



**AGENDA**  
**Special Meeting of Council**

February 18, 2020

9:00 am

Council Chambers, Town Hall  
175 Queen Street East, St. Marys

**Pages**

1. **CALL TO ORDER**
2. **DECLARATION OF PECUNIARY INTEREST**
3. **AMENDMENTS AND APPROVAL OF AGENDA**

**RECOMMENDATION**

**THAT** the February 18, 2020 special meeting of Council agenda be accepted as presented.

4. **PUBLIC INPUT PERIOD**

(Information provided during the Public Input Period shall be directed by the public to Council members and shall deal with matters specific to Agenda business. A maximum of two (2) minutes per person is allotted for questions, and the maximum time allotted for the Public Input Period as a whole is ten (10) minutes).

## 5. STAFF REPORTS

- 5.1 **DEV 07-2020 Tender Award for the Modernization and Upgrades of 172 James St. S. (Fire Hall)** 5

### **RECOMMENDATION**

**THAT** DEV 07-2020 Tender Award for the Modernization and Upgrades of 172 James St. S. (Fire Hall) report be received; and

**THAT** the procurement for the modernization and upgrade of 172 James St. S. (Fire Hall) be awarded to for the procured price of \$2,527,515.00, inclusive of all taxes and contingencies; and,

**THAT** Council approve By-Law 18-2020 and authorize the Mayor and the Clerk to sign the associated agreement; and

**THAT** Council approve the \$102,206 budget for furniture and equipment as recommended by Design Team 2; and

**THAT** Council approve the unbudgeted amount \$3,100,000.00 for the 2020 budget; and

**THAT** Council approves the plan to finance the project through debt financing and direct the Treasurer to report back on long term debt financing options to finance the project.

- 5.2 **Budget Update**

Verbal Update from André Morin

- 5.3 **DEV 10-2020 Town of St. Marys Community Improvement Plans Review and Update** 22

### **RECOMMENDATION**

**THAT** DEV 10-2020 Town of St. Marys Community Improvement Plans Review and Update report be received; and

**THAT** Council direct staff to commence the Community Improvement Plan review and update project based on the project objectives and work plan set out in DEV 10-2020 Town of St. Marys Community Improvement Plans Review and Update.

**5.4 CAO 16-2020 Procurement Award Organizational and Internal Service Modernization Review Project**

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**RECOMMENDATION**

**THAT** CAO 16-2020 regarding the Organizational and Internal Service Modernization Review procurement award be received; and

**THAT** the project be awarded to KPMG for the procured price of \$84,620.05, inclusive of all taxes and contingencies; and

**THAT** staff report back on the final funding plan for this project once the results of the Town's modernization grant application are known.

**6. UPCOMING MEETINGS**

This series of Special Meetings of Council for the purpose of budget deliberation is hereby concluded.

Public consultation of the 2020 Draft Budget will be held on February 25, 2020 at 6:00 pm in Council Chambers.

**7. BY-LAWS**

**RECOMMENDATION**

**THAT** By-Laws 18-2020 and 19-2020 be read a first, second and third time; and be finally passed by Council, and signed and sealed by the Mayor and the Clerk.

**7.1 By-Law 18-2020 Authorize an Agreement with K & L Construction (Ontario) Ltd.**

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**7.2 By-Law 19-2020 Authorize an Agreement with KPMG LLP**

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**8. CONFIRMATORY BY-LAW**

**8.1 By-Law 20-2020 Confirming**

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**RECOMMENDATION**

**THAT** By-Law 20-2020, being a by-law to confirm the proceedings of February 18, 2020 regular Council meeting be read a first, second and third time; and be finally passed by Council, and signed and sealed by the Mayor and the Clerk.

**9. ADJOURNMENT**

**RECOMMENDATION**

THAT this special meeting of Council adjourn at \_\_\_\_\_pm.

# PROCUREMENT AWARD

<b>To:</b>	Mayor Strathdee and Members of Council
<b>Prepared by:</b>	Grant Brouwer, Director of Building and Development
<b>Date of Meeting:</b>	18 February 2020
<b>Subject:</b>	<b>DEV 07-2020 Tender Award for the Modernization and Upgrades of 172 James St. S. (Fire Hall)</b>

## RECOMMENDATION

**THAT** DEV 07-2020 Tender Award for the Modernization and Upgrades of 172 James St. S. (Fire Hall) report be received; and

**THAT** the procurement for the modernization and upgrade of 172 James St. S. (Fire Hall) be awarded to K & L Construction (Ontario) Ltd. for the procured price of \$2,527,515.00, inclusive of all taxes and contingencies; and,

**THAT** Council approve By-Law 18-2020 and authorize the Mayor and the Clerk to sign the associated agreement; and

**THAT** Council approve the \$102,206 budget for furniture and equipment as recommended by Design Team 2; and

**THAT** Council approve the unbudgeted amount \$3,100,000.00 for the 2020 budget; and

**THAT** Council approves the plan to finance the project through debt financing and direct the Treasurer to report back on long term debt financing options to finance the project.

## PROJECT DETAILS

The review of the fire hall started in the fall of 2018, as we had a building that was lacking in a few areas. Most critically, it was identified that there were a number of deficiencies in the fire hall that affect the health and safety of the volunteer firefighters, including:

- Firefighters had no place to properly clean up after car accidents and fire calls. They were required to go home to change and clean up.
- Bunker gear was stored in the compartments of the trucks with no place to dry out and gas off. Concerns were also made that new trucks may have difficulty fitting into the existing truck bays.
- There is no active ventilation within the truck bays for vehicle exhaust.
- The existing fire hall is not on back-up power, meaning that when there was a power failure, the overhead doors needed to be opened manually and were not able to be closed until the trucks returned from the call.
- The washrooms and change areas are not gender neutral and would not be able to accommodate a female or transgender firefighter.

Staff was asked to review the space and to come up with options for the existing site at James Street South. Review of the existing building as well as reaching out to fire services that had a new hall built in 2018 were used to base our proposals. In March 2019 staff presented three options.

**Option #1 – Renovate to meet the minimum requirements**

- A 5,000 sq. ft building adding what was necessary to provide the minimum requirements needed at the hall.
- Budget = \$1,322,400

**Option #2 – Renovate to meet recommended requirements**

- A 7,700 sq. ft. building that would use parts of the existing building, add additional truck bays and new suppression area for bunker gear.
- Budget = \$1,636,800

**Option #3 – Construct a new 8,000 sq. ft fire hall on the existing site.**

- Budget = \$2,416,150

Option #2, the 7,700 sq. ft option was provided authorization to proceed by Council in March 2019 during budget deliberations. After that, an in-depth review by Council liaisons, staff and the fire department representatives began. Council granted the go ahead to put a design team together that consisted of seven volunteer fire fighters and one staff. The job was to review the needs and wants of the fire department today and going forward in to the future. The parameter of a 7,700 sq. ft build was the bench mark to work with.

The team met weekly to go through all aspects of the operation of the fire hall. The types of operational questions asked to inform the design were: what is the flow of the hall when the alarm goes off, where does all your gear get stored, where do you shower and get dressed? Over the next several months a preliminary floor plan was created which reflected the needs of the fire department.

The proposed draft floor plan included: inclusive washroom and shower area, bunker gear room, workshop, storage room, meeting room, six truck bays and administration area. This floor layout was presented to Design Team 2 on April 8<sup>th</sup>, 2019. Design Team 2 consisted of several members of management, Fire Chief, two members of Council and the Mayor. Good dialog was had in the meeting and it was agreed that some tweaks to the floor plan layout and space were needed. The approved preliminary plan was ready to hand over to the Architect. This preliminary version had increased to a build of 8,400 sq.ft. An Open House was held on Sunday May 4, 2019 at the Firefighters Annual Breakfast to inform the public of the Town's intent to upgrade the fire hall, with many positive comments from the public.

At the same time as the internal design work was being completed, the Town had a design tender out in the market. On May 14<sup>th</sup>, 2019, Council approved the hiring of Masri O Inc. Architects from Waterloo, Ontario. The architect used the design prepared by the Design Teams to create the final floor plan for the project.

The final proposed layout of the fire hall includes approximately 1,689 sq. ft. allocated to the suppression side of the fire department. In this proposed area there is a work room, compressor room and storage for gear and equipment, bunker gear room that has the potential to house 41 firefighters, inclusive washroom and shower area that has three showers and four toilet stalls. The radio room is also located in this area at the front of the building next to the most south truck bay exterior door. A 5,005 sq. ft. truck bay is proposed to accommodate the possibility of six trucks. The administration side of the building has approximately 1,797 sq.ft. There are two offices, a universal washroom, two piece washroom, storage, lunchroom and a 667 sq. ft. meeting room.

This final proposed layout was reviewed by Council on October 8, 2019 with the following resolution being passed to authorize the project to proceed to tender:

**Resolution 2019-10-08-03**

**THAT** Council directs Design Team 2 to complete a final line by line review of the design details and furnishings and equipment budget to determine what items are a critical need today, and what items could be eliminated or delayed; and

**THAT** Council directs the design be modified to demolish the existing hose drying tower and mezzanine area to create an entirely “build new” administrative area; and

**THAT** once the design modifications are made by Design Team 2, staff are authorized to release the fire hall upgrade tender, and authorized to include provisions to allow a flexible completion date of within 24 months of the awarding of the project (i.e. construction within either the 2020 or 2021 construction season), with a requirement for completion of within 8 months of breaking ground.

The final design represents a total of 9,224 sq.ft. (4,639 sq. ft. existing and 4,585 sq. ft. new). Overall the layout corrects the short comings of the existing fire hall. It also has the space to allow for the expansion of trucks and firefighters for the Town of St. Marys future needs.

**PROCUREMENT SUMMARY**

A procurement document was administered for the above noted project. The following is a summary of the procurement results, as well as a recommendation for a successful proponent:

<b>Procurement Information</b>	<b>Details and Results</b>
Tender Closing Date:	Thursday, January 23, 2020
Number of Bids Received:	Six (6)
Successful Proponent:	K & L Construction (Ontario) Ltd.
Pre-Tender Construction Estimate	\$2,049,360 - \$3,012,301
Cost Result – Successful Bid (Inclusive of HST):	\$2,806,694.00
Cost Result – Successful Bid (Inc. Net of HST rebate):	\$2,527,515.00

The procurement document submitted by K & L Construction (Ontario) Ltd. was found to be complete, contractually acceptable, and ultimately provided the best value for the municipality. As such, staff recommends award of the project to K & L Construction (Ontario) Ltd.

**Project Management Details Moving Forward:**

Timeframe: K & L Construction (Ontario) Ltd has confirmed that they are able to start on March 30, 2020 and they have also confirmed that they will be completing the project in 30 weeks. If the contract is awarded on February 18, 2020, the start date would be March 30, 2020, with the project being complete during the week of in and around October 28, 2020.

The critical path for the project is as follows:

1. February 18, 2020
  - a. Council approves fire hall renovation

- b. Press Release issued
  - c. Shipping Container ordered
  - d. Dumpster ordered
2. Week of February 24, 2020 until Week of March 17, 2020
    - a. Pack up Fire Hall, and allocated items as needed
    - b. Relocate historical fire engine
    - c. Remove and store electronic media sign
    - d. Installation of temporary signage
      - i. existing fire hall
      - ii. MOC, front office
      - iii. MOC, South Service Road entrance
      - iv. MOC, Yard Waste Area
3. Week of March 09, 2020
    - a. Fire Hall administration relocated to MOC
    - b. Telephone lines rerouted to the MOC
4. March 18, 2020
    - a. Fire Hall suppression relocated to MOC
5. Week of March 23, 2020
    - a. hard surface around fire hall is removed
6. March 26, 2020
    - a. Fire Hall move complete (the building is vacant)
7. March 30, 2020
    - a. K & L Construction (Ontario) starts construction
8. October 28, 2020
    - a. construction complete (30 weeks)

Interim Operating Plan: Prior to starting, the fire hall will need to be made ready for construction, and have its contents either relocated to the Municipal Operations Centre, stored on site (in a shipping container), or relocated to other locations (historic fire truck). It has been confirmed that all of this work can happen prior to April 01, 2020. Both the Fire Chief and the Fire Prevention Officer will have an office allocated for them to share at the Municipal Operations Centre. The radio/dispatch will also be relocated to the Municipal Operations Centre in an office that will be shared with the Roads Supervisor along with any radio equipment that will be needed. All trucks will be relocated to the MOC, and during



an emergency call the volunteers will respond from this location without any interruption to normal service levels.

Site Works: As part of the contact, the Town will be removing all of the pavement surrounding the building, removing two of the overhead doors for future use, as well the volunteer fire fighters will be removing the rear lean-to from the building as they are the ones that raised funds to have it constructed. It has been confirmed that all of this work can happen prior to April 01, 2020.

Communications Plan: A comprehensive communication strategy will be developed for this project, with a focus on:

- Educating the public about the need for the new hall
- Reassuring residents that response times will be unaffected
- Providing regular updates throughout the process

The campaign will be initiated with a press release that will be distributed to all local and regional media immediately following Council's approval of the project. Further information will be provided on a consistent basis during the project through:

- A dedicated page and banner on the Town website (e.g. [www.townofstmarys.com/firehall](http://www.townofstmarys.com/firehall))
- Bi-weekly social media updates (including photos and videos documenting progress)
- A list of Frequently Asked Questions (shared with Council and frontline staff; available to the public online and in print at Town facilities)
- Project signage (at the Fire Hall and the Municipal Operations Centre)

Additional media releases will be issued at key milestones, such as ground breaking and completion, and in the event of any major changes to the project.

Furniture and Equipment: The Fire Chief has identified approx. \$212,613.00 in costs for furniture and equipment to outfit the fire hall. Existing items will be re-used when possible, but generally most items will be required as they currently don't exist.

As directed by Council, the Fire Chief prioritized the list over the next over the next five years and presented this list to Design Team 2. The Design Team has reviewed the list and is recommending that a budget of \$102,206 be approved for the project to procure all items that have been identified as an immediate need.

All items identified as "immediate" are included as line item in the Financial Considerations section of the report. The remaining items will be included in the operating /capital budget considerations in future years.

For Council's information, the immediate furniture and equipment needs for the firehall are shown below:

Area	Item	Priority
1	<b>Meeting Room</b> Uline Economy Training Tables H-6933 - 72" x 24"	Immediate
2	Uline Economy Training Tables H-6932 - 60" x 24"	Immediate
3	Uline Lecterns H-7825 Lectern 26" x 21" x 47"	Immediate
4	Uline Skyview Stack Chairs H-7629 -	Immediate
5	Uline Plastic Seminar Tables H-3080 – 60" x 18"	Immediate
6	<b>Kitchen</b> Fridge	Immediate
7	Microwave	Immediate
8	<b>Brian's office</b> Leather Chair H-5522	Immediate
9	<b>Work Room</b> Uline Welded Steel Workbenches H-3626 - 96" x 36"	Immediate
10	Uline Welded Storage Cabinets H-4460 - 48" x 24" x 74"	Immediate
11	Canadian Tire - Tool storage cabinet bottom 9 drawer 57" Product #058-1371-4	Immediate
12	Canadian Tire - Tool storage cabinet top 8 drawer 57" Product # 058-1370-6	Immediate
24	<b>Storage Room</b> Costco - Whalen Industrial Shelf – 5 tier 72" x 24" x 84" 3000 lbs per shelf	Immediate
25	Uline – Bulk Storage Rack – 3 tier 72" x 24" x 96" 2750 lbs per shelf	Immediate
26	<b>Bathroom</b> Uline Lockers H-7578 Six tier 3 wide (18 total Lockers) 36" x 18" x 72"	Immediate
26	<b>Gear Room</b> Gear Grid Locker 24" x 3open	Immediate
27	Gear Grid Locker 24" x 7 open	Immediate
28	Gear Grid Locker 24" x 8 open	Immediate
29	Gear Gridf Locker 24" x 10 open	Immediate
30	Gear Grid Drying Hanger	Immediate
31	Gear Grid Hanging Rod	Immediate
32	Helmet Holders	Immediate
33	Freight for Gear Grid lockers	Immediate
34	Gear Grid Fire Bench 6' x 2'	Immediate
35	Freight for Gear Grid Fire Bench 6' x 2'	Immediate
36	<b>Radio Tower</b> Tower was included in the Tender/ still need some radio equipment	Immediate
37	<b>IT Equipment</b> Phones. Radio room, lunch room	Immediate
39	Wifi Access Point in meeting room	Immediate
39	Projector/mounting	Immediate
41	Larger Capacity Network Switch	Immediate
42	Network Cabling Runs	Immediate
43	Patch Panel 48 port Cat6	Immediate
44	HDMI Computer Stick. (Emergency 411 computer)	Immediate
45	Small Equipment Rack 8U	Immediate
46	Fiber Re-Termination	Immediate
47	Security System Install. 2 entries, 2 arm/disarms, 5 door contacts, 4 motions	Immediate
48	<b>Shipping Container</b> for storage of items during the construction portion and for long term storage of fixtures that belong to the Volunteer Fire Fighter (namley cooking equipment for the firefighters breakfast)	Immediate

Area	Item	Priority
13	<b>Work Room</b> Gear Grid LA Drying System 72" x 20" x 81.5" times 2 -	1 Year
13	Gear Grid Gear Dryer hangar times 12	1 Year
14	Freight for Gear Grid LA Drying System 72" x 20" x 81.5" times 2 -	1 Year
17	<b>Compressor Room</b> Gear Grid Slinger Workstation 75" x 30" x 41"	1 Year
18	Gear Grid Slinger tool grid 72" x 18 5/8"	1 Year
19	Gear Grid Scuba 24" shelf 3 bottles	1 Year
20	Freight for Gear Grid Slinger tool grid 72" x 18 5/8"	1 Year
40	TV 60" smart. With wall mount brackets	1 - 2 Year

Area	Item	Priority
15	<b>Washer/Dryer Room</b> Washer Milnor MWT18X4 - 34.5" x 47.41" x 52.7"	2 Years
16	Dryer Milnor FC3 Drying Cabinet - 31" x 35.25" x 86"	2 Years

	Area	Item	Priority
21	Compressor Room	AJ Stone 6000 PSI Compressor M13-1EV	5 Years
22		AJ Stone Fill Station/Cascade System	5 Years
23		AJ Stone 4 Cylinders 6000 psi	5 Years

## FINANCIAL IMPLICATIONS

The total costs of the Fire Hall project are itemized below. For 2020, the budget required is \$3,100,000 (rounded based on net of HST estimates below).

ITEM	COST	HST	TOTAL	NET of HST Rebate	Tender
<b>Tender - Main</b>	2,413,800	313,794	2,727,594	2,456,283	<b>\$2,527,515</b>
<b>Tender - Tower</b>	70,000	9,100	79,100	71,232	
<b>Engineering/Architect</b>	80,600	10,478	91,078	82,019	
<b>Civil Works</b>	10,000	1,300	11,300	10,176	
<b>Contingency (15%)</b>	362,070	47,069	409,139	368,442	
<b>Furniture and Equipment - Immediate</b>	100,438	13,057	113,495	102,206	
<b>Temporary/Moving</b>	9,000	1,170	10,170	9,088	
<b>TOTAL 2020 COST</b>	<b>3,045,908</b>	<b>395,968</b>	<b>3,441,876</b>	<b>\$3,099,446</b>	
<b>2019 COST – DESIGN/TENDER</b>				<b>111,977</b>	
<b>TOTAL PROJECT COSTS</b>				<b>\$3,211,423</b>	

The recommendation is to finance the 2020 Fire Hall Capital using a form of long term debt. Long term debt can take on many forms. As such, if the recommendation above is approved, the Treasurer would then begin to solicit the market in order to receive the best options, flexibility, and rates to secure the long term debt. This process may take up to 3 months. One of the options that will also be considered is borrowing from our reserves. A report and by-law would be brought forward for Council to approve the final decision relating to long term debt issuance.

The impact to the 2020 budget would be as follows:

- Increase Fire transfer to reserve - \$133,000
- Decrease operating transfer to capital reserve - \$133,000
- No net impact on current property tax levy

Asset management investments will be required over time and will be built in to the annual budget moving forward.

While the Town currently has enough funds available in its PUC reserve fund, interest rates are currently at an all-time low. So much so, that a 25 year debt can be issued with Infrastructure Ontario today with a 2.54% interest rate which is almost equivalent to the interest paid on our current bank balances – 2.4%. Invested funds will make at a minimum 2.5%, with expectations of 3 – 4% returns over the coming years.

There will be a few large capital projects over the next 5 years that will require a similar financing decision – debt or reserves. While the current economy remains fairly volatile and experts suggest a Bank of Canada interest cut is a possibility this year, over the long term, interest rates are expected to increase. As such the benefit of locking in low rates now outweighs the risk of having to lock in long term debt in the future at higher rates. To simplify, the recommendation is to save our reserve cash

now and use that cash in the future when the cost of borrowing clearly outweighs our potential investment returns, in the interim, its investment income should at least equal to our cost of borrowing,.

While many options were considered, they were all variations of the below 3 options.

Fire Hall Renovation	OPTION #1		OPTION #2		OPTION #3	
	\$1 M Reserve/Debt		Full Debt		Full Reserve	
	Data	Comments	Data	Comments	Data	Comments
Capital Cost	3,100,000		3,100,000		3,100,000	
1 DC recoverable	-513,536		-513,536		-513,536	
Reserves/Reserve Funds	-1,000,000		0		-2,486,464	Town Reserve
Donations	-100,000		-100,000		-100,000	
<b>Net - to be financed</b>	<b>1,486,464</b>		<b>2,486,464</b>		<b>0</b>	
Debt annual payment	\$79,536.93	25 years	\$133,044.39	25 years	\$0.00	
1 DC amount of \$513,536 could be recovered but would require inclusion into DC By-law - DC rates would increase by \$575 (single/semi)						
1 Amount recoverable in current by-law is \$215,694						
<b>Cost of Debt Financing</b>						
Principal	\$1,486,464.00		\$2,486,464.00		\$0.00	
Term	25		25		25	
Interest Rate	2.60%		2.60%		2.60%	
Annual Debt payment	\$79,536.93		\$133,044.39		\$0.00	
Total Interest Cost over Term	\$501,959.14		\$839,645.85		\$0.00	

Below is an analysis of the opportunity costs relating to options #2 and #3:

If the reserve balance of \$2,486,464 was invested at a rate of 2.4% over 25 years, the balance at the end of 25 years would be \$4,498,638; generating a total investment income of \$2,012,174.

Alternatively, if the annual debt payment was invested annually at a rate of 2.4% over 25 years, the balance at the end of 25 years would be \$4,486,085; generating a total investment income of \$1,159,985.

Summarized:

	<b>Debt financed - Option #2</b>	<b>Use Reserve/place annual amount in reserve- Option #3</b>
<b>Total value of debt payments - 25 Years</b>	<b>-3,257,225</b>	<b>-3,257,225</b>
<b>Value of Reserve at the end of 25 years</b>	<b>4,498,638</b>	<b>4,486,085</b>
<b>Net Balance</b>	<b>\$1,241,413</b>	<b>\$1,228,860</b>
	<b>\$12,553</b>	

The above shows that both options are relatively close from a financial perspective using today's current market rates; with using debt being slightly better. This creates a unique opportunity to lock in funds at or below the rate of return on investments and the annual Construction Cost index.

Financial data and assumptions used in analysis:

- Infrastructure Ontario posted rates (Feb. 3, 2020) – 25 year term – 2.54%
- Town of St. Marys annual investment yields – 2.50% (2019)
- Town of St. Marys interest on cash balances – 2.4%
- Construction Price Index increases – 2019 – 3.5%; 2018 – 5.2%

- PUC Reserve Balance - \$3,600,000
- 2019 Transfer to reserve for Fire Hall (based on efficiencies) - \$112,500

Further information on each funding source is described below which further explains the recommendation to finance the project using long-term debt rather than reserves:

Reserves:

This project was not originally planned for in the capital forecast or asset management plan. As such, no capital reserves have been put aside specifically for this project. However, Council does have the discretion to allocate funds from the PUC Reserve Fund. The balance at the end of 2019 is approximately \$3,600,000.

<b>PROS</b>	<b>CONS</b>
Avoids interest costs	Opportunity Cost – loss of investment income
Flexibility – Council can choose to include repayment options	May not distribute the cost of the asset over the useful life
Allows the project to proceed immediately and avoid future construction cost escalation	

Long Term Debt:

Using debt to fully or partially fund the project is a valid consideration. The Municipal Act governs the amount a municipality can commit to in annual debt payments. The Town’s annual debt repayment limit (ARL) is just over \$5,000,000; current annual debt obligations are approximately \$1,280,000, leaving an ARL of \$3,720,000. Annual payments over a 25 year term for the full amount project costs would be approximately \$170,000 – well within the \$3,720,000 ARL.

<b>PROS</b>	<b>CONS</b>
Debt interest costs currently very low	Interest costs incurred
Allows current cash reserves to be used to earn investment income	Fixed long term liability
Allows the project to proceed immediately and avoid future construction cost escalation	
Spreads cost of asset over a longer period of time smoothing out the taxpayer impact	

There are several options on how a municipality can raise funds through the issuance of debt, however, for a project of this size, the following options would be recommended for consideration:

- Infrastructure Ontario
- Bank Loan
- Internal borrowing – borrow from reserves
- Combination of the above

The issuance of debt will take a few months to finalize. If long term debt is chosen as the recommended funding source the Treasurer would fully investigate the options and would bring back a report outlining the best options to proceed with.

### Other Sources of Funding:

#### *Development Charges:*

The most recent update to the development charge study included additional office space and an additional bay; however, the values were significantly less than the current project costs. A significant portion of this project would qualify as growth related; as such, development charges would apply. The total amount eligible to be recovered from development charges is approximately \$503,918; however, this number may change depending on the outcome of the revised development charge study. The Town's DC rates do not currently collect enough to fund this project and would need to be amended in future. It is estimated that this project would increase the total DC charge for a single/semi-detached dwelling by \$575. The current 2020 DC charge is \$8,960.

Furthermore, the current Fire development charge reserve fund does not have enough funds to cover the transfer. Two options would exist. Firstly, the Fire DC would borrow internally from other DCs and be repaid as DC collections are made. Secondly, if long term debt is used to finance the fire hall project, the DC fund can be used to pay the growth portion of the debt charges (including a portion of the interest cost) – this would more closely match the annual collections to the annual DC contribution.

Regardless of the option, Council should revised the DC study as soon as possible in order to properly begin raising enough development charges for this project. As we may have to revisit the DC by-law in 2020 due to the changes by the Province, this may be an appropriate time to review the Fire DC charge. Furthermore, an opportunity exists to review the DC exemptions for non-residential – the opportunity costs for this project are approximately \$480,000.

#### *Donations:*

It is expected that some fundraising and donations will help offset a portion of the costs. At this time an estimate of \$100,000 is expected, any donations received over this budget will be used to offset the total project costs.

#### *Financial Impact on Perth South:*

The current agreement for the Town of St. Marys to provide Fire services to Perth South provides for cost sharing based on call volume. Perth South currently contributes approximately 27.5% of the joint Fire services, and 100% of fire call costs in Perth South. Perth South does not pay or receive fire prevention services.

## **STRATEGIC PLAN**

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
  - Pillar #1 Infrastructure: Developing a comprehensive and progressive infrastructure plan
    - Outcome: St. Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance.
    - Tactic: Identify immediate needs in the community. When developing the annual capital plan, have regard for the infrastructure needs identified in the asset management plan before considering new builds or renovations that represent significant service level improvements. To support the asset management plan, complete a financial analysis of

the Town's ability to pay to establish a minimum capital budget threshold to be budgeted for each year (either in actual spending, or put into reserve).

## **OTHERS CONSULTED**


Brent Kittmer- CAO / Clerk  
André Morin, Director of Finance / Treasurer  
Andy Anderson-Fire Chief  
Jason Silcox-Building Inspector

## **ATTACHMENTS**

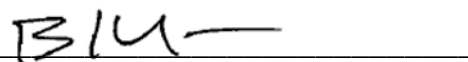
1. Bid Summary
2. Town of St. Marys – Annual Repayment Limit
3. 172 James St S, Site Plan
4. 172 James St S, Floor Plan
5. 172 James St S, Elevation

## **REVIEWED BY**

### **Recommended by the Department**

  
\_\_\_\_\_  
Grant Brouwer  
Director of Building and Development

### **Recommended by the CAO**

  
\_\_\_\_\_  
Brent Kittmer  
CAO / Clerk

# FIR2018: St Marys ST

Asmt Code: 3116  
MAH Code: 65301

# Schedule 81

## ANNUAL DEBT REPAYMENT LIMIT

based on the information reported for the year ended December 31, 2018

NOTE: THE ESTIMATED ANNUAL REPAYMENT LIMIT IS EFFECTIVE JANUARY 01, 2020

Please note that fees and revenues for Homes for the Aged are not reflected in this estimate.

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

		1
		\$
<b>Debt Charges for the Current Year</b>		
0210	Principal (SLC 74 3099 01) . . . . .	837,355
0220	Interest (SLC 74 3099 02) . . . . .	447,042
0299	<b>Subtotal</b>	<b>1,284,397</b>
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01) . . . . .	0
9910	<b>Total Debt Charges</b>	<b>1,284,397</b>

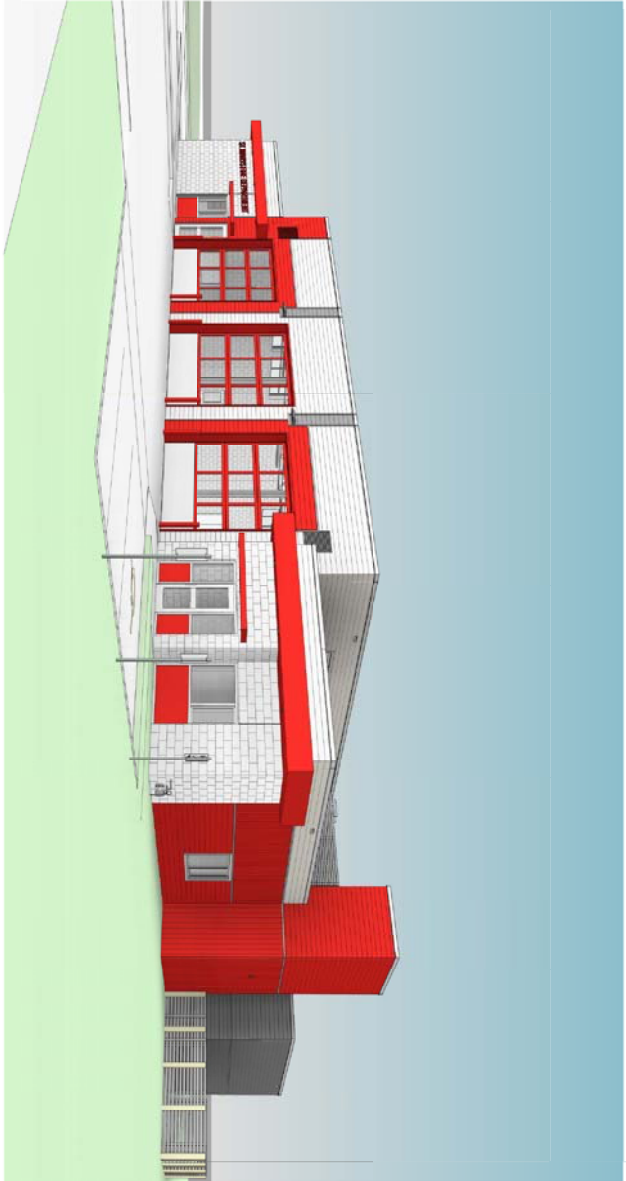
		1
		\$
<b>Excluded Debt Charges</b>		
1010	Electricity - Principal (SLC 74 3030 01) . . . . .	0
1020	Electricity - Interest (SLC 74 3030 02) . . . . .	0
1030	Gas - Principal (SLC 74 3040 01) . . . . .	0
1040	Gas - Interest (SLC 74 3040 02) . . . . .	0
1050	Telephone - Principal (SLC 74 3050 01) . . . . .	0
1060	Telephone - Interest (SLC 74 3050 02) . . . . .	0
1099	<b>Subtotal</b>	<b>0</b>
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02) . . . . .	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02) . . . . .	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02) . . . . .	0
1420	<b>Total Debt Charges to be Excluded</b>	<b>0</b>
9920	<b>Net Debt Charges</b>	<b>1,284,397</b>

		1
		\$
1610	Total Revenues (* Sale of Hydro Utilities Removed) (SLC 10 9910 01) . . . . .	26,118,723
<b>Excluded Revenue Amounts</b>		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04) . . . . .	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01) . . . . .	2,695,376
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01) . . . . .	258,820
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 0830 01) . . . . .	80,000
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 0831 01) . . . . .	0
2230	Revenue from other municipalities, including Revenue for Tangible Capital Assets (SLC 10 1099 01 + SLC 10 1098 01) . . . . .	751,389
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01) . . . . .	-154,192
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01) . . . . .	477,400
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01) . . . . .	100,000
2253	Other Deferred revenue earned (SLC 10 1814 01) . . . . .	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01) . . . . .	1,862,625
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01) . . . . .	0
2299	<b>Subtotal</b>	<b>6,071,418</b>
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged . . . . .	
2610	<b>Net Revenues</b>	<b>20,047,305</b>
2620	<b>25% of Net Revenues</b>	<b>5,011,826</b>
9930	<b>ESTIMATED ANNUAL REPAYMENT LIMIT</b>	<b>3,727,429</b>

For Illustration Purposes Only

Annual Interest Rate  @ Term  years =





**Architect: Masri O Inc. Architects**  
 Kumpf Drive, Suite 101  
 Waterloo, Ontario, N2V 1K8  
 Phone: (519) 578-0072  
 www.masri.ca  
 Contact: Adam Masri  
 Adam Classo

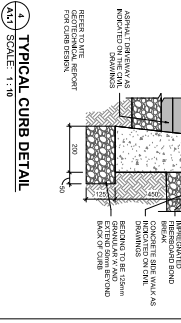
**Structural Engineer: MTE Consultants Inc.**  
 Civil Engineer  
 520 Bingham's Centre Drive  
 Kitchener, Ontario, N2B 3X9  
 Phone: (519) 742-8500  
 Fax: (519) 742-8113  
 Contact: Paul Douglas

**Mechanical Engineer: CoPa Engineering Ltd.**  
 29 Rolling Acres, Drive  
 Kitchener, Ontario N2A 3W5  
 Phone: (519) 894-0222  
 Fax: (519) 894-0249  
 Contact: Cosas Fasharis

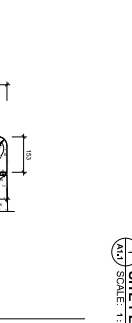
**Electrical Engineer: Mantec Engineering**  
 1595 16th Ave Suite 301,  
 Richmond Hill, ON L4B 3N9  
 Phone: (289) 271-2151  
 Fax: (289) 867-2142  
 Contact: Steve Hochlich

Item	Ontario's 2018 Building Code	ISBC Reference
1	Project Description: <input type="checkbox"/> Change of Use <input type="checkbox"/> Addition	1.1.2.14
2	Major Construction: <input type="checkbox"/> New <input type="checkbox"/> Alteration	1.1.2.11
3	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber	1.1.2.11
4	Construction: <input type="checkbox"/> New <input type="checkbox"/> Alteration	1.1.2.11
5	Number of Storeys: Above grade: 1 Below grade: 0	1.1.2.11
6	Number of Occupants: Regular Access: 1	1.1.2.11
7	Building Classification: Group: F1	1.1.2.11
8	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
9	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
10	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
11	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
12	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
13	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
14	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
15	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
16	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
17	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
18	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
19	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
20	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11
21	Structure: <input type="checkbox"/> Steel <input type="checkbox"/> Concrete <input type="checkbox"/> Masonry <input type="checkbox"/> Timber <input type="checkbox"/> Other	1.1.2.11

1 TYPICAL BOLLARD DETAIL  
SCALE: 1:20



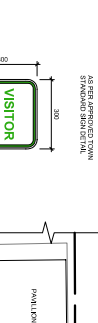
2 TYPICAL PARKING SIGNS  
SCALE: 1:10



3 TYPICAL CURB DETAIL  
SCALE: 1:10



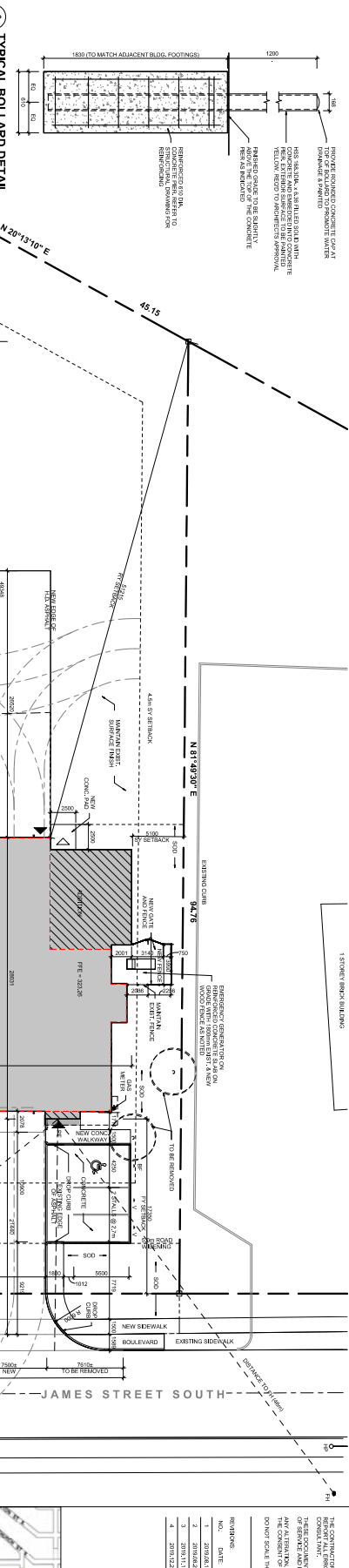
4 TYPICAL DROP CURB DETAIL  
SCALE: 1:10



5 DETAIL @ FLAG POLES  
SCALE: 1:20



6 WOOD FENCE DETAIL  
SCALE: 1:20



THE CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND LOCATIONS OF EXISTING UTILITIES AND STRUCTURES BEFORE COMMENCING WORK. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES.

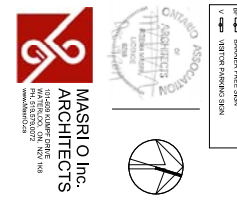
NO.	DATE	ISSUED
1	2016/03/20	DESIGN REVIEW
2	2016/04/05	REVISIONS FOR COMMENTS
3	2016/04/15	FINAL DESIGN
4	2016/04/20	FOR PERMITTING

**LEGAL DESCRIPTION:**  
PART OF LOT 18, REGISTRATION NO. N/A, 2ND QUARTER, SECTION 30, TOWNSHIP 17 NORTH, RANGE 10 WEST, COUNTY OF SIMCOE, ONTARIO, CANADA.

**KEY PLAN**  
SCALE: 1:1000

**SITE NOTES:**  
1. ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE NOTED.  
2. EXISTING UTILITIES AND STRUCTURES SHALL BE PRESERVED UNLESS OTHERWISE NOTED.  
3. THE CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND LOCATIONS OF EXISTING UTILITIES AND STRUCTURES BEFORE COMMENCING WORK.

**LEGEND**  
 - - - - - EXTENT OF EXISTING BUILDING  
 - - - - - EXISTING SIDEWALK  
 - - - - - EXISTING DRIVEWAY  
 - - - - - EXISTING ASPHALT DRIVEWAY  
 - - - - - EXISTING CONCRETE DRIVEWAY  
 - - - - - EXISTING WALKWAY  
 - - - - - EXISTING SIDEWALK  
 - - - - - EXISTING DRIVEWAY  
 - - - - - EXISTING ASPHALT DRIVEWAY  
 - - - - - EXISTING CONCRETE DRIVEWAY  
 - - - - - EXISTING WALKWAY



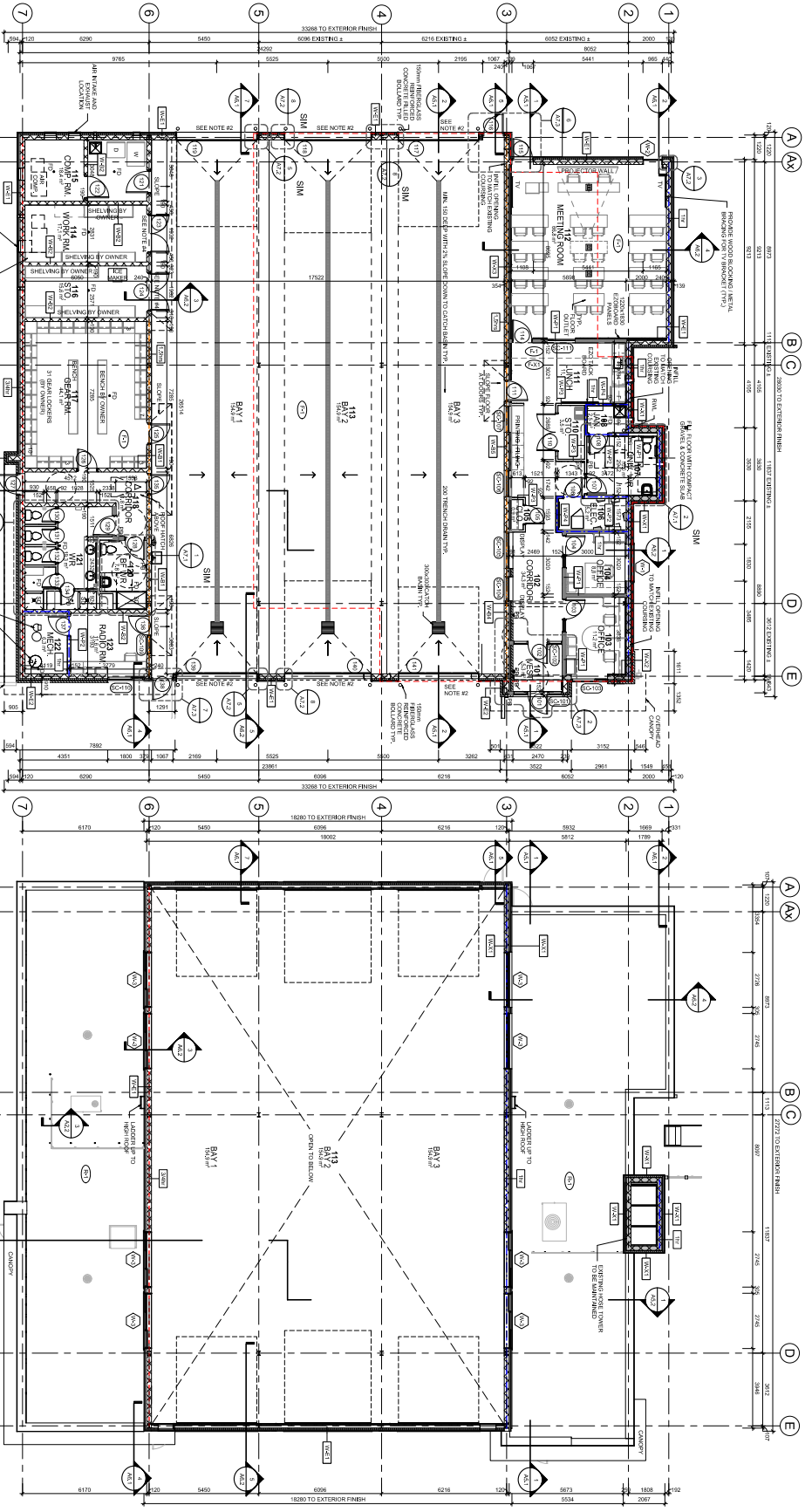
**MASRI O Inc. ARCHITECTS**  
 1122 JAMES STREET SOUTH  
 ST. MARYS, ON  
 N4Y 1S9

**TOWN OF ST. MARYS  
 FIRE STATION  
 RENOVATION & ADDITION  
 1122 JAMES STREET SOUTH  
 ST. MARYS, ON**

**SITE PLAN & SITE DETAILS**  
 DRAWING TITLE  
 DATE: 2016/02/20  
 SCALE: As Indicated  
 DRAWN: AD  
 CHECKED: FM/MT  
 JOB NO.: 912

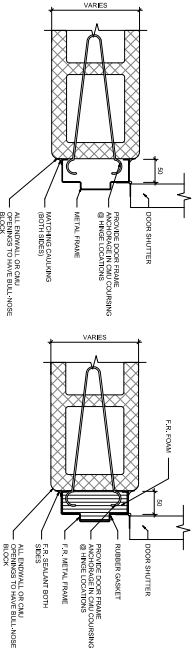
THE CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND LOCATIONS OF EXISTING CONDITIONS AND REPORT ANY DISCREPANCIES TO THE ARCHITECT IMMEDIATELY UPON DISCOVERY. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES.

NO.	DATE	REVISION
1	2018.04.13	ISSUE FOR PERMIT
2	2018.04.13	REVISED FOR COMMENTS
3	2018.04.13	REVISED FOR COMMENTS
4	2018.04.13	REVISED FOR COMMENTS

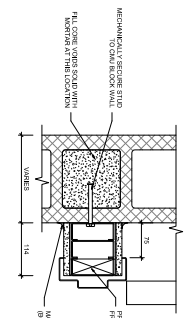


1.1 FIRST FLOOR PLAN  
SCALE: 1:100

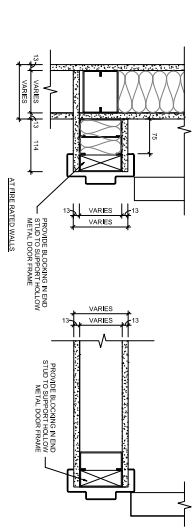
2.1 UPPER FIRST FLOOR PLAN  
SCALE: 1:100



3.1 INTERIOR HOLLOW METAL DOOR CONNECTION ON CMU  
SCALE: 1:5



4.1 HOLLOW METAL DOOR CONNECTION ON CMU  
SCALE: 1:5



5.1 HOLLOW METAL DOOR CONNECTION ON STEEL STUD  
SCALE: 1:5

**FLOOR AREA CHART**

FINISH	EXTENDED AREA
FLOOR	5100
CEILING	5100
WALL	5100
DOOR	5100

**LEGEND**

---	EXISTING OF BUILDING
---	EXISTING WALL
---	NEW WALL

**LINE SEPARATION LEGEND**

---	SEPARATES THE SEPARATION WITH
---	OF FLOOR, THE SEPARATION WITH
---	SEPARATES THE SEPARATION WITH
---	SEPARATES THE SEPARATION WITH

**GENERAL NOTES**

1. THE CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND LOCATIONS OF EXISTING CONDITIONS AND REPORT ANY DISCREPANCIES TO THE ARCHITECT IMMEDIATELY UPON DISCOVERY.
2. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES.
3. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES.
4. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES.



MASRI O Inc.  
ARCHITECTS

TOWN OF ST. MARYS  
FIRE STATION  
RENOVATION & ADDITION  
172 JAMES STREET SOUTH  
ST. MARYS, ON

FLOOR PLANS  
DATE: 2018.02.20  
SCALE: As indicated  
DRAWN: AD  
STATUS: PERMIT  
JOB NO.: 912

A2.1



172 James St  
St Marys Firehall Tender

Contractor	Base Bid	Separate Price	Start	Complete	Bid Bond	Bonding	Insurance	Supplemental Info
Devlan Construction	\$ 3,007,430.00	Not provided	30 days	52 weeks	Yes	Yes	Yes	Yes
K&L Construction	\$ 2,727,594.00	70,000 + HST	60 days	30 weeks	Yes	Yes	Yes	Yes
MJ Dixon	\$ 3,678,000.00	72,400 + HST	14 days	64 weeks	Yes	Yes	Yes	Yes
Reid & Deleye	\$ 3,034,132.20	58,817	60 days	52 weeks	Yes	Yes	Yes	Yes
Van Horne	\$ 3,185,500.00	59,500	10 days	30 weeks	Yes	Yes	Yes	Yes
PM Contractors	\$ 3,028,287.00	Not provided	5 days	52 weeks	Yes	Yes	Yes	Yes





# FORMAL REPORT

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

**Prepared by:** Mark Stone, Planner

**Date of Meeting:** 18 February 2020

**Subject:** **DEV 10-2020 Town of St. Marys Community Improvement Plans Review and Update**

## PURPOSE

To provide Council with an overview of the Town's existing Community Improvement Plans, and for Council to approve a scope of work for the 2020 CIP review and update project.

## RECOMMENDATION

**THAT** DEV 10-2020 Town of St. Marys Community Improvement Plans Review and Update report be received; and

**THAT** Council direct staff to commence the Community Improvement Plan review and update project based on the project objectives and work plan set out in DEV 10-2020 Town of St. Marys Community Improvement Plans Review and Update.

## BACKGROUND

Section 106 of the *Municipal Act* prohibits a municipality from directly or indirectly assisting "any manufacturing business or other industrial or commercial enterprise through the granting of bonuses for that purpose" including "giving a total or partial exemption from any levy, charge or fee". However, Section 28(7) of the *Planning Act* provides an exemption to this restriction stating that "for the purpose of carrying out a municipality's community improvement plan that has come into effect, the municipality may make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan".

Section 28 of the *Planning Act* allows municipalities, where there are provisions in its Official Plan relating to community improvement, to designate by by-law a Community Improvement Project Area (CIPA), and subsequently provide for the preparation of a Community Improvement Plan (CIP). A CIP is used by municipalities to promote development and/or improvements in the designated CIPA by identifying goals for the area and financial incentives available to landowners.

The Town of St. Marys has two CIPs: the Façade Improvement CIP and the Economic Prosperity CIP. There is the need to review both CIPs as the Façade Improvement CIP program will expire on December 31, 2020 and the Economic Prosperity CIP program expired on December 31, 2019. It is recommended that Council undertake a review of the existing CIPs in terms of effectiveness and funding levels. In addition, a review and update of the Town's CIP programs is needed to address pressing local issues such as the need for affordable housing, vacant commercial units in the

commercial core and providing opportunities for ‘shovel ready’ industrial lands. This review may result in recommended program modifications and/or additions.

## TOWN COMMUNITY IMPROVEMENT PLANS

The Town of St. Marys Façade Improvement CIP was established to encourage property owners to improve and maintain existing buildings, and preserve heritage features in the central commercial district.

The Town of St. Marys Economic Prosperity CIP was established to encourage job creation, and

business retention and expansion in the industrial, commercial and retail sectors throughout the Town. The Economic Prosperity CIP consists of the Business Investment Grant Program which is intended to assist in attracting new businesses to St Marys whereby eligible businesses will be able to receive a grant for a percentage of the tax increment generated as a result of development, redevelopment, rehabilitation, or construction, of a building or property. The Business Revitalization/Expansion Grant Program is intended to support small businesses and entrepreneurs, and to provide incentives for large manufacturing businesses to grow and expand in St. Marys. This program expired on December 31, 2019.

Façade Description	% of Eligible Costs	Annual Maximum Grant
Façade portions greater than 0 linear metres to 15 linear meters	30%	\$3,000 for the façade subject to the application
Façade portions greater than 15 linear metres to 30 linear metres	20%	\$400 per every 3 linear metres subject to the application to a maximum of \$2,000
Façade portions greater than 30 linear metres to 45 linear metres	10%	\$200 per every 3 linear metres subject to the application to a maximum of \$1,000

Eligible costs under both CIPs are listed below:

- entrance modifications to provide barrier-free accessibility
- installation/upgrading of fire protection systems
- repair/replacement of roof;
- structural repairs to walls, ceilings, floors and foundations
- water/flood/weatherproofing
- repair/replacement of windows and doors
- extension/upgrading of plumbing and electrical services for the creation of habitable space
- installation/alteration of required window openings to residential spaces
- required improvements to heating and ventilation systems
- other similar repairs/improvements related to health and safety issues, as may be approved
- professional design fees
- professional architectural fees
- landfill/tipping fees
- building demolition costs
- development or redevelopment of a building or property
- expansion of an existing building or facility
- adaptive reuse, building rehabilitation and retrofit works
- up to 100% of development application fees and building permit fees (includes application for Official Plan Amendment, Zoning By-law Amendment, Minor Variance or Permission, Consent, Site Plan Approval/Amendment/Modification/Termination, Plan of Subdivision/Condominium, Condominium Conversion, Part Lot Control Exemption, Demolition Permit up to 50% of Building Permit fees)

Grants provided cannot exceed \$15,000 or the value of the eligible work that resulted in the reassessment, whichever is the lesser. And under both CIPs, the payment schedule for the Business Development Grant and Business Revitalization/Expansion Grant Program is as follows:



Year of Grant	Grant Percentage
1	100%
2	100%
3	80%
4	60%
5	40%

Both CIPs state that Council:

- may conduct periodic reviews of the program(s) being offered under the CIPs to determine program effectiveness and whether funding levels should be increased or decreased, or whether modifications to the program should be made; and,
- is required to amend a CIP to add programs or significantly increase financial commitments.

## **REPORT**

### **LEGISLATION/POLICY CONTEXT**

#### **Planning Act**

Section 28 of the Planning Act defines “community improvement” as:

“the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefor, as may be appropriate or necessary”.

Community improvement also includes the provision of affordable housing [28(1.1)].

Other key components of Section 28 of the Planning Act include:

- eligible costs of a CIP may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities. (7.1)
- An agreement concerning a grant or loan may be registered against the land to which it applies and enforced by the municipality. (11)

#### **Provincial Policy Statement**

There are a number of provincial policies that support the Town’s community improvement initiatives including:

- Sustaining communities by accommodating an appropriate range and mix of residential including affordable housing, and employment (1.1.1)
- Settlement areas shall be the focus of growth and development, and their vitality and regeneration shall be promoted (1.1.3.1)
- Promoting economic development and competitiveness by providing for an appropriate mix and range of employment uses (1.3.1)
- Supporting long-term economic prosperity by:
  - promoting opportunities for economic development and community investment-readiness



- promoting well-designed built form and cultural planning
- maintaining and, where possible, enhancing the vitality and viability of downtowns and mainstreets
- promoting the redevelopment of brownfield sites
- providing opportunities for sustainable tourism development (1.7.1)

## **Official Plan**

The establishment of CIP programs and incentives support the housing and economic development goals and general principles in Section 2 of the Town's Official Plan, including:

- 2.1.1 Residential areas in St. Marys shall provide a range of housing accommodation suitable for all age groups and household incomes.
- 2.1.3 The central business area of the Town will continue as the primary retail, commercial, civic and cultural focus of the Town.
- 2.1.4 Owners will be encouraged to maintain and improve the physical condition and economic health of existing buildings in order to allow the Town to capitalize upon its natural and heritage resources and to provide for the integration of new, compatible uses.
- 2.1.5 The central business area will be encouraged to develop and redevelop with an efficient and harmonious overall design and to provide the widest possible range of goods and services to all residents in the market trading area.

Community Improvement is addressed in the Official Plan under Section 6 – Community Improvement which states, “Council recognizes the need to maintain and rehabilitate the physical environment within the Town of St. Marys and Council is therefore committed to ongoing improvement efforts where deficiencies exist. Specific objectives for community improvement have been selected and areas in need of community improvement have been delineated within the Town based on specific criteria relating to improvement needs”.

Section 6.1 of the Official Plan sets out community improvement objectives, providing the basis for undertaking CIPs and community development projects to help ensure the ongoing maintenance, improvement and rehabilitation of the Town's residential, commercial and industrial districts. Objectives identified in this section are as follows:

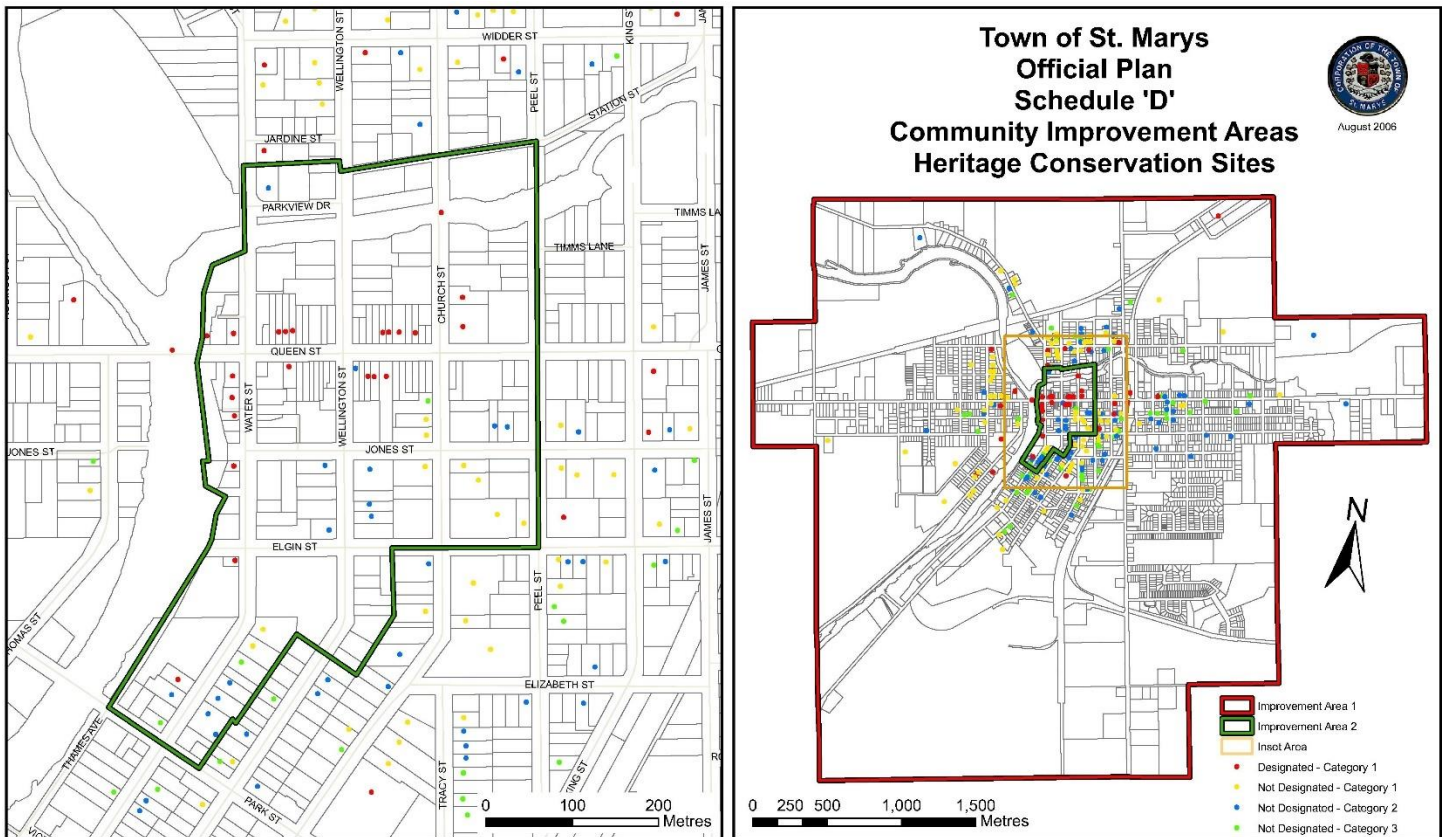
- 6.1.1 To develop or rehabilitate hard and soft services in the Town to meet acceptable community standards, without placing undue burden on the Town's financial resources.
- 6.1.2 To enhance the Town's ability to accommodate development, redevelopment and economic growth and to foster a climate favourable to private investment.
- 6.1.3 To preserve and protect, without placing undue burden to the Town's financial resources, man-made or natural features of the community that Council believes are important community assets.
- 6.1.4 To preserve the viability of the Central Commercial area as the primary retail-commercial, civic and cultural focus of the Town.

Section 6.2 of the Official Plan sets out the following criteria which provides the basis for delineation of areas in need of community improvement and the selection of specific project areas for which CIPs will be prepared and implemented:

- 6.2.1 Roads in need of resurfacing;
- 6.2.2 Sidewalk or curb replacements required;
- 6.2.3 Outdated sanitary sewer, storm sewer, or water distribution systems;

- 6.2.4 Insufficient or inadequate social or recreational facilities;
- 6.2.5 Inadequate or outdated street-lighting, traffic signals or signage;
- 6.2.6 Lack of off-street parking;
- 6.2.7 Older buildings or properties suffering from poor maintenance or decay and in need of rehabilitation;
- 6.2.8 Lack of appropriate land to accommodate community growth in existing developed areas;
- 6.2.9 Properties requiring improved storm water drainage or flood protection;
- 6.2.10 Insufficient quantity and/or variety of housing to meet community needs in existing developed areas; and
- 6.2.11 Properties which are underutilized with good potential for development or redevelopment.

Section 6.3 states in part that “the criteria for selection were applied to all parts of the Town and two community improvement areas were identified. Both areas exhibit many of the deficiencies noted in the criteria for area selection. One of the two community improvement areas identified by the Official Plan encompasses the commercial core area of the Town of St. Marys. The predominant land use type in this area is commercial and most of the deficiencies listed under criteria for area selection exist here. Section 6.4 of the Town of St. Marys Official Plan which addresses Phasing of Community Improvements states, “Emphasis shall be placed on improving the business community in the Central Commercial area to protect its viability as a location for business.”



Section 6.5 of the Town of St. Marys Official Plan sets out methods of implementing community improvements. Some of the methods which Council may choose to achieve community improvement objectives include:

- Establish a special committee of Council that will prepare and oversee the implementation of community improvements by utilizing the community improvement provisions outlined in Section 28 of the Planning Act, RSO 1990.
- Take advantage of senior government programs that are available to assist municipal community improvement projects.
- Support the provisions of the Town's Maintenance and Occupancy Standards By-law.
- Acquire land utilizing any assistance available through senior government programs.
- Encourage the redevelopment or rehabilitation of privately-owned properties in need of improvement and take advantage of senior government programs that are available to assist property owners in their efforts.
- Dispose of municipally-owned land to private sector investors who will develop projects that Council believes will be important assets to the community.
- Support and assist the Business Improvement Area and Merchants' Association in their efforts to improve the viability of the Town as a location for business.
- Co-operate and liaise with community service clubs in an effort to improve community services.
- Encourage and support the development of infill projects on underutilized properties.
- Support the preservation of properties that Council believes to be historically significant.

There may be the need for an Official Plan Amendment (OPA) to ensure there are the appropriate policies in place to allow the Town to approve an expanded CIP program and to delineate the applicable areas. A recommendation to Council with respect to the need for an OPA will be made following consultation with the Ministry of Municipal Affairs and Housing.

### **POSSIBLE PROGRAMS/INCENTIVES**

In addition to considering the Town's current CIP programs and incentives, Town staff has conducted a preliminary review of CIPs in other municipalities to identify other possible programs and incentives for consideration as part of the St. Marys CIP update project.

INCENTIVE / PROGRAM	DESCRIPTION
<b>Planning Application and Building Permit Fee Grant</b>	<ul style="list-style-type: none"> <li>• Reduce the cost of improvements by offering a grant for any required planning application fees, building permit fees or development charges</li> </ul>
<b>Property and Accessibility Grant</b>	<ul style="list-style-type: none"> <li>• Structural improvements to existing buildings and properties such as landscaping, walkways, ramps, railings, etc.</li> </ul>
<b>Public Art Grant</b>	<ul style="list-style-type: none"> <li>• Encourage the inclusion of art programming such as mural work, sidewalk art, commemoration, custom site amenities, etc.</li> <li>• It is a one-time grant for the cost of the art-related work located within approved areas of community improvement project areas.</li> </ul>
<b>Environmental Site Assessment</b>	<ul style="list-style-type: none"> <li>• Eligible costs could include Phase 2 and 3 ESAs, Records of Site Condition, remediation, monitoring, etc.</li> </ul>
<b>Brownfield Tax Assistance Grant</b>	<ul style="list-style-type: none"> <li>• Cancellation or deferral of municipal taxes to assist with eligible costs of environmental remediation and rehabilitation.</li> <li>• Town may also apply to the Minister of Finance, on behalf of the property owner, to have the education portion of the property taxes deferred or cancelled.</li> </ul>
<b>Business Incubator</b>	<u>Example – Township of Centre-Wellington</u>

INCENTIVE / PROGRAM	DESCRIPTION						
	<ul style="list-style-type: none"> <li>The Township established a downtown business incubator/small business centre</li> <li>incentives can include subsidized rent, shared services (thus lower cost), advisory and mentoring services, etc.</li> <li>Also, the private sector, on its own or in partnership with the municipality, can participate in incubators.</li> </ul>						
<p align="center"><b>Commercial and Rental Housing Conversion and Expansion Grant</b></p> <p align="center">or</p> <p align="center"><b>Residential Conversion and Intensification Grant</b></p>	<ul style="list-style-type: none"> <li>Small-scale conversions of existing vacant or underutilized space into new commercial, rental housing, etc.</li> <li>Cover costs of materials, equipment and labour, and feasibility studies to determine viability of projects.</li> <li>Purpose is to support growing businesses and encourage development of affordable housing units.</li> <li>Grants could be based on per ft<sup>2</sup> of new habitable residential space.</li> </ul>						
<p align="center"><b>Affordable Housing</b></p>	<p><u>Example - City of London</u></p> <p>CIP Program #1: Affordable Housing Loan Program</p> <ul style="list-style-type: none"> <li>Purpose: encourage the creation of new affordable housing units and to off-set the up-front costs of affordable housing development.</li> <li>A minimum of five (5) affordable units must be created.</li> <li>Through an agreement, the units must be rented at less than Average Market Rent (AMR) for a minimum affordability period of twenty (20) years.</li> <li>Buildings must be mix of Affordable and Market if more than 10 units in the building.</li> <li>Loans are interest free.</li> <li>Loans are issued at the time of building permit and are to be paid back over a ten-year schedule.</li> </ul> <p>CIP Program #2: Secondary Dwelling Unit Loan Program</p> <ul style="list-style-type: none"> <li>Purpose: address the affordability of home ownership and to also create more rental housing supply</li> </ul> <table border="1" data-bbox="618 1335 1446 1776"> <thead> <tr> <th colspan="2" data-bbox="789 1335 1446 1451">New Secondary Unit Within an Existing Residence (Existing on the date the by-law is passed)</th> </tr> </thead> <tbody> <tr> <td data-bbox="618 1451 789 1640">Value of Loan</td> <td data-bbox="789 1451 1446 1640"> <ul style="list-style-type: none"> <li>Up to \$ 20,000, based on the value of the works.</li> <li>Interest free.</li> <li>25% forgivable (to be confirmed through continued consultations)</li> <li>10 year payback schedule (to be confirmed through continued consultations)</li> </ul> </td> </tr> <tr> <td data-bbox="618 1640 789 1776">Conditions</td> <td data-bbox="789 1640 1446 1776"> <ul style="list-style-type: none"> <li>Owner-occupancy required;</li> <li>Loan issued when works completed;</li> <li>No short-term rentals (e.g. "Airbnb");</li> <li>Rental license required (RRUL);</li> </ul> </td> </tr> </tbody> </table>	New Secondary Unit Within an Existing Residence (Existing on the date the by-law is passed)		Value of Loan	<ul style="list-style-type: none"> <li>Up to \$ 20,000, based on the value of the works.</li> <li>Interest free.</li> <li>25% forgivable (to be confirmed through continued consultations)</li> <li>10 year payback schedule (to be confirmed through continued consultations)</li> </ul>	Conditions	<ul style="list-style-type: none"> <li>Owner-occupancy required;</li> <li>Loan issued when works completed;</li> <li>No short-term rentals (e.g. "Airbnb");</li> <li>Rental license required (RRUL);</li> </ul>
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Late last year, Council received a staff report with recommendations on programs to encourage the development of attainable/affordable housing. Council directed staff to develop a draft by-law and policy to implement the following recommended financial incentives:

- reduce development charges for non-profit housing
- provide a 50% discount on planning application fees for proposed attainable housing development
- reintroduce the Heritage Tax Rebate Program B to encourage the provision of attainable rental housing in the downtown

The following other programs and incentives were identified for further review in 2020:

- Update Development Charges By-law to exempt all additional dwelling units from development charges (to be determined as part of the Development Charge By-law update in 2020)
- Update Development Charges By-law to permit annual installments for development charges - 20 years for non-profit housing and 5 years for rental housing (to be determined as part of the Development Charge By-law update in 2020)
- Explore opportunities and promote the development of attainable housing through the sale or leasing of surplus or underutilized Town owned land
- Allow for tax exemptions for attainable housing on Town owned land (leased) through the municipal capital facilities provisions of the Municipal Act

Where applicable, these incentives will be noted when considering programs and incentives for the updated CIP.

## **PROPOSED PROJECT OBJECTIVES AND WORK PLAN**

### **Objectives**

The objectives of this proposed CIP update project are to:

1. Assess the effectiveness of the Town's existing CIPs
2. Consolidate the CIPs into a single CIP document
3. Modify, expand and/or add economic development related programs and incentives that:
  - encourage and support local start-ups, and attracts new businesses to locate in St. Marys
  - support downtown businesses and encourage the filling of vacant units in the commercial core
  - promote the downtown as key destination in Town and embrace culture as key driver of the Town's tourism strategy
  - support the expansion of existing businesses in Town
4. Develop programs and incentives to encourage and support the development of affordable housing throughout the Town.
5. Explore options to enable the Town to sell serviced land at less than market value to support economic development objectives.
6. Explore program and incentive options to promote and assist with the development of brownfields.
7. Identify and study other community needs that could be addressed through the CIP.

### **Work Plan**

TASK	DESCRIPTION
<b>Project Kick-off</b>	<ul style="list-style-type: none"> <li>• Advise Ministry of Municipal Affairs and Housing (MMAH) of Town's CIP project</li> <li>• Establish Town CIP project webpage with project description, background documents, opportunities for public input, etc.</li> </ul>
<b>Research/Analysis and Public Consultation</b>	<ul style="list-style-type: none"> <li>• Planning policy and background document review</li> <li>• Needs and opportunities assessment (based on analysis of land uses, the condition and utilization of properties and buildings, business activity, heritage resources, etc.)</li> <li>• Preliminary consultation with community including meetings with stakeholders such as the BIA</li> <li>• Option identification and assessment</li> </ul>
<b>Report to Council</b>	<ul style="list-style-type: none"> <li>• Present draft by-law(s), Community Improvement Project Area and CIP to Council (and Official Plan Amendment if necessary)</li> </ul>
<b>Consultation</b>	<ul style="list-style-type: none"> <li>• Consult with MMAH</li> <li>• Statutory public meeting (notice to be issued minimum 20 days prior to meeting)</li> </ul>
<b>Report to Council and Approval</b>	<ul style="list-style-type: none"> <li>• Council considers approval of CIP and passes by-law(s)</li> <li>• Notice of approval issued with 20 day appeal period</li> </ul>

The Town is required to consult with the MMAH for amendments to the CIP for:

- a change or expansion to applicable geographic area;
- a change in eligibility criteria;
- the addition of new municipal assistance programs involving grants, loans, tax assistance or land; or,
- an increase in a financial incentive to be offered within a CIP program, regardless of its significance.

## FINANCIAL IMPLICATIONS

Consultation fees associated with completing this project are accommodated in the draft 2020 budget.

## SUMMARY

It is recommended that Council direct staff to commence the Community Improvement Plan review and update project based on the project objectives and work plan set out this report.

## STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
  - Pillar #4 Culture and Recreation, and Pillar #5 Economic Development:
    - Outcome: Protecting unique heritage assets and supporting perception of the downtown as a vibrant gathering area.
    - Tactic(s): Offer incentives to new businesses to occupy vacant storefronts. Investigate the idea of providing allowances for accessibility changes to buildings under the CIP. Investigate opportunities to invest in space in the core to further promote and expand local arts, culture, and theatre.



- Pillar #5 Economic Development:
  - Outcome: Ensuring a vibrant and sustainable commercial sector, and focusing attention and resources to ensure both business retention and expansion.
  - Tactic(s): Identify vacant spaces to host entrepreneurs and create an inventory. Begin the process of downtown revitalization. Use vacant space in the downtown for entrepreneurs. Explore turnkey operations and serviced commercial/ industrial lands.
- Pillar #5 Economic Development:
  - Outcome: Seeking new opportunities to attract small, medium and large industry is in the Town's best interests as part of its growth strategy. Increased focused on industry retention as part of the overall strategy.
  - Tactic(s): Build a retention plan, identify elements needed to ensure business stay and grow in the community.
- Pillar #5 Economic Development:
  - Outcome: Future industrial success will require the ability to create and grow local businesses as well as attracting new enterprises to the community.
  - Tactic(s): Research the possibility of introducing business incubator(s) as part of the industrial strategy, including potential partners, budget, utilizing existing facilities, governance model, etc.

**OTHERS CONSULTED**


None

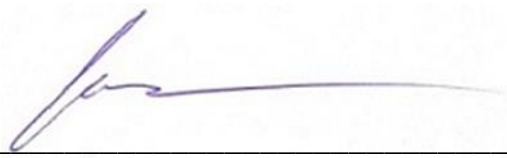
**ATTACHMENTS**

- 1) Town of St. Marys Façade Improvement Community Improvement Plan
- 2) Town of St. Marys Economic Prosperity Community Improvement Plan


**REVIEWED BY**

**Recommended by the Department**

  
 \_\_\_\_\_  
 Mark Stone  
 Planner

  
 \_\_\_\_\_  
 Grant Brouwer  
 Director of Building and Planning

**Recommended by the CAO**

  
 \_\_\_\_\_  
 Brent Kittmer  
 CAO / Clerk



# TOWN OF ST. MARYS COMMUNITY IMPROVEMENT PLAN



2015



**TOWN OF ST. MARYS  
COMMUNITY IMPROVEMENT PLAN**

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Schedule “A”

*Photos: courtesy Gordon J. Strathdee*

**TOWN OF ST. MARYS**

## **FAÇADE IMPROVEMENT COMMUNITY IMPROVEMENT PLAN**

### **1.0 INTRODUCTION:**

The Town of St. Marys is known for its man-made and natural heritage assets such as its wonderful 19<sup>th</sup> century streetscape, its lovely natural setting and for its unique festivals. Given the Town's proximity to tourist areas of Southwestern Ontario combined with its cultural and natural assets, the opportunity to harbour an appealing, vibrant downtown attractive to citizens and tourists alike are superb.

The purpose of the Façade Improvement Community Improvement Plan (CIP) is to provide the mechanism for a coordinated municipal effort to preserve and improve the built heritage of the Central Commercial District in the Town of St. Marys by encouraging restoration and rehabilitation of building facades. This CIP is intended to focus on façade improvement within the Central Commercial District for the purpose of escalating the economic climate of the downtown area.

This CIP will be administered through the Town of St. Marys Planning and Development Department. .

### **2.0 AREA OF APPLICATION:**

The lands that are subject to this CIP are described as the Central Commercial District and are shown on the attached Schedule "A".

### **3.0 SECTION 28 – ONTARIO PLANNING ACT:**

Section 28 of the Ontario Planning Act allows municipalities, where there are provisions in its Official Plan relating to community improvement, to designate by By-law a "Community Improvement Project Area", and subsequently provide for the preparation of a "Community Improvement Plan". For the purposes of carrying out a community improvement plan that has come into effect, the municipality may make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the costs of the community improvement plan.

### **4.0 PROVINCIAL POLICY STATEMENT**

Section 1.7 of the Provincial Policy Statement states that long-term economic prosperity should be supported by:

- Maintaining and, where possible, enhancing the vitality and viability of downtowns and main streets; and,
- Providing opportunities for sustainable tourism development.

### **5.0 TOWN OF ST. MARYS OFFICIAL PLAN:**

Community Improvement is addressed in the Town of St. Marys Official Plan under “Section 6 – Community Improvement” which states, “Council recognizes the need to maintain and rehabilitate the physical environment within the Town of St. Marys and Council is therefore committed to ongoing improvement efforts where deficiencies exist. Specific objectives for community improvement have been selected and areas in need of community improvement have been delineated within the Town based on specific criteria relating to improvement needs.”

Section 6.1 of the Town of St. Marys Official Plan sets out Community Improvement Objectives for the Town of St. Marys. The objectives contained in this section of the Official Plan provide the basis for undertaking community improvement plans and community development projects to help ensure the ongoing maintenance, improvement and rehabilitation of the Town’s residential, commercial and industrial districts. Objectives identified in this section are as follows:

- To develop or rehabilitate hard and soft services in the Town to meet acceptable community standards, without placing undue burden on the Town’s financial resources;
- To enhance the Town’s ability to accommodate development, redevelopment and economic growth and to foster a climate favourable to private investment;
- To preserve and protect, without placing undue burden on the Town’s financial resources, man-made or natural features of the community that Council believes are important community assets; and,
- To preserve the viability of the Central Commercial area as the primary retail-commercial, civic and cultural focus of the Town.

Section 6.2 of the Town of St. Marys Official Plan sets out Criteria for Area Selection which provides the basis for delineation of areas in need of community improvement. One of the two community improvement areas identified by the Official Plan encompasses the commercial core area of the Town of St. Marys. The predominant land use type in this area is commercial and most of the deficiencies listed under criteria for area selection exist here.

Section 6.4 of the Town of St. Marys Official Plan which addresses Phasing of Community Improvements states, “Emphasis shall be placed on improving the business community in the Central Commercial area to protect its viability as a location for business.”

Section 6.5 of the Town of St. Marys Official Plan sets out methods of implementing community improvements. Some of the methods which Council may choose to achieve community improvement objectives include:

- Establish a special committee of Council that will prepare and oversee the implementation of community improvements by utilizing the community improvement provisions outlined in Section 28 of the Planning Act, RSO 1990.
- Take advantage of senior government programs that are available to assist municipal community improvement projects.
- Support the provisions of the Town's Maintenance and Occupancy Standards By-law.
- Acquire land utilizing any assistance available through senior government programs.
- Encourage the redevelopment or rehabilitation of privately-owned properties in need of improvement and take advantage of senior government programs that are available to assist property owners in their efforts.
- Dispose of municipally-owned land to private sector investors who will develop projects that Council believes will be important assets to the community.
- Support and assist the Business Improvement Area and Merchants' Association in their efforts to improve the viability of the Town as a location for business.
- Co-operate and liaise with community service clubs in an effort to improve community services.
- Encourage and support the development of infill projects on underutilized properties.
- Support the preservation of properties that Council believes to be historically significant.

## **6.0 ST. MARYS DOWNTOWN/COMMUNITY ECONOMIC REVITALIZATION STRATEGY**

In the spring of 2002 three organizations came together and partnered in preparing a terms of reference and then submitted an application for funding assistance under the province's Rural Economic Development Program. The three partners included the Town of St. Marys, the Business Improvement Area (BIA) and the Canadian Baseball Hall of Fame & Museum (CBHFM). In July 2002 the province announced its financial commitment to the project. The Town then retained the consortium of Priority Grow Inc., TCI Management Consultants Ltd. and Commonwealth Historic Resource Management Ltd. to undertake the development of the strategy. In order to ensure local input and feedback, the partners created a Strategy Steering Committee with representation from the three groups plus from Heritage St. Marys and the Tourism Committee. The resulting St. Marys Downtown/Community Economic Revitalization Strategy document was finalized in the spring of 2003.

The purpose of the study was to help guide and stimulate the community's economic, cultural and social development.

The Downtown/Community Economic Revitalization Strategy cites five approaches to direct the future of prosperity and vitality for St. Marys:

- Encouraging Economic Development
- Marketing the Community
- Addressing Social Issues
- Guiding Image and Design
- Managing Development

The St. Marys Downtown/Community Economic Revitalization Strategy recommends that there be:

- Appropriate economic development focusing on specialized retail, services and cultural spaces within the downtown core;
- Preservation and enhancement of the significant architectural and natural assets in creating an even more appealing setting for both residents and visitors; and,
- Continued building on the community's base as a tourism destination.

## **7.0 COMMUNITY IMPROVEMENT PLAN**

### **7.1 Area of Applicability**

This CIP dated January 31, 2015 shall apply to the Town of St. Marys Central Commercial District (CCD) as illustrated in Schedule "A" to this plan and identified as a Community Improvement Area in the Town of St. Marys Official Plan.

### **7.2 Goals and Objectives**

This CIP encourages property owners and developers in the CCD to pursue an incentive offered in support of preservation, restoration and rehabilitation of their properties. Registered owners, assessed owners and tenants of land and buildings within the Community Improvement Project Area are encouraged to undertake building façade improvements through the Façade Improvement Program under the Town of St. Marys Community Improvement Plan.

The intent of offering a financial incentive for façade improvement as part of the Community Improvement Plan is to:

- Encourage improvements to and maintenance of existing buildings within the CCD;
- Encourage the preservation of heritage features within the CCD; and,

- Provide opportunity for investment in downtown buildings that improves the economic climate of the area and increases its importance as a destination for residents and visitors.

### **7.3 Plan Parameters:**

This CIP allows for the financial assistance to registered owners, assessed owners and tenants of land and buildings within the Community Improvement Area as identified on the attached Schedule 'A,' and to any person to such owner or tenant has assigned the right to receive the grant.

More than one payment may be issued to a property provided the total funding does not exceed the annual grant maximum or the cost of rehabilitating the lands and/or buildings. Only projects which meet the list of eligible improvements or are otherwise deemed eligible upon review by the Chief Building Official (CBO) or designate will be eligible to receive a grant.

Grant monies will be awarded to a prescribed maximum dollar amount based upon a percentage of total costs of eligible work, whichever is the lesser. For the purposes of this CIP a façade shall be a portion of the building adjacent to a public roadway or a public pedestrian way. For buildings with facades adjacent to more than one public roadway or public pedestrian way, total linear façade measurements shall be based upon a total of the building facades subject to improvements under the application.

All applications for grant assistance under this CIP will be considered in priority of application received and will be restricted to the limit of the budgeted funding. Projects subject to any applications submitted under this CIP must be completed by December 15 of the calendar year of application, including final inspection and submission of final paperwork. In cases of unforeseen circumstances, the applicant may apply in writing to the CBO or designate for consideration of an extension to this timeline.

Applications received after December 15<sup>th</sup> of a given calendar year will be eligible for consideration and if approved, will be processed as applications under the following calendar year and paid pending availability of funding to the program.

All grants provided as part of this CIP will be paid out after the applicable façade improvements have been completed and inspected by the Town and the final paperwork has been received by the Town. A property owner or applicant that is in arrears of property tax or any other municipal financial obligation is not eligible to participate in the program.

In all situations, the total amount of grant provided to an applicant under this CIP shall not exceed the cost of rehabilitation.

The Façade Improvement Program will be administered by the Town of St. Marys Planning and Development Department under the Community Improvement Plan.

This Community Improvement Plan is consistent with the Provincial Policy Statement and the St. Marys Downtown/Community Economic Revitalization Strategy and implements the Town of St. Marys Official Plan.

### ***7.3.1 Role of the Chief Building Official (CBO) or Designate***

It shall be the responsibility of the CBO or designate to maintain and implement the façade improvement grant program established under the CIP, to encourage and review façade improvement grant applications, to prioritize façade improvement grant applications in the event funding is oversubscribed, to provide consultative services to façade improvement grant applicants, to monitor progress of façade improvement projects, to identify material variances from the original façade improvement grant applications, to inspect and verify completion of façade improvement projects, and to review and approve façade improvement grant disbursements. The CBO shall function as the designate of Council in granting final approval regarding financial incentive programs and applications.

### ***7.3.2 Façade Improvement Program***

#### ***What is It?***

Under the Façade Improvement Program, a registered owner, assessed owner or tenant with written permission of the owner, of a building located within the boundaries of the CCD as identified as Improvement Area 2 on the attached Schedule 'A' is eligible to apply for grant funding for façade improvements.

#### ***What Expenses are Eligible for Funding?***

Only building facades adjacent to a public roadway or a public pedestrian way are eligible for funding under this program.

Eligible expenses include costs of materials, contracted labour and equipment required to complete improvements to the building façade. Professional fees are also eligible. Eligible expenses are subject to approval and audit by the CBO or designate. Chattels or landscaping are not eligible for funding under this program. Labour provided by the applicant shall not be considered an eligible expense for the purpose of this program. Expenses incurred by the applicant prior to submission and approval of the application for funding under the Façade Improvement Program are not eligible for consideration.

Rehabilitation activities which occurred prior to approval of this CIP will not be eligible for consideration.

#### ***How Much Money is Available?***

The schedule of available funding is a continuum to accommodate facades of exceptional linear measurement. For buildings with facades adjacent to more than one



public roadway or public pedestrian way, total linear façade measurements shall be a total calculation of the building facades subject to work under the application.

Façade Description	% of Eligible Costs	Annual Maximum Grant
Façade portions greater than 0 linear metres to 15 linear metres	30%	\$3,000 for the façade subject to the application
Façade portions greater than 15 linear metres to 30 linear metres	20%	\$400 per every 3 linear metres subject to the application to a maximum of \$2,000
Façade portions greater than 30 linear metres to 45 linear metres	10%	\$200 per every 3 linear metres subject to the application to a maximum of \$1,000

More than one payment may be issued to a property within a calendar year provided the total funding does not exceed the annual grant maximum or the cost of rehabilitating the lands and/or buildings.

At the time that Council establishes its annual budget, Council shall determine the budget allocation to be made available to the Façade Improvement Program under this CIP for the current year. Council shall have the sole discretion to determine whether or not an annual budget allocation will be made. If these funds are not used in a budget year, Council shall provide for the unused balance of the funds to be transferred to a reserve fund, established for this purpose, to be used for the grant program in subsequent budget years.

***How Does the Program Work?***

Applications for the Façade Improvement Program will be reviewed by the CBO or designate. Final Council approval is required for applications under the Façade Improvement Program.

Successful applicants will be required to enter into an agreement with the Town. Where an application has been approved, grant monies will be paid upon completion of the façade improvement and after an inspection of the completed work to the satisfaction of Town staff. The façade improvements and all applicable paper work must be completed and submitted to the Town no later than December 15 of the calendar year in which the improvements were made. In cases of unforeseen circumstances, the applicant may apply in writing to the CBO or designate for consideration of an extension to this timeline. In the event that any portion of the façade improvement remains incomplete, as determined by the Town, on the final completion date and an extension was not requested or granted, neither the funding nor any portion thereof shall be payable by the Town and, the Town shall not be liable



for any loss, costs or damages arising as a result of the Applicant's failure to obtain funding due to the failure to complete the façade improvements within the project completion time frame. Work completed prior to grant application approval will not be eligible for consideration. No grant payments will be made at any time prior to the completion of the planned façade improvements.

Applications received after December 15<sup>th</sup> of a given calendar year will be eligible for consideration and if approved, will be processed as applications under the following calendar year and paid pending availability of funding to the program.

## **8.0 PLAN IMPLEMENTATION:**

Any financial incentive programs under this CIP will commence following consultation with the Ministry of Municipal Affairs and Housing and the coming into effect of the plan.

This Community Improvement Plan will be implemented over five years, ending December 31, 2020..

Council may conduct periodic reviews of the program(s) being offered under the community improvement plan to determine the effectiveness of the program and whether funding levels should be increased or decreased, or whether modifications to the program should be made.

Should Council decide that additional programs are to be added to the CIP or that the financial commitment to the program(s) is to significantly increase, an amendment to this plan shall be required.

At the time that Council for the Town of St. Marys establishes its annual budget, Council will determine the monies to be made available to the program(s) under the CIP for the current year. Council shall have the sole discretion to determine whether or not an annual budget allocation will be made to the program(s) under the CIP. In addition, the Town of St. Marys reserves the right to limit the amount of assistance it will provide to any particular project.

The municipality shall consult with the Ministry of Municipal Affairs and Housing where amendments to the CIP include:

1. a change or expansion in the geographic area to which financial or land programs outlined in a CIP apply;
2. a change in the eligibility criteria;
3. the addition of new municipal assistance programs involving grants, loans, tax assistance or land; or
4. an increase in a financial incentive to be offered within a municipal CIP program, regardless of its significance.

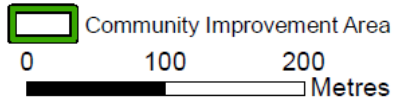
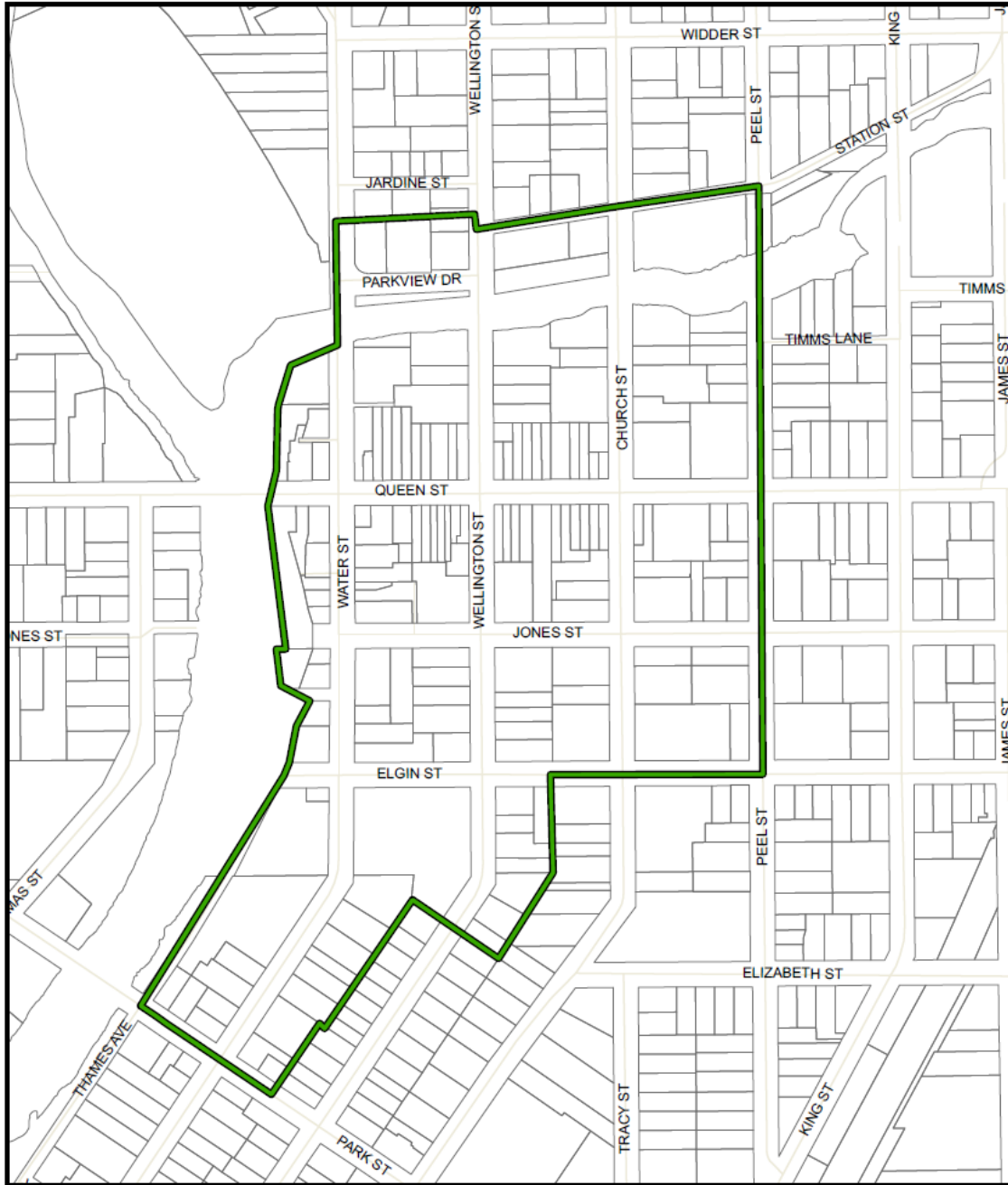
**9.0 AMENDMENTS TO THE PLAN.**

**NOTES:**



**SCHEDULE "A"**

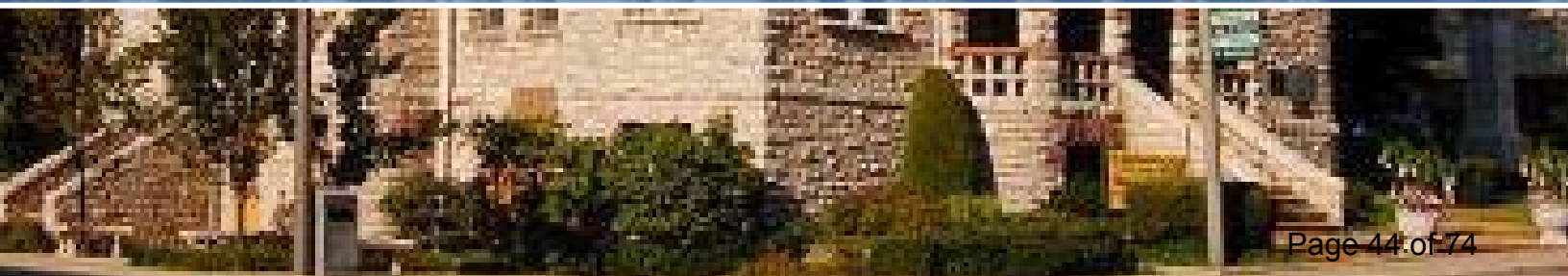
**Town of St. Marys  
Community Improvement Area**



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# Town of St Marys - Economic Prosperity Community Improvement Plan



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## Introduction

The Town of St Marys has made significant efforts to rejuvenate itself and revitalize the economy evidenced by the multiple reports and plans it has undertaken, as well as through a previous Community Improvement Plan focused on the downtown.

St Marys though was hit hard by the recession, with a significant amount of the workforce employed in the manufacturing sector. As a result of companies leaving or shutting down, St Marys lost 25% of its labour force (**BR + E, pg2**). While the Community Improvement Plan focused on the downtown addressed some of the major issues in the Town, it is only one part of a larger solution.

Through consultation and work with many stakeholders, it has been identified that for St Marys to have an economy which is once again prosperous, there must be significant effort made to encourage job creation as well as business expansion and retention in the industrial, commercial, and retail sectors.

### Purpose

Council has as a result, directed the preparation of a Community Improvement Plan (CIP) with the ultimate purpose of encouraging job creation, business retention as well as business expansion, in the industrial, commercial and retail sectors. In doing so, the plan will assist in diversifying the local economy to make sure there is sustained growth and economic prosperity for the Town in future years. More specifically, the CIP will provide for grant programs utilizing tax increment equivalent grant incentives to help fulfill the needs of the Town. These include: the Business Investment Grant Program; and the Business Revitalization/Expansion Grant Program. As this plan aims to help revitalize the economy of the Town as a whole, the plan area will encompass all of St Marys.

The CIP will be administered through the Town of St. Marys Planning and Development Department.

### Authority

#### Municipal Act

Section 106 of the Municipal Act, while prohibiting Municipalities from “directly or indirectly assisting any manufacturing business or other industrial or commercial



enterprise through the granting of bonuses”, a CIP allows for exemptions from the general prohibition.

### Ontario Planning Act

Section 28 of the Ontario Planning Act allows municipalities where there are provisions in its Official Plan relating to community improvement to designate by by-law a “Community Improvement Project Area”, and subsequently provide for the preparation of a “Community Improvement Plan”.

#### Community Improvement Project Area:

Section 28(1) of the Ontario Planning Act defines “Community Improvement Project Area” as a “municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings for any other environmental, social or community economic development reason.”

#### Community Improvement:

Section 28(1) of the Ontario Planning Act defines “Community Improvement” as the planning or re-planning, design or redesign, re-subdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.”

#### Municipal Activities:

Section 28(3) of the Ontario Planning Act provides the following regarding the “Acquisition and clearance of land”. When a by-law has been passed under subsection (2) designating a community improvement project area, the municipality may, a) acquire land within the community project area with the approval of the Minister if the land is acquired before a community improvement plan comes into effect and without the approval of the Minister if the land is acquired after the community improvement plan comes into effect; b) hold land acquired before or after the passing of the by-law within the community improvement project area; and c) clear, grade or otherwise prepare the land for community improvement.

Section 28(4) of the Ontario Planning Act provides that Council may provide for the preparation of a community improvement plan when a by-law has been passed designating a community project area.

As per Section 28(6) (a) of the Ontario Planning Act, for the purpose of carrying out a community improvement plan that has come into effect, the municipality may construct, repair, rehabilitate or improve buildings on land acquired or held by it in the community project area in conformity with the community improvement plan, and sell, lease or otherwise dispose of any such buildings and

the land appurtenant thereto; and further under Section 28(6) (b) may sell, lease or otherwise dispose of any land acquired or held by it in the community improvement project area to any person or governmental authority for use in conformity with the community improvement plan.

#### Provision of Grants and Loans:

Under Section 28(7) of the Ontario Planning Act, for the purpose of carrying out a community improvement plan that has come into effect the municipality may make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the costs of the community improvement plan.

The eligible costs of a community improvement plan may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities. Section 28 (7.1)

The total of the grants and loans made in respect of particular lands and buildings under subsections 28(7) and (7.2) and the tax assistance as defined in Section 365.1 of the *Municipal Act, 2001* or Section 333 of the *City of Toronto Act, 2006*, as the case may be, that is provided in respect of the lands and buildings shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings.

#### Public Consultation:

Section (15) of the Ontario Planning Act shall apply to any CIP being prepared by the municipality for Council consideration as follows:

Section (15) (a) in the course of the preparation of the plan, the Council shall ensure that the appropriate approval authority is consulted on the preparation of the plan and given an opportunity to review all supporting information and material and any other prescribed information and material, even if the plan is exempt from approval;

Section (15) (b) prescribed public bodies are consulted on the preparation of the plan and given an opportunity to review all supporting information and material and any other prescribed information and material;

Section (15) (c) adequate information and material, including a copy of the current proposed plan, is made available to the public in the prescribed manner, if any; and

Section (15) (d) at least one public meeting is held for the purpose of giving the public an opportunity to make representations in respect of the current proposed plan. Notice for said public meeting shall be given no later than 20 days prior to the date of public meeting [Section (19) of the Ontario Planning Act].

Under Section (16) of the Ontario Planning Act, if the plan is being revised under



Section 26, the council shall ensure that at least one open house is held for the purpose of giving the public an opportunity to review and ask questions about the information and material made available under clause (15) (c) above. Said open house shall be held no later than 7 days before any public meeting required under legislation [Section (18) of the Ontario Planning Act].

### **Registration of agreement**

An agreement concerning a grant or loan made under subsection (7) or an agreement entered into under subsection (10), may be registered against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof against any party to the agreement and, subject to the provisions of the *Registry Act* and the *Land Titles Act*, against any and all subsequent owners or tenants of the land. Section 28(11)

### **Dissolution of area**

When the council is satisfied that the community improvement plan has been carried out, the council may, by by-law, dissolve the community improvement project area. Section 28(13).

## **Provincial Policy Statement**

Section 1.1.3 of the Provincial Policy Statement 2014 states that the vitality of settlement areas is critical to the long-term economic prosperity of our communities.” And further, under Section 1.1.3.1 the Provincial Policy Statement provides that “Settlement areas shall be the focus of growth and development, and their vitality and regeneration shall be promoted.”

Sections 1.3 and 1.7 of the Provincial Policy Statement 2014 are pertinent to this CIP as the sections address the promotion of economic development and competitiveness as well as long-term economic prosperity.

Section 1.3 of the Provincial Policy Statement: Employment areas:

1.3.1 Planning authorities shall promote economic development and competitiveness by:

- a) providing for an appropriate mix and range of employment to meet long-term needs;
- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;

c) encouraging compact, mixed-use development that incorporates compatible employment uses to support livable and resilient communities; and

Section 1.7 of the Provincial Policy Statement: Long-term Economic Prosperity

1.7.1 Long-term economic prosperity should be supported by:

a) promoting opportunities for economic development and community investment-readiness;

c) promoting the redevelopment of Brownfield sites;

h) providing opportunities to support local food, and promoting the sustainability of agri-food and agri-product businesses by protecting agricultural resources, and minimizing land use conflicts.

## Municipal Policy Framework

The Planning Act stipulates that the Official Plan of perspective Municipalities must contain policies relating to community improvement in order to undertake a community improvement plan. The following are the relevant policies from the Town of St Marys Official Plan, as well as other policies and reports, which give greater reason and purpose for the CIP:

### Town of St Marys Official Plan

**2.2 ECONOMIC DEVELOPMENT** *Council recognizes that the promotion of local economic development is the key to the continuing livelihood of the community. The retention of existing and the development of new business, retail, service, and manufacturing uses enhance employment opportunities for its residents and strengthen the general economic health of the Town. The Town recognizes that such promotion rests with the Town and its development of a culture which is positive to responsible business and development ventures. The objectives and policies that follow have been developed for the purpose of fostering the Town's relationship with the business community in order to increase economic activity, employment opportunities, and the assessment base. Council appreciates that by maintaining a culture geared to retaining existing business and pursuing new business opportunities both the public and private sectors will benefit.*

#### 2.2.1 OBJECTIVES

2.2.1.1 To encourage the retention of existing business and the establishment of new diversified business through the creation of a business friendly culture.

2.2.1.2 To advocate local business development for the general benefit of the community. 2.2.1.3 To be proactive in attracting new business opportunities to the Town.

## 2.2.2 POLICIES

2.2.2.2 Council will develop partnerships with Town businesses and assist them by facilitating business/government and business/business interactions, relationships, and synergies.

2.2.2.3 Council will provide the necessary infrastructure in an affordable manner to maintain a competitive taxation/impost environment that is a catalyst for the retention of existing business and an enticement for new business.

2.2.2.5 Council will continue with initiatives to market the Town on a national and international landscape as a means of attracting new business.

The policies directly related to Community Improvement Plans are found under Section 6 of the Town of St Marys Official Plan, titled – “Community Improvement”. Specifically it states that “Council recognizes the need to maintain and rehabilitate the physical environment within the Town of St. Marys and Council is therefore committed to ongoing improvement efforts where deficiencies exist. Specific objectives for community improvement have been selected and areas in need of community improvement have been delineated within the Town based on specific criteria relating to improvement needs.”

## 6.0 COMMUNITY IMPROVEMENT

Section 6.0 of the Official Plan sets out Community Improvement Objectives for the Town of St. Marys. The objectives contained in this section of the Official Plan provide the basis for undertaking community improvement plans and community development projects to help ensure the ongoing maintenance, improvement and rehabilitation of the Town’s residential, commercial and industrial districts.

Objectives identified in this section are as follows:

6.1.1 To develop or rehabilitate hard and soft services in the Town to meet acceptable community standards, without placing undue burden on the Town’s financial resources;

6.1.2 To enhance the Town’s ability to accommodate development, redevelopment and economic growth and to foster a climate favourable to private investment;

6.1.3 To preserve and protect, without placing undue burden on the Town’s financial resources, man-made or natural features of the community that Council believes are important community assets; and,

6.1.4 To preserve the viability of the Central Commercial area as the primary retail, commercial, civic and cultural focus of the Town.

Section 6.2 of the Official Plan sets out Criteria for Area Selection, which

provides the basis for delineation of areas in need of community improvement. Two Community Improvement Areas are identified under section 6.3 of the Official Plan. The first encompasses the commercial core area of the Town of St. Marys, wherein the predominant land use type in this area is commercial and most of the deficiencies listed under criteria for area selection exist there.

The second area, noted as Improvement Area 2 “encompasses the entire Town of St. Marys with the exception of the commercial core area. The predominant land use type in this area is residential and most of the deficiencies listed in Section 6.2 as criteria for area selection are present. This Area is also anticipated as including the industrial areas of St. Marys.”

The intent of this CIP is to have the area of applicability encompass Improvement Areas 1 and 2 (Appendix A) thereby encompassing the entire Town.

Section 6.5 of the Official Plan sets out methods of implementing community improvements. Some of the methods, which Council may choose to achieve community improvement objectives include:

6.5.1 Establish a special committee of Council that will prepare and oversee the implementation of community improvements by utilizing the community improvement provisions outlined in Section 28 of the Planning Act, RSO 1990.

6.5.2 Take advantage of senior government programs that are available to assist municipal community improvement projects.

6.5.3 Support the provisions of the Town’s Maintenance and Occupancy Standards By-law.

6.5.4 Acquire land utilizing any assistance available through senior government programs.

6.5.5 Encourage the redevelopment or rehabilitation of privately-owned properties in need of improvement and take advantage of senior government programs that are available to assist property owners in their efforts.

6.5.6 Dispose of municipally-owned land to private sector investors who will develop projects that Council believes will be important assets to the community.

6.5.7 Support and assist the Business Improvement Area and Merchants’ Association in their efforts to improve the viability of the Town as a location for business.

6.5.8 Co-operate and liaise with community service clubs in an effort to improve community services.

6.5.9 Encourage and support the redevelopment and rehabilitation of underutilized properties and buildings.

6.5.10 Support the preservation of properties that Council believes to be historically significant.

Although the Town of St Marys official plan provides for multiple methods of implementing community improvements, this CIP will focus mostly on the provision to encourage and support the redevelopment and rehabilitation of underutilized properties and buildings.

## Community Based Strategic Plan

The community based strategic plan, which was completed in February 2010, titled “Our St Marys, Your Future”, established a plan which has enabled the “community to better capitalize on its strengths and assets and effectively position the community within the broader and regional economy.” To make sure this effort was truly community based, a large scale communications exercise was performed which included:

- Stakeholder interviews with local politicians, community leaders and the business community.
- 3 focus groups, including a youth symposium, which attracted approximately 50 people
- More than 250 people participated in an on-line survey where they were asked why they live in St. Marys, what should be done to strengthen the local economy and what the key priorities are for the community in the future.

The purpose behind the gathering of this significant amount of public input was the goal of finding out the needs and concerns locally, and utilizing that information to assist in “creating a community that is both sustainable and vibrant, providing opportunities for business and economic growth”.

Another important aspect of the plan was its analysis of industry history in St. Marys, as well as potential industry prospective for the future.

### Community Survey Results:

The results of the survey identified the concerns and wants of the community, which included: the need for assistance to local businesses, as well as tools to attract new business to Town. The most significant relevant response found in the survey was through the question asked “Does St Marys need to actively pursue industrial/commercial growth?” 48.2% of respondents answered “strongly agree”, while 37.4% answered “somewhat agree”, with a total of 75.6% of respondents “to a certain extent” agreeing.

In the same survey, 3 top priorities were established, one of which was business and development. More specifically, stakeholders discussed the need for improved retail and shopping to: diversify the economy; have independence and stability; attract industry to vacant buildings; support small/local business; and increase employment.

When asked in the same survey “how can St Marys be more sustainable”, respondents provided a variety of answers including: increasing grant awareness; maintaining a variety of local businesses; and supporting employment opportunities.

It is evident from the results of this survey that there is a clear desire from stakeholders for the Town of St Marys to play an active role in supporting and growing the economy locally. The CIP and its financial incentive tools will help meet this need.

### Industry Analysis

**Industrial Heritage:** Despite a recent decline in manufacturing, both in the Town and throughout the regional economy, St. Marys retains a strong industrial heritage from which to spur new business development. St. Marys Cement remains an anchor business within the region, with clients throughout the Great Lakes region. The presence of this industrial character coupled with the strength of the region’s agricultural community can be built upon to retain and attract firms from diverse sectors.

**New Industries – ICT and Green Economy:** The ICT sector represents a high-growth, high-skill area of the economy. The Town’s proximity to Stratford, which is currently developing a digital media centre, and its continued build-out of fibre optic capability, leave it well-positioned to attract and support ICT-related businesses and workers.

The Town also has an opportunity to pursue value-added goods and services related to the agriculture industry, which retains a strong presence in the County and surrounding townships. By becoming a hub for processing, technology and retailing for this sector, new business opportunities can be created within the Town.

The Agriculture, Value Added Agriculture and Agri-Food Sector provides 5,535 jobs and employs 5,340 residents in the region. The region is a net importer of 195 agriculture-related jobs. Many of the jobs are on farms (3,775) and in food manufacturing (1,610) (As of 2006 Census data). Furthermore, in the 2010 County of Perth, Town of St Marys and City of Stratford Economic Development Strategy and Action Plan: 2010-2014, it was estimated the specialty food sector has been growing by 9% annually and would be expected to continue to rise to 12% in the following five years.

**Sustainable Growth:**

Small business and entrepreneurs play an important role in economic growth in the province and represent a significant opportunity for the Town to drive new business growth. Local investment and employment gains can be realized by supporting these local businesses and nurturing entrepreneurial activities by providing needed hard and soft services e.g. telecommunication infrastructure, on-line business support services etc.

These types of businesses could also benefit greatly from local financial incentives.

## Community Improvement Plan Framework

### Area of Applicability

The CIP applies to both Improvement Areas delineated in Section 6.3 of the Town of St Marys Official Plan (Appendix A). As the CIP aims to assist in the recovery and growth of the Town's economy as a whole, it will apply to the entire Town.

### Goals and Objectives

#### Goals and Intent:

The goals of the CIP are driven by the policies of the Town's Official Plan, the Provincial Policy Statement, as well as by the needs of the community outlined in the Community Based Strategic Plan. The goals of the plan are to improve and add retail and shopping; diversify the economy; have independence and stability; attract industry to vacant buildings; support small/local business; and to increase employment so as to establish a long-term sustainable and prosperous economy.

#### Objectives of the CIP:

The plan aims to meet these goals by achieving the following objectives:

- Stimulate business investment, revitalization, and expansion through the financial incentive programs;
- Diversify the local economy, preparing it for stability for future years;
- Encourage the retention and creation of employment opportunities;
- Through the attraction/expansion of businesses, reduce the number of vacant buildings;
- Increase long-term tax assessment and revenue for the community;
- Monitor the performance of the Community Improvement Plan on an ongoing basis to ensure that the goals of the Plan are being met.



**General Definitions:**

**Annual Budget:** means the annual budget for the Town of St. Marys as approved by Council and includes provisions for revenue and expenses incurred in the operation of the municipality as well as reserve funds for that period of 12 months from January 1st to December 31st

**Applicant:** means the registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and any persons to whom such an owner or tenant has assigned the right to receive a grant or loan.

**Business Year:** The Business Year for the Town of St Marys follows the calendar year, beginning January 1, ending December 31.

**Council:** means the Town Council for the Corporation of the Town of St. Marys.

**Development:** means the construction, erection, or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of substantially increasing the size or usability thereof, or the laying out and establishment of a commercial parking lot. For the purposes of this Community Improvement Plan and eligibility to all financial incentives contained herein, development shall not apply to Greenfield development.

**Eligible Business:** means an existing business that is eligible to apply for grant monies under this this CIP based upon the eligible costs related to expansion activities of that business but does not include Greenfield development. Home Occupations are not eligible to apply for grant monies under this CIP.

**Eligible Costs:** are the costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities as defined in Section 28(7.1) of the Planning Act.

**Eligible Use:** Eligible uses for this CIP are defined by the official land uses designated through the Town of St Marys Official Plan for Industrial and Commercial uses including: Central Commercial, Highway Commercial, General Industrial, and Extractive Industrial.

**Eligible Works:** includes all development, redevelopment, rehabilitation and/or adaptive reuse of a use that meets the eligibility criteria of one or more of the financial incentive programs described by this CIP.

**Environmental Assessment:** means the process of estimating and evaluating



significant short-term and long-term effects of a program or project on the quality of its location's environment. It also includes identifying ways to minimize, mitigate, or eliminate these effects and/or compensate for their impact. An environmental impact assessment is prepared on the basis of an EA. Also called environmental evaluation.

**Existing Business:** is a business that is in operation and has a physical location within the boundaries of the Town of St Marys on or before the date this CIP came into effect.

**Home Occupation:** means an occupation and/or profession conducted entirely within a dwelling unit in a single-detached dwelling or a semi-detached dwelling by a person residing permanently in the single-detached dwelling or a semi-detached dwelling.

**Maximum Grant:** the total of the grants and/or loans offered under this CIP shall not exceed the eligible costs of the Community Improvement Plan with respect to those lands and/or buildings.

**Redevelopment:** is development on properties that have been previously developed, or for the expansion, rehabilitation or adaptive reuse of an existing building, facility or operation. This can include the acquisition and wholesale changeover in the use of a large site or several smaller neighbouring sites, and may involve some land assembly or demolition activity.

**Rehabilitation:** is the returning of an existing building and/or land to a useful state by adaptive reuse, development, redevelopment and/or construction.

**Reserve fund:** means monies approved by Council for the current year that are unexpended as of December 31<sup>st</sup> and placed in a reserve fund for future purposes as originally designated by Council in the annual budget.

**Settlement Area:** means lands within the municipality of the Town of St. Marys which have been designated in the Town's Official Plan for development over the long-term planning horizon to the approval of the Minister.

**Tax Increment:** the tax increment is calculated by subtracting the municipal portion of property taxes before reassessment from the municipal portion of property taxes after reassessment. The tax increment does not include any increase/decrease in municipal taxes due to a general tax rate increase, or a change in assessment for any other reason.

**Tax Increment Equivalent Grant (TIEG):** A TIEG is a grant equal to the full amount, or a portion of the amount that municipal/own purpose property taxes increase after a property is reassessed. The increase in taxes, or tax increment, is calculated by subtracting the municipal portion of property taxes before reassessment from the municipal portion of property taxes after reassessment. A municipality may provide any proportion of the increment for any length of time

their council deems is appropriate. The total amount of the grant provided cannot exceed \$15,000 or the value of the eligible work that resulted in the reassessment, whichever is the lesser. Once established the tax increment shall remain constant. The tax increment does not include any increase/decrease in municipal taxes due to a general tax rate increase/decrease, or a change in assessment for any other reason.

## Plan Parameters

### Eligibility Criteria

1) This CIP allows for financial incentives to registered owners, assessed owners and tenants of land and buildings within the Community Improvement Area and to any person to such owner or tenant has assigned the right to receive the grant.

2) Through this CIP applicants may apply to the business investment grant program or the business revitalization/expansion program only if their business meets the eligible use criteria defined in the general definitions in this CIP. **(Applicants cannot apply for both).**

3) i) At the time that Council establishes its annual budget, Council shall determine the budget allocation to be made available to the Grant Program under the CIP for the current year. Council shall have the sole discretion to determine whether or not an annual budget allocation will be made.

3) ii) If these funds are not used in a budget year, Council may provide for the unused balance of the funds to be transferred to a reserve fund, established for this purpose, to be used for the grant program in subsequent budget years.

4) All applications for grant assistance under this CIP will be considered in priority of application received and will be restricted to the limit of the budgeted funding.

5) Applications to any incentive programs contained in this CIP will only be accepted for properties located within the approved CIP project area.

6) A property owner or applicant that is in arrears of property tax or any other municipal financial obligation is ineligible to participate in the program.

7) The total amount of the grant provided cannot exceed \$15,000 or the value of the eligible work that resulted in the reassessment, whichever is the lesser.

8) The number of applications to any incentive programs offered under this CIP is restricted to one application per property; and further, any applicant who is already receiving any other form of financial incentives from the Town under other CIP programs is ineligible to apply for the financial incentives under this CIP.

9) All applicants must maintain occupancy and/or ownership of the property under which the grant has been applied for; otherwise the Tax Increment Equivalent Grant shall cease upon vacating or sale of the property.

10) This CIP and the grant programs under it are not available to home occupations.

### Grant Administration

1) All programs will be administered by the Town of St. Marys Planning and Development Department. Applicants shall pre-consult with members of the Planning and Development Department prior to submitting an application.

2) At the time of approval of the application, the current value assessment of the property, as recorded in the current assessment roll, shall be deemed to be the “pre-project or base assessment” for the purposes of calculating the tax increment. The value of the grant will be calculated based on the incremental increase in municipal taxes that result from the eligible works being completed. The tax increment value will be established after the final inspection of the improvements in accordance with the Ontario Building Code and when MPAC has established a new assessment value. The total amount of the grant provided cannot exceed \$15,000 or the value of the eligible work that resulted in the reassessment, whichever is the lesser.

3) All grants will be provided over a 5 year period, or until the total of all eligible costs under this CIP are met. Grants will commence in the first business year after the works are completed.

4) The applicant must submit an independent qualified estimate of the total cost of eligible works, all of which may be subject to audit or review by the Town.

5) All applicants who are approved for a grant must enter into a Grant Agreement with the Town, and said Agreement to be registered on title.

6) An application will not be considered approved until the Grant Agreement receives final approval of Council and is registered on title.

7) This Community Improvement Plan is consistent with the Ontario Planning Act, the Municipal Act, the Provincial Policy Statement, the St. Marys Community Based Strategic Plan, and the Town of St. Marys Official Plan.

## Role of the Chief Building Officer (CBO) or Designate

The role of the CBO or their designate shall be to receive and screen all applications, and make recommendations to Town Council. The CBO or their designate shall also be responsible for:

- Prioritizing grant applications in the event funding is oversubscribed,
- Providing consultative services to grant applicants,
- Monitoring progress of applicant projects,
- Inspecting and verifying completion of eligible works,
- Functioning as the designate of Council in granting final approval regarding financial incentive programs and applications.

Further to the recommendation of the CBO or designate, all grant applications under this CIP shall require the approval of Council unless Council has clearly assigned approval responsibilities to the CBO or designate.

## Financial Incentive Programs

This section outlines the grant programs the Town of St Marys will offer through the CIP, aimed at assisting in meeting the objectives of the CIP. As the objectives have been shaped by community input, there is a clear public benefit which can be gained through these offerings.

### Financial Incentive Goals

The goals of the financial incentives are to provide tools to assist in accomplishing the goals and objectives of the CIP including: improving retail and shopping; diversifying the economy; creating independence and stability; attracting industry to vacant buildings; supporting small/local business; and increasing employment. All with the ultimate goal of establishing a long term sustainable and prosperous economy.

### Business Investment Grant Program

Program Description:

The Business Investment Program will consist of a grant program, whereby eligible businesses will be able to receive a grant for a percentage of the tax increment generated as a result of development, redevelopment, rehabilitation, or construction, of a building or property, all in conformity with this CIP. The total amount of the grant provided cannot exceed \$15,000 or the value of the eligible work that resulted in the reassessment, whichever is the lesser. Eligible costs

may not include construction unless it is applicable to an existing structure. Greenfield development is not eligible under community improvement.

#### Program Purpose:

The Business Investment Program exists as a tool under this CIP to assist in attracting new businesses to St Marys. As identified through the community based strategic plan, there is a need and a want to diversify the economy, and make it sustainable and prosperous for years to come.

This program will ideally assist in growing the ICT and Green Economy, which were identified as sectors of potential growth for St Marys. The ICT sector represents a high-growth, high-skill area of the economy, and the Town's proximity to Stratford, which is continually building out its fibre optic capability, leave it well-positioned to attract and support ICT-related businesses and workers.

The Business Investment Program additionally allows the Town to take better advantage of possible opportunities to pursue value-added goods and services related to the agriculture industry, which retains a strong presence in the County and surrounding townships.

The Business Investment Program is also an ideal tool for the Town as it creates a lower barrier of entry for businesses coupled with an already low cost of living and doing business.

#### Program Details:

The Business Investment Grant is only available for eligible costs as stated in the Planning Act, which includes: "costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities". All eligible expenses however are subject to approval and audit by the CBO or designate.

Eligible costs under the Business Investment Grant Program shall include:

- entrance modifications to provide barrier-free accessibility;
- installation/upgrading of fire protection systems;
- repair/replacement of roof;
- structural repairs to walls, ceilings, floors and foundations;
- water/flood/weatherproofing;
- repair/replacement of windows and doors;
- extension/upgrading of plumbing and electrical services for the creation of habitable space;

- installation/alteration of required window openings to residential spaces;
- required improvements to heating and ventilation systems;
- and, other similar repairs/improvements related to health and safety issues, as may be approved;
- professional design fees;
- professional architectural fees;
- landfill/tipping fees;
- building demolition costs;
- development or redevelopment of a building or property;
- expansion of an existing building or facility;
- adaptive reuse, building rehabilitation and retrofit works;
- up to 100% of development application fees and building permit fees (includes application for Official Plan Amendment, Zoning By-law Amendment, Minor Variance or Permission, Consent, Site Plan Approval/Amendment/Modification /Termination, Plan of Subdivision/ Condominium, Condominium Conversion, Part Lot Control Exemption, Demolition Permit;
- up to 50% of Building Permit fees.

At the time of approval of the application, the current value assessment of the property, as recorded in the current assessment roll, shall be deemed to be the “pre-project or base assessment” for the purposes of calculating the tax increment. The amount of the grant shall be determined based upon the incremental increase in the municipal taxes that result from work being completed. The tax increment shall be established after the final inspection of the improvements in accordance with the Ontario Building Code and when MPAC has established a new assessment value. The total amount of the grant provided cannot exceed \$15,000 or the value of the eligible work that resulted in the reassessment, whichever is the lesser.

The payment schedule for the Business Development Grant will be as follows, or until the total of all grants that are provided in respect of the lands and buildings are equal to the approved *eligible costs*: **(IN REFERENCE TO CALCULATION TABLE)**

Year of Grant	Grant Percentage
1	100%
2	100%
3	80%
4	60%
5	40%

Once established, the tax increment shall remain constant and shall not be recalculated each year as the program under this CIP shall not include annual tax rate increases or phase-in adjustments in the grant calculation.

The applicant will be required to pay the full amount of property taxes owing for each year of the program's applicability and will receive a Business Investment Grant for the amount of the tax increment after the final tax bills for each year have been collected, provided all other eligibility criteria and conditions continue to be met. Grants will not be applied as tax credits against property tax accounts. If the tax bill is not paid in full, the Town will cancel all future grants.

### Business Revitalization/Expansion Grant Program

The Business Revitalization/Expansion Grant Program will consist of a grant program, whereby **existing** eligible local businesses will be able to receive a grant for a percentage of the tax increment generated (as a result of redevelopment or rehabilitation of an existing building or property), all in conformity with this CIP.

#### Program Purpose:

A major portion of the St Marys economy is represented by Small Businesses and Entrepreneurs, all of which play a significant role in the current prosperity of the Town's economy. These same businesses and type of business will also be vital to the long-term sustainability of the economy. As such it is important that the Town make a significant effort to support these businesses.

Another major pillar of the St. Marys economy is large manufacturing businesses. To prevent some of these larger businesses from relocating to other municipalities, the Town through this grant program will provide incentives for them to grow and expand and maintain a presence in the community, retaining jobs, with the possibility of creating more, and growing the tax base.

#### Program Details:

The Business Revitalization/Expansion Grant Program is only available for eligible costs as stated in the Planning Act, which includes: "costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities". All eligible expenses however are subject to approval and audit by the CBO or designate. The total amount of the grant provided cannot exceed \$15,000 or the value of the eligible work that resulted in the reassessment, whichever is the lesser.

Eligible costs under the Business Revitalization/Expansion Grant Program shall include:



- entrance modifications to provide barrier-free accessibility;
- installation/upgrading of fire protection systems;
- repair/replacement of roof;
- structural repairs to walls, ceilings, floors and foundations;
- water/flood/weatherproofing;
- repair/replacement of windows and doors;
- extension/upgrading of plumbing and electrical services for the creation of habitable space;
- installation/alteration of required window openings to residential spaces;
- required improvements to heating and ventilation systems;
- and, other similar repairs/improvements related to health and safety issues, as may be approved;
- professional design fees;
- professional architectural fees;
- landfill/tipping fees;
- demolishing buildings;
- development or redevelopment of a building or property;
- expansion of an existing building or facility;
- adaptive reuse, building rehabilitation and retrofit works;
- up to 100% of development application fees and building permit fees (includes application for Official Plan Amendment, Zoning By-law Amendment, Minor Variance or Permission, Consent, Site Plan Approval/Amendment/Modification/Termination, Plan of Subdivision/Condominium, Condominium Conversion, Part Lot Control Exemption, Demolition Permit;
- up to 50% of Building Permit fees.

At the time of approval of the application, the current value assessment of the property, as recorded in the current assessment roll, shall be deemed to be the “pre-project or base assessment” for the purposes of calculating the tax increment. The amount of the grant shall be determined based upon the incremental increase in the municipal taxes that result from work being completed. The tax increment shall be established after the final inspection of the improvements in accordance with the Ontario Building Code and when MPAC has established a new assessment value. The total amount of the grant provided cannot exceed \$15,000 or the value of the eligible work that resulted in the reassessment, whichever is the lesser.

The payment schedule for the Business Revitalization/Expansion Grant Program shall be as follows, or until the total of all grants that are provided in respect of the lands and buildings are equal to the approved *eligible costs*: **(IN REFERENCE TO CALCULATION TABLE)**

Year of Grant	Grant Percentage
1	100%
2	100%



3	80%
4	60%
5	40%

Once established, the tax increment shall remain constant and shall not be recalculated each year as the program under this CIP shall not include annual tax rate increases or phase-in adjustments in the grant calculation.

The *applicant* will be required to pay the full amount of property taxes owing for each year of the program's applicability and will receive a Business Revitalization/Expansion Grant for the amount of the *tax increment* after the final tax bills for each year have been collected, provided all other eligibility criteria and conditions continue to be met. Grants will not be applied as tax credits against property tax accounts. If the tax bill is not paid in full, the Town will cancel all future grants.

### Plan Implementation:

Any financial incentive programs under this CIP will commence following consultation with the Ministry of Municipal Affairs and Housing and the coming into effect of the plan. This CIP will come into effect following its adoption by Town Council and the required appeal periods. This CIP does not authorize the provision of financial incentives for rehabilitation activities which occurred prior to Council approval of the CIP. This CIP will be implemented over five years, ending on December 31, 2019.

Final decisions on applications and allocation of funds shall be made by Town Council unless Town Council has expressly delegated its authority to Town staff to make decisions on individual applications. Further, if the Town delegates its authority then the applicant shall be afforded an opportunity to appeal the staff decision to Council or an appropriate Standing Committee. Successful applicants shall be required to enter into an agreement with the Town.

When an application has been approved, payment of the grant will commence in the year following the completion of the work and approval of the grant by Town Council. The property owner is required to pay, in full, any and all tax amounts, which will then be granted back to the property owner under the approved application subject to this CIP.

### Plan Monitoring

Council may conduct periodic reviews of the program(s) being offered under the community improvement plan to determine the effectiveness of the program and whether funding levels should be increased or decreased, or whether modifications to the program should be made.

Should Council decide that additional programs are to be added to the CIP or that the financial commitment to the program(s) is to increase, an amendment to this plan shall be required. At the time that Council for the Town of St. Marys establishes its annual budget, Council will determine the monies to be made available to the program(s) under the CIP for the current year. Council shall have the sole discretion to determine whether or not an annual budget allocation will be made to the program(s) under the CIP. In addition, the Town of St. Marys reserves the right to limit the amount of assistance it will provide to any particular project.

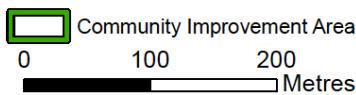
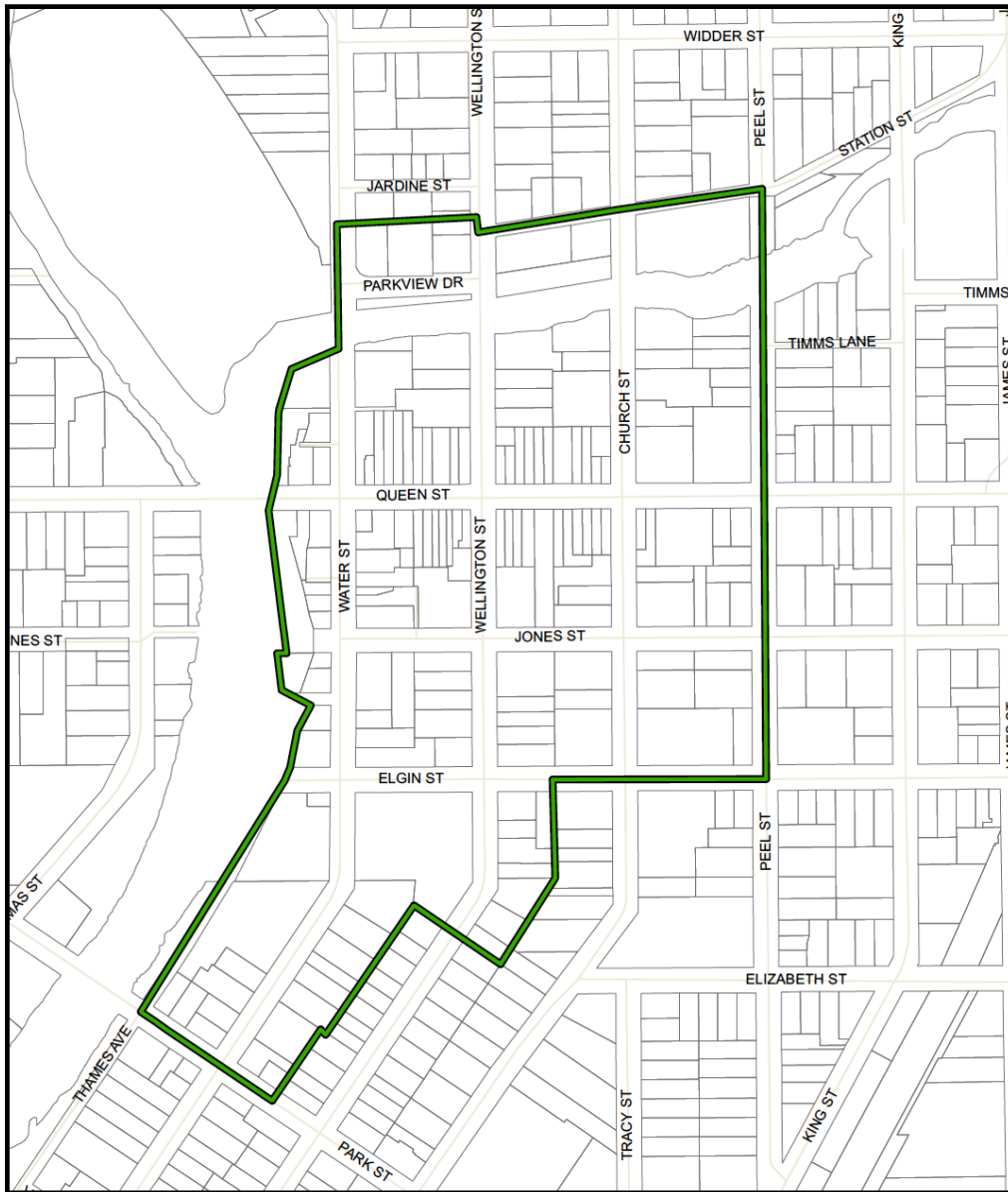
The municipality shall consult with the Ministry of Municipal Affairs and Housing where amendments to the CIP include:

1. a change or expansion in the geographic area to which financial or land programs outlined in a CIP apply;
2. a change in the eligibility criteria;
3. the addition of new municipal incentive programs involving grants, loans, tax assistance or land; or
4. an increase in a financial incentive to be offered within a municipal CIP.

APPENDIX A

IMPROVEMENT AREA 1

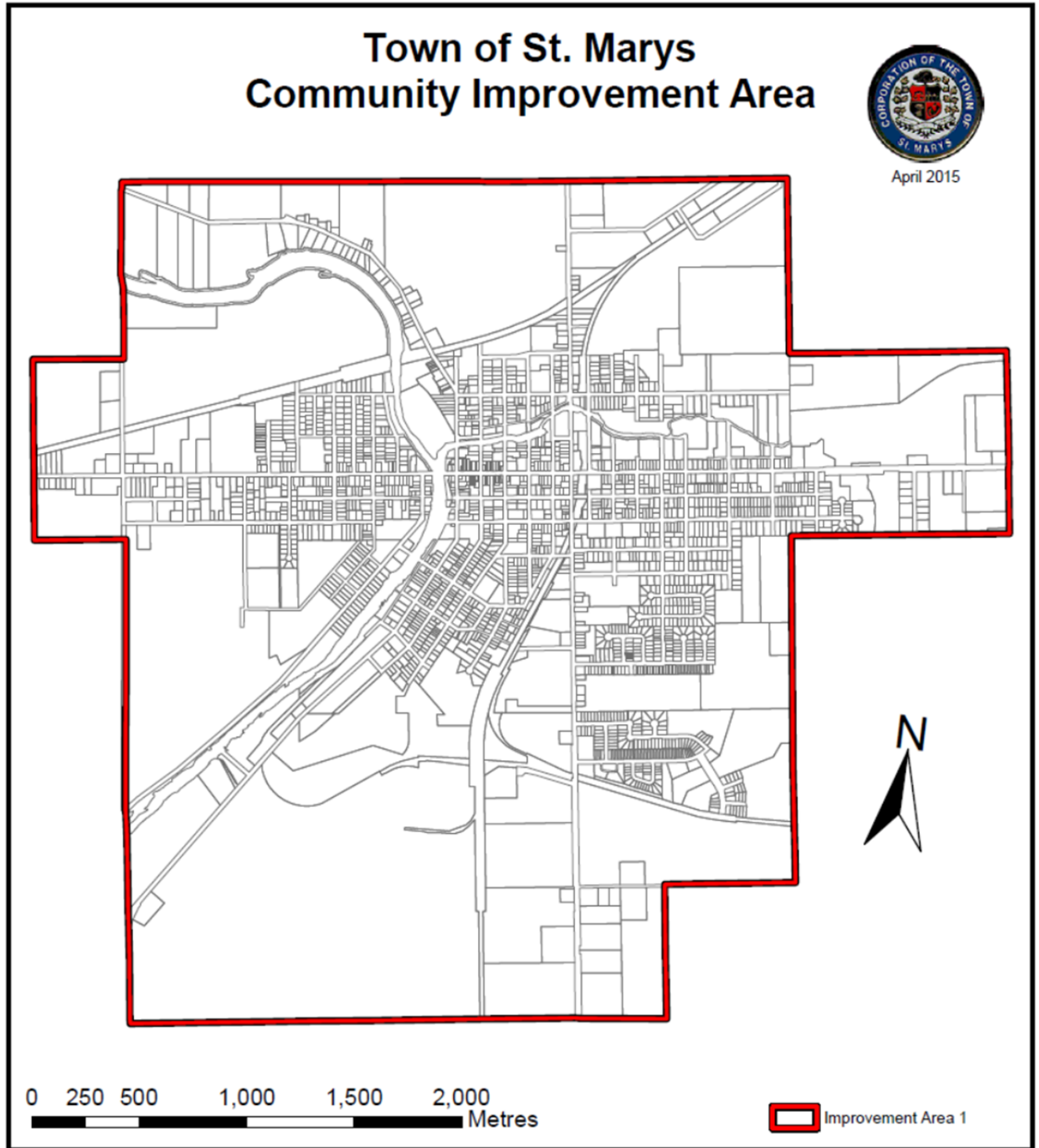
### Town of St. Marys Community Improvement Area



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APPENDIX A

IMPROVEMENT AREA 2



# PROCUREMENT AWARD

<b>To:</b>	Mayor Strathdee and Members of Council
<b>Prepared by:</b>	Brent Kittmer, CAO / Clerk
<b>Date of Meeting:</b>	18 February 2020
<b>Subject:</b>	<b>CAO 16-2020 Procurement Award Organizational and Internal Service Modernization Review Project</b>

## PROJECT DETAILS

During Council's priority setting session in early 2019, the following scope of project was approved by Council:

- Complete a Service Delivery Review as a proactive step to develop strategies to manage the impact of expected funding cuts from the province.

The overall responsibility for scope of this project fell to the CAO. It was the CAO's understanding that Council had two goals for the project: a review of the services that are currently delivered, and a review of how the Town is delivering those services.

To accomplish Council's goals, a two phased approach was designed for the project:

- *Phase 1 – Internally Led – Review of Services Delivered, Internal Efficiencies, and Fees*
- *Phase 2 – External Support Hired – Review How Services are Delivered*

Phase 1 was completed internally by staff, included over 300 recommendations consisting of new revenue generation, operating costs reductions, and service level adjustments. It is anticipated that this effort will achieve approximately \$300,000 in positive annual budget changes in 2020; with further recommendations being investigated and implemented in 2020/2021.

The Town of St. Marys has applied for funding under the Municipal Modernization Program Intake 1 to complete Phase 2 of the project, and has completed a procurement process to hire a professional firm to complete the scope of work outlined below.

**Objective #1:** Review how the Town has structured the functional assignments and management of the overall organization and its departments, and recommend any efficiencies that can be achieved without impacting front line services.

- Perform a review of the current organizational and departmental structures, with particular attention on how municipal services are functionally organized and assigned by department
- Through internal consultations, gather information on the strengths, weakness, opportunities, and threats of the current organizational and departmental structures and functional assignments

- Make recommendations on how to better design the organization and its departments around strategy and process, to improve the effectiveness and efficiency of how the Town can deliver its services
- Provide an implementation plan

**Objective #2:** Identify service improvement opportunities through a review of key internal processes that can be modernized to achieve efficiencies and/or improve public services.

- Through internal consultations, identify internal processes where opportunity exists for improvements and efficiencies
- Identify 1 – 3 internal processes to review
- Perform detailed process reviews to identify recommended process changes or technological modernizations
- Make recommendations (including quantified savings) to improve the effectiveness and efficiency of internal processes
- Provide implementation plan, with estimated implementation costs

The timeline for this project has been developed to have a draft report before Town Council on May 12, 2020 with a final report provided to Council on June 9, 2020.

**RECOMMENDATION**

**THAT** CAO 16-2020 regarding the Organizational and Internal Service Modernization Review procurement award be received; and

**THAT** the project be awarded to KPMG for the procured price of \$84,620.05, inclusive of all taxes and contingencies; and

**THAT** staff report back on the final funding plan for this project once the results of the Town’s modernization grant application are known.

**PROCUREMENT SUMMARY**

A procurement document was administered for the above noted project. The procurement method was through an RFP process, with defined evaluation criteria. Because this is an RFP, the award to the successful consultant is based on the highest mark received. RFPs were reviewed and evaluated by the CAO and the Director of Human Resources.

The following is a summary of the procurement results, as well as a recommendation for a successful proponent:

Consultant	Score
KPMG	90
Lough Barnes Consulting Group	86
Strategy Corp	85

<b>Procurement Information</b>	<b>Details and Results</b>
Approved Project Budget:	\$70,000.00
Cost Result – Successful Bid (Inclusive of HST):	\$84,620
Cost Result – Successful Bid (Inc. Net of HST rebate):	\$76,202.97
Project Over-budget	\$6,532

The procurement document submitted by KPMG was found to be complete, contractually acceptable, and ultimately provided the best value for the municipality. The KPMG proposal was found to be the one that included the highest degree of engagement with staff and Council, and was determined to have an overall process that would best fit the Town’s existing organizational culture. For these reasons, staff are recommending award to KPMG.

**FINANCIAL IMPLICATIONS**

As noted, the Town has applied for a Provincial grant to fund approximately \$47,000 of the costs of this project. The balance of the project was planned to be funded from the Town’s one-time modernization grant.

Council’s approval of this award is required because the CAO was delegated authority to award the project only if the total value was \$70,000 or less. The variance of \$6,202 will also be funded through the one-time modernization grant.

**STRATEGIC PLAN**

Not applicable to this report.

**OTHERS CONSULTED**


Lisa Lawrence, Director of Human Resources

**ATTACHMENTS**

None

**REVIEWED BY**

**Recommended by the CAO**

  
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 Brent Kittmer  
 CAO / Clerk

**BY-LAW 18-2020**

**THE CORPORATION OF THE TOWN OF ST. MARYS**

**Being a By-law to authorize an Agreement between The Corporation of the Town of St. Marys and K & L Construction (Ontario) Ltd. to authorize the Mayor and Clerk to execute the Agreement.**

- WHEREAS:** The Corporation of the Town of St. Marys released RFT-DEV-01-2019 for the purpose of the upgrade at the St. Marys Fire Hall (the “Project”);
- AND WHEREAS:** A tender for the Project was submitted by K & L Construction (Ontario) Ltd. which was subsequently approved by Council on February 18, 2020;
- AND WHEREAS:** The Corporation of the Town of St. Marys deems it expedient to enter into an agreement with K & L Construction (Ontario) Ltd. (the “Agreement”) for the purpose of clarifying and delineating the respective rights, obligations, payments and billing arrangements of and for the delivery of the Project;
- AND WHEREAS:** It is appropriate to authorize the Mayor and the Clerk to execute the Agreement on behalf of the Town;
- NOW THEREFORE:** The Council of the Corporation of the Town of St. Marys hereby enacts as follows:
1. That the Agreement between The Corporation of the Town of St. Marys and K & L Construction (Ontario) Ltd., attached hereto as Appendix “A”, is hereby authorized and approved.
  2. That the Mayor and CAO / Clerk are hereby authorized to execute the Agreement on behalf of The Corporation of the Town of St. Marys.
  3. This by-law comes into force and takes effect on the final passing thereof.

**Read a first, second and third time and finally passed this 18<sup>th</sup> day of February, 2020.**

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Mayor Al Stratthdee

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Brent Kittmer, CAO / Clerk



**BY-LAW 19-2020**

**THE CORPORATION OF THE TOWN OF ST. MARYS**

**Being a By-law to authorize an Agreement between The Corporation of the Town of St. Marys and KPMG LLP to authorize the Mayor and Clerk to execute the Agreement.**

- WHEREAS:** The Corporation of the Town of St. Marys released a procurement document for the purpose of seeking a qualified consultant to conduct an organizational and internal service modernization review of The Corporation of the Town of St. Marys (the “Project”);
- AND WHEREAS:** A proposal for the Project was submitted by KPMG LLP which was subsequently approved by Council on February 18, 2020;
- AND WHEREAS:** The Corporation of the Town of St. Marys deems it expedient to enter into an agreement with KPMG LLP (the “Agreement”) for the purpose of clarifying and delineating the respective rights, obligations, payments and billing arrangements of and for the delivery of the Project;
- AND WHEREAS:** It is appropriate to authorize the Mayor and the Clerk to execute the Agreement on behalf of the Town;
- NOW THEREFORE:** The Council of the Corporation of the Town of St. Marys hereby enacts as follows:
1. That the Agreement between The Corporation of the Town of St. Marys and KPMG LLP, attached hereto as Appendix “A”, is hereby authorized and approved.
  2. That the Mayor and CAO / Clerk are hereby authorized to execute the Agreement on behalf of The Corporation of the Town of St. Marys.
  3. This by-law comes into force and takes effect on the final passing thereof.

**Read a first, second and third time and finally passed this 18<sup>th</sup> day of February, 2020.**

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Mayor Al Stratheedee

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Brent Kittmer, CAO / Clerk

**BY-LAW 20-2020**

**THE CORPORATION OF THE TOWN OF ST. MARYS**

**Being a By-law to confirm all actions and proceedings of the Council of The Corporation of the Town of St. Marys at its special meeting held on February 18, 2020.**

**WHEREAS:** The *Municipal Act, 2001, S.O. 2001, c.25*, as amended, Section 5(3), provides that the jurisdiction of every council is confined to the municipality that it represents and its powers shall be exercised by by-law;

**AND WHEREAS:** The Council of the Corporation of the Town of St. Marys deems it expedient to confirm its actions and proceedings;

**NOW THEREFORE:** The Council of The Corporation of the Town of St. Marys hereby enacts as follows:

1. That all actions and proceedings of the Council of the Corporation of the Town of St. Marys taken at its special meeting held on the 18<sup>th</sup> day of February, 2020 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.
2. This by-law comes into force on the final passing thereof.

**Read a first, second and third time and finally passed this 18<sup>th</sup> day of February, 2020.**

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Mayor Al Stratheed

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Brent Kittmer, CAO / Clerk