AGENDA
Strategic Priorities Committee

March 21, 2023
9:00 am
Council Chambers, Town Hall
175 Queen Street East, St. Marys
YouTube Link - https://www.youtube.com/channel/UCzuUpFqxcEl8OG-dOYKteFQ

Pages

1. CALL TO ORDER

2. DECLARATIONS OF PECUNIARY INTEREST

3. AMENDMENTS AND APPROVAL OF THE AGENDA

RECOMMENDATION
THAT the March 21, 2023 Strategic Priorities Committee agenda be accepted as presented.

4. DELEGATIONS AND PRESENTATIONS

4.1 City of Stratford Social Services Department re: Housing and Homelessness Presentation 5

5. STRATEGIC PRIORITIES REVIEW

5.1 COR 28-2023 Reimagined Stonetown Heritage Festival 54

RECOMMENDATION
THAT COR 28-2023 Reimagined Stonetown Heritage Festival report be received.

5.2 ADMIN 17-2023 Review of Designation of Public Events as Municipally Significant Policy 69

RECOMMENDATION

THAT ADMIN 17-2023 Review of Designation of Public Events as Municipally Significant Policy report be received; and

THAT the Strategic Priorities Committee endorse the draft Designation of Public Events as Municipally Significant Policy; and

THAT the Strategic Priorities Committee recommends to Council:

THAT Council approve the Designation of Public Events as Municipally Significant Policy; and

THAT Council consider by-law XX-2023, being a by-law to delegate to the Clerk the authority to process requests for events of municipal significance.

5.3 PW 17-2023 Service Delivery for Organics Material Management 96

RECOMMENDATION

THAT report PW 17-2023, Service Delivery for Organics Material Management be received; and

THAT the Strategic Priorities Committee recommend to Council:

THAT Council endorse an organics material program on a trial basis for 2023 through 2025 that includes an expanded curbside leaf and yard waste collection program consisting of 30 collection events per property as well as the ongoing operation of the convenience depot at the Municipal Operations Centre; and,

THAT the procurement for curbside leaf and yard waste services be awarded to Barry's Handyman Services for a three-year contract at the procured price of $187,674.64 inclusive of all taxes and contingencies; and,

THAT the procurement for operations and management of the MOC leaf and yard waste depot be awarded to Texo Terra Contracting Ltd. for a three-year contract for the procured price of $94,995.34 inclusive of all taxes and contingencies; and,

THAT Council approves a variance of $62,086.40 to be incurred in 2023 as identified in report PW 17-2023, to be funded from waste management reserves; and,

THAT Council consider By-Law XX-2023, being a by-law to authorize the Mayor and the Clerk to sign the associated agreement with Barry's Handyman Services; and

THAT Council consider By-Law XX-2023, being a by-law to authorize the Mayor and the Clerk to sign the associated agreements with Texo Terra Contracting Ltd; and,

THAT Council defer implementation of a curbside green bin organics program through at least 2025; and,

THAT Council direct staff to incorporate a Financial Plan for waste management services into the future scope of work that will be tendered for landfill operations and design in the coming years.

6. NEXT MEETING

*All meetings are open to the public to attend in person and will be live streamed to the Town's YouTube channel

April 18, 2023 - 9:00 am

7. ADJOURNMENT

RECOMMENDATION
THAT this meeting of the Strategic Priorities Committee be adjourned at _____ pm.

Housing & Homelessness Planning and Programs

STRATFORD, PERTH COUNTY, AND ST. MARYS

Presentation to St. Marys Council

Outline for Today

- ☑ Background
  - →Clarifying Terms
  - →Role of Social Services Department
  - →Housing & Homelessness Plans
- ☑ Assessment of Housing Need & Demand
- ☑ Our Updated Plan
  - →New Vision
  - →Strategic Objectives & Implementation Drivers
- ☑ Next Steps
- ☑ Questions

Background

Housing Spectrum

HOMELESSNESS			NON-MARKET HOUSING			MARKET HOUSING	
Unsheltered	Emergency Sheltered	Provisionally Accommodated	Supportive Housing	Community Housing	Rent Supports	Private Market Rental	Home Ownership
Sleeping outdoors, in public spaces, in makeshift shelters, vehicles, etc.	Short-term stays in homeless shelters, motels, & domestic violence shelters.	Staying temporarily with friends/ family, in transitional housing, in institutions such as hospitals or jails.	Housing with support services to help people live independently.	Housing developed with government funding.	Government-funded payments that bridge the gap between household income and market rents.	Comprises the majority of attainable housing in Ontario.	The majority of households in Ontario own their home.

Adapted from Ministry of Housing and Municipal Affairs, 2011

Clarifying Terms

Attainable Housing

Includes the entire breadth of housing options

Housing that is:

- ☑ **Affordable** to the income level of the household
- ☑ **Available** at the time
- ☑ **Appropriate** to the circumstances of the individual or family
- ☑ **Achievable** or **Actionable** (is able to be put into action)

Affordable Housing

A form of attainable housing

Rental units constructed since 2002:

- ☑ In which rents are **maintained at or below 80% of Average Market Rent (AMR) for at least 20 years**
- ☑ Built in both community housing and the private market

Community Housing

A form of attainable housing
Synonymous with social housing

Housing that:

- ☑ Is owned and operated **by non-profit housing corporations, housing co-operatives, municipal governments, & District Social Services Administration Boards**
- ☑ Offers **RGI and/or moderate market rents** for eligible households

Role of the Social Services Department

- Consolidated Municipal Service Manager (CMSM or 'Service Manager')
  - → Provincial designation
  - → One of 47 Service Managers in Ontario
- Administers social services to residents in Stratford, Perth County, and St. Marys
- Includes 4 Divisions:
  - → Housing
  - → Ontario Works
  - → Children's Services
  - → Anne Hathaway Day Care Centre

Homelessness response bridges both

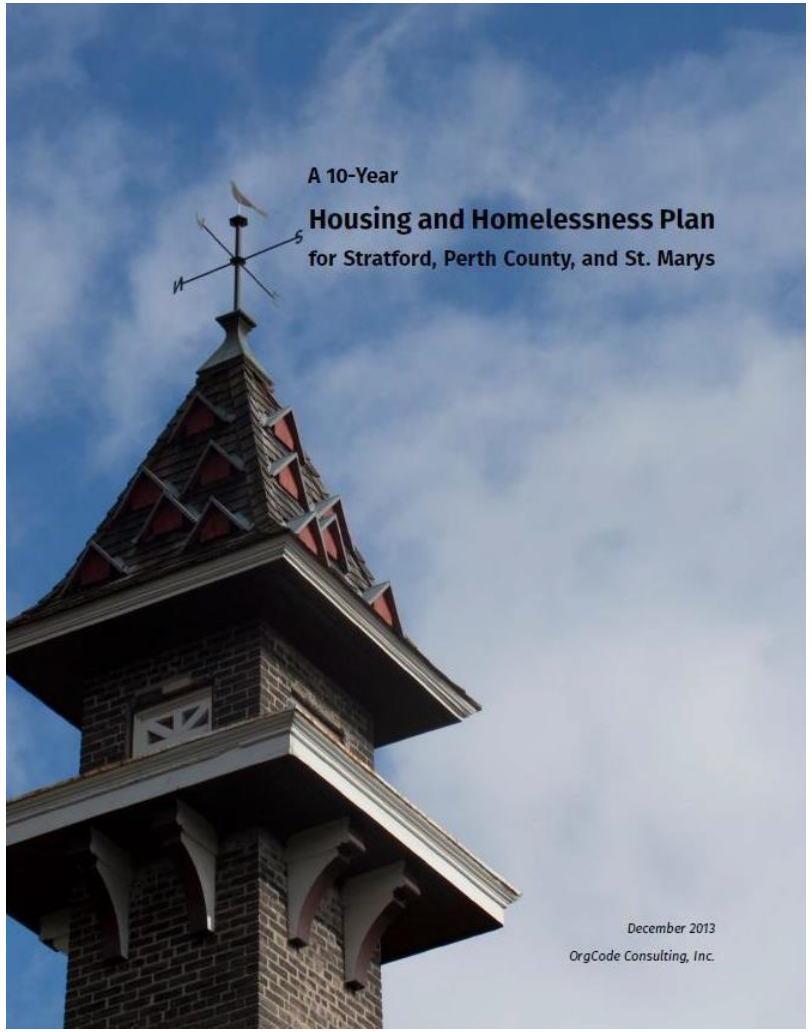
Housing Division

- **Housing Access Centre (HAC)** manages the Centralized Waiting List for rent-geared-to-income (RGI) housing
  - → Determines eligibility & processes applications
- Provides oversight and support to community housing providers
  - → 323 units (both RGI and market rent)
- Administers rent support programs
  - → Rent supplements, housing allowances, housing benefits
- Administers federal/provincial affordable housing programs
  - → e.g. OPHI, 230 Britannia Street, SHOPP Fixed Sites
- **Perth & Stratford Housing Corporation (PSHC)**
  - → Owns and operates 663 RGI units in Stratford, St. Marys, Listowel, Atwood, Mitchell, & Milverton

As Service Manager

As a landlord

Housing & Homelessness Plans in Ontario



- Requirement of the *Housing Services Act, 2011* that Service Managers develop and implement 10-Year Housing & Homelessness Plans in order to:
  - → Align with provincial and federal work
  - → Identify gaps and prioritize service needs at local level
- Came into effect on January 1, 2014
- Review at the 5-year mark
  - → Process began in late 2018
  - → Completed & submitted to the Ministry of Municipal Affairs and Housing (MMAH) in December 2019
  - → Approved by MMAH Spring 2020
  - → Endorsed by Stratford City Council in Summer 2020

Framework for the Updated Plan

Guided by the following **policy directives** outlined in the *2016 Policy Statement for Service Manager Housing & Homelessness Plans*:

Accountability & Outcomes

A Broad Range of Community Needs

Ending Homelessness

Non-Profit Housing & Housing Cooperatives

Coordination with Other Community Supports

Private Market

Indigenous Peoples

Climate Change & Environmental Sustainability

Consultation & Review Process

- Engaged 100+ community stakeholders:
  - → Individuals with lived experience of housing instability and homelessness
  - → Local service providers
  - → Municipal planning departments
  - → Economic development partners
  - → Community housing providers

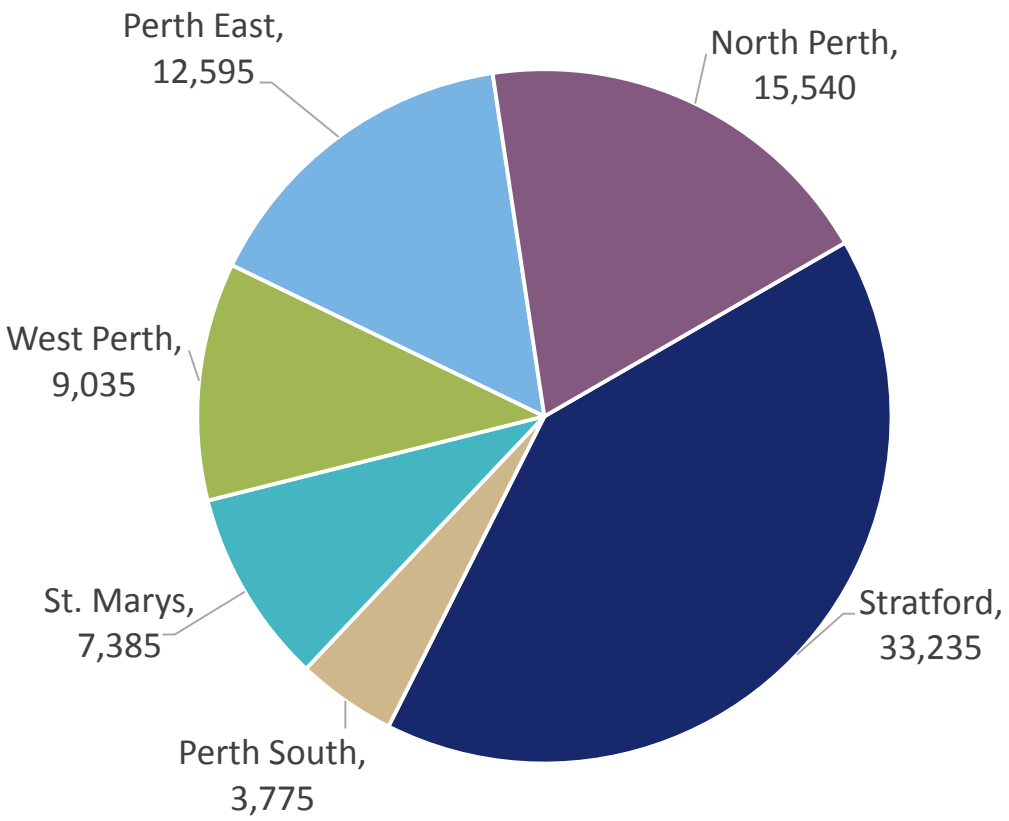
- Used a variety of consultation methods:
  - → Public meetings
  - → Key interviews
  - → Digital engagement platform

- Conducted an assessment of current demographic, socio-economic, housing, and homelessness data

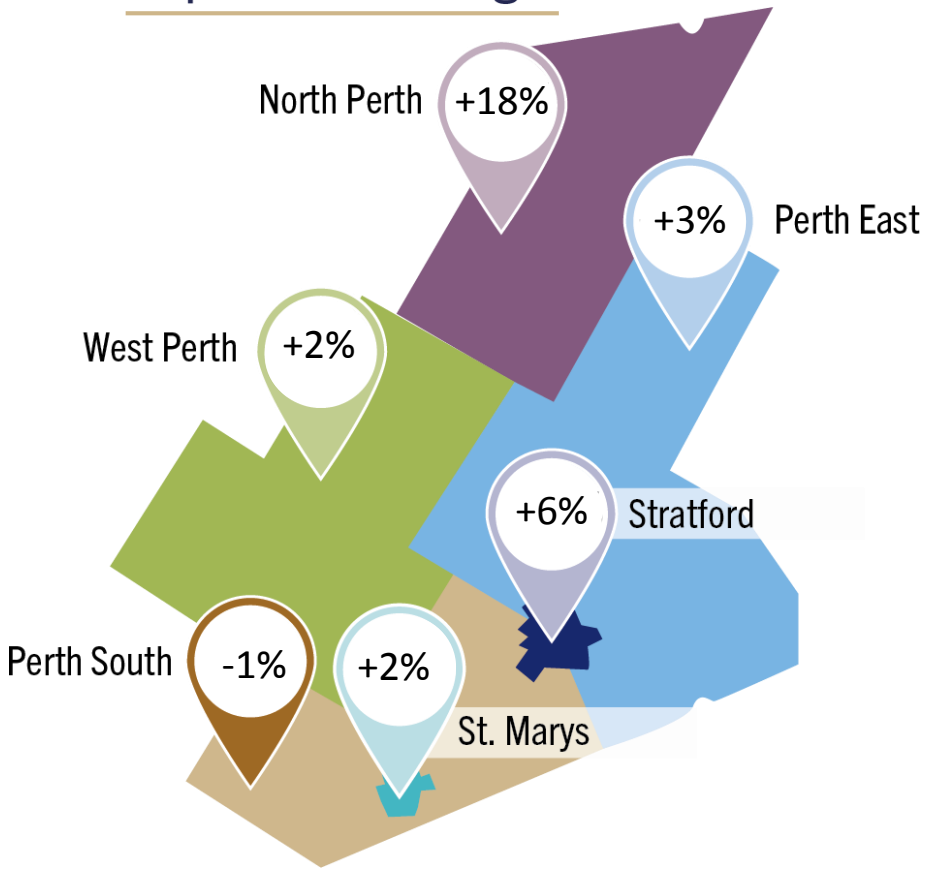
Assessment of Housing Need & Demand

Service Manager Area Population

Population Distribution



Population Change



Source: Statistics Canada 2021 Census

Income & Poverty

In 2021:

The **median total household income** in the service manager area was

$84,000

compared to

$91,000

in Ontario

The proportion of **persons living in low income based on the Low Income Measure (LIM)** was

9.1%

a decrease since 2016 when is was

11.1%

The highest proportion was in **Perth East** **10.3%**

The lowest proportion was in **Perth South** **7.2%**

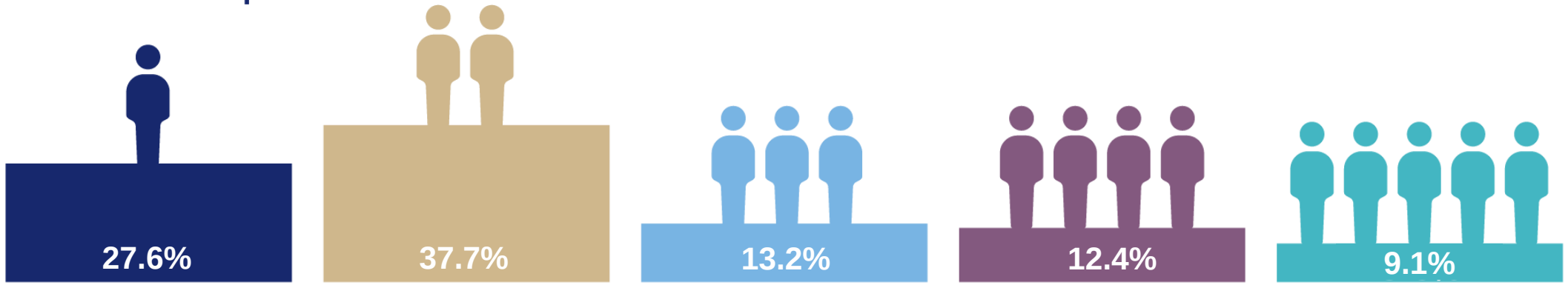
Source: Statistics Canada 2021 Census

Snapshot of Households in Service Manager Area

Dwellings by Structural Type

67.6%	7.0%	4.8%	14.3%	2.6%	2.7%	0.2%	0.7%
detached house	semi-detached house	row house	apartment <5 storeys	apartment 5+ storeys	apartment in a duplex	other single attached house	moveable dwelling

Household Composition

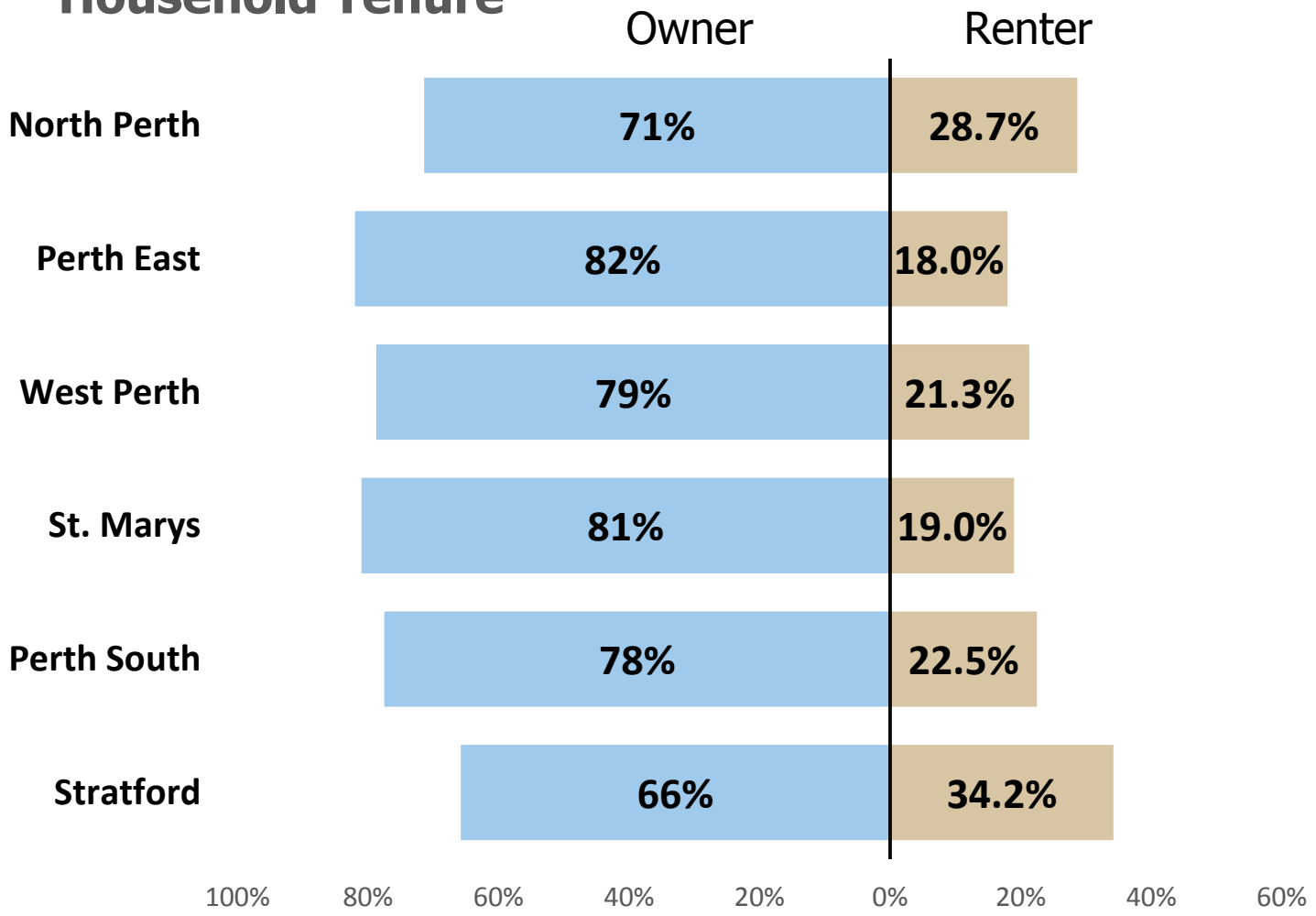


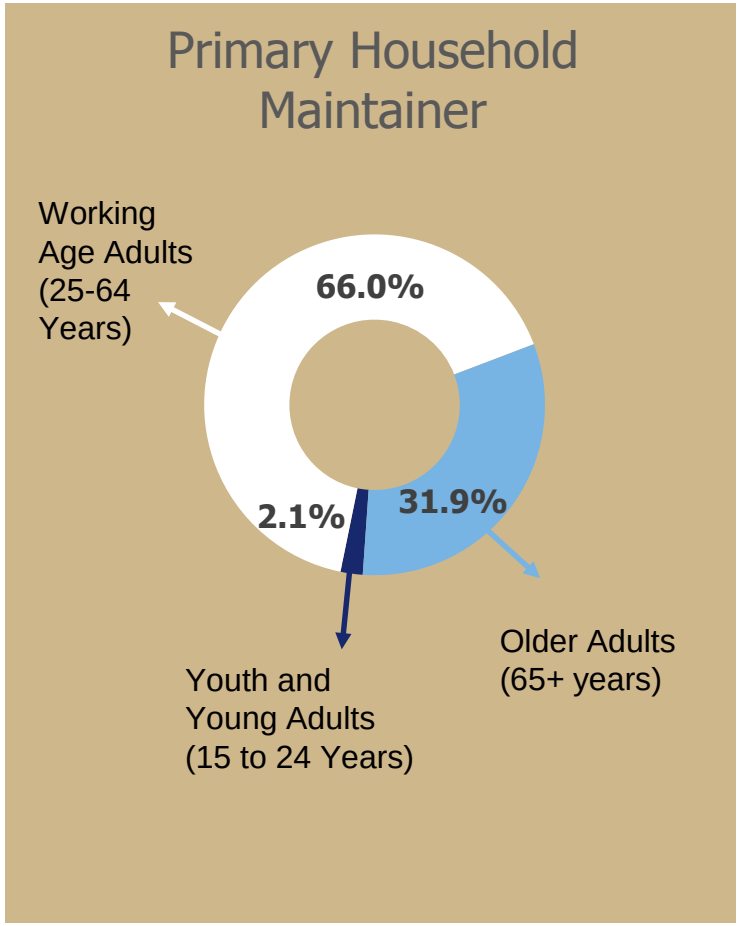
1 Person	2 Person	3 Person	4 Person	5+ Person

Source: Statistics Canada 2021 Census

Snapshot of Households in Service Manager Area

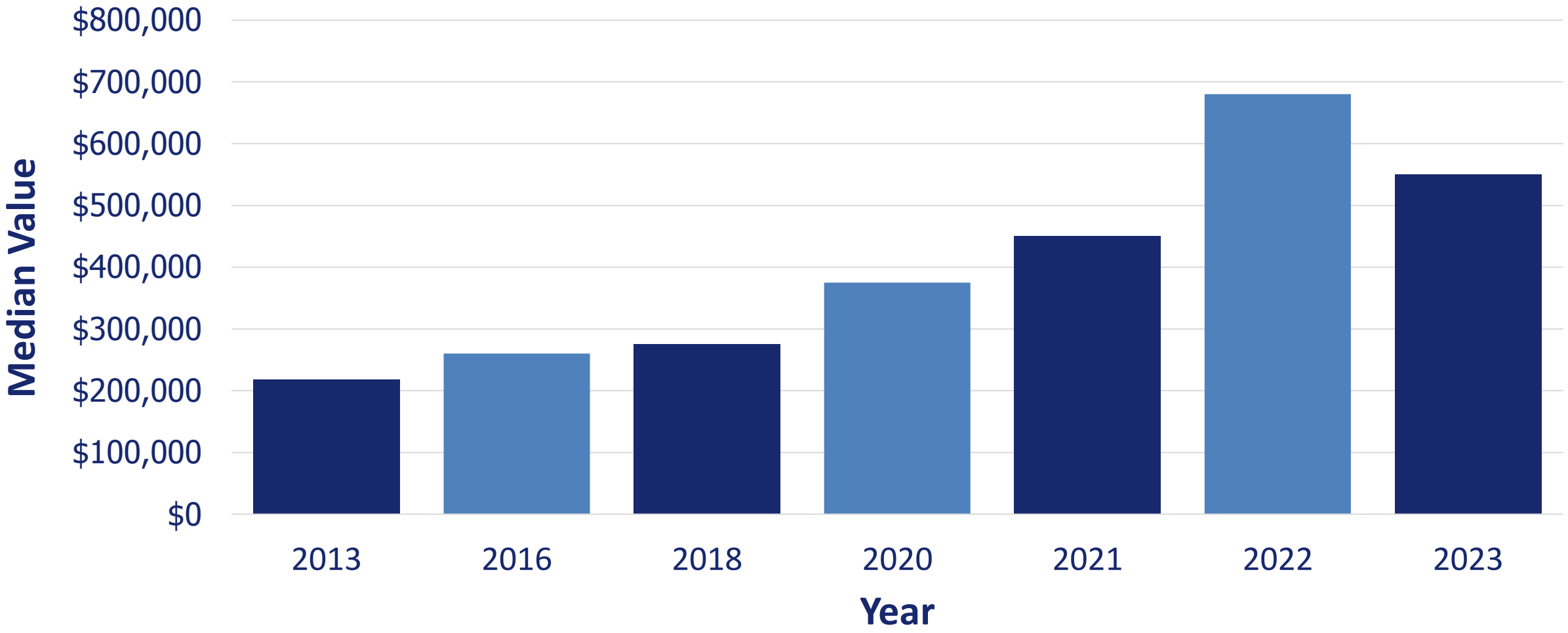
Household Tenure





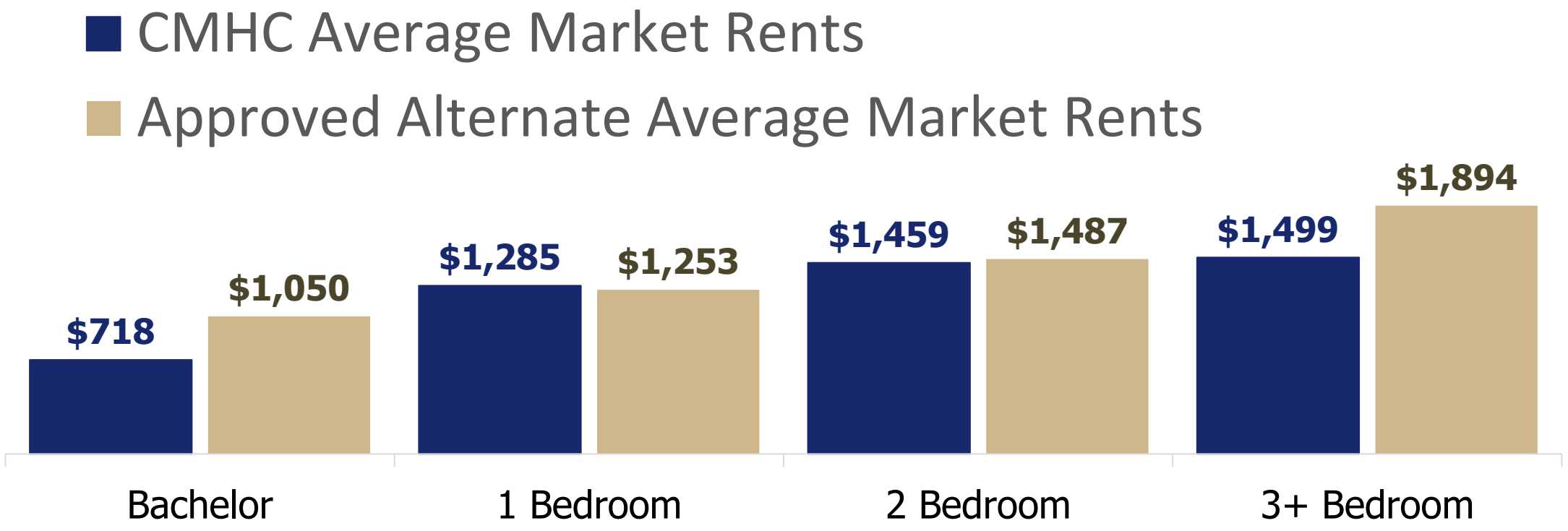
Source: Statistics Canada 2021 Census

Housing Values



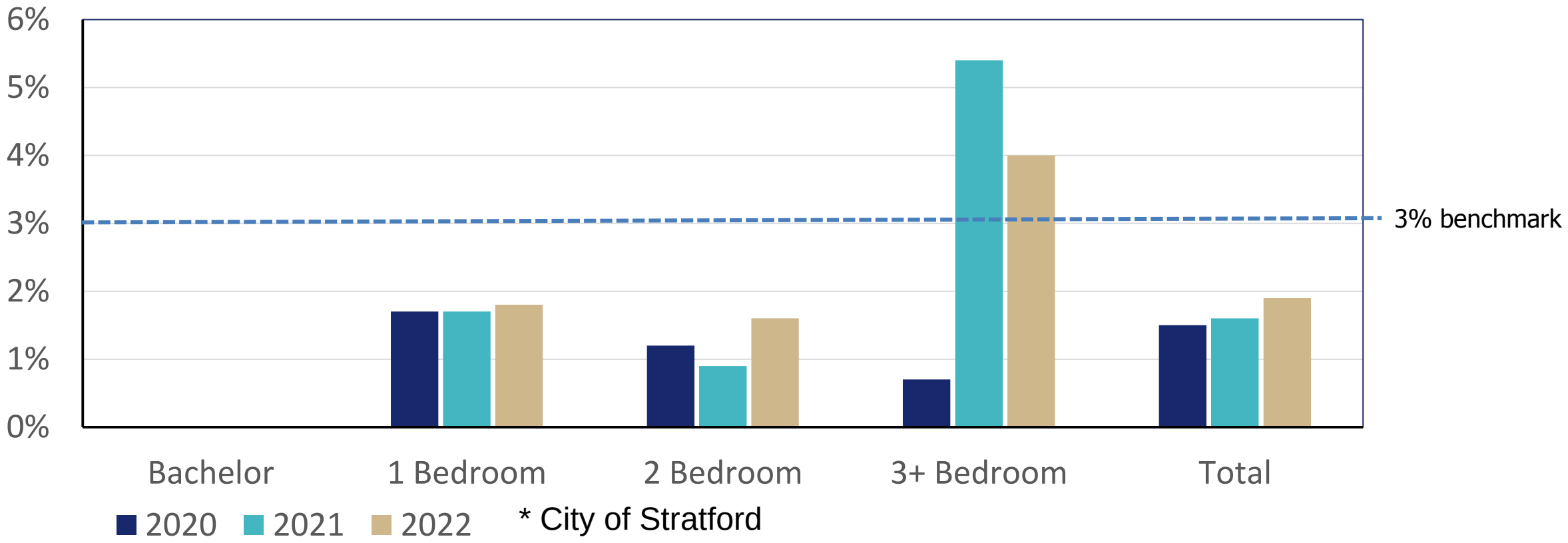
Source: The Canadian Real Estate Association, January median sale price of each year

Average Market Rents



Source: 2022 CMHC Rental Survey, 2021 Local Rental Scan

Rental Vacancy Rates

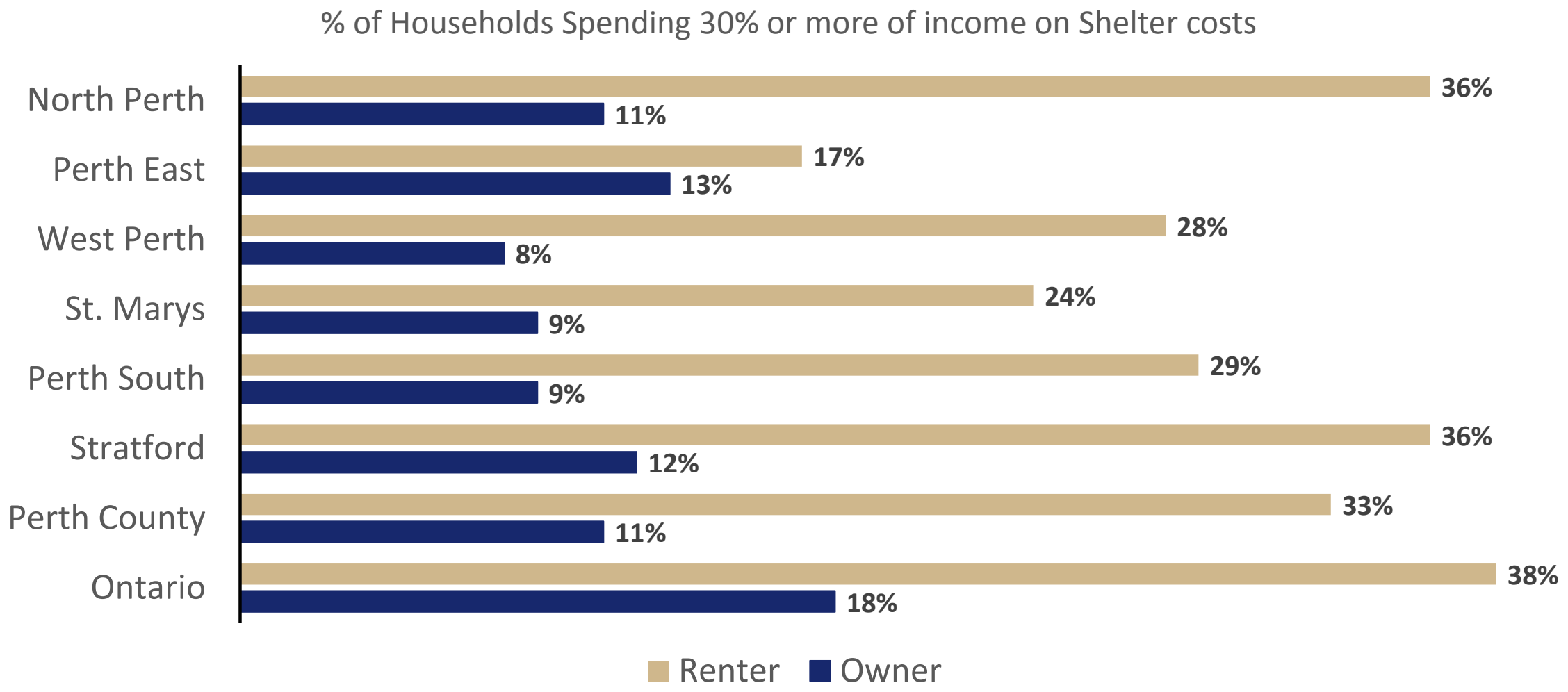


* City of Stratford

** data for bachelor units in 2022 suppressed

Source: CMHC Rental Market Survey 2020, 2021, 2022

Shelter Cost-to-Income Ratio



Source: Statistics Canada 2021 Census

Comparison of Housing Affordability

Income Source (for single)	Monthly Income	% of income spent on housing for a bachelor unit	
		CMHC AMR $718	Approved Alternate AMR $1,050
Ontario Works	$733	98%	143%
ODSP	$1,228	58%	86%
Minimum Wage	$2,351	31%	45%
Living Wage	$2,662	27%	39%

A living wage is calculated based on the income needed to cover basic everyday expenses.

Monthly income = $(\$17.55 \text{ per hour} \times 35 \text{ hours}) \times \frac{52 \text{ weeks}}{12 \text{ months}}$

Summary of Housing Need & Demand

The Service Manager area has:

- Income levels that are below provincial medians
- An increase in the proportion of households living in low-income
- A population that is aging & projected to grow at a slower rate than the province
- Population groups that are especially vulnerable to housing instability, including Indigenous peoples

Since the original Plan was published in 2014, the area has seen:

- A rise in housing costs, both rental and ownership
- A decrease in the availability of rental units
- An increase in the number of applications for RGI housing

Our Updated Plan

Our Vision

Everyone has the right to a home that is safe, suitable, and affordable, and to supports that help them keep their home.

Strategic Objectives & Implementation Drivers

STRATEGIC OBJECTIVES

Ending Homelessness

Creating Attainable Housing Options

Sustaining Community Housing

Addressing a Diversity of Needs

IMPLEMENTATION DRIVERS

Driver #1	**Collaboration** with service providers and community agencies
Driver #2	Collecting and using reliable, local **data** to make informed decisions.
Driver #3	Providing **education** & **training** to raise awareness of issues & build sector capacity
Driver #4	Measuring success by focusing on **outcomes**

Strategic Objective #1

ENDING HOMELESSNESS

Shifting resources and service provision from managing to ending homelessness, with a focus on chronic homelessness.

- Launched Housing First Program – Supported Housing of Perth Program (SHOPP)
- Expanded City's Social Services Outreach Worker Program & established a new position - Intensive Housing & Community Outreach Coordinator
- Introduced use of a community-wide screening tool for determining level of acuity for housing supports (VI-SPDAT)
- Conducted 2 homeless enumerations
- Achieved a quality By-Name-List (BNL) providing real-time, reliable data

BRITANNIA STREET AFFORDABLE HOUSING PROJECT

The first Britannia Project was completed in 2019 and the second is expected to be completed this year with occupancy taking place in June.

Both buildings tackle the issue of affordable housing and focus on individuals/families with an income less than $55k/year.
We are planning to encourage sense of community by providing shared spaces, a Community Garden, and storage areas.

Rent for a one-bedroom unit will be $1,002 + hydro and an application may qualify with an income between $33,960 - $47,568. Rent for a 2-bedroom unit will be $1,190 + hydro and an application may qualify with an income between $39,999 - $54,576.

Strategic Objective #2

CREATING ATTAINABLE HOUSING OPTIONS

Increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people's needs, situations, and choice.

Since 2014

- Supported the construction of 58 affordable rental units:
  - 2015 – 5 Units in St. Marys
  - 2016 – 15 Units in Stratford
  - 2019 – 8 Units in Listowel
  - 2019 – 4 Units in St. Marys
  - 2019 – 26 Units in Stratford
- Supported 49 households in the Affordable Home Ownership Program
- Introduced 76 new rent supports through a variety of programs & funding streams

Strategic Objective #2

CREATING ATTAINABLE HOUSING OPTIONS

Increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people's needs, situations, and choice.

- Local municipalities identified attainable housing as a priority in their strategic plans
- Gathered data (landlord survey, rental market scans) to better reflect the local situation
- Achieved Ministry approval for an Alternate Average Market Rent (AMR) to enhance housing allowance limits for low-income households
- Hosted sessions/provided tools to increase capacity to understand the need to attainable housing and to support successful tenancies

Strategic Objective #2

CREATING ATTAINABLE HOUSING OPTIONS

Increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people's needs, situations, and choice.

Recommended Activities 2020-2024

- ❑ Leverage municipal, provincial, and federal funding sources to create more attainable housing options
- ❑ Continue to develop data-gathering strategies to better understand local housing supply and costs
- ❑ Continue to engage landlords to increase private market housing options
- ❑ Explore feasibility of establishing a community-wide online inventory of available rental housing
- ❑ Continue to collaborate with municipal & economic development partners to develop incentives for building attainable housing

Strategic Objective #3

SUSTAINING COMMUNITY HOUSING

Ensuring that existing community housing stock is well maintained & continues to play a key role in the delivery of permanent RGI housing locally.

- Completed operational reviews of all local non-profit and co-operative housing providers to gain a better understanding of how to support their sustainability
- Leveraged over $1.2 Million in funding to make improvements at community housing properties.
- Leveraged over $200,000 in funding to provide transitional funding to community housing providers reaching end of operating agreements

Strategic Objective #3

SUSTAINING COMMUNITY HOUSING

Ensuring that existing community housing stock is well maintained & continues to play a key role in the delivery of permanent RGI housing locally.

Recommended Activities 2020-2024

- ❑ Negotiate end of operating agreements with local non-profit & co-operative housing providers
- ❑ Update Service Manager Directives to reflect new legislative changes
- ❑ Support community education and advocacy efforts regarding community housing sector
- ❑ Leverage funding sources at all levels for capital repairs and stock regeneration
- ❑ Build capacity in sector to enhance providers' ability to operate efficiently and effectively

Strategic Objective #4

ADDRESSING A DIVERSITY OF NEEDS

Providing a broad range of services & supports that reflect the unique, local landscape in an inclusive & culturally appropriate way, including advancing Truth & Reconciliation with Indigenous peoples.

Recommended Activities 2020-2024

- ❑ Implement activities to inventory existing supported housing and/or housing-based supports
- ❑ Strengthen partnerships with organizations across sectors to address the housing needs of specialized population groups
- ❑ Improve access to services for residents in rural parts of Service Manager area
- ❑ Conduct mapping exercises to understand & improve upon service users' experiencing of navigating systems
- ❑ Build local capacity to strengthen relationships & provide supports to Indigenous communities & peoples

Housing & Homelessness Response for Stratford-Perth County-St. Marys

St. Marys Council • Tuesday, March 21, 2023

John Ritz, Supervisor Homelessness & Housing Stability
City of Stratford Social Services Department

Grant Martin, Housing Stability Policy & Program Coordinator
City of Stratford Social Services Department

What we're talking about today

- **How** do we define homelessness?
  → *Our local definition and the main typologies*
- **WHAT** are we doing to end homelessness in Perth County?
  → *An overview of what we are doing locally – supports and services*
- **WHAT** can you do to help?
  → *A supportive response from businesses and residents*

Type of Homelessness

Individuals/families experiencing homelessness include those who are:

- **Unsheltered**
  Outdoors; public spaces; makeshift shelters (e.g. tents); vehicles
- **Emergency sheltered**
  Homeless shelters; domestic violence shelters
- **Provisionally accommodated**
  "Couch surfing"; in institutions (e.g. jail, hospital); transitional housing

Contributing Factors

Some of the most common contributing factors:

- **Structural Factors**
  Economic and societal issues that affect opportunities and social environments for individuals.
- **Poverty**
  People who are impoverished are frequently unable to pay the necessities of life
- **Housing**
  Critical shortage of housing that is affordable, safe and stable

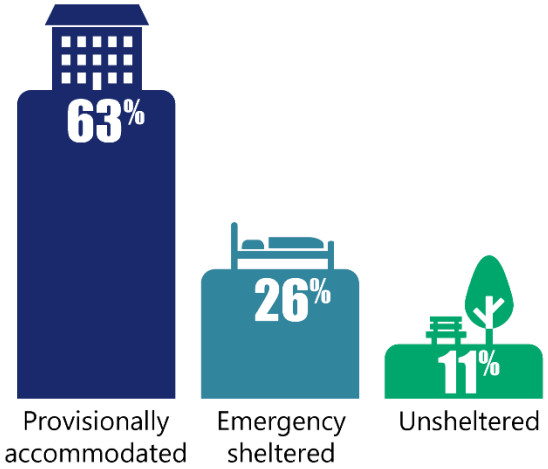
Causes of Homelessness…cont'd

Some of the most common contributing factors (cont'd):

- **System Failures**
  Occur when other systems of care and support fail.
- **Personal Circumstances and relational problems**
  Individual and relational factors to the personal circumstances of the individual
- **Domestic Violence**
  Individuals and families forced to leave home suddenly, without proper supports in place

2021 Homelessness Enumeration Results

Current Living Situation

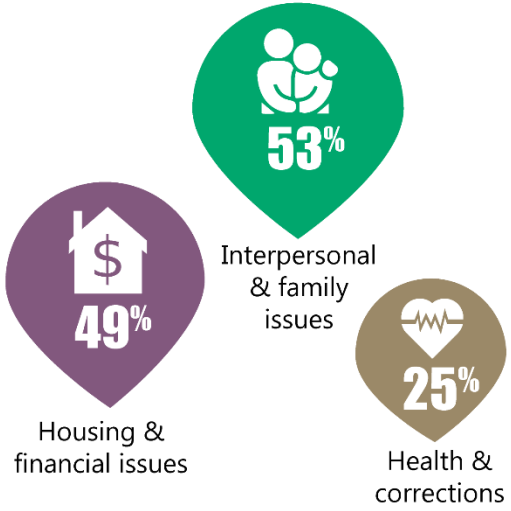


69% Chronically homeless

38 Average age

2% served in the **military** or **RCMP**

Reasons for Homelessness



2021 Homelessness Enumeration Results

Gender Identity

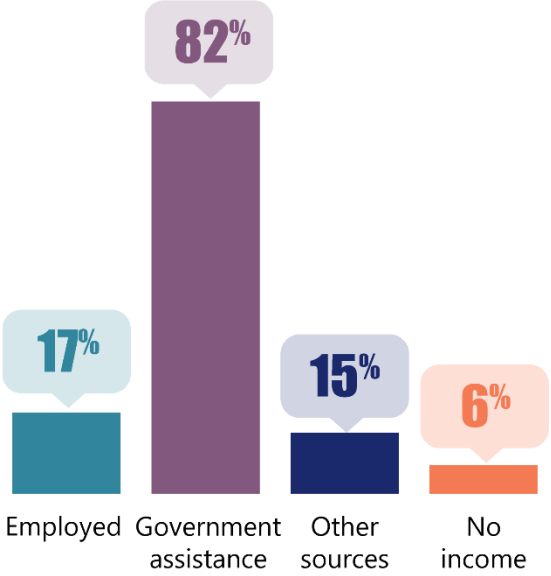
47% Female 47% Male 3% Not cisgender

9% identified as **LGBTQ2S**

10% identified as **Indigenous**

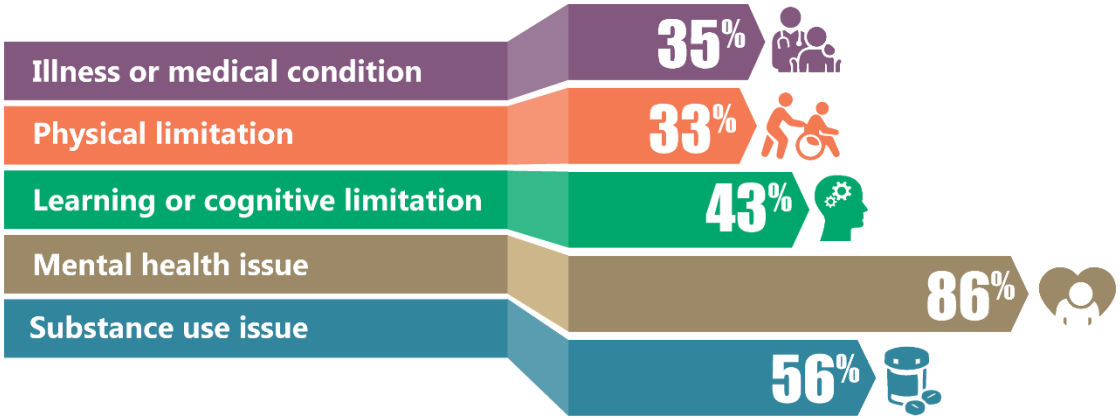
14% identified as **racialized**

Sources of Income

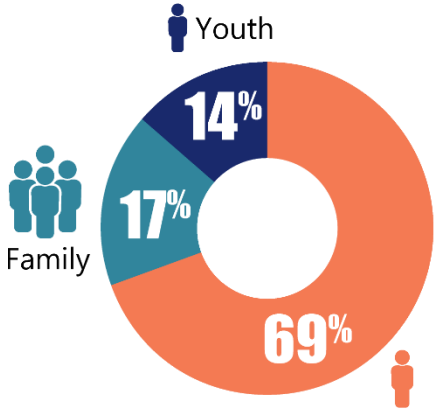


2021 Homelessness Enumeration Results

Risk Factors



Household Composition



So what are you doing to END homelessness?!

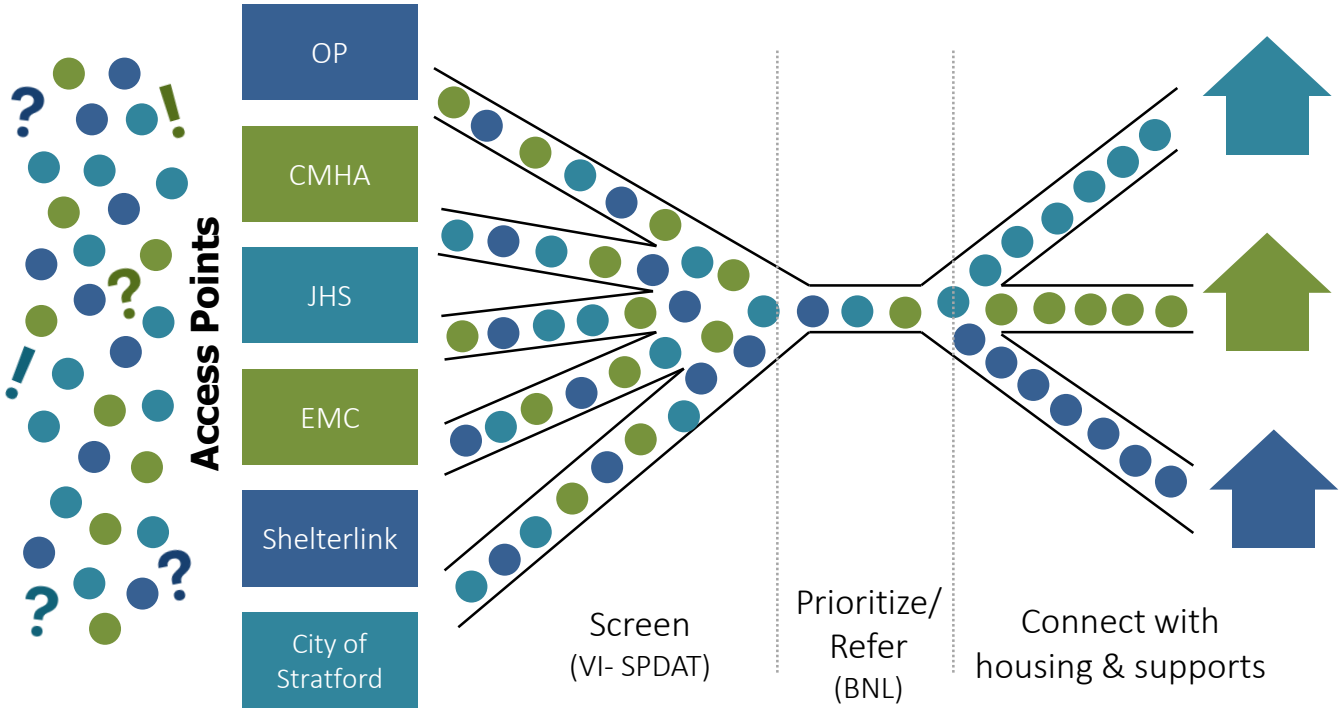
Homelessness Response

- **Short-Term Emergency Accommodation**
  - → Offers short-term accommodations for households experiencing homelessness through local motels
- **Homelessness Prevention**
  - → Provides funds to assist with:
    - moving costs
    - last month's rent deposit
    - rent and utility arrears
- **Housing Assistance & Outreach Supports**
  - → Assists households experiencing homelessness or at risk of homelessness with housing-based supports
    - Social Services Outreach Worker Program

Homelessness Response

- Supported Housing & Intensive Case Management
  - → Provides intensive case management to high-acuity households experiencing homelessness
    - City's Intensive Housing and Community Outreach Coordinator
    - Supported Housing of Perth Program (SHOPP)
- Coordinated Access System for Homelessness Response
  - → Establishment of a quality By-Name-List (BNL)
  - → Developing system that provides support to individuals experiencing homelessness based on their level of need

Where we're going: Coordinated Access System



Households with high acuity (8+)
Intensive case management, housing with supports (e.g. SHOPP)

Households with medium acuity (5-7)
Rapid re-housing, financial support, moderate case management

Households with low acuity (0-4)
Some housing support required (e.g. Housing Help Centre)

Where does stability start?

Housing First Model

Vs.

Traditional Model

treet/shelter/hosp/jail

Community Placement

Transitional Housing

Permanent housing

Ongoing, flexible support

Harm Reduction

Pathways to Housing

What can I help?
What do I do?
City of Stratford Social Services Department
82 Erie Street, Stratford, ON N5A 2M4 • 519-271-3773 ext. 200 • www.letstalksocialservices.ca
Stratford
ONTARIO CANADA
Serving Stratford, North Perth County,
and St. Marys

Frequently Asked Questions

- **What do I do if I come across an encampment**?

  → Daytime

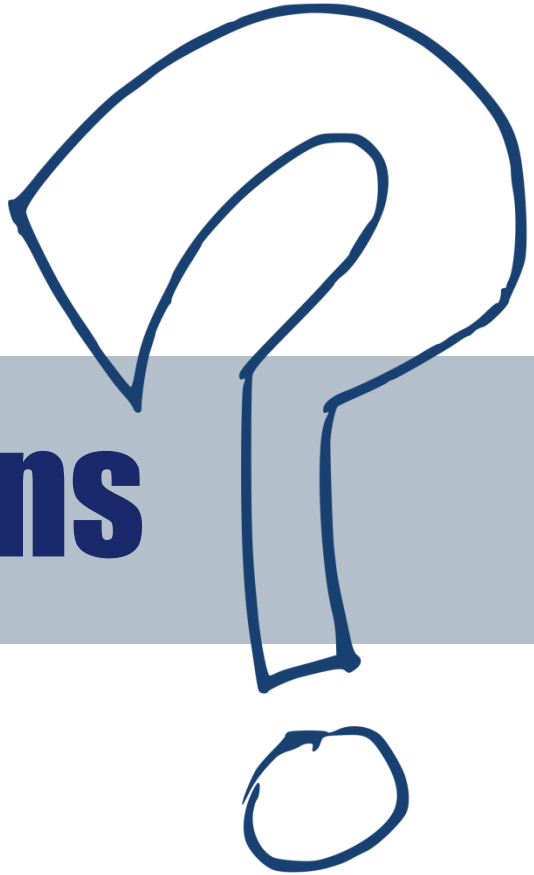
  - Call 519.271.3373 ext. 200 – ask for outreach – report the encampment

- **What do I do if someone asks for money**?

Frequently Asked Questions

- **How can I help?**
  - → ***Volunteer*** *– join forces with a well-established organization*
  - → ***Give*** *– to reputable organizations like food banks and community spaces*
  - → ***Donate*** *– ask local organizations if there are any specific needs*
  - → ***Talk to the Team*** *– Social Services Outreach*
  - → ***Take the lead*** *– help fill the gaps, call the Team*
  - → ***Be a Housing Provider!*** *– if you are a landlord or property manager, please reach out*
  - → *Make your voice heard –* ***Vote Housing***

Questions



FORMAL REPORT

To:	Chair Strathdee and Members of Strategic Priorities Committee
Prepared by:	Alanna Bowes, Events Coordinator
Date of Meeting:	21 March 2023
Subject:	**COR 28-2023 Reimagined Stonetown Heritage Festival**

PURPOSE

The purpose of this report is to provide an update on the implementation of the reimagined Stonetown Heritage Festival concept for 2023, developed by Bannikin Travel & Tourism Ltd. Furthermore, the importance of developing metrics and analyzing statistics surrounding this year's festival is outlined in detail.

RECOMMENDATION

THAT COR 28-2023 Reimagined Stonetown Heritage Festival report be received.

BACKGROUND

In 2022, the Town engaged Bannikin Travel & Tourism to review the annual Stonetown Heritage Festival with the following objectives:

1. To engage community members and local stakeholders toward reimagining and building buy-in for the festival
2. To understand the tourism potential of the festival, including how the town's communities, histories/heritage, and environment can be integral parts of the festival (e.g., downtown, alleyways, architecture, river, Milt Dunnell Field, etc.)
3. To identify how the festival can better align with existing or upcoming plans, initiatives, and developments (e.g., Strategic Plan)
4. To recommend changes to the festival and plan the steps needed to implement it in the years to come

The community festival has historically included a downtown street festival all-day Saturday, with a family-friendly street dance in the evening, followed by fireworks at dusk. Additional programming is offered on Friday evening and Sunday morning and afternoon of the festival weekend. All components of the festival are free, and programming is entirely funded via sponsorship, except for the event planning which is provided by Town staff. The beloved festival is a staple for the St. Marys community and includes many great components. These components will be built upon, refined, and improved for 2023. The reimagined Stonetown Heritage Festival concept will begin to take shape in 2023, with greater consideration to St. Marys' histories, heritage, arts, culture, and natural environments.

REPORT

The Reimagined Stonetown Heritage Festival 2023:

The reimagined Stonetown Heritage Festival places a greater focus on arts and culture. The festival celebrates histories and cultures that are both present and experienced in St. Marys.

Stonetown Heritage Festival 2023 has two primary locations: downtown (primarily a pedestrianized Queen Street), and Milt Dunnell Field, with a complementary Art Walk along the Riverview Walkway. These new locations utilize the built and natural assets of the downtown area and the riverfront, while also ensuring the centralization of activities for attendees. Programming throughout these areas focuses on arts, creative activities, products, food and beverage, cultures and talents that reflect the town of St. Marys and its surrounding area.

The festival offers a continuous shuttle service from a parking area(s), to downtown and Milt Dunnell Field. Stonetown Heritage Festival 2023 remains a free event that encourages all people of varying ages and abilities to participate. Attendees are encouraged to spend money through retail and food and beverage offerings. The festival will continue to offer workshops, activities, and tours free of charge. Add-on components with a connection to heritage, arts, and culture, may be available for purchase as complementary festival programming.

Implementation:

Based on the recommendations of Bannikin Travel & Tourism Ltd., the following components and considerations are being implemented into Stonetown Heritage Festival 2023:

Bannikin Travel & Tourism Ltd. Recommendation	**Stonetown Heritage Festival 2023 Implementation**
A reimagined festival focus on heritage, arts, and culture.	• Riverview Walkway Art Walk • Heritage Bus Tour • Heritage Walking Tour • Doors Open Sneak Peek (3 historical buildings) • Workshops at Milt Dunnell Field • Living history demonstrations
A robust food and beverage area with strong representation of local and regional businesses.	• Dedicated Food Zone at the Festival • Diverse food options, with a focus on local food and beverage
Increased retail opportunities for local businesses to showcase their products and services to festival attendees.	• Specific vendor area • Participating business, service, and vendor listing • Participating business, service, and vendor map • St. Marys BIA involvement
Multiple performers from diverse cultures present or connected to St. Marys.	• Acknowledgement and inclusion of Indigenous Peoples voices • Diverse cultures represented in art, music, performances, demonstrations, workshops
Businesses and organizations from the community are participating in the planning of the festival as well as sharing more about their initiatives.	• Service clubs and community groups have the opportunity to represent at a vendor space • Service clubs and community groups can represent by offering complementary programming

Connecting to the Farmers' Market offers a unique event experience.	• Festival programming at Milt Dunnell Field, adjacent to, and during the Farmers' Market
A dedicated kids/family zone where children can participate in activities connect to the festival's theme and focus.	• Dedicated Kids Zone with face painting, inflatables, children's entertainers • Children's workshops at Milt Dunnell Field that focus on heritage and art, led by the EarlyON centre, St. Marys Library and St. Marys Museum
Regularly scheduled programming and complementary one-time programming.	• Regular scheduled programming: heritage bus tours, heritage walking tours, Doors Open sneak peek, downtown shopping incentive, Art Walk • One-time programming: workshops at Milt Dunnell Field, musical performances, street entertainment, demonstrations, Farmers' Market, St. Marys Horticultural Society Garden Tour, Front Porch Show, fireworks
Grouping festival locations to ensure a density of activities, a continuity of programming, and an avoidance of diluting festival resources and participant experience.	• Centralizing the festival's programming within 3 main locations, connected to downtown: downtown, Milt Dunnell Field and Riverview Walkway • Highlighting the natural assets of St. Marys by offering programming alongside the river
Additional Recommendations: • Financial (one full-time planner, lead time for grants, media partnerships, vendor fees, fundraising event, corporate sponsorship) • Event Infrastructure (electrical, shaded rest areas, bicycle parking, shuttle options) • Accessibility (programming, tables, washrooms) • Inclusivity (acknowledgement and inclusion of Indigenous Peoples voices, actively work to be a welcoming and inclusive space for a diversity of peoples) • Human Resources (recruiting volunteers on a longer timeline, volunteer training and appreciation, internal marketing and communications campaign) • Event Signage (additional signage throughout the event – program, site map) *All additional recommendations will be referenced throughout the event planning process and/or with future review of the event.*	

Marketing and Promotion:

Highlighting the key components of the event program and unique aspects of St. Marys, along with a focus on media, result in raising the brand and profile of the event and builds audience understanding of the festival as being connected with the destination. Marketing efforts will benefit from the strong relationships with local and regional destination organizations to reach more regional and day-tripper audiences.

The festival's target audiences include, but are not limited to:

- Families with children: coming for the family-friendly environment and activities.
- Day-trippers: activities, food and retail options, entertainment options, and outdoor and cultural activities. Specific day trippers include, but are not limited to, families, seasonal residents and campers, cultural enthusiasts, and cyclists.

- Residents: coming for the food, activities, entertainment, and retail available during the festival. They are excited to feel a sense of pride as part of the St. Marys community and they come with their families who live in and outside of St. Marys.

Specific communications and marketing objectives for Stonetown Heritage Festival 2023 include:

- Target marketing streams: food and beverage, arts and culture, family-friendly, and entertainment and vendors.
- Increased marketing efforts from local area to surrounding cities, including but not limited to: Stratford, Exeter, London, Kitchener, Waterloo, Cambridge, Toronto.
- Decreased local print advertising and increased social media presence.

Implementation Needs:

The festival is informed and supported by community and industry members through a volunteer organizing committee. A representative from the BIA, the local arts community, St. Marys Library, St. Marys Museum, and the Canadian Baseball Hall of Fame support the planning process through ongoing conceptualization and support.

Local business owners are engaged by the Events Coordinator and the organizing committee with invitations to participate. Industry is also represented through vendor spaces, themed activations, a site map, vendor listing, Town of St. Marys website through a unique Stonetown Heritage Festival page, and Town of St. Marys social media accounts.

Arts and heritage organizations support in recruiting and organizing talent for festival performances, displays, activities and demonstrations. Community organizations and service groups inform festival programming by providing activities and exhibitions, as complementary programming.

The Future of Stonetown Heritage Festival:

Beyond 2023, the vision for Stonetown Heritage Festival is to leverage the festival's growing reputation to continue to raise the profile of St. Marys as a destination for tourism activity. With increased marketing, headliner musical performers and additional targeted programming, Stonetown Heritage Festival can become a destination event.

We would like to continue to gradually grow the festival, and an important consideration for the upcoming year and years ahead are the festival's key performance indicators (KPI). The KPI's specific to Stonetown Heritage Festival include, but are not limited to:

- Registration and attendees: attendee numbers, attendee demographics, post-event survey feedback
- Financial: tickets sold, sponsorship received, sponsorship retention, sponsorship satisfaction, business traffic and event sales, decrease on internal resources
- Economic Benefit: value that the festival brings to the business community
- Marketing: website traffic, social media engagement/activity
- Engagement: attendee visit duration, attendee programming usage, attendee satisfaction, community support, service club involvement, event volunteer numbers and retention

Determining the festival's KPI's and utilizing these metrics to analyze the success of the festival will lead to improved event planning and execution, greater ROI, enhanced stakeholder satisfaction, improved participant experience, better decision-making, and goal-setting, and increased efficiency in all departments. The opportunity to use these statistics from Stonetown Heritage Festival is integral for setting specific goals for the festival, and measuring how and when we are achieving these specific goals. Our goal is to serve the community and attract attendees to visit and continue to return to St. Marys and adding event metrics will ultimately aid in determining the overall success of the festival.

Strategic Longer-Term Outlook:

In the longer term, Town staff will begin to better collect data and statistics to better inform Council decisions in the future on the strategic direction of our Tourism events. During the Town's strategic planning discussions staff will present information and options for consideration including, but not limited to:

- Status Quo
- Expanding the Heritage Festival
- Maintaining the Heritage Festival, but adding smaller events throughout the year
- Combinations of the above

FINANCIAL IMPLICATIONS

The 2023 budget for the event is as follows:

Sponsorship/Donation revenue:	$16,000
Heritage Festival Costs:	$19,000
Net Cost funded by Town operating budget:	**$ 3,000**

*Note this does not include internal staff time

SUMMARY

The annual Stonetown Heritage Festival was reviewed, evaluated, and reimagined, by Bannikin Travel & Tourism Ltd., to greater reflect the town's sense of place. There is an opportunity to build upon, refine, and improve the festival components for 2023 that will be executed through an implementation plan. The reimagined Stonetown Heritage Festival concept will begin to take shape in 2023, with greater consideration to St. Marys' histories, heritage, arts, culture, and natural environments. Stonetown Heritage Festival 2023 provides an opportunity to develop metrics to measure and determine the overall success of the event.

STRATEGIC PLAN

Pillar 2 Communications and Marketing:

- Community events promotion
- Develop a new event, or re-brand and re-envision an existing event, to be the "signature" St. Marys event.

OTHERS CONSULTED

Bannikin Travel & Tourism, in collaboration with Ontario Culture Days

Manager, Tourism and Economic Development

Director of Corporate Services/Treasurer

ATTACHMENTS

Reimagined Stonetown Heritage Festival 2023 presentation

REVIEWED BY

Recommended by:

Kelly Deeks-Johnson
Tourism and Economic Development Manager

André Morin
Director of Corporate Services/Treasurer

Alana Bowes
Events Coordinator

Recommended by the CAO

Brent Kittmer
Chief Administrative Officer

ONTARIO CANADA
ST. MARYS

Stonetown Heritage Festival 2023

Alanna Bowes, Events Coordinator
March 21, 2023.

Agenda

1. Background Review
2. Stonetown Heritage Festival 2023
3. Implementation Support
4. Beyond 2023
5. Questions

Background

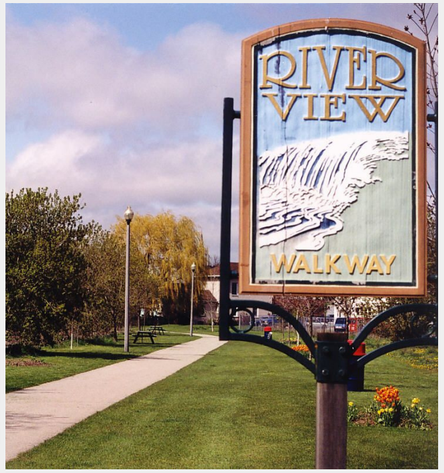
- Bannikin Travel & Tourism Ltd.
- Stonetown Heritage Festival review objectives
- Final recommendations review

Festival Focus & Locations

- **arts and culture**
- St. Marys histories and cultures, both present and experienced
- centralized location
- utilization of built and natural assets
- a free event with add-on complementary programming

Milt Dunnell Field

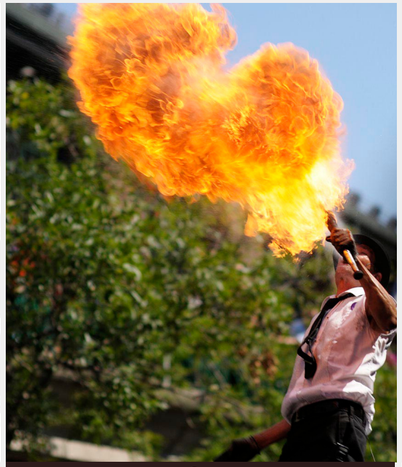
Downtown



Riverview Walkway

Festival Programming

Vendor Market



Street Performances + Demonstrations

Vendor Listing + Map

Kids Zone

Food Zone

Local Live Music

Heritage + Culture

Transportation

Workshops

Art Walk

Fireworks

A Night at the Flats

Marketing & Promotion

- highlighting key components of the program, and key aspects of St. Marys
- target audiences
- communications & marketing objectives

Implementation Support

- volunteer organizing committee
- local business owners
- St. Marys BIA
- arts and heritage organizations
- community organizations and service groups
- volunteers

Beyond 2023

- The future of Stonetown Heritage Festival
- 2023 metrics to inform the future

Questions

FORMAL REPORT

To:	Chair Strathdee and Members of Strategic Priorities Committee
Prepared by:	Jenna McCartney, Clerk
Date of Meeting:	21 March 2023
Subject:	**ADMIN 17-2023 Review of Designation of Public Events as Municipally Significant Policy**

PURPOSE

The purpose of this report is to present the Strategic Priorities Committee with an overview of the requirements under the Alcohol and Gaming Commission of Ontario related to the designation of an event as municipally significant for the purpose of a Special Occasion Permit. Furthermore, the Committee is asked to consider the attached draft policy and recommendation to delegate to the Clerk the authority to process such requests.

RECOMMENDATION

THAT ADMIN 17-2023 Review of Designation of Public Events as Municipally Significant Policy report be received; and

THAT the Strategic Priorities Committee endorse the draft Designation of Public Events as Municipally Significant Policy; and

THAT the Strategic Priorities Committee recommends to Council:

THAT Council approve the Designation of Public Events as Municipally Significant Policy; and

THAT Council consider by-law XX-2023, being a by-law to delegate to the Clerk the authority to process requests for events of municipal significance.

BACKGROUND

A Special Occasion Permit (SOP) is required any time alcohol is offered for sale, served, or consumed anywhere other than a licenced establishment. The Alcohol and Gaming Commission of Ontario (AGCO) is the authority for issuing the SOP.

There are different types of events in which a SOP may be issued for, which include:

- Private Events
- Public Events

Applicants of private events such as weddings apply directly to the AGCO for a SOP. There are no requirements of the municipality.

Under the AGCO, a public event is an event that is open to the public. This event can be advertised to the public and fundraising and/or profit from the sale of liquor at the event is permitted.

There are two types of applicants for SOPs when the event is public. One is offered by a charitable organization or a non-profit association or organization for the advancement of charitable, educational,

religious, or community objects. The applicant may apply directly to the AGCO to acquire a SOP in this circumstance without requiring documentation from the municipality.

The second is a public event being held by an individual or for-profit organization that must first deemed as national, provincial, international, or municipally significant. There are examples in St. Marys where organizers have contacted the municipality to seek the designation status as an event of municipal significance. These include the recurring Rotary Brews and Food Fest, Kinsmen Summerfest, Mudmen concert, Kirkton Veterinary Clinic grand opening and Chet Greason's concert.

The AGCO does not define an event of municipal significance. It is the responsibility of the municipality, to consider such requests and determine whether it wishes to designate the event as one of municipal significance.

Staff have noticed an increasing trend in requests from event organizers as more events are being held coming out of the provincial public health restrictions and lockdowns. Since January 2023, the Town has received four requests for such events. Staff presented a report to Council at the February 14, 2023 regular meeting with a sample policy framework identified from other municipalities, as outlined below. The report sought Council's delegation of authority to the Clerk on an interim basis for the review and subsequent approval of designating events of municipal significance based on the sample policy framework.

The framework that was provided in report ADMIN 07-2023 defined an event of municipal significance as:

> *For the purpose of Special Occasion permits for public liquor sale events, an event may be designated as municipally significant if:*
>
> - *It is a public event that is being advertised to the general public;*
> - *Alcohol is being served at the event; and*
> - *The event promotes the social, cultural or economic development of the town.*
>
> *A one time, annual or infrequently occurring event that is open to the public, has a predetermined opening and closing time, and which:*
>
> *a) Has local, regional, national or international historical or cultural significance*
>
> *b) Builds awareness of diverse cultures; or*
>
> *c) Benefits the community at large*

A draft policy has been prepared incorporating the information provided above to define the criteria and outline the process for designating events as municipally significant.

REPORT

Following the interim delegation of authority to the Clerk, staff have been working to prepare a draft policy which is attached to this report for the Committee's consideration.

Sections of the policy have been elaborated with further information for the Committee to discuss, and following sections are most easily followed with a copy of the draft policy in hand.

<u>Definition of a Municipally Significant Event</u>

As previously noted, the AGCO does not define an event of municipal significance. This is relevant for events that are held by individuals or for-profit organizations including service clubs. In order to develop a definition, staff have conducted a review of various municipalities to identify key components for inclusion in the Town policy. These concepts have been taken into consideration when drafting the definition of a municipally significant shown below. Under the proposed policy, in St. Marys, an event will be deemed to be municipally significant when:

1. The event must be open to the public and advertised to the general public
2. The event promotes the social, cultural, or economic development of the Town and/or aligns with the visions, goals, objectives or ideals of the Town as identified in municipal policies and plans such as but not limited to, the Town of St. Marys Strategic Plan, Cultural Plan, Commemorative Policy, Recreation and Leisure Master Plan, etc..

The proposed definition within the draft policy has also been reviewed to ensure any events that have previously been designated municipally significant would still meet the criteria. Examples of past events include:

- Rotary Brews and Food Fest event – This event is advertised to the general public and promotes the social and economic development in the Town. This is an established not-for-profit organization with various efforts in the community.
- Kinsmen Summer Fest – This annual event is a multi-day event that is open to the general public. It promotes social, cultural, and economic development of the Town. Again, the Kinsmen Club is an established not-for-profit organization, and this event is essential in ensuring they reach their fundraising requirements for their initiatives.
- The Mudmen Concert – The Mudmen event has been held repeatedly in the Town Hall auditorium. This event is open to the public and advertised with ticket sales. The event promotes cultural development in the Town by providing music.
- Kirkton Veterinary Grand Opening – This event was designated last fall as an event of municipal significance. The event was open to the public to view the new office space, as well as invited customers. As the event was for the grand opening of a new business within the Town of St. Marys it promoted economic development, as well as provided a social component.

Upon reviewing previous requests that received a designation, staff are confident that the definition provided in the policy aligns with prior decisions of Council.

<u>Delegated Authority</u>

For an event to be deemed municipally significant, the AGCO requires a designation by either a resolution of Council or a letter from a delegated municipal officer. Council has temporarily delegated the authority to the Clerk to process applications.

This was identified as a consistent practice that was followed in the other municipalities that were reviewed. There are benefits to streamlining the process not only for the community, but Council as well. By delegating the responsibility to the Clerk, the Town can offer improved customer service by reducing the time required to issue the approval. This process can be expedited as the approval is no longer dependant on the Council meeting schedule. Furthermore, the requirement to prepare a staff report for inclusion on the agenda is removed, resulting in an efficiency in the Council meeting.

Should the Committee choose to recommend the designation of municipal events return to Council, staff would recommend increasing the application requirement from 45 days to 60 days to ensure adequate time to complete the full process.

Staff are recommending that Council maintain a delegation of authority to ensure the process remains efficient and effective. Staff commit to keeping Council up to date on the approval of such events by way of listing details on the monthly report. Staff have prepared a draft by-law attached to this report for the Committee's review. If the Committee recommends to Council that the delegation of authority continue, the draft by-law will be brought forward to a future meeting of Council for consideration.

<u>Fees</u>

Currently, the Town of St. Marys is designating events of municipal significance at no cost to the event organizer. The organization did take on a review of its core services in 2018 to determine if the services

offered were recuperating full operational fees. The process of designating events of municipal significance was not reviewed at that time however, as this report comes forward, Council should be aware that there are staff resources associated with such requests and Council must determine where a fee for service should be applied.

Through the review of municipalities, the implementation of a fee varied. There was no consistent approach in either the use of a fee, or the fee structure.

When reviewing other fee for service programs offered by the Town, the most recent implementation of a fee in the Clerks department was related to the Commissioner of Oath program, which the fee charged is $22.12 (+HST). Being that there is additional time required as well other departmental reviews involved, staff is recommending a $50.00 fee for service. Staff are recommending that a fee be implemented to ensure that the costs associated with the application process are the responsibility of the event organizer rather than being a fee recouped through the general tax levy.

Another point for consideration when determining a fee for service, is the impact to non-profit and charitable organizations. Examples of such events are the Kinsmen Summerfest and the Rotary Brews and Food Fest. These events are being held to support the charitable organizations efforts in the community. When considering other fee structures for licencing such as refreshment vehicles, events that are organized by non-profit and charitable organizations are exempted form the licence fee.

If Council supports a fee for service, does it wish to exempt the fee for non-profit and charitable organizations?

Appeal Process

For municipalities that have delegated the authority to the Clerk for the events of municipal significance application review, an appeal process has been outlined in a policy. This would allow for the applicant to appear in front of Council as a delegation if they wish to dispute the decision of the Clerk. The decision of Council would be final.

The draft policy has been prepared to include the appeal process. If Council wishes that the decision of the Clerk is final, the section can be removed.

FINANCIAL IMPLICATIONS

As a general rule, fees charged by municipalities are expected to be set at a rate that recovers the cost of providing the service. Fees that are set over and above the cost-of-service delivery can be considered a form of taxation that is not permitted. The fees proposed would be sufficient to cover staff's time to process requests for municipally significant designation. As previously mentioned, there are a number of various departments that are required to review the request and provide comment prior to the Clerk providing a final decision.

SUMMARY

Staff are requesting the Committee consider the information provided in this report and provide direction on the attached draft policy as well as appointing by-law. Once the Committee has provided direction, staff will finalize the policy and bring forward the by-law to Council for approval at a future meeting.

STRATEGIC PLAN

☒ Not applicable to this report.

OTHERS CONSULTED

Community Services Department

ATTACHMENTS

1. Draft Designation of Public Events as Municipally Significant Policy
2. By-law XX-2023 Delegating to the Clerk the authority to process requests for events of municipal significance
3. Municipal Alcohol Policy

REVIEWED BY

Recommended by:

Jenna McCartney
Clerk

Recommended by the CAO

Brent Kittmer
Chief Administrative Officer

Designation of Public Events as Municipally Significant Policy

Policy Statement

To define the criteria and process for designating public events as municipally significant for liquor licencing purposes.

Scope

This policy applies to requests for designation of public events as municipally significant by individual or for-profit organizations, for the purpose of applying to acquire a Special Occasion Permit under the *Liquor Licence Act,* R.S.O 1990, c.L. 19, as amended. The Alcohol and Gaming Commission of Ontario requires a municipal resolution or a letter from the delegated municipal authority designating the event as municipally significant.

For clarity, this policy does not address charitable organizations registered under the *Income Tax Act* (Canada) applying for Special Occasion Permits.

Definitions

Special Occasion Permit (SOP): are permits issued by the Alcohol and Gaming Commission of Ontario for the sale and/or service of beverage alcohol at special occasion/events. An SOP is needed anytime alcohol is offered for sale or served anywhere other than in a licensed establishment

AGCO: Alcohol and Gaming Commission of Ontario

Eligibility Criteria

The Corporation of the Town of St. Marys requires that an event meets the following criteria in ordered to be designated as municipally significant.

For the purpose of a Special Occasion Permit, which allows for the sale and service of alcohol, an event may be designated as municipally significant if:

- It is a public event that is being advertised to the general public; and
- The event promotes the social, cultural, or economic development of the Town and/or aligns with the visions, goals, objectives or ideals of the Town as identified in municipal policies and plans such as but not limited to, the Town of St. Marys Strategic Plan, Cultural Plan, Commemorative Policy, Recreation and Leisure Master Plan, etc..

The Town of St. Marys will not designate events as municipally significant that:

- Promote the consumption of alcohol, marijuana and addictive substances, at events or venues geared primarily to children.
- Promote the sale of tobacco.
- Promote pornography.

- Promote the support of or involvement in the production, distribution, and sale of weapons and other life-threatening products.
- Present demeaning or derogatory portrayals, statements, opinions, or representations of individuals or groups, or contain any messages that are likely to cause a deep or a widespread offence.

Any event receiving a designation of municipal significance must ensure compliance with the required criteria. If the event is in violation of the specified criteria, future requests will not be considered.

Delegated Authority

The Clerk of The Corporation of the Town of St. Marys is delegated by By-law the authority to process applications in accordance with this policy. The Clerk will provide a summary to Council of all applications on a monthly basis.

Request Process

Requests for a public event to be designated as an event of municipal significance must be submitted in writing to the Clerk at least 45 days before the event. The request must include:

- Name and contact information of the event organizer, association, organization;
- Description of the event including target audience, number of people invited or expected, entrance fees, music provided and source, and activities.
- Location description and set up.
- Date and time of the event and times alcohol will be served.
- Purpose of the event and how it promotes social, cultural or economic development in the Town.
- An explanation of the use of proceeds from a charitable event.
- Applicable fee, as set out in the Fee By-law.

Requests for municipally significant events occurring on Town property must comply with the Municipal Alcohol Policy and may be required to provide further documentation for compliance from applicable departments within the Town of St. Marys.

Circulations

Before an event is declared municipally significant, the Clerk will circulate the event information for comments to applicable departments and/or external agencies where appropriate such as:

- St. Marys Fire Department
- Stratford Police Services
- Chief Building Official
- Director of Public Works
- Director of Community Services
- Huron Perth Public Health

The Clerk will take into consideration any comments received by the departments or agencies prior to declaring the event municipally significant.

Appeal Process

The Clerk reserves the right to accept or reject any request for an event of municipal significance in accordance with this policy. Any appeal from the public regarding applications that do not meet the requirements of this policy and as such are denied, may address Council in accordance with the Town's Procedure By-law pertaining to the process for delegations. Council's decision shall act as the final decision.

Letter of Designation

For a public event that is designated municipally significant, a letter will be prepared by the Clerk. It is the requestors responsibility to forward any necessary documentation to the AGCO. The Town of St. Marys will not submit the letter on their behalf.

References

Municipal Alcohol Policy

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	March 7, 2023	Creation	AB	JM	

DRAFT

BY-LAW XX-2023

THE CORPORATION OF THE TOWN OF ST. MARYS

Being a By-law to delegate to the Clerk the authority to process requests for events of municipal significance for the purpose of a Special Occasion Permit.

WHEREAS: Section 23.1 of the *Municipal Act, 2001 S.O. 2001, c.25* (the Act) authorizes a municipality to delegate its powers and duties to a person or body, subject to certain restrictions;

AND WHEREAS: Section 224(d) of the Act states it is the role of Council to ensure that administrative practices and procedures are in place to implement the decision of Council;

AND WHEREAS: Section 227 of the Act states it is the role of officers and employees of the municipality to; (a) implement Council's decisions and establish administrative practices and procedures to carry out Council's decision; and (c) carry out other duties under this or any other Act and other duties assigned by the municipality;

AND WHEREAS: the Council of The Corporation of St. Marys has identified a routine administrative function to be delegated to staff to improve daily business efficiencies while continuing to adhere to the principle of accountability and transparency;

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

1. That Council delegates the authority to the Clerk the authority to process requests related to the designation of events of municipal significance as required for special occasion permits as it pertains to the Alcohol & Gaming Commission of Ontario.
2. This by-law comes into force on the final passing thereof.

Read a first, second and third time and finally passed this XXth day of XX 2023.

_____

Mayor Al Strathdee

_____

Jenna McCartney, Clerk

Municipal Alcohol Policy

1.0 Policy Statement

The Municipality of the Town of St. Marys wants residents and visitors to enjoy the various facilities and parks available. In order for the Town to ensure the health and safety of its participants and protection of municipal facilities, a policy for orderly use of alcohol during events and functions has been developed.

2.0 Purpose

1. To provide appropriate and reasonable procedures and education to individuals or groups wishing to hold events on municipal property.

2. To encourage and enforce responsible drinking practices in compliance with the Alcohol and Gaming Commission of Ontario.

3. To reduce problems and liability associated with excessive alcohol use.

4. To be proactive in the reduction of incidents including injury and death through the implementation of a Municipal Alcohol Policy.

5. To honour the decision of abstainers not to drink alcohol and to encourage their participation by providing alternative, non-alcoholic beverages.

3.0 Scope

This policy outlines various stipulations and controls for events involving alcohol, including events with a Special Occasion Permit, liquor licensed events under a third party caterer's endorsement, and events with liquor service under the Town's liquor licence. Other stipulations and controls may be added depending on the details of the event.

This policy applies to all municipal premises, as defined herein. On properties leased to third parties, the tenant is responsible for compliance with all provincial and federal legislation and regulations.

4.0 Definitions

Alcohol and Gaming Commission of Ontario (AGCO)

The Alcohol and Gaming Commission of Ontario (AGCO) is a Provincial agency, established February 23, 1998 under the *Alcohol and Gaming Regulation and Public Protection Act, 1996*. The Act gave the AGCO responsibility for the administration of the *Liquor Licence Act* and the *Gaming Control Act, 1992*. The AGCO is a regulatory agency that reports to the Ministry of the Attorney General. For more information go to www.agco.ca

Caterer's Endorsement
A liquor sales licence authorizing the applicant to sell and serve liquor for an event held on premises other than the premises to which the liquor sales licence applies.

Event
Any gathering held on municipal property where alcohol will be served and/or sold. They may include weddings, showers, dances, barbeques, birthday parties and any other event where alcohol will be served. The duration of the event includes event set-up, operation and clean-up. Events involving alcohol may be in a licenced municipal facility or under a Special Occasion Permit.

Event Organizer
Any person, who is 19 years of age or over, seeking to hold an event that involves the sale and/ or service of alcohol at municipal premises. The Event Organizer (which term shall include the SOP permit holder and any designate) is responsible for the safety and sobriety of people attending the event as well as compliance with this Municipal Alcohol Policy and the *Liquor Licence Act of Ontario* and its regulations at the event. **They assume responsibility and liability for the entire operation of the event.** The Event Organizer **MUST** read and sign the *Event Organizer Checklist for Liquor Licenced Events (Appendix A)* to indicate that they understand their responsibilities.

The Event Organizer and/or designate must attend the event for the entire duration including set-up prior to the event, clean-up after the event and be responsible for decisions regarding the actual operation of the event.

Event Organizer Designate - A designate is a person(s) appointed by the Event Organizer and acceptable to the Town, who is 19 years of age or over and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with this policy. The Event Organizer can identify a designate to be present at the event when the Event Organizer is unable.

Event Worker
Any paid/volunteer person, who serves or sells liquor, or is involved in an event where alcohol is served on municipal property. All Event Workers have a responsibility in the operation of the event and shall not consume or be under the influence of alcohol for the entire duration of the event. All Event Workers must be trained by a recognized alcohol server training course, namely Smart Serve Ontario program. In addition to the Event Organizer, Event Workers may include the following:

> **Floor Supervisor/Monitors**
> A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the MAP. A floor supervisor talks with participants, monitors patron behavior, monitors for intoxication and underage drinkers, responds to problems and complaints, assists door monitors when necessary, removes intoxicated persons, arranges safe transportation.

Door Monitor
A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the MAP. A door monitor checks identification and for signs of intoxication, keeps out intoxicated and troublesome individuals, arranges for coat checking, monitors for those showing signs of intoxication when leaving the event, arranges safe transportation. This position may be fulfilled by security personnel from a licensed security company.

Server/Bartender
A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he has been trained by a recognized alcohol server training course namely Smart Serve Program. A server accepts tickets for the purchase of alcoholic drinks, serves drinks, monitors for intoxication and underage drinkers, refuses service when a patron appears to be intoxicated or near intoxication, offers a non-alcoholic substitute and co-ordinates with event staff.

Ticket Seller
A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the Municipal Alcohol Policy. A ticket seller sells alcohol tickets to a maximum of four per person per purchase, monitors for intoxication and underage drinkers, refuses sale to patrons at or near intoxication, and refunds tickets on request.

The Event Organizer, Door Monitors, Floor Supervisors/Monitors, and Servers/Bartenders shall not consume alcohol during or after the event is concluded, nor shall they be under the influence of any alcohol or other substance during the event.

Licenced Security
Security personnel monitoring entrances and patrolling licenced areas must be licenced under the *Private Security and Investigative Services Act*, to ensure the safety and security of the establishment, its employees and patrons. For more information go to www.agco.on.ca.

Liquor Licence Act
Each province or territory has a Liquor Licence Act which outlines the laws regarding the sale and service of alcohol. See www.agco.on.ca/en/whatwedo/index.aspx for more information.

Municipal Alcohol Policy
A local policy for municipalities to manage events held at municipally-owned facilities and properties when alcohol is sold and/or served.

Municipal Properties
All municipally-owned or leased lands, buildings and structures.

Municipal Representative
Town of St. Marys staff or a designate who attends and monitors the event on behalf of the Town of St. Marys and ensures all components of the Municipal Alcohol Policy are met.

Religious Function
Events that include a religious ceremony conducted by an officiant such as a priest, minister, Justice of the Peace, rabbi, etc. Examples include, but not limited to, weddings, bar mitzvahs and baptisms. A religious occasion does not include events like a "stag and doe", anniversaries or birthdays.

Risk Assessment
The event risk assessment will consider factors such as, but not limited to: venue, type of event, expected attendance, and past experience with the event. The risk assessment will help staff determine the minimum number and types of Event Workers required and any other requirements.

Smart Serve
The Smart Serve training program offered by Smart Serve Ontario (www.smartserve.ca) is designed to train staff and volunteers who work in areas where alcohol is sold and/or served, such as in bars, restaurants, banquet halls and other public facilities. The Smart Serve Program is the only server training program that is recognized by the Alcohol and Gaming Commission of Ontario and approved by this policy.

Special Occasion Permit (SOP)
A liquor licence issued by the Alcohol and Gaming Commission of Ontario for one-time social events where alcohol will be sold and/or served. All SOP's are managed and controlled by the AGCO and not the Town. For more information go to:
http://www.agco.on.ca/en/services/permit_special_gpb.aspx.

- **Private Event** - event where only invited guests will attend. The event cannot be advertised and there can be no intent to gain or profit from the sale of alcohol at the event.
- **Public Event** - event open to the public to attend and conducted by a registered charity or not-for-profit entity or an event of municipal, provincial, national or international significance. The event can be advertised and allow for fundraising/profit from the sale of alcohol.
- **Industry Promotional Event** - event held to promote a manufacturer's product(s) through sampling. There can be no intent to gain or profit from the sale of alcohol at the event.

The AGCO defines two classes of Special Occasion Permit (SOP):

- **Sale SOP** - Issued when money is collected for the sale of alcohol either directly or indirectly. This could be through, for example, an admission charge to the event, when tickets for alcohol are sold to people attending the event, or when there is any pre-collection of money for the alcohol.

- **No Sale SOP** - Issued when alcohol is served without charge or when there is no money collected for alcohol – either directly or indirectly – from guests.

Standard Drink
The *Liquor Licence Act of Ontario* defines a standard drink as a serving of liquor by volume and type, as follows:

12 oz. or 341 ml. of beer with 5% alcohol, OR
5 oz. or 142 ml. of wine with 12% alcohol, OR
3 oz. or 85 ml. of fortified wine with 14.9 or more % alcohol, OR
1 oz. or 29 ml. of spirits with 40% alcohol

Third Party SOP Holder
A Third Party SOP Holder is a designated third party (i.e. service club or caterer) that holds the liquor license for the Event Organizer. The Third Party SOP Holder is responsible for the safety and sobriety of people attending the event as well as compliance with this Municipal Alcohol Policy and the *Liquor Licence Act of Ontario* and its regulations at the event. **They assume responsibility and liability for the entire operation of the event.** The Third Party SOP Holder **MUST** read and sign the *Municipal Alcohol Policy Checklist (Appendix A)* to indicate that they understand their responsibilities.

5.0 Responsibilities

5.1 Role of Municipal Representatives

Town of St. Marys Guest Services staff are responsible for ensuring the Event Organizer and/or designate are provided with written information outlining the conditions of the Municipal Alcohol Policy and ensuring that they comply with the Municipal Alcohol Policy, Liquor Licence Act of Ontario and its regulations at their event.

The Town of St. Marys Representatives have the authority to demand correction and/or to shut down an event on behalf of the Town of St. Marys and will have ultimate authority regarding decision-making on the part of the Event Organizer. The Town of St. Marys Tepresentatives monitoring a liquor-licenced event shall be Smart Serve trained and competent in facility procedures.

5.2 Role of Event Organizer and/or Designate

The Event Organizer and/or designate is responsible for the conduct and management of the event, including, but not limited to:

- Compliance with the Municipal Alcohol Policy in addition to all applicable federal, provincial and municipal laws, policies, guidelines, regulations and by-laws, including, without limitation, and the *Liquor Licence Act of Ontario* and its regulations

- Organization, planning, set up and clean-up of the event

- Sufficient number of Event Workers

- Training of their designates and other Event Workers (all of whom must be 18 years of age or older)

- If applicable, posting the Special Occasion Permit (with any updates) in plain sight on the premises to which the permit applies or keep it in a place where it is readily available for inspection

- Alcohol sales and service including the choice of beverages in order to avoid the supply of fortified or extra strength drinks

- Ensuring that no one consumes alcohol in unauthorized locations

- The safety and sobriety of people attending the event including those persons asked to leave to control the event

- Safe transportation options (e.g., designated drivers, taxis)

- Response to emergencies

The Event Organizer **MUST** read and sign the *Municipal Alcohol Policy Checklist (Appendix A)* to indicate that they understand their responsibilities.

The Event Organizer must provide a copy of the Special Occasion Permit (if applicable), proof of insurance and any updates to the Town of St. Marys **at least 30 days prior** to the start of the event.

All liquor, wine and beer needs to be purchased with the SOP. Proof of this must be provided at the event. Receipts need to have the SOP number on them. These purchase orders and levy receipts must match the amount of alcohol in the bar for the event and will be posted with the SOP.

The Event Organizer and/or designate must attend the event for the entire duration including set-up prior to the event, clean-up after the event and be responsible for decisions regarding the actual operation of the event.

The Event Organizer must ensure the physical setting is safe at all times.

6.0 Designation of Properties and Events

6.1 Designation of Suitable Municipal Properties

The Liquor Licence Act of Ontario prohibits the consumption of alcoholic beverages in public places unless a licence or a Special Occasion Permit has been issued. In accordance with the Liquor Licence Act, the consumption of alcoholic beverages is prohibited in all areas owned or operated by the Town of St. Marys, including parks, trails, sports facilities, recreation facilities, cultural facilities and service facilities, unless specifically designated otherwise. Town Council may change the designation of any site at its discretion. Those facilities currently designated for use under the authority of a Special Occasion Permit are:

PYRAMID RECREATION CENTRE - The Pyramid Recreation Centre (PRC) has its own Liquor Licence. Should the Event Organizer wish to use alcohol and service provided by the PRC, the Municipal Alcohol Policy does not apply.

LIND SPORTSPLEX - The Curling Club acquires their own Liquor Licence that is in effect when they have possession of the facility, which is regulated by the existing user agreement with the Town.

CANADIAN BASEBALL HALL OF FAME & MUSEUM - The Canadian Baseball Hall of Fame acquires their own Liquor Licence that is in their name and all regulations will apply through the AGCO.

All other municipal property may be eligible to receive Special Occasion Permits, held by a third-party organization, subject to approval of Council. No representative of the Town, including staff or member of Council, may hold a Special Occasion Permit in their name for a Town sanctioned event on municipal property.

6.2 Designation of Not Suitable Municipal Properties

The following municipal facilities and areas are **not licenced or not suitable** for an event involving alcohol:

INDOOR POOL DRESSING ROOMS/AQUATIC LOCATIONS/QUARRY

Reasoning: The dressing rooms are not eligible due to the fact that the fire exits give patrons access to the indoor pool which could pose a safety hazard. Due to the proximately of water at Aquatic locations and the Quarry the safety hazards at these sites make then unsuitable for an event involving alcohol.

6.3 Outdoor Events

Outdoor events are those which take place outdoors or in a temporary structure, such as a tent or marquee, and are located on Town property. Outdoor events may receive Special Occasion Permits subject to approval of Council.

The outdoor area must be clearly defined and separated from unlicensed areas by a minimum 36" (0.9m) high barrier. **At least 30 days prior to the event, you must write the Town of St. Marys Chief Building Official, Recreation Department, Public Works Department, Fire Department and the Perth District Health Unit informing them of the event and identifying the physical boundaries. Also include a detailed sketch showing the dimensions of the area for which the SOP applies.** If a tent or marquee is used, you must also notify in writing the Chief Building Official of the Town of St. Marys.

6.4 Outdoor Events Providing Entertainment

As some Outdoor Events may require additional permits from the Town's Clerks Department, Building Department and Fire Department, the following is required to be submitted with your Rental Agreement.

- A detailed sketch, drawn to scale, showing the dimensions of the area for which the permit will apply. The sketch must include details about location of fencing and the fencing material used (snow fence or construction fence).

7.0 Conditions For Events Involving Alcohol

7.1 Renting Municipal Premises

A rental agreement to use municipal premises for an event where alcohol may be served should be initiated a minimum of 45 days in advance of the event. This allows sufficient time for the municipal representative to collect relevant event details from the Event Organizer, assess risk associated with the event, establish Event Worker numbers, monitor event preparation for compliance with this policy, and to arrange appropriate facility staffing. Failure to initiate rental within 45 days may prevent your event from taking place.

30 days prior to the event, the Event Organizer shall provide the municipal representative with a copy of the Special Occasion Permit or notification of a third party caterer's endorsement, and any updates.

14 days prior to the event, the Event Organizer shall provide the municipal representative with:

- a list of all Event Workers' names and proof of Smart Serve certification (including their certification numbers).
- a list of all Security Staff names and security licence numbers.
- should the Event Workers assigned to the event change after the list of Event Workers is initially supplied to the Town, updated information must be provided to municipal representative prior to the start of the event, or to the municipal monitor on the day of the event.

Town Council reserves the right to refuse an applicant permission to run a licensed event in its facilities or on its property.

Any person or organization wishing to hold a SOP/Licence function in a location not listed in this policy must appeal to Town Council for approval. Town Council has the authority to change the designation of any facility at its discretion.

7.2 Insurance

The Event Organizer of a SOP event being held in a municipality owned facility are required to provide proof of insurance, at least 14 days prior to the event. A minimum of $5,000,000 in alcohol and general liability insurance naming the Town of St. Marys as an additional insured is required. The Town may, at its discretion, request higher limits of liability insurance.

The Certificate of Liability insurance provide the municipal representative must include the following:

- Policy number
- Company name and broker contact information
- Expiry date
- Coverage type and amount of Insurance coverage
- The Town of St. Marys shown as an additional insured to the policy
- Coverage for bodily injury and property damage liability
- A Liquor Liability endorsement
- Tenants Liability endorsement
- Products and Completed Operations Liability
- Personal Injury Liability
- Advertiser's Liability
- Cross Liability and Severability of Interest Provision
- 30 Day Notice of Cancellation Provision

The Certificate of insurance must be in effect for the date (s) where municipal premises are being used or occupied by the Event Organizer including, without limitation, the time period for set-up and take-down. Failure to provide proof of insurance will void the rental.

The Town reserves the right to amend the insurance requirements and provisions at any time depending on, without limitation, such things as event size and risk assessment. It is the responsibility of the Event Organizer to review all potential operations and exposure to determine if the coverage and limits noted below are sufficient to address all insurance related exposures presented for the event since the Event Organizer shall indemnify and save harmless the Town.

In the case where the Event Organizer (named on the rental contract) has contracted out the bar operations, the Town recommends the Event Organizer consult with their insurance provider/broker to determine their alcohol insurance needs. The bar operator is required to

provide proof of a minimum of $5,000,000 insurance and shall indemnify and save harmless the Town when alcohol is served.

7.3 Advertising

All advertising must comply with the Alcohol and Gaming Commission of Ontario advertising policies and guidelines. Alcohol and Gaming Commission of Ontario policy states that a permit holder for a private event special occasion permit is not permitted to advertise or promote liquor or the availability of liquor.

At events where children and youth are allowed entry, the Event Organizer and/or designate shall not allow promotional advertising of alcoholic beverages' names, brands or manufacturers.

Marketing practices which encourage immoderate or increased consumption of alcohol are not permitted.

7.4 Signs

1. Serving Practices

The holder of the licence must post clear signage at every exit point from licensed areas into unlicensed areas to indicate that liquor is not permitted past those points.

The holder of the licence must post clear external signage informing the public that the service of liquor is provided in the establishment.

The holder must ensure all signs regarding the sale and service of alcohol are cleared within 45 minutes following the end of the licensed portion of an event.

Please visit the AGCO website to find sample verbiage for signs.

2. Accountability

The sign will be posted at the bar and main entrance of all S.O.P. functions. This sign will inform patrons where to direct concerns regarding the manner in which the function has been operated. In addition to naming the sponsor of the event, the sign should include the name and address and phone numbers of the Police Department and the Alcohol & Gaming Commission of Ontario.

3. No Last Call

A sign stating "The Bar Closes at 1:00 a.m.- Last Call Will Not Be Announced", to be placed in the bar area.

4. Transportation Signs

A sign will be posted in the bar and main entrance of all S.O.P. functions. The sign will list available Taxi companies of St. Marys.

Mandatory Signage Requirement

The *Liquor Licence Act* requires signage be posted at the event:

- What is a standard drink
- Drinking alcohol during pregnancy can cause birth defects and brain damage to your baby (Sandy's law)
- Please drink responsibly
- Low risk drinking guidelines

These signs must be at least 8 by 10 inches in size, printed in landscape format (horizontally), prominently displayed in all locations where alcohol is sold or where customers brew their own wine or beer for take home consumption. Failure to comply with the signage requirements may result in administrative action by the AGCO. Please visit www.agco.ca for further information. It is the Event Organizers responsibility to ensure these signs are in place for the duration of the event.

7.5 Event Workers

The Event Organizer shall have staffing level sufficient to effectively monitor the entrances, exits and patron alcohol consumption as listed under staffing requirements.

All Event Workers must be readily identifiable by a nametag or item of clothing.

All identified Event Workers will have Smart Serve Training.

All Event Workers will supervise the event, encourage legal and moderate drinking behaviour and ensure that any problems that arise are dealt with appropriately.

All Event Workers shall not consume alcohol during the event, nor shall they be under the influence of any alcohol consumed before the event.

THE FOLLOWING GUIDELINES ARE TO BE FOLLOWED REGARDING THE MINIMUM NUMBER OF SMART SERVE TRAINED PERSONS. These minimum requirements may be increased if circumstances warrant or if required by the Town.

Volunteer Job Descriptions and Responsibilities:

Event Organizer:
Any person, who is 19 years of age or over, seeking to hold an event that involves the sale and/ or service of alcohol at municipal premises. The Event Organizer (which term shall include the SOP permit holder and any designate) is responsible for the safety and sobriety of people attending the event as well as compliance with this Municipal Alcohol Policy and the *Liquor Licence Act of Ontario* and its regulations at the event. **They assume responsibility and liability for the entire operation of the event.** The Event Organizer **MUST** read and sign the *Event Organizer Checklist for Liquor Licenced Events (Appendix A)* to indicate that they understand their responsibilities.

The Event Organizer and/or designate must attend the event for the entire duration including set-up prior to the event, clean-up after the event and be responsible for decisions regarding the actual operation of the event.

Server/Bartenders: **All** must have Smart Serve training. Accept tickets for the purchase of alcohol drinks, serve the drinks, monitor for intoxication, and refuse service when a patron appears to be in or near an intoxicated state.

Door Supervisor/Monitors: **All** must have Smart Serve training. Check identification to ensure no minors are admitted, watch for signs of intoxication to prevent intoxicated or troublesome persons from entering, monitor patrons leaving the event for signs of intoxication and recommend or arrange transportation options. Two (2) Door Supervisor/Monitors are required at the main entrance and one (1) at every other entrance/exit.

Floor Supervisor/Monitors: **All** must have Smart Serve training. Monitor patron's behaviour, watch for signs of intoxication, respond to problems and complaints, and remove intoxicated persons, arranging safe transportation for them.

Ticket Sellers: **All** must have Smart Serve training. Sell tickets for alcohol drinks to a maximum of 4 tickets per person per purchase, monitor for intoxication, refuse to sell to persons appearing to be at or near intoxication and refund tickets on request. Tickets will be sold from **one location only** at all events.

Special Security: Patrol the room, scan for potential trouble, notify Event Organizer and event staff of possible incidents and assist in handling disturbances.

Required Ratio of Event Workers – All Smart Serve trained

	Minimum Number of Event Workers			
Number of Guests	Bartenders	Floor Supervisors	Door Supervisors	Ticket Sellers
Under 25	1	0	1	0
25 to 100	1	1	1	1
101 to 300	2	2	1	2
301 to 400	2	3	1	2
401 to 500	4	4	4	2
501 to 750	5	5	5	2
751 to 1300	8	6	6	2

7.6 Security Requirements at Specific Events

The following situation requires off-duty police officers or a Town approved private security company as per schedule:

HALL / ARENA / OUTDOOR EVENT	STAFFING REQUIREMENTS
Up to 200 people	2 Officers/ Private Security
201 – 500 people	4 Officers/ Private Security
501 – 800 people	6 Officers/ Private Security
801 – 1000 people	8 Officers/ Private Security

Officers/ Private Security are not required if the function is private (not open to public operating under a Reception SOP or licence). Examples of these include birthday parties, anniversary parties, weddings, retirement parties etc.

Officers/ Private Security are required 30 minutes before event and 1 hour after an event.

All security personnel must be licensed. Contact the Ontario Private Security & Investigative Services Branch for details. *http://www.ontario.ca/privatesecurity*

1-866-767-7454

The Town has the authority to modify Officers/ Private Security requirements for any function regardless of size or type of event.

The Event Organizer must provide proof that security has been hired for the event, 30 days prior to the event.

7.7 Alcohol Service

A. Low Alcohol Drinks

The Town strongly supports those renting our facilities to promote the consumption of lower alcohol drinks. At an event where beer is available, 30% of the supply must be light beer (4% or less). Copies of sales receipts should be made available to the municipal representative if requested to verify this percentage.

Low alcoholic beverages help prevent intoxication by providing consumers with an opportunity to consume less alcohol. Where possible, the Town encourages the serving of lighter alcoholic beverages. Methods include:

- Maximum 5 ounces serving size of wine
- Maximum 1 ounce serving size of spirits
- Serving drinks with ice
- Promoting light beer
- No double shots

B. Control of Alcohol Service

- All drinks to be served in plastic or paper cups or cans and all bottles to be retained in the bar areas. Alcoholic and Non-Alcoholic drinks are to be served in different cups if minors are present at the event.

- There will be no marketing practices that would encourage increased alcohol consumption, i.e. oversize drinks, double shots, pitchers of beer, drinking contests, volume discounts or tickets and a free bar

- There will be no announced last call for the bar.

- Tickets for alcohol must be purchased from designated ticket sellers and must be redeemed at the bar; a maximum of 4 tickets per purchase only, thereby encouraging people to move around and avoiding the possibility of one person supplying drinks to the whole table. This gives individuals an opportunity to monitor participants' alcohol consumption.

- Ticket sales will stop 15 minutes prior to the bar closing. Unused tickets may be redeemed at any time during the event.

- Up to a maximum of two drinks per person will be sold at the bar at one time.

- Consumption of food should be encouraged throughout the event. The group must provide adequate food for those in attendance.

- There will be no self-serve events, even "Wine and Cheese" functions require a bartender or waiters and waitresses.

- A maximum of two tickets per person will be sold to an individual one hour prior to the bar closing.

7.8 Safe Transportation

Only individuals, groups or organizations implementing a safe transportation strategy will be permitted rental/use privileges of facilities for special occasion permit functions.

The Event Organizer shall provide free non-alcoholic drinks (coffee, pop, juice, water) to designated drivers.

The Event Organizer is responsible for promoting safe transportation options for attendees of the Event or contacting police as appropriate, including for persons who may be denied entry or removed from the event under the MAP.

These safe transportation options include:

- Promote a designated driver strategy, such as the names of persons(s) that will use a vehicle to transport intoxicated persons to a place of safety (the designated driver strategy should also include plans for backup transportation options for safe transport of participants including those for whom the intoxicated person may be responsible); and/or,
- The promotion of taxis, buses, or other forms of alternate transportation; and/or,
- Request a friend, relative, or taxi to assist a potentially intoxicated person
- Police shall be notified in the event an apparently intoxicated person attempts to drive a vehicle.

The Event Organizer must remain on the premises at least until all attendees have left the property at which the Event is located.

7.9 Youth Controls

There is to be no permanent advertising of alcohol at facilities and events frequented by youth. There will be no temporary advertising of alcohol at facilities for events where the primary audience is youth. This includes patio umbrellas, posters, banners, etc.

Each rental group will be responsible to select a strategy on allowing youth to their event. In all cases the following guidelines must be adhered to:

1. No one under the age of nineteen years (19) shall be served alcoholic beverages at a Special Occasion Permit function. Servers/Bartenders shall ask anyone who appears to be under the age of 25 years for valid identification. Acceptable forms of identification include:
   a) Ontario Driver´s Licence with a photo of the person to whom the licence is issued
   b) A Canadian Passport
   c) Canadian Citizenship Card with a photo of the person to whom the card is issued
   d) Canadian Armed Forces Identification Card
   e) A photo card issued by the Liquor Control Board of Ontario (LCBO), entitled Bring Your ID (BYID)
   f) A Secure Indian Status Card issued by the Government of Canada
   g) A Permanent Resident Card issued by the Government of Canada
   h) A photo card issued under the *Photo Card Act, 2008*
2. Two (2) extra security personnel will be required if persons under the age of majority are allowed to enter the event.
3. Individuals under the age of majority will not be allowed to consume alcohol beverages. Anyone serving individuals under the age of majority will be required to leave the event. Leaving the event means vacating the premises and property owned by the Town.

4. Events allowing individuals under the age of majority will be required to identify those persons over the age of majority. All participants over the age of majority will be visibly marked or have a bracelet which will be provided by the sponsoring group or individual.
5. It is recommended that Stag and Doe-type functions only advertise contact persons' names and telephone numbers.
6. Individuals who are underage will be allowed into functions only when the S.O.P. permit from the AGCO acknowledges the admission of youths.

7.10 Controls Prior To Event

1. A copy of the Municipal Alcohol Policy will be available from the municipal representative at the time of booking of an event. If any questions or concerns arise from this policy contact the Municipal Representative.
2. A "Municipal Alcohol Policy Checklist" and Rental Contract form will be provided by the municipality at the time of booking. These forms are to be completed by the Event Organizer and returned to the municipal representative at least two (2) weeks prior to the event. Signatures are required from both the Event Organizer and the Municipal Representative. A copy of the checklist is at the end of this document. The Smart Serve course is available through https://smartserve.org
3. The name(s) on the rental agreement contract must be the same as the name(s) on the Special Occasion Permit (SOP) and must be the same name(s) on the Liability Insurance Certificate. The Event Organizer or designate must attend the event and be responsible for decisions regarding the actual operation of the event. This person and all Event Workers must refrain from alcohol consumption during the event.

Exception:
In a case where the Event Organizer has contracted out the bar services to the event to a designated third party (i.e. service club, caterer) then the name on the rental contract and the name on the SOP/Licence may be different. In this situation, the *Municipal Alcohol Policy Checklist* must be completed by both parties.

7.11 Controls During The Event

All controls and service must be consistent with the provisions of the Liquor Licence Act of Ontario and its regulations.

1. The entrance to the event must be monitored by responsible person(s) meeting the age of majority requirements at all times.
2. The Event Organizer holder has the right to deny entry to any individual.
3. Event Organizers must ensure that the number of individuals at the event (including employees and volunteers) does not exceed the maximum capacity for the premises.
4. Only acceptable forms of ID will be used to provide as bona-fide proof of age.
5. The Event Organizer is responsible to ensure that the event is properly supervised and will provide enough staff/volunteers to fulfill this obligation
6. Participants in Masquerade events must be prepared to unmask and identify themselves with acceptable photo ID.

7. The type of identification to be worn by the Event Workers must be stated on the "MAP Checklist" form.
8. All day outdoor events are required to vacate minors from the premises at 8:00 p.m.
9. The bar area within the premises shall be closed no later than 1:00 a.m. and NO service of alcoholic beverages will be allowed after this time.
10. All entertainment within the facility shall cease at 1:00 a.m.
11. All signs of consumption and service of alcohol including empty drink containers shall be removed from sight within 45 minutes of the expiry of the SOP/Licence or by 1:45 a.m., whichever is earliest.
12. To assist Town staff and ensure that no incidents occur within the premises, the facility must be vacated by patrons by 2:00 a.m. or one hour after the expiry of the SOP/Licence, whichever is the earliest.

Failure to comply with the above could prevent the Event Organizer from further renting any Town of St. Marys facility and where appropriate, Police will be advised and charges could be laid. The Event Organizer may be at risk for forfeiting their damage deposit should this happen.

8.0 Consequences For Failure To Comply

8.1 Duty to Report

The Event Organizer has the duty to report to the municipal representative issues with details of any incident that:

1. The Event Organizer and/or designate are aware of or has been made aware of any Liquor Licence Act of Ontario or Municipal Alcohol Policy violations

2. Where an Alcohol and Gaming Commission of Ontario Inspector under the Liquor Licence Act of Ontario has reported any incident or violation

3. Involves bodily injury or property damage

8.2 Failure To Comply And Penalties

Individuals and/or groups who fail to comply with the Municipal Alcohol Policy shall be subject to the following consequences:

1. Although the police will be called if a situation deems necessary to do so, it is the responsibility of the Event Organizer to ensure the proper management of an event.

2. Facility staff will report any infraction of this policy to the appropriate authority, e.g. Municipality/Police whenever they believe such action is required. In the event of an illegal act, the police must be called.

3. Should a situation arise where an event may have to be shut down, the local police will evaluate the situation on behalf of the Town of St. Marys.

4. Any infraction of the Municipal Alcohol Policy will be reviewed by the Town and a letter will be sent by the Town to the Event Organizer. The Town may refuse future rental privileges to the sponsor.

5. When persons under the age of majority are found to have consumed or to be consuming alcohol at S.O.P. and non-S.O.P. events, the authorities may be called and/or the following procedure will be followed by the Town of St. Marys:

   First Infraction: The individual will be turned over to a parent or guardian. If a parent or guardian is not available, the police will be called. A registered letter will be sent by the Town to the parents/guardians.

   Second Infraction: The individual could be banned from attending any public function held in any municipal facility for a period of 6 months. A registered letter will be sent by the Town to the parents/guardians.

6. Where adults and/or youth engage in disruptive behavior, including drunkenness, riotous, quarrelsome, violent, aggressive or disorderly conduct, or unlawful gaming at social events, authorities may be called and/or the R-Zone guidelines will be followed.

The R-Zone guidelines may be found by contacting the Pyramid Recreation Centre.

9.0 Evaluation

The Municipal Alcohol Policy shall undergo an annual review based on changes within industry standards and shall be updated as required.

The Town of St. Marys reserves the right to make discretionary changes to this Municipal Alcohol Policy at any time, and will advise the Event Organizer and/or designate of any such changes prior to the event.

10. References

www.agco.ca

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
01	Sept. 09, 2018	Creation			
02	May 21, 2019	Update to reflect legislative changes		May 21, 2019	

FORMAL REPORT

To:	Chair Strathdee and Members of Strategic Priorities Committee
Prepared by:	Dave Blake, Environmental Services Manager
Date of Meeting:	21 March 2023
Subject:	**PW 17-2023 Service Delivery for Organics Material Management**

PURPOSE

This report presents the Strategic Priorities Committee (SPC) with information related to a Request for Proposal (RFP) for the Management of Organic Materials within the Town of St. Marys; service delivery options received through the RFP process; and options available to the community for consideration.

RECOMMENDATION

THAT report PW 17-2023, Service Delivery for Organics Material Management be received; and

THAT the Strategic Priorities Committee recommend to Council:

THAT Council endorse an organics material program on a trial basis for 2023 through 2025 that includes an expanded curbside leaf and yard waste collection program consisting of 30 collection events per property as well as the ongoing operation of the convenience depot at the Municipal Operations Centre; and,

THAT the procurement for curbside leaf and yard waste services be awarded to Barry's Handyman Services for a three-year contract at the procured price of $187,674.64 inclusive of all taxes and contingencies; and,

THAT the procurement for operations and management of the MOC leaf and yard waste depot be awarded to Texo Terra Contracting Ltd. for a three-year contract for the procured price of $94,995.34 inclusive of all taxes and contingencies; and,

THAT Council approves a variance of $62,086.40 to be incurred in 2023 as identified in report PW 17-2023, to be funded from waste management reserves; and,

THAT Council consider By-Law XX-2023, being a by-law to authorize the Mayor and the Clerk to sign the associated agreement with Barry's Handyman Services; and

THAT Council consider By-Law XX-2023, being a by-law to authorize the Mayor and the Clerk to sign the associated agreements with Texo Terra Contracting Ltd; and,

THAT Council defer implementation of a curbside green bin organics program through at least 2025; and,

THAT Council direct staff to incorporate a Financial Plan for waste management services into the future scope of work that will be tendered for landfill operations and design in the coming years.

BACKGROUND

The Town of St. Marys offers many waste management and material diversion options to the community. Each aspect or service provided to the community is intertwined together to make up the program of “Solid Waste Management Services”.

Current Legislative Requirements of the Town Regarding Organics Materials

The Town has a legislative requirement to administer a leaf and yard waste system according to Ontario Regulation 101/94, as a result of having a population of at least 5,000.

That system must include:

1. The provision of home composters to residents by the municipality at cost or less;
2. The provision of information to residents, including Publicizing availability and proper install & use.

At this time, the Town is compliant with all current legislative requirements in regard to organics diversion with existing programs.

The collection of food and organic waste is required when a local municipality has a population greater than 20,000 and has a population density greater than or equal to 100 persons per square kilometres. At this time, the Town does not meet threshold requirements for a program of the collection of food and organic materials, however could elect to implement such a program if desired.

Current Service Level Summary

As of 2022, the Town of St. Marys had several programs aimed at diverting or reducing the volume of organic waste being received at the landfill site for disposal as waste, consisting of:

1. At Home Diversion with Green Cone Digesters which can be purchased at cost from the Town. For a limited time in 2023 as part of a pilot program initiative these were offered at 50% of the cost.
2. Leaf and Yard waste collection which included 20 curbside collection events in 2022 consisting of a total of 10 collection events per property.
3. A public drop off convenience depot at the Municipal Operations Centre.
4. A public drop off bin as well as access to the composting pad at the Landfill Site during regular operating hours.

This report provides information for the Committee to consider related to current and future program delivery models related to the management of organic materials within the community based on submissions received through the administered RFP.

REPORT

At the regular council meeting on September 27, 2022, Council carried a Resolution ***(2022-09-27-16***) that directed staff to administer a Request for Proposal for Organics and / or leaf and yard waste collection services to facilitate 2023 budget deliberations and community program delivery.

Work Prior to RFP Release

Typically, staff draft RFPs to be open ended service requests, and it is up to bidders to propose and specify how they will deliver the service being requested. That said, staff typically have a strategy in mind that is being progressed towards because it helps to guide the eventual evaluation of the RFPs. In this instance, the strategy developed by staff was informed by two key areas.

First, staff proceeded to review the existing programs for leaf and yard waste, as well as organic material management as a whole. Summary information related to the existing Leaf and Yard Waste program can be referenced in ***Attachment No. 2*** of this report along with identified Opportunities for Improvement (OFI).

Secondly, staff was also cognizant of various internal or external factors affecting the waste management programs within the community such as, but not limited to the following:

- The current Blue Box recycling program is transitioning to a Producer Responsible Framework. This transition, in theory will eliminate or significantly reduce the financial obligations for the Town however exact impacts are not fully anticipated to be known until circa 2025 or 2026.
- Recent survey data from within the community on waste collection programs
- The ongoing landfill Environmental Assessment and its projected timeline for approvals, design and capital works
- Competing Financial Pressures within the entire municipal waste management system as well as the level of uncertainty related to current cost projections and financial requirements.

Supplemental information related to the above referenced factors can be referenced in ***Attachment No. 3*** herein.

With the above in mind, the internal strategy and approach that guided staff through the remainder of the process was identified as follows:

- Ideally, curbside leaf/yard waste collection volumes will be increased, and convenience depot drop-off volumes decreased. This will allow for a smoother transition of the depot to the landfill when it is expanded.
- Ideally, operations capacity dedicated to the service will be reduced. This will allow operations capacity to be freed up to complete other more specialized work that is either (a) new, or (b) that is currently being contracted out at a higher rate (i.e. sewer flushing services).
- There is much unknown within the solid waste management industry today due to producer pay. The current planning period should be considered to be 3-5 years to allow the industry to normalize before long-term service delivery decisions are made.

Staff released the RFP which was made open ended as a means to solicit a variety of program service delivery models that could be considered to best position the Town in the coming transitional years while being mindful of service delivery standards for the community.

RFP Evaluation Approach:

Through the RFP process, options were provided by three (3) proponents that provided various service delivery options and methods for consideration which are summarized as follows:

- Curbside Leaf & Yard Waste Program to Replicate existing
- Curbside Lead & Yard Waste Program Service Expansion
- Contract Management of MOC Leaf and Yard Waste Depot
- Curbside Green Bin Organic Collection w/ reduced solid waste collection

See ***Attachment 1*** that identifies service options by provider based on RFP submission.

Each service delivery option proposed comes with their own unique requirements, or considerations as well as financial commitments that need to be considered when determining the level of service that is appropriate for the community through 2025. *Please refer to the Financial Implications section of this report for service delivery costing*.

While it was acknowledged that each proponent provided varying service delivery options, they were grouped for evaluation based on the following:

1. Curbside Collection of Leaf and Yard Waste
2. Operation and / or Maintenance of the MOC Depot
3. Curbside organic “Green Bin” service

By grouping submissions, it enabled staff to more effectively evaluate the submissions received. ***Attachment No. 4*** provides a summary of the services to be provided, the programs proposed or inferred costing as well as the evaluation score received for consideration.

Based on the RFP evaluations, the following proponents were evaluated highest for each service delivery category:

Curbside Leaf and Yard Waste	Barry’s Handyman Service
MOC Depot Operations and / or Maintenance	Texo Terra Contracting Ltd.
Curbside Green Bin Organics Program	Bluewater Recycling Association

To help get a sense of which service delivery area might be the highest priority for the community, the RFP service delivery options were also presented to the Green Advisory Committee on February 22, 2023. The Green Committee supported all programs and / or program enhancements from an environmental diversion perspective.

Accordingly, staff moved forward to finalize the evaluation of each service delivery option received through the RFP. As noted, there is a wide range in the service delivery approach proposed in the RFP submissions, leading to varying service levels for the community. As a result, Council will need to make a decision on the service level for the management of organic materials that is appropriate for the community.

The following section provides various service delivery options for consideration by the Committee as well as staff recommendations for the management of Organic Materials through this transitional period (2023 through 2025):

Analysis of Service Delivery Areas and Service Levels

Service Area 1: Leaf and Yard Waste Curbside Collection Program:

1. Discontinue service delivery

   This option would result in leaf and yard waste materials no longer being collected at the curb. This approach would require residents to utilize their own resources to dispose of material at available drop off locations (currently MOC Depot or Landfill Site). While this approach would result in a cost savings for the community by no longer requiring contracted services for this material, it does not provide a convenient, or accessible option for many residents within the community. Residents with mobility challenges or having no access to a vehicle would be challenged to effectively dispose of material should this occur.

   Because of this, staff do not recommend that the leaf and yard waste curbside collection program be discontinued at this time.

2. Maintain service delivery as per previous years

   This option would result in the leaf and yard waste program continuing to follow recent program delivery models where 20 total collection events would be completed, providing 10 collection events per property with a minimum of one (1) event scheduled per month with 3 collection events scheduled every other week in the Spring and Fall seasons when volumes are generally greater.

While this approach provides a level of budget control for the Town, the effectiveness and efficiency of the program remains a concern. With declining volumes in recent years from the program, it could be expected low volume coupled with low participation would continue. Key concerns from residents would remain around a fluctuating schedule and never being fully aware of when collection events are occurring.

Through the RFP process, option(s) were received that could maintain the existing curbside program through 2025. However, staff do not recommend that the leaf and yard waste curbside collection program continue as historically offered in part due to the challenges observed through historical program delivery, and because it does not fit with the internal strategy to work to increase collection volumes.

3. Increase curbside collection service delivery

   This option would result in the curbside leaf and yard waste collection program seeing an increased service delivery that would aim to rectify concerns around scheduling and frequency. This strategy is meant to drive material placement to the curb instead of the depot at the MOC. This approach would also allow residents to place their waste at the curb using compostable and reusable containers. This would provide residents with a greener and more flexible option while also providing a convenient and routine schedule that would be easy to remember for residents.

   Through the RFP process, option(s) were received to increase the service delivery through 2025 which would include a total of thirty (30) total collection events per property, with each property receiving a weekly collection Spring through Fall.

   While staff acknowledge costs related to a service level increase, staff recommend that the curbside leaf and yard waste program be expanded to include a routine and convenient schedule for residents totaling 30-collection events per property. This would effectively triple the service level for residents and, in staff's opinion, address many of the historical challenges noted with curbside collection. In theory, this change should increase the program participation that would in turn increase the volumes collected.

   This approach is envisioned to result in material being handled only once, going from curb to end destination while also lessening the burden on the MOC convenience depot. Through the RFP evaluation process, the expanded Leaf and Yard Waste curbside program scored the highest among those grouped services offered.

Service Area 2: MOC Leaf and Yard Waste Depot:

1. Discontinue Service Delivery for MOC Depot

   This option would result in the leaf and yard waste depot at the MOC being closed and this service discontinued. This approach would require residents to utilize the curbside collection program (should that option remain) or dispose of material at the landfill site. This approach does have significant benefits such as eliminating the burden on operations staff capacity (and/or contractor service costing), and allows staff to refocus on higher priority services within the community while absorbing growth. It also would eliminate the "middle-man" approach the depot created by having material disposed at the end use site as opposed to having to handle and haul material multiple times. In addition, this would also help eliminate material from outside of the community becoming part of the program and municipal rate payers incurring those costs.

   However, staff is also cognizant of the convenience factor the depot provides residents and how much use is seen at the depot at times when the landfill site is closed. While acknowledging the drawbacks of the MOC Depot at its current location, its function and convenience is desired by residents.

At this time, staff do not support the closure of the MOC Leaf and Yard Waste depot. However, staff do acknowledge that relocating a depot in the future to a more "operations friendly" location should be considered when the landfill is expanded. This should be discussed in the coming years as part of a holistic solid waste management strategy.

2. Maintain Service Delivery as per Previous Years for MOC Depot

   This option would continue to see Public Works staff and equipment utilized to operate and maintain the depot as well as haul material to the end-use site (Landfill). With this option, there is no new directly incurred costs to operate the MOC Depot as the labour and equipment utilizations are drawn through annual allocations currently accounted for in the budget.

   However, the burden placed on the department to operate and maintain the depot is estimated to be 600 hours per year. This loss of operator capacity results in additional services such as, but not limited, to asphalt patching, sewer flushing and ditching being outsourced. It is estimated that this cost of contracting out is approximately $50,000-$100,000 annually depending on the contracted services being provided, with specialty contracted services such as sewer flushing costs steadily increasing.

   At this time, staff do not support maintaining the MOC Depot service delivery with internal forces as per previous years as it does not fit with the internal strategy to free up operator capacity to focus on specialty services that are currently being contracted out at a higher rate.

3. Contract Depot Management to Third Party Service Provider

   This option would continue to see the Town provide a convenience depot for leaf and yard waste at the MOC, however its operation and maintenance would be provided through a third-party service provider. Within this option, the depot's convenience to the community would remain, however the operational burden on town forces would be eliminated.

   Through the RFP process, option(s) were provided to sub-contract the MOC depot operation to a third-party service provider with several varying levels of service and material haulage options. At this time, Staff recommend that the ongoing operation of the MOC depot be outsourced to a third-party service provider from 2023 through 2025 as a pilot initiative.

   Under this approach, the contractor would place "roll-off" bins at the depot to be filled and then hauled to the landfill. This would allow for a more environmentally friendly haulage option from the depot to the landfill site while also freeing up internal staff resources to be redirected to other priority services within the community. This approach would also position the Public Works Department to absorb continued growth related to roads, sidewalks and stormwater management without the need to expand department resources and hire more staff in the near term.

Curbside Organic (Green bin) Program:

1. Provide New Green Bin Service to the Community

   This option would see green organics bins distributed to all eligible properties within the Town for the weekly collection of eligible organic materials. Curbside waste collection would be reduced as a result of the organics program to every other week along with recycling which would be collected on alternating cycles. Organic wheelie bins would be owned and maintained by the third-party service provider in a similar means as current recycling and waste bins within the community.

   Material processing or recovery options are not located within the community, and collected materials would be hauled outside the community to an approved facility. Tonnage fees would be incurred through the program based on actual materials collection.

Through the RFP process, option(s) were provided for this service delivery to the community. However, at this time, staff do not support implementation of such a program largely in part due to the high cost of program implementation, material disposal fees and anticipated funding challenges within the community related to solid waste management services in the years ahead.

2. Decline or Defer Green Bin Service Level Increase

   This option would result in a decision being made to not proceed with implementation of a curbside green bin program at this time and would enable a decision to be made on such a program at a future date.

   This approach would allow the Town to better understand the financial challenges and requirements that are envisioned in the coming years through landfill expansion costs, blue box program transition or other material diversion needs or desires that may be identified.

   Staff recommend that a decision on curbside green bin organics be deferred through to 2025 as other previously identified requirements or needs, and the costs required for such are better understood.

Based on the above information, RFP submission and evaluations, and in consideration of both internal strategies and external factors, staff recommend the following:

1. That the curbside leaf and yard waste program continue from 2023 through 2025; and,
2. That the curbside leaf and yard waste program be increased to 30 collection events per property to improve program reliability and eliminate scheduling concerns, and,
3. That the management of the Leaf and Yard Waste depot at the MOC be transitioned to a contract service provider to allow town resources to be better allocated to priority needs within the community while also absorbing growth related requirements; and,
4. That a decision on a curbside organics green bin program be deferred until the many unknowns around the Town's waste management services become better known and that a financial plan can be developed and considered on how to fund services within the community moving forward.

This recommendation would enable the Town to trial various service delivery standards related to organics material between 2023 and 2025 while also providing the Town some level of flexibility related to service delivery and collection contracts at a time when many of the unknowns related to program delivery costing will become better known.

FINANCIAL IMPLICATIONS

As part of the 2023 draft budget, $20,000.00 was allocated for the management of organics material in keeping with a historical service delivery model for the program. Through RFP submissions, alternative service delivery options or methods have been proposed for consideration.

Leaf and Yard Waste Curbside Collection:

While not recommended by staff, to maintain service delivery consistent with the 2022 Leaf and Yard Waste Program, it would cost between $18,080.00 - $24,000.00 (excluding HST) per year with the annual program cost increasing each year of the contract related to inflation. As such, the 2022 service delivery can be replicated for 2023 and beyond while aligning with existing budget projections.

To provide the recommended more robust curbside collection program to include each property for 30 collection days, it would cost up to $54,000.00 (excluding HST) per year with the annual program cost increasing each year of the contract related to inflation.

MOC Yard Waste Depot:

To provide the MOC convenience depot, managed by a third-party contractor would cost between $26,666.67 - $44,000.00 per year with the annual program cost increasing each year of the contract related to inflation. As noted above, this approach will save the Town approximately 600 hours per year of operator time, that can then be dedicated to other public works services that the Town is currently paying $50,000 - $100,000 per year to contract out.

Green Bin Collection:

While not recommended by staff at this time, a curbside Organics Green Bin program is estimated to cost between $168,066.00 - $224,073.00 per year with the annual program cost increasing each year of the contract related to inflation.

Based on the RFP submissions, should staff's recommendations be endorsed, the following financial implications would be incurred based on the recommended successful proponent(s):

Service Delivery	**2023**	**2024**	**2025**
Curbside Collection	$54,000.00	$55,350.00	$56,733.75
MOC Depot	$26,666.67	$28,000.00	$29,400.00
Green Bin	--	--	--
Program Sub-Total:	$80,666.67	$83,350.00	$86,133.75
Program Total (Inclusive of HST):	$91,153.34	$94,185.50	$97,331.14
Program Total (Net HST Rebate):	$82,086.40	$84,816.96	$87,649.70
Impacts to Budget (+/- to existing)	**+ $62,086.40**	**+ $64,816.96**	**+ $67,649.70**

While the above represents a budget increase for 2023, staff are anticipating collection costs incurred by the municipally related to recycling to decrease significantly as early as April 2024. In addition, the approach described in this report will allow the Town to avoid contract services costs on the order of $50,000 - $100,000 per year and redeploy 600 hours of operations staff time.

In consideration of that, staff propose any budgetary increased for 2023 be absorbed within the existing waste management revenue / expenses and or funded through internal reserves with future years costing to be absorbed into waste management services and funded with anticipated cost savings related to the pending transition of the Blue Box program.

SUMMARY

Based on information provided here, staff recommend that the leaf and yard waste curbside collection program be expanded for 2023 through 2025 as part of a pilot initiative to redirect material to curbside collection initiatives by providing 30 collection events per property on a weekly basis.

In addition, staff recommend that the MOC Leaf and yard waste depot continue to be operated for 2023 through 2025, however move to contracted operation. This will enable redistribution of municipal forces to higher priority needs and absorb growth within the community.

Finally, Staff recommend that the decision on a curbside green bin organics collection program be deferred until such a time as the financial commitments and requirements related to the Towns solid waste management services (as a whole) are better known and understood.

STRATEGIC PLAN

☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #1 – Infrastructure – Waste Management Plan:
    - Outcome: With anticipated proactive measures for growth (residential, commercial and industrial), there will be a need for active consideration of optimizing landfill services, but with a view to controlled costs and forward thinking environmental initiatives.
    - Tactic(s): Build a program and identify a budget to accommodate.
    - Tactic(s): Implement renewed waste management approach on a phased-in basis.

OTHERS CONSULTED

Jed Kelly, Director of Public Works – Town of St. Marys
Morgan Dykstra, Planning and Public Works Coordinator – Town of St. Marys
Andre Morin, Director of Corporate Services / Treasurer – Town of St. Marys
Green Advisory Committee – Town of St. Marys
Todd Thibodeau, Operations Manager – Town of St. Marys
Jeff Wolfe, Infrastructure Services Manager – Town of St. Marys

ATTACHMENTS

Attachment No. 1 – RFP Evaluation Summary
Attachment No. 2 – Existing Program Review
Attachment No. 3 – Supplemental Information on External Factors
Attachment No. 4 – Service Delivery Options by Submission

REVIEWED BY

Recommended by:

Dave Blake, C.E.T.
Environmental Services Manager

Jed Kelly
Director of Public Works

Recommended by the CAO

Brent Kittmer
Chief Administrative Officer

Attachment No. 1 – Page 1 of 2

RFP-PW-07-2023

Management of Organic Materials

Proponent and Service Details	Tendered Amount (Including HST)	Evaluation Score
Grouping 1 – Curbside Collection [Leaf & Yard Waste]		
Barry's Handyman Services 20 Total Events – 10 Events per property, Compostable Bags Only	$69,509.13	80.9
Barry's Handyman Services 20 Total Events – 10 Events per property, Compostable & Reusable	$83,410.95	76.5
Barry's Handyman Services 30 Total Events – Compostable & Reusable Containers	$187,674.64	90.3
Texo Terra Contracting Ltd. 20 Total Events – 10 Events per property, Compostable Bags Only	$64,406.84	81.7
Grouping 2 – Source Separated Organics – Green Bin Program		
Bluewater Recycling Association Weekly Organics Collection – Destination: Try Recycling	$546,557.84*	85.5
Bluewater Recycling Association Weekly Organics Collection – Destination: Convertus	$722,980.33*	76.8

'* Actual annual contract costing not provided. Cost per bin per year and processing fee per tonne provided. Actual annual costing estimated based on best available information

Attachment No. 1 – Page 2 of 2

RFP-PW-07-2023

Management of Organic Materials

Proponent and Service Details	Tendered Amount (Including HST)	Evaluation Score
Grouping 3 – Municipal Operations Centre Depot		
Barry's Handyman Services Full Service, maintenance, operation and haulage Contingent on acceptance of Grouping 1 30 collection events	$152,665.26	75.0
Texo Terra Contracting Ltd. Full Service, maintenance, operation and haulage	$94,995.34	90.0
Bluewater Recycling Association* Weekly Front End Container Service – Destination: Town	$41,458.86	82.0
Bluewater Recycling Association* Weekly Front End Container Service – Destination: Try Recycling	$62,188.30	81.0
Bluewater Recycling Association* Weekly Front End Container Service – Destination: Convertus	$82,917.73	80.0
Bluewater Recycling Association* On Call Front End Container Service – Destination: Town	$62,188.30	86.0
Bluewater Recycling Association* On Call Front End Container Service – Destination: Try Recycling	$82,188.30	85.0
Bluewater Recycling Association* On Call Front End Container Service – Destination: Convertus	$103,647.16	82.0
Bluewater Recycling Association* Roll Off Container Service – Destination: Town	$99,354.08	88.0
Bluewater Recycling Association* Roll Off Container Service – Destination: Try Recycling	$132,472.11	86.0
Bluewater Recycling Association* Roll Off Container Service – Destination: Convertus	$165,590.14	84.0

'* Proponent submissions costing based on cost per tip per bin. Actual annual costing estimated based on best available information

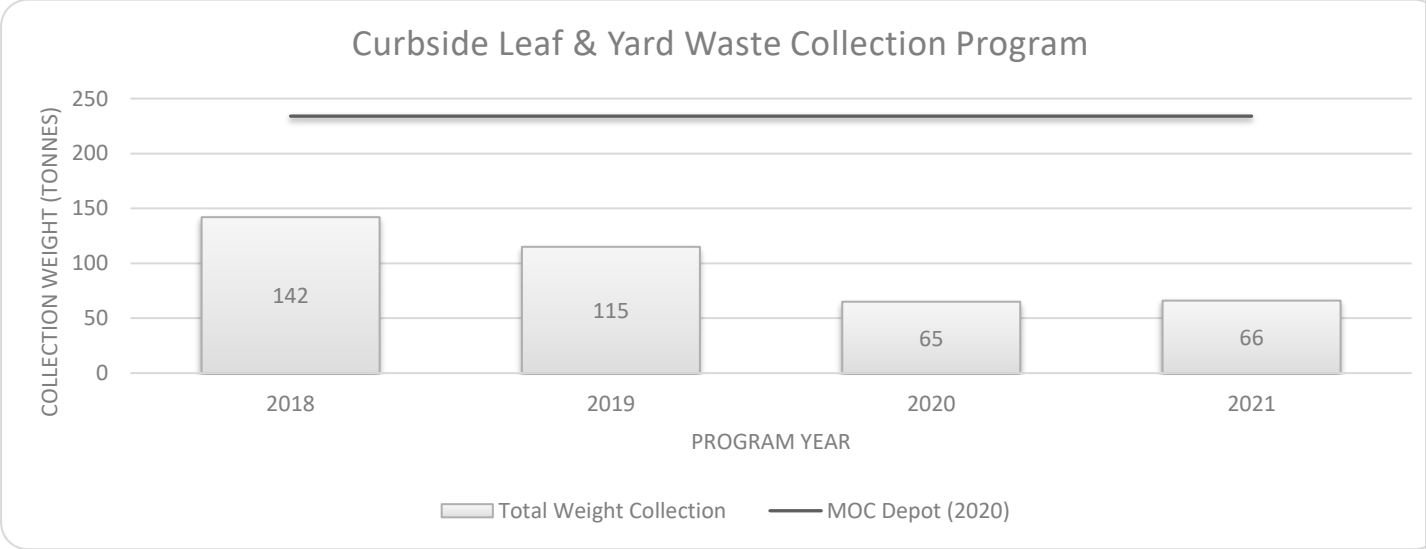
RFP-PW-07-2023

Management of Organic Materials

Existing Leaf and Yard Waste Program Review

The Town of St. Marys has historically offered a variety of programs and services aimed to divert and subsequently reuse leaf and yard waste material within the community. In 2022, the service delivery consisted of the operation of a leaf and yard waste drop off depot, located at 408 James Street South that was open to residents to dispose of appropriate materials from dusk to dawn. Additionally, a curb side collection service was administered for a total of 20 collection dates between April and November that provided 10-collection events per property. Collection dates were strategically scheduled to provide a more frequent service delivery in the Spring and Fall when materials volumes were higher, with reduced frequency through the summer months. And finally, a drop off bin for leaf and yard waste material was provided at the St. Marys Landfill Site, located at 1221 Water Street South that was accessible during normal site operating hours. All collected materials were disposed and processed at the St. Marys Landfill Site where material is composted in windrows for material reuse on Site.

The following Figure identifies the annual tonnage of leaf and yard waste material collected from the curbside program (2018-2021) compared to the 2020 volume of the MOC Depot.



<u>Declining Curb Side Program Participation:</u>
It has been identified that over the last several years that the use of the curbside leaf and yard waste program has declined. When looking at possible reasons why, it appears to largely be a result of a fluctuating schedule of collection dates that has occurred as a result of program changes over the years. This has led to many residents not knowing when to put their materials to the curb. This uncertainty has led residents towards the MOC depot to get rid of material on their terms and schedule as opposed to the curbside schedule. This has resulted in an inefficient and ineffective curbside program while increasing the burden on depot maintenance and operation.

While unknown at this time, staff believe that a more robust and regular curbside leaf and yard waste program would provide a greater benefit and efficient service delivery for the community that would result in greater program utilization and volume collection.

Attachment No. 2 – Page 2 of 2

MOC Depot labour Impacts and utilization of resources:
Originally introduced circa 2014, the Leaf and Yard Waste Depot at the Municipal Operations Centre (MOC) provides a convenient location to drop off leaf and yard waste material for residents, that is accessible 7-days per week, year round from dawn to dusk. This depot was introduced to provide residents options when the curbside collection of leaf and yard waste was restructured.

The ongoing operation and maintenance of the MOC depot has come at a cost to the Public Works Department that:

- Resulted in the unauthorized disposal of brush material at the Site. This has now been incorporated into normal operation and has resulted in increased grinding costs, as well as requirements to haul material to the landfill site where the material is used;
    - Staff are also aware and suspect a good portion of materials coming to the MOC Depot also originate from outside of the Town boundary resulting in the Town incurring costs for non-resident materials
- Up to 600 hours of staff and equipment are directed to the operations and maintenance of the depot on an annual basis (this represents up to 6% of the annual departmental labour allocation).
- Depot convenience is increasing the burden to municipal staff while reducing the effectiveness of the curbside contracted service; and,
- Provides a potential "over service" to the community by having a costly and labour intensive depot operating within 2km from the destination site that is fully staffed and monitored 29.5 hours per week.

As the Town continues to grow, the ability to absorb growth related to the road network, new stormwater monitoring requirements, sanitary sewer maintenance activities, etc. will be vital. Consideration should be given to whether the convenience the depot provides to the community justifies the resources required to operate it, or whether alternative options or service delivery methods may be preferred.

Opportunities for Improvement:

Based on a review of the existing Leaf and Yard Waste Collection program, and information noted above, Opportunities for Improvement exist for consideration, as follows:

1. By eliminating the confusion around curbside collection dates, it is possible that program utilization and volume(s) collected could increase. By providing a weekly service, similar to the weekly curbside waste collection program, residents would have a consistent and convenient program.
2. Current material haulage from the MOC Depot to the landfill site utilizes inefficient transportation vehicles for the material. By utilizing larger material bins to haul from the depot to the landfill site, a more efficient haulage process could be achieved.
3. By utilizing a third party contractor for maintenance and haulage of material from the MOC, the Town can redirect significant labour efforts to other higher priorities needs within the community while also positioning the department to continue to absorb growth within the existing labour compliment.
4. Longer term, a convenience depot such as at the MOC should be incorporated into future landfill site designs that would collect material closer to the destination site.

RFP-PW-07-2023

Management of Organic Materials

Supplemental Factors on Waste Management Programs

While a sustainable, effective and efficient service delivery model is desired, the Town is also faced with several unknown factors that need to be considered when planning out changes to create suitable and sustainable service delivery options for the Town's various waste management programs.

Some of the factors identified are:

Blue Box Program Transition:

In June 2021, the Ministry of Environment, Conservation and Parks (MECP) released the Blue Box Regulation that will transition responsibility for the current Blue Box program (Curbside Recycling Services) from municipalities to producer responsibility. The Regulation included a "transition schedule" that indicated all Ontario Municipalities would transition to a producer responsible framework between July 1st, 2023 and December 31, 2025. The Town, as a member municipality of the Bluewater Recycling Association (BRA), was included along with all other member municipalities for transition on April 1, 2024, according to the Regulation schedule.

At this time, it is still unknown what, if any, involvement BRA (the Town's current service provider) will have in the updated Blue Box program. It is also unknown whether some, or all the existing financial obligations for the Town related to the Blue Box recycling program will transition to Producer Responsible Organizations. Furthermore, it remains to be seen whether any changes to the Blue Box program will have impacts to the Town's existing solid waste collection contract, which is tied to the curbside recycling program.

The existing curbside recycling program costs the Town up to $225,000 per year while also providing some level of subsidy to the curbside waste collection contract due to co-collection vehicles used by BRA. At this time, it is expected that once the Blue Box Program transitions to producer responsible organizations (PROs), many properties in town will not qualify for the new recycling program and program funding. Council will be presented with a future decision on whether to continue to provide these properties (such as commercial, multi-residential, etc.) with recycling services, and how those costs will be incorporated. Those costs, if any, are yet to be known.

In addition, should BRA not be selected by PROs to provide ongoing recycling services, the economic benefit currently realized for co-collection of waste and recycling within the community may cease. Should this occur, it is anticipated that the cost for waste collection service would increase, but those costs (if any) are also yet to be known. Until more is understood on the many moving parts of the Blue Box program transition, it is difficult to understand the financial commitments that will be required over the next several years for curbside collection services.

Limitations on Organic Green Bin Programs:

The Food and Organic Waste Policy Statement, pursuant to s.11 of the Resource Recovery and Circular Economy Act, 2016 identifies that the collection of food and organic waste would be required when a local municipality has a population greater than 20,000 and has a population density greater than or equal to 100 persons per square kilometres. At this time, the Town does not meet threshold requirements to require a program for the collection of food and organic materials, however could elect to implement such a program if desired.

While a green bin curbside program would collect and divert material from the residential waste stream such as, dairy, fish, meat, food waste, yard trimmings, etc., the program remains limited by the volume of the container used for collection and by the acceptable material requirement by third party processing sites. When considering the amount of leaf and yard waste which can be generated across the community, such a program would most likely need to be considered along with an ongoing leaf and yard waste program (should it be offered), and not as a replacement option. This would mean that should an Organics Green Bin program be desired, the Town would most likely require multiple organic waste collection streams to manage the material(s) that would be generated within the community. Service delivery contracts, expenses and revenue limits should be considered holistically.

Waste Collection Survey Results:

In 2022, staff reached out to the community for feedback on the various curbside collection programs related to waste management. This was completed through an online survey to provide a convenient method to gather and collect feedback.

With regards to leaf and yard waste questions, the following feedback was collected:

- With regards to the existing leaf and yard waste program options, 54% of respondents indicated they use the curbside leaf and yard waste program, 82% have used the MOC drop off depot within the last year and 12% have used the landfill option. 7% of respondents indicated they did not use any form of the program in the last year.
- When respondents were asked which leaf and yard waste disposal option they would most likely use in the future, 58% indicated use of the MOC depot, 36% would utilize the curbside collection program, 1.5% at the landfill and 5% indicated they would be unlikely to use the program.
- When respondents were asked how they feel about a town wide green bin (organics) program being implemented, 69% of respondents either support or strongly support such a program, 19% being neutral, 6% opposed and 6.5% strongly opposed.
- When respondents were asked how much of a fee increase they would find acceptable in order to have an organics diversion program within the community, 37% indicated a $0-$30 annual increase would be acceptable, 20% indicated that a $30-$60 annual increase would be acceptable and 14% indicated that a $60-$90 annual increase would be acceptable. Almost 29% of respondents indicated they would be opposed to a fee increase for such a program.

Landfill Environmental Assessment and Expansion Approvals:

In 2022, the Town of St. Marys completed an Amended Environmental Assessment that has identified landfill expansion as the preferred alternative to effectively manage solid waste for the community over the next 40-years. However, at this time the Amended Environmental Assessment remains with the Ministry of Environment, Conservation and Parks (MECP) for consideration. While a decision on this file is anticipated in 2023, should landfill expansion be approved, the Town would require additional years to design, permit and construct an expanded landfill site. As a result of these projected requirements over the next 3+ years, and an uncertainty related to costing that will be dependant on economic factors as well as design factors and service delivery strategies, significant capital costs should be anticipated over the next 3+ years for the landfill site that are at this time, unknown with any degree of certainty.

Financial Planning:

While the Town's Strategic Plan identifies outcomes related to forward thinking environmental initiatives and the optimization of landfill services, it also identifies the need to building a waste management program and identify a budget to accommodate, with the implementation of renewed waste management approaches on a phased in basis.

With all the program shifts, transitions, and pending capital works, it would be prudent to consider developing a financial plan for solid waste management services that will address not only existing program needs and capital infrastructure requirements, but also identify when additional approaches could be effectively and efficiently phased into the system without undue hardship to rate payers. At this time, staff review the financial position of solid waste management services on an annual basis, however due to the many moving parts at this time related to program delivery and engineering services related to the EA, that financial position can change significantly from one year to the next.

A long term funding strategy has not been developed at this time however should be considered over the next few years as waste management system expenses become better known.

Attachment 4 – Service Options Provide via RFP

Service Options Provided	Texo Terra Contracting Limited	Barry's Handyman Services	Bluewater Recycling Association	Aligns with 2023 Budget
Curbside Leaf & Yard Waste Program *20 Total collection dates – 10 per property* *Compostable bags only – no reusable containers*	●	●		✓
Curbside Leaf & Yard Waste Program *20 Total collection dates – 10 per property* *Compostable bags and reusable containers*		●		X (Budget Increase)
Curbside Leaf & Yard Waste Program *30 Total collection dates – 30 per property* *Compostable bags and reusable containers*		●		X (Budget Increase)
Curbside Green Bin Organics Collection *Weekly Service Year round* *Acceptable materials only*			●	X (Budget Increase)
Container Service for MOC Depot *Haul Material from MOC Depot in containers* *Haulage service only*	●		●	X (Budget Increase)
Management of MOC Depot *Clean, load and haul material from MOC Depot* *Full service Depot maintenance*	●	●		X (Budget Increase)