenging times for municipalities, particularly as the situation around us changes so quickly. In these unprecedented times, I have heard a strong and consistent message from municipalities and numerous sector organizations that the authority to enable work deployment similar to what has been provided by the Province for hospitals and public health units is urgently needed to ensure continuity of critical services.

I thank you for sharing these concerns. We have heard you and have worked quickly to issue this order. This order is a temporary measure and provides your municipality – as an employer – the authority to take any reasonable measure necessary to respond to COVID-19 with respect to internal work deployment.

In order to exercise this authority, if it hasn't already, the municipality will need to also declare an emergency under section 4 of the EMCPA concurrent with this order. The authority provided for in this order includes the ability for municipalities to redeploy certain of their staff within the same employer or to employ volunteers to perform bargaining unit work, cancel leaves and change assignment of work, for those priority services listed in the order.

The orders specify conditions under which the authority can be exercised. This includes requiring a municipality to provide at least 24 hours of advance notice to affected bargaining units before implementing a redeployment plan. The *Occupational Health and Safety Act* and existing rights under the *Employment Standards Act* will continue to apply. Municipalities, as employers, are required to comply with all provincial orders, as

Head of Council
Page 2

well as any guidance and safety standards prescribed by the province for COVID-19. They are also responsible for ensuring that any staff being reassigned to new duties have the required training and skills. Full details of the orders can be reviewed online at [Ontario.ca/alert](https://ontario.ca/alert).

I want to acknowledge and applaud the proactive efforts that many municipalities have already taken to engage in good faith with their bargaining agents to keep their staff employed and safe, and to establish local arrangements to redeploy employees to high-need areas. I would also encourage municipalities to continue leveraging their existing authorities as employers and building on pre-existing relationships and structures with your bargaining agent partners, such as joint health and safety committees, to address staffing needs and allocate resources.

Moreover, as you and others in your organization consider whether and how you will exercise the authority under the emergency order, I would ask that you maintain the following important objectives:

- In making staffing decisions, first provide opportunity for full-time work to existing part-time staff before seeking out and employing extra full-time staff from outside your organization.
- In redeploying staff, should there be a difference in the terms and conditions of work, in the different departments of the organization, the expectation is that staff will not receive a lower wage than their home position.

Municipalities are encouraged to review this and other applicable orders (available on the Government's Emergency Information webpage at: [Ontario.ca/alert](https://ontario.ca/alert)) and work with their legal counsel for advice and understanding of the flexibility it provides to you in managing your organizations.

If your municipality chooses to implement the authority in these orders, I would ask that you keep my staff apprised by letting your local Municipal Services Office know when you use it. If your municipality has any further questions regarding this order, we encourage contacting [your local Municipal Services Office](#).

I thank you for your continued support and collaboration in these challenging times. This collaborative relationship is critical at all times, and never more so than during this emergency.

Head of Council
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Visit Ontario's [website](#) to learn more about how the province continues to protect Ontarians from COVID-19

Sincerely,



Steve Clark
Minister of Municipal Affairs and Housing

- c: Chief Administrative Officers
Municipal Clerks
Kate Manson-Smith, Deputy Minister of Municipal Affairs and Housing
Brian Rosborough, Executive Director, Association of Municipalities of Ontario
Cam Guthrie, Chair, Large Urban Mayor's Caucus of Ontario
Karen Redman, Chair, Mayors and Regional Chairs of Ontario
Jane Albright, President, Ontario Municipal Human Resources Association

Wednesday, April 1, 2020

MIDDLESEX COUNTY, ON – Middlesex County is establishing an Economic Resiliency Task Force (MERTF) to assist local businesses by providing access to information regarding local and senior government supports, working together to find solutions to minimize gaps, and easing economic recovery following the COVID-19 pandemic.

“These are unprecedented times and we are taking constructive steps to inform businesses and the local economy, during and after the pandemic,” says Warden Cathy Burghardt-Jesson. “Middlesex County staff and Council appreciate the vital role that the business community plays in the economic health of our region. Our quality of life is significantly impacted by the financial and emotional effects of this crisis.”

The task force will be comprised of Middlesex County’s Director of Economic Development, Cara Finn, along with Council representatives including Warden Cathy Burghardt-Jesson, and councillors ____ and _____. Key local and regional stakeholders representing workforce, the agricultural sector, manufacturing, tourism and small businesses, as well as lower tier municipalities in Middlesex County, will be invited to join the group to allow us to collaboratively identify and respond to the emergent challenges this pandemic poses and to work towards recovery when the situation stabilizes,” adds Warden Burghardt-Jesson.

“Resilient municipalities require a resilient business sector and we are committed to doing what we can to facilitate this,” says Director of Economic Development, Cara Finn.

For the MERTF Terms of Reference and latest information, visit middlesex.ca/covid19

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For more information please contact:

Cara A. Finn, BBA, M.Ad.Ed.

Director of Economic Development

Middlesex County

cfinn@middlesex.ca

**Ministry of Municipal Affairs
and Housing**

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April 4, 2020

Dear Head of Council:

**Subject: Operation of Seasonal Trailer Parks and Recreational Campgrounds –
Amended Essential Business Order as of April 3, 2020**

Nothing is more important than protecting the health and well-being of Ontarians. Since first learning of COVID-19, Ontario has taken decisive action to contain the spread of this new virus.

Based on the advice of the Chief Medical Officer of Health, the province has declared an emergency so that we can take immediate action to stop the spread of COVID-19 and protect the public. On Tuesday, March 24th, the province ordered the mandatory closure of all non-essential workplaces pursuant to Ontario Regulation 82/20 under the *Emergency Management and Civil Protection Act*. On April 3, 2020 the province released an amended list of essential workplaces and ordered all businesses not covered by the amended emergency order to close their physical locations effective as of Saturday, April 4, 2020 at 11:59 p.m.

Seasonal trailer parks and recreational campgrounds are not listed as essential businesses and, as such, are required to be closed as of 11:59 p.m. today.

We recognize Ontario “snowbirds” are returning to Canada earlier than they normally would. In some instances, seasonal trailer parks and campgrounds may have been opened earlier than usual to permit individuals to take up temporary accommodation in their mobile homes, recreational vehicles or trailers. For Ontarians whose only Canadian residence is at one of these seasonal trailer parks or campgrounds, they are permitted to continue their occupancy and complete their mandatory self-isolation as required by the mandatory isolation order made by the federal government under the *Quarantine Act* which took effect on March 25, 2020.

Head of Council
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Everyone has a role to play in stopping the spread of COVID-19 and we are asking that our enforcement partners assist in this effort. We encourage you to assist in enforcement efforts to ensure that seasonal trailer parks and/or campgrounds are not being used for recreational purposes. We encourage you to work with park operators and local public health officials in this regard, including to take into consideration the continued need for accommodation of those individuals outlined above.

Officers are encouraged to undertake a graduated approach to enforcement of the emergency orders, which may include educational messaging to businesses around the emergency order, specific warnings, the issuance of a ticket under Part I of the Provincial Offences Act (POA) or a summons under Part III of the POA. Officers are also encouraged to review the applicable provincial and federal emergency orders, and to continue to monitor [ontario.ca/alert](https://www.ontario.ca/alert) for any updates or changes to provincial orders.

By staying home and avoiding contact with others we can stop the spread of COVID-19.

Thank you for your continued cooperation on this matter.

Sincerely,



Steve Clark
Minister of Municipal Affairs
and Housing



Sylvia Jones
Solicitor General

Laboratory-confirmed COVID-19 cases by municipality, Middlesex-London, 2020

Municipality	# (%) of cases
London	211 (90.2%)
Strathroy Caradoc	14 (6.0%)
Middlesex Centre	5 (2.1%)
North Middlesex	<5
Thames Centre	<5
Adelaide Metcalfe	<5
Lucan Biddulph	<5
Newbury	<5
Southwest Middlesex	<5
TOTAL	234

Data source: MLHU COVID-19 case and contact management database. Data extracted 2020-04-13 at 8:32 EDT



March 23, 2020

By Fax to: 613.941.6900 & Twitter @CanadianPM, @JustinTrudeau

The Right Honourable Justin Trudeau
Prime Minister of Canada
Langevin Block,
Ottawa, Ontario, K1A 0A2

Dear Prime Minister:

Re: Direct Payment of Federal Funds to Municipalities to Waive Property Taxes for the Year 2020 - Financial help to alleviate the suffering from COVID-19 Pandemic

It is trite to repeat the human and financial toll of the COVID-19 Pandemic. Similarly, the commitment of the federal, provincial and municipal governments toward alleviating the suffering of Canadians does not require repeating.

We, at the Town of Midland, in the Province of Ontario, are proposing what we believe to be a simple but effective solution to facilitate the delivery of our common and shared commitment to the financial and psychological well-being of all Canadians.

Proposal:

1. Residential Properties (primary residence only)

- a. Waive 100% of the 2020 property taxes for all residential properties currently assessed at or below \$ 500,000.00 by each governing provincial property assessment body; and
- b. Waive 50% of the 2020 property taxes for all residential properties currently assessed below \$ 1,000,000.00; and
- c. Waive 25% of the 2020 property taxes for all residential properties currently assessed above \$1,000,000.00.

2. Industrial, Commercial and Farm Properties

- a. Waive 100% of the 2020 property taxes for all; industrial, commercial and farm properties currently assessed at under \$ 10,000,000.00; and
- b. Waive 50% of the property taxes for the year 2020 for all industrial, commercial and farm properties currently assessed between \$10,000,000.00 and \$ 50,000,000.00; and
- c. Waive 25% of the property taxes for the year 2020 for all industrial, commercial and farm properties assessed above \$50,000,000.00.

3. Federal Transfer Payment to Canadian Municipalities

- a. In lieu of the annual municipal property taxes, the Federal Government transfers funds to municipalities across Canada, as a one-time grant.

Advantages of the Proposal:

1. Quick and timely relief;
2. Direct relief to all Canadian homeowners and the business community;
3. Directly protects Canadians who although may be solvent, are unable to easily meet the financial pressures beyond their personal capacity due to COVID-19;
4. No additional resources required to assess individual need and delivery of the relief;
5. Negligible overhead costs for the disbursement of the relief. In fact, it may cut-down on some of the work for municipal staff; and
6. The financial stimulus received from the federal government will come into circulation immediately and will stay in the community.

There are a multitude of other direct and indirect financial and non-financial benefits that will result from the implementation of this proposal. The biggest non-financial impact is that Canadians will see an immediate financial relief respecting the pressures to make their property tax payments and be better positioned to address other essential needs. In turn, removing this added stress will provide some relief to the already strained financial and health systems.

As you are aware, Canadians are entering this time of crisis with a very high amount of house-hold debt and a great deal of financial fragility. Taking this simple step should alleviate some of those pressures. At the same time, it will keep your municipal governments, and school boards primed for continued productivity and forward momentum to address the fallout from COVID-19.

Thanking you in anticipation of a favourable response.

Sincerely,

The Corporation of the Town of Midland

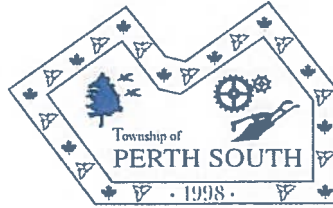


Stewart Strathearn,
Mayor
ssrathearn@midland.ca



Amanpreet Singh Sidhu,
Chief Administrative Officer
asidhu@midland.ca

- c: Town of Midland Council
Association of Municipalities of Ontario
Province of Ontario



Corporation of the Township of Perth South

3191 Road 122
St. Pauls, ON N0K 1V0
Telephone 519-271-0619
Fax 519-271-0647
lscott@perthsouth.ca

April 16, 2020

Sent by Email

Honourable Doug Ford
Premier of Ontario
Premier's Office, Room 281
Legislative Building, Queen's Park
Toronto, ON M7Z 1A1

Honourable Premier Ford;

Re: Provincially Significant Wetlands Designation

At the regular meeting of Perth South Council held on March 17, 2020 correspondence was received from the Municipality of West Nipissing, the Village of Merrickville-Wolford and Norfolk County (attached hereto) regarding the above noted issue. As a rural municipality, we share the same concerns raised and thoroughly support the resolutions passed and information provided by these municipalities.

Thank you for your consideration of this matter and please contact our office if you require any further information.

Regards,

A handwritten signature in blue ink, appearing to read 'Lizet Scott', is written over a horizontal line.

Lizet Scott
Clerk

Attachments



West Nipissing Ovest

Joie de vivre

The Corporation of the Municipality of West Nipissing
La Corporation de la Municipalité de Nipissing Ovest
101-225, rue Holditch Street, Sturgeon Falls, ON P2B 1T1

P/T (705) 753-2250 (1-800-263-5359)

F/TC (705) 753-3950

March 3, 2020

SENT VIA E-MAIL

Honourable Doug Ford, Premier of Ontario
Premier's Office, Room 281
Legislative Building, Queen's Park
Toronto, ON M7A 1A1

Honourable Premier Ford:

SUBJECT: PROVINCIALY SIGNIFICANT WETLANDS DESIGNATION

At its regular meeting held on February 25, 2020, Council for the Municipality of West Nipissing passed resolution **2020/080**, attached hereto. The resolution supports a request circulated by the Village of Merrickville-Wolford, asking the Ministry of Natural Resources and Forestry to respectfully review its practices and procedures to include a requirement to provide supporting evidence, to impacted municipalities, when designating Provincially Significant Wetlands within their boundaries.

We trust the enclosed is self-explanatory.

Respectfully,

Deputy Clerk / Assistant to the
Chief Administrative Officer

\Encl.

cc: Minister of Natural Resources and Forestry
Minister of Municipal Affairs and Housing
Association of Municipalities of Ontario (AMO)
Rural Ontario Municipal Association (ROMA)
Ontario Municipalities



The Corporation of the Municipality of West Nipissing / La Corporation de la Municipalité de Nipissing Ouest

Resolution No.

2020 / 0 8 0

FEBRUARY 25, 2020

Moved by / Proposé par : [Signature]

Seconded by / Appuyé par : [Signature]

WHEREAS the Municipality of West Nipissing received resolution no. R-029-20 from the Village of Merrickville-Wolford, attached hereto; pertaining to the Ministry of Natural Resources and Forestry's practices and procedures when designating of Provincially Significant Wetlands;

BE IT RESOLVED THAT Council for the Municipality of West Nipissing supports the Village of Merrickville-Wolford requesting that the Ministry of Natural Resources and Forestry to respectfully provide supporting evidence with respect to the expansion of wetlands designations within their boundaries;

BE IT FURTHER RESOLVED THAT Council for the Municipality of West Nipissing calls upon the Ministry of Natural Resources and Forestry to respectfully review its practices and procedures to include a requirement to provide supporting evidence, to impacted municipalities, when designating Provincially Significant Wetlands within their boundaries;

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario, the Minister of Natural Resources and Forestry, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA) and all Ontario municipalities.

	YEAS	NAYS
DUHAIME, Yvon		
FISHER, Christopher		
LARABIE, Roland		
MALETTE, Léo		
ROVEDA, Dan		
SÉGUIN, Jeremy		
SÉNÉCAL, Denis		
SÉNÉCAL, Lise		
SAVAGE, Joanne (MAYOR)		

CARRIED: [Signature]
DEFEATED:
DEFERRED OR TABLED:

Established 1793
Incorporated
Wolford 1850
Merrickville 1860
Amalgamated 1998

Telephone (613) 269-4791
Facsimile (613) 269-3095



VILLAGE OF MERRICKVILLE-WOLFORD

February 5, 2020

The Honourable Doug Ford, Premier of Ontario
Premier's Office, Room 281
Legislative Building, Queen's Park
Toronto, ON, M7A 1A1

Dear Premier Ford:

Re: Provincially Significant Wetlands Designation

Please find attached the Council of the Corporation of the Village of Merrickville-Wolford's Resolution No. R-029-20, with respect to the Village's concerns surrounding the Ministry of Natural Resources and Forestry's practices and procedures while implementing designations of Provincially Significant Wetlands.

While the attached resolution is tailored to a Village-specific issue, it is Council's position that the concerns expressed therein are being experienced by municipalities Province-wide.

Thank you in advance for the consideration that you give this matter.

Yours truly,

A handwritten signature in black ink, appearing to read "Doug Robertson".

Doug Robertson
CAO/Clerk/Director, Economic Development

c. Honourable John Yakabuski, Minister of Natural Resources and Forestry
Honourable Steve Clark, Minister of Municipal Affairs and Housing
Andy Brown, CAO of the United Counties of Leeds and Grenville
Association of Municipalities of Ontario
Rural Ontario Municipal Association
All Ontario municipalities

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VILLAGE OF MERRICKVILLE-WOLFORD

For Clerk's use only, if required:
Recorded Vote Requested By:

Cameron	Y	N
Foster	Y	N
Halpenny	Y	N
Molloy	Y	N
Struthers	Y	N

Resolution Number: R - 029 - 20

Date: January 27, 2020

Moved by: Cameron Foster Halpenny Molloy

Seconded by: Cameron Foster Halpenny Molloy

WHEREAS the Village of Merrickville-Wolford is endeavouring to adopt a new Official Plan as required per Section 17 of the *Planning Act* and the Village is required to incorporate the Provincial Policy Statements of the Act;

AND WHEREAS the Provincial Policy Statements require the Village to provide in its Official Plan the updated provisions of new and expanded Provincially Significant Wetlands designations;

AND WHEREAS the Council of the Corporation of the Village of Merrickville-Wolford is concerned that the expansion of these wetlands is detrimentally affecting certain landowners and the Village's assessment base;

AND WHEREAS the Council of the Corporation of the Village of Merrickville-Wolford is concerned that designations of Provincially Significant Wetlands have occurred throughout the Province of Ontario without the provision of supporting evidence;

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VILLAGE OF MERRICKVILLE-WOLFORD

AND WHEREAS the Council of the Corporation of the Village of Merrickville-Wolford is concerned about the expansion of the Provincially Significant Wetlands in the Northeast quadrant of the Village;

AND WHEREAS the Council of the Corporation of the Village of Merrickville-Wolford is concerned that these wetlands designations have been expanded without the Ministry of Natural Resources and Forestry having provided to the Village supporting evidence to justify said expansion;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Village of Merrickville-Wolford does hereby respectfully request that the Ministry of Natural Resources and Forestry provide the Village with supporting evidence with respect to the expansion of these wetlands designations;

AND THAT the Ministry of Natural Resources and Forestry re-evaluate the subject properties without delay;

AND THAT a copy of this resolution be sent to the Honourable Premier Doug Ford, Minister of Natural Resources and Forestry, the Minister of Municipal Affairs and Housing, the United Counties of Leeds and Grenville, the Association of Municipalities of Ontario and the Rural Ontario Municipal Association and all Ontario municipalities.

Carried / Defeated

A handwritten signature in black ink, appearing to read "J. Douglas Struthers", written over a circular stamp or mark.

J. Douglas Struthers, Mayor



Norfolk County Office of the Mayor

March 1, 2020

Ontario Municipalities

Dear Heads of Council and Councillors:

Re: Issues regarding the mapping of Provincially Significant Wetlands (PSWs)

Norfolk County Council is working to address significant issues that have come to our attention regarding the mapping of Provincially Significant Wetlands (PSWs).

Following the Ministry's updated mapping related to PSWs, the County updated its Official Plan to bring its policies in line with the new mapping. Following that, the County planning staff introduced a Zoning By-Law amendment to update the zoning to reflect the new mapping and to provide consistency between the Zoning By-Law and the Official Plan. Though the mapping is wholly outside the County's process and control, the zoning by-law amendment was not approved by Council, flowing from significant public concern about the updated mapping affecting people's properties. In some cases, some of these changes were very significant.

The County submitted comments to the province as part of the review of the Provincial Policy statement requesting that the process for PSW mapping be significantly improved to allow for transparency and better land owner engagement, including, for example, a right of appeal or formal dispute resolution process. This will allow for land owners to be properly informed and engaged where land use designations that affect their property may result. The current process appears to be severely underfunded and without any meaningful way for affected residents to engage.

The County is seeking support from other rural municipalities who may be affected by this to address this issue with the province.

Thank you for your consideration of this matter.

Yours Truly,

A handwritten signature in cursive script that reads "Kristal Chopp".

Mayor Kristal Chopp
Norfolk County

cc. The Honourable Steve Clark,
Minister of Municipal Affairs and Housing



The TOWNSHIP of
NORTH DUMFRIES

2958 Greenfield Road
PO Box 1060
Ayr, ON N0B 1E0

April 17, 2020

RE: Tourism Orientated Destination Signage Fee Increases

This letter is to advise that at its meeting of April 14, 2020, the Council of the Township of North Dumfries received a copy of the County of Haliburton resolution (as attached) specific to the Tourism Orientated Destination Signage Fee Increases.

Please be advised that Council of the Township of North Dumfries hereby supports the resolution as presented.

Sincerely,

A handwritten signature in blue ink that reads "Ashley Sage".

Ashley Sage
Clerk

cc. all Ontario municipalities



County of Haliburton

P.O. Box 399 - 11 Newcastle Street
Minden, Ontario K0M 2K0

705-286-1333 phone 705-286-4829 fax

Warden Liz Danielsen

Michael Rutter, CAO
mrutter@county.haliburton.on.ca

February 3, 2020

All Ontario Municipalities

Dear Sir/Madame:

Re: Tourism Oriented Destination Signage Fee Increases

Haliburton County and our local municipalities recently became aware of a significant increase in fees being charged to businesses by Canadian Tourism Oriented Destination Signage Limited. In a time when every effort is being made to remove barriers to prosperity, this change will take money directly from the "bottom line" of small and medium sized businesses and not-for-profits across the Province.

At their most recent meeting, Haliburton County Council passed the following resolution:

Whereas the Ministry of Heritage, Sport, Tourism, and Culture and the Ministry of Transportation supervise the delivery and maintenance of tourism oriented destination signage through a third party – Canadian TODS Limited;
And Whereas our tourism stakeholders and other enterprises rely heavily on this signage to direct customers to their businesses;
And Whereas Canadian TODS Limited recently advised their customers that fees will be doubling, beginning in 2020;
And Whereas this will result in significant financial hardship for those business owners:
Now therefore, be it resolved that the Haliburton County Tourism Committee and Haliburton County Council request that the Minister of Tourism, Culture and Sport and the Minister of Transportation reconsider or phase in this fee increase, allowing an appropriate amount of time for businesses to adjust;
And finally that those municipalities that support the resolution be requested to advise the Ministers noted above and their local MPP of their support.

All of the municipalities in the County of Haliburton recognize the value of this signage and the need for cost increases to meet inflation; however, we are asking that this fee increase be reconsidered and phased in to ease the burden on our stakeholders.

Thank you for your consideration of our request.

Yours truly,

A handwritten signature in black ink, appearing to read "Liz Danielsen".

Liz Danielsen
Warden



BOARD OF DIRECTORS

Thursday, April 23, 2020

Ausable Bayfield Conservation Authority Administration Centre
Morrison Dam Conservation Area

VIA VIDEO CONFERENCE

10:00 am

AGENDA

1. Chair's Welcome
2. Adoption of Agenda
3. Disclosure of Pecuniary Interest
4. Disclosure of intention to record this meeting by video and/or audio device
5. Adoption of Minutes from February 20, 2020 and March 26, 2020
6. Administration By-Law Amendment for Emergency Declaration - Brian Horner
7. Business Out of the Minutes
 - Staff Report Re: Coyne Delegation - Geoff Cade
8. **Presentation:** Investments Update - *Adam Skillen, Skillen Investment Management*
9. **Presentation:** Audited 2019 Financial Statement - *Paul Seebach, Seebach & Company*
10. **Program Reports**
 - Report 1: (a) Development Review (O Reg 147/06) - Meghan Tydd-Hrynyk/Daniel King
 - (b) Violation/Appeals Update - Geoff Cade
 - Report 2: COVID-19 - Hearings under S.28 *Conservation Authorities Act* - Geoff Cade
 - Report 3: COVID-19- Timeline and Operations Update - Brian Horner
 - Report 4: First Quarter Profit & Loss Statement - Brian Horner
 - Report 5: Main Bayfield - Erb Family Foundation - Hope Brock
 - Report 6: Environment Canada Nature Based Shorelines - Daniel King
 - Report 7: Flood Emergency Response Workshop - Davin Heinbuck
 - Report 8: Conservation Education Update - Denise Iszczuk
11. **General Manager's Report**
12. **Committee Reports**
 - Ausable Bayfield Conservation Foundation - Judith Parker
13. Correspondence
14. New Business
15. Committee of the Whole - personal matter
16. Adjournment

Source Protection Authority Meeting to follow



General Manager's Report

April 23, 2020

Prepared for the Board of Directors
by Brian Horner

Introduction

I am pleased to provide the Board of Directors with a brief update on ABCA projects, programs, new partnerships, funding opportunities and activities over the past couple of months. This report also includes information about Conservation Ontario and some of its activities on behalf of Ontario's 36 conservation authorities. If you have any questions please call me. *Note:* This is not an inclusive list – only some highlights.

Conservation Ontario

Conservation Ontario is the network of 36 Conservation Authorities, local watershed management agencies that deliver services and programs that protect and manage water and other natural resources in partnership with the government, landowners and other organizations. Conservation Authorities promote an integrated watershed approach balancing human, environmental and economic need. Conservation Authorities are organized on a watershed basis.

1. On March 9, Hon. John Yakabuski, Minister of Natural Resources and Forestry released Ontario's Flooding Strategy in response to the Flood Advisor's Report. The strategy has five main priorities: #1 Understanding Flood Risks; #2 Strengthen Governance of Flood Risks; #3 Enhance Flood Preparedness; #4 Enhance Flood Response and Recovery and #5 Invest in Flood Risk Reduction. General Manager of Conservation Ontario, Kim Gavine, stated, "there are a lot of important activities identified in the Flooding Strategy which we support such as updating floodplain mapping, increasing public access to current and timely information, as well as better understanding the risks of flooding. However, one piece of the puzzle that is still missing is the discussion around resources. Cutting natural resources provincial funding to conservation authorities in 2019 is very problematic and challenges many CA's and their municipalities to make up for the loss of revenue." www.ontario.ca/page/protecting-people-property-ontarios-flooding-strategy?
2. Ministry of the Environment, Conservation and Parks held a fourth multi-stakeholder engagement session for the North in North Bay on March 5th. This was in response to demands from Northern CA's and municipalities.

Projects, Programs and Studies

1. The 2020 Conservation Authorities Biennial Tour is being hosted by the Niagara Peninsula Conservation Authority from Sunday, September 20 to Wednesday, September 23. Biennial Tours are targeted to Board Members and senior managers from all 36 Conservation Authorities and are intended to highlight the local and unique conservation practices of the host Conservation Authority and provide an opportunity for delegates to meet peers from across the Province. Please contact Judith Parker at the ABCA office if interested in attending.

Page Two

2. Final installation of the backup generator has been completed and is now fully functional.
3. Renovations have been completed on the Gatehouse at the Rock Glen Conservation Area.
4. As a start to the Conifer Thinning Project, trees have been marked for thinning at the Mahon Tract and Turnbull Tract.
5. The annual Morrison Dam Fishing Derby, a partnership between the Ausable Bayfield Conservation Foundation and Exeter Lion Club, has been cancelled due to COVID-19.
6. Consistent with the majority of Conservation Authorities across the Province, the ABCA is moving forward with its spring tree planting program with additional Covid-19 protocols being put in place to ensure safety for all including staff and landowners.

Training

- 1 Staff participated in First Aid/CPR recertification training on March 3 and 12, 2020.
- 2 All staff were trained in using Microsoft Office 365 cloud-based features.

Meetings and Special Events

- 1 The Conservation Dinner that was cancelled due to COVID 19 will be moving to an autumn date – date to be confirmed. The 50/50 Raffle Draw, associated with the Conservation Dinner, will be drawn on April 16 by the Exeter Lions Club.
- 2 The Education Department received applications for “Watershed Champions Grants” of up to \$500 for eligible projects. Successful applicants were Bluewater Coast, Sacred Heart, Bosanquest Central and Our Lady of Mt. Carmel schools.
- 3 Brian Horner participated in Conservation Ontario’s Budget and Audit Committee meeting held on March 23, 2020.
- 4 We hosted our Annual Flood Emergency Planning meeting on February 11 at the Masonic Hall in Exeter. Over 30 attended included representatives from 8 watershed municipalities as well as staff and/or CEMCs from 4 counties. Staff made presentations on the high lake levels, hazards and risks, flooding events in Parkhill on May 26, 2019 and the Lambton Shores coastal flooding at Port Franks and Grand Bend. Municipal staff from North Middlesex and Lambton Shores shared their experiences during these flooding events and expressed appreciation for the assistance received from ABCA staff.
- 5 The annual Latornell Conservation Symposium that usually takes place in the fall, has been cancelled for 2020 (non COVID-19 related) but plans are to hold the event in 2021.



MINUTES

BOARD OF DIRECTORS MEETING

Thursday, February 20, 2020

Ausable Bayfield Conservation Authority Boardroom
Morrison Dam Conservation Area

DIRECTORS PRESENT

Ray Chartrand, Doug Cook, Adrian Cornelissen, Bob Harvey, George Irvin, Dave Jewitt, Mike Tam, Marissa Vaughan

DIRECTORS ABSENT

Alex Westman

STAFF PRESENT

Geoff Cade, Abbie Gutteridge, Brian Horner, Ian Jean, Daniel King, Tommy Kokas, Kate Monk, Judith Parker, Meghan Tydd-Hrynyk

OTHERS PRESENT

Delegation attendees: Ken Coyne, Bill Morris
Bob Montgomery, CKNX Radio

CALL TO ORDER

Chair George Irvin called the meeting to order at 2:02 p.m. and welcomed everyone in attendance.

ADOPTION OF AGENDA

MOTION #BD 01/20

**Moved Dave Jewitt
Seconded by Doug Cook**

“RESOLVED, THAT the agenda for the February 20, 2020 Annual Meeting be approved,”

Carried.

DISCLOSURE OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest at this meeting or from the previous meeting.

DISCLOSURE OF INTENTION TO RECORD

None

ADOPTION OF MINUTES

MOTION #BD 02/20

**Moved by Marissa Vaughan
Seconded by Doug Cook**

“RESOLVED, THAT the minutes of the Board of Directors meeting held on December 19, 2019 and the motions therein be approved as circulated.”

Carried.

BUSINESS OUT OF THE MINUTES

None

ELECTIONS

Chair Irvin asked for a motion to appoint a Chairperson for the elections.

MOTION #BD 03/20

**Moved by Ray Chartrand
Seconded by Mike Tam**

“RESOLVED, THAT Brian Horner be appointed as chairperson for the election proceedings.”

Carried.

George Irvin departed the Chair and Brian Horner outlined the procedures prior to conducting the elections.

Appointment of Scrutineers

MOTION #04/20

**Moved by Doug Cook
Seconded by Bob Harvey**

“RESOLVED, THAT Kate Monk and Ian Jean be appointed as scrutineers.”

Carried.

The positions of Chair and Vice Chair were declared vacant.

Election of Chair

Nominations were called for the position of Chair for 2020. Ray Chartrand nominated Doug Cook. Mr. Horner called for nominations two more times.

MOTION #BD 05/20

**Moved by Bob Harvey
Seconded by Adrian Cornelissen**

“RESOLVED, THAT nominations for the position of Chair of the Ausable Bayfield Conservation Authority be closed.”

Carried.

Doug Cook accepted his nomination and Mr. Horner declared Mr. Cook, representative for the Municipalities of Lambton Shores and Warwick, as Chair of the Ausable Bayfield Conservation Authority for 2020.

Election of Vice Chair

Nominations were called for the position of Vice Chair for 2020. Doug Cook nominated Dave Jewitt for Vice Chair. Mr. Horner called for nominations two more times.

MOTION #BD 06/20

**Moved by Ray Chartrand
Seconded by Mike Tam**

“RESOLVED, THAT nominations for the position of Vice Chair of the Ausable Bayfield Conservation Authority be closed.”

Carried.

Dave Jewitt accepted his nomination and Mr. Horner declared Mr. Jewitt, representative for the Municipality of Central Huron, as Vice Chair of the Ausable Bayfield Conservation Authority for 2020.

Ray Chartrand thanked George Irvin for his leadership as Vice Chair and Chair. Doug Cook thanked the directors for their support and assumed the Chair.

APPOINTMENTS

MOTION #BD 07/20

**Moved by Marissa Vaughan
Seconded by George Irvin**

“RESOLVED, THAT Seebach and Company Chartered Accountants, Clinton be appointed as the Ausable Bayfield Conservation Authority auditors for 2020.”

Carried.

MOTION #BD 08/20

**Moved by Ray Chartrand
Seconded by George Irvin**

“RESOLVED, THAT the firms of Little, Masson & Reid, Exeter; Raymond & McLean, Exeter; Trudy Mauth, Woodstock and Grant Inglis of Scott Petrie LLP of London be appointed the Ausable Bayfield Conservation Authority solicitors for 2020.”

Carried.

MOTION #BD 09/20

**Moved by Bob Harvey
Seconded by Adrian Cornelissen**

“RESOLVED, THAT the Bank of Montreal, Exeter be appointed as the Ausable Bayfield Conservation Authority financial institution for 2020.”

Carried.

DELEGATION

Mr. Ken Coyne joined the meeting at 10:15 a.m. to address the Board of Directors with his concerns regarding reimbursement of drainage engineering fees. Also attending was his neighbour, Bill Morris. Mr. Coyne had approached the ABCA in 2016 to obtain a permit to fill in an open watercourse which runs across his property at 95 Brantford Street in Seaforth. Staff visited the site and started the process of having the applicant gather the engineering reports required for review of the project which falls within a regulated area. According to Mr. Coyne’s presentation, he was asked to provide multiple engineering reports and accumulated costs of \$11,153.10 for engineering fees to show there was no flooding impact if the watercourse was filled in. He is requesting that he be reimbursed for the associated costs to provide the engineering reports.

MOTION #BD 10/20

**Moved by Adrian Cornelissen
Seconded by Mike Tam**

“RESOLVED, THAT a staff report be provided at the next Board of Directors meeting, addressing the issues that were presented by Mr. Coyne, and whether the studies provided a benefit to others.”

Carried.

The delegation left at 10:30 a.m.

PROGRAM REPORTS

1. (a) Development Review

Meghan Tydd-Hrynyk, Planning & Regulations Officer, presented the Development Review report pursuant to Ontario Regulation 147/06 *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses*. Through the application process, proposed developments within regulated areas are protected from flooding and erosion hazards. Staff granted permission for 34 *Applications for Permission* and 12 *Minor Works Application*.

(b) Violations/Appeals Update

Staff advised that violation charges have been withdrawn for the landowner on Chicken Island, Port Franks as a plea agreement has been reached for the unauthorized earthworks. In the matter of the violation in Beach o’ Pines in Lambton Shores, charges have been laid against the contractor and the landowners who installed shore protection with no permits.

MOTION #BD 11/20

**Moved by Ray Chartrand
Seconded by Mike Tam**

“RESOLVED, THAT the Board of Directors affirm the approval of applications as presented in Program Report # 1 – Development Review.”

Carried.

2. Stewardship Program Project Review

Ian Jean, Forestry & Land Stewardship Specialist presented 7 project applications eligible for funding assistance through the Habitat Stewardship Program to prevent or minimize nutrient and sediment threats to aquatic species at risk in the Ausable River watershed. There was one project for wetland restoration funded through Canada Nature Fund to improve aquatic habitat in the Ausable River for freshwater mussels and fish that are species at risk.

MOTION #BD 12/20

**Moved by George Irvin
Seconded by Adrian Cornelissen**

“RESOLVED, THAT the Board of Directors approve the projects eligible for stewardship program funding as presented.”

Carried.

3. Bridges Inspection Report

Kate Monk, Lands, Stewardship & Education Manager provided a summary of the bridge inspection report completed by B.M. Ross & Associates at the 10 bridges in Bannockburn, Morrison Dam and Rock Glen Conservation Areas. The Ministry of Transportation’s Bridge Condition Index was used to measure the overall structural condition. The recommended work was prioritized for repair within one year, 1 -5 years, and 6 – 10 years.

MOTION #BD 13/20

**Moved by Ray Chartrand
Seconded by Marissa Vaughan**

“RESOLVED, THAT the Ausable Bayfield Conservation Authority receive the Bridge Inspection Report as prepared by B.M. Ross & Associates, and

FURTHER, THAT the bridges major maintenance and repairs be considered in the five-year budget, and

FURTHER, THAT staff continue to inspect the structures, identify risks and make recommendations to the Board of Directors regarding options for closure to the public and emergency repairs.”

Carried.

4. Fourth Quarter Financial Statement

Brian Horner provided the unaudited statement of profit and loss from January through December.

MOTION #BD 14/20

**Moved by Dave Jewitt
Seconded by Marissa Vaughan**

“RESOLVED, THAT the profit and loss financial statement for 2019 be received as presented.”

Carried.

5. Watershed Champion Grant

Kate Monk presented, on behalf of Denise Iszczuk, Conservation Educator, an update on the Watershed Champion Grant submissions. There were six applications received and the four projects approved were from Bosanquet Central, Sacred Heart- Parkhill, Bluewater Coast in Hensall, and Our Lady of Mount Carmel. Funding for the Watershed Champion Grants is provided by NextEra Energy.

MOTION #BD 15/20

**Moved by Marissa Vaughan
Seconded by Ray Chartrand**

“RESOLVED, THAT the Watershed Champion Grans report be received as presented.”

Carried.

PRESENTATION

Geoff Cade, Manager of Water & Planning provided an update on the conservation authority’s delegated responsibilities for delivering Section 3.1 of the *Planning Act* and Section 28 of the *Conservation Authorities Act* relating to control of flooding, erosion, dynamic beach, pollution and conservation of lands. There has been significant data collection and mapping work done by the GIS staff over the years, so there is a good understanding of the watershed’s features. By adhering to the *Policy & Procedures Manual for Administration of Ontario 147/06, Shoreline Management Plan, 2019* and other local policies, the conservation authority continues to protect life and property from natural hazards.

GENERAL MANAGER’S REPORT

Brian Horner provided a written report with a brief update on the progress of various projects, staff training and development, upcoming meetings or events and general activities over the previous month.

Chair Doug Cook spoke on attending the multi-stakeholder engagement consultation session held in London and hosted by Ministry of Environment, Conservation & Parks on February 14, 2020. There were 300 attendees at the meeting and many good comments supporting the roles and responsibilities carried out by conservation authorities.

COMMITTEE REPORTS

MOTION #BD 17/20

**Moved by Ray Chartrand
Seconded by Doug Cook**

“RESOLVED, THAT the minutes of the Ausable Bayfield Conservation Foundation meeting held on November 21, 2019 and the motions therein be approved as circulated.”

Carried.

MOTION #BD 18/20

**Moved by George Irvin
Seconded by Mike Tam**

“RESOLVED THAT the minutes of the Human Resources Committee meeting held on January 16, 2020 and the motions therein be approved as circulated, and

FURTHER, THAT the Human Resources Committee conducted the General Manager’s performance review on February 20, 2020 and recommend to the Board of Directors that the contract be renewed with Brian Horner, General Manager Secretary-Treasurer.”

Carried.

MOTION #BD 18/20

**Moved by Marissa Vaughan
Seconded by Ray Chartrand**

“RESOLVED, THAT the minutes of the Striking Committee meeting held on January 16, 2020 and the motions therein be approved as circulated, and

FURTHER, THAT Allison Lobb of Clinton area be appointed to the Huron Tract Land Trust Conservancy Board of Directors.”

Carried.

CORRESPONDENCE

a) Reference: Bill 108

File: A.7

Brief: Correspondence from the Municipality of South Huron offering to collaborate with the ABCA in working together towards a Memorandum of Understanding once the province has confirm the CAs mandate and core services.

b) Reference: Conservation Authority Programs and Services

File: A.7

Brief: Resolutions were received from eleven Ontario municipalities, encouraging the province to continue to support conservation authorities as an important partner in delivering an essential service, along with the principle of planning on a watershed basis, and to provide adequate funding so core mandates are not diminished.

COMMITTEE OF THE WHOLE

MOTION #BD 19/20

**Moved by Dave Jewitt
Seconded by Mike Tam**

“RESOLVED, THAT the Board of Directors go into Committee of the Whole at 12:05 p.m. to discuss a property matter with Brian Horner, Kate Monk, and Judith Parker remaining in attendance.”

Carried.

MOTION #BD 20/20

**Moved by Mike Tam
Seconded by Bob Harvey**

“RESOLVED, THAT Committee of the Whole rise and report at 12:11 p.m.”

Carried.

MOTION #BD 21/20

**Moved by Ray Chartrand
Seconded by Adrian Cornelissen**

“RESOLVED, THAT staff proceed with negotiation on the property matter as discussed.”

Carried.

NEW BUSINESS

None

ADJOURNMENT

The meeting was adjourned at 12:12 p.m.

Doug Cook
Chair

Judith Parker
Corporate Services Coordinator

*Copies of program reports are available upon request.
Contact Judith Parker, Corporate Services Coordinator*



2019 Annual Report



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Corporate Profile

The Bluewater Recycling Association, located in Huron Industrial Park in the Municipality of South Huron, near Exeter, provides a wide variety of reliable, dependable, and affordable resource management based products and services.

The Association is one of the largest multi-municipal resource management organizations in Canada, which provides integrated waste reduction and environmental services ranging from collection and processing to marketing superior quality products and services.

The 81 people employed by the Association handle over 50,000 tonnes of material yearly, which represents a substantial portion of the overall waste stream. Although the Association's fleet of 43 vehicles collect most of the material, the Association also processes contractor-collected material.

"Our mission is to provide ethical, innovative, effective, quality resource management services. We will carry out our mission efficiently, safely, and in an environmentally responsible manner, ultimately enabling our members to meet their environmental commitments."

The logo depicts the Association's acronym at the roots of a white oak tree strategically placed above our recognizable Bluewater wave. The white oak, native to the area, standing tall above the waters of Lake Huron is notorious for its stability and long life, which the Association mirrors. The root system of the oak is as dispersed as the branches above, reflecting the Association's unique relationship between its owners and customers.



The roots of the oak tree flow into BRA, the acronym for the Bluewater Recycling Association, signifying that the Association is at the root of providing solutions to environmental issues. The letters are intertwined, representing the cooperative nature of the organization that involves more than 20 individual municipalities. The bold, stylish letters symbolize the strength, creativity, and proactiveness of the organization. The wave is representative of the blue water found on Lake Huron which most of our members have an opportunity to view regularly.

Each colour used in the logo also carries special significance for the Association. Green is synonymous with the environment in general. Blue is representative of the blue water of Lake Huron and is a colour that is widely associated with recycling. White is representative of the cleanliness and purity of the environment which we strive to achieve.

The Bluewater Recycling Association is much more than a recycling company, it's

"Your Environmental Alternative"

Highlights

Our operations continue to be battered by external industry wide developments, much of which are beyond our control. The Association is fortunate to have the resources to weather the storm caused by those hostile market conditions. Our entire industry is going through the same experience and the Association is not immune from those challenges. The decisions we make along the way have an impact on our ability to meet these challenges.

1. We have known about the acute driver shortage that has been coming for some time now. Over the next 10 years, we need to attract almost 900,000 new people to the industry, 58,000 in Canada alone. We chose to move to an automated collection system in 2008 to in part enable us to access a wider range of driver to alleviate the extreme shortage everyone is facing today. We have struggled but the strategy has worked for us as we can and do employ more female drivers as a ratio than anyone else in the industry.
2. Minimum wage increases on January 1, 2018 having the potential to increase costs and/or making labour difficult to find. The Association was already paying above minimum wage with excellent benefits so that impact was minimal on us as we did not find ourselves competing with every minimum wage employer. In fact, we were certified a Living Wage employer.
3. Acute garbage and recycling truck shortage. We replace part of our fleet annually. As soon as we saw the order timeline extend beyond a year, we preordered our vehicles. Our last order was placed 22 months in advance.
4. The insurance costs did take us by surprise this year. When the largest broker in the world could not deliver affordable coverage, we managed to secure a deal from an industry specialist we had nurtured for a rainy day.
5. China phased out of purchasing blue box recyclables materials starting in 2018, while establishing new quality standards beyond anyone's expectations. In the fallout of excess supply over demand, the industry adopted China's new quality standards. The result was a huge increase in processing cost why the commodity prices dropped to lows previously unheard of. Commodity markets as a result of China's policy changes remain difficult, but our quality material keeps moving at a higher price than others in our industry as a result of our timely investments.
6. The last significant challenge we face is this continued commitment by the Province to move to full Extended Producer Responsibility (EPR). It makes for a great sound bite to say we will remove the cost of recycling from the local tax bill and make every producer pay for their own packaging. It makes it sound like the cost will just disappear when in fact the program costs will increase, and the consumer will pay for it through more expensive products. The Producers lobby for different exemptions and continuously demand more consultation. In the meantime, the local programs are faced with a radical industry shift that requires new investments and new operating models to continue to provide the services however with the promise of a shift to EPR in as soon as three years, it is insufficient to justify most investments.

Recycle Right Campaign Launched

A newspaper as campaign began in February reminding residents how certain material should be managed outside of the blue box program. The ads also promoted the Recycle Coach App.



You'd already know this if you used the free Recyclecoach app at Recyclecoach.com



Cartons	 <p>Cartons are a laminated product that needs to be kept separate from other commodities otherwise they become a cross-contamination issue. Markets are not stable, prices are low, while handling costs are high. Only 58% of the package can be recycled as the plastic and aluminum layers are disposed. The end product is downcycled into disposable paper products like paper napkins, and toilet paper.</p> <p>Buy products packaged in readily recyclable products and/or use refillable containers for lunches to reduce overall waste generated.</p>	Foil Products	 <p>Beverage aluminum cans are the most valuable commodity in the blue box program but the associated aluminum products such as foil, pie plates, and peel top food cans are not a desired commodity. The associated foil products add impurities that can create manufacturing hazards and imperfections in new cans causing them to leak.</p> <p>Consider other cooking methodologies or alternative packaging. Dispose of associated foil products and peel top food cans in the waste bin.</p>
Aerosol Containers	 <p>Some programs have accepted aerosol containers despite being classified as hazardous waste under regulation 347. They contribute to hundreds of fires in processing facilities every year, each jeopardizing the safety of the workers and they cause significant risks to the processing facility. Fires are the number one cause of loss of processing capacity in our industry.</p> <p>Consider manual pumps over the use of propellants. Dispose of propellant aerosol containers with your hazardous waste.</p>	Paint Cans	 <p>The problem here is the paint industry is converting to plastic paint cans which are not recyclable. These new containers are not easy for the consumer to tell apart from the old steel container unless they are flipped upside down. The plastic cans are typically black. Note: Empty steel paint cans are still acceptable.</p> <p>Buy your paint in steel paint cans. Return any residual paint to a hazardous waste depot.</p>
Hot Beverage Cups	 <p>Hot beverage cups have never been part of our program. Hot beverage cups are a laminated product much like cartons and they are even more difficult to separate from the rest of the materials and recycle in the end in part because of the ink used on the outside of the cups.</p> <p>Use a refillable mug. Please place disposable hot beverage cups in the waste bin.</p>	Small Items	 <p>In the 1990's everything was large and club pack sized. Today, everything is becoming individualized in small sizes of greater variety. The bottom line is anything smaller than 3 inches will cross-contaminate other materials. Markets require 99.5% pure material and anything below a certain size has to be screened out to purify the rest of the materials.</p> <p>Buy in larger recyclable containers. Split into smaller reusable containers. Any items less than 3 inches should be placed in the waste bin.</p>

This ad is provided through a partnership between industry and Ontario municipalities to support waste diversion programs. Questions or concerns, call us at 1.800.265.9799, email Info@bra.org, or visit www.bra.org

Meet Brighten, Our Community Outreach Summer Student

With the changes in acceptable materials last year, the Association hired a summer student that was dedicated to attend local fairs, farmer's market, and other community events to spread the word on the new recycling requirements and answer general waste diversion questions your residents may have.



Bluewater Recycling Association Certifies as a Living Wage Employer

Bluewater Recycling Association has a reason to rejoice. They are one of the first employers to be officially certified as a Living Wage Employer in Huron County.

“At Bluewater Recycling Association we believe in affording our employees with more than just putting a roof over their heads. We want to provide them the flexibility to pay for dance lessons for their children, a plane ticket to visit relatives and admission to the music festival they've always dreamed of attending,” says Jillian Elliott, Human Resources Generalist of the Bluewater Recycling Association. “It’s important to invest in people’s futures, not just their bills.”

Now calculated annually by the Social Research and Planning Council, the Living Wage is a calculation based on the living expenses of a family of four with both adults working full-time for 35 hours a week, once government transfers and deductions are taken into account. Everyday expenses included in the calculation are food, housing, utilities, childcare and transportation. Huron-Perth Counties’ Living Wage is \$17.44 per hour.

“It’s a wonderful step for Bluewater Recycling Association to take,” says United Way Perth-Huron (UWPH) Executive Director Ryan Erb. “Paying a living wage supports employees and helps strengthen the local community. Workers have the chance to live a better life and employers get a more committed, skilled and happy workforce.”

The Bluewater Recycling Association was founded by its member municipalities in 1989 as a non-profit corporation when local rural communities had a desire to provide blue box recycling services to its residents. They provide the tools to maximize waste diversion, whether it is the free replacement recycling bins, award winning newsletters, an informative website with locally relevant information, a toll-free number with knowledgeable staff - not a call centre, composters, digesters, Christmas tree chipping, and so much more. The Bluewater Recycling Association lobby on behalf of the municipalities, report to authorities waste initiatives, report to members their progress to meet their environmental commitments, and provide the most innovative, effective, and efficient programs available. For more information on the Bluewater Recycling Association, contact Jillian Elliott at 519-228-6678 or jillian@bra.org.



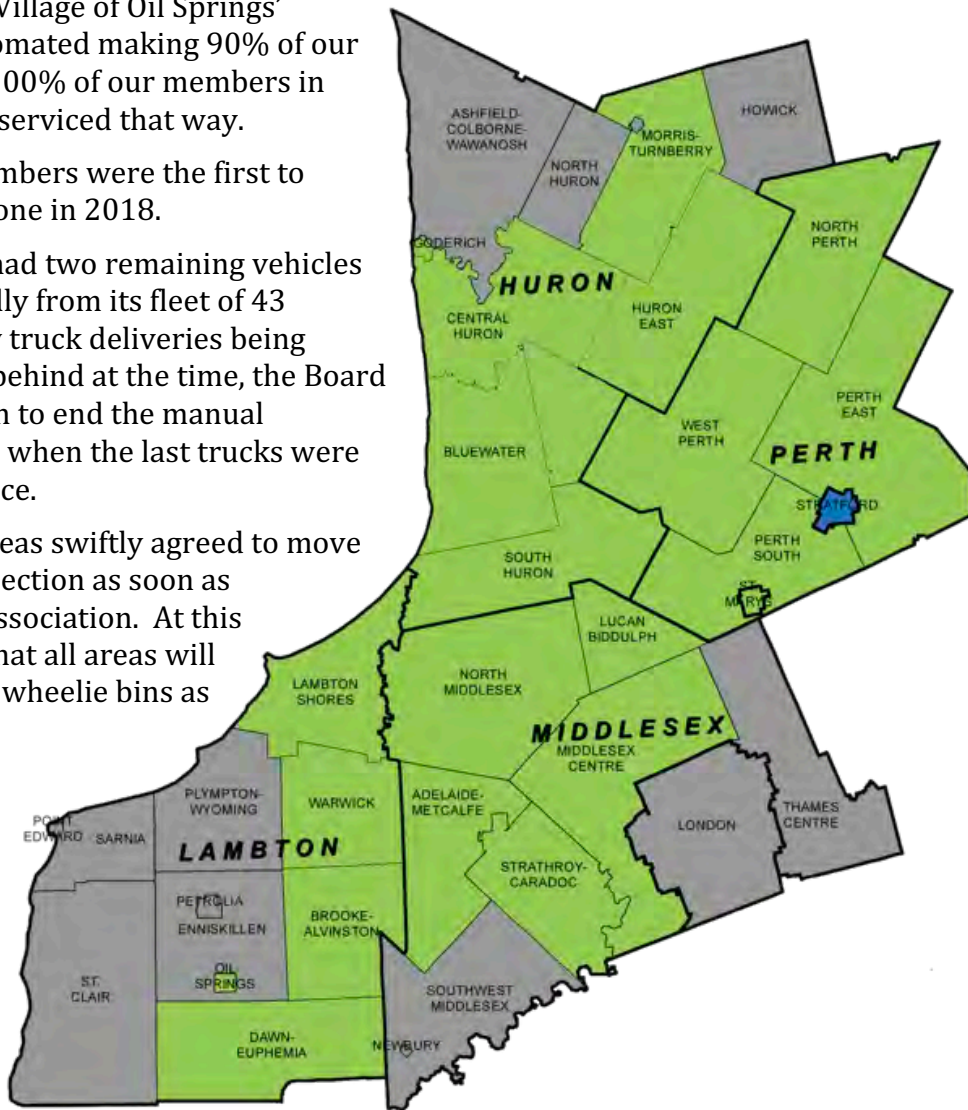
100% Serviced with Automated Collection...Soon

In July 2019, the Village of Oil Springs' converted to automated making 90% of our households and 100% of our members in Lambton County serviced that way.

Perth County members were the first to reach that milestone in 2018.

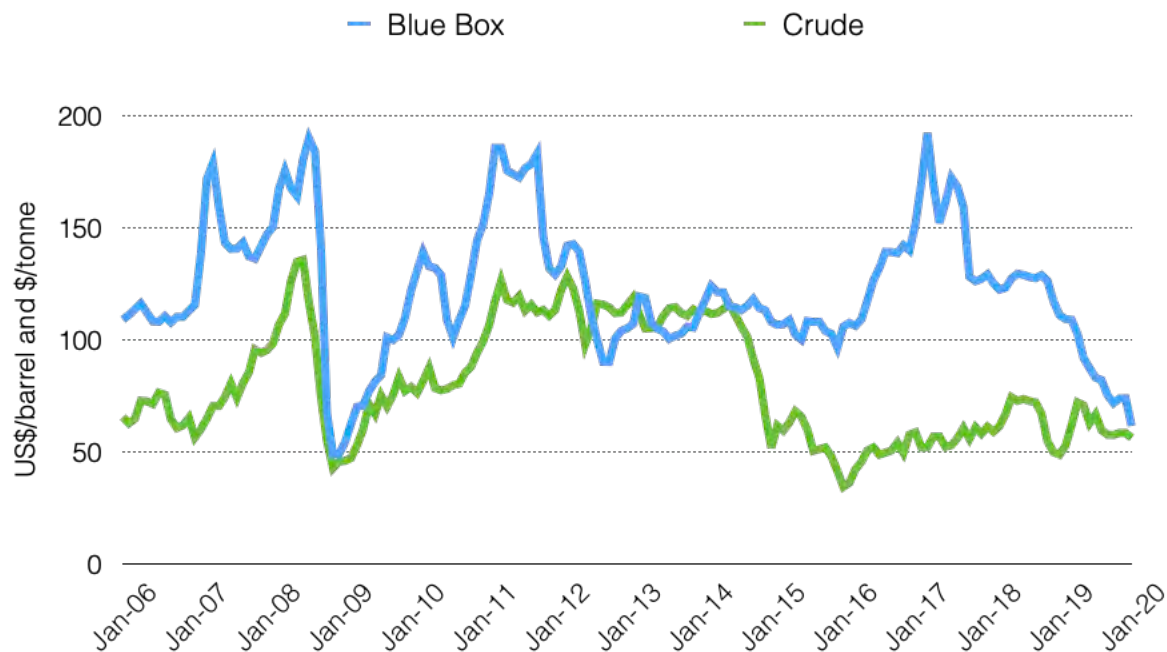
The Association had two remaining vehicles collecting manually from its fleet of 43 trucks. With new truck deliveries being about two years behind at the time, the Board made the decision to end the manual collection service when the last trucks were taken out of service.

The remaining areas swiftly agreed to move to automated collection as soon as possible by the Association. At this time, it appears that all areas will be collected with wheelie bins as of June 1, 2020.



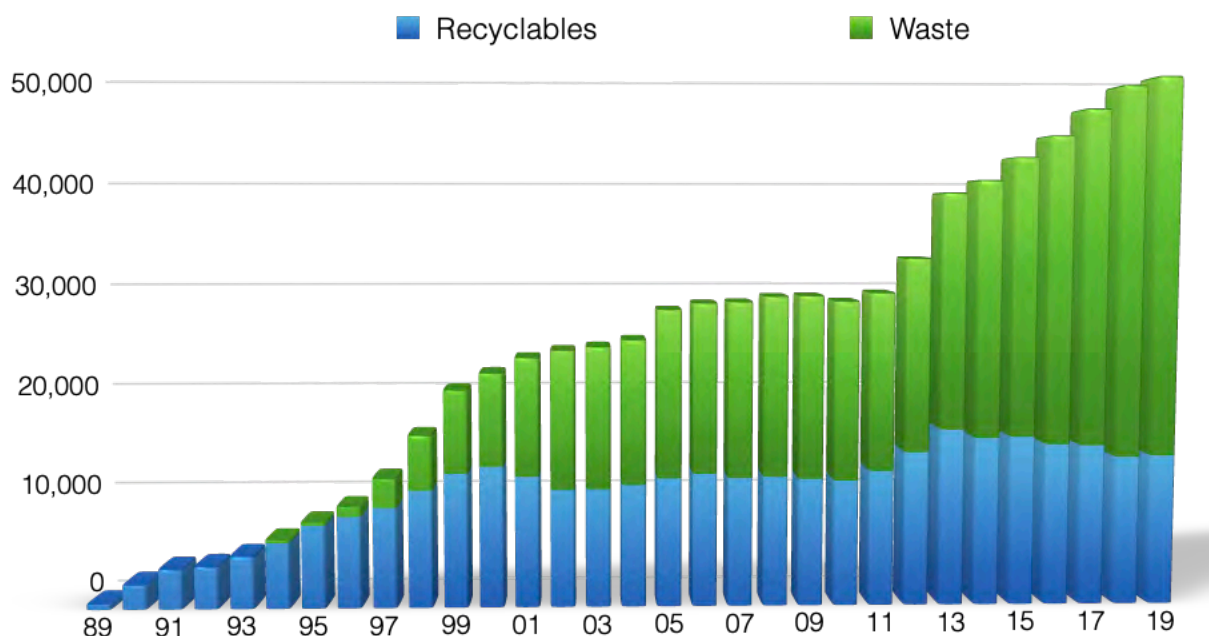
Commodities Update

Commodity prices have traditionally followed crude oil prices in the past in part because some of the materials are derived from crude oil while others are energy intensive to fabricate. That connection was lost for a while when commodities were heavily driven by Chinese demand. With China pulling out of the market, we are seeing a return to a closer correlation.



Tonnes Managed

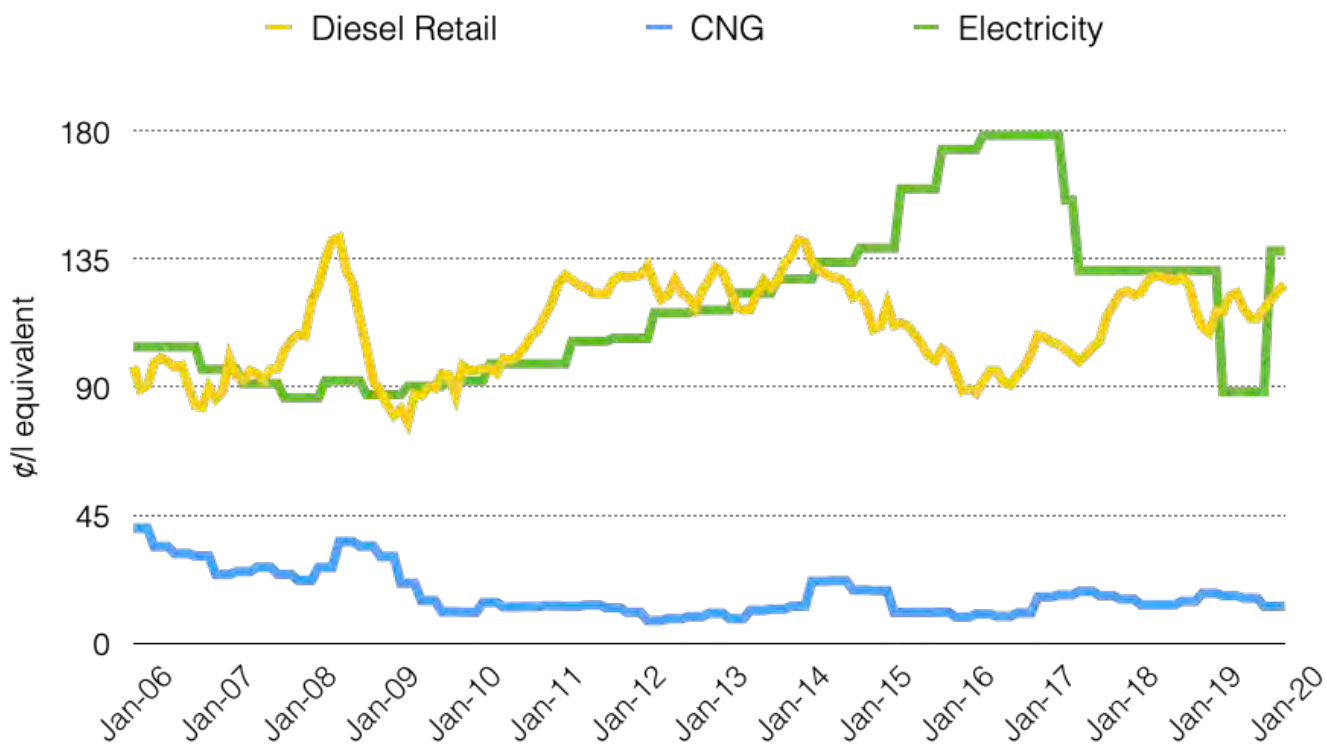
The Association continues to grow by managing more materials in the area. Despite a significant campaign to reduce contamination recently, we managed to maintain our recycling volumes while increasing our waste volumes with our commercial division.



Fuel Update

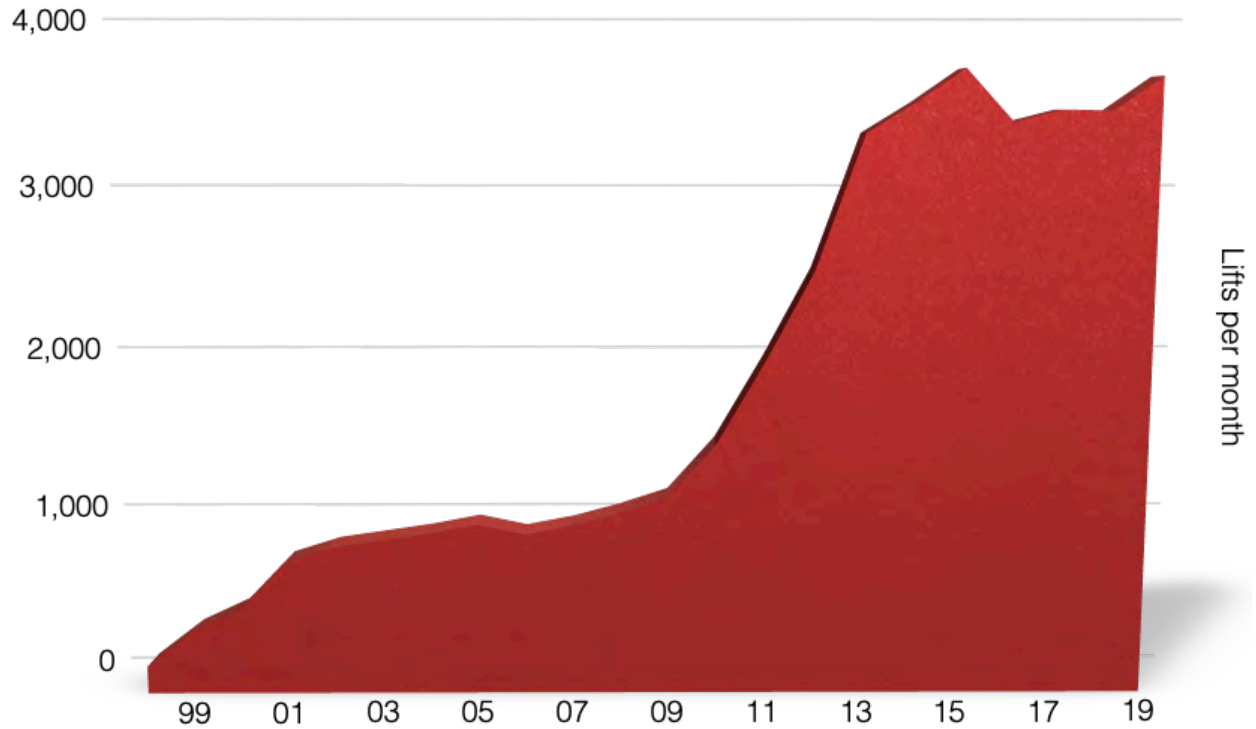
One of the benefits of low crude oil is generally lower diesel prices as well. While diesel prices did not go down as rapidly as the crude price, it did eventually fall to a reasonable price below \$1.00 per litre.

In the meantime, our conversion to natural gas continues with now half of our vehicles operating with this fuel. Despite the lower the diesel prices, natural gas remains significantly lower. Furthermore, it remains the best overall performer with lower emissions and low noise.



Mars Environmental

Our commercial division continues to perform well. While one of the performance metrics used is the number of lifts provided to customer has increased by 3% in 2019. However, more significant is the increase in revenue from year over year of 16%. As the industry landscape changes, we are better able to respond within our commercial division to reflect current conditions than our residential members with set pricing once a year.



COVID – 19 Brings the First Surprise of 2020

We began 2020 with a positive feel about future as we tried to forget 2019 as one of our worst years ever in the history of the organization.

It did not take long for COVID – 19 to become the only matter of importance on the news as this global pandemic is turning the entire world upside down.

We are certainly not immune to this phenomenon and being recognized as an essential service during this time of crisis has not made it easier to manage.

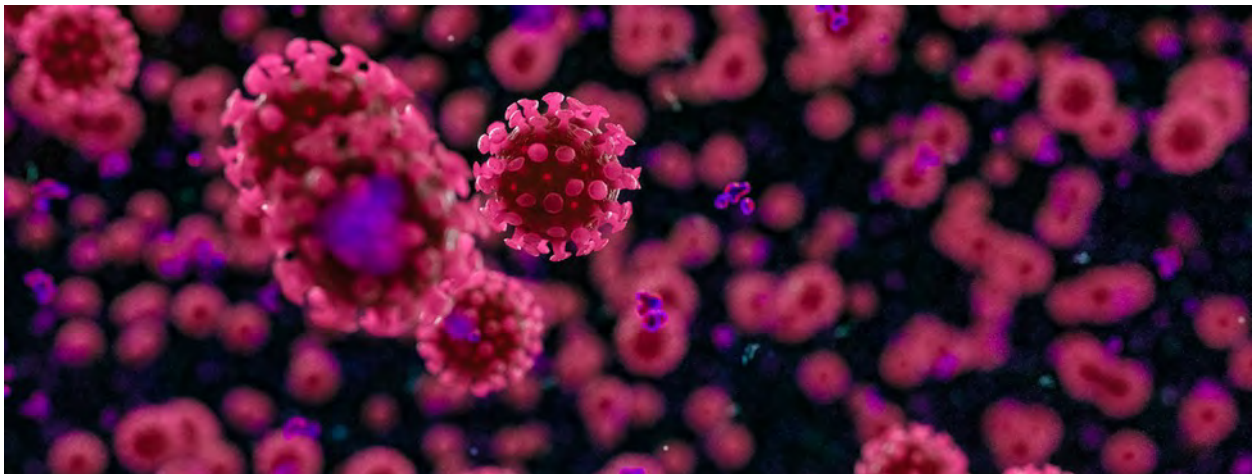
The Association quickly responded with its own four stage plan which it have been carefully monitoring since the outbreak. So far, the Association is still primarily in the preparedness stage of its contingency plan. For the most part, it is business as usual.

Areas affected as a result of the pandemic are as follows:

1. We have temporarily stop all waste auditing functions including bin inspections.
2. We have closed our facilities to the general public to minimize potential staff exposure.
3. Some of our administrative staff able to work remotely have been providing their support from home.
4. Our automated launches have been postponed to June 1.

Shipment of recyclables to end markets continues but getting haulers is becoming more difficult and some commodity prices like plastics are dropping because of the oil prices while others like cardboard are going up from the lack of supply with all the businesses closed.

Generally, the volume of residential materials collected is up as people are taking advantage to do spring cleanup. Some municipalities still using bags tags have requested leniency on the use of tags as they are not always available to the public. We have no problem accommodating but beware of the abuse. We have seen several households that normally generate 1 or 2 bags per set out suddenly have 10-20 bags. We highly recommend that if leniency will be given that a limit be enforced. In other jurisdictions ahead of Ontario where the lock down is in place, have seen increases in waste of 20%. Our fleet is on the road everyday but increasing all volumes by 20% will not be manageable.



Regulatory Update

Facilitator Appointed to Help Transition the Blue Box Program to Full Producer Responsibility

On Friday, June 7th, the Minister of Environment, Conservation and Parks announced that David Lindsay had been retained to facilitate a process between municipal governments, producers and other stakeholders to transition the Blue Box program to full producer responsibility.

The facilitator's work was to be guided by the following policy objectives:

- Standardization across the province of what can be recycled in offices, parks, public spaces and homes;
- Improve diversion rates and increase what materials can be recycled;
- Reduce litter and waste in communities and parks;
- Improve Ontario's Blue Box program by requiring producers to pay for the recycling of the products they produce, through achieving producer responsibility; and,
- Maintain or improve frequency of Blue Box collection.

The role of the facilitator was two-fold:

1. A mediation role to foster discussion and help producers, municipalities and other stakeholders to move closer to or reach agreement on key issues; and,
2. An advisory role to provide the Minister with advice on how these issues may be best addressed to ensure Ontario's recycling system is more consistent, reliable and cost-effective for Ontarians.

Lindsay's report acknowledged that Ontario's recycling rate has stalled. Confusion over what's allowed in recycling bins in the province's more than 240 different municipal programs has led to high contamination rates (as much as a third of what's set out for recycling may be sent for disposal) and missed opportunities for economy-of-scale savings.

In a perfect storm, Canada's recycling programs have also been hit by the recent closure of Chinese and other Asian markets to the import of recyclable commodities.

The facilitator's report was submitted to the Minister by July 20, 2019.



Ontario's Recycling System Needs To Be Overhauled – But Let's Do It Right

For many years, environmental organizations have been calling for Ontario to the move to a full producer responsibility model to hold companies accountable for the waste they create. However, we're very concerned that if it's not done right, it will perpetuate waste and the plastic problem we currently face, and at worst, reward companies that continue to use plastic that is complicated or impossible to recycle, or promote burning plastic as the only solution.

Extended Producer Responsibility (EPR) is the principle of holding the producers (i.e. manufacturers, brand owners) of products and packaging responsible for the full life cycle of what they put on the market. It's a best practice in dealing with waste and creating a circular economy. If done right, not only would a strong EPR system in Ontario force companies to pay for recycling, it would also force them to shift away from wasteful packaging that is hard or impossible to recycle, and take the burden off municipalities who are constantly scrambling to cope with new types of packaging entering the market. Products like black plastic and stand-up plastic pouches are impossible to recycle and contribute millions of dollars a year in costs for recycling contamination.

Ontario's Blue Box program has reached a critical point: when it started nearly 40 years ago, it collected mostly paper, metal and glass. Over time, however, things have changed and the average Blue Box is now full of single-use plastic products and complicated plastic packaging that is expensive to collect and hard to recycle. This has increased costs for municipalities, polluted the environment, and made it harder to find a market to recycle and use this low-value plastic.

In Ontario, the Blue Box program is a shared responsibility: municipalities operate the recycling program, and producers pay a portion of the costs (up to 50 percent). As the cost of recycling has gone up and as materials have become more complicated, the Province of Ontario committed to moving to a full producer responsibility, where producers would be 100 percent responsible. The Waste-Free Ontario Act was passed in 2016, but very little has happened since then. The current government confirmed a commitment to EPR and asked an advisor to outline the next steps.

Extended Producer Responsibility is an important principle for transforming how we manage materials and resources and create a zero-waste, circular economy in Ontario. However, effective EPR systems must be carefully designed, with strong timelines, high targets for recycling and no loopholes so companies can leave behind the materials that are most difficult to recycle or to deny recycling service to hard-to-reach communities.



Reinventing The Blue Box: Understanding Ontario's EPR Plan For Curbside Recycling

Responding to a Special Advisor's report, the Ontario government announced its next steps to revamp Ontario's Blue Box program and transition it to a system that is paid for by the companies and producers whose products and packaging are collected in the Blue Box.

Assigning extended producer responsibility (EPR) to the blue box is part of an overarching provincial strategy called the Made-in-Ontario Environment Plan that includes reducing plastic waste and litter, and a range of other conservation and pollution prevention ideas.

The plan is one of the most significant waste management developments in modern Canada.

Stewardship Ontario is developing actions and timelines to start transitioning the Blue Box program toward producer responsibility, based on recommendations from Special Advisor on Recycling and Plastic Waste David Lindsay. For six weeks this spring, Lindsay met with municipal and industry stakeholders, delivering his report to the government in July. Lindsay recommended phasing in the changes over a period of three years. The first group of municipalities will transfer responsibility for their programs to producers January 1, 2023. Producers will then be fully responsible for providing blue box services province-wide by December 31, 2025.

Stewardship Ontario (which manages the current Blue Box Program) will develop a detailed plan based on Lindsay's report and submit it to the Resource Productivity and Recovery Authority (RPPRA) by June 30, 2020. The RPPRA will approve it no later than the end of that year, at which point preparation for transition will begin. (Under Ontario's Waste Diversion Transition Act, 2016, the RPPRA is responsible for overseeing the orderly wind up of current waste diversion programs and the industry funding organizations responsible for managing them.)

Ontario was the first jurisdiction in the world to fully implement municipal curbside recycling via its acclaimed "blue box" program in the 1980s. Roughly four decades after the program took off and was widely copied across North America, its inherent limitations have been recognized.

Ontarians have much to be proud of: they divert almost 50 percent of their household waste. However, when household rates are combined with commercial and industrial waste, the so-called "general" waste diversion rate falls below 30 percent. This means over 70 percent of waste ends up in landfills or incinerators (some exported to the U.S.).

The cost of managing Ontario's curbside recycling programs is currently split between municipal taxpayers and producers. With a status quo program, blue box costs would increase by approximately \$10 million per year after 2019. Once full producer responsibility is in effect, however, Ontario's municipalities will save between \$125 million and \$175 million annually (based on 2017 costs).



Change will especially affect the soft drink industry, whose desire to shed its historic glass bottle refilling system was a major impetus for the blue box in the first place. Ontario remains one of only two provinces without a deposit-refund system for used non-alcohol beverage containers. (The other province is Manitoba.) This has kept diversion rates for these containers low.

However it unfolds, EPR will assign costs where they belong: with producers, who have the most control over the packaging in which goods are sold. Private companies will drive efficiencies through the system, since they'll pay for it.

It's impossible to anticipate all the coming changes, but a few highlights might include:

- Soft drink and bottled water producers will likely place their containers on deposit. In place of yesteryear's glass bottles, a new system might make use of European-style refillable PET or other materials. Redemptions are likely to use high-tech reverse vending machines (such as those offered by TOMRA) and bar codes that facilitate bulk returns. The space in recycling bins previously occupied by beverage containers could be devoted to other materials.
- Alternative distribution and recovery systems reminiscent of yesterday's milk man may pop up to deliver everything from cereal to ice cream to shampoo, direct to people's homes. TerraCycle is already marketing just such a system called Loop.
- Producers and recycling professionals will innovate with new technology. Ontario is well positioned on that front, having the largest and fastest-growing cleantech sector in Canada, with \$19.8 billion in annual revenues and over 5,000 companies employing 130,000 people.
- Specific strategies will be brought to bear on the challenging multi-residential sector, where recycling rates and organics collection lags behind rates for single-family homes.
- EPR for the blue box - in combination with bans on single-use plastics - could translate into windfall diversion gains in commercial and industrial waste, and raise the overall recycling rate (not just the residential one).
- EPR isn't simply about "who pays" for conventional waste management. Instead, it motivates companies to "design for the environment" (DfE). The new system should reduce the upstream environmental impacts of resource extraction, manufacturing and distribution (including climate change impacts).
- Plastic shopping bags and other flexible plastic film is currently accepted in some blue boxes, but not in all. Uniformity of what may be recycled will lead to collection and processing efficiencies, lower costs and higher diversion rates.
- It's unclear to what extent companies will simply contract out collection and recycling to municipalities. Householders might not even notice much difference. In any case, some reorganization is likely at waste transfer, sorting and processing facilities, including their locations and what they process, to which both municipal and commercial waste and recycling professionals should pay close attention.

Province Launches Consultations on the Blue Box Regulation

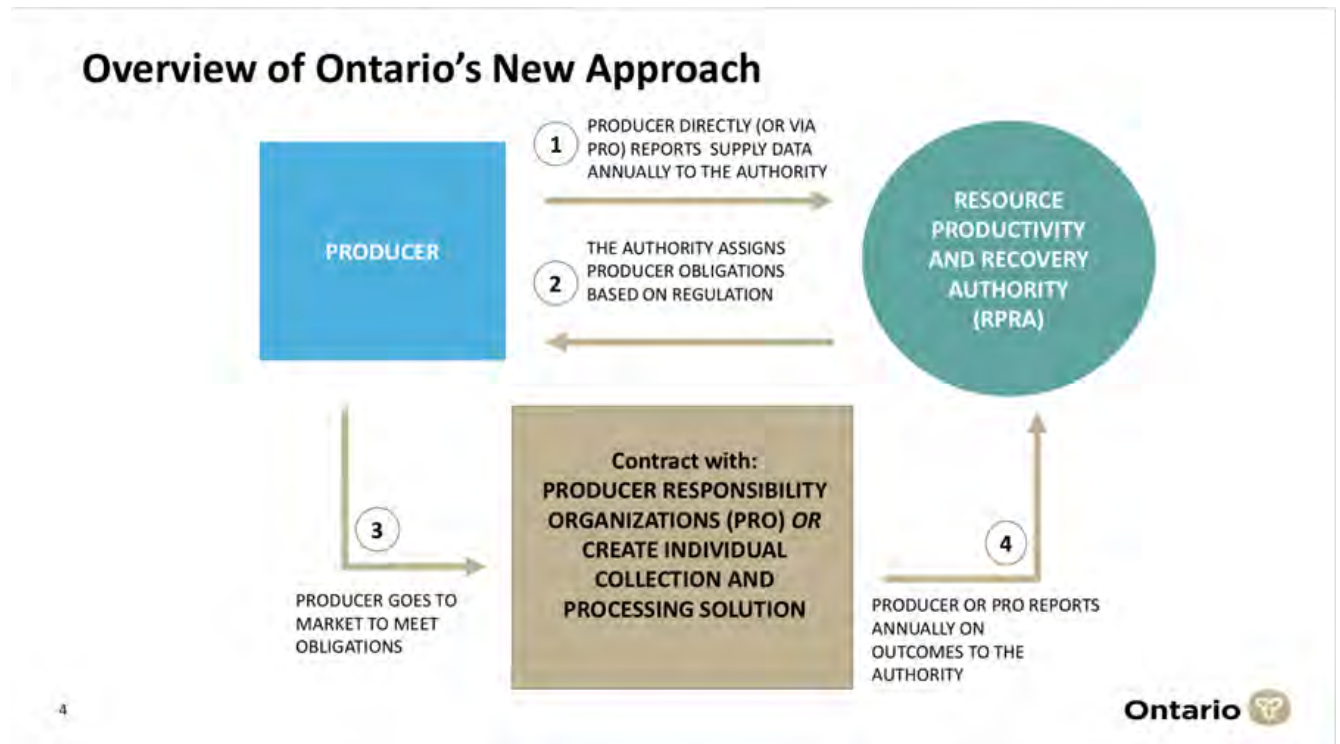
The Ministry of the Environment, Conservation and Parks has officially launched a multi-stage public consultation process with municipal governments, producers, waste management industries, and non-profit organizations, on the transition of the Blue Box program to full producer responsibility.

The first consultation was held by webinar on Wednesday, November 27, 2019. The Ministry explained how stakeholders can take part in the development of a new regulation for the Blue Box under the *Resource Recovery and Circular Economy Act, 2016*.

This is welcomed news for municipal governments as this process will define how the producer-run Blue Box system will work, and determine the regulatory amendments necessary to end municipalities' obligation to provide Blue Box services between 2023 and 2025. A great deal of work has already been done by all stakeholders and this is the opportunity to make progress on moving waste diversion in Ontario into a circular economy once and for all.

It will be important to be engaged in this process, as our input will help inform the key elements and proposed approach for a producer responsibility regulation. This includes maintaining a convenient and accessible collection system, identifying a standardized list of materials to be collected (including considering how best to deal with single use plastics), and setting targets or other performance targets.

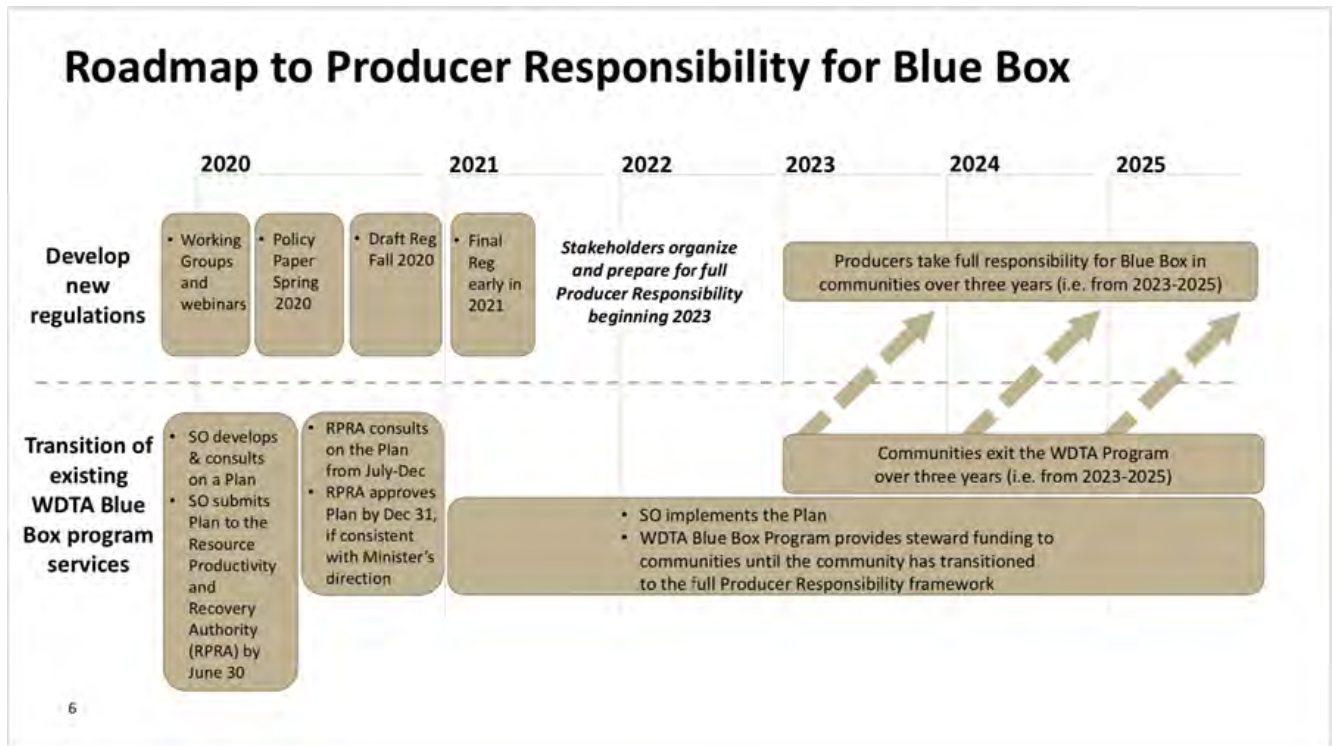
We continue to work with our members and the Ministry throughout the process to advocate for a Blue Box regulation that creates a seamless experience for residents, and ensures that producers are held responsible for managing plastic and other packaging at end-of-life.



MECP indicates that the regulation under RRCEA will regulate outcomes in four key areas:

1. A hierarchy of producers that are responsible for meeting outcomes
2. Materials to be collected
3. Collection and management requirements
4. Registration and reporting

MECP has laid out a multi-year roadmap with working groups, webinars, consultations and document review. According to MECP, SO will manage a consultation process in early 2020 and the next webinar will be planned for Spring 2020 to coincide with the release of the Blue Box Policy Paper for public comment.



The process will help inform the key elements and proposed approach for a producer responsibility regulation for packaging and packaging-like products. This includes maintaining a convenient and accessible collection system, identifying a standardized list of materials to be collected (including considering how best to deal with single-use plastics), and setting targets or other performance targets.

The consultation continues until the end of May. The MECP has cancelled its plans to publish a Policy Paper in the spring and has opted to move up the Draft Regulations to the summer instead. It will allow for an extended comment period before the release of the final regulations in early 2021.

Provincial Organics Stakeholder Committee

The Province has formed this committee at the direction of the Minister to delve more deeply into technical issues on management of food and organic waste and to come up with recommendations and advice that can be implemented.

They organized the work in three technical working groups and have asked each stakeholder group to nominate a max of 2 representatives as subject matter experts to the working groups. The technical working groups are:

Compostables - Recommendations on a path forward for compostable products and packaging in Ontario

Food and Organic Waste - Recommendations on priority areas for guidance to support implementation of the Food and Organic Waste Policy Statement

Modernization of Organic Waste Permissions – Identification of regulatory barriers preventing innovative solutions to the management of food and organic waste

The intent is to get a mix of folks who already operate programs as well as those who are going to be required to implement organics programs. As well as a mixture of those using composting, anaerobic digestion and windrow composting technologies.



Nutrient Management General Regulation Amendment Proposal

The province is committed to cutting red tape and reducing regulatory burden for all businesses, to lower business operating costs and improve Ontario's competitiveness while continuing to protect the environment. Reducing burden on farmers is a critical part of ensuring rural Ontario is economically vibrant and competitive. As part of this effort, the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and the Ministry of Environment, Conservation and Parks (MECP) are proposing changes to regulations under the Nutrient Management Act, 2002 to reduce burden and ensure requirements are outcome-focused and evidence-based.

In this proposal, the province is considering changes to the General Regulation (O. Reg. 267/03 – General) to create more opportunities for agricultural producers to process manure and other agricultural source materials in on-farm Regulated Mixed Anaerobic Digestion Facilities (RMADFs) and enable the production of renewable natural gas. These changes have the benefits of:

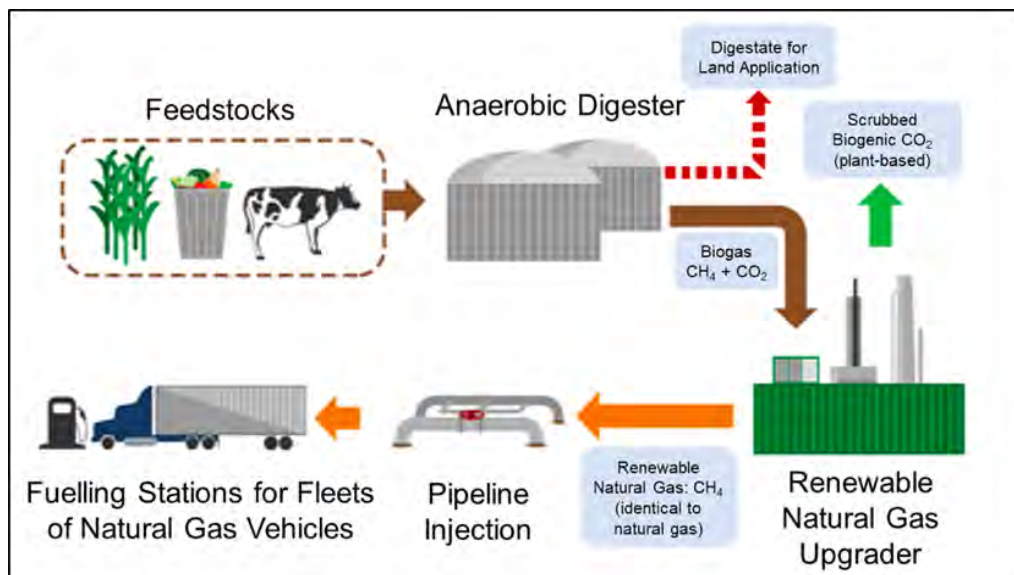
- Increased opportunities for management of food and organic waste in the circular food economy;
- Increased production of renewable natural gas in Ontario; and
- Increased economic development opportunities for the agri-food sector.

The proposed changes maintain environmental protections and provide more opportunities to process manure and other agricultural materials in anaerobic digesters on farms (RMADFs) and return nutrients and organic matter from the anaerobic digestion output (digestate) to the soil.

These proposals have been developed in part based on feedback and requests from farmers, the biogas sector, and from companies that generate or collect food and organic material that could be suitable feedstocks for anaerobic digesters. They also align with environmental goals in the Made-in-Ontario Environmental Plan.

Specifically, the proposed changes would:

1. Clarify design and construction requirements to support renewable natural gas production while maintaining or enhancing environmental protections for neighbours and local communities.
2. Provide greater flexibility in the amount and type of on- and off-farm anaerobic digestion materials (feedstocks) permitted for use in RMADFs to make the generation of renewable natural gas more effective, efficient, and economical for farmers.
3. Simplify operational requirements regarding the sampling and analysis of received materials to reduce costs and enhance operational flexibility for farmers.



Ontario Improving Outdated Environmental Assessment Process

Ontario's government is protecting what matters most by modernizing its almost 50-year old environmental assessment process to better serve Ontarians now and into the future by focusing on projects that pose actual, real risks to our environment and communities, streamlining approval timelines and eliminating duplication.

The government has released a discussion paper that outlines a more modern environmental assessment process, including immediate, short-term fixes to reduce burden and serve the interest of Ontario families and communities. Our proposed modernized plan will ensure strong environmental protections, enable electronic submissions, help address duplication, streamline processes, improve service standards to reduce delays and better recognize other planning processes that have evolved over the past four decades.

The province is proposing to exempt low-risk projects from having to undergo an environmental assessment, like all other provinces have done to focus on projects of higher risk. Low-risk activities include, snow plowing and de-icing operations, constructing roadside parks and adding bike lanes. This will help reduce burden, save money and time and ensure Ontario families and communities benefit from these projects without delay. At the same time, it will free up ministry resources to focus on higher risk activities.

Modernizing environmental assessments is one of the many recent actions the province is taking to deliver on it's Made-in-Ontario Environment Plan including:

- cancelling the cap and trade carbon tax and saving money for Ontario families and businesses
- ending the Drive Clean program for passenger vehicles and redesigning the emissions testing program for heavy-duty vehicles
- proposing to increase renewable content in gasoline by 15 per cent as early as 2025 to reduce greenhouse gas emissions without increasing the price at the pump
- proposing emissions performance standards for large industrial emitters to ensure polluters pay their fair share for their greenhouse gas emissions and help Ontario achieve its share of Canada's 2030 emissions target
- releasing a waste discussion paper that proposes banning food and organic waste from landfill
- proposing amendments to ensure conservation authorities focus and deliver on their core mandate protecting people, property and natural resources from the threats and impacts of extreme weather and flooding
- proposing changes to the Endangered Species Act that would better enable positive outcomes for species at risk while streamlining processes where inefficiencies and uncertainty exists.

The Made-in-Ontario Environment Plan considers our province's specific priorities, challenges and opportunities, and commits to reducing our emissions to 30 per cent below 2005 levels by 2030.

More RPRA Changes Coming

We are modernizing government, so that it works more efficiently and effectively for the people and businesses of Ontario. Our plan is to use secure digital methods to bring more government services online and remove out-of-date processes.

After consulting the public, our government has now passed legislation that will change the mandate of the Resource Productivity and Recovery Authority (the Authority) to include digital reporting services through its registry for a wider range of waste and resource recovery programs, such as the Hazardous Waste program.

Combining digital services will save businesses time and money as there will be a larger group of users sharing common program costs and benefiting from the Authority's modern registry.

Switching over to a modern, digital reporting registry will make it easier and faster for companies to meet their obligations to track and report their regulatory requirements. The changes will also ensure that ministry resources are focused on risk-based program compliance and enforcement activities, so that polluters are held accountable.

The Authority is consulting on the development of a revised audit procedure that will apply to producer supply data reporting. Under the Tires Regulation, tire producers are required to report new tire supply data to the Authority every year – this is needed to establish their used tire collection target for the following year. Producers are also required to provide an audit report to verify the supply data they are submitting. Learn more about the consultation process.

The Authority concluded the consulting on the plan to wind up the electronics recycling program operated by Ontario Electronic Stewardship (OES).

Effective February 1, 2019, the Electronics Handling Fee charged to consumers on purchases of new electronic products in Ontario has been eliminated. OES, which currently operates the Waste Electrical and Electronic Equipment (WEEE) Program, reduced the fee it charges to producers and importers of electronics on all electronic products to \$0. The fee was typically passed on to consumers and appeared itemized on invoices and receipts as an Environmental Handling Fee (EHF) to support Ontario's electronics recycling program. The EHF has been eliminated in advance of the wind up of the WEEE Program on June 30, 2020.



Ontario Revamping Truck Emissions Focus

The thresholds for opacity-related tests will be based on model years.

Ontario will increase its focus on truck emissions in 2020 as the province prepares to crack down on anyone that bypasses emissions controls, and includes equipment from other jurisdictions in on-road enforcement efforts.

New tests established by the Ministry of Environment, Conservation and Parks will focus on ensuring that required emission control systems are in place and operating as they should, in a fight against tampering and the use of so-called “delete kits”. The sale of emissions control defeat devices will also be prohibited.



As of July 1, 2020, Ontario trucks with a registered gross weight of 4,500 to 6,350 kg will have to pass an electronic diagnostic check of their emissions systems. Those test requirements are ultimately to align with the Ontario Ministry of Transportation’s Periodic Mandatory Commercial Vehicle Inspections, creating a single electronic record.

Vehicles that are six years old or newer will be able to forego opacity-related tests – those traditionally associated with the province’s Drive Clean program as well as roadside enforcement – if they pass the electronic diagnostic tests and inspection of emission components.

But the opacity-related tests that are conducted will include tighter thresholds.

Emissions cannot be visible for more than five seconds during a one-minute period, representing a shift from original limits of 15 seconds in five minutes. Trucks with a model year of 2008 or newer will now have exhaust limited to an opacity of 20%, compared to a previous threshold of 30%. Trucks with model years of 1991-2007 will face a threshold of 30%, while older trucks will be limited to 40%.

Physical inspections of emissions controls will watch for factors such as empty or contaminated diesel exhaust fluid tanks; cracked or leaking diesel particulate filters; and cracked catalytic converters, among other issues.

A working group is also being formed to look at options including “appropriate incentives and burden reduction measures” for those that consistently demonstrate cleaner fleets, and strategies for older diesel-powered equipment produced without emissions controlling equipment or onboard diagnostic systems.

A new report by The Atmospheric Fund has shown that transportation-related emissions in the Greater Toronto Hamilton Area rose 4% between 2015 and 2017 and accounted for 1/3 of the emissions overall. Gains in other areas pulled the total emissions down 3.3% between 2015 and 2016, while they were flat from 2016 to 2017.

Property, Plant and Equipment

As of December 31, 2019, the Association owned two facilities totalling approximately 90,000 ft² and its associated parcels of real estate property used in its operations. The Association owns its corporate headquarters, which also serves as the Material Recovery Facility in Huron Park, Ontario. The second facility is the Association's main repair shop for the fleet, which is located next door to our Material Recovery Facility.

As of December 31, 2019, the Association utilized approximately 43 waste collection vehicles and other support vehicles, all of which are owned. The majority of our vehicles are highly specialized automated co-collection vehicles to collect waste and recyclables at the same time.

The Association upgraded its Material Recovery Facility in 2009. It was the most advanced facility in the marketplace at the time and it remains so in our service area. It is a unique facility maximizing the use of technology to minimize manual sorting effectively reducing repetitive strain injuries.

The Material Recovery Facility is able to process single stream materials, which enables us to facilitate changes in our collection procedure and technology used to collect materials. The collection conversion began in 2008 with one vehicle. Most of the fleet has been replaced with the most recent type of automated vehicles.

Employees



As of December 31, 2019, the Association employed approximately 82 full-time employees, including 7 persons classified as professionals or managers, 35 employees involved in collection, 32 in the material recovery operations, 6 maintenance staff, and 2 clerical, data processing or other administrative employees.

The Teamsters union with which the

Association has a collective bargaining agreement expiring December 1, 2020 represents approximately 73 employees at the Association's operating facilities. The Association typically negotiates a three to four year collective bargaining agreement in the last year of any current agreement. The Association is not aware of any other organizational efforts among its employees and believes that relations with its employees are very good.



Operations

As of December 31, 2019, the Association served approximately 92,000 customers, comprised of 87,000 residential clients and 5,000 commercial clients. The following table sets forth certain information regarding the Association’s revenues by category of activity for the last three years.

Bluewater Recycling Association Revenue Summary

	2019	2018	2017
Residential Collection	\$9,588,868	\$9,130,272	\$8,908,742
Material Sales	1,347,877	1,786,589	2,261,751
Processing & Disposal	739,249	470,293	428,796
Commercial Collection	1,448,002	1,243,714	1,146,486
Other	87,104	96,405	38,049
TOTAL	\$13,211,100	\$12,727,273	\$12,783,824

Residential Collection Services

The Association’s long-term solid waste collection contracts with municipalities typically contain a formula, generally based on a pre-determined published price index, for automatic adjustment to fees to cover increases in some, but not all, operating costs plus a pass-through of any disposal cost increases. Under the terms of each of these agreements, the Association has exclusive rights to provide certain services to the community. Most of these agreements were bid on a competitive basis, and rates for all services are set forth in the agreement.

Fees for recycling collection services are based primarily on a joint cooperative agreement reviewed annually while fees for residential solid waste collection services are based primarily on route density, the frequency and level of service, the distance to the disposal or processing facility, the cost of disposal or processing and prices charged in the Association’s markets for similar services.



Processing and Disposal

The Association offers municipal, commercial and industrial customers services for a variety of recyclable materials, including newspaper, mixed paper, cardboard, office paper, plastic containers, glass bottles, and ferrous and aluminum metals. The Association owns and operates a Material Recovery Facility (MRF) in Huron Park, Ontario. The Association believes that recycling will continue to be an important component of local solid waste management plans due to the public's increasing environmental awareness and regulations that mandate or encourage recycling.

The Association disposes of the waste it collects in one of two ways:

- at municipally owned landfills; or
- at privately owned third party landfills.

The Association seeks to secure favourable long-term disposal arrangements with municipalities or private owners of landfills. The Association's ability to maintain competitive prices for its commercial waste collection services is generally dependent upon its ability to secure favourable disposal pricing.

Commercial Collection

The Association's commercial collection services are performed principally under service agreements. Fees are determined by a variety of factors, including collection frequency, level of service, route density, the type, volume and weight of the waste collected, type of equipment and containers furnished, the distance to the disposal or processing facility, the cost of disposal or processing and prices charged by competitors for similar services. Commercial collection vehicles normally require one operator. The Association provides 2 to 40 cubic yard containers to commercial customers. This area, while secondary to the Association's mandate, remains the fastest growing segment of our business because of the lack of serious competition in the immediate area.

Commodity Sales

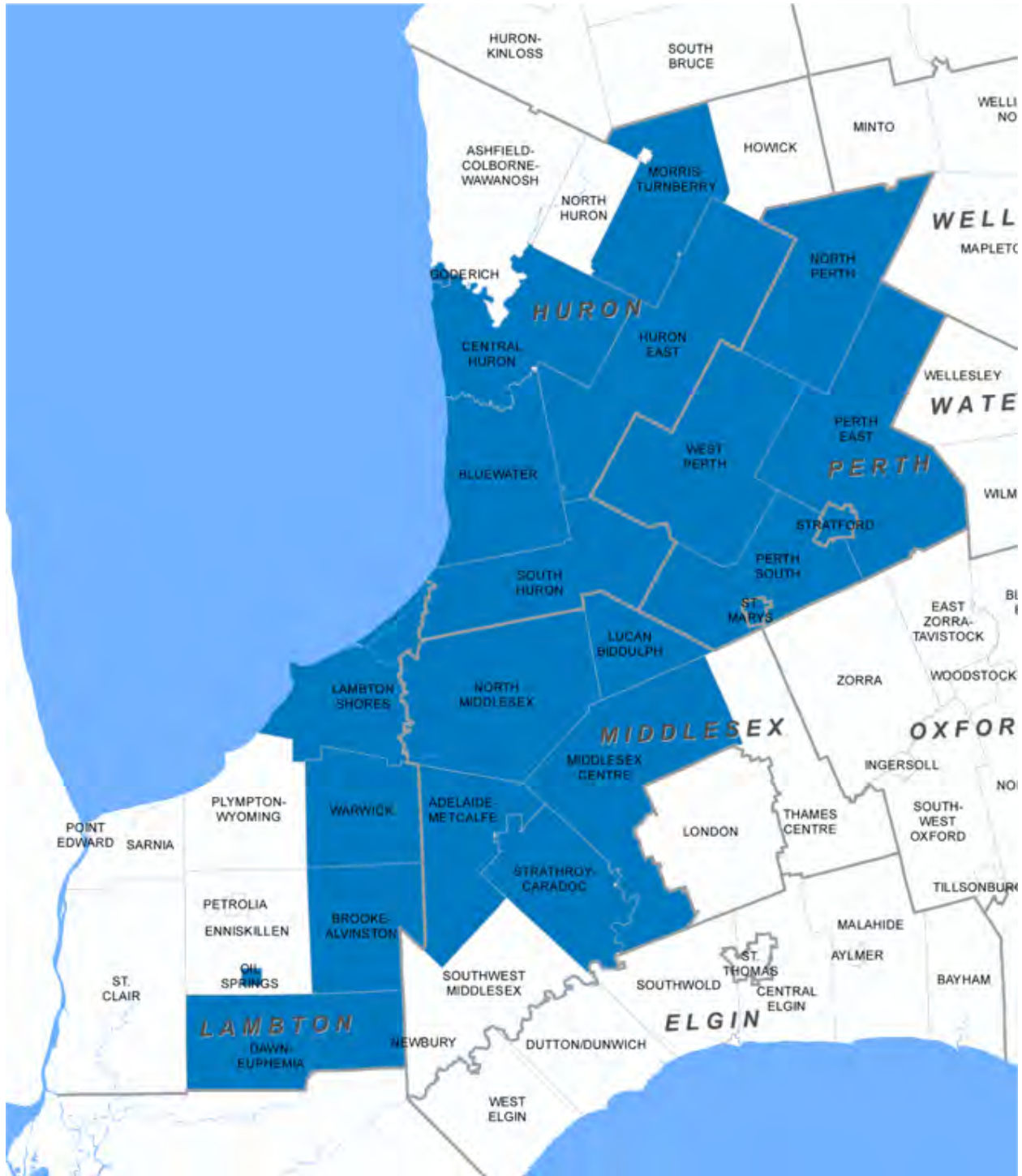
The Association sells all materials recovered through its operation of the Material Recovery Facility in Huron Park. The sale of those materials is subject to fluctuations in market prices affected by current global events and by the volume of materials that flows through the facility from our own collection operations and that of other collectors. The market prices during 2019 averaged \$90 per tonne, which was substantially lower than the previous year at \$118 per tonne as a result of a drop in global demand driven by China.

Sales and Marketing

The Association has a diverse customer base, with no single contract or customer accounting for more than 10% of revenues during the year ended December 31, 2019.



Service Area



Auditor's Report

To the Members of the Bluewater Recycling Association

Opinion

We have audited the financial statements of Bluewater Recycling Association, which comprise the balance sheet as at December 31, 2018, and the statements of fund operations, changes in fund balances and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for private enterprises.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company 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 opinion.

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 private enterprises, 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 Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

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

Auditors' 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 auditors' 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 generally accepted auditing standards 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 generally accepted auditing standards, 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 Organization'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 Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 Organization 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.

Exeter, Ontario
March 26, 2020

PTMG LLP
Chartered Professional Accountants Licensed Public Accountants

Statement of Financial Position

Year ended December 31	Operating Fund	Capital Asset Fund	Capital Reserve Fund	Total 2019	Total 2018
ASSETS					
Current Assets					
Cash	\$ 254,412	\$ 8,139	\$ -	\$ 262,551	\$ 781,469
Accounts Receivable	1,165,571	-	-	1,165,571	1,221,767
Inventory (Note 2)	164,303	-	-	164,303	193,298
Prepaid expenses & deposits	243,286	-	-	243,286	244,229
	<u>1,827,572</u>	<u>8,139</u>	<u>-</u>	<u>1,835,711</u>	<u>2,440,763</u>
Capital Assets (Note 3)	-	11,016,518	-	11,016,518	10,921,470
	\$ 1,827,572	\$ 11,024,657	\$ -	\$ 12,852,229	\$ 13,362,233
LIABILITIES					
Current Liabilities					
Accounts Payable and accrued charges (Note 4)	\$ 898,021	\$ -	\$ -	\$ 898,021	\$ 877,464
Interfund loans (advances)	929,551	-	(929,551)	-	-
Current portion of long term debt (Note 5)	-	2,941,035	-	2,941,035	3,690,549
	<u>1,827,572</u>	<u>2,941,035</u>	<u>(929,551)</u>	<u>3,839,056</u>	<u>4,568,013</u>
Long Term Debt (Note 5)	-	2,057,736	-	2,057,736	1,177,437
	<u>1,827,572</u>	<u>4,998,771</u>	<u>(929,551)</u>	<u>5,896,792</u>	<u>5,745,450</u>
Commitments (Note 6)					
FUND BALANCES					
Invested in capital assets	\$ -	\$ 6,025,886	\$ -	\$ 6,025,886	\$ 6,176,585
Internally restricted	-	-	929,551	929,551	1,440,198
	<u>-</u>	<u>6,025,886</u>	<u>929,551</u>	<u>6,955,437</u>	<u>7,616,783</u>
	\$ 1,827,572	\$ 11,024,657	\$ -	\$ 12,852,229	\$ 13,362,233

On Behalf of the Board: Chairman President

See accompanying notes to the financial statements.

Statement of Fund Operations and Changes in Fund Balances

Year ended December 31	Operating Fund		Capital	Restricted Funds		Total 2018
	2019	2018	Asset 2019	Capital Reserve 2019	Total 2019	
Revenue						
Municipal services	\$ 7,173,237	\$ 6,926,499	\$ -	\$ -	\$ -	\$ -
Commodity sales	1,347,877	1,786,589	-	-	-	-
Operating grants	2,415,631	2,203,773	-	-	-	-
Commerical operations	1,448,002	1,243,714	-	-	-	-
Other Income	810,961	550,453	-	-	-	-
Composters and collection supplies	15,392	16,245	-	-	-	-
	<u>13,211,100</u>	<u>12,727,273</u>	-	-	-	-
Expenses						
Cost of Sales - recyclables & freight	333,289	180,236	-	-	-	-
Composters and collection supplies	19,501	10,969	-	-	-	-
Disposal fees	1,454,205	1,411,203	-	-	-	-
Administrative expenses (Schedule)	917,351	809,591	-	-	-	-
Collection expenses (Schedule)	6,249,420	5,623,227	-	-	-	-
Processing expenses (Schedule)	2,646,827	2,438,234	-	-	-	-
Interest on long term debt	-	-	200,676	-	200,676	210,101
Amortization of capital assets	-	-	2,296,005	-	2,296,005	2,338,069
Loss (Gain) on disposal of capital asset	-	-	(244,828)	-	(244,828)	(16,772)
	<u>11,620,593</u>	<u>10,473,460</u>	<u>2,251,853</u>	-	<u>2,251,853</u>	<u>2,531,398</u>
Excess (Deficiency) of Revenue Over Expen	<u>1,590,507</u>	<u>2,253,813</u>	<u>(2,251,853)</u>	-	<u>(2,251,853)</u>	<u>(2,531,398)</u>
Fund Balance, Beginning of Year	-	-	6,176,585	1,440,198	7,616,783	7,894,368
Interfund transfers	(1,590,507)	(2,253,813)	2,101,154	(510,647)	1,590,507	2,253,813
Fund Balance, End of Year	\$ -	\$ -	\$ 6,025,886	\$ 929,551	\$ 6,955,437	\$ 7,616,783

See

accompanying notes to the financial statements

Statement of Cash Flow

Year ended December 31	2019	2018
Cash Provided by (Used in)		
Operations		
Excess (Deficiency) of revenue over expenses		
Operating Fund	\$ 1,590,507	\$ 2,253,813
Capital Asset Fund	(2,251,853)	(2,531,398)
	(661,346)	(277,585)
Items not involving a cash payment		
Amortization	2,296,004	2,338,069
Loss (Gain) on disposal of capital assets	(244,828)	(16,772)
	1,389,830	2,043,712
Changes in non-cash working capital items:		
Decrease (Increase) in accounts receivable	56,196	29,290
Increase in inventory and prepaid expenses	29,938	(153,864)
Increase in accounts payable and accrued charges	20,546	(42,552)
	1,496,510	1,876,586
Financing		
Additional long term debt	2,028,400	1,034,488
Repayment of long term debt	(1,897,615)	(2,042,853)
	130,785	(1,008,365)
Investing		
Purchase of capital assets (Note 3)	(2,613,739)	(1,552,671)
Proceeds on disposal of capital assets	467,526	16,772
	(2,146,213)	(1,535,899)
Net Increase (Decrease) in cash	(518,918)	(667,678)
Cash, Beginning of Year	781,469	1,449,147
Cash, End of Year	\$ 262,551	\$ 781,469

See accompanying notes to the financial statements

Notes to the Financial Statements (December 31, 2019)

Purpose of The Organization

The Bluewater Recycling Association is a multi-municipal resource management organization providing integrated waste reduction and environmental services including the collection, processing and marketing of resource based products and q under the Laws of Ontario and is exempt from income taxes.

Accounting Estimates

Financial statements are based on representations that often require estimates to be made in anticipation of future transactions and events and include measurements that may, by their nature, be approximations.

Fund Accounting

The organization follows the restricted fund method of accounting for contributions.

The Operating Fund accounts for the organization's program delivery and administrative costs. This fund reports unrestricted resources and restricted operating grants.

The Capital Asset Fund reports the assets, liabilities, revenues and expenses related to the organization's capital assets.

The Capital Reserve Fund reports the assets, liabilities, revenues and expenses related to the organization's capital asset replacements. The annual Operating Fund surplus or deficit is transferred to this fund. Amounts are transferred from this fund to the Capital Asset Fund as funds are required to purchase capital assets.

Revenue Recognition

Restricted contributions related to general operations are recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue during the course of the year as the budgeted amounts are invoiced. Revenue from recyclable products is recognized when the commodities are shipped. Revenue from services is recognized as the related services are performed. Operating grant revenue from the Resource Productivity and Recovery Authority (an Ontario non-crown corporation) is recognized in the period the organization becomes entitled to receive the grant.

Inventory

Inventory is comprised of recyclable materials and collection supplies. Recyclable materials are stated at their net realizable value. Collection supplies are stated at the lower of cost and replacement value. Cost is determined on a first in, first out basis.

Capital Assets and Amortization:

Capital assets are capitalized for financial statement purposes in the year of acquisition. The cost of repairs and maintenance of a routine nature are charged to operations while those expenditures that improve or extend the useful life of the assets are capitalized.

The corporation provides for amortization on its capital assets using the straight-line method at rates set out below, based upon management's estimates of the useful life of the respective assets.

Buildings	5%
Collection Supplies	10% - 20%
Office furniture and equipment	10% - 30%
Processing machinery and equipment	10% and 20%
Automotive equipment	10% and 30%

Foreign Currency Transactions

Transactions which are completed in United States dollars are translated into Canadian dollars by the use of the exchange rate in effect the day of the transaction. At the balance sheet date, monetary items denominated in foreign currency are adjusted to reflect the exchange rate in effect at that date.

2. Accounts Receivable

	2019	2018
Accounts Receivable	\$ 1,085,830	\$ 1,205,220
HST Receivable	79,741	16,547
	\$ 1,165,571	\$ 1,221,767

3. Inventory

	2019	2018
Recyclable Inventory	\$ 45,660	\$ 79,182
Collection Supplies	118,643	114,116
	\$ 164,303	\$ 193,298

4. Capital Assets

Capital assets are classified as follows	Cost	2019		2018	
		Accumulated Depreciation	Net Book Value	Accumulated Depreciation	Net Book Value
Land	\$ 124,830	\$ -	\$ 124,830	\$ 124,830	\$ 124,830
Buildings	2,355,907	1,289,495	1,066,412	1,103,793	1,103,793
Collection Supplies	6,734,744	4,335,974	2,398,770	2,778,029	2,778,029
Office Furniture and Equipment	163,762	146,182	17,580	26,790	26,790
Processing machinery and Equipment	7,491,249	5,100,331	2,390,918	2,044,466	2,044,466
Automotive Equipment	14,490,938	9,472,930	5,018,008	4,843,562	4,843,562
	\$ 31,361,430	\$ 20,344,912	\$ 11,016,518	\$ 10,921,470	\$ 10,921,470

Purchase of capital assets:	2019	2018
Land and Buildings	\$ 77,229	\$ 146,000
Collection supplies	222,381	118,986
Office furniture and equipment	12,290	11,035
Processing machinery and equipment	799,630	521,686
Automotive equipment	1,502,209	754,964
	\$ 2,613,739	\$ 1,552,671

5. Accounts Payable

	2019	2018
Accounts Payable	\$ 787,264	\$ 781,519
Government remittances payable	110,757	95,945
	\$ 898,021	\$ 877,464



6. Long Term Debt

Rate	Instalments	Due Date	2019	2018
Prime	\$ 9,565	July 2027	\$ 860,870	\$ 975,652
4.15%	7,491.00	October 2024	\$ 452,004	
4.10%	8,249.00	June 2024	\$ 406,265	
4.10%	8,249.00	June 2024	\$ 406,265	
3.99%	14,403	April 2022	384,460	538,600
3.90%	3,004	June 2024	339,490	
Prime	4,167	August 2026	333,334	383,334
3.99%	7,875	April 2023	294,531	375,515
Prime	9,621	May 2022	279,006	394,456
4.29%	7,024	July 2023	273,594	344,428
Prime	7,250	May 2021	123,250	210,250
4.55%	2,331	October 2023	98,345	121,281
Prime	4,166	November 2021	95,833	145,833
Prime	6,833	February 2021	95,667	177,667
Prime	3,916	November 2021	90,083	137,083
Prime	5,833	February 2021	81,667	151,667
3.85%	1,390	August 2024	77,812	
Prime	2,306	April 2022	62,250	
Prime	10,250	July 2020	61,500	184,500
3.98%	2,835	August 2021	54,765	85,925
5.05%	11,608	April 2020	46,041	179,372
Prime	497	January 2025	29,832	
5.09%	8,590	March 2020	25,673	124,698
Prime	5,833	February 2020	11,667	81,667
Prime	750	October 2020	7,500	16,500
Prime	883	September 2020	7,067	17,667
Prime	10,364	September 2019	-	103,641
Prime	8,667	July 2019	-	60,666
Prime	9,750	June 2019	-	48,750
Prime	4,833	January 2019	-	4,834
Prime	1,000	May 2019	-	4,000
4.25%	11,657	October 2018	-	-
4.25%	8,261	October 2018	-	-
			4,998,771	4,867,986
Less amounts due within one year			2,941,035	3,690,549
			\$ 2,057,736	\$ 1,177,437

Long term debt repayments due over the next five years are as follows:

2019	\$ 2,941,035
2020	685,213
2021	571,749
2022	423,440
2023	377,334
	\$ 4,998,771

Although there are loans included in the long term debt that are due on demand or come due within the next fiscal year, management does not believe that the demand features of

the loans will be exercised; the scheduled principal repayments on the long term debt for the next five years and thereafter are as follows:

2019	\$	1,539,110
2020		1,149,580
2021		797,518
2022		594,189
2023		388,795
2024 and future years		529,579
	\$	4,998,771

The bank terms loans are secured by a general security agreement covering all of the association's assets, chattel mortgages over equipment financed and a first charge collateral mortgage of \$1,000,000 on real estate. The Association has an authorized operating loan line bearing interest at the bank's prime rate with a credit limit of \$200,000, an approved re-advanceable capital expenditure credit facility for equipment purchases of up to \$4,500,000 of which \$3,378,521 has not been used at December 31, 2019.

The bank has provided the Association with a \$170,000 letter of credit in favour of municipalities in lieu of performance binds and a \$750,000 settlement risk product to facilitate the utilization of wire or electronic funds transfers.

7. Commitments

Prior to December 31, 2019 the Association entered into an agreement to purchase two fleet trucks with the balance of \$1,015,000 payable upon delivery. These two trucks will be delivered in 2020.

The Association has arranged financing with its existing lenders for this purchase.

8. Pension Agreements

The Association participates in the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of its employees. The plan is a contributory defined benefit plan, which specifies the amount of the retirement benefit to be received by employees based on length of service and rates of pay.

The amount contributed to OMERS for 2019 was \$330,681 (2018 - \$302,174) for current service. These payments are included as expenditure in the financial statements. OMERS sets the pension contribution rate annually to ensure that the plan remains fully funded. The pension contribution rate for 2019 was 9.0% of regular wages.

9. Financial Instruments

The company has interest rate risk due to having bank loans subject to floating interest rates and is exposed to fluctuations based on the bank's prime rate of interest. It is management's opinion that the Association is not exposed to significant currency or credit risks.

2019 Management

Board of Directors

Chairman Brad Richards, *Strathroy Caradoc*

Vice-Chairman Jim Craigmile, *St. Marys*

Huron

Alwyn Vanden Berg, *Bluewater*

George Finch, *South Huron*

Lambton

Dan Sageman, *Lambton Shores*

Jackie Rombouts, *Warwick*

Middlesex

Dave Manders, *Lucan Biddulph*

Brad Richards, *Strathroy Caradoc*

Perth

Allan Rothwell, *North Perth*

Jim Craigmile, *St. Marys*

Management

President Francis Veilleux, *since inception*

Controller Michelle Courtney, *since December 2016*

Fleet Manager Adam Hebden, *since September 2018*

Operations Manager Terry Erb, *since February 2001*



Membership

Huron County

- Municipality of Bluewater
- Municipality of Central Huron
- Municipality of Huron East
- Municipality of South Huron
- Town of Goderich
- Township of Morris-Turnberry (Associate)

Lambton County

- Municipality of Lambton Shores
- Township of Brooke Alvington
- Township of Dawn-Euphemia
- Township of Warwick
- Village of Oil Springs

Middlesex County

- Municipality of Middlesex Centre
- Municipality of North Middlesex
- Township of Adelaide Metcalfe
- Township of Lucan-Biddulph
- Township of Strathroy-Caradoc

Perth County

- City of Stratford (Associate)
- Municipality of North Perth
- Municipality of West Perth
- Town of St. Marys
- Township of Perth East (Associate)
- Township of Perth South

The Association also services other communities under contracts and/or through subcontractors.

Associate Members have no voting rights.



Corporate Directory

Head Office

Bluewater Recycling Association
P.O. Box 547
415 Canada Avenue
Huron Park ON N0M 1Y0

Solicitors

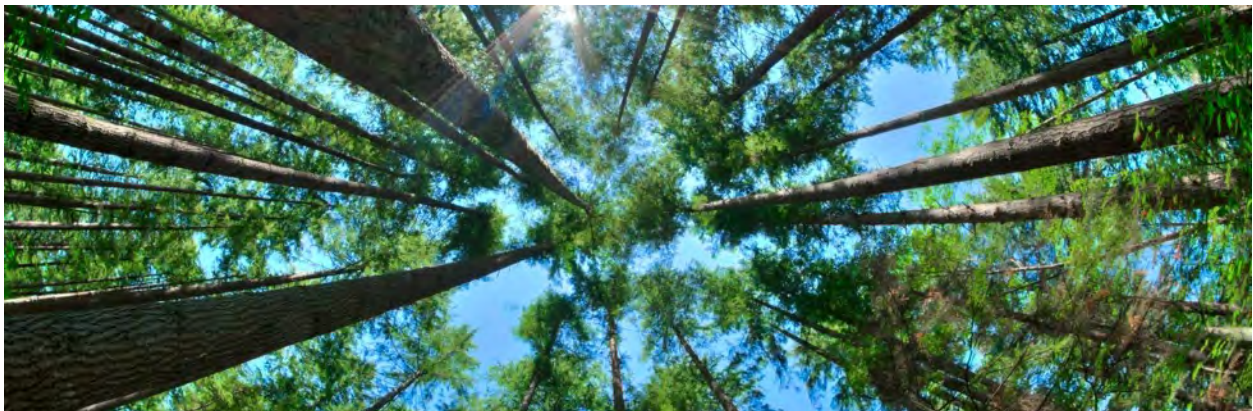
McKenzie Lake
Barristers & Solicitors
140 Fullarton Street, Suite 1800
London ON N6A 5P2

Auditors

PTMG LLP
Chartered Accountants
71 Main Street, North
Exeter ON N0M 1S3

Financial Institution

Bank of Montreal
400 Main Street
Exeter ON N0M 1S3



**Board of Directors Meeting Highlights
Held on April 16, 2020 at 5:00 PM
as a Virtual Meeting**



q

Services During COVID-19

We began 2020 with a positive feel about future as we tried to forget 2019 as one of our worst years ever in the history of the organization.

It did not take long for COVID – 19 to become the only matter of importance on the news as this global pandemic is turning the entire world upside down. We are certainly not immune to this phenomenon and being recognized as an essential service during this time of crisis has not made it easier to manage.

The Association quickly responded with its own four stage plan which it have been carefully monitoring since the outbreak. So far, the Association is still primarily in the preparedness stage of its contingency plan. For the most part, it is business as usual.

Areas affected as a result of the pandemic are as follows:

1. We have temporarily stop all waste auditing functions including bin inspections.
2. We have closed our facilities to the general public to minimize potential staff exposure.
3. Some of our administrative staff able to work remotely have been providing their support from home.
4. Recyclables from high risk facilities such nursing homes and hospitals are managed as waste.

Shipment of recyclables to end markets continues but getting haulers is becoming more difficult and some commodity prices like plastics are dropping because of the oil prices while others like cardboard are going up from the lack of supply with all the businesses closed.

Generally, the volume of residential materials collected is up as people are taking advantage to do spring cleanup. Some municipalities still using bags tags have requested leniency on the use of tags as they are not always available to the public. We have no problem accommodating but beware of the abuse. We have seen several households that normally generate 1 or 2 bags per set out suddenly have 10-20 bags. We highly recommend that if leniency will be given that a limit be enforced. In other jurisdictions ahead of Ontario where the lock down is in place, have seen increases in waste of 20%. Our fleet is on the road everyday but increasing all volumes by 20% will not be manageable.

Automated Collection Launches Postponed One Month

Unfortunately, we are not immune to the challenges some of the control measures are posing and as a result, we postponed the launch of all automated collection programs to June.

At this time, we have secured the wheelie bins and they will be produced as originally planned. All the bins are manufactured in the US. The Association has agreed to receive loads as available in our yard until the complete order for all five launches we were planning is here. At

that time we will redistribute to the local staging sites where we expect to start the delivery of the containers. The company assembling and delivering the bins for us is Canadian but was working in the US. Upon their return, they were quarantined for 14 days. We are planning to start the delivery of the bins the first full week in May and do all the launches at the same time with a larger crew.

Michigan Landfill Report Released

Michigan recently released its 23rd annual solid waste report, which offers an annual look at waste disposed of in Michigan's landfills. The report stated that Michigan has 27 years of landfill capacity at the current rate. There was a 3.6% overall increase in solid waste disposed of in Michigan landfills compared to the same period in 2017. Waste disposed of by Michigan residents and businesses increased by almost 5%, and waste imported from other states and Canada decreased by about 3%. Imported waste represented about 24% of all waste disposed of in Michigan landfills. The largest source of waste imported into Michigan continued to be Canada, contributing 18.6% of waste disposed of in Michigan. Eleven states import waste into Michigan; Ohio contributed the largest amount of waste imported to Michigan from a U.S. state.

New Blue Box Program Regulation Expected Summer 2020

The MOECP continues its round of consultation meetings with municipalities, producers and waste service providers on developing a new Regulation to transition the Blue Box program to full producer responsibility. Key issues discussed at the most recent meetings included: regulatory requirements for a timeline during which municipalities will transition their programs to producers, and during which PROs will tender collection contracts to service providers; the minimum requirements for a common collection system; and, the timeline for adding new collection sources, such as multi-residential properties. The ministry staff stated that a draft regulation may be posted as early as Summer 2020, a few months earlier than the originally anticipated Fall 2020 period.

Emterra Environmental Wins Waste Collection Contract For Oxford County, Ontario

Recently, municipal officials from Oxford County (a rural municipal county of 111,000 in southwestern Ontario) awarded Emterra Environmental a five-year contract for curbside garbage and recycling pickup. The contract also includes two one-year extension options. The value of the contract is \$2.8 million a year, plus an additional \$703,000 for the processing and transfer of materials. This represents a 38% increase over the previous contract which is consistent with other contracts awarded in recent months. Other vendors that bid on the curbside collection contract were Green for Life Environmental and HGC Management Inc.

The transfer of service providers from HGC Management Inc. to Emterra Environmental is scheduled for May 4th. Under the contract, the County will stay on its current five-day garbage pickup and recycling schedule. With the new contract approved, Emterra will move to purchase new fleet equipment and have a used fleet collect until September.

The change in companies also brings new collection routes to some Oxford communities. Also, plastic film products such as plastic bags, plastic wrap or film packaging, and Styrofoam products will no longer be accepted in recycling.

WM Encourages Recycling To Support Manufacturers During Pandemic

Facial tissues, toilet paper, hand sanitizer and disinfectant wipes have been flying off store shelves, while families are spending more hours at home to stay healthy and safe during the COVID-19 pandemic. Waste Management, Houston, is calling on everyone to Recycle Right during this time when recyclables are needed for manufacturing more than ever.

Recycling is vitally important to the environment, and it has come to play a critical role in certain manufacturing supply chains, the company notes. Without recyclables collected from homes and businesses, Waste Management says its customers that produce products such as tissue, toweling and packaging boxes for groceries and medical supplies would not have the raw materials that they need to manufacture these items.

“Most recyclers don’t think about the importance of placing their clean recyclable materials in their bins, but now it is more important than ever as recyclable products are playing a critical role for key manufacturing businesses,” Waste Management Vice President of Recycling Brent Bell says. “Across North America, people are generating more household garbage and recyclable materials than usual, and manufacturers are in need of more clean recyclable materials to meet their demands for making basic goods and emergency supplies. We can all do our part by recycling right during these challenging times.”

According to Waste Management, recycling best practices include recycling only clean, dry and loose material such as:

- cardboard (without inside packing materials);
- paper products, including newspapers, junk mail and office and school paper;
- paperboard, such as cereal and cracker boxes;
- plastic bottles and jugs; and
- steel, tin and aluminum cans.

The following materials should be thrown in the trash, according to the company:

- plastic, latex and cloth disposable gloves;
- disposable masks;
- liquid soap and hand sanitizer bottles that contain residue;
- disinfectant wipes;
- facial tissues, napkins and paper towels;
- disposable plates, cups and cutlery;
- takeout containers;
- leftover food and liquids;
- plastic bags and plastic film wrap; and
- hoses, cords, polystyrene foam and other packaging.

In addition to Waste Management, several industry organizations have weighed in calling for increased recycling to meet the needed demand during this time, including the American Forest and Paper Association, the Association of Plastic Recyclers, the Institute of Scrap Recycling Industries and The Recycling Partnership.

SWANA Releases Industry Fatality Data

According to the association, the most common cause of death was being struck by one's own waste vehicle, followed by single vehicle accidents involving only a waste vehicle.

The Solid Waste Association of North America (SWANA) released a report March 16 stating that at least 53 solid waste industry workers died on the job in 2019 in the United States and Canada. The most common cause of death was being struck by one's own waste vehicle, followed by single vehicle accidents involving only a waste vehicle. Over 40 percent of worker fatalities were a result of one of these two causes.

Solid waste and recycling collection professions continue to have the highest occurrence of fatalities in the industry, representing about 68 percent of worker deaths. Fatalities at landfills increased slightly from 8 in 2018 to 11 in 2019 and fatalities at material recovery facilities (MRFs) increased from 3 to 4.

“The number of solid waste-related fatalities continued at unusually high levels in 2019,” SWANA Executive Director and CEO David Biderman says. “Although there was a small decline from 2018, and that slight improvement has continued into 2020, we remain concerned about the solid waste industry's overall safety performance. We urge all employers and employees to take advantage of the growing number and variety of SWANA safety resources.”

SWANA collects data on solid waste-related fatalities from a wide number of industry and media sources in order to produce an annual picture of the state of safety. In addition to the workers killed on the job in 2019, at least 80 members of the public were killed in an incident involving the industry. Almost all of these were the result of a collision with a solid waste collection vehicle. Two-thirds of the victims were a driver or passenger at the time and about 16 percent were pedestrians. Incidents involving motorcyclists represented 9 percent of fatalities in 2019 and bicyclists represented 7.5 percent of fatalities.

Forty-four of all fatalities recorded by SWANA in 2019 occurred in the United States and nine were in Canada. This represents an increase from 2018 and 2017 when four and six fatalities, respectively, were recorded in Canada.

January was the deadliest month in 2019, with 22 total fatalities. It was also the month with the most fatalities in 2018 with 19. January was also by far the deadliest month for members of the public with 15 fatalities, the only month to experience double-digit fatalities for that group. In 2019, June had the most worker fatalities with 8, followed by July with 7.

Texas had 13 fatalities for the year, making it the state with the most solid waste-related deaths in 2019. This was followed by California with 11, New York with 9 and Pennsylvania with 8. The 10 states and provinces with the most fatal incidents in 2019 represented 57 percent of all fatalities in the United States and Canada as a whole. Counting only worker fatalities, New York had the most with 8 deaths in 2019, followed by California and Texas with 7.

“Employers must look inward for causes and corrective actions,” Suzanne Sturgeon, SWANA Safety Committee chair and health & safety program manager for Long Beach-based SCS Field Services. “Changing the culture of workers is essential to this effort. Training frequently in small and digestible doses is paramount to make this shift.”

In order to provide training resources to those most in need, SWANA and other industry leaders hold Hauler Safety Outreach events at landfills, transfer stations, MRFs, WTE facilities and other locations.

Stifel Says Every Solid Waste Company To See Economic Ramifications Of COVID-19 Virus

In the update, the investment banking firm outlines the projected impact of the COVID-19 pandemic on solid waste industry participants.

Commercial Waste Financial Hauling Municipal Recycling Municipal Solid Waste

Stifel, St. Louis, released an industry update March 22 titled, “Solid Waste: Revising Models for C-19, Volume Down, Price Durable, Deal Flow Slows, FCF Stands Out.” In the update, the investment banking firm outlines the projected impact of the COVID-19 pandemic on solid waste industry participants.

“What public/private company avoids any sales pressure due to C-19? None,” the report states. “We believe the impact on solid waste will look like both 9/11 and the Great Recession. The former was a shock and awe [event], the consumer paused. The latter, the U.S./North American economies were over levered which it is not now but wholesale business shutdowns had a volume impact. Today, solid waste has more control of cost/capital than ever before. Social distancing and big urban settings forcing closure of food, beverage, hospitality and entertainment leads to a big drop in collected volume and commercial customers asking for service on-hold/cancellations. We assume an annual 15 percent hit to volume of 10 percent for third-party commercial, C&D and special waste volume and 5 percent direct commercial collection sales cut in half for two months. Residential volumes will be up, and in many cases, contracts allow for charging for extra bin/bag pick-ups.”

As part of the report, Stifel outlines potential points of stress in residential, commercial/small container, and roll-off/large container collection.

On residential collection:

“This revenue stream is nearly recession proof. The biggest risk is the homeowner walks away from the house and does not pay the bill. Otherwise, if they put the trash out and do not pay, the garbage company does not pick it up. On average residential relationships run over 12 years.”

On commercial/small container collection:

“We suspect commercial in hard-hit [COVID-19] shut-in areas are moving to service-on-holds rapidly for April and May. We suspect commercial sales for those two months could be down 25 percent to 50 percent. We are using 50 percent cut for two-months.”

On roll-off/large container collection:

“Unit price for temporary [roll-offs] has proven very durable as solid waste learned in the Great Recession—to quickly park equipment and rationalize the cost structure, pull prices were virtually unchanged. Permanent roll-off is highly recession resistant—a building is rarely vacant. Temporary roll-off is sensitive to construction cycles, residential and non-residential. Normal seasonal ramp in construction is likely to be soft. Home builders are ‘the canary in the coal mine’—as soon as consumers stop buying, they stop building; therefore, watch housing starts carefully. Not just the drop, but what level it settles [at] and how quickly it recovers.”

Recovery

Here are three possible scenarios, drawing on the work of our investment colleagues at Federated-Hermes.

V-Shaped Recovery.

Here we see a meaningful de-escalation of the health crisis over the next month or so and a quick return to work for everyone. Back to normal by the fall, and people out shopping and travelling as if this had just been a bad dream. A possible scenario, but what about the businesses that have to close for good? We'd peg this at 10% probability.

The L-Shaped Recovery.

Here is the opposite view. An economic slowdown triggers a deep recession. Then banks refuse to loan out money, leading to bankruptcies on a wide scale. It gets hard to find work. Economic conditions worsen. Equally unlikely, why? Unlike previous slowdowns (1970s, 1930s) we have meaningful, concerted government and central bank action to keep people and businesses solvent until they can get back to work. That makes our L-Shaped Recovery only a remote possibility, say 10%.

That leaves the U-Shaped Recovery, which we think is the most likely outcome.

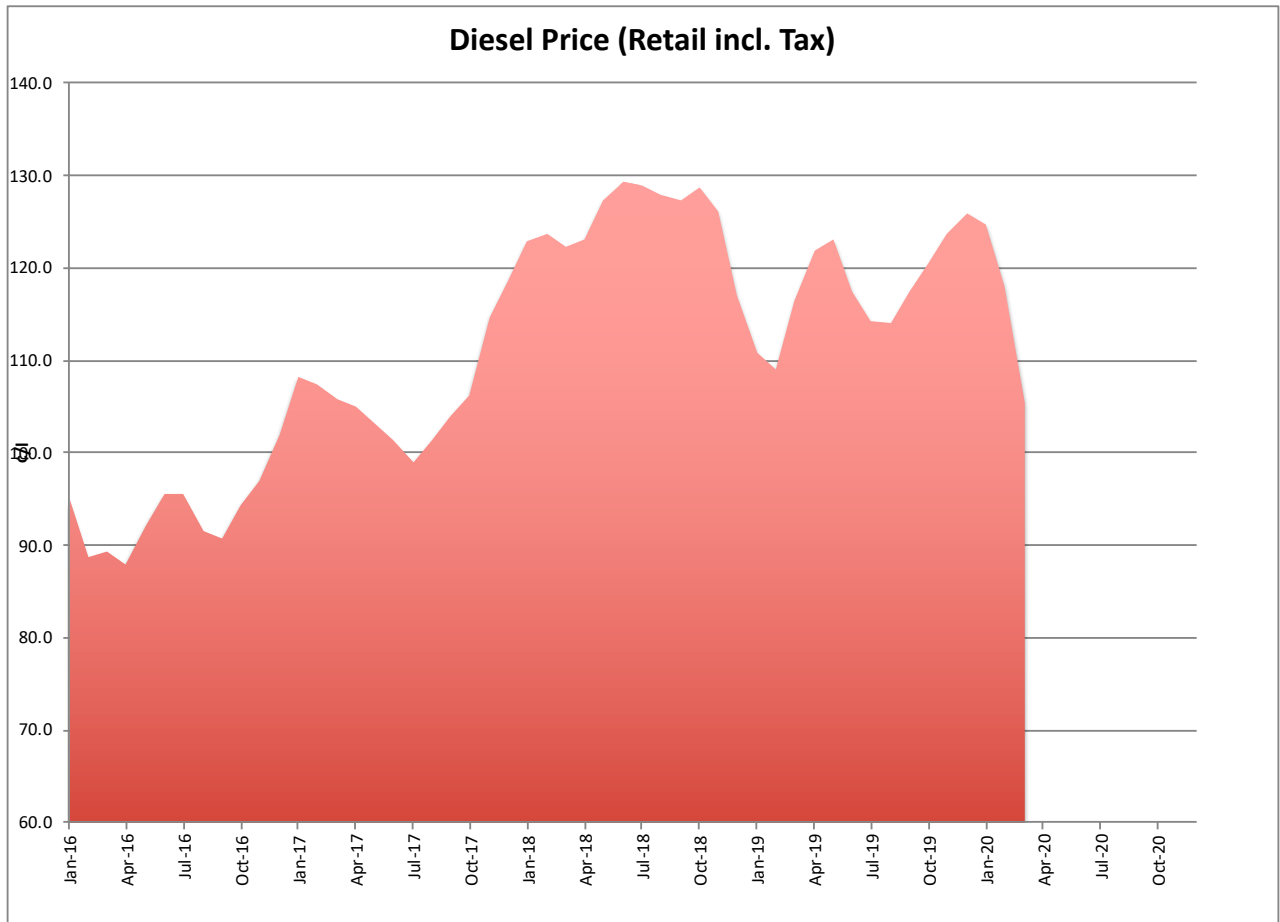
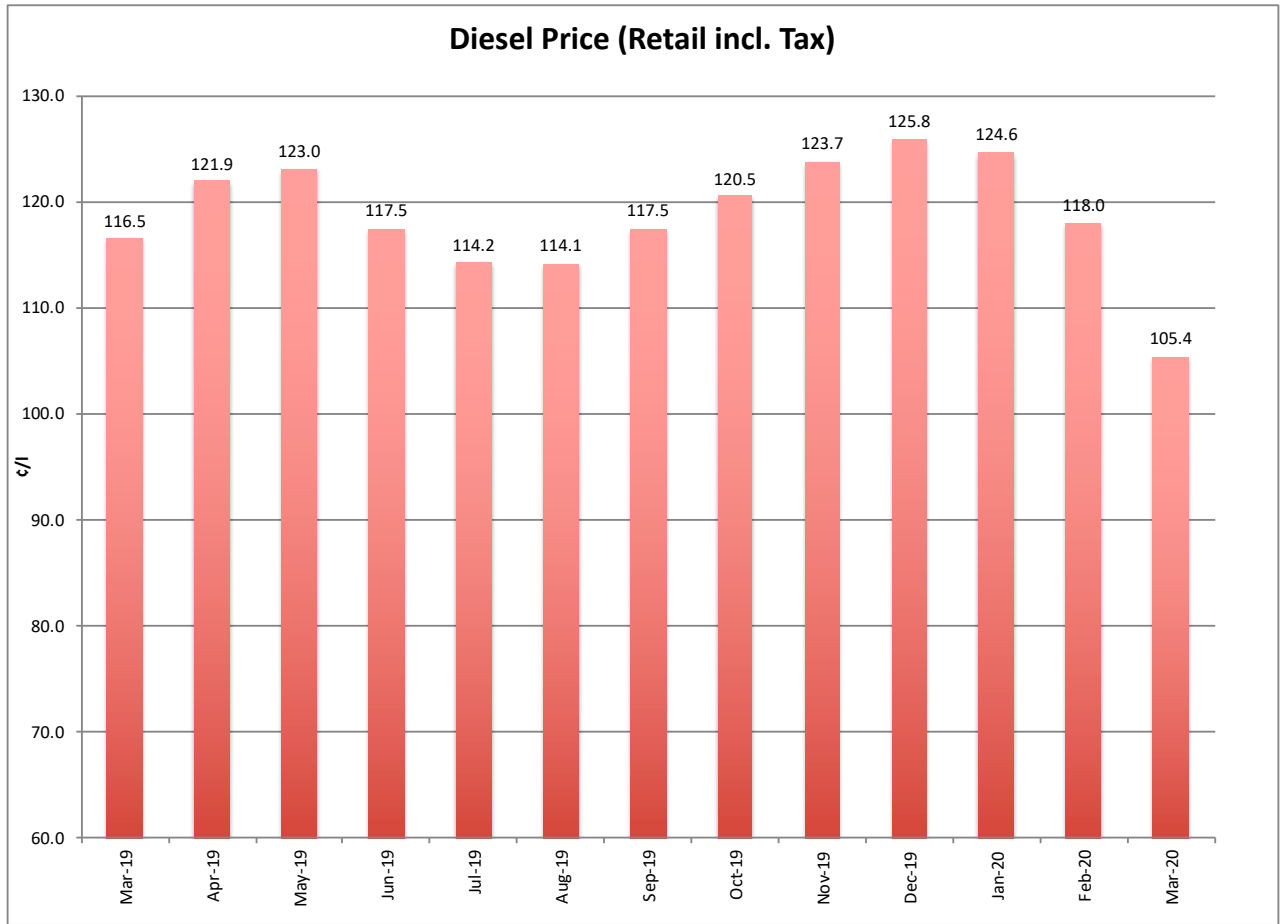
A period of dramatic economic contraction is followed by a period – call it 6 months to a year – of uneven but meaningful recovery as people get back to work and businesses re-open and re-adapt. Some businesses don't make it. Others – the more creative ones who are able to capitalize on new consumer demands – grow quickly. (We'd put this at 80% probability). No question that we'll be doing things differently post-Coronavirus. Maybe we can do them better, too?

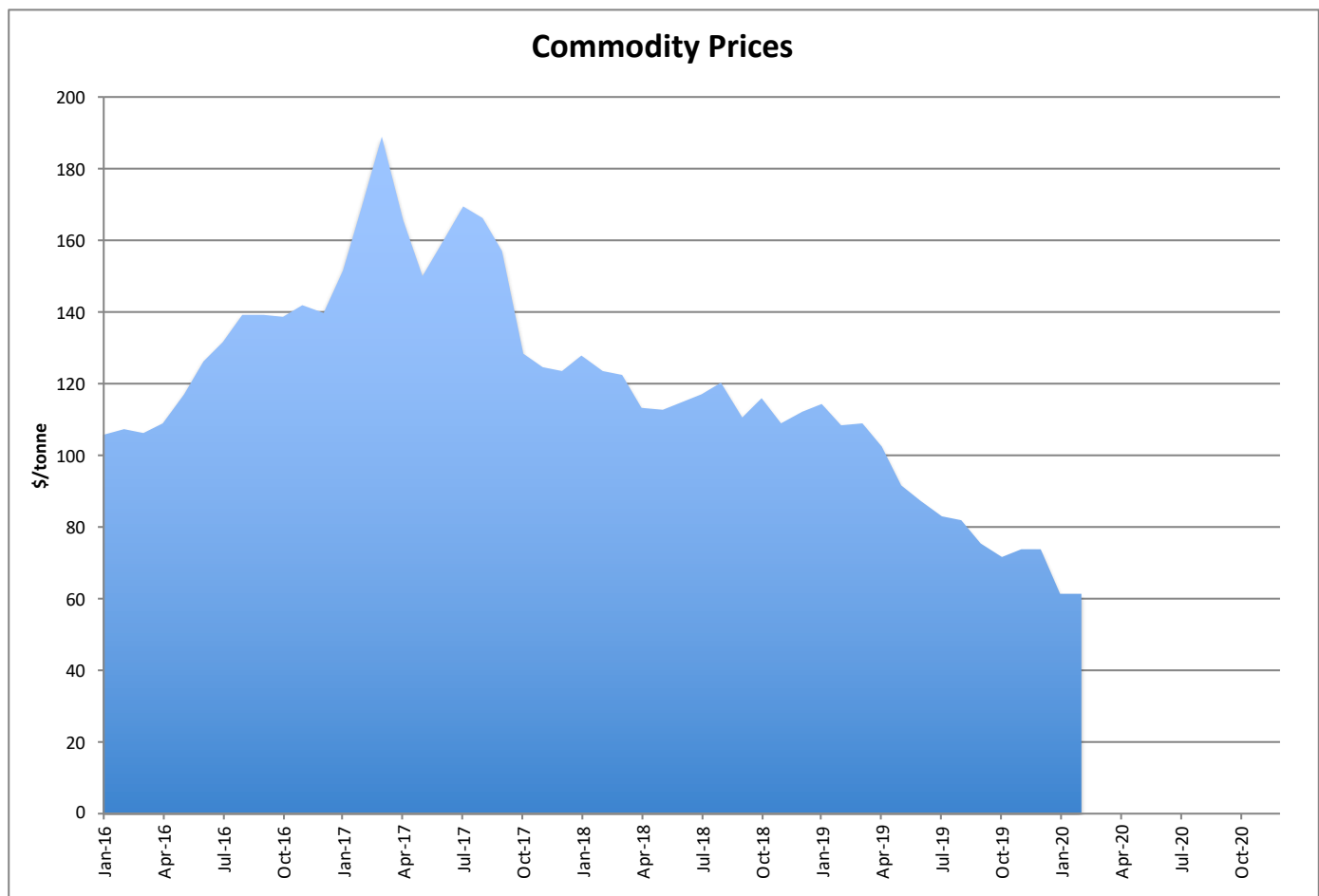
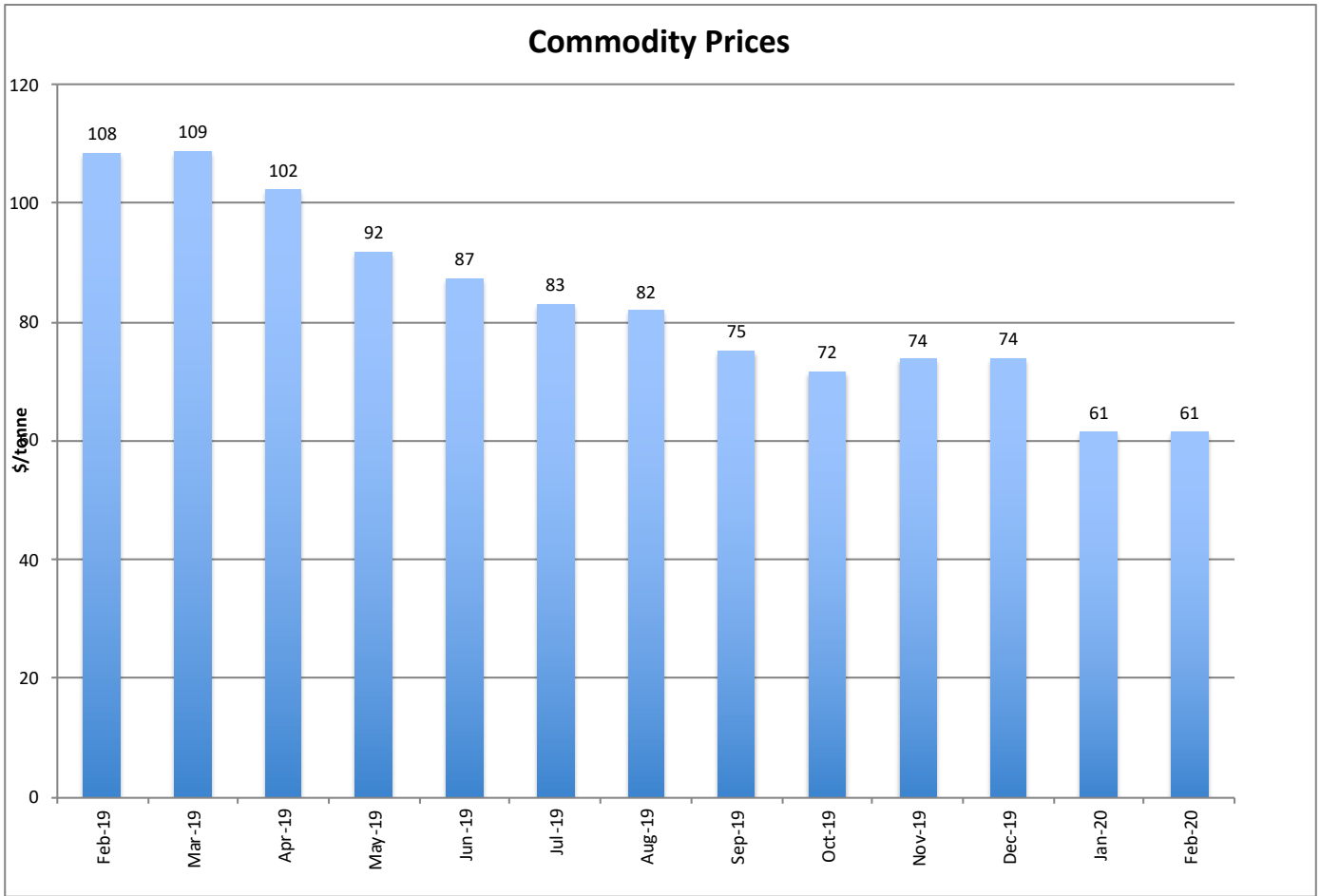
And for those of you following the stock market...

Here's a chart of the Dow Jones Industrial Average from a few days ago. Might this be a wide bottoming range developing?



Chart courtesy StockCharts.com and RBC Wealth Management







April 9, 2020

In This Issue

- COVID-19 resources.
- AMO Communications and Virtual Attendance at Council Meetings webinars.
- Main Street Revitalization Initiative final reporting extensions.
- AMO 2020 Conference.
- Cancellation deadline extended for exhibitors to July 6 in response to COVID-19.
- AMO's popular social media webinar series available through Municipal Education.
- Municipal Group Buying Program webinar: Procurement.
- Upcoming ONE Investment webinars: April 15 and 16.

AMO COVID-19 Resources

AMO's [COVID-19 Resources page](#) is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to covid19@amo.on.ca.

Over the last few weeks, AMO has been hosting webinars to support members in communications during COVID-19 and guidance for council meetings with electronic attendance. These are [now available here](#).

AMO Matters

If Main Street Revitalization Initiative funded projects are complete, please submit the [final report](#) by May 15, 2020. Due to COVID-19 challenges, AMO may be able to provide extensions for final reporting if requested. Contact [Adam Garcia](#) with questions.

Eye on Events

In person or online, AMO 2020 will connect municipal leaders to the information they need most. Planning is well underway for August 16-19 in Ottawa, but we are also planning for a contingency approach that would transform AMO 2020 into a virtual conference if need be. Contact [Poonam Ruparelia](#) with questions. Visit the [AMO website](#) for updates, details and registration information.

Recognizing how quickly things are changing in the environment of COVID-19, and in appreciation of our valued exhibitors, AMO is extending the exhibitor cancellation deadline. Exhibitor information can be [found here](#).

Over the past few weeks, AMO and Redbrick Communications have been supporting

members on communications through COVID19. Additional resources are now available for a nominal fee through AMO's Municipal Education Portal. [Register now.](#)

LAS

Webinar April 22 @ 10am - Group Buying can help municipalities save time and money on the things they buy every day, but spending resident tax dollars must be done with care and diligence. Join us to learn how the procurement process works in our [Municipal Group Buying Program](#), and how we help ensure compliance with legislation and trade agreements. [Register here.](#)

ONE Investment

ONE is holding 2 important webinars to discuss in detail how COVID-19 has impacted the ONE Legal List Portfolios:

- April 15: Canadian Bonds and Money Markets: Hosted by MFS Investment Management. [Register here.](#)
- April 16: Canadian Equity Markets: Hosted by MFS Guardian Capital. [Register here.](#)

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

AMO Contacts

[AMO Watch File](#) Tel: 416.971.9856

[Conferences/Events](#)

[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

[ONE Investment](#)

[Media Inquiries](#) Tel: 416.729.5425

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)

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April 16, 2020

In This Issue

- COVID-19 resources.
- Join our weekly COVID-19 Communicators Virtual Meeting.
- Communications and virtual attendance at council meetings webinars
- Invitation to member municipalities: Join AMO-Led OPP Detachment Board webinar.
- Main Street Revitalization Initiative final reporting extensions.
- Electronic meetings quorum guidance.
- Digital meeting management for small municipalities.
- AMO 2020 Conference.
- Cancellation deadline extended for exhibitors to July 6 in response to COVID-19.
- AMO's popular social media webinar series available through Municipal Education.
- Review your Employee Group Benefits Plan.
- Municipal Group Buying Program webinar: Procurement.
- Municipal Group Buying Program COVID-19 updates.
- COVID-19 and municipal cybersecurity.

AMO COVID-19 Resources

AMO's [COVID-19 Resources page](#) is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to covid19@amo.on.ca.

Our next COVID-19 Communicators Virtual Meeting takes place at 10.30am on April 21. An expert panel takes your questions and discusses perspectives from municipal governments, large and small. To join the mailing list and receive weekly invites, send an email to covid19@amo.on.ca.

Over the last few weeks, AMO has been hosting webinars to support members in communications during COVID-19 and guidance for council meetings with electronic attendance. These are now [available here](#).

AMO Matters

AMO is finalising a discussion paper on the establishment of new OPP Detachment Boards. Members are invited to [register to have a sneak peek](#) at the paper through a webinar presentation on April 24, starting at 11:00 am with Matthew Wilson, AMO Senior Advisor.

If Main Street Revitalization Initiative funded projects are complete, please submit the

final report by May 15, 2020. Due to COVID-19 challenges, AMO may be able to provide extensions for final reporting if requested. Contact Adam Garcia with questions.

Provincial Matters

Just in case you missed it on March 19, the amendment to the *Municipal Act* which allows council members participating electronically to count toward quorum comes with some guidance.

Eye on Events

eSCRIBE, AMO's partner of cloud-based meeting management solutions for public sector boards and councils, has unveiled eSCRIBE Lite. Register for a webinar on April 29 at noon and learn how this solution can help municipalities with under 20,000 people cross the digital divide.

In person or online, AMO 2020 will connect municipal leaders to the information they need most. Planning is well underway for August 16-19 in Ottawa, but we are also planning for a contingency approach that would transform AMO 2020 into a virtual conference if need be. Contact Poonam Ruparelia with questions. Visit the AMO website for updates, details and registration information.

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LAS

When is the best time to review your employee group benefits plan? Read our latest blog to learn more.

Webinar April 22 @ 10am - group buying saves time and money, though there are a number of rules that need to be followed. Grab a coffee and join us to learn all about the procurement for our popular Municipal Group Buying Program. Register here.

The Municipal Group Buying Program is still available to meet your needs and keep your municipalities running smoothly during this pandemic. Check out our new COVID-19 Update Page for messages from LAS and some of our key suppliers.

Municipal Wire*

Cyber criminals are taking advantage of both human and system weaknesses during

the COVID-19 crisis. Municipal councils and staff need to be vigilant when protecting their IT systems by enhancing cybersecurity measures. Here are a few tips to help.

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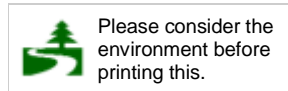
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Memo

To: Mayor and Council

From: Ron Reymer, Chief Administrative Officer

Subject: Updated Strategic Plan - DRAFT

Date: April 17th, 2020

BACKGROUND: The Township of Lucan Biddulph undertook its first Strategic Plan back in 2016. The plan was put together at the direction of Sierra Planning & Management of Toronto.

In late 2019 Council made the decision to review the current strategic plan and retained the same Consulting Firm, Sierra Planning & Management, to undertake an update. The Consultant undertook a facilitated Strategic Planning workshop on December 4th, 2019 with the members of Council and senior staff.

The goal of the workshop was to review the previous strategic plan, identify which actions have been completed since 2016, which actions are still relevant (and remain to be completed) and what new actions should be added to form a new, updated, strategic plan that will guide Lucan Biddulph through the next five (5) years.

At the first Council meeting in March the DRAFT was presented to Council for consideration. As per discussions at that meeting a number of concerns were raised. We have received the attached comments back from Sierra Planning & Management addressing those comments.

DISCUSSION: The attached draft document has been submitted by Sierra in draft form for Council's consideration and, if appropriate, approval.

IMPACTS TO BUDGET: The draft 2020 budget has an allocation of \$3,000 (roughly \$2,200 carried forward from 2019) to fund the completion of the updated Strategic Plan.

RECOMMENDATION: Staff is recommending Council adopt the updated and amended Strategic Plan as presented by Sierra Planning & Management.

Ron Reymer

Ronald J. Reymer AMCT
Chief Administrative Officer

TO: Mayor, Council and CAO

FROM: Peter Mastorakos

DATE: March 3, 2020

RE: Comments/Questions on Updated Draft Strategic Plan

Thank you for the comments which we have now reviewed. In order to finalize this exercise, we thought it would be helpful to respond to each comment. The notes below in red are further confirmation in answer to the questions or comments raised.

I am very supportive of the Township having a strategic plan. Strategic planning is one of the key governance duties for a municipal council. And so I want to acknowledge the work and effort of all those who were involved with putting together a strategic plan in 2016 and a refreshed plan for 2020.

The document put forth tonight has been tabled with Council for its consideration and, "...if appropriate for approval." The CAO has recommended Council adopt the updated plan submitted by Sierra Planning & Management.

While I feel some great work has been done, there are some issues with the current plan that I feel need further consideration before Council adopts the updated strategic plan.

Page 2 of the document states that it was essential to develop "...the ultimate long-term (10+ years) vision for the Township in related to community needs, current level of service and municipal capacity." Strategic directions, goals and actions were then developed to ensure Council's efforts are focused on the next 5 years.

As I look at the vision statement on page 6 I do not see the current statement as one that defines the "...optimal desired future states of what an organization wants to achieve over time..." The current vision statement is written in the present tense, not the future tense. It does not describe what the Council of Lucan Biddulph sets to achieve a community or Council in partnership with administration and volunteers by 2030.

I would suggest that we need a vision statement that commits us to increasing prosperity and either strengthening or expanding services for a rural/agricultural community in order to ensure its long-term sustainability. I would also like to see this vision be far more aspiring and committed to being a top-quartile community within Ontario.

We appreciate the comments and focus on increasing prosperity of service capacity, however the vision statement as proposed identifies "a prosperous and growing community", which addresses the comments made above. Discussion during the workshop resulted in the removal

of the word 'sustainability' because it was determined to be unnecessary to be spelled out. No change to vision statement is therefore warranted other than a change of tense.

Page 7 sets out Council's Priorities for the next 5 years. On the face of it I have no issues with the Strategic Directions listed. But I have some question and comments about the goals and actions set out under each strategic direction.

First, I would like to know or clarify whether these priorities remain binding upon the next Council after the next municipal election? Under most strategic plan exercises, an organization makes changes to its strategy on an annual basis. I would like to confirm that approval of this strategic plan and all of its contents does not restrict either the current council and certainly the next one in 2022-23 to revise the plan where warranted and feasible.

Communities change and priorities shift, and therefore the priorities identified in the 2020 Strategic Plan are in no way binding upon the next Council. The Plan should be reviewed annually by administration and Council to assess progress and immediate priorities, as relevant, and should be updated again once a new term of Council begins.

Pages 8 to 12 set out the Goals and Actions for each of the 5 Strategic Priorities. On the face of it, I find the goals and actions under each to be reasonable.

However, starting on page 13 and going until page 17, a work plan for each recommended action essentially repeats what already appears between pages 8 to 12. In my opinion, important information or components of what should be in table listed between pages 13 to 17 are missing. This includes but is not limited to:

- Who will be responsible for a specific action?
- What resources will be assigned to the action in terms of people and budget?
- What is the rationale for the timing of each action? Admittedly, some are self-evident, especially those marked as ongoing. But if they are on-going action are they really strategic or just things that need to be done anyway by a municipality?
- There is no column for providing a status report on each action on an annual basis the rationale for the timing of the recommended action. Why not?
- Will Council be receiving from the CAO an annual status report during its regularly scheduled March meeting on the approved strategic plan?

Strategic Plan documents do not typically include details related to responsibilities and resources to action each item. These items are often addressed through a separate document developed by the municipality which can monitor progress. An annual update on progress and status of action item implementation should be provided to Council.

Additionally, it is becoming increasingly common for municipalities to relate staff reports back to the Strategic Plan goals. For example, a section of any staff report can be templated to include reference to identify which strategic priorities and goals the project is relevant to and/or helps to achieve. This is also often done for financial impacts on the municipality arising from staff recommendations.

Other questions:

In reviewing the SWOT analysis on Page 5 I find it to be a bit superficial.

Let me give some examples. Two of the weaknesses identified are Volunteerism being under threat and having an Aging Population. Yet, no where do I see in this plan how our organization will seek to assign resources that will achieve an improved rate of volunteerism or design and provide services appropriate to the needs of an aging population. Should our organization hire services or create positions to address these matters? Why or why not? Similarly, the SWOT analysis says some of our strengths include a growing younger population and volunteerism. While I know that strategic strengths and weaknesses can be present in the same strategy, their identification within a SWOT analysis that doesn't specifically reconcile these contradictions in a strategic plan, suggests to me that more work is needed from our staff before we adopt this strategy,

As a strategic plan, it involves high level statements rather than detailed strategy implementation. However, we can adjust our actions to state the corporation will work with partners to develop an implementation plan related to volunteerism.

Rural:

I have received comments from the rural community in regards to the draft plan. We discuss the importance of rural but there it is not clear how rural is being incorporated in the strategy.

We can adjust wording as it relates to maintaining the rural and industrial economy.

Finally, many of the actions begin with verbs that lack commitment and specificity. In my view, they need to be written with more intention. E.g. Explore, enhance, promote

We can review the wording of the action items and adjusted accordingly.

TOWNSHIP OF LUCAN BIDDULPH Council Strategic Plan



February March 2020

Prepared For:



Township of
Lucan Biddulph

Prepared By:



FRAMING THE PLAN

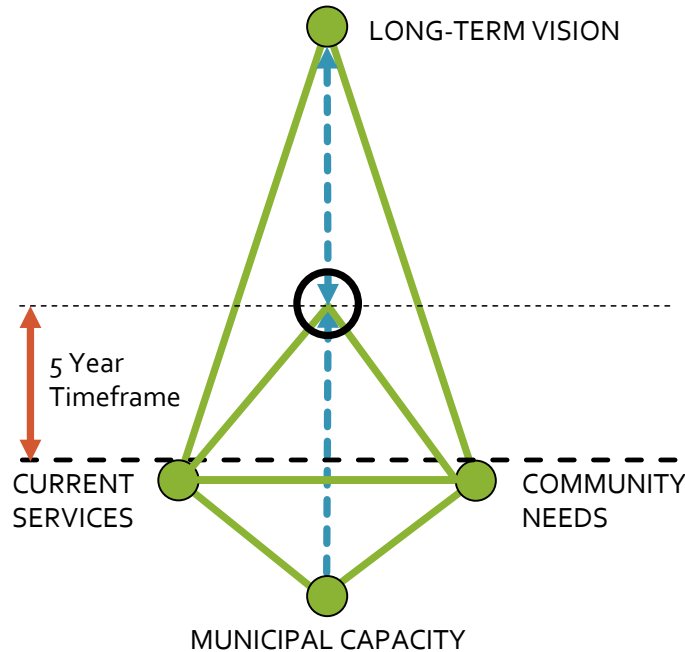
A 5 Year Plan

The Township undertook its first strategic planning exercise in 2015 which provided a foundation document for Council with a five (5) year horizon. With a new term of Council elected in October 2018 and a number of the strategic action items identified in the first Strategic Plan completed or underway, an updated Council Strategic Plan was required.

Strategic planning is the process of making choices and documenting them. An effective strategic plan makes choices based on:

- Knowing who you are,
- Knowing what brings about change,
- Predicting how the environment is likely to change, and
- Rigorous and honest self-appraisal.

Throughout this process it was essential to develop the ultimate long-term (10+ years) vision for the Township in relation to community needs, current level of service and municipal capacity. The strategic directions, goals and actions focus Council's efforts over the next five years.





Strategic Planning Process

The strategic planning process began in December, 2019 with a project backgrounder prepared and circulated to the Mayor, members of Council and Management staff prior to a workshop session. The backgrounder document was intended to provide context and guide the strategic planning process.

On December 4, 2019 a facilitated Strategic Planning Workshop was held, identifying what actions have been completed since 2016, and specific strategic actions to undertake over the next five years. The outcomes of the workshop, in conjunction with background research, inform Council's Strategic Plan.

This Plan is Council's leadership document, setting out Council's vision, mission and core values for the Township, and identifying a series of objectives to guide the planning activities of Council and Management. It also identifies what Council wants to achieve for Lucan Biddulph and how the municipal corporation can contribute to this vision.

Where Are We Now?

The Township of Lucan Biddulph was amalgamated in 1999, operates on a ward system and is comprised of 169.15km² within Middlesex County. It includes two urban settlement areas – Lucan and Granton. As of the 2016 Census, the Township was home to 4,700 people. Current growth trends estimate that the population will increase to approximately 5,554 by 2025 and 6,809 by 2040, as forecasted in the 2015 Parks and Recreation Master Plan. Older adults (65+) is the fastest growing age group while the median age is 39.

A majority of the township's recent population growth has taken place in the Village of Lucan. Growth is anticipated to continue in Lucan, directed toward areas with existing municipal water and sewage services. While both rural and urban populations are expected to grow between 2015 and 2040, a majority (80%) of new residents are expected to settle in the village of Lucan.

To serve the existing population, the Township boasts a number of key amenities, including recreation facilities (arena, gymnasium, hall, track, sports fields, and outdoor pool), an 18-hole golf course, several churches, and a number of dining establishments.

A majority of the land in the Township remains agricultural, as it was traditionally. This land is mainly used for crops, including grains and tobacco, and livestock.



*“A forward looking
community with
agricultural roots.”*

Strengths, Weaknesses, Opportunities and Threats

Strengths

Internal attributes and resources that support a successful outcome.

- Strong tax-base
- Experiencing residential and non-residential growth
- Irish and agricultural heritage
- Community pride
- Volunteerism
- Growth in younger populations
- New municipal administrative building / Library
- Proximity to London and 400 series highways
- Accumulating Reserve Funds
- Strong Leadership

Weaknesses

Internal attributes and resources that work against a successful outcome.

- Volunteerism under threat
- Aging population
- Limited scale of municipal operations
- Bedroom community
- Some Township facilities and private sector buildings are not fully accessible

Opportunities

External factors the organization can capitalize on or use to its advantage.

- Developable residential and industrial land
- Greater partnership with County
- Greater diversification in economy (new and emerging sectors)
- Provision of more services for seniors and youth
- Promote heritage and local culture
- Promote accessibility to improve safety

Threats

External factors that could pose a risk to the organization's success.

- Macro-economics
- Long-term servicing capacity
- Loss of institutional knowledge (i.e. retirements)
- Limited forward planning at present
- Competition with other communities

Our Future

Vision Statement

A Vision Statement defines the optimal desired future state of what an organization wants to achieve over time, providing guidance and inspiration as to what an organization is focused on achieving in a set period of time.

Lucan Biddulph **will be is** a prosperous and growing community with a strong character and identity that is supported by an active Council, administration and volunteer sector.

Mission Statement

A Mission Statement defines the fundamentals of what the organization will do and deliver. Every strategic and operational decision needs to align with the organization's Mission.

To provide residents, businesses and visitors with strong municipal leadership, quality services and support that are relevant and future-oriented, and in so doing, support the community's sense of place and ongoing volunteerism.

Core Values

Core values are the guiding principles that the organization uses to manage internal affairs as well customer relations.

As a corporation serving residents and business of Lucan Biddulph, Council is focused on providing services and support that uphold the following core values:

Accountability
Transparency
Integrity

This Strategic Plan reflects Council's commitment to these intentions.



COUNCIL PRIORITIES + THE 5 YEAR PLAN

Strategic Directions

Five major strategic directions emerged from the strategic planning process focused on enhancement of services, managing and maximizing growth, creating conditions for a healthy community, improved accessibility for all residents, and growing community pride.

For each of the five strategic directions identified, a series of goals were developed. For each of these goals, action items were established that will contribute to successfully fulfilling the goals.

1

Service Enhancement

2

Growth Management

3

Healthy Community

4

Accessibility

5

Community Pride

Strategic Direction One: Service Enhancement

Goal 1. Provide services for seniors

Action 1: Work with local, provincial and federal partners to address issues related to aging demographics – strategies, opportunities, resources and implications.

Goal 2. Coordination of services

Action 2: Develop a Customer Relationship Management (CRM) approach to delivering services and measuring customer satisfaction.

Action 3: Investigate service options and partnerships with Middlesex County (i.e. transit and transportation).

Goal 3. Premier employer

Action 4: Promote **Actively instill** a positive workplace environment and culture at the Township and pride in community.

Goal 4. Organizational planning

Action 5: Work with department heads to ensure awareness, address a smooth transition and secure knowledge transfer of retiring employees in order to retain quality services.

Action 6: Continue forward planning with the establishment of a Planning Department. Assess current County planner situation / the need for a permanent planning position on an annual basis.

Action 7: Once established, develop mission and objectives for Township Planning Department.

Strategic Direction Two: Growth Management

Goal 1. Promote the rural and urban economy

Action 8: In addition to continuous promotion of the rural/agricultural economy as an important contributor to the Township's livelihood, assess and report to Council on the potential for a Servicing Strategy for Phase II industrial lands within the urban area. The aim would be to fully service these parcels with hydro, sanitary and storm sewers and improve site access to enhance their development potential.

Goal 2. Improve the attractiveness of the community for new residents

Action 9: Focus on attracting employment opportunities through the development of an employment hub (i.e. professional offices).

Action 10: Work with the County to develop planning tools for downtown improvements through the CEDC. This could include the development of a Community Improvement Plan (CIP) through Section 28 of the Planning Act.

Goal 3. Support balanced growth

Action 11: Undertake a Business Retention & Expansion Survey (OMAFRA BR&E program). This is applicable based on the outcomes of the CEDC Strategic Plan review currently underway.

Action 12: Promote a diversity of housing choices (types and tenures) to service a variety of populations in the urban and rural areas.

Action 13: Explore and promote actively seek out partnerships for residential / mixed-use development. This could include public, private non-profit partnerships.

Goal 4. Substantive focus of planning on growth management issues

Action 14: Develop long-range strategies for managing growth (i.e. potential for higher density while maintaining existing level of service, opportunities for new zoning, planning for commercial services demands, and effective development control functions through the statutory planning framework).

Action 15: Identify new infrastructure priorities and prepare strategies to secure funding. This includes consideration for how higher densities may change service requirements (i.e. expanded fire services needs).

Action 16: Explore Incorporate alternative and green energies for into the design of new and/or existing Township facilities.

Strategic Direction Three: Healthy Community

Goal 1. Access to high quality leisure programs

Action 17: *Actively* support and promote physical activity and healthy communities through participation in the local and regional programs and initiatives.

Action 18: *Enhance Improve* access to programming and services across the County and beyond through transportation-related and other partnerships, as applicable.

Action 19: Undertake program planning in coordination with community partners and in response to local needs, with an emphasis on low cost services that promote physical activity and social inclusion for children/youth and older adults/seniors.

Goal 2. Improve awareness of local resources

Action 20: Provide opportunities to facilitate dialogue between groups and/or residents through an annual forum in order to bolster communication. Additional engagement opportunities should also be provided prior to undertaking large community projects to solicit input from the public.

Goal 3. Develop partnerships in recreational programming and fundraising

Action 21: Actively seek community and corporate sponsorships to enhance the delivery of recreation programs and services.

Action 22: Establish reciprocal use agreements with the two local elementary schools in order to promote community usage and active recreation opportunities for both students and residents.





Strategic Direction Four: Accessibility

Goal 1. Public support and awareness of improved accessibility

Action 23: Continuously gather input from the community related to accessibility needs.

Goal 2. Fully accessible Township services, programs and infrastructure

Action 24: Ensure equal access to municipal services and information for all community members (i.e. those without internet/ technology, homebound individuals, people with disabilities).

Action 25: Undertake a streetscape improvements study for Main Street in Lucan that meets AODA standards, calms traffic and beautifies the core area. This should be initiated by the Community Beautification Committee and undertake in conjunction with the CIP and BR+E Survey.

Action 26: Develop policies in the Township's Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of subdivision, as provided for under the *Planning Act*.

Goal 3. Promote AODA compliance for private sector buildings

Action 27: Encourage Main Street businesses to become AODA compliant before the Provincial target date of 2025 (i.e. through CIP incentives).

Strategic Direction Five: Community Pride

Goal 1. Maintain and celebrate the Township's Irish and agricultural heritage

Action 28: Work with the Lucan Area Heritage and Donnelly Museum, currently located in Lucan's core area, to establish a series of steps to define the museum's role and develop a strategic plan for the future.

Action 29: Develop urban design guidelines for built form in the settlement area (residential or otherwise) to ensure that the character of Lucan's rural heritage is maintained.

Goal 2. Establish a vibrant core area in Lucan with essential amenities

Action 30: Develop a Community Beautification Committee; this may be a sub-committee of the CEDC. This committee should focus on developing a vibrant downtown core in Lucan, tying together the downtown CIP, BR+E survey, streetscape improvement study, urban design guidelines, and community beautification strategy.

Action 31: Create and implement a community beautification strategy. Attractive, vibrant and functional spaces can improve community well-being and pride, catalyze economic growth and facilitate cultural and tourism opportunities. This should be undertaken by the Community Beautification Committee.

Goal 3. Increase community involvement and volunteerism

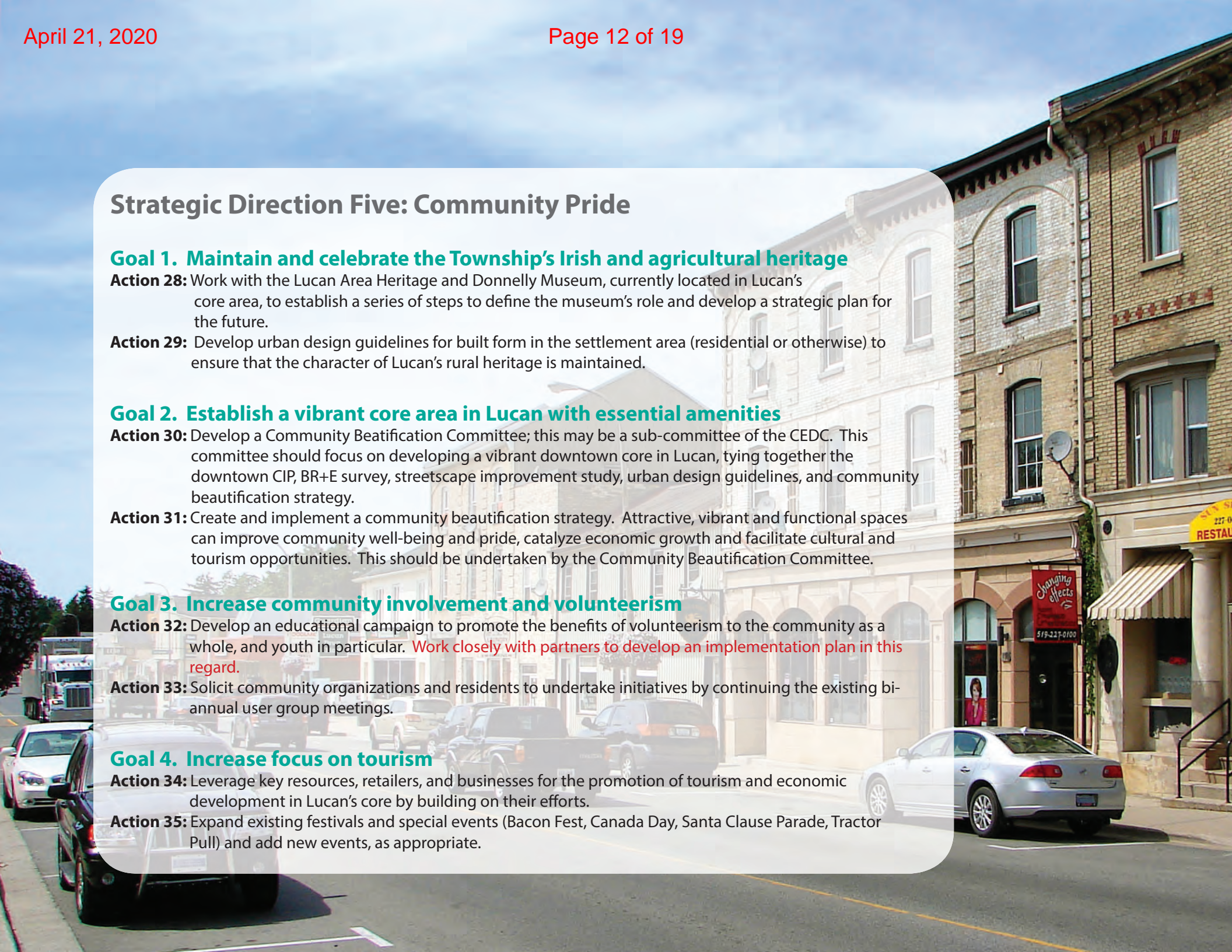
Action 32: Develop an educational campaign to promote the benefits of volunteerism to the community as a whole, and youth in particular. *Work closely with partners to develop an implementation plan in this regard.*

Action 33: Solicit community organizations and residents to undertake initiatives by continuing the existing bi-annual user group meetings.

Goal 4. Increase focus on tourism

Action 34: Leverage key resources, retailers, and businesses for the promotion of tourism and economic development in Lucan's core by building on their efforts.

Action 35: Expand existing festivals and special events (Bacon Fest, Canada Day, Santa Clause Parade, Tractor Pull) and add new events, as appropriate.



Key Actions + Phasing

Strategic Direction 1: Service Enhancement			
Action #	Recommended Action	Timing	Considerations
1	Work with local, provincial and federal partners to address issues related to aging demographics – strategies, opportunities, resources and implications.	Ongoing	
2	Develop a Customer Relationship Management (CRM) approach to delivering services and measuring customer satisfaction.	Year 3	
3	Investigate service options and partnerships with Middlesex County (i.e. transit and transportation).	Ongoing	
4	Promote Actively instill a positive workplace environment and culture at the Township and pride in community.	Ongoing	
5	Work with department heads to ensure awareness, address a smooth transition and secure knowledge transfer of retiring employees in order to retain quality services.	Ongoing	
6	Continue forward planning with the establishment of a Planning Department. Assess current County planner situation / the need for a permanent planning position on an annual basis.	Ongoing	
7	Once established, develop mission and objectives for Township Planning Department.	Ongoing	Dependent on timing of Planning Department establishment.



Strategic Direction 2: Growth Management			
Action #	Recommended Action	Timing	Considerations
8	In addition to continuous promotion of the rural/agricultural economy as an important contributor to the Township's livelihood, Assess and report to Council on the potential for a Servicing Strategy for Phase II industrial lands within the urban area. The aim would be to fully service these parcels with hydro, sanitary and storm sewers and improve site access to enhance their development potential.	Year 3	Dependent on take-up of Phase I lands.
9	Focus on attracting employment opportunities through the development of an employment hub (i.e. professional offices).	Year 4	
10	Work with the County to develop planning tools for downtown improvements through the CEDC. This could include the development of a Community Improvement Plan (CIP) through Section 28 of the Planning Act.	Ongoing	
11	Undertake a Business Retention & Expansion Survey (OMAFRA BR&E program). This is applicable based on the outcomes of the CEDC Strategic Plan review currently underway.	Year 3	
12	Promote a diversity of housing choices (types and tenures) to service a variety of populations in the urban and rural areas.	Ongoing	
13	Explore and promote Actively seek out partnerships for residential / mixed-use development. This could include public, private non-profit partnerships.	Ongoing	
14	Develop long-range strategies for managing growth (i.e. potential for higher density while maintaining existing level of service, opportunities for new zoning, planning for commercial services demands, and effective development control functions through the statutory planning framework).	Year 1	
15	Identify new infrastructure priorities and prepare strategies to secure funding. This includes consideration for how higher densities may change service requirements (i.e. expanded fire services needs).	Year 2	
16	Explore Incorporate alternative and green energies for into the design of new and/or existing Township facilities.	Ongoing	

Strategic Direction 3: Healthy Community

Action #	Recommended Action	Timing	Considerations
17	Actively support and promote physical activity and healthy communities through participation in the local and regional programs and initiatives.	Ongoing	
18	Enhance Improve access to programming and services across the County and beyond through transportation-related and other partnerships, as applicable.	Ongoing	
19	Undertake program planning in coordination with community partners and in response to local needs, with an emphasis on low cost services that promote physical activity and social inclusion for children/youth and older adults/seniors.	Ongoing	
20	Provide opportunities to facilitate dialogue between groups and/or residents through an annual forum in order to bolster communication. Additional engagement opportunities should also be provided prior to undertaking large community projects to solicit input from the public.	Ongoing	
21	Actively seek community and corporate sponsorships to enhance the delivery of recreation programs and services.	Ongoing	
22	Establish reciprocal use agreements with the two local elementary schools in order to promote community usage and active recreation opportunities for both students and residents.	Year 2	

Strategic Direction 4: Accessibility			
Action #	Recommended Action	Timing	Considerations
23	Continuously gather input from the community related to accessibility needs.	Ongoing	
24	Ensure equal access to municipal services and information for all community members (i.e. those without internet/ technology, homebound individuals, people with disabilities).	Ongoing	
25	Undertake a streetscape improvements study for Main Street in Lucan that meets AODA standards, calms traffic and beautifies the core area. This should be initiated by the Community Beautification Committee and undertaken in conjunction with the CIP and BR+E Survey.	Year 3	
26	Develop policies in the Township's Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of subdivision, as provided for under the Planning Act.	Year 1	As part of the Official Plan 5 year review process.
27	Encourage Main Street businesses to become AODA compliant before the Provincial target date of 2025 (i.e. through CIP incentives).	Ongoing	

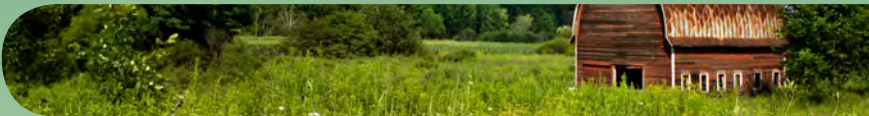
Strategic Direction 5: Community Pride			
Action #	Recommended Action	Timing	Considerations
28	Work with the Lucan Area Heritage and Donnelly Museum, currently located in Lucan’s core area, to establish a series of steps to define the museum’s role and develop a strategic plan for the future.	Year 4	
29	Develop urban design guidelines for built form in the settlement area (residential or otherwise) to ensure that the character of Lucan’s rural heritage is maintained.	Year 3	
30	Develop a Community Beautification Committee; this may be a sub-committee of the CEDC. This committee should focus on developing a vibrant downtown core in Lucan, tying together the downtown CIP, BR+E survey, streetscape improvement study, urban design guidelines, and community beautification strategy.	Year 1	
31	Create and implement a community beautification strategy. Attractive, vibrant and functional spaces can improve community well-being and pride, catalyze economic growth and facilitate cultural and tourism opportunities. This should be undertaken by the Community Beautification Committee.	Year 2	
32	Develop an educational campaign to promote the benefits of volunteerism to the community as a whole, and youth in particular. Work closely with partners to develop an implementation plan in this regard.	Year 5	
33	Solicit community organizations and residents to undertake initiatives by continuing the existing bi-annual user group meetings.	Ongoing	
34	Leverage key resources, retailers, and businesses for the promotion of tourism and economic development in Lucan’s core by building on their efforts.	Ongoing	
35	Expand existing festivals and special events (Bacon Fest, Canada Day, Santa Clause Parade, Tractor Pull) and add new events, as appropriate.	Ongoing	

Measuring Our Success

It is recommended that a review of Lucan Biddulph's Council Strategic Plan is undertaken on a yearly basis to assess the progress made. This review should be based on actions implemented, barriers impeding progress, recommendations on revisions or new inputs, and any new issues and opportunities that may impact the Strategic Plan. This review should also consider changes in the operating and economic environment, making adjustments to the tasks and timing of implementation as appropriate.

Every three to five years, the Township should engage in a full Strategic Plan review exercise to confirm that the Plan is relevant, actions are appropriately timed and the scope is still appropriate in successfully moving the Township forward to the realization of its Vision and Mission.

TOWNSHIP OF LUCAN BIDDULPH Council Strategic Plan



March 2020

FRAMING THE PLAN

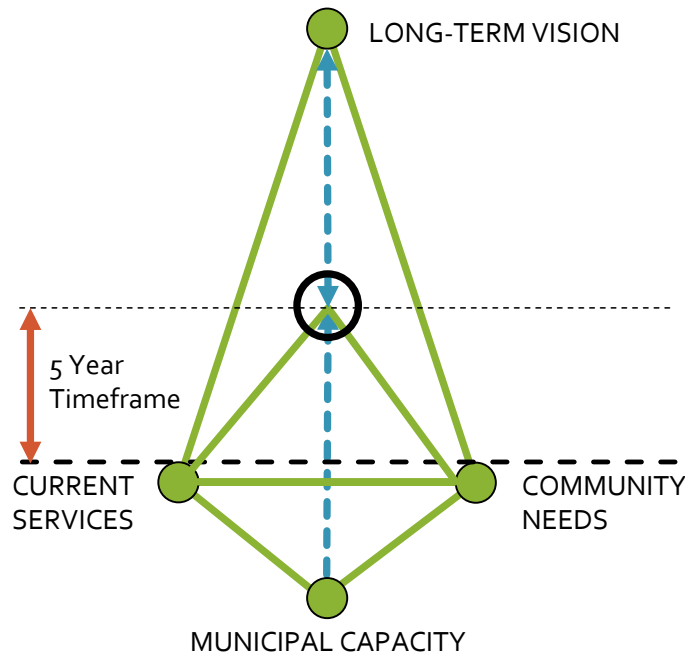
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Strengths

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Key Actions + Phasing

Strategic Direction 1: Service Enhancement			
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1	Work with local, provincial and federal partners to address issues related to aging demographics – strategies, opportunities, resources and implications.	Ongoing	
2	Develop a Customer Relationship Management (CRM) approach to delivering services and measuring customer satisfaction.	Year 3	
3	Investigate service options and partnerships with Middlesex County (i.e. transit and transportation).	Ongoing	
4	Actively instill a positive workplace environment and culture at the Township and pride in community.	Ongoing	
5	Work with department heads to ensure awareness, address a smooth transition and secure knowledge transfer of retiring employees in order to retain quality services.	Ongoing	
6	Continue forward planning with the establishment of a Planning Department. Assess current County planner situation / the need for a permanent planning position on an annual basis.	Ongoing	
7	Once established, develop mission and objectives for Township Planning Department.	Ongoing	Dependent on timing of Planning Department establishment.



Strategic Direction 2: Growth Management			
Action #	Recommended Action	Timing	Considerations
8	In addition to continuous promotion of the rural/agricultural economy as an important contributor to the Township's livelihood, assess and report to Council on the potential for a Servicing Strategy for Phase II industrial lands within the urban area. The aim would be to fully service these parcels with hydro, sanitary and storm sewers and improve site access to enhance their development potential.	Year 3	Dependent on take-up of Phase I lands.
9	Focus on attracting employment opportunities through the development of an employment hub (i.e. professional offices).	Year 4	
10	Work with the County to develop planning tools for downtown improvements through the CEDC. This could include the development of a Community Improvement Plan (CIP) through Section 28 of the Planning Act.	Ongoing	
11	Undertake a Business Retention & Expansion Survey (OMAFRA BR&E program). This is applicable based on the outcomes of the CEDC Strategic Plan review currently underway.	Year 3	
12	Promote a diversity of housing choices (types and tenures) to service a variety of populations in the urban and rural areas.	Ongoing	
13	Actively seek out partnerships for residential / mixed-use development. This could include public, private non-profit partnerships.	Ongoing	
14	Develop long-range strategies for managing growth (i.e. potential for higher density while maintaining existing level of service, opportunities for new zoning, planning for commercial services demands, and effective development control functions through the statutory planning framework).	Year 1	
15	Identify new infrastructure priorities and prepare strategies to secure funding. This includes consideration for how higher densities may change service requirements (i.e. expanded fire services needs).	Year 2	
16	Incorporate alternative and green energies for into the design of new and/or existing Township facilities.	Ongoing	

Strategic Direction 3: Healthy Community

Action #	Recommended Action	Timing	Considerations
17	Actively support and promote physical activity and healthy communities through participation in the local and regional programs and initiatives.	Ongoing	
18	Improve access to programming and services across the County and beyond through transportation-related and other partnerships, as applicable.	Ongoing	
19	Undertake program planning in coordination with community partners and in response to local needs, with an emphasis on low cost services that promote physical activity and social inclusion for children/youth and older adults/seniors.	Ongoing	
20	Provide opportunities to facilitate dialogue between groups and/or residents through an annual forum in order to bolster communication. Additional engagement opportunities should also be provided prior to undertaking large community projects to solicit input from the public.	Ongoing	
21	Actively seek community and corporate sponsorships to enhance the delivery of recreation programs and services.	Ongoing	
22	Establish reciprocal use agreements with the two local elementary schools in order to promote community usage and active recreation opportunities for both students and residents.	Year 2	

Strategic Direction 4: Accessibility			
Action #	Recommended Action	Timing	Considerations
23	Continuously gather input from the community related to accessibility needs.	Ongoing	
24	Ensure equal access to municipal services and information for all community members (i.e. those without internet/ technology, homebound individuals, people with disabilities).	Ongoing	
25	Undertake a streetscape improvements study for Main Street in Lucan that meets AODA standards, calms traffic and beautifies the core area. This should be initiated by the Community Beautification Committee and undertaken in conjunction with the CIP and BR+E Survey.	Year 3	
26	Develop policies in the Township's Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of subdivision, as provided for under the Planning Act.	Year 1	As part of the Official Plan 5 year review process.
27	Encourage Main Street businesses to become AODA compliant before the Provincial target date of 2025 (i.e. through CIP incentives).	Ongoing	

Strategic Direction 5: Community Pride			
Action #	Recommended Action	Timing	Considerations
28	Work with the Lucan Area Heritage and Donnelly Museum, currently located in Lucan's core area, to establish a series of steps to define the museum's role and develop a strategic plan for the future.	Year 4	
29	Develop urban design guidelines for built form in the settlement area (residential or otherwise) to ensure that the character of Lucan's rural heritage is maintained.	Year 3	
30	Develop a Community Beautification Committee; this may be a sub-committee of the CEDC. This committee should focus on developing a vibrant downtown core in Lucan, tying together the downtown CIP, BR+E survey, streetscape improvement study, urban design guidelines, and community beautification strategy.	Year 1	
31	Create and implement a community beautification strategy. Attractive, vibrant and functional spaces can improve community well-being and pride, catalyze economic growth and facilitate cultural and tourism opportunities. This should be undertaken by the Community Beautification Committee.	Year 2	
32	Develop an educational campaign to promote the benefits of volunteerism to the community as a whole, and youth in particular. Work closely with partners to develop an implementation plan in this regard.	Year 5	
33	Solicit community organizations and residents to undertake initiatives by continuing the existing bi-annual user group meetings.	Ongoing	
34	Leverage key resources, retailers, and businesses for the promotion of tourism and economic development in Lucan's core by building on their efforts.	Ongoing	
35	Expand existing festivals and special events (Bacon Fest, Canada Day, Santa Clause Parade, Tractor Pull) and add new events, as appropriate.	Ongoing	

Measuring Our Success

It is recommended that a review of Lucan Biddulph's Council Strategic Plan is undertaken on a yearly basis to assess the progress made. This review should be based on actions implemented, barriers impeding progress, recommendations on revisions or new inputs, and any new issues and opportunities that may impact the Strategic Plan. This review should also consider changes in the operating and economic environment, making adjustments to the tasks and timing of implementation as appropriate.

Every three to five years, the Township should engage in a full Strategic Plan review exercise to confirm that the Plan is relevant, actions are appropriately timed and the scope is still appropriate in successfully moving the Township forward to the realization of its Vision and Mission.

Memo

To: Mayor and Council
From: Ron Reymer, Chief Administrative Officer/Clerk
Subject: Provincial Legislation Updates RE: COVID-19
Date: April 16th, 2020

BACKGROUND:

To ensure the Province of Ontario is able to continue its extensive efforts to contain the spread of COVID-19, the Province has extended the original declarations of emergency and subsequent emergency orders, regulations and amendments issued under s.7.0.1 and 7.0.2(4) of the *Emergency Management and Civil Protection Act* until at least May 12th, 2020. According to legislation the Lieutenant Governor in Council may extend the original state of emergency declared by the Premier by a further maximum of 14 days. The Assembly, on the recommendation of the Premier, may by resolution extend the period of an emergency for additional periods of no more than 28 days.

As per the emergency declaration and the following orders the following remain closed until May 12, 2020 (unless further extended):

- All facilities providing indoor recreational programs
- Public libraries
- Private schools
- Licensed child care centres
- Bars and restaurants except if the facilities provide takeout food and delivery
- All theatres and cinemas
- Skateboard parks
- Picnic areas
- Outdoor community gardens and outdoor recreational facilities (including tennis courts)

The emergency order also prohibits all organized public gatherings of 6 people or more (this includes religious gatherings). The exception to this is funeral services that are limited to 10 people max. A further exception was granted to single-family residential households for families larger than 5 people within said household.

Bill 187, Municipal Emergency Act, 2020 amends the Municipal Act, 2001, and was given Royal Assent on March 20, 2020. It allows municipalities to amend their procedural by-laws to allow for electronic meetings and the participation of members electronically can count towards quorum. It also ensures that the delivery of goods will not be impacted.

O. Reg. 75/20 is in effect which offers flexibility for the operation of municipal water and wastewater systems should there be a need to retain non-certified staff beyond our current complement.

O. Reg. 73/20 pursuant to s. 7.1 of the ECMPA suspends limitation periods and procedural time periods. The suspension is retroactive to March 16, 2020. This will impact the recent Van Geel severance applications as well as the Great Escape RV Official Plan Amendment

recently approved by the County. The appeal periods for these applications are on hold pending the lifting of the emergency order.

Effective March 27, 2020 enforcement of orders and issuance of fines made under the EMCPA Act have now been amended/extended to include municipal By-Law Enforcement Officers as referred to in subsection 101 (4) of the *Municipal Act, 2001*. This authority was previously exercised only by police officers and/or constables who have been appointed under the Act;

DISCUSSION:

This report was prepared to highlight the most recent Provincial orders that have otherwise affected the “business of operating the municipality”.

Please be advised that this is a fluid, and quickly changing, situation in regards to orders coming down from the Province. Information contained within this report is subject to change due to the nature of the COVID-19 pandemic.

The Township of Lucan Biddulph formally declared an emergency in relation to the COVID-19 pandemic on March 17, 2020. This declaration was made following the lead of the Province of Ontario and the County of Middlesex, both of whom made formal declarations earlier on March 17th, 2020. The intent of Lucan Biddulph declaring the emergency was to align with the Province and other lower-tier municipalities in the County in an effort to keep the community healthy and safe during these times.

The municipality has been working and meeting regularly (remotely) to make decisions that are in the best interests of the residents and will continue to do so until the state of emergency is lifted. The Emergency Control Group (ECG) has a tentative schedule of meeting every Friday at 10 a.m. via Zoom for updates on the pandemic.

Many thanks to Ms. Lisa deBoer for doing an excellent job keeping our citizens up to date with her many postings on our social media pages.

IMPACTS TO BUDGET:

The County has not yet decided whether it will invoice Lucan Biddulph, or any of the other lower tier municipalities, for the cost of the Zoom user licence (estimated to be less than \$50/mo). I have also requested the Treasurer to keep track of any specific COVID-19 related expenditures. At this point we have only incurred minor expenses i.e. 2 laptops, some signage, hand sanitizer, etc.

RECOMMENDATION:

For information purposes only.

Ron Reymmer

Ronald J. Reymmer AMCT
Chief Administrative Officer

Memo

To: Mayor and Council
From: Public Works Manager, Jeff Little
Subject: Nagle Drive Watermain update
Date: April 17, 2020

BACKGROUND:

On April 7, 2020 Council reviewed cost numbers for the Nagle Watermain Extension project. Council approved a financial commitment of \$200,000 towards the project. The Water Capital Reserve Account will be the source for the \$200,000. The funds will be recovered through future expansion of the water system. The commitment allowed firm cost numbers to be presented to the residents.

DISCUSSION:

At the April 14th resident's meeting the following items were communicated.

- The Township will commit \$200,000
- The residents will need to commit \$384,563.00
- The contingency of up to \$50,000 will be the responsibility of the residents.
- The Township strongly wants all 12 residents to agree to commit.
- April 21st is the last council meeting before the tender expires.
- The financial numbers and current timeline to construct in 2020 will expire with the tender.

RESIDENT COMMITMENT

Residents were asked to communicate a response to the Township prior to the April 21st council meeting.

Number of Responses Received after the April 14th meeting:

- Firm yes – 5
- Pending Response – 7
- Questions sent after meeting – 2

These numbers will be updated on April 21st.

RECOMMENDATION:

This report is for information purposes only.



Jeff Little, Manager of Public Works

Memo

To: Mayor and Council
From: Public Works Manager, Jeff Little
Subject: Lucan WWTP Capacity – 2019 Evaluations
Date: April 14, 2020

BACKGROUND:

The Township monitors the reserve capacity of the Lucan WWTP to ensure development is managed properly and future expansion of the plant is appropriately scheduled.

ANALYSIS:

The BM Ross update has outlined the following.

1. The WWTP has a committed capacity of 85% and will reach that in 2023.
2. Uncommitted reserve is 15% which translates to 294 units.
3. At the current rate of growth, the WWTP will reach capacity in 2026.

BM Ross has update the Township with a time line to start expansion is Spring of 2021 and finish in 2024. The first year will be design, engineering and tendering.

DISCUSON:

Staff has been contacted and are proceeding with numerous planning inquires. The current capacity of the plant cannot accommodate all the current inquires. Over the next year the Township **could** see all of the Lucan WWTP reserve capacity committed for. As each development is approved the table time of the WWTP reaching 100% capacity may change.

FINANCIAL IMPACT:

There is no financial impact.

RECOMMENDATION:

Council accept this information report as presented by the Public Works Manger.



Jeff Little, Manager of Public Works

ATTACHMENT: BM Ross Report

**B. M. ROSS AND ASSOCIATES LIMITED****Engineers and Planners**

62 North Street, Goderich, ON N7A 2T 4

p. (519) 524 -2641 . f. (519) 524 -4403

www.bmross.net**Memo**From: Steve Burns
sburns@bmross.net

To: Township of Lucan-Biddulph
Attention: Jeff Little, Manager of Public Works

Re: Lucan WWTP Reserve Capacity – 2019 Evaluations

File #: 20039

Date: March 16, 2020

1.0 PURPOSE OF MEMO

The purpose of this Memo is to provide an update regarding the total and uncommitted reserve capacities of the Lucan Wastewater Treatment Plant (WWTP) as of January 1, 2020.

2.0 DOCUMENT REVIEW

To establish the Reserve Capacity of the Lucan WWTP, BMROSS considered the following:

- “Amended Environmental Compliance Approval No.7008-B7CJWY”, MECP, February 11, 2019.
- Email correspondence from Lucan-Biddulph to BMROSS re number of customers and commitments – March 9, 2020.
- 2019 Monthly Flow data provided by OCWA.
- “Memo re: Lucan WWTP Reserve Capacity”, BMROSS, May 21, 2019.

3.0 BACKGROUND**3.1 Existing WWTP Capacity**

The current Amended Environmental Compliance Approval (AECA) for the Lucan WWTP establishes the hydraulic capacity of the WWTP as:

- 1,700 m³/day as an Annual Average (AAF).
- 3,600 m³/day as a Peak Flow.

The above approved capacities were the result of a Class Environmental Assessment completed in 2012 and a subsequent re-rating of the WWTP from 1,100 m³/day to 1,700 m³/day AADF. The Peak Flow rating remained at 3,600 m³/day.

3.2 Existing Flows and Customers

Wastewater flows were examined for the period 2016 to 2019. During that interval the number of customers increased steadily, so the total flows have been assessed on a per customer basis.

Table 1
Annual Flows per Customer

Year	Estimated No. of Customers ¹	Annual Flow (m ³ /day)	Flow per Customer (m ³ /day·cust)
2016	1027	967.0	0.941
2017	1154	983.0	0.852
2018	1221	1047.1	0.857
2019	1331	1111.8	0.835
3 Year Average			0.848

Note: 1. Estimated year end value considering customer data and building permits.

The values in Table 1 indicate a steady increase in Annual Flow, but some variation in unit (i.e. per customer) flow values. The variation is assumed to be a product of precipitation changes impacting on extraneous flows (i.e. infiltration). There has also been significant growth and averages are impacted by the timing of new connections. For these reasons, we propose to use the 3 year average value for capacity forecast purposes (i.e. 0.85 m³/day·customer).

3.3 Growth Commitments

Based on information provided by the Township, as of January 1, 2020 the estimated total development commitments are as follows:

- 112 single residential units
- 96 townhouse units
- 54 apartment units
- 1 large multi-unit residential block (50 to 75 townhouse units - assumed as 63 units)
- 2 small multi-unit residential blocks (16 units total)

The total of all commitments, as summarized above is 341 units.

Based on municipal trends, typically one non-residential development occurs or is expanded for every ten residential units. Therefore, the adjusted development commitments, accounting for 10% additional nonresidential development, is **375 units**.

The current rate of development (3 year average), based on user information, is in the order of 101 additional users per year.

4.0 RESERVE CAPACITY BASED ON AVERAGE ANNUAL FLOW (AAF)

4.1 Total Reserve

The Total Reserve Capacity is equal to the rated plant capacity less existing flow.

- Rated Capacity = 1,700 m³/day
- No of Customers (Jan. 1/20) = 1,331
- Flow per Customer = 0.85 m³/day
- Estimated Existing Flow (Jan. 1/20) = 1,331 x 0.85 = 1,131 m³/day

$$\begin{aligned} \text{Total Reserve} &= 1,700 - 1,131 \\ &= \mathbf{569 \text{ m}^3/\text{day}} \end{aligned}$$

At current flow rates, this amount will serve an additional 669 customers. At the current customer growth rate, the total reserve will be adequate for less than 7 years.

3

4.3 Uncommitted Reserve

The Uncommitted Reserve Capacity is calculated by deducting from the Total Reserve Capacity, the anticipated flow from the development commitments. Applying this approach results in the following:

- Total Reserve = 569 m³/day
- Adjusted Development Commitments = 375 units
- Flow per Customer = 0.85 m³/day

$$\begin{aligned} \text{Uncommitted Reserve} &= 569 - (375 \times 0.85) \\ &= 569 - 319 \\ &= \mathbf{250 \text{ m}^3/\text{day}} \end{aligned}$$

At current flow rates this amount would allow approval of an additional 294 units.

5.0 COMPARISON TO JANUARY 1, 2019

Previous reserve capacity evaluations were completed for 2017 to 2019. Values are summarized in Table 2. The most significant changes between January 2019 and January 2020 are as follows:

- There was a significant increase in customers (110 units) but, proportionately, only a modest increase in total flows (65 m³/d). The 3 year average per unit flow has declined from 0.9 to 0.85 m³/d.
- Commitments have declined consistent with the change in connected users.
- The rate of development is increasing (i.e. 81 to 101 units per year).

Table 2
Reserve Capacity Comparison

	Jan 1/2017	Jan 1/2018	Jan 1/2019	Jan 1/2020
Rated Capacity (AADF) from AECA	1,700	1,700	1,700	1,700
Peak Flow from AECA	3,600	3,600	3,600	3,600
Average Flow per Customer (m ³ /day-customer)	0.93	0.92	0.9	0.85
Number of New Customers	48	127	67	110
Total Estimated Equivalent Commitments (units)	606	479	412	375
Rate of Development (units/year)	35	88	81	101
Number of Customers	1,027	1,154	1,221	1,331
Existing Flow (m ³ /day) (estimated)	955	1,062	1,099	1,131
Total Reserve (m ³ /day)	745	638	601	569
Uncommitted Reserve (m ³ /day)	181	197	192	250
% Operating Capacity	56	62	65	67
% Committed - Hydraulically	89.5	88	89	85
Remaining Capacity in Years	22.6	7.9	8.2	6.6

6.0 SUMMARY OF RESERVE CAPACITY ANALYSIS

The analysis has established the following conditions as of January 1, 2020:

- The WWTP is currently operating at approximately 66% of its rated capacity.
- The capacity of the WWTP is approximately 85% committed.
- At the current average growth rate, the remaining capacity will serve Lucan for approximately 6 to 7 years.
- At current unit flow rates, the Uncommitted Reserve Capacity would allow approval of 294 additional units.

In conclusion, key findings are:

- The rate of growth continues to erode Reserve Capacity.
- Declining unit flows have actually increased the number of new units allowed, but the increased rate of growth has reduced the period available to increase the capacity.

B. M. ROSS AND ASSOCIATES LIMITED



Steve Burns, P. Eng.



Ann Gibson, MES, EIT

:hv

Memo

To: Mayor and Council
From: Parks and Recreation Manager, Paul Smith
Subject: Truck Tender
Date: April 21st, 2020

BACKGROUND:

A Tender was posted as well as submitted to three local dealers for one (1) new 2020 heavy duty 1 ton 4x4 single cab dual rear wheel work truck with dump box with fold down sides.

The tender submission deadline was 2:00pm, local time April 16th, 2020.

Present for the tender opening, using Zoom technology, were:
 Councillor Daniel Regan
 Paul Smith – Manager of Parks and Recreation
 Bill Campbell – Parks and Recreation Operator
 Dick Juergens – Parks and Recreation Operator

Unofficial Tender results:

Company	Details	Date Received	Price Quoted
Huron Motor Products (HMP)	Chevy Silverado 3500HD, 2020 with Commander Industries Dump box	8:30am April 15 th , 2020	\$48,693.00 plus HST
No other submissions	-----	-----	-----

DISCUSSION:

The delivery date of the truck is uncertain at this time due to the closure of GM factories as a result of the COVID-19 pandemic. A typical delivery date is 8-12 weeks, however cannot be guaranteed at this time. All of the requested specs were met and all qualified discounts were applied.

FINANCIAL IMPACT:

\$55,000 was budgeted for the capital purchase giving a difference of \$6,307.

RECOMMENDATION:

That Council direct staff to proceed with the purchase of a 2020 Chevrolet Silverado 3500HD, with Commander Industries Dump box from Huron Motor Products in the amount of \$48,693.00 plus HST.

Paul Smith
 Paul Smith, Manager of Parks and Recreation

Memo

To: Council & Staff

From: Cathy Burghardt-Jesson, Mayor

Subject: COVID-19

Date: April 21st, 2020

Background:

As we are all aware, we are living in a Pandemic Declared Emergency. This was declared March 17/20 due to the situation that we are facing, locally, provincially, as a country and at a global level. Our economy has taken quite a hit because of this and as a result there have been layoffs, reduced hours and job uncertainty is a certain reality. The Federal and Provincial Governments have introduced programs to help those that have been affected by this situation but unfortunately there are gaps in the programs and timing of the unrolling of some of these programs are still in question. Personally, I have been approached by members/residents of our community concerned that there are other members of the community that have been affected and are in need of some social aid. Understanding that at a Lower Tier level, we are not responsible for delivering social services, I have been struck by some of the stories that have been shared with me. The Lucan Lions' Club reached out to me shortly after we declared an Emergency, offering to be of service in any way that the municipality saw a fit. Lisa and I met with Todd Bailey to discuss options.

Short Term Goal:

The Lions Club have proposed that they, along with the Municipality, contribute up to \$3000 each to a fund for local residents. The Lions' Club agreed to contribute \$3000 during an April 2nd meeting of the Club. The fund would be used to purchase grocery store gift cards to assist families that are requiring some extra assistance. This would NOT be ongoing, but a one-time help until the appropriate program come into play for them. We have reached out to faith based groups in the community and representatives from the Anglican and Villages United Churches have agreed to be point persons. What would happen is that referrals would be made to them and then they would ask the Lions' club for a g/c. Privacy would therefore be respected. Should Council approve the contribution, a meeting with the Lions and Faith organizations would be organized to firm up how the funds would flow. A follow up report will be provided to Council at the next meeting. Lisa deBoer has reached out to the members of the CEDC and polled the committee members and they have agreed to pulling the \$3000 from the CEDC budget/reserves.

Long Term Goal: That a Lucan Biddulph Social Task Force be established and membership would consist of Municipal, Faith, Social Service and Service Club representation. I see the Task Force as a local response to help address the gaps that will be out there as we begin to reopen and start down the path of recovery. Look for a further report with regards to this initiative.

Recommendation: That the Township of Lucan Biddulph recommends that a contribution of \$3000 be donated to and managed by the Lions Club to assist residents with social aid during this declared emergency as set forth in the above short term goal. These funds shall be allocated from the CEDC 2020 Budget. And further that Council endorse the recommendation of the Mayor to establish a Social Task Force to address gaps and next steps for the Township's recovery process as a result of the COVID-19 crisis.

Cathy Burghardt-Jesson

Cathy Burghardt-Jesson, Mayor

TOWNSHIP OF LUCAN BIDDULPH RESOLUTION

DATE: April 21, 2020

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That the regular council meeting minutes of April 7, 2020 be approved as
circulated/amended.

RESOLUTION CARRIED

MAYOR

TOWNSHIP OF LUCAN BIDDULPH RESOLUTION

DATE: April 21, 2020

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED That the Council of the Township of Lucan Biddulph approve the accounts as paid, as follows:

March 2020

\$1,495,924.29

RESOLUTION CARRIED

MAYOR

**TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION**

DATE: April 21, 2020

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That Council of the Township of Lucan Biddulph adopts the revised Strategic Plan prepared by Sierra Planning & Management as presented at the April 21, 2020 council meeting.

RESOLUTION CARRIED

Mayor

TOWNSHIP OF LUCAN BIDDULPH RESOLUTION

DATE: April 21, 2020

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That Council of the Corporation of the Township of Lucan Biddulph authorizes staff to proceed with the purchase of a 2020 Chevrolet Silverado 3500HD pick-up truck with commander industries dump box from Huron Motor Products in the amount of \$48,693.00 plus HST.

RESOLUTION CARRIED

MAYOR

TOWNSHIP OF LUCAN BIDDULPH RESOLUTION

DATE: April 21, 2020

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That if no one cares to speak to these By-laws on their First, Second and Third Reading, that they be considered to have been read a First time and Passed, read a Second time and Passed, read a Third time and Passed, that they be numbered:

- 16-2020 Confirming By-law

RESOLUTION CARRIED

MAYOR

**TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION**

DATE: April 21, 2020

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That the Council meeting be adjourned at _____ p.m.

RESOLUTION CARRIED

MAYOR

Township of Lucan Biddulph

BY-LAW NO. 16-2020

Being a by-law to confirm proceedings of the Council of The Corporation of the Township of Lucan Biddulph

WHEREAS under Section 5(1) of the *Municipal Act, 2001, S.O. 2001 c. 25*, the powers of a municipality shall be exercised by its council.

AND WHEREAS under Sub-Section 3 of Section 5 of the *Municipal Act, 2001, S.O. 2001 c. 25*, the powers of every Council of a municipality shall be exercised by by-law.

AND WHEREAS it is deemed expedient that the proceedings of The Council of the Corporation of the Township of Lucan Biddulph at the April 21, 2020 meeting be confirmed and adopted by By-law.

THEREFORE the Council of the Corporation of the Township of Lucan Biddulph enacts as follows:

1. That the action of the Council of the Corporation of the Township of Lucan Biddulph in respect of all motions and resolutions and all other action passed and taken by the Council of the Corporation of the Township of Lucan Biddulph, documents and transactions entered into during the April 21, 2020 meeting of Council, are hereby adopted and confirmed, as if the same were expressly included in this By-law.
2. That the Mayor and proper officials of The Corporation of the Township of Lucan Biddulph are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Township of Lucan Biddulph during the said April 21, 2020 meeting referred to in Section 1 of this By-law.
3. That the Mayor and the Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-law and to affix the Corporate Seal of the Corporation of the Township of Lucan Biddulph to all documents referred to in said Section 1.

Read a FIRST, SECOND and THIRD time and FINALLY PASSED
April 21, 2020.

MAYOR

CLERK