

ALGOMA DISTRICT MUNICIPAL ASSOCIATION AGENDA

SATURDAY, SEPTEMBER 29, 2018 at 11:00 A.M. – 3:00 P.M.

3 Chris Simon Drive, Wawa, Ontario

Ron Rody – President
(705) 856-2244 (ext. 231)

Cathy Cyr, Executive Director
(705) 856-2244 (ext. 222)

Time		Item	Action
11:00 am	1.	Welcome and Attendance	Call Meeting to Order
11:00 - 11:05 am	2.	Review of Addendum and Approval of Agenda	Resolution
11:05 - 11:15 am	3.	Announcement/Opening Remarks	
11:15 am	4.	Approval of Minutes – April 21, 2018	Resolution
	5.	Presentations	
11:15 - 12:00 pm	5.1.	✓ Northeast Superior Regional Broadband Network (NSRBN)	Melanie Pilon, Economic Development Officer, Dubreuilville
12:00 - 12:45 pm		Lunch	
		Presentations cont'd	
12:45 - 1:30 pm	5.2.	✓ NFPA Update	Bob Thorpe - OFMEM
1:30 - 2:00 pm	6.	FONOM – Update	Lynn Watson
2:00 – 2:30 pm	7.	Old Business	
	7.1	✓ Municipal Council Compensation in Ontario – AMCTO Report	For Information
	7.2	✓ Compensation Survey – Update	For Information
	7.3	✓ Hydro One -Revised draft ToR - Municipal Notification	For Information
2:30 – 2:45 pm	8.	New Business:	
	8.1.	✓ Issues Related to Road Closures	For Discussion
	8.2.	✓ Municipal World Article – The demise of rural banking	For Information
	8.3.	✓ Approve Travel Expense – 2018 FONOM Conference – Lynn Watson	Resolution
	8.4.	✓ Financial Statement, Cathy Cyr, Exec. Director	Resolution
2:45 – 2:50 pm	9.	Next Meeting	Cathy Cyr (Wawa)
		✓ April 13, 2019	
2:50 - 3:00 pm	10.	Closing Remarks	
3:00 pm	11.	Close Meeting	Resolution

Lunch

Note: **Lunch will be provided at a cost of \$10.00 per person.** Please bring correct change. Resolutions for consideration should be emailed to the Executive Director at ccyr@wawa.cc with copies brought to the meeting.

MINUTES

(1) CALL TO ORDER & NOTE MEMBERS PRESENT

President Ron Rody called the meeting to order at 11:00 a.m. Round table introductions.

Present:

Chair Mayor Ron Rody, President, ADMA/Mayor, Municipality of Wawa
Cathy Cyr, Executive Director, Municipality of Wawa
Chris Wray, CAO Clerk/Treasurer, Municipality of Wawa
Morley Forster, Mayor, Township of Hornepayne
Willy Liebigt, Dep Mayor, Township of Hornepayne
Lynn Watson, Mayor, Township of MacDonald, Meredith, Aberdeen Add'l
Jean Robbins, Councillor, Township of MacDonald, Meredith, Aberdeen Add'l
Jody Orto, Councillor, Township of Bruce Mines
Mariola Morin, Councillor, Township of Bruce Mines
Jim Dunbar, Councillor, Township of Blind River
Katie Scott, CAO, Township of Blind River
Sue Jensen, Mayor, Township of Blind River
Beth West, Mayor, Township of Plummer Additional
Sandra Kilfoyl, Councillor, Township of the North Shore
Randi Condie, Mayor, Township of the North Shore
Ken Lamming, Mayor, Prince Township
Ian Chambers, Councillor, Prince Township
Jody Wildman, Mayor, Township of St. Joseph
Lennie Smith, Councillor, Tarbutt & Tarbutt
Jocelyne Bishop, Councillor, Town of Spanish
Ted Clague, Mayor, Town of Spanish
Ted Hicks, Mayor, Township of Johnson
Ed Pearce, Councillor, City of Elliot Lake
Gil Reeves, Mayor, Huron Shores

Regrets: Mayor Alain Lacroix, Township of Dubreuilville
Councillor Ben Tetrault, Town of Thessalon
Mayor Dan Marchisella, City of Elliot Lake

Guests: Bill Polnick, Director, Evolution, IT and Development, Microsoft
Business Solutions
Jeff Simpkins, OPP
Megan Cavanagh, OPP, Municipality of Wawa
Mike Mantha, MPP Algoma-Manitoulin
Theo Noel de Tilly, MNM

Media: None

(2) REVIEW OF ADDENDUM & APPROVAL OF AGENDA

Moved by: M. Forster

R. 2018-01

Seconded by: L. Watson

RESOLVED THAT the Agenda for the Algoma District Municipal Association scheduled for Saturday, April 21, 2018, be approved.

Add under **New Business:**

8.7 - DSAB Review

8.8 - Public Health Review

CARRIED.

(3) ANNOUNCEMENTS / OPENING REMARKS

3.1 M. Mantha announced running for the 2018 election. Thirty (30) signatures are needed to run for candidate. M. Mantha further discussed the platform which includes returning Hydro One to public ownership and control. Part of the platform also included paying a fair CEO salary and equalizing delivery charges in Northern Ontario as well as making dental and pharma-care more accessible and to create the Winter Road Maintenance Program.

(4) APPROVAL OF MINUTES

4.1 *September 30, 2017*

Moved by: K. Lamming

R. 2018-02

Seconded by: I. Chambers

RESOLVED THAT the Algoma District Municipal Association does hereby adopt the minutes of the September 30, 2017 meeting held in Prince Township, Ontario, as presented.

CARRIED.

Action:

Minutes to be signed and placed in the Minute Binder.

(5) PRESENTATIONS

5.1 *Createch Group - Bill Polnick – Createch Director of IT*

A brief overview was given of what Createch Group represents. Spoke about Microsoft and providing solutions between different organizations within Createch. B. Polnick talked about the Large Asset Management Group based out of Hamilton that provides Createch maximum solutions on maximal product. Municipal Createch Solutions is developing employment opportunities for Northern Communities

with an office residing in Sault Ste. Marie. B. Polnick discussed Createch's biggest product being Microsoft Dynamics Business Central which is the latest version of Microsoft ERP (Enterprise Resource Planning) Solution. Using some of Wawa's requirements, B. Polnick put together a Municipal ERP solution containing; asset management, building permits, cemetery management, financial management, licensing, property tax, reporting, ticketing and utility billing.

Createch wants to digitalize data using Industry 4.0 to provide better service to residents in Northern Ontario resulting in saving time and money. Createch hopes to improve internet to northern communities. B. Polnick further discussed the plan for Municipal Solutions that listed; Municipal Technology Maturity Index, that would work with communities to provide IT solutions for free; Systems Integration, Solutions Development and Municipal ERP and Asset Management Solutions. B. Polnick ended the presentation with questions from members at the meeting and was available to speak with members during the lunch break.

5.2 *Community Safety and Well Being Plan – Jeff Simpkins- OPP*

R. Rody opened the presentation with a short background on three documents that are available to view online. The first one: "Framework for Action"; the second being, "Snap shot of Local Voices"; and the third booklet being, "A Shared Commitment in Ontario."

J. Simpkins introduced himself with a brief description on his background and further talked about the three documents available online. It was stated that police are the primary contact for people in crisis. J. Simpkins quoted S.187 of the Community Safety & Well-Being Act which states, "Every municipal council shall prepare and by resolution adopt the Community Safety & Well Being Plan in addition can be prepared by the municipal council individually or jointly in consultation with other municipal councils. "Municipal council must prepare and adopt its first Community Safety & Well Being Plan before the second anniversary on the day of which this section began applying to this municipality. Indigenous communities may also adopt the Community Safety & Well Being Act and collaborate with other communities. J. Simpkins stated that, if passed, municipalities are to start Community Safety & Well-Being Plan and suggested to municipalities to start planning now.

J. Simpkins explained the definition of a "Situation Table" and possibly establishing one in Wawa. Situation Table is to take a more isolated community with resources from the community as well as the outside and bring all social agencies, through agreement, to sit at a table and bring individual cases forward (ie. individual, family, building, or other at risk situations) followed by bringing all resources on board to form

solutions to better communities. As community leaders, take the opportunity to identify the areas in your community of most concern and to come up with a Community Safety & Well Being Plan.

C. Wray asked what the role is of the Police Service Board in the Community Safety & Well-Being Plan which J. Simpkins responded to by saying the role of the Police Service Board is consultant and to assist in the preparation and generating of the analytics. M. Cavanagh stated the Framework documents step-by-step and is easily accessible online.

R. Rody spoke about the positive impact this Plan will have on communities. A concern about resources in more isolated communities and funding was discussed. Although there is no funding attached to this plan, there may be possible funding options available through Ministry grant applications.

A question was asked, is the Plan more about identifying a risk or does it go as far as helping us with ideas on how to deal and resolve them? J. Simpkins responded by saying, yes, the plan is about identifying the risk but also expected in identifying the risk is that the plan is formulated to help communities address the issue. The focus is on the collaborative approach and using the resources of others.

5.3 *Broadband Presentation – Theo Noel deTilly*

Theo Noel deTilly introduced himself and gave his regrets on behalf of Randy McAllister not being able to attend the meeting today.

Fibre Optic has now become the industry standard across Canada and in Northern Ontario because it is relatively cheaper to install. Fibre Optic provides speed, it is scalable and more reliable offering a new construction that replaces existing copper. In 2016, 10 Mbps was being used as a standard benchmark opposed to 50 Mbps predicted to be used by the year 2020. CRTC declares that Broadband internet access is a basic service as it is used in day-to-day activities and increases traffic on the internet.

T. deTilly mentioned the three CTI project approvals to date; RoF-Mattawa at \$37 million, Bear Passage at \$4.0 million and Wasauksing FN at \$1.5 million and the Ministry is expecting more. The CRTC is in the process of developing a plan to increase capacity to 80-90 percent of people and reach 50 Mbps by the year 2030. He is targeting about 2 million homes across Canada and hope to launch the program in 2019, anticipating \$150 million per year in investments. It is said that there is understanding that Fibre to the community and home (FTTH) is the only way to effectively meet the target of 50 Mbps to every home. It is estimated that \$10 billion Canada wide will be needed to meet the 50 Mbps target. There is still a possible margin line of 10% of the population that are more remote areas that will likely never get Fibre to their home because it will not be feasible even with

government funding. Public solution would have to be sought out, as there are some satellite solutions that can be more reliable for those locations.

It is estimated that 85% of the population that is dense enough in Northern Ontario to receive FTTH; 10% at least will require funding support, leaving approximately 30,000 homes requiring CRTC federally and provincially funding support; 3-5% are unlikely to get FTTH even with 100% funding due to being a remote location.

There are not a lot of funding options federally for Broadband in Northern Ontario. An example of that is a \$500 million pool in Northern Ontario with only three projects being approved thus far. CRTC will have to look at other options to raise the percentage of contribution for funding and will have to include a cost per household for non-profit FTTH projects that is in line with the cost per household of FTTH projects.

The assumption is that 50% of Northern Ontario applicants will have success with the CRTC funds and 50% per year of potential sites will need a local internet service provider.

Current NOHFC Projects that are waiting approval are the Northwestern Ontario Innovation Centre and North Shore Broadband at \$644,000 and Sault Ste. Marie Innovation Centre, Goulais River Broadband at \$239,000.

T. deTilly asked the members at the meeting if they had any questions following the presentation.

Blue Sky Net is one of the integration energy networks and has a database GIS across Northern Ontario.

A question was asked regarding when the SSMIC – Goulais River Broadband project will be completed to which was replied that it hasn't started yet. They are waiting for federal funding to begin. T. deTilly will further look for information regarding that specific project. Members would like to follow up regarding Prince Township being added as a project as well.

R. Rody mentioned a concern regarding small communities being offered the same services as the rest of the country and how important that message is and should continue to be sent to politicians.

(6) FONOM UPDATE

6.1 *FONOM Update – Lynn Watson*

L. Watson provided an update on FONOM stating that an excellent presentation was made by the FONOM Board at the FONOM Conference. Discussed one of the main issues that affects smaller municipalities is the mandatory certification and training for firefighters. The second issue is the Community at Risk Assessment for municipalities. L. Watson suggested there needs to be more discussion on the matter. L. Watson mentioned the concern about the ministries lack of participation in FONOM conferences and gatherings and encouraged them to be more involved.

6.2 *Council Compensation Survey – Ron Rody*

R. Rody commented on a document from AMCTO in March 2018 that was sent electronically by S. Lord to members of the meeting. The document was the results of the survey that was done on Municipal Council Compensation in Ontario. R. Rody mentioned asking C. Cyr and S. Lord to work on a survey within Wawa Municipal District as compensation is based on what municipalities in the area are receiving. R. Rody also mentioned that the December edition of Municipal World that there is a two page article by Fred Dean on the Lame Duck Councils.

C. Wray recently presented a paper to the Wawa Council on Restricted Acts. R. Rody stated that individuals may be interested in what it should be doing when their council becomes Lame Duck during the nomination period; July 27th until the Election Day (October 22, 2018) as well as possibly a second time depending on the election results from election day, that would in turn run until December 1st.

(7) ADMA OLD BUSINESS

7.1 *Blue Box Program Update – Chris Wray*

C. Wray started with a background on the Blue Box Program. Essentially it was to deal with the producers to ensure that it contributed its share of money, which was 50%. C. Wray stated that its 50% was not ever contributed.

C. Wray provided an update on the Blue Box Program starting with the Accord that was signed for two reasons; to get the Blue Box transition started, and each municipal share would be approximately \$130 million. C. Wray stated that it is a very complicated issue that involves the Municipal world and infrastructure, and takes a lot of time to plan and coordinate.

There was a Ministers letter that was given out on August 14, 2017 that expanded on the Accord and provided direction to RPRA and

Stewardship Ontario. The new organization was created in and it was not submitted by Stewardship Ontario to the RPRA to the Minister. Additional time was requested by the Stewards to get it right.

C. Wray touched base on some of the key features outlined in the potential plan. One of the issues was to make it easier for places that do not have a Blue Box Program to actually do this. There are many standards that come from the new legislature that was passed out to the province of Ontario.

Key comments from the stakeholders were: lacking details in a number of important areas; governance and decision making abilities; there was a discomfort with respect to the organizations and insufficient detail and a lack of clarity.

C. Wray explained what went wrong stating that the roles of the parties were not clearly established or articulated at the outset. There were differing expectations of the role of RPRA in process of the plan of development and oversight, and the role of Stewardship Ontario as a program operator and extent of decision making necessary. There was a lack of agreement on checks and balances needed as well as ongoing role of municipalities in the transition period; timelines, the parties views and expectations on what is needed for transition differ, and also the Minister's direction letters and interpretations.

C. Wray followed up with where that leaves us. Lessons learned that can be built upon, certainly the organizations involved in particularly AMO have learned that; nothing will move until after the next election the uncertainty will continue although it will provide more time to determine if the agreement can be reached across all stakeholders with government intervention. The RPRA, SO, and M3RC meeting is already in place to discuss the process in moving forward. C. Wray stated that all of this will hopefully bare pressure on the government, forcing the next government to act for the sake of the industry.

Is there a plan? To which C. Wray replied that the previous waste regulation was split into two different acts. The component that the Blue Box had a six year phase-in has a lot of room to get wrong or right. C. Wray mentioned that the AMO website has great resources that can be read through as well as emails that are occasionally received.

C. Wray continued the presentation with what the next steps are - both immediate and short term, stating that they need to find ways to assist the municipality's contractual issues. There have been discussions started with SO and OWMA. C. Wray advised individuals that they could get contacted by individual companies in the municipalities to sign contracts with them. C. Wray cautioned against signing a contract. The presentation continued with discussion on work with coalition members and direct conversation with stewards to

continue to grow alignment between the groups so there is an opportunity for it to work. There is a need for radical transparency meaning, the transition needs to be done in a workable way for all stakeholders and to focus on being proactive instead of simply reactive. C. Wray finished his presentation with a timeline explaining other materials and stated there is no timeline yet for hazardous waste but should be dealt with immediately.

Dave Gordon will be at the next FONOM meeting.

W. Liebigt asked a question regarding organic waste. C. Wray said used tires as an example and stated that the company who provides tires would be forced to become a collector. For a waste site to become a collector, it would have to re-register

L. Watson stated that there are companies that AMO is promoting to pick up tires when landfill sites are having issues with recycling. C. Wray replied by saying that the collectors will be in the wrong area of unorganized communities and that it will still be a problem for Northern Ontario's unorganized areas and that remote communities have difficulties with some of the services.

M. Forster mentioned the organic waste, stating that Hornepayne did not know anything about it until it began working on its own waste plan and that there is a lot of information that it is not receiving. He stated that it does not know what to do with its electronic waste and that the information about the tires is also new information that it did not know about. C. Wray stated that it should still be able to have their electronic waste picked up and that it has not been dealt with.

L. Watson mentioned that in regards to household waste it has made a decision on it limiting the size of the municipalities and the only one in the area that may get caught in the system presently is Sault Ste. Marie.

C. Wray stated that communities may wish to look into an organic waste program within its municipality.

J. Dunbar asked about the legislation for organic waste to which C. Wray responded that there is no legislation in place yet, only a draft. L. Watson stated that they have changed the requirements for much larger cities to be introduced to it first. C. Wray believed that the Blue Box program and the diversion of tires and electronic waste is extremely important and it should continue to be monitored.

R. Rody mentioned that he learned the snow that comes out of arenas (ice resurfacers) is considered to be bio-waste due to bodily fluids being mixed in with it. It is already being talked about but will have to wait and see what action will be taken.

(8) NEW BUSINESS

8.1 *Bill 148 – Blind River*

No discussion.

8.2 *Review of Election Changes*

C. Wray talked about the different changes including a shorter nomination period as well as a potentially longer Lame Duck period. Those who are considering running should pay attention to the changes in the Election Act, particularly around who contributes to your campaign and how it's looked at on your financial statement. C. Wray also mentioned third party advertising in regards to "for or against a candidate" or "for or against a question" you may have on your ballot. Consider talking to your municipal clerk about the Compliance Audit Committee and broadening the requirements to sit on that specific committee and going to a multi-community committee. The twenty five (25) signatures are not required unless you have four thousand (4,000) electors. In respect to this, the Clerk now has specific responsibilities to review your financial statements and if necessary report it to the Compliance Audit Committee. There are rules regarding the amount of people and who can contribute in a campaign, if violated, the contributors can be looked at as well.

L. Watson commented that there will be an election information session involving informative rules and regulations for those considering running in council, held in Bruce Mines next Wednesday evening (April 25, 2018).

8.3 *Hydro One seeks approval to construct new East-West Tie Transmission line*

R. Rody mentioned that the resolution has been removed and is to be considered as an information article from Hydro One. The new transmission line will be running from Thunder Bay to East of Wawa. For the last three years, the company being dealt with was Next Bridge; last minute Hydro One has proposed themselves to be the proponent. Hydro One believes they can save the government millions of dollars by running the lines parallel to the current lines. The government will have the overall decision to which company will build the new transmission line. R. Rody is positive that the construction will bring a lot of activity to the area either way. Both contractors will begin at each end of the transmission line and meet in the middle where it will be decided who will finish working on the middle phase.

8.4 *ROMA Update – Chris Wray*

C. Wray thanked everyone who attended the ROMA conference in January. It was said to be a very successful conference. There have now been three committees set up; conference, communications,

governance. The Conference Committee is already working on the 2019 conference. C. Wray is open to suggestions for sessions.

The Communications Committee is meeting in two weeks to talk about methods to rule out information in regards to individuals who belong to ROMA.

The Governance Committee is more internal, looking at government documents.

Recently there has been talk about the fire regulations which C. Wray says is very concerning not only to FONOM but OMA, ROMA and AMO as well as a very dangerous piece of legislation.

During the last board meeting, it was agreed to support AMO in its endeavour to create a video in support of double-hatter firefighters.

Regarding Species at Risk, ROMA has worked more specifically on the caribou issue with FONOM and NOMA. There is now a developing issue in Wawa with respect to caribou. C. Wray stated that the legislation needs to be looked at.

ROMA continues to participate in the Ontario Waste Management Organization and has a representative from a municipal perspective.

ROMA has started a discussion on the legalization of Cannabis in Canada and the affects it will have on different communities. There will be further documentation on the matter. ROMA is also continuing to participate on the issue regarding school closures across Canada and in rural areas where it is believed to have an effect on everyone.

C. Wray stated that ROMA is working on maturing relationships, most importantly with FONOM, NOMA and to a lesser extent, AMCTO. C. Wray also announced that for the first time ever, ROMA will be meeting in Northern Ontario in Wawa on May 16th, 17th and 18th. The whole Board is expected to be in attendance as well as: the President of AMO, Lynn Dollin; Melanie Muncaster from NOHFC; representatives from FedNor; and President and invitees from FONOM. All of the members at the current ADMA meeting along with the CAO's have received invitations from Chair Ron Rody.

ROMA continues working on a relationship with the Rural Ontario Institute who have accomplished very successful work similar to what Northern Policy Institute has but more specific to a "rural" base which affects the North as well. Rural Ontario Institute shares their surveys along with the results with the ROMA board and ROMA would like to get them to expand its approach so it is more similar to a white paper on rural issues. C. Wray mentioned that if anyone has any ideas or suggestions they would like to share, pass them along to C. Wray who will inform the Board.

8.5 *Ontario Northland Bus Service – Northeastern Region*

L. Watson added that he would like the ADMA board to write a letter in appreciation to Ontario Northland for bringing the bus system thru the area as well as looking at other options like Manitoulin Island that has a great effect on the area. It is expected that in June there will be a complete circle system of transportation through Hornepayne and Hearst. L. Watson had the opportunity to talk to the chair of Ontario Northland regarding the Rail Summit and thanked the chair personally. L. Watson shared that that the reason it was allowed to be done was because of the insistence from groups like FONOM that frequently request those services.

L. Watson continued sharing that with the increased Amish and Mennonite communities in the area, it has a positive impact for them as well. It is important to recognize the work that has been done and show appreciation to them for it. L. Watson states he does not have a formal resolution.

Moved by: L. Watson

R. Verbal

Seconded by: T. Hicks

RESOLVED THAT the Algoma District Municipal Association does hereby direct the Executive Director to send a thank you letter to the Ontario Northland for increasing bussing service in the Northeast region and request that Ontario Northland provide services to Manitoulin Island.

CARRIED

Action:

Send a thank you letter to Ontario Northland.

8.6 *Financial Statement – Cathy Cyr, Executive Director*

C. Cyr sent out invoices to all of the member communities back in December in hopes to have payments received by April – May. Pleased to announce that the majority of payments were received in January. Most of the fees have now been collected for memberships. The current bank balance is sitting at \$7,416.84 with not a lot of activity in the account.

C. Cyr asked if there were any questions regarding the Financial Statement. No questions were asked.

Moved by: J. Wildman
Seconded by: M. Forster

R. 2018-04

RESOLVED THAT the Algoma District Municipal Association does hereby receive the Financial Report dated April 2, 2018, as submitted by the Executive Director.

CARRIED

(9) NEXT MEETING

9.1 *Wawa, ON – September 29, 2018*

Moved by: J. Wildman
Seconded by: L. Watson

R. 2018-05

RESOLVED THAT the Algoma District Municipal Association agrees that the next meeting will be held on September 29, 2018 at Wawa, Ontario.

CARRIED

(10) Close Meeting

Moved by: I. Chambers
Seconded by: K. Lamming

R. 2018-06

RESOLVED THAT the meeting close at 2:57 p.m.

CARRIED.

RON RODY, PRESIDENT

CATHY CYR, EXECUTIVE DIRECTOR



Ministry of Community Safety and Correctional Services

FPPA Regulations

PUBLIC REPORTS; COMMUNITY RISK ASSESSMENT; AND
MANDATORY CERTIFICATION

Disclaimer Note

The contents of this presentation are intended for illustrative purposes only. The applicable regulation should be referenced for specific requirements. OFMEM staff are available to provide additional advice and assistance.



Ministry of Community Safety and Correctional Services

FPPA O. Reg. 378/18

COMMUNITY RISK ASSESSMENTS

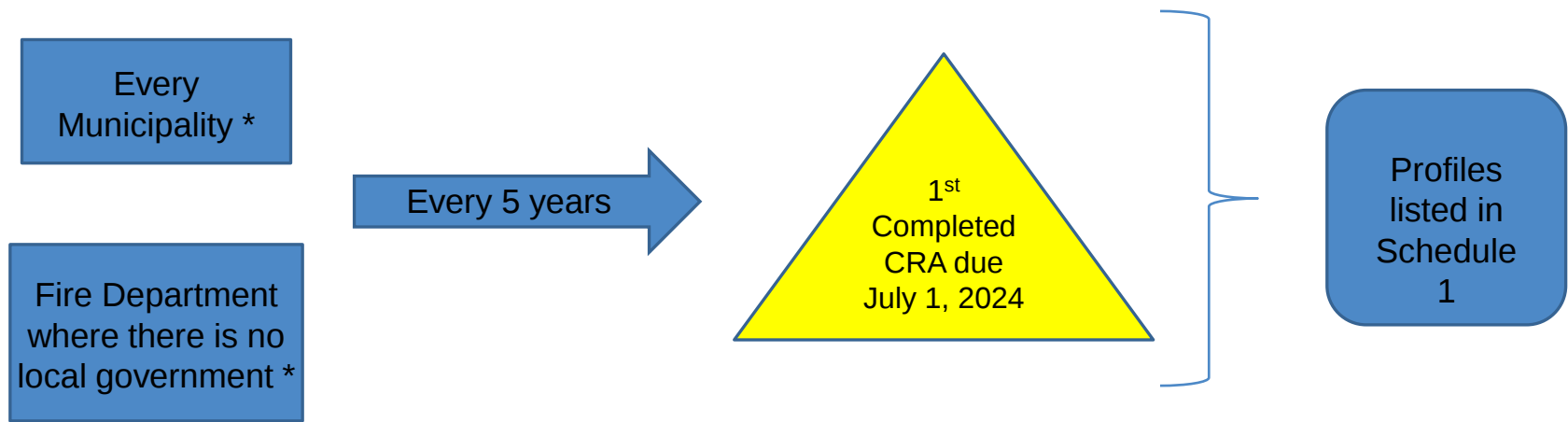
Community Risk Assessment

The Regulation
comes into force
JULY 1, 2019

Community Risk Assessment

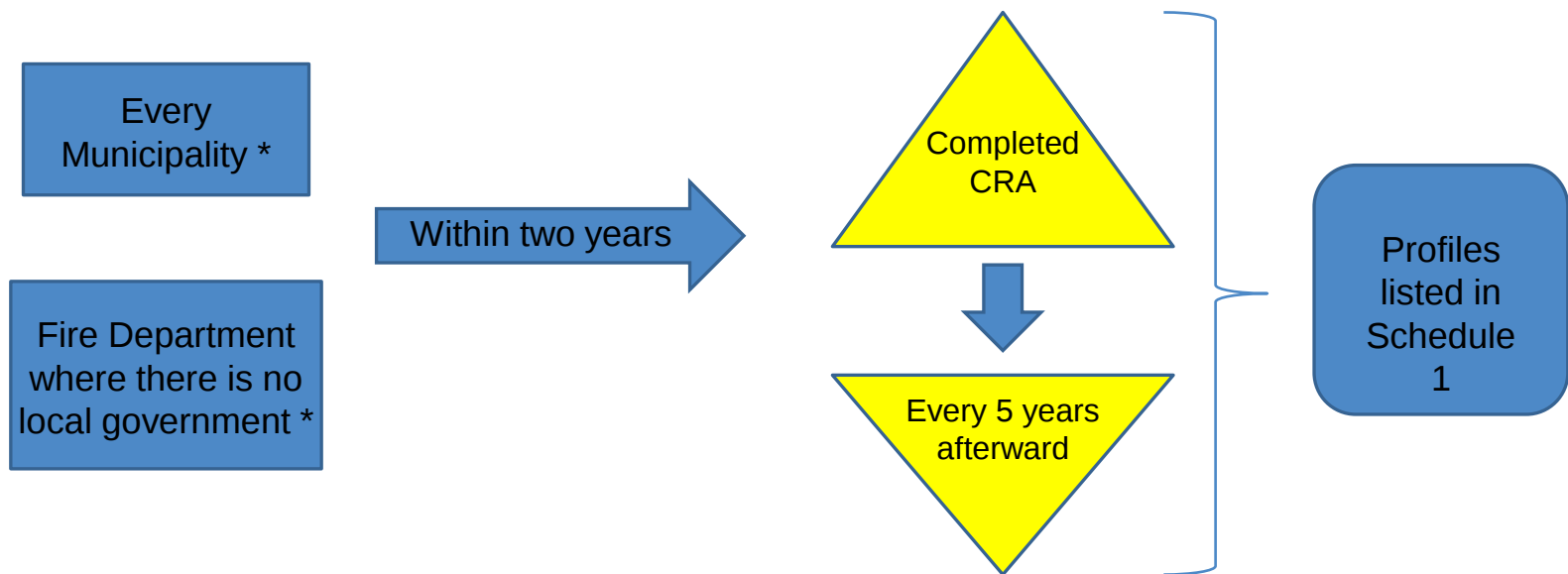
To inform decisions
about the provision of
fire protection
services.

Mandatory Use



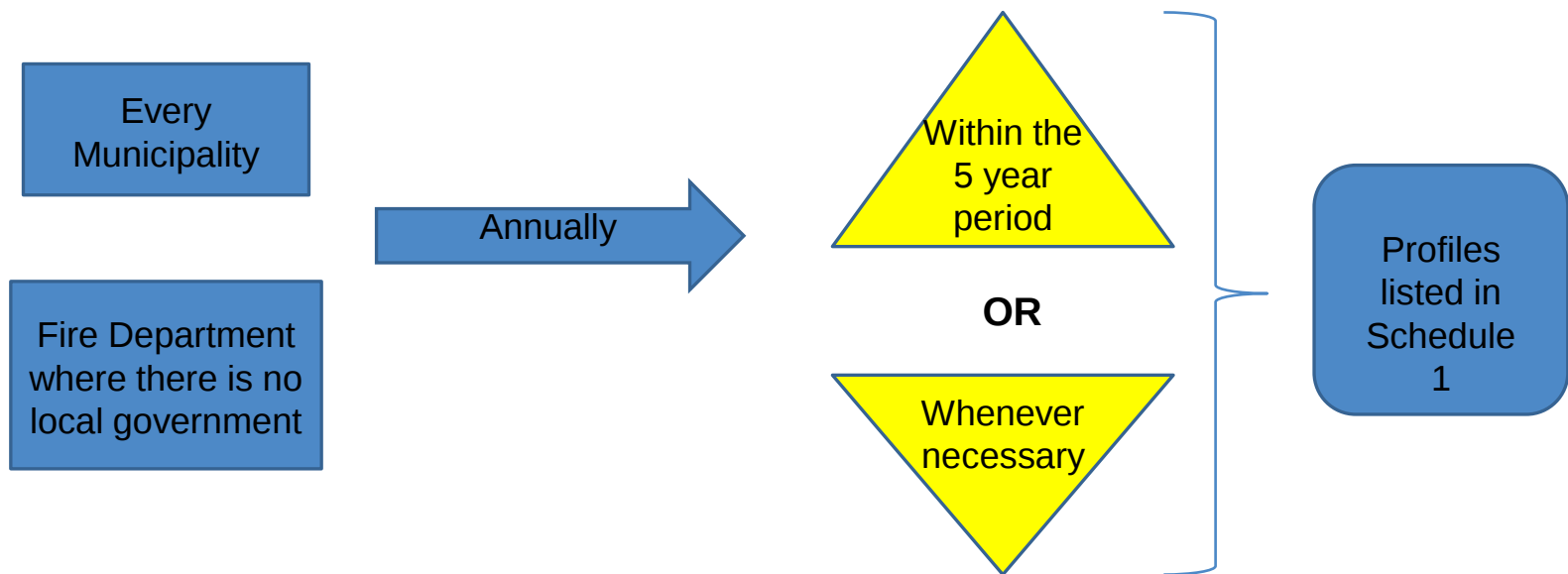
* In existence before July 1, 2019

Mandatory Use

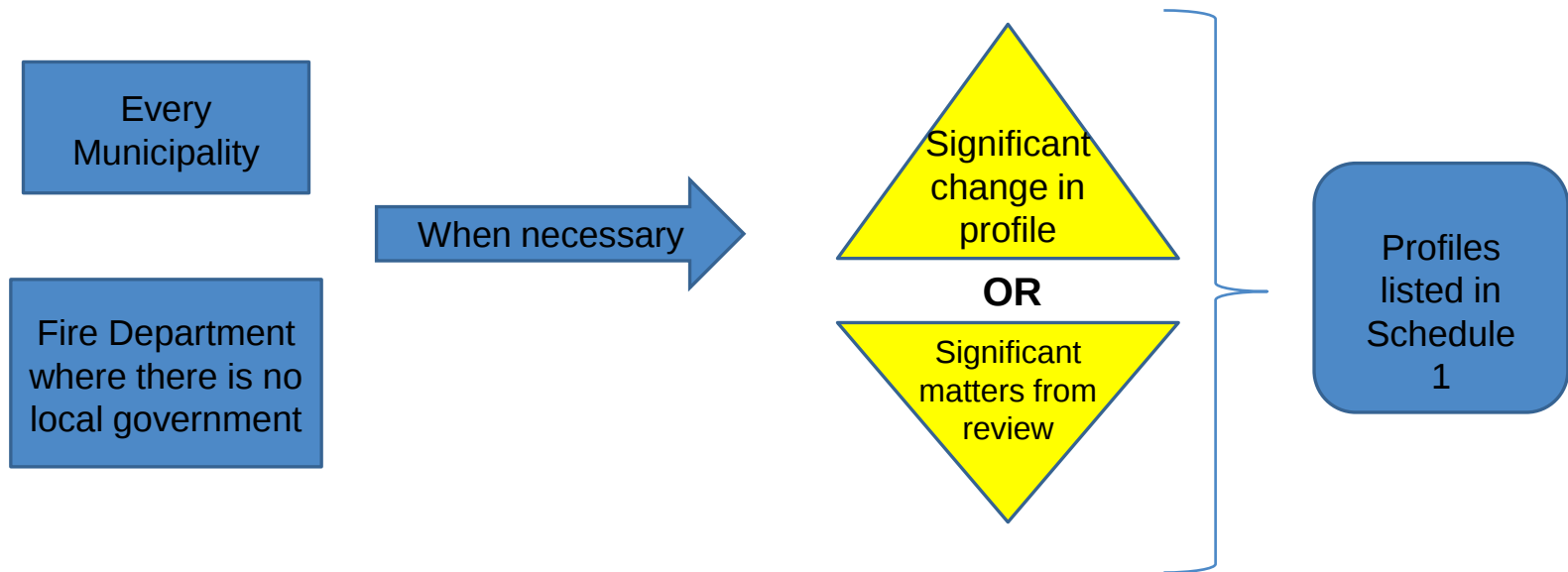


*Comes into existence after July 1, 2019

Review



Revisions





Ministry of Community Safety and Correctional Services

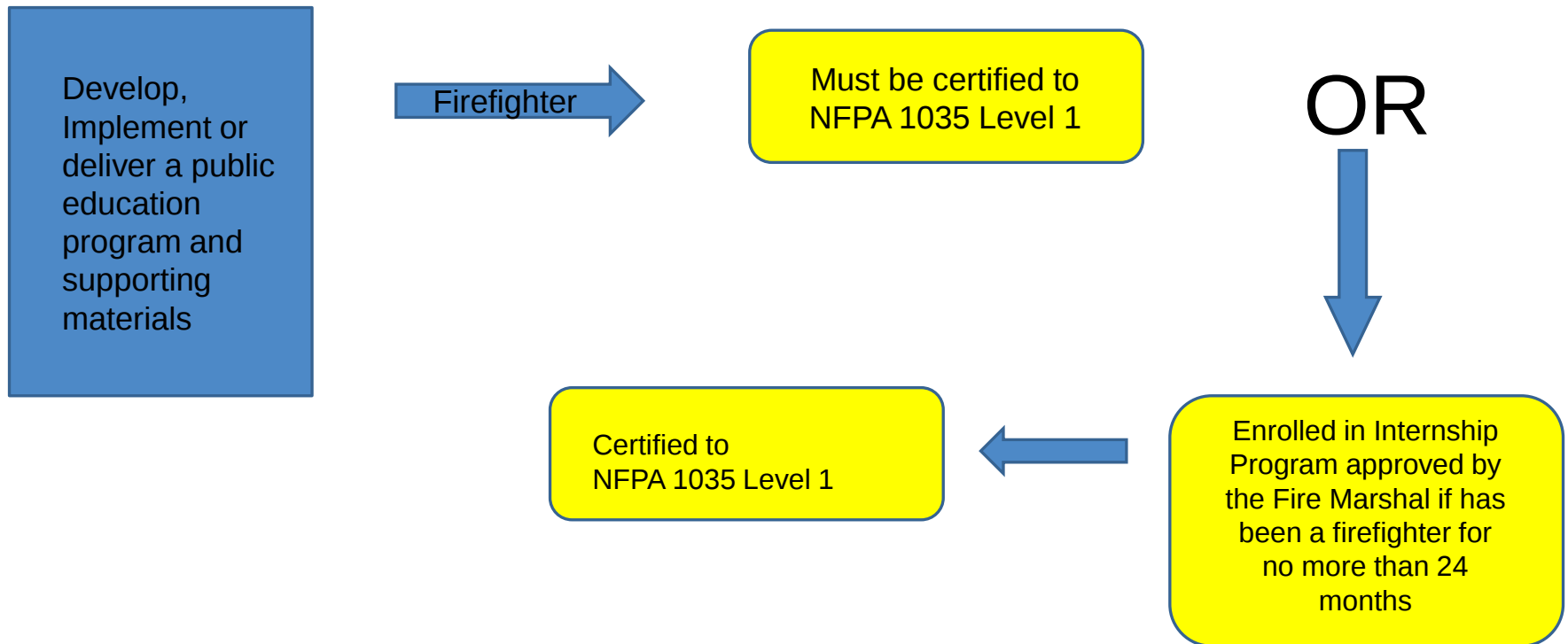
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MANDATORY CERTIFICATION

Mandatory Certification

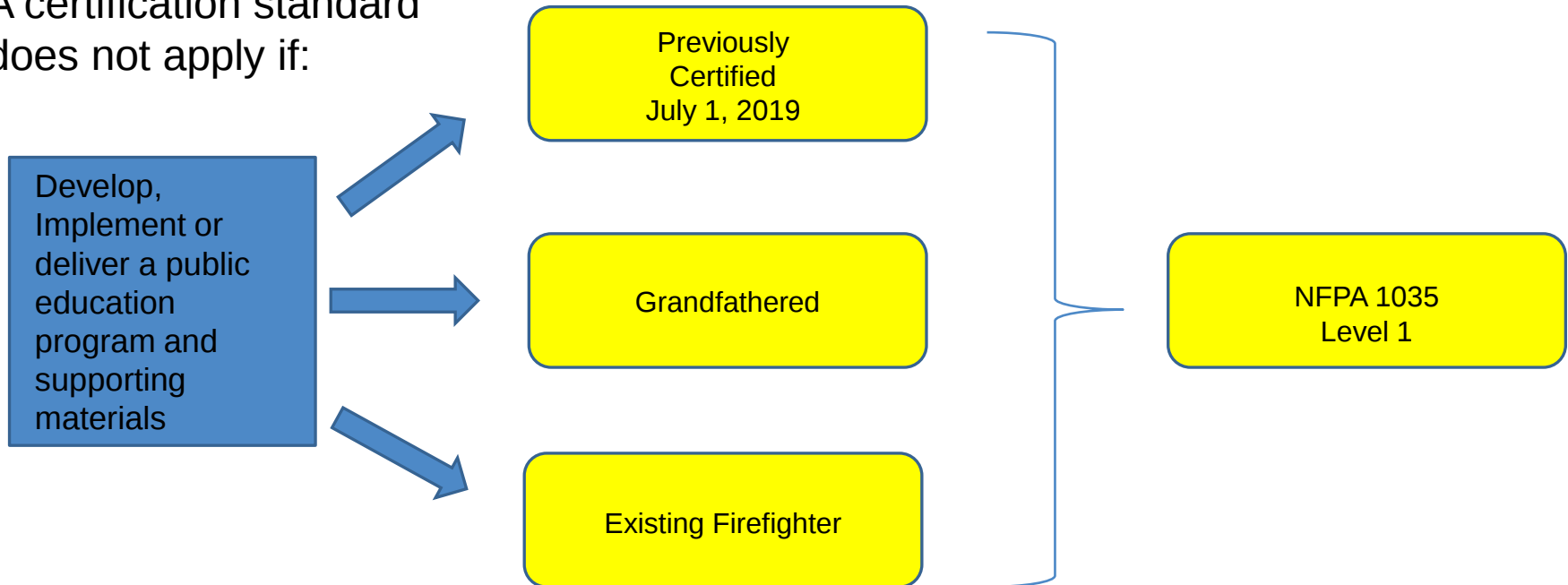
To increase public and firefighter safety by ensuring firefighters delivering fire protection services are trained and certified to National Fire Protection Association (NFPA) standards – which are best practice, internationally regarded and evidence based.

Firefighters hired after July 1, 2019 (public educator)

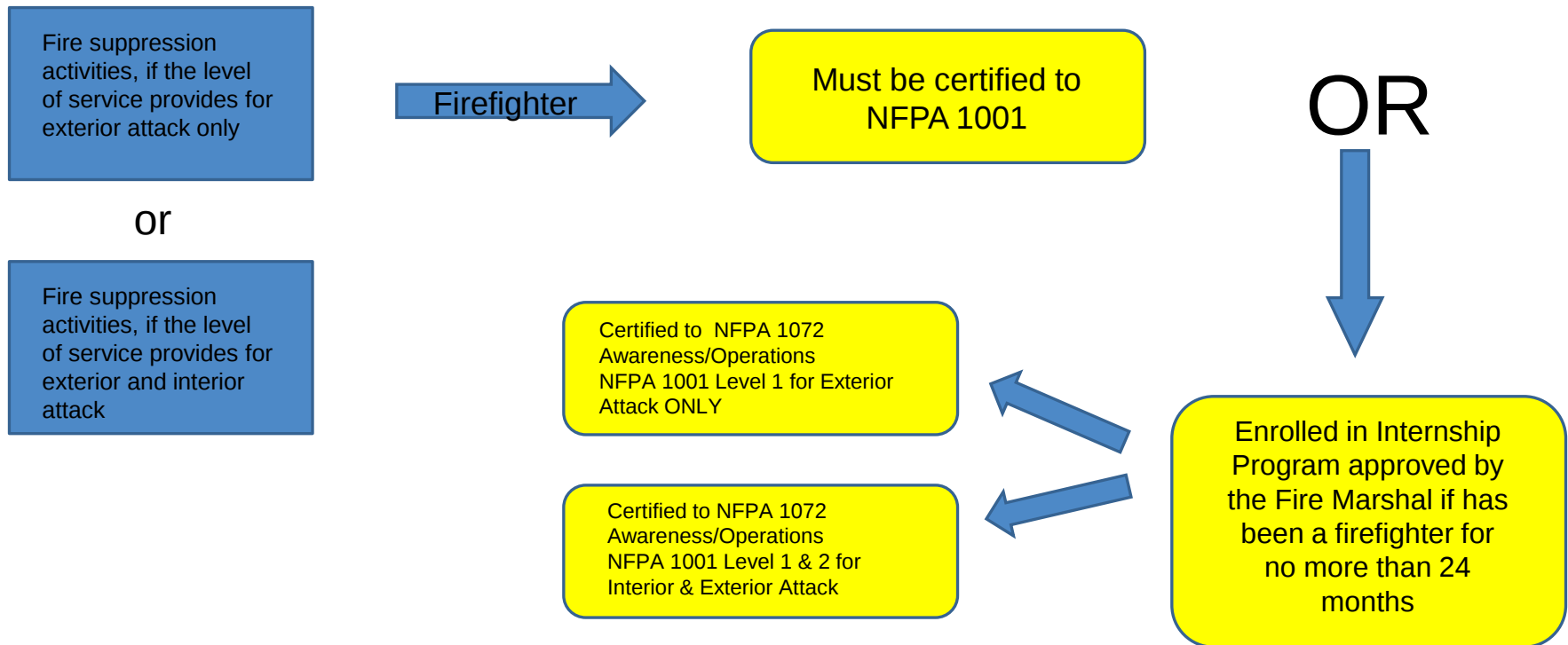


Firefighters hired before July 1, 2019 (public educator)

A certification standard
does not apply if:

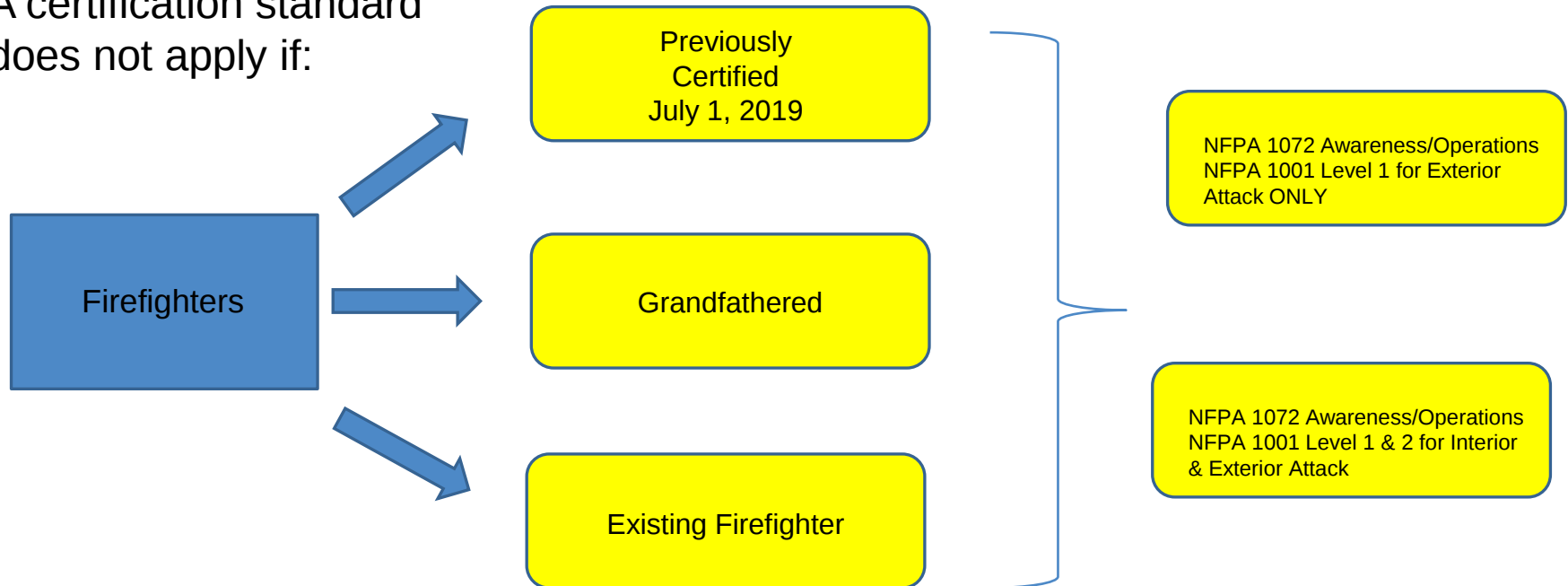


Firefighters hired after July 1, 2019 (suppression)

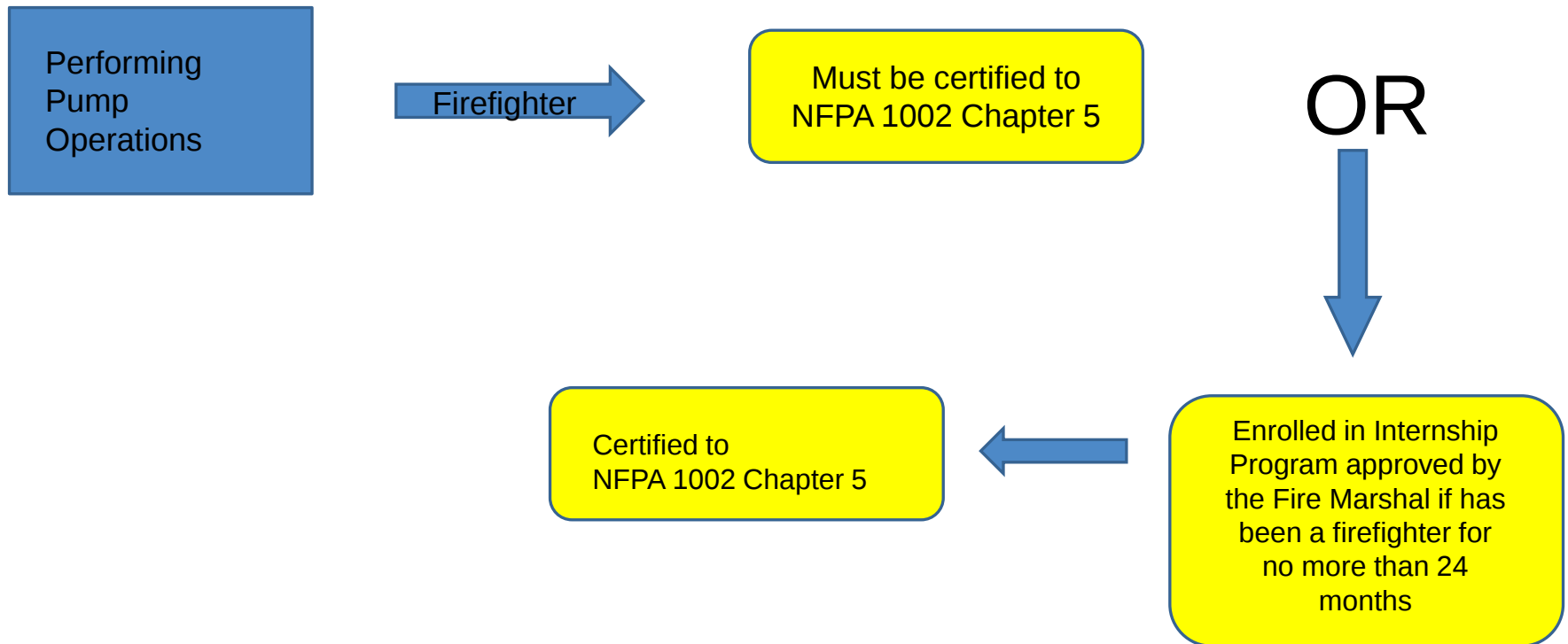


Firefighters hired before July 1, 2019 (suppression)

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does not apply if:

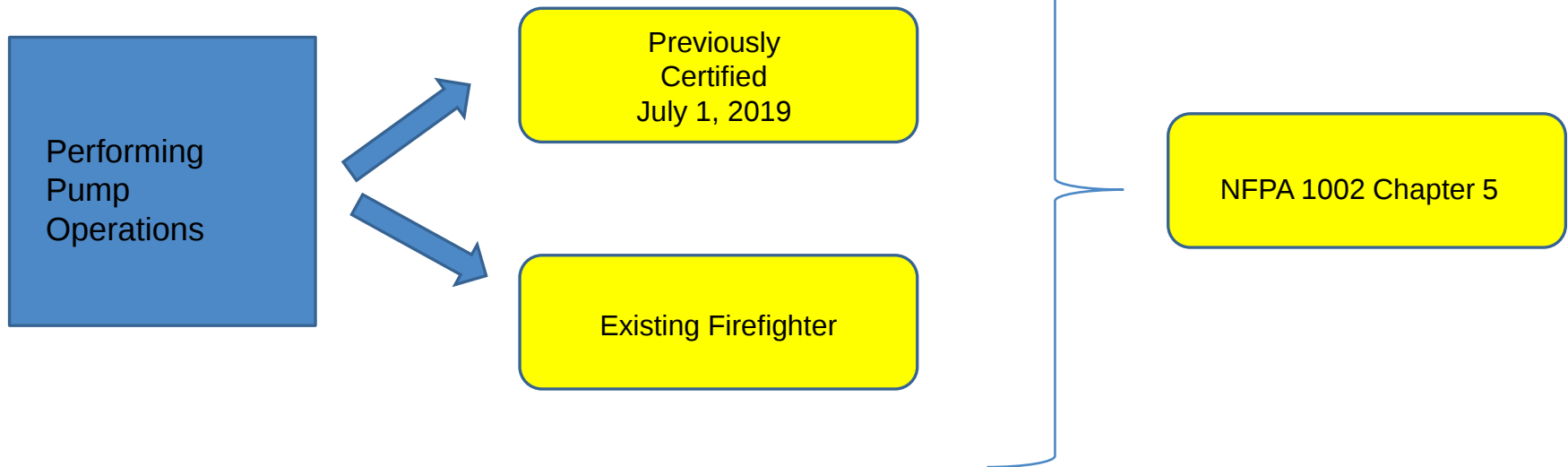


Firefighters hired after July 1, 2019 (pump ops)

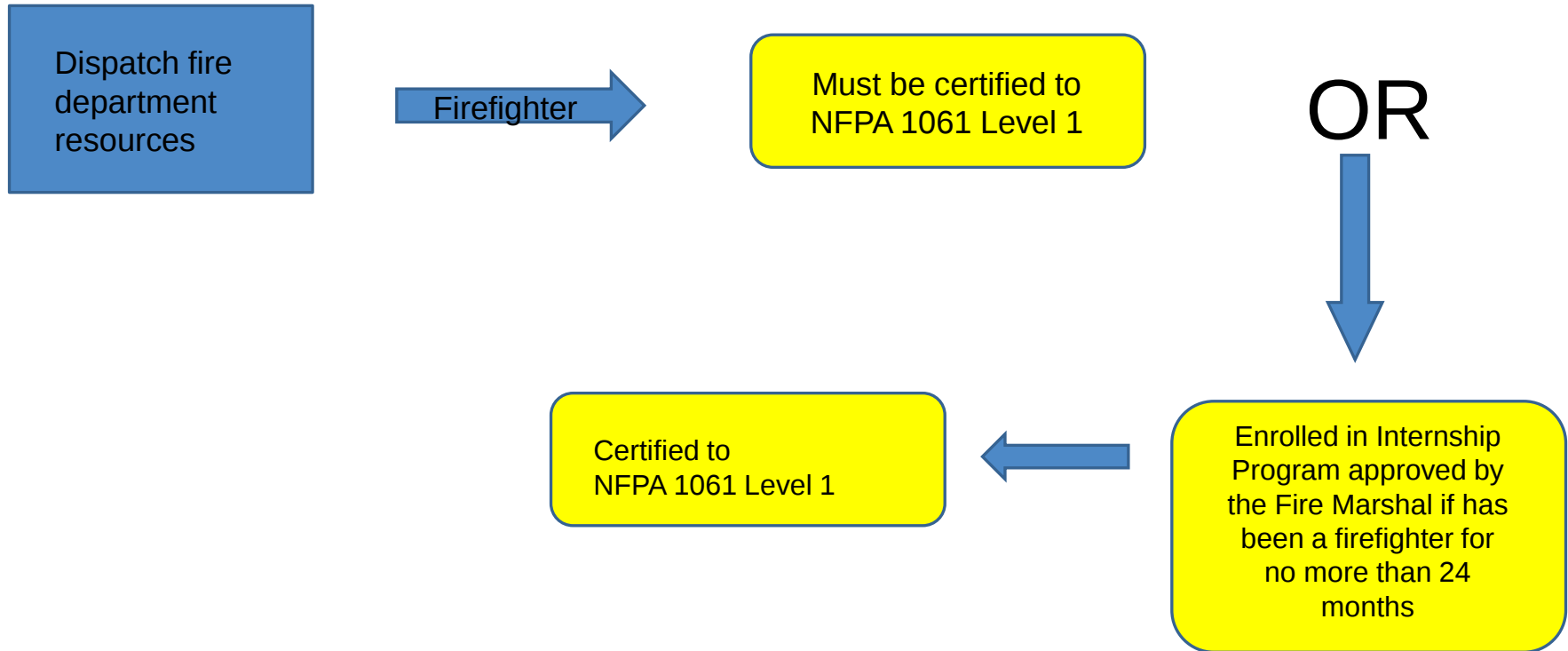


Firefighters hired before July 1, 2019 (pump ops)

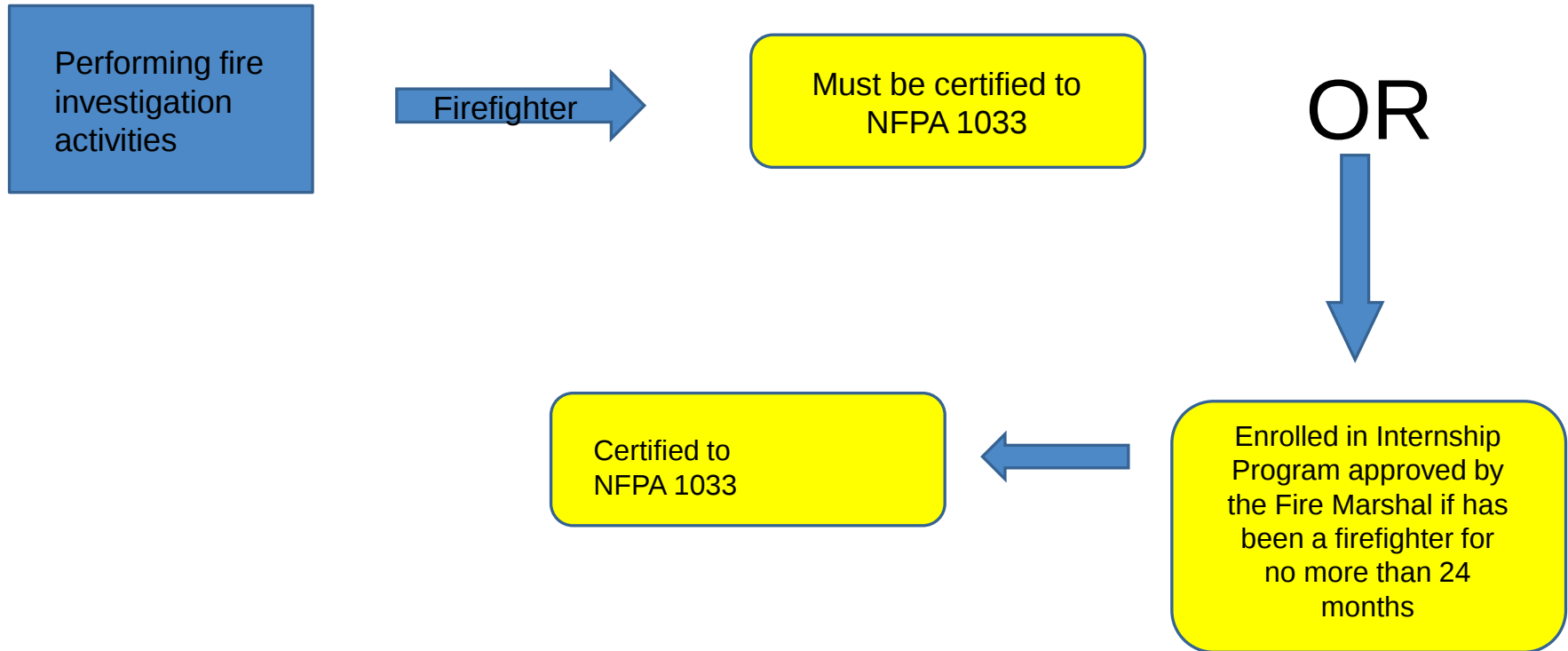
A certification standard
does not apply if:



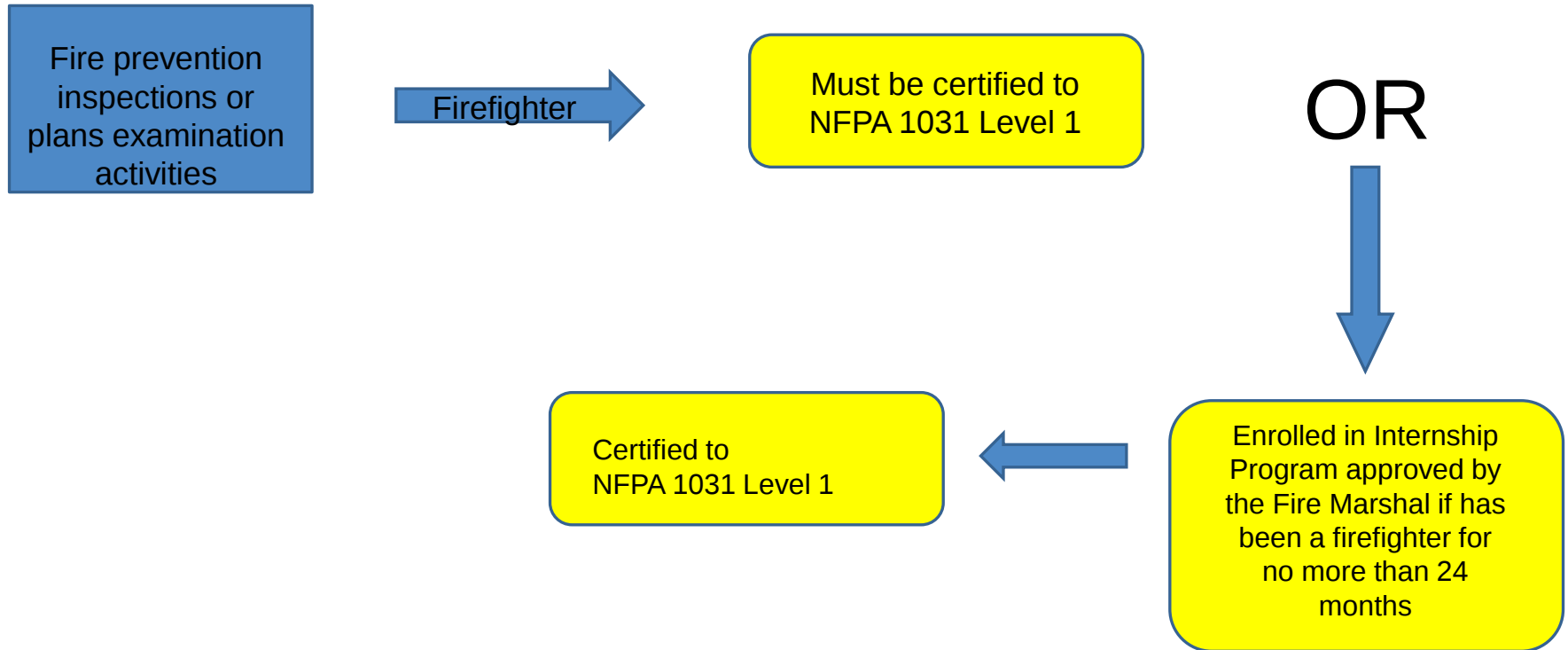
On January 1, 2020 (dispatchers)



On January 1, 2020 (fire investigator)

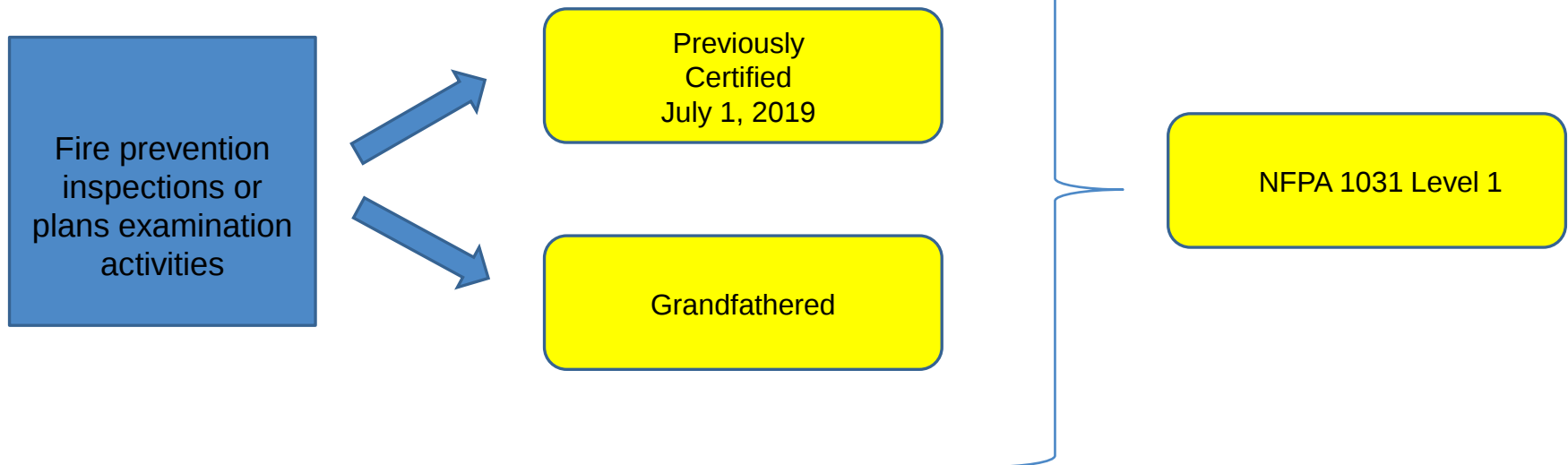


On January 1, 2020
Firefighters hired after July 1, 2019
(prevention officer)

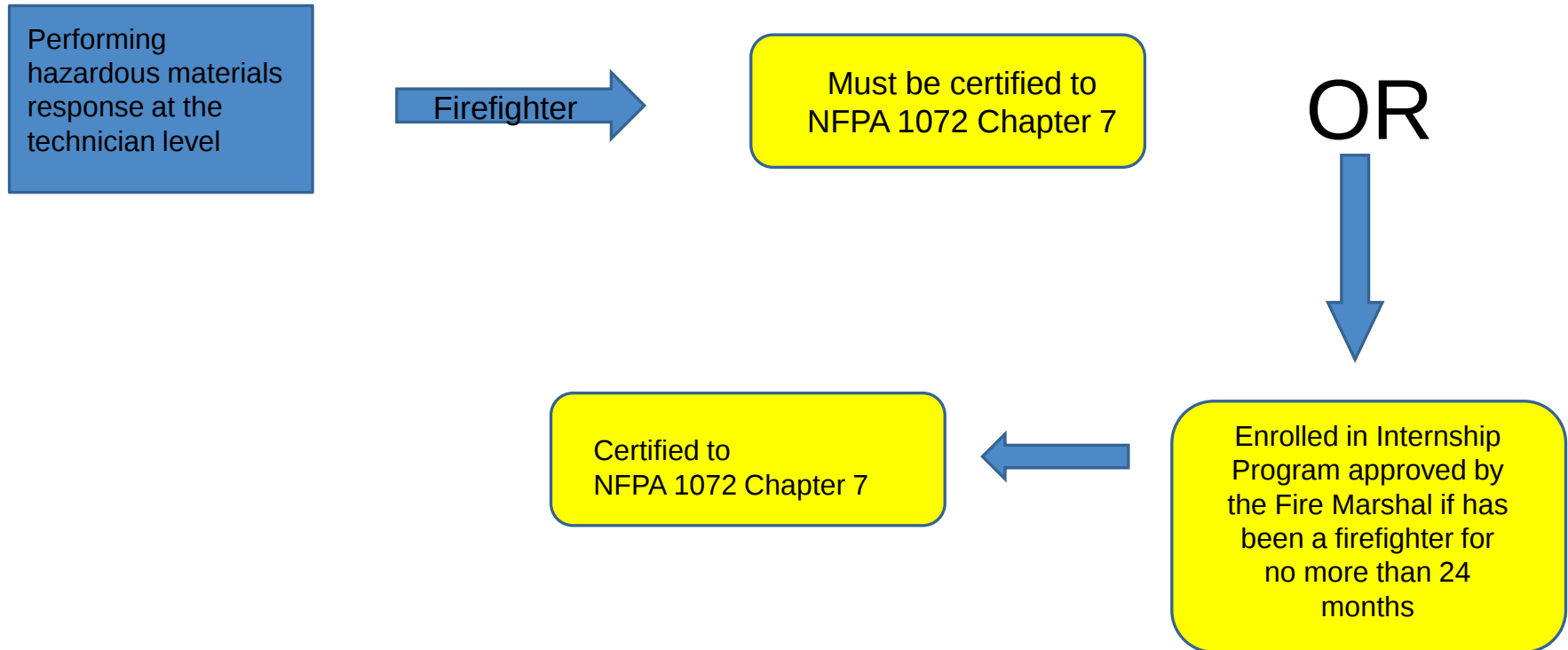


On January 1, 2020 Firefighters hired before July 1, 2019 (prevention officer)

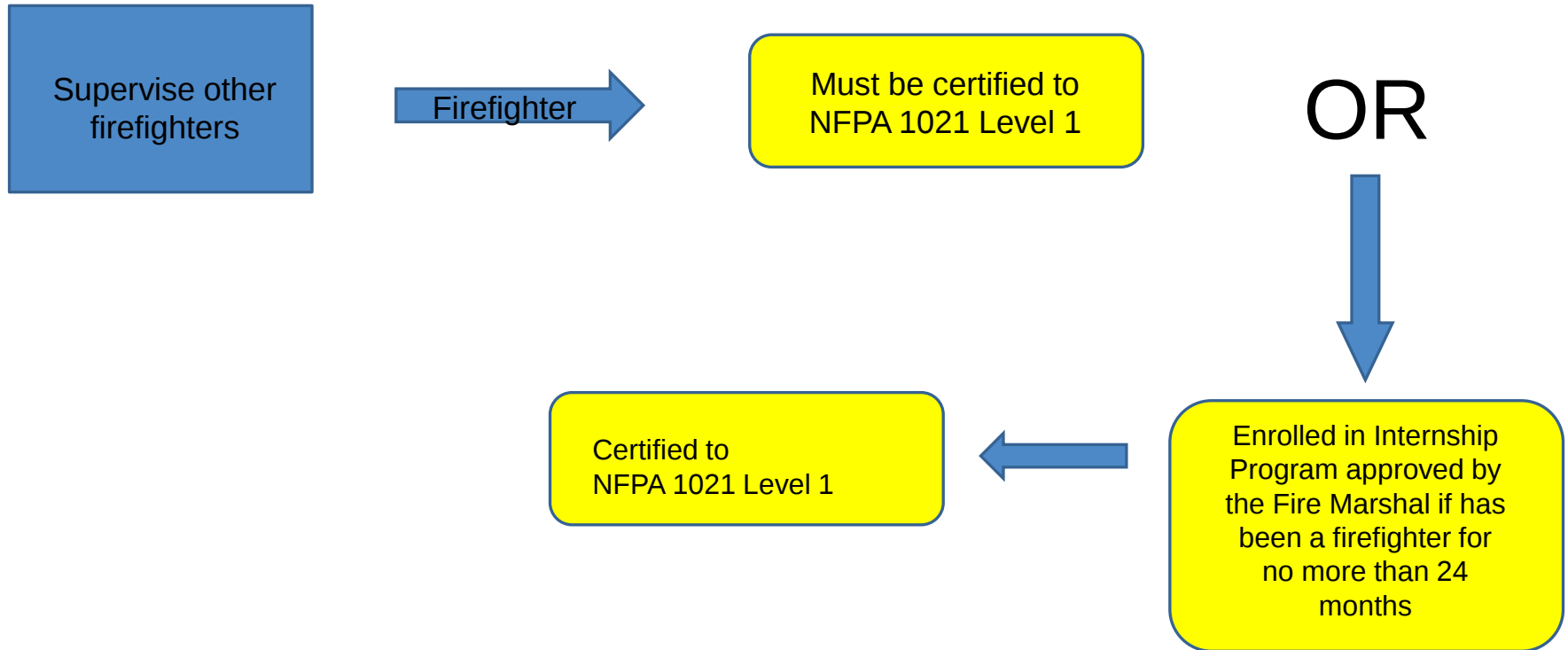
A certification standard
does not apply if:



On January 1, 2020 (hazmat technician level)

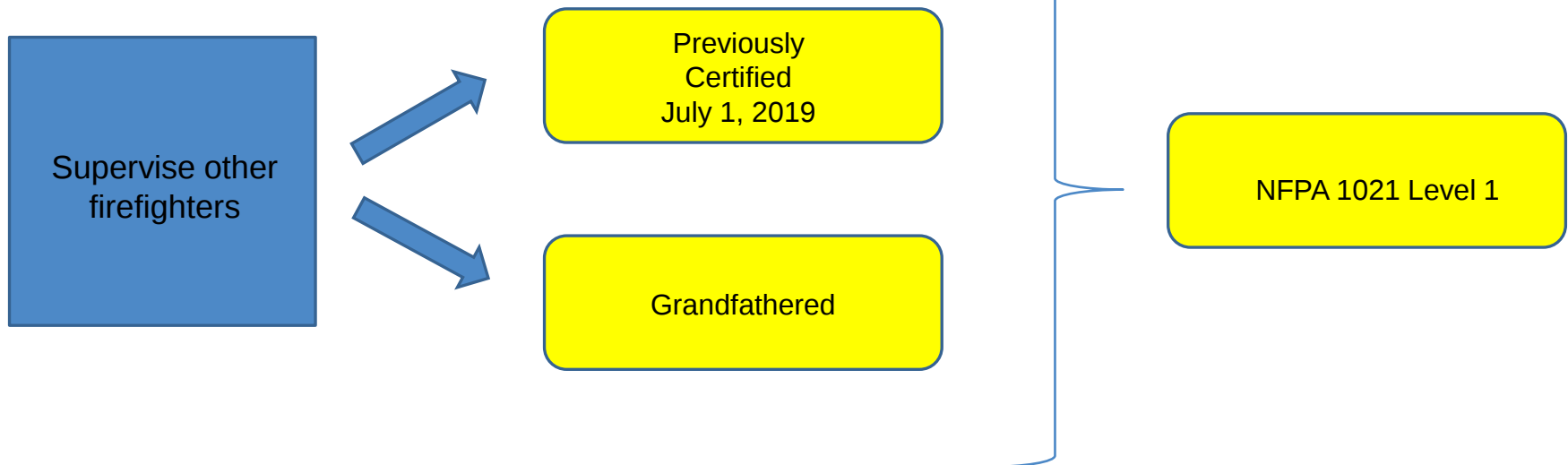


On January 1, 2020
Firefighters hired after July 1, 2019
(supervisor)

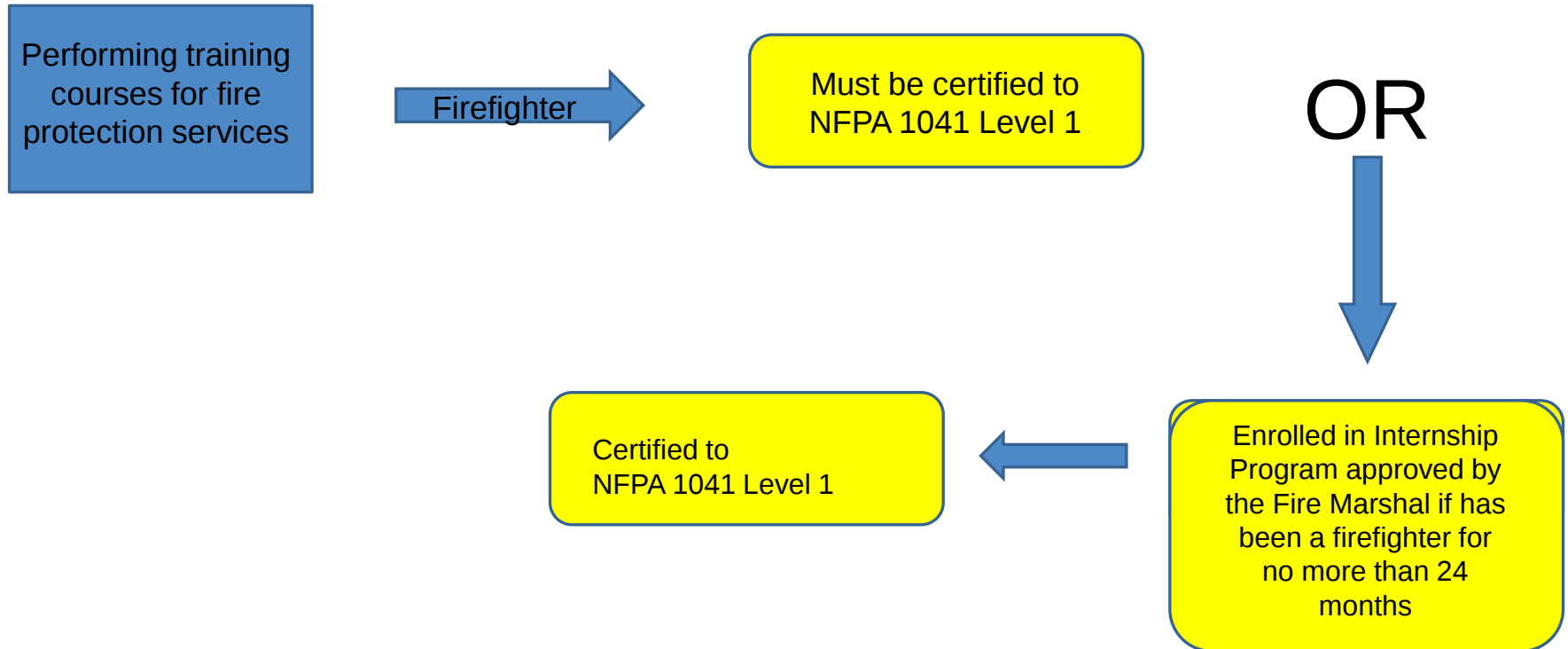


On January 1, 2020 Firefighters hired before July 1, 2019 (supervisor)

A certification standard
does not apply if:

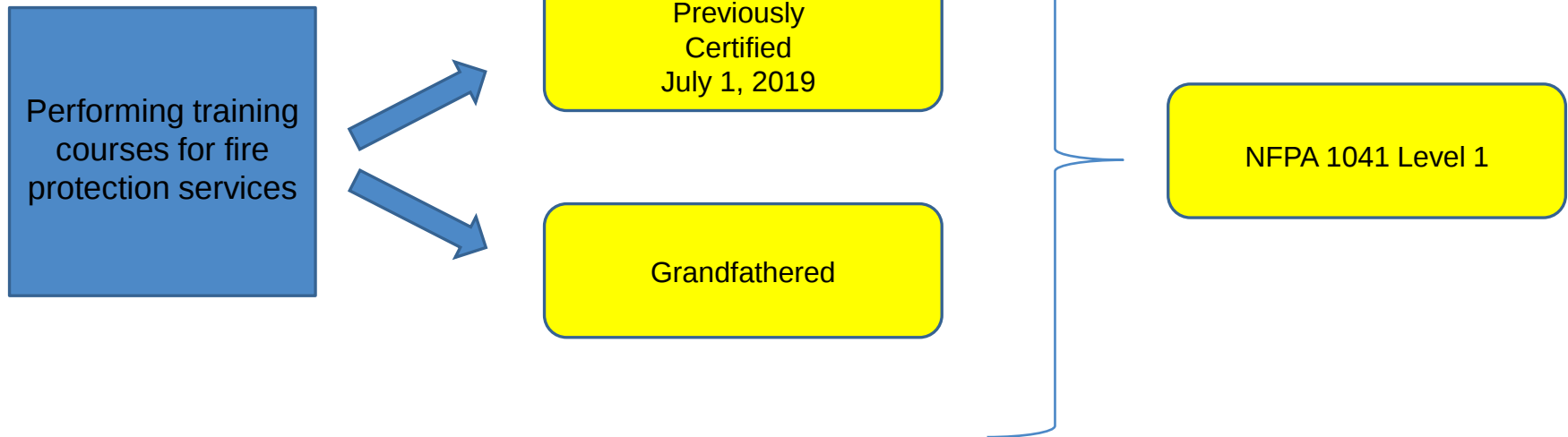


On January 1, 2020
Firefighters hired after July 1, 2019
(training officer)

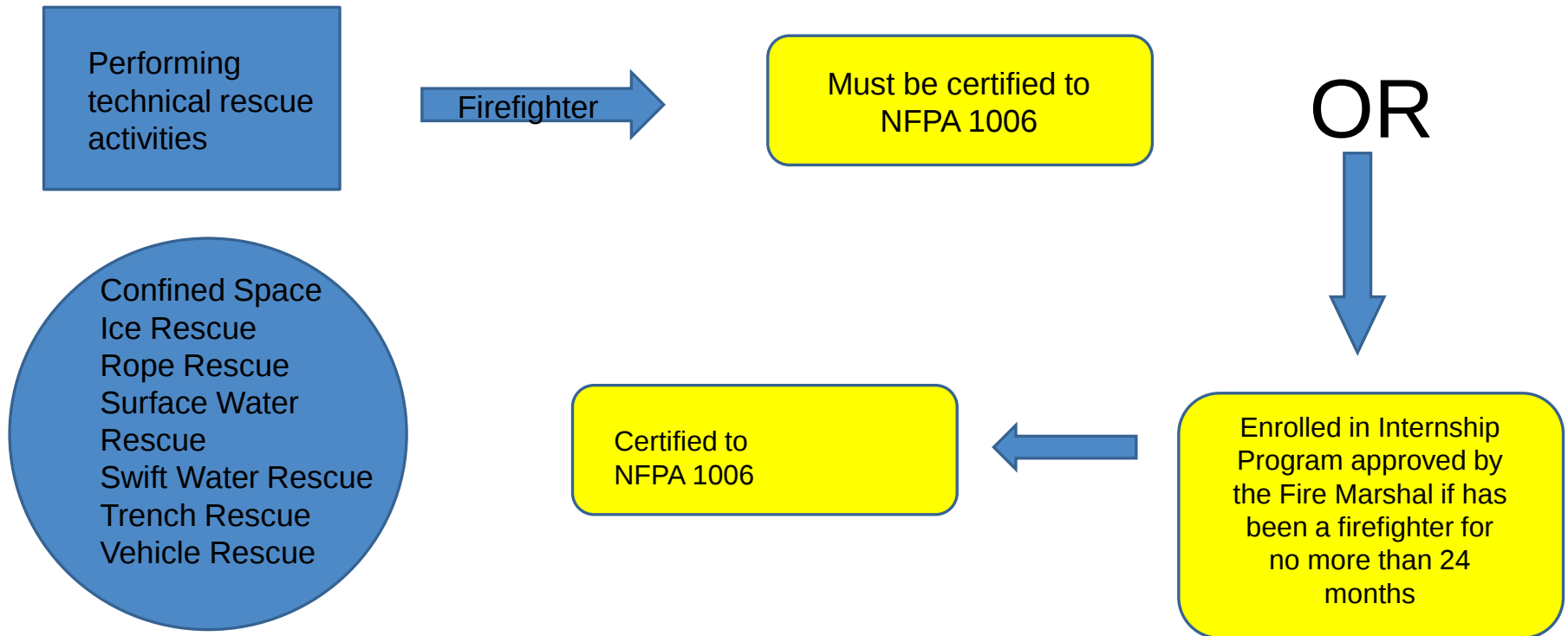


On January 1, 2020 Firefighters hired before July 1, 2019 (training officer)

A certification standard
does not apply if:

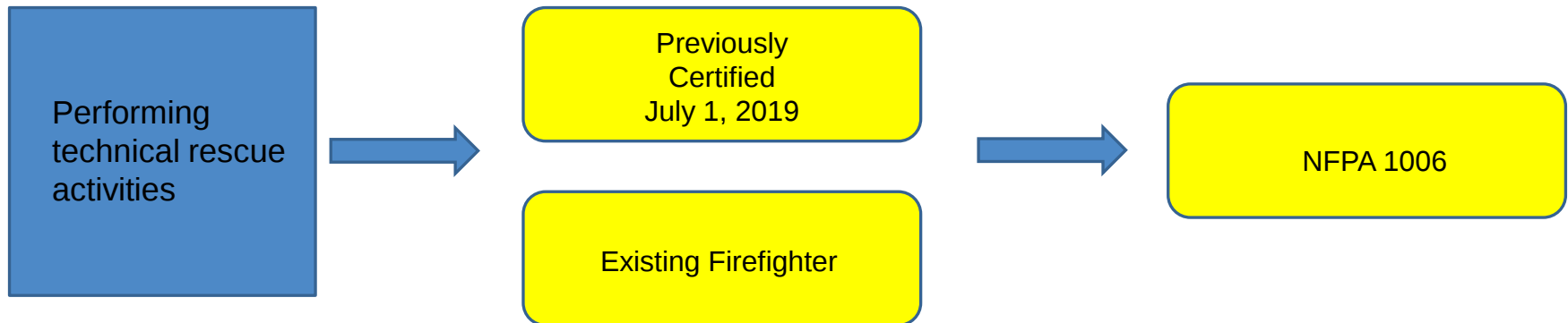


On January 1, 2021 Firefighters hired after January 1, 2021 (technical rescuer)



On January 1, 2021 Firefighters hired before January 1, 2021 (technical rescuer)

A certification standard
does not apply if:



Training Options

- Approved Internship Program
 - OFMEM Assessment Checklist
- Ontario Fire College
 - On Campus
 - Regional Training Centres
 - Learning Contract
- Colleges of Applied Arts and Technology
- Registered Private Career Colleges
- In-House Training
 - OFMEM Assessment Checklist

Certification Process

- Two Components:
 - Knowledge Testing (70% pass)
 - Practical Skill Testing (100% pass)
- Pre-requisites must be completed in order to receive certification seals
- These IFSAC and Pro Board seals are recognized world-wide in the fire service and represent completeness, fairness, security, validity, and correlation to the national standards

For more information on the Certification Process, please visit the Academic Standards and Evaluation tab at the following link:

http://www.mcscs.jus.gov.on.ca/english/FireMarshal/EducationTestingCertification/OFM_edu_main.html

AMCTO REPORT

MUNICIPAL COUNCIL COMPENSATION IN ONTARIO

MARCH 2018



AMCTO
THE MUNICIPAL EXPERTS

About AMCTO:

AMCTO represents excellence in local government management and leadership. AMCTO has provided education, accreditation, leadership and implementation expertise for Ontario's municipal professionals for over 75 years.

With approximately 2,200 members working in 98 per cent of municipalities across Ontario, AMCTO is Canada's largest voluntary association of local government professionals, and the leading professional development organization for municipal administrative staff.

Our mission is to provide management and leadership service to municipal professionals through continuous learning opportunities, member support, and legislative advocacy.

For more information about this submission, contact:

Rick Johal
Director, Member and Sector Relations
rjohal@amcto.com | 905.602.4294 ext. 232

Eric Muller
Policy Advisor
emuller@amcto.com | (905) 602-4294 x234

Contact us:

AMCTO | Association of Municipal Managers, Clerks and Treasurers of Ontario
2680 Skymark Avenue, Suite 610
Mississauga, Ontario L4W 5L6
Tel: (905) 602-4294 | Fax: (905) 602-4295
Web: www.amcto.com | @amcto_policy

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1 EXECUTIVE SUMMARY

In August of 2017 AMCTO conducted a survey of municipalities in Ontario. Our goal was to gain a better understanding of how municipalities compensate their councils, create a resource for municipalities who are reviewing their council remuneration packages, and to add to the body of research about how local politicians are paid. While there has been a lot written about private sector compensation, there has been considerably less study of compensation for politicians at the local level.

Key findings from the survey, include:

- Most municipalities in Ontario classify their councils as part-time, however, municipalities are slightly more likely to have full-time heads of council than members of council.
- Only 14% of municipalities have a full-time head of council, while only 6% of municipalities have full-time councillors.
- Population clearly impacts whether or not a municipality's council is full- or part-time. Larger municipalities are more likely to have full-time councils.
- Though the majority of councils in Ontario are part-time, all councillors or heads of council are compensated for their work, either through a salary, honorarium or stipend.
- Larger municipalities are more likely to pay their councils a salary, and smaller municipalities are more likely to pay an honorarium or stipend.
- While levels of pay vary widely across the province, the majority of councillors and heads of council in Ontario are paid less than \$40,000 per year.
- Across the province heads of council are consistently paid at a higher rate than members of council.
- In terms of real dollar compensation, there is an evident but not always significant difference between municipalities that pay their councillors honorariums versus those that pay their councillors salaries. Salaries are generally higher, but not significantly so.
- The level of compensation that a municipality offers is closely

correlated to its size. Smaller municipalities are more likely to pay their members of council at a lower rate than larger municipalities.

- In addition to salaries, honorariums, and stipends, municipalities also provide a range of other benefits to their councils.

- Larger municipalities are more likely than smaller municipalities to provide optional benefits like cellphone reimbursement, newsletter printing or a pension contribution.
- Municipalities use a range of factors to help set their compensation levels. The most common practice is to survey the compensation paid by neighbouring municipalities.

2 BACKGROUND

In August of 2017 AMCTO conducted a survey of municipalities in Ontario. Our goal was threefold: (1) to gain a better understanding of how municipalities compensate their councils; (2) to create a dataset and resource for municipalities to use when reviewing their council compensation practices in the future¹; and (3) to add to the broader body of research about how politicians are compensated, especially at the local level.

While considerable attention has been given to compensation in the private sector, especially as it relates to senior executives, less has been written about compensation for politicians. What research has been done on this topic in Canada, has predominantly focused on the federal and provincial levels, where elected representatives are more likely to be full-time employees. Little has been written about how and why municipal politicians are compensated (Schobel, 2014, 150).

In 2014 an article published in *Canadian Public Administration*² argued that the process that most municipalities use—quantitative analysis and comparative studies of other municipalities—to determine their levels of compensation is inherently flawed (Schobel, 139, 2014). It further argued that municipalities face a significant challenge when setting council remuneration, as there is an inherent conflict of interest when councillors vote on their own compensation. The reaction to remuneration reviews amongst the media and citizens living in the municipality is at best mixed. When large increases are recommended the reaction is often hostile and negative (Schobel, 139, 2014).

In 2016 the Rural Ontario Institute (ROI) created a profile of municipal councillors in Ontario. It identified a number of the barriers to running for local office, including toxic work culture, lack of self-confidence, time pressures, and the incumbency advantage. Notably, the profile also argued that limited remuneration and the level of commitment required to serve on council are both barriers to attracting younger and more diverse candidates to run for seats on municipal

¹ Full results of the survey are available in the appendix, and the complete data set is available for AMCTO members on the association's website.

² Schobel, Kurt. (2014). "How much is enough? A study of municipal councillor remuneration." *Canadian Public Administration*, Volume 57, No. 1.

councils. The ROI's research found that these individuals have more demanding responsibilities outside of council, such as young families, additional financial burdens, and full-time jobs with less workplace flexibility. It also noted that younger members of council place a higher priority on maximizing their income, as they are in the prime earning years of their careers, often with dependents, and that the level of compensation offered by municipalities does not effectively compensate them for the financial and family sacrifices that they make (Deska, 2016, 3).

Historically serving on a local council has been a volunteer commitment. But, over time municipalities have come to recognize the more permanent nature of municipal public office and expanded the range of compensation and benefits that they provide. In addition to remuneration, many local governments also now provide employment benefits, office space, telecommunications equipment and reimbursement of other relevant business expenses (Schobel, 2014, 141). A growing number of municipalities are also debating whether or not to make their councils full-time positions (See: Richmond, 2016).

The role of local councillor is undeniably expanding. Councillors now sit on more working groups and task forces than ever before. They are also more accessible and expected to be more responsive than in the past. The growth of technology and expansion of social media allows members of the public to contact their representatives through a variety of channels at whatever time is most convenient to them. For many councillors the job has become 24/7, even if they are only compensated as a part-time employee or volunteer.

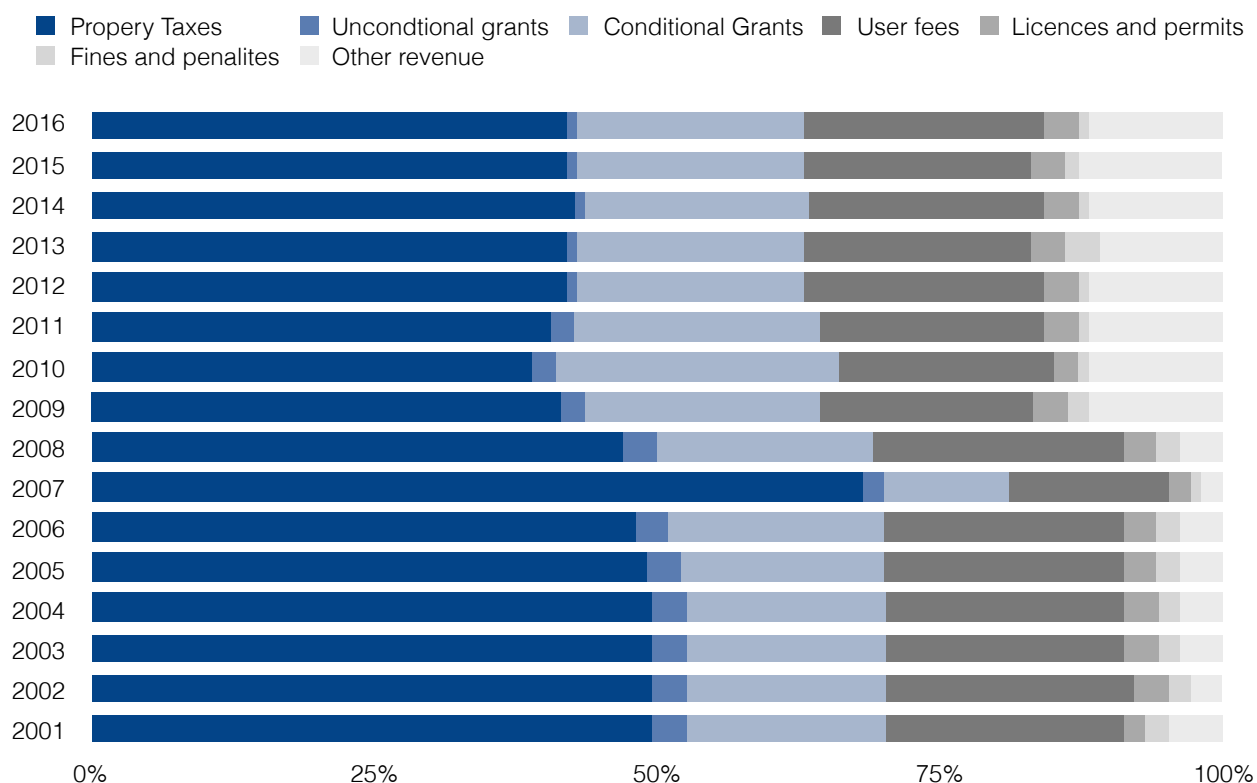
ROI's councillor profile noted that across the province serving representatives and prospective candidates said that balancing personal responsibilities and professional commitments is a challenge. In some cases potential candidates choose not to run for local office because the sacrifices are simply too great. The result is a body of councillors that is less diverse than the provincial average. According to ROI, Ontario municipal councillors are on average older, more predominantly male, less racially diverse, more likely to be retired, with higher incomes and more education than the communities that they represent (Deska, 2016).

While the primary motivation for most politicians who seek positions on council is to serve the community, it cannot be denied that the ability of a municipality to attract good candidates to serve on council is directly influenced by the fairness of compensation that they offer. The ability for municipalities to do this became harder in 2017 when the federal government

announced its intention to eliminate the one-third tax exemption that municipalities use for council salaries, starting in 2019. According to the Association of Municipalities of Ontario (AMO), this change would cost an eastern Ontario county government with a council of seventeen and a population of 77,000, at least \$74,00 per year (AMO, 2017). While this may not seem like a significant impact, given the current fiscal challenges confronting most municipalities, it could be larger than expected.

While smaller municipalities may feel a sharper impact from the end of the one-third tax exemption, local governments of all sizes in Ontario are facing a challenging fiscal situation. Though services are expanding and becoming more complex, the sources of municipal revenue have not changed significantly (see Chart 1). There is a growing consensus that the current fiscal situation for municipalities is unsustainable. According to AMO in order to maintain current service levels municipalities will have to increase property taxes by 4.51% every year for the next ten years just to preserve the status quo (AMO, 2015).

Chart 1: Sources of Municipal Revenue, 2001 - 2016



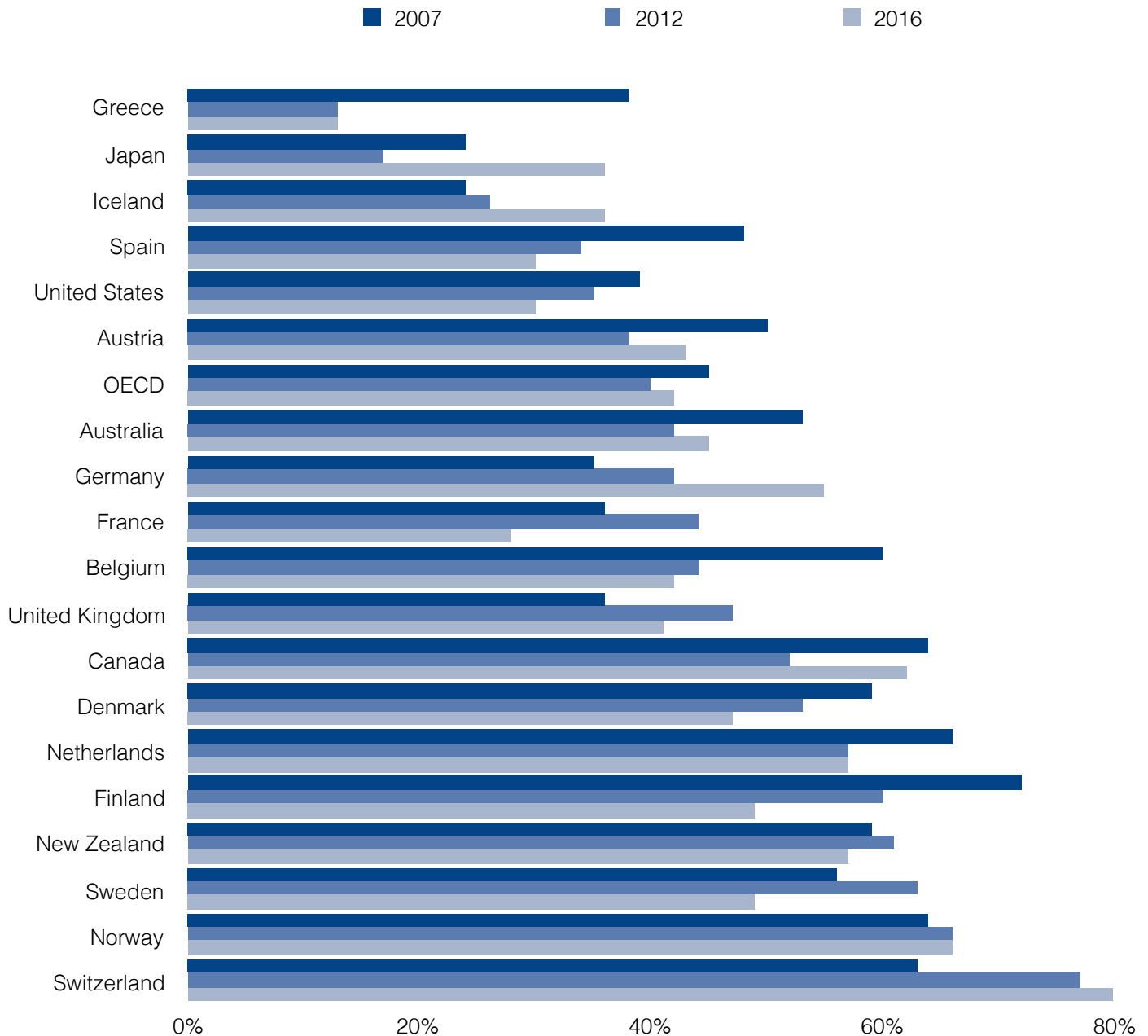
Source: Ministry of Municipal Affairs, Financial Information Returns

Under these circumstances it's not easy for municipal councils to discuss increasing their own compensation. Determining appropriate levels of compensation is difficult in any field or industry, but especially so in politics, where the debate is complicated by fraught political conditions, and often openly-hostile public opinion. While the staff working in municipalities provide objective recommendations, these debates are more often driven by voter outrage, citizen backlash, and politicians who want to avoid the perception that they are giving themselves a raise (see: Criscione, 2015; Shreve, 2017; Porter, 214; Strader, 2012)

These debates have become even more charged in recent years as trust in government has declined and skepticism of institutions and “elites” increased. It is tempting to assume that Canada is in some way sheltered from the populist, anti-establishment currents running through politics in most western countries. In 2016 the Economist declared that in the “depressing company of wall-builders, door-slamers and drawbridge-raisers, Canada stands out as a heartening exception” (Economist, 2016). As seen in Chart 2, Canada does fare relatively well compared to other OECD countries in levels of trust in government.

However, even Canada's relative strength in the face of others weakness, does not mask the vulnerability that still exists. Canada still suffers from many of the stresses that energize populist movements in other industrialized countries, such as the decline of manufacturing jobs, stagnant incomes, and rising inequality (Economist, 2016). Moreover, the events of the past decade, from a deep economic recession to the emergence of overtly nativist political discourses in other countries, can be expected to impact Canadian public opinion (Parkin, 2017, 3). In 2017, the Edelman Trust Barometer found that only 47% of Canadians maintain trust in the country's institutions, and 61% don't believe that the country's leadership can solve the country's biggest problems. Canada continues to suffer from low membership in political parties, poor voter turnout, and generally weak political engagement (Economist Intelligence Unit, 2018, 21). Many Canadians are animated by concerns about what they see as wasteful spending, poor decision-making and a lack of government responsiveness to citizen priorities and needs (Neuman, 2016, 3). Most respondents to the Edelman survey agreed that “a person like yourself” is now as credible as an academic or technical expert, and far more credible than a government official (Edelman, 2017).

Chart 2: Trust in Government, OECD Countries 2007 - 2016



Source: OECD

One of the cures to the rising populist wave is better government. Municipalities, as the level of government that citizens most frequently interact with, are on the front lines of this effort. An important element of fostering good government is to ensure that municipalities can attract visionary and competent politicians and public servants to their communities. AMCTO hopes

that this report will serve as a resource for municipalities as they review their council compensation and ensure that it meets the needs of their community. However, in a broader sense, we also hope that it will help in some small way to make the decisions every local government makes about compensating their councillors more easily grounded in evidence, and facts and less on frustration and fear. Going forward AMCTO plans to conduct this survey again as a way to help equip municipalities with tools to make better evidence-based decisions.

3 METHODOLOGY

The findings in this report are drawn from a survey of 257 municipalities completed by AMCTO in August of 2017. The survey asked empirical questions about the level of pay that municipalities provide to their councillors, head of council, and deputy head of council (where applicable); whether or not they consider their councils full- or part-time; any other benefits they may provide; and, the factors they use to set compensation levels.

Table 1.
Survey Respondents vs. Ontario Municipalities

	SURVEY RESPONDENTS	MUNICIPALITIES IN ONTARIO (based on FIR Data)
POULATION		
Fewer than 10,000	60%	61%
10,000 – 50,000	27%	25%
50,000 – 100,000	6%	7%
100,000 – 250,000	4%	4%
More than 250,000	2%	3%
TIER		
Upper Tier	6%	7%
Lower Tier	58%	54%
Single Tier	35%	39%
Region		
Central Ontario	16%	18%
Eastern Ontario	22%	26%
Northern Ontario	32%	32%
Southwestern Ontario	30%	24%

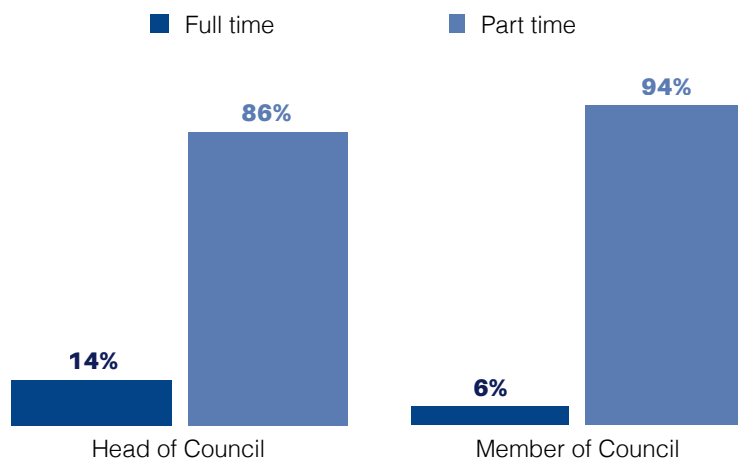
The data presented in this report is not weighted and reflects the responses of all municipalities who participated in the survey. The majority of respondents (60%) were municipalities with a population of less than 10,000. Just over 25% of respondents were municipalities with a population between 10,000 and 50,000, and the remainder were municipalities with a population over 50,000 (12%). The respondents included a range of upper, lower, and single tier municipalities. 35% of municipalities that responded to the survey were single tier, while 58% were lower tier and 6% were upper tier. The highest number of responses came from municipalities in Northern and Southwestern Ontario (32% and 30% respectively), while 22% of municipalities were from Eastern Ontario and 16% from Central Ontario. While the sample was not chosen to be statistically representative of the province, as seen in Table 1 the municipalities included in AMCTO's survey are a relatively good representation of the province.

4 FINDINGS

Full-time versus Part-time Councils

Most municipalities in the province classify their councils as part-time. However, municipalities are slightly more likely to have full-time heads of council than members of council. Only 14% of municipalities have a full-time head of council, while only 6% of municipalities have full-time councillors.

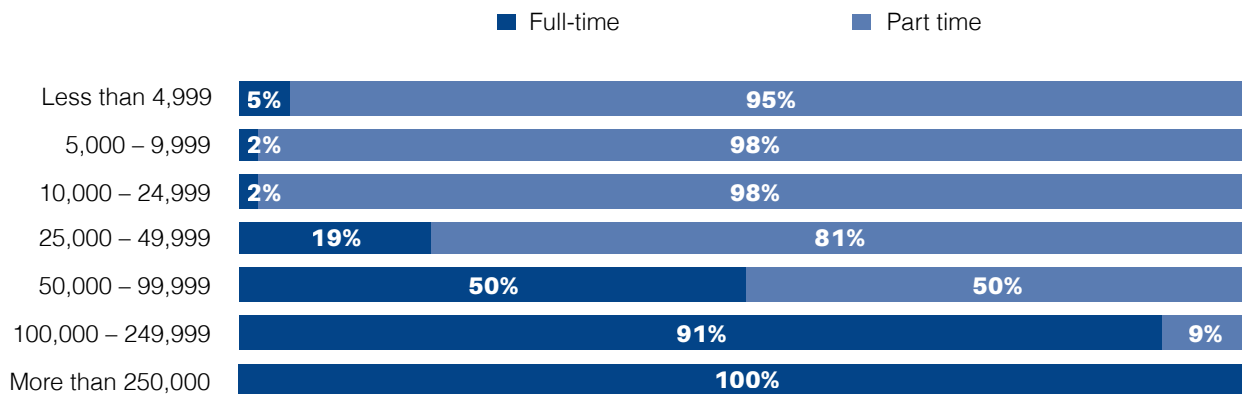
Chart 3.
Full-time vs. Part-time Councils



Population clearly impacts whether or not a municipality's council is full- or part-time. Municipalities with a full-time head of council are more likely to have a population over 50,000. For instance, 100% of municipalities with a population over 250,000, 91% of municipalities with a population over 100,000, and 50% of municipalities with a population over 50,000 have full-time heads of council. Comparatively, fewer than 5% of municipalities with a population below 50,000 have a full-time head of council.

Chart 4.

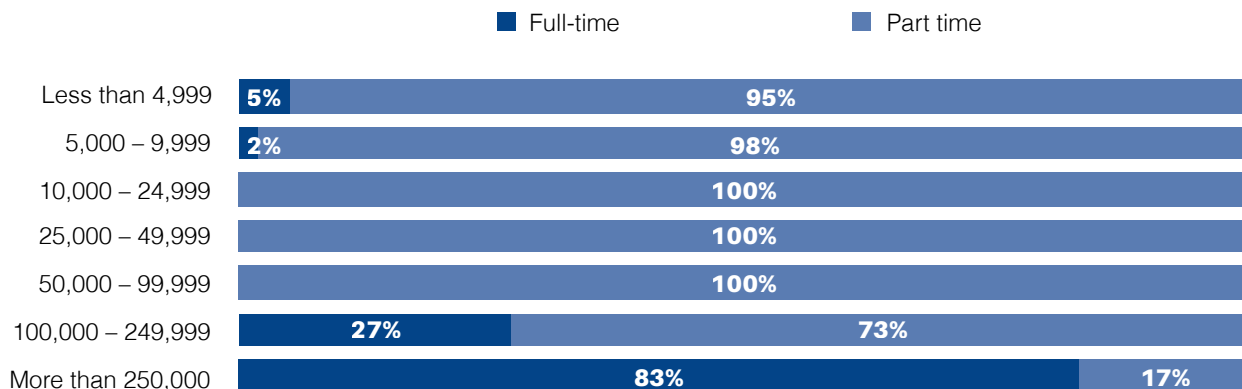
Full-time vs. Part-time *Heads of Council*, by population



Similarly, while municipalities are slightly less likely to have full-time members of council, the same population-effect can be observed. For instance, 83% of municipalities with a population over 250,000 and 27% of municipalities with a population over 100,000 have full-time councillors. The only municipalities with a population above 250,000 that have part-time councillors are upper-tier municipalities whose councillors also serve on lower-tier councils. By contrast, the majority of municipalities with a population below 100,000 have only part-time councillors.

Chart 5.

Full-time vs. Part-time *Members of Council*, by population

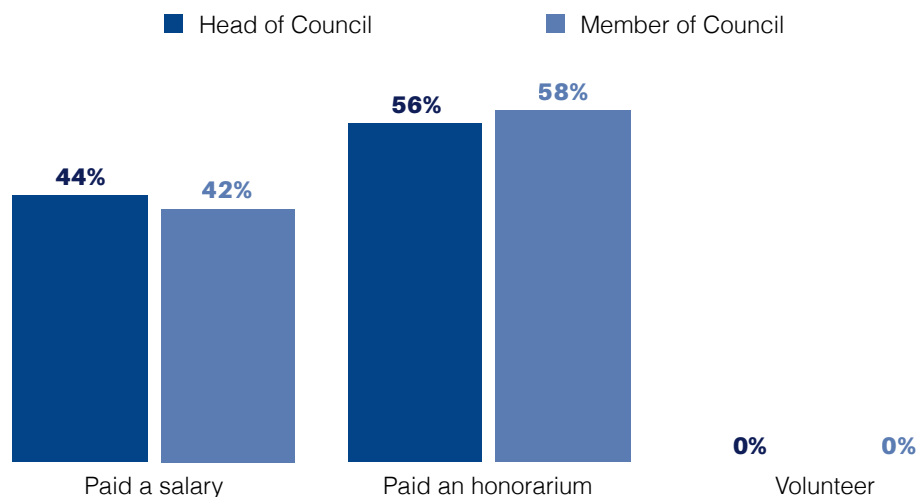


Paid versus Volunteer Councils

Though the majority of councils are part-time, all councillors and heads of council are compensated for their work, either through a salary, honorarium or stipend. Heads of council are slightly more likely to be paid a salary versus an honorarium, with 44% of heads of council paid a salary and 56% paid an honorarium or stipend. By contrast 42% of members of council are paid a salary and 58% are paid an honorarium/stipend. None of the municipalities that responded to this survey have councils that are completely volunteer.

Chart 6.

Paid vs. Volunteer Council



Whether a municipality labels the compensation that it pays a salary or honorarium is also closely tied to the size of the municipality. 64% of municipalities with a population over 10,000 pay their head of council a salary, while municipalities with a population below 10,000 are more likely to pay their head of council an honorarium (Chart 7). Similarly, for members of council the majority of municipalities with a population over 10,000 pay their councillors a salary, while the majority of those with a population below 10,000 pay their councillors an honorarium or stipend (Chart 8).

Chart 7.
Salary vs. Stipend, Heads of Council, by population

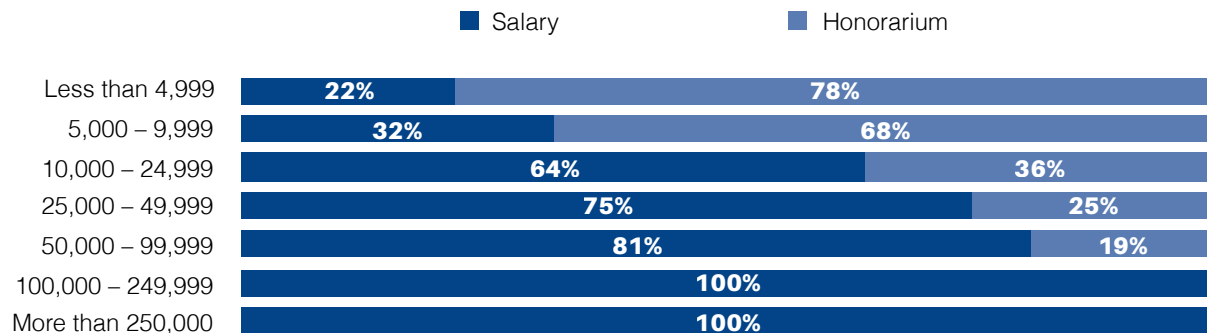
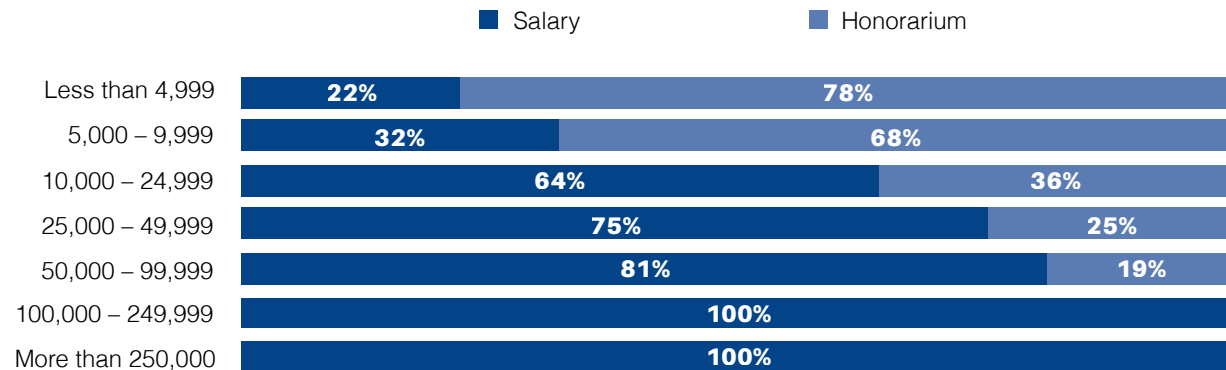


Chart 8.
Salary vs. Stipend, Members of Council, by population



There is also a regional impact to whether or not a municipality refers to its compensation as a salary or honorarium (Charts 9 and 10). For instance, municipalities in Central and Southwestern Ontario are more likely to offer a salary, while municipalities in Eastern and Northern Ontario are more likely to offer an honorarium or stipend, rather than a salary. Municipalities in Northern Ontario far more likely to give their councillors a stipend than any other region in the province.

Chart 9.
Salary vs. Stipend, *Head of Council*, by region

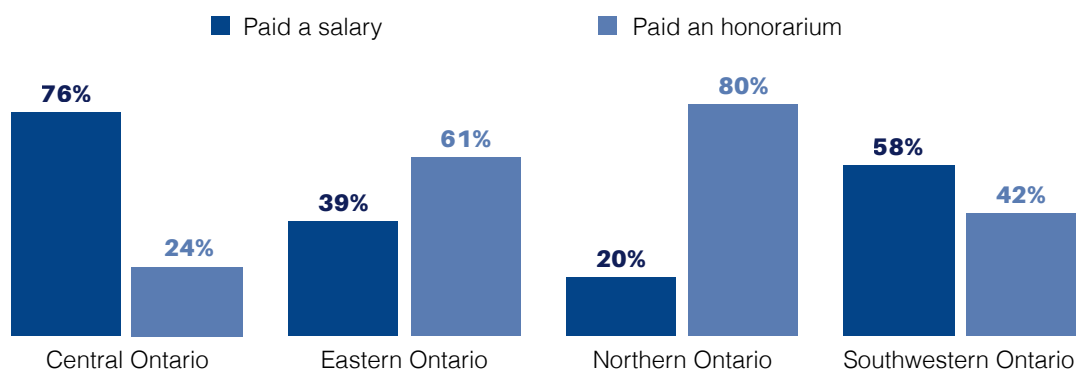
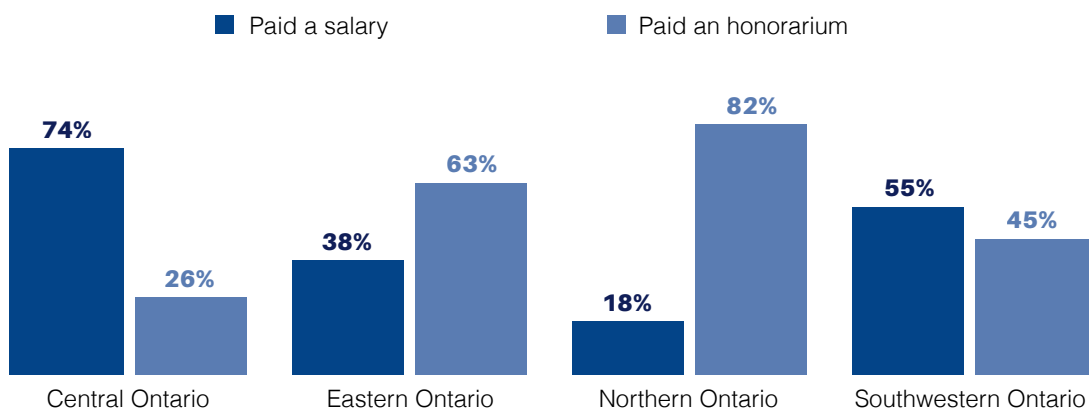


Chart 10.
Salary vs. Stipend, *Members of Council*, by region



However, if the regional disparities are broken down by population size as in Chart 11 and Chart 12, it becomes clear that while there is a regional effect, population size is the dominant factor. For instance, municipalities in Northern Ontario are more likely to pay their councils honorariums, however, while some of this can be attributed to regional disparities, the more powerful explanatory factor is population size. There are more small municipalities in Northern Ontario, which helps to explain why councillors in the north are more likely to be paid honorariums than councillors in the rest of the province. Similarly, most of the provinces largest municipalities are concentrated in central Ontario, so it follows that they would be more likely to be paid a salary than an honorarium.

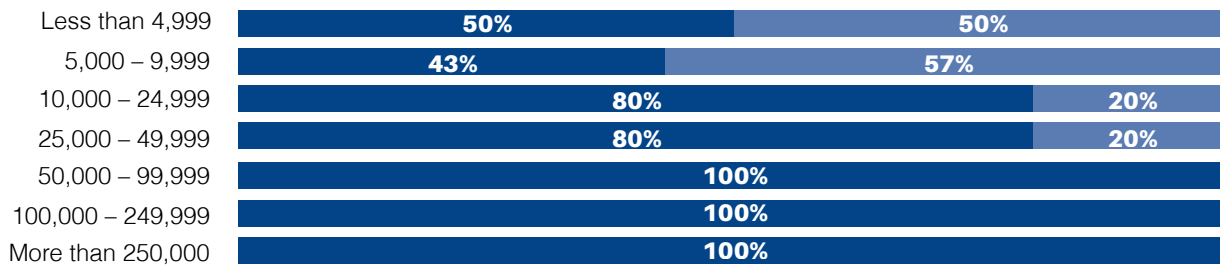
Chart 11.

Salary vs. Stipend, Heads of Council, by region/population

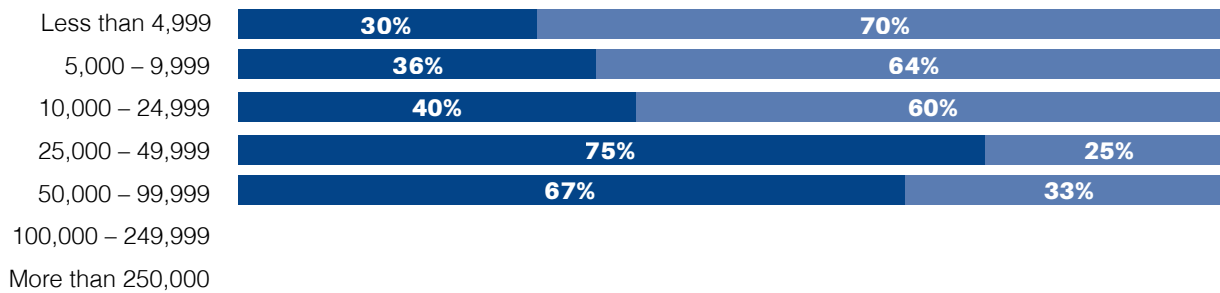
■ Salary

■ Honorarium

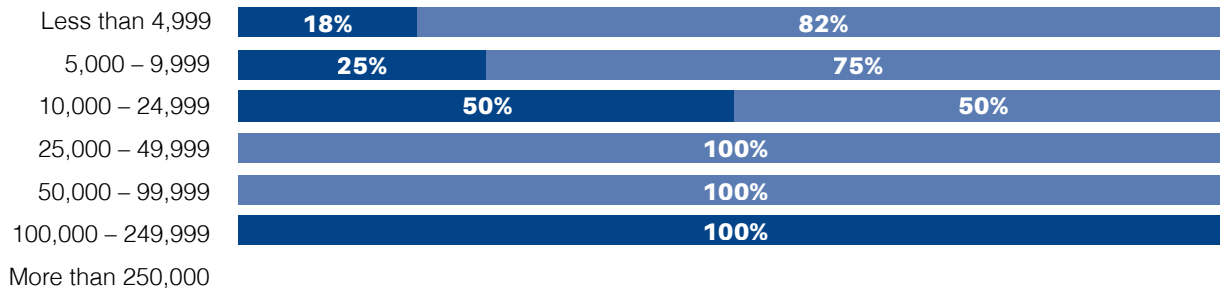
Central Ontario



Eastern Ontario



Northern Ontario



Southwestern Ontario

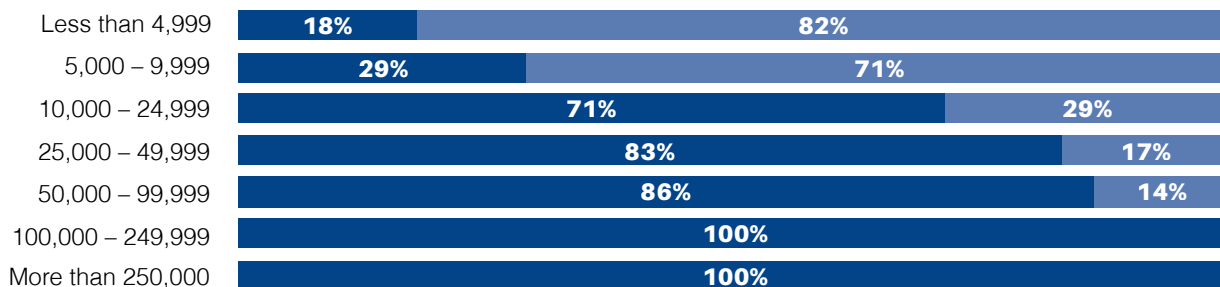
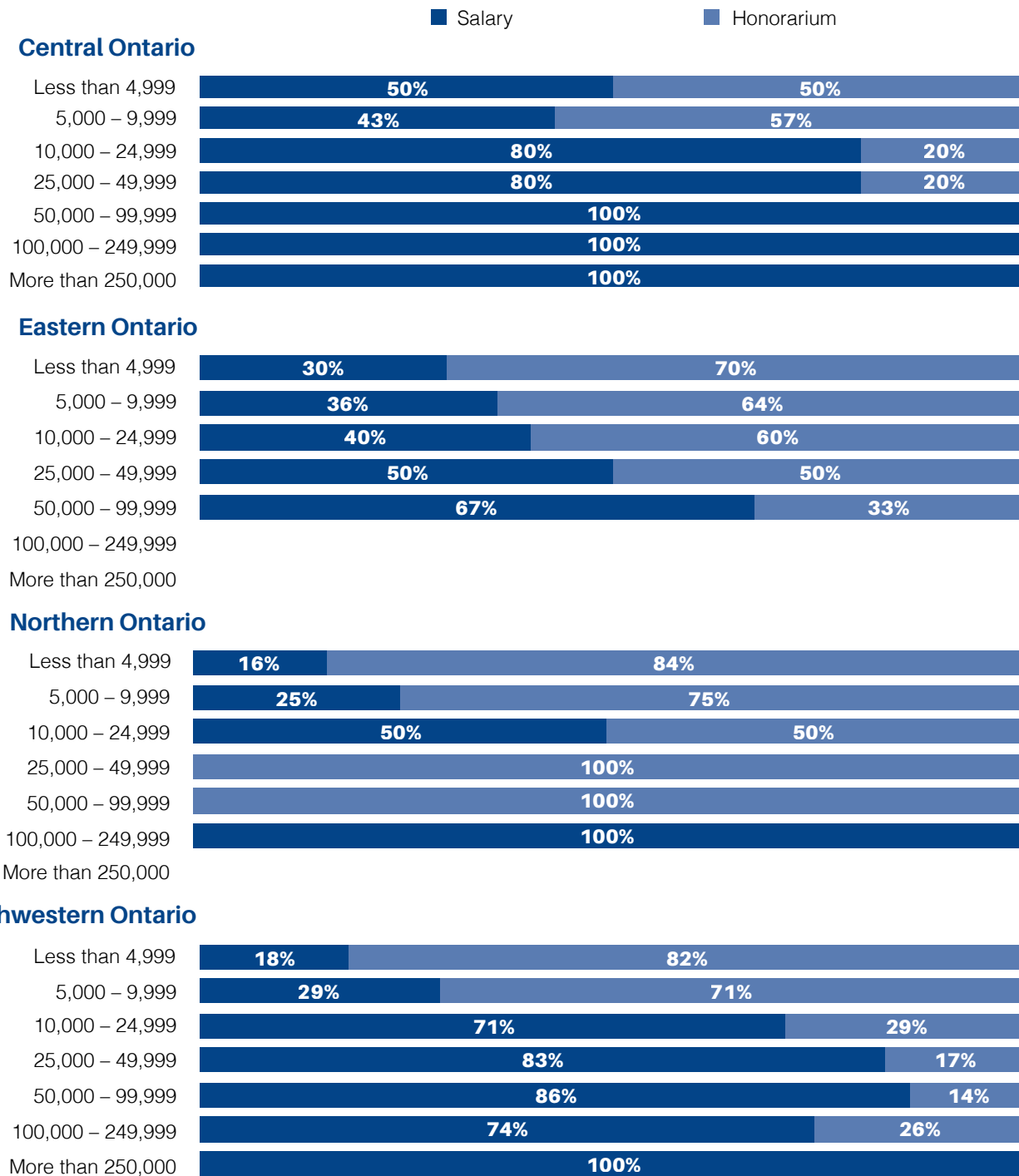


Chart 12.

Salary vs. Stipend, *Members of Council*, by region/population



Levels of Pay

While levels of pay vary widely across the province, the majority of councillors and heads of council in Ontario are paid less than \$40,000 per year. Most municipalities pay their members of council either an annual salary or an annual honorarium or stipend. Fewer than 10% of municipalities only pay their members of council a set rate per meeting. All of the municipalities that pay per meeting have a population below 5,000.

Chart 13.
Average Head of Council Compensation

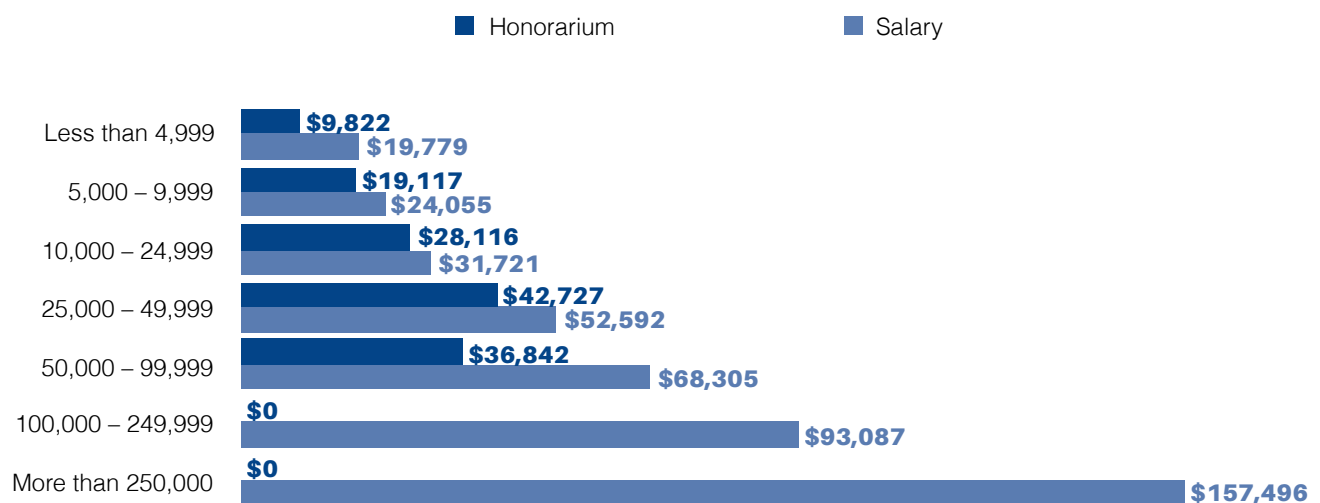


Chart 14.
Average Member of Council Compensation

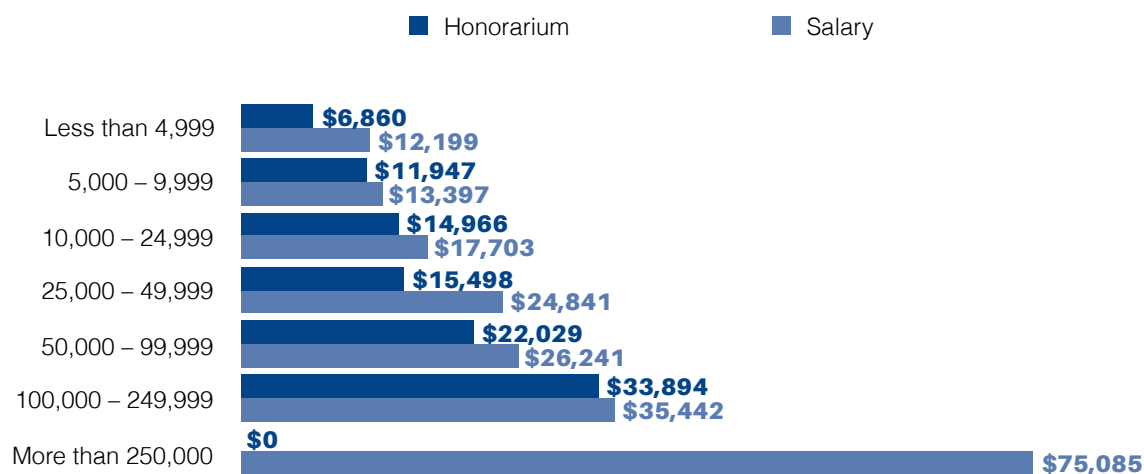


Table 2.**Average Head and Member of Council Honorarium or Salary by Population Size, Region**

REGION	POPULATION						
	Less than 4,999	5,000 – 9,999	10,000 – 24,999	25,000 – 49,999	50,000 – 99,999	100,000 – 249,000	More than 250,000
Head of Council Honorarium							
Province-wide	\$9,822	\$19,117	\$28,116	\$42,727	\$36,842.95	-	-
Eastern Ontario	\$13,901	\$14,075	\$30,129	\$22,584	\$23,434	-	-
Central Ontario	\$15,366	\$25,311	\$26,276	\$47,484	\$95,630	-	-
South-western Ontario	\$9,873	\$16,196	\$26,772	\$30,554	\$29,750	-	-
Northern Ontario	\$9,713	\$15,578	\$28,987	-	-	-	-
Member of Council Honorarium							
Province-wide	\$6,860	\$11,947	\$14,966	\$15,498	\$22,029.22	\$33,894	-
Eastern Ontario	\$10,020	\$10,089	\$16,090	\$7,362	\$13,278	-	-
Central Ontario	\$11,292	\$17,721	\$15,273	\$25,551	\$32,693	-	-
South-western Ontario	\$6,330	\$9,528	\$13,155	\$17,924	\$17,500	\$33,894	-
Northern Ontario	\$6,361	\$9,237	\$14,499	\$19,292	\$22,735	-	-
Head of Council Salary							
Province-wide	\$18,779	\$24,055	\$31,721	\$52,592	\$68,305	\$93,087	\$157,496
Eastern Ontario	\$34,962	\$43,054	\$34,429	\$45,396	\$54,964	-	-
Central Ontario	\$20,129	\$25,341	\$33,344	\$62,826	\$81,550	\$107,290	\$159,777
South-western Ontario	\$19,203	\$19,499	\$29,245	\$48,724	\$61,716	\$86,079	\$154,075
Northern Ontario	\$17,159	\$23,769	\$32,926	-	-	-	-
Member of Council Salary							
Province-wide	\$12,199	\$13,397	\$17,703	\$24,841	\$26,241	\$35,442	\$75,085
Eastern Ontario	\$18,632	\$20,689	\$18,309	\$16,006	\$22,416	-	-
Central Ontario	\$17,764	\$15,240	\$19,670	\$29,321	\$37,884	\$43,438	\$91,037
South-western Ontario	\$11,208	\$12,357	\$15,945	\$24,791	\$19,755	\$32,175	\$43,182
Northern Ontario	\$10,266	\$11,323	\$16,463	-	-	\$35,788	-

Heads of council are generally paid at a higher rate than members of council. For instance, 15% of heads of council who are paid a salary earn more than \$80,000 per year, while only 3% of councillors who are paid a salary earn the same amount. Similarly, approximately 32% of heads of council who are paid an honorarium earn above \$20,000, compared to just 5% of members of council. The highest salary paid to a head of council is \$228,453, while the lowest is \$7,344. In contrast, the highest salary paid to a councillor is \$137,878, while the lowest is \$5,388.

Chart 15.

Council Compensation—Honorariums/Stipends (per year)

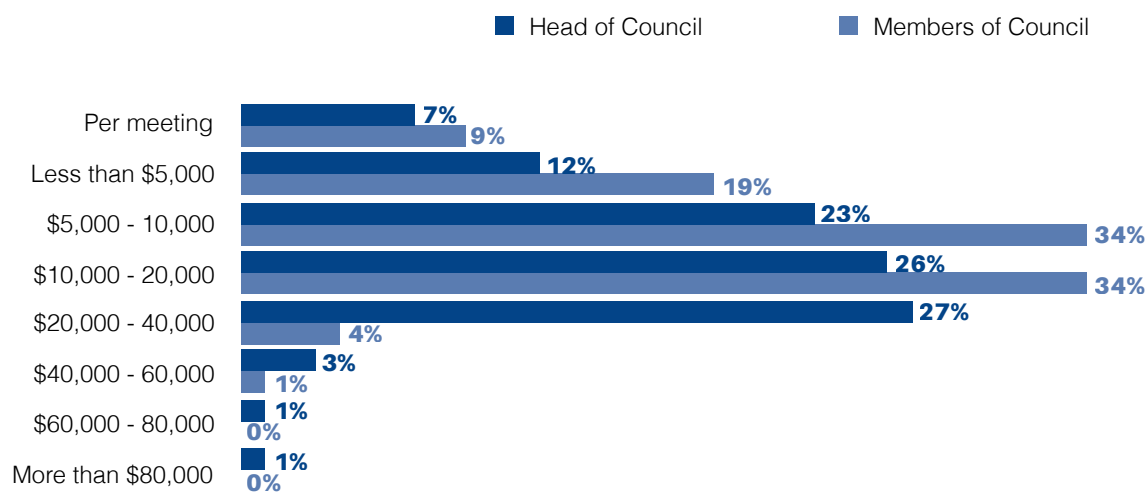
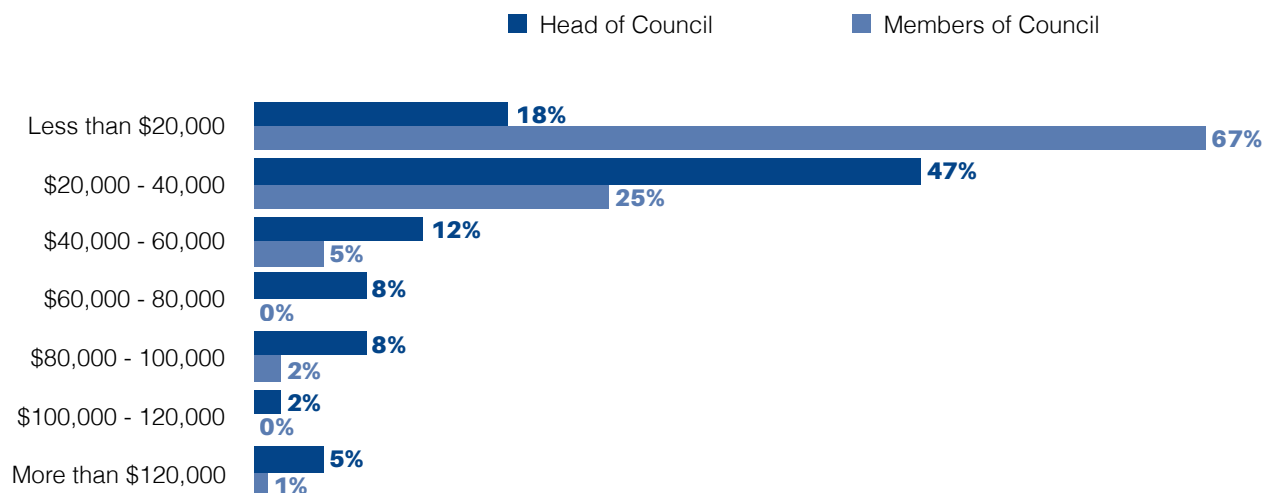


Chart 16.

Council Compensation—Salaries(per year)



Population Differences

The level of compensation that a municipality offers is closely correlated to its size. As seen in Tables 3 and 4, smaller municipalities are more likely to pay their members of council at a lower rate than larger municipalities. For example, the average salary for a head of a council with a population between 5,000 – 10,000 is \$24,055 per year, compared to an average of \$68,305 for the head of council of a municipality with a population between 50,000 – 100,000. Similarly, the average salary for a councillor in a municipality with a population of 5,000 – 10,000 is \$13,397 compared to \$26,241 for a municipality with a population of 50,000 – 100,000. No municipalities with a population over 100,000 offer an honorarium instead of a salary for their head of council and all the municipalities that pay their members of council exclusively by a per meeting rate have a population below 5,000.

Table 3.
Council Honorariums, by population size

	Per meeting	Less than 5,000	\$5,000 - 10,000	\$10,000 - 20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	More than 80,000
Heads of Council								
Less than 4,999	11%	19%	34%	30%	6%	-	-	-
5,000 – 9,999	-	3%	7%	33%	57%	-	-	-
10,000 – 24,999	-	-	5%	10%	75%	10%	-	-
25,000 – 49,999	-	-	-	-	50%	25%	25%	-
50,000 – 99,999	-	-	-	-	20%	20%	20%	20%
100,000 – 249,000	-	-	-	-	-	-	-	-
More than 250,000	-	-	-	-	-	-	-	-
Members of Council								
Less than 4,999	15%	25%	48%	11%	1%	-	-	-
5,000 – 9,999	-	13%	17%	67%	3%	-	-	-
10,000 – 24,999	-	5%	10%	80%	5%	-	-	-
25,000 – 49,999	-	-	40%	40%	20%	-	-	-
50,000 – 99,999	-	17%	-	33%	33%	17%	-	-
100,000 – 249,999	-	-	-	50%	-	50%	-	-
More than 250,000	-	-	-	-	-	-	-	-

Table 4.
Council Salaries, by population size

	Less than \$20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	\$80,000 - 100,000	\$100,000 - 120,000	More than \$120,000
Heads of Council							
Less than 4,999	56%	41%	4%	-	-	-	-
5,000 – 9,999	31%	69%	-	-	-	-	-
10,000 – 24,999	6%	81%	14%	-	-	-	-
25,000 – 49,999	-	33%	42%	17%	8%	-	-
50,000 – 99,999	-	8%	23%	38%	31%	-	-
100,000 – 249,999	-	-	-	27%	45%	9%	18%
More than 250,000	-	-	-	-	-	20%	80%
Members of Council							
Less than 4,999	96%	4%	-	-	-	-	-
5,000 – 9,999	100%	-	-	-	-	-	-
10,000 – 24,999	77%	23%	-	-	-	-	-
25,000 – 49,999	36%	55%	9%	-	-	-	-
50,000 – 99,999	33%	58%	8%	-	-	-	-
100,000 – 249,999	-	75%	25%	-	-	-	-
More than 250,000	-	17%	33%	-	33%	-	17%

Regional Differences

While population is the key difference when it comes to councillor compensation, there are also some regional differences. Part of the explanation for these regional disparities is the distribution of population size in each region, as discussed earlier. However, as seen in Table 2, even when controlling for population size the average salaries for councillors vary region by region.

Municipalities in Central Ontario consistently pay their councils at rates that are above the provincial average. Municipalities in Northern and Southwestern Ontario tend to pay their councils at rates that fall below the provincial average. Municipalities in Eastern Ontario fall into no clearly discernible pattern, sometimes paying above the provincial average, with others paying below.

Table 5.
Council Honorariums, by region

	Per meeting	Less than 5,000	\$5,000 - 10,000	\$10,000 - 20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	More than 80,000
Heads of Council								
Central Ontario	-	-	-	27%	55%	9%	-	9%
Eastern Ontario	6%	-	31%	17%	39%	8%	-	-
Northern Ontario	10%	24%	27%	25%	10%	-	3%	-
Southwestern Ontario	3%	6%	16%	38%	38%	-	-	-
Members of Council								
Central Ontario	-	-	8%	69%	15%	8%	-	-
Eastern Ontario	6%	8%	31%	47%	8%	-	-	-
Northern Ontario	15%	28%	42%	13%	1%	-	-	-
Southwestern Ontario	3%	18%	32%	44%	-	3%	-	-

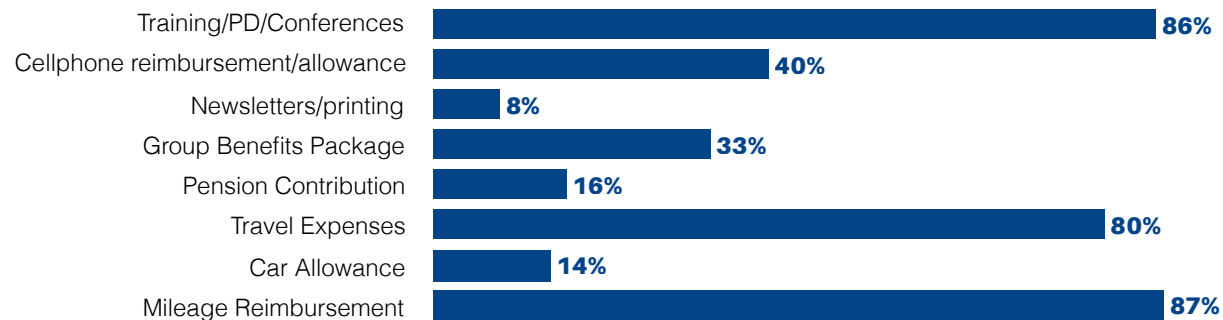
Table 6.
Council Salaries, by region

	Less than \$20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	\$80,000 - 100,000	\$100,000 - 120,000	More than \$120,000
Head of Council							
Central Ontario	6%	41%	16%	9%	16%	3%	9%
Eastern Ontario	16%	68%	12%	4%		-	-
Northern Ontario	53%	41%	-	-	-	-	6%
Southwestern Ontario	15%	41%	13%	13%	11%	2%	4%
Members of Council							
Central Ontario	39%	39%	13%	-	6%	-	3%
Eastern Ontario	88%	13%	-	-	-	-	-
Northern Ontario	94%	6%	-	-	-	-	-
Southwestern Ontario	64%	31%	5%	-	-	-	-

Other Benefits

In addition to salaries, honorariums, and stipends, municipalities also provide a range of other benefits to their councils. For instance, a strong majority of municipalities provide mileage reimbursement, travel expenses, and dedicated funding for attending conferences, training and professional development. A smaller number of municipalities (40% and 33% respectively) provide an allowance or reimbursement for cellphones, and access to a group benefits package. Approximately 16% of municipalities provide a pension contribution, while 14% provide a car allowance, and 8% provide a budget for printing newsletters and other materials.

Chart 17.
Council Compensation—Salaries(per year)



As seen in Table 7, larger municipalities are more likely to provide optional benefits like cellphone reimbursement, newsletter printing or a pension contribution. For instance, most municipalities (83%) with a population over 250,000 provide reimbursement or an allowance for a cell phone, while less than a third of municipalities with a population below 10,000 do the same. Similarly, a majority of municipalities with a population above 100,000 provide pension contributions and a group benefits package while fewer than a third of municipalities with a population below 10,000 provide a group benefits package, and fewer than 7% provide a pension contribution.

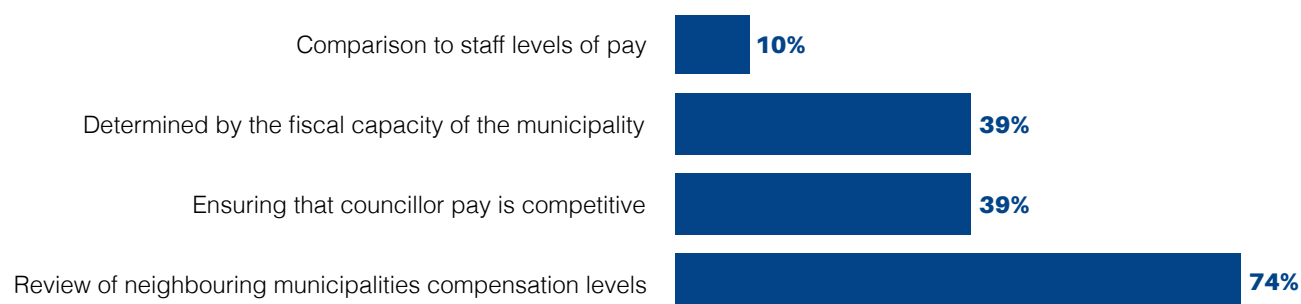
Table 7.
Non-salary benefits provided by municipalities, by population size

	Cell phone reimbursement/ allowance	Newsletters / Printing	Group benefits package	Pension Contribution	Car Allowance
Less than 4,999	29%	1%	14%	7%	5%
5,000 – 9,999	32%	5%	32%	0%	5%
10,000 – 24,999	49%	8%	45%	21%	17%
25,000 – 49,999	69%	13%	63%	25%	44%
50,000 – 99,999	56%	25%	44%	44%	44%
100,000 – 249,999	64%	36%	73%	64%	36%
More than 250,000	83%	67%	83%	83%	33%

Reviewing Compensation

Approximately half of municipalities surveyed have reviewed their council compensation within the last four years, while 38% have done so within the last year (see Appendix A). There is no clear differentiation, based on either geography or population size for how often a municipality reviews council compensation (Appendix B). Municipalities use a range of factors to help them set their compensation levels. The most common practice that municipalities follow is to survey the compensation paid by neighbouring municipalities (74%). A smaller number (just under 40%) of municipalities work to ensure that councillor compensation is competitive. A similar number report that their ability to compensate councillors is determined by the fiscal capacity of the municipality. Relatively few municipalities (10%) use a comparison to the levels of pay that staff receive.

Chart 18.
Factors considered in council compensation reviews



There are some notable population-based differences, as seen in Table 8. Larger municipalities are far more likely to cite ensuring that councillor pay is competitive as a factor they use to set compensation levels. Very large municipalities, those with a population above 250,000, are far less likely to cite reviewing neighbouring municipalities compensation levels as a factor, while this is a common factor for most other municipalities.

Table 8.**Factors considered in council compensation reviews, by population size**

	Ensuring councillor pay is competitive	Review of neighbouring municipalities compensation levels	Determined by fiscal capacity of the municipality	Comparison to staff levels of pay
Less than 4,999	28%	67%	42%	6%
5,000 – 9,999	41%	86%	39%	9%
10,000 – 24,999	43%	75%	32%	11%
25,000 – 49,999	50%	88%	38%	6%
50,000 – 99,999	50%	63%	44%	19%
100,000 – 249,999	64%	91%	45%	27%
More than 250,000	67%	50%	33%	17%

5 CONCLUSION

While compensation is not the only factor when considering representation on local councils, it is an important one. We hope that this report will serve as a valuable resource for municipalities as they review their council compensation. Going forward to hope to continue to conduct this survey and continue to equip municipalities with tools to make better evidence-based decisions.

6 APPENDICES

Appendix A. Full survey results

What is the population of your municipality?	
Fewer than 10,000	60%
10,000 – 50,000	27%
50,000 – 100,000	6%
100,000 – 250,000	4%
More than 250,000	2%

What type is your municipality?	
Upper Tier	6%
Lower Tier	58%
Single Tier	35%

Where is your municipality located?	
Central Ontario	16%
Eastern Ontario	22%
Northern Ontario	32%
Southwestern Ontario	30%

How many members of council does your municipality have (including heads of council)?	
5 Members	42.80%
6 Members	1.17%
7 Members	30.74%
8 Members	3.50%
9 Members	9.73%
10 Members	1.95%
11 Members	2.72%
12 Members	1.17%
13 Members	2.33%
16 Members	0.78%
17 Members	0.78%
18 Members	0.39%
21 Members	0.39%
23 Members	0.39%
25 Members	0.39%
31 Members	0.39%
45 Members	0.39%

Is the head of council in your municipality full-time or part-time?	
Full time	14%
Part time	86%

Are the members of council in your municipality full-time or part-time?	
Full time	6%
Part time	94%

Is the head of council in your municipality paid or volunteer?

Paid a salary	44%
Paid an honorarium/stipend	56%

Are the members of council in your municipality paid or volunteer?

Paid a salary	42%
Paid an honorarium/stipend	58%

If the head of council in your municipality is paid an honorarium, how much is it?

Per meeting	7%
Less than 5,000	12%
\$5,000 - 10,000	23%
\$10,000 - 20,000	26%
\$20,000 - 40,000	27%
\$40,000 - 60,000	3%
\$60,000 - 80,000	1%
More than 80,000	1%

If the head of council in your municipality is paid a salary how much is it?

Less than \$20,000	18%
\$20,000 - 40,000	47%
\$40,000 - 60,000	12%
\$60,000 - 80,000	8%
\$80,000 - 100,000	8%
\$100,000 - 120,000	2%
More than \$120,000	5%

If members of council in your municipality are paid an honorarium how much is it?

Per meeting	9%
Less than \$5,000	19%
\$5,000 - 10,000	34%
\$10,000 - 20,000	34%
\$20,000 - 40,000	4%
\$40,000 - 60,000	1%
\$60,000 - 80,000	0%
More than \$80,000	0%

If the members of council in your municipality are paid a salary how much is it?

Less than \$20,000	67%
\$20,000 - 40,000	25%
\$40,000 - 60,000	5%
\$60,000 - 80,000	0%
\$80,000 - 100,000	2%
\$100,000 - 120,000	0%
More than \$120,000	1%

Do you provide any other remuneration or benefits for your councillors?

Mileage Reimbursement	87%
Car Allowance	14%
Travel Expenses	80%
Pension Contribution	16%
Group Benefits Package	33%
Newsletters/Printing	8%
Cellphone Reimbursement	40%
Training/Professional Development/Conference Attendance	86%

When was the last time that you reviewed council compensation in your municipality?

Not sure	13%
Within the last year	33%
Within the last four years	43%
Within the last ten years	11%

What factors did you use to determine compensation for your councillors/head of council?

Comparison to staff levels of pay	10%
Determined by fiscal capacity of the municipality	39%
Ensuring that councillor pay is competitive	39%
Review of neighbouring municipalities compensation levels	74%

Appendix B.

When was the last time that you review council compensation in your municipality?

	Within the last year	Within the last four years	Within the last ten years
By Population			
Less than 4,999	41%	46%	13%
5,000 – 9,999	36%	56%	8%
10,000 – 24,999	33%	52%	14%
25,000 – 49,999	21%	57%	21%
50,000 – 99,999	54%	38%	8%
100,000 – 249,999	30%	40%	30%
More than 250,000	50%	50%	0%
By Region			
Central Ontario	46%	38%	16%
Eastern Ontario	35%	54%	10%
Northern Ontario	37%	51%	12%
Southwestern Ontario	36%	50%	14%

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Blue 2011 Data
Red Current Review
* - Did not receive Survey

Municipal Council Compensatoin Survey
ADMA Municipalities 2018

Municipality	Population	# of Council Members, including Head of Council?	Mayor Annual Remuneration	Mayor plus per mtg	Mayor Car Allowonce	Councillor Annual Remuneration	Councillor Car Allowance	Councillor plus per mtg	Paid per Regular, Special or In Camera Mtg.	Per Diem		Loss of Wages	Mileage per km	Meals				Reimbursement for cell phones	Budget for printing materials	Annual Increase for Council Compensation	How often is Council Compensated Review?
										Full day	Half Day			Breakfast	Lunch	Dinner	Notes				
Manitouwadge	1,937	5	\$8,240.00			\$5,150.00			\$55.00	\$160 full day	\$80 half day		0.45 changed to \$0.50					Added Lost day wages maximum \$200. Statement from employer required. If no statement of employer rec'd \$160 full day			
Chapleau	1,964	5	\$8,396			\$5,080.48			0.00		one day's expenses, leave and return on same day where no room is needed, is paid \$50 per diem, exclusive of registration fee and transportation		0.43					Lost day wages maximum \$200. Statement from employer required.			
Dubreuilville	613	5	\$6,628			\$5,588.00			N/A	Maximum of \$200 per day			0.42					A 10% gratuity may be applied to certain expenses, such as meals over and above meals prices. A receipt must be provided to be claimed.			
Hornepayne	980	5	\$5,880			\$4,380.00			0.00		\$120		0.54					\$720.00/yr expense incurred for community relations			
Marathon	3,100	5	\$23,906			\$10,964/each			no	\$175 min 6 hours	\$87.50 min 3 hours		0.47	\$15.00 North or \$20.00 South	\$25.00 North or \$30.00/ South	\$35.00 North or \$45.00 South		No, provided by town	No	Percentage of increase of unionized employees	Annually
Nipigon	1,642	5	\$10,320			\$8,262.00			0		\$150 Full day		0.45								
Oliver Paipoonge	5,922	5	\$19,023			\$12,159.28			0.00		\$200 full day (over 1 hour)	0.00	0.52								
Red Rock	895	5	\$11,473			\$8,606.00			0.00			0.00	0.42								
Schreiber	1,059	5	Current \$7,575 \$10,000 in 2015			Current \$6,685 \$8,000 in 2015			0.00		\$145		0.40								
Terrace Bay	1,611	5	\$10,300			\$8,335			0.00		\$175 per day		0.52								
Blind River	3,400	7	\$14,346.72			\$8,913.60/yr				no	no						\$100/day gratuity included	Municipal Phone - Pay full amount	no	no	Yearly
*Bruce Mines	582		\$7,200.00			-				\$50/day											
Elliot Lake	10,741	7	\$ 29,367.24			\$11,760.00		No		\$60/day			\$0.45					No, City supplies cell phones and tablets	No	Is included in the BL at a rate of CPI yearly, Yearly vote but has not increased in 20 years	
Hilton	307	5	\$1,800.00	\$150/mtg bonly if they attend for SP mtg		\$1,500.00		\$125/mtg based on 12 mtgs whether or not they attend	Same rate but only if they attend	\$100.00			\$0.50				Based on receipts	No	No	No	Before end of 4 year term
Huron Shores	1,664	9	\$793.88/mth \$6,603.72/yr	Yes, Per diem covers Council endorsed meetings, seminars and conferences, if 3 hours or more in duration, excluding regular and special meetings of Council. The remuneration covers the regular and special meetings of Council.	-	\$550.31/mth		Yes, Per diem covers Council endorsed meetings, seminars and conferences, if 3 or more in duration, excluding regular and special meetings of Council. The remuneration covers the regular and special meetings of Council.		\$100.00 exceeding 6 hours in duration	\$50.00 when > 3 and < 6 hours		\$0.50				Actual with receipt or \$17.00/meal to maximum of \$51.00/day without receipts. Gatuity included up to 15%	Yes, Mayor only. \$30.00/mth	No	Yes, adjusted annually at the same percentage rate as municipal staff remuneration (OMERS COLA)	Annually
*Jocelyne	313		\$1,080.00			-								\$15.00	\$25.00	\$35.00	No receipt required unless greater than above allowances				
Johnson	614	5	\$7644.00/yr	No		\$5,912.28		No		\$75.00	\$50.00		per KM scale				Gratuity not included	No	No	Yes, Budget	Yearly
Laird	1,109	5	\$4,800.00	\$75.00 day mtg - \$50.00 for evening mtg outside municipality.		\$3,600.00		\$75.00 day mtg - \$50.00 for evening mtg outside municipality.		\$100.00	\$100.00	No	Sliding Scale					Yes, \$25.00 per/mth towards Mayor's cellphone	No	No	

Blue 2011 Data
Red Current Review
* - Did not receive Survey

Municipal Council Compensatoin Survey
ADMA Municipalities 2018

Municipality		Population	# of Council Members, including Head of Council?	Mayor Annual Remuneration	Mayor plus per mtg	Mayor Car Allowonce	Councillor Annual Remuneration	Councillor Car Allowance	Councillor plus per mtg	Paid per Regular, Special or In Camera Mtg.	Per Diem		Loss of Wages	Mileage per km	Meals					Reimbursement for cell phones	Budget for printing materials	Annual Increase for Council Compensation	How often is Council Compensated Review?
									No, only if they sit on a board, then they get additional amount for each meeting														
MacDonald		1,609	5	\$9,715.94	No		\$7,383.40				\$200.00		no	\$ 0.50						No	No	Yes, Same increase as staff	Yearly
North Shore		500	6	\$3,654.00	\$131.38/mtg + \$0.50/km		\$2,436.00	No	\$103.53/mtg + \$0.50/km	No	\$60.00			\$ 0.50						Yes, \$63.00/mth	Yes, \$2500.00/ General admin budget	Yes, usually cost of living	Every budget
Plummer Ad'l		650	5	\$7,096.00	\$75/1/2 day \$125/full day		\$5,091.00		\$75/1/2 day \$125/full day		\$67/day no receipts			per KM floating chart w/gas prices	\$15.00	\$22.00	\$30.00	No Gratuity	Yes, Mayor may get a cell phone paid for if she chooses to.	Yes, 1 pack of 500 pages a replacement of ink cartridge Council get \$75 per 1/4 towards personal internet fees.	No	4 years	
Prince		1,100	5	\$6,720.00	No		\$5,160.00		No					No						No	No	No	
Sault Ste Marie		73,368	13	\$72,164.30	No	\$392.14/mth	\$ 23,190.70	\$217.78/mth	No	No								No amounts included	Yes. Any charges over base rate is members responsibility.	No	Vehicle allowance is increased by the CPI increase from the preceding year. Honoraria are increased by the average of any increase for non-union staff and the CUPE bargaining units for that year.		
Spanish		712	5	\$10,800.00	No		\$7,680.00		No					\$0.60				Gratuity Included Receipts to be submitted	No	No	Yes, Consumer Price Index for 12 mths ended November 30th - Council approval required if CPI exceeds 5%	Once in 4 year term	
St. Joseph		1,240	5	\$6,516.00	no		\$ 4,348.80		No		\$75/day- Sudbury \$100/day beyond Sudbury		\$131/day	\$0.50				Gratuity Included for meal allowance	Mayor's phone billed to and paid by Twp. Councillors are reimbursed \$35/month for personal cell phones	No	Yes. Percentage, usually consistent with staff increases		
Tarbutt & Tarbutt		450	5	\$575.00/mth \$6,900/yr	no	-	\$450.00/mth \$5,400/yr				\$75.00	\$35.00		\$0.45				Gratuity not included	Per diem only when attending out of the township, mayor only gets half of cell paid	No	No	Annually at budget time	
Thessalon		1,240	7	\$6,597.48		No	\$ 5,074.98		No	No			\$22.53/hour	\$0.51	\$11.45	\$11.20	\$31.50	Gratuity not included	No	No	Yes	Yearly 1.5%	
Village of Hilton		171		\$1,260.00	12 mtg/yr						Receipts required												
Wawa		2,610	5	\$13,393.91 \$1183.42/mth	No		\$591.44/mth \$7,097.28	no	No	no	\$75.00 or \$100/South	\$35.00	\$159.60 /day for Time away from family	\$ 0.575				Allowance	Yes, Mayor only	\$1,000.00	Yes/ COLA- Quarterly	Every two years	
White River		607	5	\$6,000		-	\$ 4,200.00			0.00	\$200 per day \$50/day w/receipts			\$ 0.52	Receipts to be provided								

Hydro One Networks Inc.
Community Relations
483 Bay Street
South Tower, 6th Floor
Toronto, Ontario, M5G 2P5
www.HydroOne.com

Tel: 1-877-345-6799
Email: Community.Relations@HydroOne.com



September 5, 2018

Algoma District Municipal Association
40 Broadway Ave, P.O. Box 500
Wawa, ON P0S 1K0

Dear Algoma District Municipal Association:

Hydro One Networks Inc. (Hydro One) has submitted a Terms of Reference (ToR) to the Ministry of Environment, Conservation and Parks (MECP) for review and approval for the Lake Superior Link Project. The project is for a new transmission line between our Lakehead Transformer Station (TS) and Wawa TS. As required by the *Environmental Assessment Act* the ToR is open for a 30-day public review and comment period from September 7 – October 7, 2018.

The ToR sets out the framework for addressing *Environmental Assessment Act* requirements when preparing the EA, including the studies and consultation activities that will be undertaken. Important elements of this work will be to evaluate the reference route and reference route alternatives, assess potential effects and determine measures to reduce or mitigate these effects.

Indigenous communities, government agencies, municipal officials, members of the public and other interested persons are encouraged to actively participate in the planning process. The ToR document can be reviewed on Hydro One's Lake Superior Link Project page www.HydroOne.com/LakeSuperiorLink. Alternatively, the attached Notice of Submission identifies locations where a hard copy is available for review during the 30-day public review period.

All formal comments on the Terms of Reference must be submitted to:

Antonia Testa
Special Project Officer
Environmental Assessment and Permissions Branch
Ministry of the Environment, Conservation and Parks 135 St. Clair Avenue West
Toronto, ON M4V 1P5
Tel: 416-325-5500
Fax: 416-314-8452
Email: Antonia.Testa@ontario.ca

If you have comments, inquiries or requests for additional information about the project, please feel free to reach out to me at 1-877-345-6799 or email Community.Relations@HydroOne.com.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Mantifel".

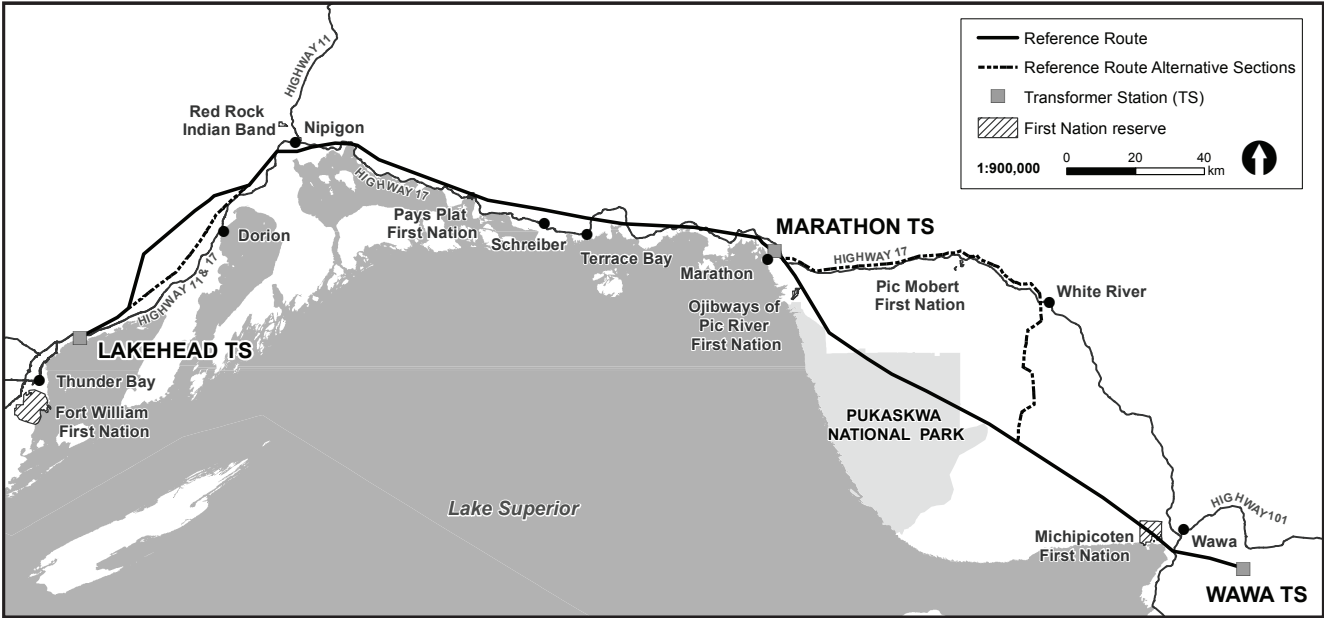
Steven Mantifel
Manager, Special Projects

NOTICE OF SUBMISSION OF TERMS OF REFERENCE

Lake Superior Link Project – Hydro One Networks Inc.

As part of the planning process for the Lake Superior Link Project Environmental Assessment (EA), a Terms of Reference (ToR) was submitted to the Ministry of the Environment, Conservation and Parks (MECP) for review as required under the *Environmental Assessment Act*. If approved, the ToR will serve as a framework for the preparation and review of the EA for the proposed undertaking.

Hydro One Networks Inc. (Hydro One) proposes to construct a new approximately 400 km, double-circuit 230 kilovolt transmission line between Lakehead Transformer Station (TS) near Thunder Bay and Wawa TS near Wawa. As shown on the map, the reference route generally parallels Hydro One’s existing East-West Tie transmission corridor with the exception of a new section of corridor creating a bypass near Dorion and a section through Pukaskwa National Park where existing infrastructure would be modified. Preliminary alternative route sections have been identified around Pukaskwa National Park and along the existing transmission corridor through the Township of Dorion. The targeted in-service date is the end of 2021.



Project Purpose

The Independent Electricity System Operator’s (IESO) *Updated Assessment of the Need for the East-West Tie Expansion, 2017* states that a new transmission line “...continues to be the recommended alternative to maintaining a reliable and cost-effective supply of electricity in Northwestern Ontario for the long term.”

The Planning Process

The preparation of a ToR is the first step in the EA process. The ToR sets out the work plan Hydro One will follow to address the requirements of the *Environmental Assessment Act*. If approved by the Minister of the Environment, Conservation and Parks, the ToR will provide the framework for the second step of the process, the preparation of the EA. Important elements of the EA will be to evaluate route alternatives, assess potential effects and determine measures to avoid or mitigate these effects.

Review of the Terms of Reference

Indigenous communities, government agencies, members of the public and other interested persons are encouraged to actively participate in the review of the ToR. The ToR will be available for a 30-day review and comment period from September 7, 2018 until October 7, 2018. The ToR can be accessed on the project website at www.HydroOne.com/LakeSuperiorLink, and hard copies will be available for review at the following locations in communities throughout the study area and Ministry offices:

MUNICIPAL OFFICES

Marathon

4 Hemlo Drive, Marathon, ON P0T 2E0
Monday to Friday, 10:00 a.m. to 4:30 p.m.

Dorion

170 Dorion Loop Road, Dorion, ON P0T 1K0
Monday, Tuesday, Thursday 9:00 a.m. to 4:30 p.m.

Thunder Bay

500 Donald Street East, P.O. Box 800 Thunder Bay ON P7C 5K4
Monday to Friday 8:30 a.m. to 4:30 p.m.

Shuniah

420 Leslie Avenue, Thunder Bay, ON P7A 1X8
Monday to Friday 8:30 a.m. to 4:30 p.m.

Wawa

40 Broadway Avenue, P.O. Box 500, Wawa, ON P0S 1K0
Monday to Friday 8:30 a.m. to 4:30 p.m.

Nipigon

52 Front Street, P.O. Box 160, Nipigon ON P0T 2J0
Monday to Friday 8:30 a.m. to 4:45 p.m.

Red Rock

42 Salls Street, P.O. Box 447, Red Rock, ON P0T 2P0
Monday to Friday 8:00 a.m. to 4:00 p.m.

White River

102 Durham Street, P.O. Box 307, White River, ON P0M 3G0
Monday to Friday 8:00 a.m. to 4:00 p.m.

Terrace Bay

1 Selkirk Avenue, P.O. Box 40, Terrace Bay, ON P0T 2W0
Monday to Friday 10:00 a.m. to 5:00 p.m.

Schreiber

204 Alberta Street, P.O. Box 40 Schreiber, ON P0T 2P0
Monday to Friday 8:30 a.m. to 4:30 p.m.

MINISTRY OF THE ENVIRONMENT, CONSERVATION AND PARKS OFFICES

Environmental Assessment and Permissions Branch
135 St. Clair Avenue West., 1st Floor, Toronto

Thunder Bay District Office
435 James St. S., Suite 331, Thunder Bay

Submission of Comments

Written comments about the ToR must be received by October 7, 2018. All comments should be submitted to the MECP:

Antonia Testa
Special Project Officer
Environmental Assessment and Permissions Branch
Ministry of the Environment, Conservation and Parks
135 St. Clair Avenue West
Toronto, ON M4V 1P5
Tel: 416-325-5500
Fax: 416-314-8452
Email: Antonia.Testa@ontario.ca

Comments submitted to the MECP will be forwarded to Hydro One.

For further information about this project, please contact:

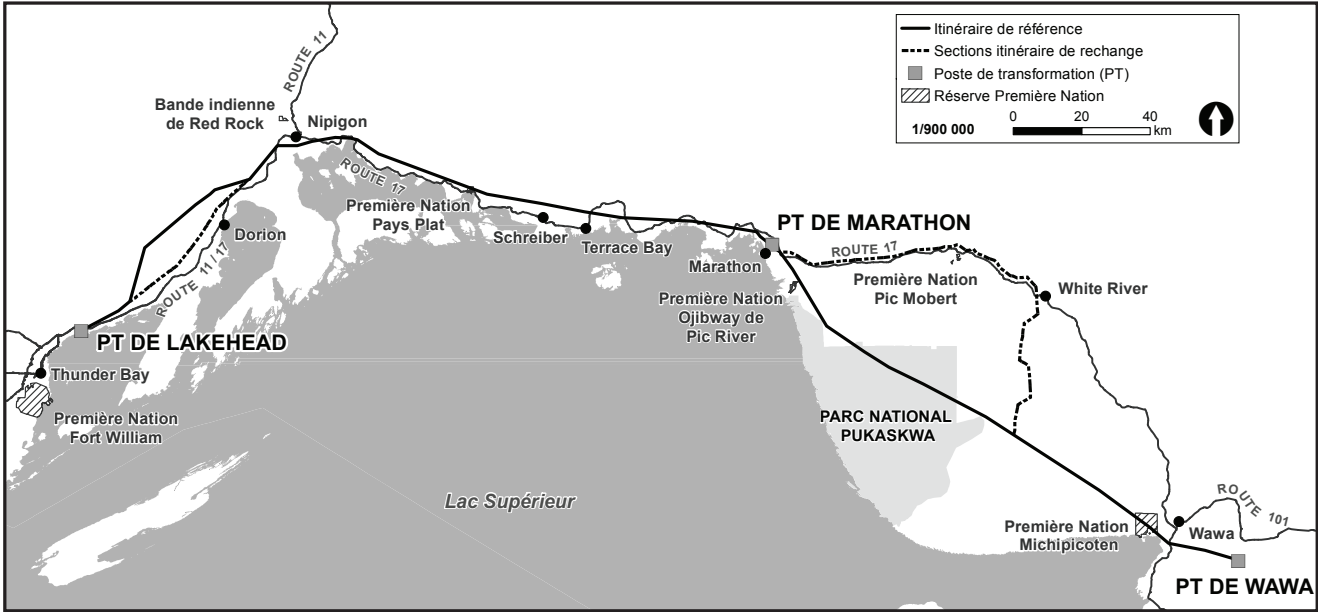
Bruce Hopper, Environmental Planner
Hydro One Networks Inc.
Tel: 1-877-345-6799
Fax: 416-345-6984
Email: Community.Relations@HydroOne.com
Website: www.HydroOne.com/LakeSuperiorLink

AVIS DE PRÉSENTATION DU CADRE DE RÉFÉRENCE

Projet du Corridor Lac Supérieur – Hydro One Networks Inc.

Dans le cadre du processus d'évaluation environnementale (EE) visant le projet du Corridor Lac Supérieur, nous avons soumis pour examen un cadre de référence (CdR) au ministère de l'Environnement, de la Protection de la nature et des Parcs (MEPP), comme le prévoit la *Loi sur les évaluations environnementales* (la Loi). S'il est approuvé, le CdR servira à préparer l'EE du projet.

Hydro One Networks Inc. (Hydro One) propose de construire une ligne de transport à deux circuits à 230 kilovolts, longue de 400 km, entre le poste de transformation (PT) de Lakehead, près de Thunder Bay, et le PT de Wawa. L'itinéraire de référence (voir la carte) suivrait principalement le corridor de transport Est-Ouest existant de Hydro One, à l'exception, d'une part, d'un nouveau tronçon qui contournerait la collectivité de Dorion et, d'autre part, d'une section de corridor dans le parc national Pukaskwa où l'infrastructure existante serait modifiée. Des sections de rechange dans l'itinéraire de référence ont été aussi identifiées, l'une en contournement du parc national Pukaskwa et l'autre le long du corridor de transport existant qui traverse le canton de Dorion. La date cible pour l'entrée en service du projet est fixée à fin 2021.



But du projet

Le document *Updated Assessment of the Need for the East-West Tie Expansion, 2017* de la Société indépendante d'exploitation du réseau d'électricité (SIERE) précise qu'une nouvelle ligne de transport « ...demeure la solution de rechange recommandée pour assurer, dans le long terme, la fiabilité et la rentabilité de l'approvisionnement électrique dans le Nord-Ouest de l'Ontario ».

Processus de planification

Le cadre de référence (CdR) est la première étape du processus d'EE; il établit le plan de travail que suivra Hydro One pour donner suite aux exigences de la Loi. S'il est approuvé par le ministre (MEPP), le CdR servira à préparer la deuxième étape du processus, l'EE proprement dite. Celle-ci consistera, en particulier, à examiner les itinéraires de rechange, à évaluer les effets potentiels du projet et à déterminer les mesures pour les réduire ou les atténuer.

Consultation sur le cadre de référence (CdR)

Nous encourageons toutes les parties intéressées – les communautés autochtones, les organismes gouvernementaux et le public – à prendre part activement à la consultation sur le CdR. Le CdR sera à votre disposition pour examen et commentaires pendant 30 jours, du 7 septembre au 7 octobre 2018. Vous pouvez le consulter sur le site Web du projet LSL à www.HydroOne.com/LakeSuperiorLink; des copies papier seront aussi disponibles pour examen aux bureaux municipaux des collectivités situées dans la zone d'étude et aux bureaux ministériels.

BUREAUX MUNICIPAUX :

Marathon

4 Hemlo Drive, Marathon ON P0T 2E0
10 h à 16 h 30 : lundi au vendredi

Dorion

170 Dorion Loop Road, Dorion ON P0T 1K0
9 h à 16 h 30 : lundi, mardi et jeudi

Thunder Bay

500 rue Donald Est, C.P. 800, Thunder Bay ON P7C 5K4
8 h 30 à 16 h 30 : lundi au vendredi

Shuniah

420 avenue Leslie, Thunder Bay ON P7A 1X8
8 h 30 à 16 h 30 : lundi au vendredi

Wawa

40 avenue Broadway, C.P. 500, Wawa ON P0S 1K0
8 h 30 à 16 h 30 : lundi au vendredi

Nipigon

52 rue Front, C.P. 160, Nipigon ON P0T 2J0
8 h 30 à 16 h 45 : lundi au vendredi

Red Rock

42 rue Salls, C.P. 447, Red Rock ON P0T 2P0
8 h à 16 h : lundi au vendredi

White River

102 rue Durham, C.P. 307, White River ON P0M 3G0
8 h à 16 h : lundi au vendredi

Terrace Bay

1 avenue Selkirk, C.P. 40, Terrace Bay ON P0T 2W0
10 h à 17 h : lundi au vendredi

Schreiber

204 rue Alberta, C.P. 40, Schreiber ON P0T 2P0
8 h 30 à 16 h 30 : lundi au vendredi

BUREAUX DU MINISTÈRE DE L'ENVIRONNEMENT, DE LA PROTECTION DE LA NATURE ET DES PARCS (MEPP)

Direction des évaluations et des permissions environnementales
135 avenue St. Clair Ouest, rez-de-chaussée, Toronto

Bureau du district de Thunder Bay
435 rue James Sud, bureau 331, Thunder Bay

Présentation des commentaires

Les commentaires au sujet du CdR doivent parvenir au MEPP au plus tard le **7 octobre 2018**, à l'adresse suivante :

Antonia Testa

Agente des projets spéciaux

Direction des évaluations et des permissions environnementales
Ministère de l'Environnement, de la Protection de la nature et des Parcs
135, avenue St. Clair Ouest
Toronto ON M4V 1P5
Tél. : 416 325-5500
Téléc. : 416 314-8452
Courriel : Antonia.Testa@ontario.ca

Les commentaires présentés au MEPP seront transmis à Hydro One.

Pour d'autres renseignements sur ce projet, veuillez contacter :

Bruce Hopper, planificateur environnemental
Hydro One Networks Inc.
Tél. : 1 877 345-6799
Téléc. : 416 345-6984
Courriel : Community.Relations@HydroOne.com
Site Web : www.HydroOne.com/LakeSuperiorLink

Les renseignements personnels fournis lors de la soumission de commentaires, tels que le nom, l'adresse, le numéro de téléphone et l'emplacement de la propriété, sont recueillis, conservés et divulgués par le ministère de l'Environnement, de la Protection de la nature et des Parcs (MEPP) à des fins de transparence et de consultation. Ces renseignements sont recueillis en vertu de la *Loi sur les évaluations environnementales* ou sont recueillis et conservés dans le but de constituer un document accessible au grand public, comme le prévoit l'article 37 de la *Loi sur l'accès à l'information et la protection de la vie privée*. Les renseignements personnels feront partie d'un dossier public qui sera à la disposition de la population, sauf si vous demandez qu'ils soient tenus confidentiels. Pour obtenir de plus amples renseignements, veuillez contacter le coordonnateur de l'accès à l'information et de la protection de la vie privée du MEPP au 416 327-1434.

Première publication de cet avis : le 4 septembre 2018

Hydro One Networks Inc.
Community Relations
483 Bay Street
South Tower, 6th Floor
Toronto, Ontario, M5G 2P5
www.HydroOne.com

Tel: 1-877-345-6799
Email: Community.Relations@HydroOne.com



August 7, 2018

Ms. Cathy Cyr, Executive Director
Algoma District Municipal Association
c/o Municipality of Wawa
40 Broadway Avenue, PO Box 500
Wawa, ON P0S 1K0

Via email

Dear Ms. Cyr:

Hydro One Releases Revised Draft Terms of Reference – Lake Superior Link Project

As you may recall, Hydro One released a draft Terms of Reference for the Environmental Assessment of its Lake Superior Link project for review and comment from June 11 to July 10, 2018. We have now updated this document to include further comments and feedback from government agencies, Indigenous communities and other stakeholders. This revised draft Terms of Reference is available on Hydro One's project website at www.HydroOne.com/LakeSuperiorLink. We will be accepting any further input on this document until Tuesday, August 21, 2018. Further consultation with municipalities and community stakeholders will continue throughout the life of the project.

Should you have any questions or comments, please contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Mantifel".

Steven Mantifel
Manager, Special Projects

BANK

The demise of rural banking (Part 1)



David Gingras is an analyst, writer, and editor with a background in the market research industry, particularly in the banking sector, local governance, urban planning, and local economic development. He lives in Lutes Mountain, New Brunswick and holds a NACLA and MPA(M). He can be reached at d_gingras1@yahoo.ca or found on LinkedIn.

Roughly 80 percent of Canadians use mobile banking over traditional forms of banking. While this is a common refrain that the banking industry shares with communities, the statement is of little comfort to rural areas that are experiencing the trend of financial institutions shuttering their brick-and-mortar branches or merging them with branches from neighbouring communities that are further away. In 1990, there were about 7,970 bank branches. In 2002, there were about 3,600 credit unions. Today, there are roughly 6,190 branches joined by 2,830 credit unions.¹

Such closures often become emotionally charged issues in municipalities, and residents can take it quite personally. However, financial institutions do explore the issue from a wider perspective. "Banks are evolving to meet Canadians' changing needs in a digital world," says Dave Bauer, director of media relations at the Canadian Bankers Association. This evolution "enhances loyalty and trust with customers. They want us to change, and we are responding."

What can rural communities do when change, however, isn't what they are looking for? The *Canada Bank Act* requires financial institutions to provide clients six months of notice, unless "there are no other retail deposit-taking branches within 10 kilometres," then the bank must give four months.

Notice must be provided to the client, the local government, and shared through the local newspaper. The bank must also organize a town hall and provide representatives to "exchange views about the closing or cessation of activities, including, but not limited to, alternative service delivery by the bank and measures to help the branch's customers adjust to the closing or cessation of activities."

These town halls, unfortunately, often see representatives from the bank on a stage before a crowd of residents with the decision to close or merge already made. The angriest clients and most vocal community members take turns standing before microphones threatening to change financial institutions. They will rail against the bank for earning billions of dollars annually and issue dire warnings about the future of their community. The bank's ability to profit from an area is of very little interest to a municipality that has, in some cases, invested ratepayer money in the infrastructure supporting the financial institution about to leave.

Such emotional reactions are usually what's captured by the media. Not that it's unjustified, but it does cloud over the efforts of bank employees, who are typically community residents as well, to educate customers about digital options and alternate services.

One frustrating aspect not often given the attention it deserves is how a closure alters the way residents spend their money. When the bank is in a community, the residents withdraw their cash from the branch and spend much of their pocket cash in the town or village. "Once your small businesses and residents start traveling to larger centres," says

¹ Canadian Union of Postal Workers (2018). *It's Time for a Postal Bank for Everyone: How a bank in the Post Office could help you*, https://www.cupw.ca/sites/default/files/How%20a%20bank%20in%20the%20Post%20Office_John%20Anderson%20Revised%202_E.PDF

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Warden Rodney Clooney, whose community of Hastings County faced bank closures, "they start spending their dollars in that community and it's money that needs to stay home."

Clooney also questions the 80 percent figure provided by the financial industry. It may be true in more urban centres, but not in rural or remote ones. While broadband is getting better in his rural community, Clooney adds it's not at near the speed required. Indeed, there are areas where it remains non-existent. Rural areas are struggling to obtain or maintain internet coverage for an increasingly aging population who are less apt to use them.

At the recent Federation of Canadian Municipalities Annual Conference in Halifax, Nova Scotia, 5G networks were a topic of interest. But, whenever the benefits of faster broadband were raised, particularly by the internet industry, rural communities responded by asking when they would be able to catch up to the current standard, never mind an enhanced one.

The internet is increasingly becoming a necessity, noted federal NDP Leader Jagmeet Singh following his address at the conference. He added that the lack of access in a world of greater demand for internet-compliance compounds the inter-linking problems of banking, education, and employment in rural communities.

While rural communities express genuine concern over the closure of branches in their municipality, and the actual efficacy of the town halls hosted by banks is questionable, financial institutions don't take the decision to close or merge branches lightly or without care. "Like any business, we regularly review our branch network, the number of customers that we serve in the market area, and the way that those customers are doing their banking," responded Scotiabank when asked about the criteria used to determine whether a branch should be merged or closed.

Such reviews extend beyond one branch or rural area. The "full market

analysis" includes proximity to other branches and the types of transactions being completed, such as through ATMs and digital financing. "Only after careful consideration of our operations in a community do we make the difficult decision that we cannot continue to operate a branch."

However, hundreds of municipalities from Newfoundland and Labrador to British Columbia would disagree that their rural branches needed to be closed. They passed resolutions or sent letters to Ottawa in support of postal banking. While banks are abandoning communities, "the post office is more than ready and capable of providing" accessible financial services, says Mike Palecek, national president of the Canadian Union of Postal Workers.²

Financial services at postal offices would begin with the most basic saving and chequing accounts, argues the report, and ultimately grow to encompass mortgages, business and personal loans, foreign exchange, investments, insurance, and even payday loans. This fall, the federal government is also expected to hear final arguments and vote on an NDP motion, *M-166*, to study the possible implementation of postal banking in Canada.

The postal banking motion seeks to bring more of the same to rural Canada by filling in the gap left by the departed branches. Irene Mathysen, the NDP critic for Canada Post, hopes a special committee will hear evidence to allow Canada Post to proceed with this plan. She, like other proponents of postal banking, believe a Crown Corporation bank can be more than sustainable; it can copy traditional financial institutions and be very profitable.

The discussion of postal banking revolves almost entirely on saving bricks-and-mortar branches. While this is viewed as an essential component of everyday banking for some communities, mobile banking is still a necessity. Can a Canada Post Bank compete in a financial technology (fintech) space that is already considered challenging by the big banks and larger credit unions?

Next Month – Part 2 will explore fintech in greater detail and what the future of banking in rural Canada might resemble. **MW**

2 Canadian Union of Postal Workers, "New Report Shows the Path to Postal Banking in Canada," *cupw.ca*, June 14, 2018, <https://www.cupw.ca/en/new-report-shows-path-postal-banking-canada>.

File No. 1.15.6

June 27, 2018

**Ms. Lynne Duguay
Clerk/Administrator
Township of MacDonald, Meredith and
Aberdeen Additional
P.O. Box 10
Echo Bay, ON P0S 1C0**

Dear Ms. Duguay:

Re: Mayor Lynn Watson's AMO Expenses 2018

On behalf of the Algoma District Municipal Association, please find attached a cheque in the amount of **\$903.88**, which represents 50% of Mayor Lynn Watson's expenses to attend the 2018 AMO Conference in Parry Sound, Ontario on behalf of the Association.

Should you have any questions, please feel free to contact me at your convenience.

Sincerely,



**Cathy Cyr
Executive Director**

ALGOMA DISTRICT MUNICIPAL ASSOCIATION

0057

DATE 2018 06 27
Y Y Y Y M M D D

PAY to Township of MacDonald, Meredith + Aberdeen Add'l. \$ 903.88
the order of nine hundred, three 88 DOLLARS



ROYAL BANK OF CANADA
BRUCE MINES BRANCH
9202 HWY. 17
BRUCE MINES, ON P0R 1C0

ALGOMA DISTRICT MUNICIPAL ASSOCIATION



PER

PER

RE L. Watson - FOMM Conference (50% share)

R. Roddy
Cathy O'Neil

⑈000057⑈ ⑆00622⑈003⑆ 100⑈362⑈3⑈

TOWNSHIP OF
Macdonald, Meredith & Aberdeen Add'l.



P.O. Box 10 • 208 Church Street
ECHO BAY, ONTARIO

POS 1C0

(705) 248-2441

FAX (705) 248-3091

INCORPORATED
1892

June 20, 2018



ALGOMA DISTRICT MUNICIPAL ASSOCIATION

**Invoice for Lynn Watson to attend FONOM Conference as the ADMA Representative-2018
50% of all expenses.**

Mileage to Parry Sound-one way	\$222.50
Accommodations	\$169.50
Registration	\$211.88
Per Diem	\$300.00
<u>TOTAL</u>	<u>\$903.88</u>

Please make cheque payable to the Township of Macdonald, Meredith & Aberdeen Additional.

*June 27, 2018
Pd. - cheq# 0057.
\$903.88
clay.*

LYNNE DUGUAY • CLERK ADMINISTRATOR

BRENDA BARBARIE • TREASURER / DEPUTY CLERK

TOWNSHIP OF MACDONALD, MEREDITH AND ABERDEEN ADDITIONAL

CONFERENCES/SEMINARS/MEETINGS

269

Participant: Lynn Watson

Session: FONOM

Date: May 9-11, 2018

Location: Larry Sound

REGISTRATION FEE \$ _____

Payable to: _____

MILEAGE

890 km x 0.50 = \$445.00
1/2 paid by FONOM.

PER DIEM

\$ 200.00 /day x 3 days = \$ 600.00

ACCOMMODATIONS

\$ _____ /day x _____ days = \$ _____

Total \$1,045.00

Department:

_____ Administration

X Council

_____ Roads

_____ Fire Department

_____ Other _____

01-10-12-5150
445.00 - Mileage.

01-10-12-5103
600.00 - Per diem.

21998

Parry Sound Inn and Suites
292 Louisa Street
Parry Sound, ON
Canada
P2A 0A1

Telephone: 705-746-2700 Fax: 705-746-0580

Lynn Watson
401- 159 Cedar Street
Sudbury
Ontario
P3E 6A5

Page # 1
Res. # 026590
Checked in Wed May 9/18 - 9:24am
Checked out Fri May 11/18 - 6:40am
Nights 2
Room Rate 150.00
Promo Code
Room 102

Group: Fonom

Date	Description	Reference	Charges	Credits
May09	Room Charges		150.00	
May09	HST		19.50	
May10	Room Charges		150.00	
May10	HST		19.50	
May11	PAID BY VISA - Thank you			339.00
			0.00	339.00

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7450

2018 FONOM / MMA Northeastern Ontario Municipal Conference

Leading the Way Through Innovation

Hosted by the Town of Parry Sound

May 9, 10 and 11, 2018 at the Charles W. Stockey Centre for the Performing Arts in Parry Sound

Delegate Registration Form

(Please complete ONE FORM for each person attending)

Name: LYNN WATSON

Title/Position: MAYOR

Municipality or Organization: Twip Macdonald, Meredith: Aberdeen Additional

Address: 208 Church St Echo Bay, ON

Postal Code: P6S 1C0

E-mail: twipmacd@anlink.net

Tel: 705-248-2441

Fax: 705-248-3091 Cell: _____

Registration Type	Check Appropriate Fee	
Full Delegate Package Includes all meals (2 breakfasts, 3 lunches, 4 breaks, Welcome Reception on Weds and Banquet on Thurs), Trade Show, all sessions/workshops and a delegate kit.	Before April 6 ☒ After April 6 ☐	\$375 \$440
One Day – Wednesday May 9th Includes lunch, afternoon break and Welcome Reception, all sessions on Wednesday, Trade Show and a delegate kit.	Before April 6 ☐ After April 6 ☐	\$180 \$210
One Day – Thursday May 10th Includes breakfast, lunch, morning & afternoon breaks, all sessions/workshops on Thursday, Trade Show and a delegate kit. Does <u>NOT</u> include Banquet ticket – order below.	Before April 6 ☐ After April 6 ☐	\$190 \$220
One Day – Friday May 11th Includes breakfast, lunch, morning break and Ministers' Forum and a delegate kit. Also includes the FONOM Annual Business Meeting if you are a municipal FONOM member.	Before April 6 ☐ After April 6 ☐	\$180 \$210
Extra Banquet Ticket (One ticket included with <u>full</u> registration) Special dietary requirements: _____	☐	\$100
Companion Program One banquet ticket, the welcome reception, breakfast Thursday and Friday and lunch Friday. Companion Name: _____	☐	\$175
(Payment by cheque only, payable to the Town of Parry Sound) Online registration available at www.parrysound.ca/fonom-mma	Total \$ <u>375.00</u>	
	HST - 13% \$ <u>48.75</u>	
	Final Total \$ <u>423.75</u>	

Enclose payment and send completed form to:

Town of Parry Sound

Attn: Jessie Langford

52 Seguin Street, Parry Sound, ON, P2A 1B4

Inquiries:

Tel: (705) 746-2101, ext 225 Fax: (705) 746-7461

Email: jangford@townofparrysound.com

OT-10-12-5105

Please register by April 6, 2018. Your faxed registration form by this deadline will guarantee the lower price. Payment must be received by the first day of the conference.

Cancellation Policy: Registration fees, less a \$50 administration charge, are refundable only if written notification is received by Friday, April 6. No refunds will be made after April 6, 2018 however substitutions may be made without financial penalty.

Ch 21608

FONOM collects, uses and discloses the information requested to promote the interests of the municipal sector. It may also be shared with selected third parties to generate operating revenues for FONOM. Under the Federal Personal Information Protection and Electronic Documents Act (PIPEDA) some of the information may constitute personal information. By filling out this form you agree that all personal information provided by you on the form may be collected, used and disclosed by FONOM for all purposes described above.



ROYAL BANK OF CANADA
P.O. BOX 4047 TERMINAL A
TORONTO ON M5W 1L5



Business Account Statement

RBBDA11010_4663518 E D 00622

00472



ALGOMA DISTRICT MUNICIPAL ASSOCIATION
C/O CATHY CYR
PO BOX 500 40 BROADWAY AVE
WAWA ON P0S 1K0

August 2, 2018 to September 4, 2018

Account number: 00622 100-362-3

How to reach us:

Please contact your RBC Banking representative or call
1-800-Royal[®]2-0
(1-800-769-2520)

www.rbcroyalbank.com/business

Account Summary for this Period



Royal Business Community Account[®]

Royal Bank of Canada
9202 HWY 17-PO BOX 69, BRUCE MINES, ON P0R 1C0

Opening balance on August 2, 2018	\$5,400.41
Total deposits & credits (0)	+ 0.00
Total cheques & debits (0)	- 0.00
Closing balance on September 4, 2018	= \$5,400.41

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
No activity for this statement period.				



ROYAL BANK OF CANADA
P.O. BOX 4047 TERMINAL A
TORONTO ON M5W 1L5

Business Account Statement

RBBDA11010_3990184 E D 00622

00895



July 3, 2018 to August 2, 2018

ALGOMA DISTRICT MUNICIPAL ASSOCIATION
C/O CATHY CYR
PO BOX 500 40 BROADWAY AVE
WAWA ON P0S 1K0



Account number: 00622 100-362-3

How to reach us:

Please contact your RBC Banking representative or call

1-800-Royal®2-0

(1-800-769-2520)

www.rbcroyalbank.com/business

Account Summary for this Period

Royal Business Community Account®

Royal Bank of Canada

9202 HWY 17-PO BOX 69, BRUCE MINES, ON P0R 1C0

Opening balance on July 3, 2018	\$6,320.79
Total deposits & credits (0)	+ 0.00
Total cheques & debits (5)	- 920.38
Closing balance on August 2, 2018	= \$5,400.41

Have your business needs changed? We can help.

Let us help identify opportunities to take your business to the next level, whether it's making your cash flow cycle more efficient or helping to set the stage for future growth. Your account manager would be pleased to help, or call an RBC Business Advisor at 1-800-769-2520.

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			6,320.79
03 Jul	Monthly fee	3.75		
	Paper statement with images fee 1 @ 4.50	4.50		6,312.54
09 Jul	Cheque - 57	903.88		5,408.66
01 Aug	Monthly fee	3.75		
	Paper statement with images fee 1 @ 4.50	4.50		5,400.41
	Closing balance			5,400.41

Account Fees: \$16.50



ROYAL BANK OF CANADA
P.O. BOX 4047 TERMINAL A
TORONTO ON M5W 1L5

Business Account Statement

July 3, 2018 to August 2, 2018
Account number: 00622 100-362-3

Serial #: 57

Amount: \$903.88

ALGOMA DISTRICT MUNICIPAL ASSOCIATION 0057
DATE 2018 06 27
PAY TO THE ORDER OF Township of McDonald, Mountain & American Mtl \$ 903.88
nine hundred, three DOLLARS 00/100
ROYAL BANK OF CANADA
BANK OF MONTREAL
BANK OF MONTREAL
BANK OF MONTREAL
ALGOMA DISTRICT MUNICIPAL ASSOCIATION
L. Watson, Finance Conference (2018) (2018) (2018)
000057 00622-003 100-362-3

3200067253862 9

Endorsement - Signature or Stamp

BACK VERSO



ROYAL BANK OF CANADA
P.O. BOX 4047 TERMINAL A
TORONTO ON M5W 1L5

Business Account Statement

RB8DA11010_3259104 E D 00622

00425



June 1, 2018 to July 3, 2018

ALGOMA DISTRICT MUNICIPAL ASSOCIATION

C/O CATHY CYR

PO BOX 500 40 BROADWAY AVE

WAWA ON P0S 1K0



Account number: 00622 100-362-3

How to reach us:

Please contact your RBC Banking representative or call

1-800-Royal®2-0

(1-800-769-2520)

www.rbcroyalbank.com/business

Account Summary for this Period

Royal Business Community Account®

Royal Bank of Canada

9202 HWY 17-PO BOX 69, BRUCE MINES, ON P0R 1C0

Opening balance on June 1, 2018	\$6,327.54
Total deposits & credits (0)	+ 0.00
Total cheques & debits (2)	- 6.75
Closing balance on July 3, 2018	= \$6,320.79

Have your business needs changed? We can help.

Let us help identify opportunities to take your business to the next level, whether it's making your cash flow cycle more efficient or helping to set the stage for future growth. Your account manager would be pleased to help, or call an RBC Business Advisor at 1-800-769-2520.

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			6,327.54
01 Jun	Monthly fee	3.75		
	Paper statement with images fee 1 @ 3.00	3.00		6,320.79
	Closing balance			6,320.79

Account Fees: \$6.75



ROYAL BANK OF CANADA
P.O. BOX 4047 TERMINAL A
TORONTO ON M5W 1L5

Business Account Statement

RBBDA11010_2567702 E D 00622

00427



ALGOMA DISTRICT MUNICIPAL ASSOCIATION
C/O CATHY CYR
PO BOX 500 40 BROADWAY AVE
WAWA ON P0S 1K0

May 2, 2018 to June 1, 2018

Account number: 00622 100-362-3

How to reach us:

Please contact your RBC Banking representative or call
1-800-Royal[®]2-0
(1-800-769-2520)
www.rbcroyalbank.com/business



Account Summary for this Period



Royal Business Community Account[®]

Royal Bank of Canada
9202 HWY 17-PO BOX 69, BRUCE MINES, ON P0R 1C0

Opening balance on May 2, 2018	\$6,317.54
Total deposits & credits (1)	+ 10.00
Total cheques & debits (0)	- 0.00
Closing balance on June 1, 2018	= \$6,327.54

Have your business needs changed? We can help.

Let us help identify opportunities to take your business to the next level, whether it's making your cash flow cycle more efficient or helping to set the stage for future growth. Your account manager would be pleased to help, or call an RBC Business Advisor at 1-800-769-2520.

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			6,317.54
04 May	BR TO BR - 7722		10.00	6,327.54
	Closing balance			6,327.54



ROYAL BANK OF CANADA
P.O. BOX 4047 TERMINAL A
TORONTO ON M5W 1L5

Business Account Statement

RBBDA11010_1923655 E D 00622

00925



April 2, 2018 to May 2, 2018

ALGOMA DISTRICT MUNICIPAL ASSOCIATION
C/O CATHY CYR
PO BOX 500 40 BROADWAY AVE
WAWA ON P0S 1K0

Account number: 00622 100-362-3

How to reach us:

Please contact your RBC Banking representative or call

1-800-Royal®2-0

(1-800-769-2520)

www.rbcroyalbank.com/business



Account Summary for this Period

Royal Business Community Account®

Royal Bank of Canada

9202 HWY 17-PO BOX 69, BRUCE MINES, ON P0R 1C0

Opening balance on April 2, 2018	\$7,416.84
Total deposits & credits (2)	+ 291.20
Total cheques & debits (5)	- 1,390.50
Closing balance on May 2, 2018	= \$6,317.54

Have your business needs changed? We can help.

Let us help identify opportunities to take your business to the next level, whether it's making your cash flow cycle more efficient or helping to set the stage for future growth. Your account manager would be pleased to help, or call an RBC Business Advisor at 1-800-769-2520.

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			7,416.84
02 Apr	Monthly fee	3.75		
	Paper statement with images fee 1 @ 3.00	3.00		7,410.09
23 Apr	BR TO BR - 7722		191.20	7,601.29
25 Apr	BR TO BR - 7722		100.00	7,701.29
26 Apr	Cheque - 56	1,050.00		6,651.29
30 Apr	Cheque - 55	330.00		6,321.29
01 May	Monthly fee	3.75		6,317.54
	Closing balance			6,317.54

Account Fees: \$10.50



April 2, 2018 to May 2, 2018
Account number: 00622 100-362-3

ALGOMA DISTRICT MUNICIPAL ASSOCIATION

0055

DATE 2 0 1 8 0 4 23
T T T T T T T T

PAY TO THE ORDER OF A. Duckworth \$ 530.00

Three-hundred thirty

 ROYAL BANK OF CANADA
BOUT ST JAMES BRANCH
1202 HWY 11
SIOUX FALLS, SD FOR US

XX DOLLARS 

 ALGONIA DISTRICT MUNICIPAL ASSOCIATION

L. Kinky
Clerk of C.D.

⑈000055⑆ ⑆00622-003⑆ 100-362-3⑆ ⑆000031000⑆



ALGOMA DISTRICT MUNICIPAL ASSOCIATION

0056

DATE 20180423

PAY TO THE ORDER OF Carlyle \$ 1050.00

One thousand fully ☒ DOLLARS ☐ CENTS

ROYAL BANK OF CANADA
BRIDGE HAVEN BRANCH
9302 HWY 13
BRIDGE HAVEN S. ON. P0R 1G0

ALGOMA DISTRICT MUNICIPAL ASSOCIATION

Excess Dr R. Lodge

000056 0006220032 100-362-3P 0000105000

