

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY
Committee of the Whole Meeting
Agenda

Wednesday, October 21, 2020, 3:00 p.m.

Via Zoom

- 1. CALL TO ORDER**
- 2. DECLARATIONS OF PECUNIARY INTEREST**
- 3. ACCEPT THE AGENDA (Additions/Deletions)**
- 4. DELEGATION(\$)**
 - a. MOB Insight Dev. Mktg Strategy - Paul Blais
 - b. Funding for a 2021 tree giveaway - Pete Bock
- 5. STAFF REPORTS**
 - a. Community Services Department
 1. North Glengarry Development and Marketing Strategy
 2. October 2020 Workplan - Community Services Department
 - b. Treasury Department
 1. 2020 Work Plan Updated for October 15, 2020
 - c. Building/Planning and By-law Department
 1. 2020 Work Plan
 - d. Public Work's Department
 1. Winter Storage Contract (95 Lochiel Street East)
 2. Work Plan Update - October 2020

3. Additional Full Time Roads Employee

e. Fire Department

1. 2020 Workplan

6. UNFINISHED BUSINESS

7. OTHER BUSINESS

8. MATTERS ARISING FROM STANDING COMMITTEES

9. NOTICE OF MOTION

Next Committee of the Whole Meeting

November 18, at 3:00 p.m. via zoom

Note: Meeting are subject to change or cancellation.

10. ADJOURNMENT

Section 1

CALL TO ORDER

Section 2

DECLARATIONS OF

PECUNIARY

INTEREST

Section 3

ACCEPT THE AGENDA

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Carma Williams

Seconded by: Jacques Massie

The Committee Members accepts the agenda of the Committee of the Whole on Wednesday October 21st, 2020.

Carried

Deferred

Defeated

Mayor/Deputy Mayor

Section 4

DELEGATIONS



Township of North Glengarry

Development and Marketing Strategy

Presented by: Paul Blais, Executive Vice-President

Date: Oct



Township of
NORTH GLENGARRY

**CORPORATE STRATEGIC PLAN
2019-2023**

OCTOBER 2019





Strategic Focus: Infrastructure

Strategic Objective: To enhance the critical infrastructure in the Town settlement areas.

Actions	Department(s)	T
Provide safe potable water to the residents of Maxville.	Public Works	En
Upgrade the waste water treatment system in the Town of Alexandria to improve the process of removing toxins and meeting the Ministry of the Environment specifications and regulations.	Public Works	Cor F



Strategic Focus: Services

Strategic Objective: Ensure the Township is ready for business development and residential growth.

Actions	Department(s)	Timeframe
Develop a plan to attract residential development across all demographics in Maxville and Alexandria following the completion of the infrastructure projects.	Economic Development/ Planning/ Building	Spring
Continue to be an active partner in the Eastern Ontario Regional Network advocating for improved broadband and cell gap coverage.	Economic Development/ CAO	Ongoing
Showcase the Township's readiness for industrial and commercial business through a marketing plan.	Economic Development	Spring



Competitive Advantages



Value for Money



Nearness to Two Big Cities



Everyday Serenity



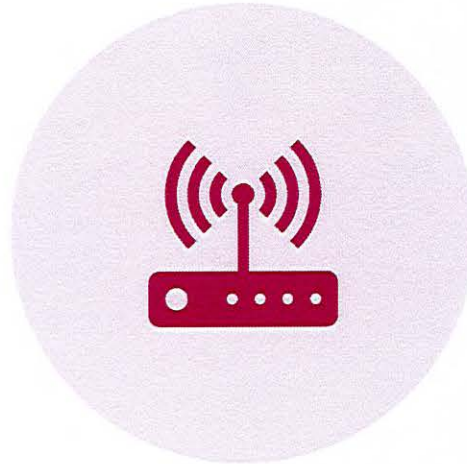
Bilingualism



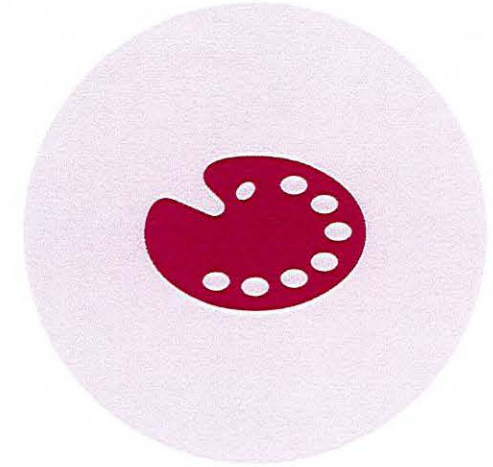
Community Involvement



Competitive Disadvantages – Needs Improvement



BROADBAND INTERNET



RECREATION AND ARTS

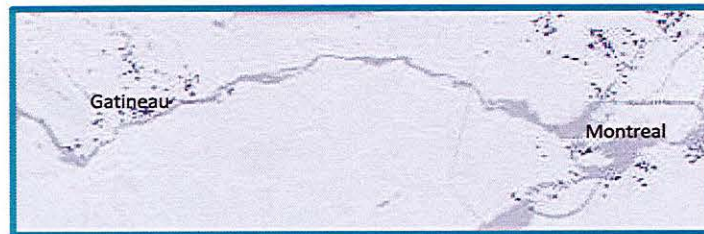


New Resident Market Segments: Families with Younger Children

Stressed in Suburbia: Middle-Income, younger and middle-aged suburban families



Familles Typiques: Younger and middle-aged, suburban QC families



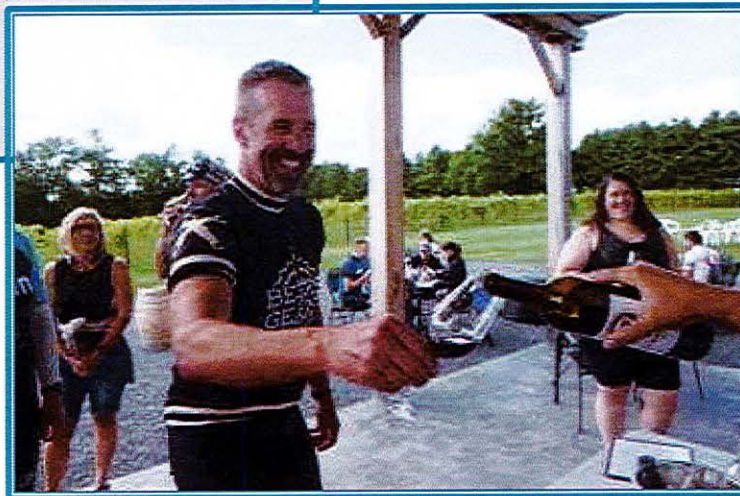
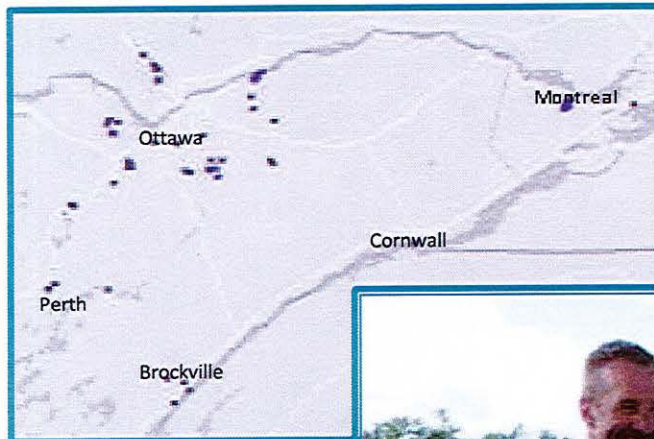
Modern Suburban ethnic younger and middle-aged suburban families



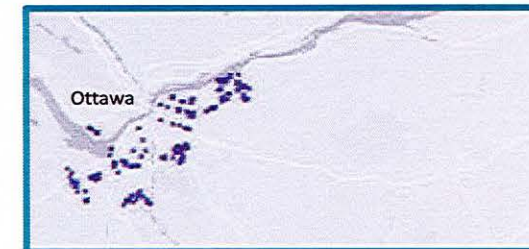


Dreamers: Remote-Operated & Lifestyle/Main Street Business O

Turbo Burbs: Middle-aged upscale suburbanites



Kick-Back Country: Rural, middle-families and couples





Lessons from Carleton Place, Arnprior, and M



Invest in infrastructure



Collaborate across departments – planning, economic development, building dept.



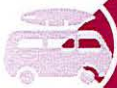
Cut red tape



Work with developers



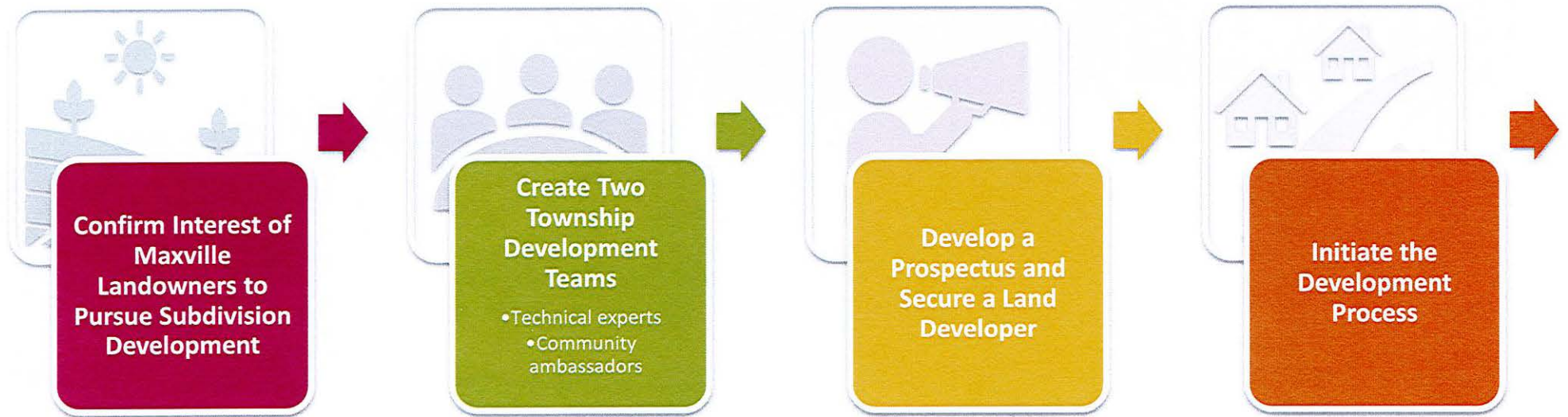
Work with realtors



Day-trip tourism as an intro to the community



The First Steps in the Critical Path





Secondary Steps to be Done Concurrently



Country Estate and Alexandria
Subdivisions



Commercial Gap Analysis and CIP



Understanding the Potential of Infill
Lands

THANK YOU!

Paul Blais
Executive Vice-President
MDB Insight Inc.
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Section 5

STAFF REPORTS

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Jacques Massie

Seconded by: Brenda Noble

THAT the Committee of the Whole receives Staff Report No. COTW CS-2020-11; and

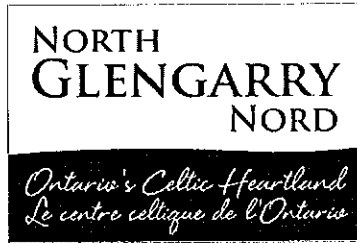
THAT the Committee of the Whole recommends that Council adopts the North Glengarry Development and Marketing Strategy.

Carried

Deferred

Defeated

Mayor/Deputy Mayor



COMMITTEE OF THE WHOLE

STAFF REPORT

Report No: COTW CS-2020-11

October 21, 2020

From: Anne Leduc – Director of Community Services

RE: North Glengarry Development and Marketing Strategy

Recommended Motion:

THAT the Committee of the Whole receives Staff Report No. COTW CS-2020-11; and

THAT the Committee of the Whole recommends that Council adopts the North Glengarry Development and Marketing Strategy.

Background / Analysis:

Council created the new Community Development Committee (Committee) in February 2019. In the course of the meetings, the members of the Committee identified the conception of a Development and Marketing Strategy as an item of importance to support the growth and economic viability of the community. The Corporate Strategy, adopted in October 2019, identified the following points under the Strategic Objective “Ensure the Township is ready for business development and residential growth”:

- Point 1 - Develop a plan to attract residential development across all demographics in Maxville and Alexandria following the completion of the infrastructure projects.
- Point 3 - Showcase the Township's readiness for industrial and commercial business through a marketing plan.

The Community Development Committee has been working with the firm MDB Insight on the strategy since the contract was awarded by Council back in April 2020.

The process included stakeholder engagement in the form of virtual workshops, one-on-one consultations with residents, business and property owners, and developers in our community and in communities with similar paths as ours.

An important component was the analysis of three communities in the Ottawa labour market catchment that have successfully increased their population through intentional residential development from which lessons learned are included in the action plan.

The strategy's Action Plan will be implemented by staff under the Community Development Committee's guidance.

Alternatives:

Recommended – THAT the Committee of the Whole recommends that Council adopts the North Glengarry Development and Marketing Strategy.

OR

Not Recommended – That the Committee of the Whole not support this recommendation.

Financial Implications:

Human and financial resources may be required to advance action items. Staff will include requests for these resources in the yearly budgetary process for consideration by Council.

Attachments & Relevant Legislation:

Relevant Legislation - North Glengarry Corporate Strategy

North Glengarry Development and Marketing Strategy (attached)

Others Consulted:

Kimberly Goyette – Director of Finance

Reviewed and Approved by:
Sarah Huskinson, CAO/Clerk



NORTH GLENGARRY DEVELOPMENT AND MARKETING STRATEGY

SEPTEMBER | 2020

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Note: All images used within this document have been sourced with permission from the Corporation of the Township of North Glengarry unless otherwise referenced.



01

SETTING THE STAGE: THE CASE FOR RESIDENT ATTRACTION

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The Challenge Facing Rural Communities

Resident attraction and retention is an issue with which communities across Canada are grappling. Often discussed in terms of the attraction and retention of “talent” (largely characterized as skilled labour), communities are experiencing a variety of rapid demographic and economic changes that are altering the way their local economies operate. These changes include:

- Low birth rates and aging populations
- Increased mobility of talent based on lifestyle preferences and entrepreneurial opportunities (most especially for the millennial generation)
- The increasing role of innovation, creativity, and knowledge-based employment
- The widespread use of new technologies that give people an ability to work from any geographic location and still tap into a global client basis
- Increased urbanization that is positioning cities as magnets for people due to changing economic, cultural, and lifestyle preferences

To add to these longer term trends, society is now dealing with the social and economic consequences of the COVID-19. While still early to draw definitive conclusions, it appears that the pandemic has accelerated most of these trends, especially the use of technology to work remotely. The emergence of COVID-19 has also added another consideration: health safety that comes with lower density communities.

COVID-19 aside, most of the long-term trends have contributed to a migration of talent to certain hubs of activity, often located in large urban centres. The result of this migration has led to a “hollowing out” of many rural communities as younger generations leave to pursue education or employment opportunities elsewhere. These youth often do not return to their home communities, creating a gap in talent that limits local business growth, places a negative strain on school systems, and discourages new investment in the community. Rural communities throughout Ontario and Quebec have faced many of these challenges.

Rural Renaissance

That said, many rural communities in Ontario have been able to stem the tide of population loss. This is especially true for communities that are within the commuter sheds of large cities. Around Ottawa, this would include communities in Renfrew, Lanark, Leeds & Grenville, Prescott-Russell and Stormont-Dundas-Glengarry Counties. Three of these communities are profiled later in the document to offer how they have been successful. Even those that are a little further out, such as Hastings and Prince Edward Counties have done excellent jobs of appealing to people looking for an alternative from cities. To accelerate the rural renaissance, a lot of discussion and research has been created to understand what drives talent to leave or stay in certain areas. Best practice themes that have emerged from this research include:



- **Having a robust place-based reputation** – strong reputations and positive overall place branding are important in piquing the interest of talent (especially for quality of life migrants)
- **Having a critical mass of enticing employers and job opportunities** – places that can demonstrate they have a variety of good employers and job opportunities are seeing success in talent attraction, and retention as talent actively seeks new challenges and does not stay in one job for long
- **Demonstrating being a “liveable community”** – above and beyond employment opportunities, talent is always looking for communities that can demonstrate they have a good quality of place, such as a vibrant cultural scene, opportunities to participate in the social life of the community, and a pleasant physical environment
- **Having good housing options** – access to well-suited housing that comes in a variety of forms (such as short-term living, apartments, and single-detached houses)
- **Being accessible to the world** – talent in this day and age lives a relatively mobile life, expecting easy transportation access to the outside world to go on trips, participate in national and international networking events and conferences, and be able to tap into creative impulses that go beyond any single community
- **Having a safe, healthy, and clean local environment** – talent tends to be drawn to places where health, safety, and sustainability are priorities and avoid those places where crime, congestion, and environmental problems are obvious
- **Delivering exceptional public services** – talent can be a demanding target group, expecting high quality in the available public services such as schools, day-care, and local infrastructure
- **Having an open social climate** – an open, inclusive, and tolerant climate attracts talent to become part of a community. This atmosphere also acts as a foundation for creativity and innovation, two elements that are also essential factors in attracting and retaining talent
- **Having an “X-Factor”** – attracting and retaining people to a community often has a less measurable “hidden” factor that connects people to a place on a personal level that makes them want to live there (such as having attended school there, a family or friend connection, and attending a cultural or professional event)
- **Peripheral link to a major centre** – communities that lie on the edge or in close proximity to a major centre often provide affordable accommodation with access to the job opportunities and diversity of a major centre that is a magnet for growth

North Glengarry has many of these characteristics. Some are more prevalent than others, but the assessment that is the subject of this report concludes that North Glengarry has more than enough to offer to be successful. What it needs now is a plan that concurrently, attracts interest from residential home builders to develop its shovel-ready lands while gaining the interest of prospective residents who are excited about the opportunity to own a home in a beautiful rural community.



02

SITUATIONAL ANALYSIS

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Township Strategies/Plans that Support this Initiative

The Township of North Glengarry completed an economic development strategy in 2016 at the same time that the United Counties completed their economic development strategy. Residential growth and development was identified as a high priority, primarily under the Creative Professionals target market. Furthermore, the Ottawa and Montreal metro areas were pinpointed as the most likely origin of these investors and new residents.

At the time, water and sewer infrastructure/capacity was seen as the primary limiting factor to large-scale success. Since then, the Township has been effectively dealing with this matter. Earlier in 2020, the Maxville water project was completed and high on the Township's list of current corporate goals is improving the capacity of wastewater treatment in Alexandria. In that same 2019-2023 Corporate Strategic Plan, the Township has identified "Develop a plan to attract residential development" as a primary goal.

As indicated by the Township's Economic Development Office, interest in locating to North Glengarry has been quite strong. In both 2019 and early 2020, the Township fielded several inquiries from small business operators and potential residents. There have been successes over the last nine months with the opening of La Buvette Restaurant, Stonehouse Vineyard, and Wood Brothers Brewing, construction of Theoret Residential 16-plex apartment project, and expansion of Butchers to Go. Reports are that inquiries continue to be frequent and a number of residential, commercial and industrial projects are in the wings looking for final approvals or confirmation of investor interest.

The Township's proactive efforts to accommodate small business and residential development are paying off. The timing seems right to increase marketing and promotion outreach.

Stakeholder Engagement Key Themes

Through the course of the project, there were many ways in which the community was engaged:

- **Workshop with the Township's Community Development Committee:** The project consulting team met over videoconference with North Glengarry's Community Development Committee. The Committee is chaired by Deputy Mayor Carma Williams and includes local business and community leaders. Amongst the outcomes were a confirmation that the most likely target markets to attract to North Glengarry are families with young children (or looking to start a family) and independent professionals who can run their business remotely.
- **Public Stakeholder Workshop:** Held on Zoom and Facebook Live, residents, business owners and frequent visitors of North Glengarry were encouraged to attend. Dozens of attendees took part in this feedback session to determine the vision for the future growth of North Glengarry, and whom they felt were the Township's best bet to attract as future residents. Due to the use of Facebook Live, this workshop has been viewed nearly 780 times which confirms that visitor traffic was brisk.
- **Online Survey:** 127 individuals from North Glengarry and the surrounding areas participated in an online survey. This survey directed specific questions to residents of North Glengarry, enticing them to reflect on the positive attributes of the region and why they decided to live there. Further, non-residents were directed to questions to identify their opinions and perceptions of North Glengarry



and gauged their preferences and needs when seeking a new place to live. The survey aimed to identify potential target markets to direct advertising for the area and to gather valuable inferences about the needs of this target market. The complete response summary can be found in Appendix B.

- **Interviews with Realty Community:** Several residential developers and real estate professionals were consulted for their opinions on the potential for North Glengarry to attract residential investment. The perceptions are that North Glengarry has a location that would appeal to city dwellers and those that can work or run their businesses remotely. There was an emphasis on the prospects for rural communities to capitalize on concerns brought forward by COVID-19. Every interviewee was not aware of the improvements to water services in Maxville, and the respondents had suggestions on how to reach their industry with the message that North Glengarry is 'open for business'. These suggestions are reflected in the action plan.

Below are the main themes that arose from the input.



Quality of Life – The survey of non-North Glengarry residents identified that the respondents placed a high level of importance (8.8 out of 10) on quality of life when considering a place to live. Further, the residents of North Glengarry rated the quality of life as one of the most significant comparative advantages of the community over Ottawa/Montreal and residents also chose this factor frequently as a reason they had moved to North Glengarry. Participants of the community and committee workshops spent substantial time discussing the cultural and recreational activities in the region, often noting these attributes as some of its greatest strengths. This comparison reinforces the fact that the quality of life in North Glengarry is one of its greatest strengths for attracting new residents, and this should be emphasized through marketing and attraction initiatives.



Jobs and Employment Opportunities – The availability of jobs was the factor to which respondents believed Ottawa/Montreal had the most advantage over North Glengarry. Further, residents who indicated they might leave at some point in their lifetime rated the 'Availability of employment opportunities for my skillset' as the top factor which might cause them to leave the region. Non-residents showed high levels of agreement with the statements, "I would move to the North Glengarry for a higher rate of compensation," and "I would move to North Glengarry for the same rate of compensation." These respondents reported low levels of agreement with the statements, "North Glengarry has better employment opportunities for my skillset than my present location" and "I am likely to find a suitable or better job in North Glengarry." Taking the average across all respondents, safety/low crime rate, affordable housing, and cost of living were all rated as more important when deciding on a place to live than compensation/salary and job advancement opportunities. These findings indicate that while the availability of jobs and employment opportunities may be a limiting factor for individuals considering living in North Glengarry, these are not necessarily the most important factors for prospective residents. Workshop participants identified a substantial opportunity for employment growth due to the proximity to Ottawa and Montreal, ease of transportation, and the available development opportunities in the area. The rise in remote work also presented an option, as people can live in the area



with a high quality of life and low cost of living while working from home. Further economic growth and land development can help to improve the availability of jobs, which would strengthen North Glengarry's ability to leverage its most substantial assets, such as quality of life and low cost of living.



Housing Options – When asked about their ideal setting to live, the non-resident survey respondents picked rural hobby farms and village/hamlet settings more frequently than all other options. Further, 42% of non-residents responded that they were willing to commute 30 minutes to an hour for work. Given its characteristics, these factors make North Glengarry a favourable location to live for individuals with these preferences who could still commute into Ottawa or Montreal. However, 81% of North Glengarry residents surveyed rated the availability of existing desirable housing options as somewhat or much better in Ottawa/Montreal compared to North Glengarry. Interestingly, the majority of residents also rated the housing prices better in Ottawa/Montreal compared to North Glengarry. These findings may indicate that despite many non-residents' having stated a preference for rural homes with short commute times, the low availability of housing stock in the area may be preventing individuals from settling in the township. Participants in the workshop related that housing prices are very reasonable in North Glengarry. They hoped to see more housing options become available, particularly for mixed levels of income and family size. Young families were identified as a particular interest group, as these individuals may be more likely to move before their children get to school age which would also aid the areas dwindling school populations. To attract these young families, housing developments that include an array of sizes and costs would be beneficial.



Potential for Remote Workers and Broadband Internet – The COVID-19 pandemic has undoubtedly made many Canadians rethink their living and working situations. Remote work has become a standard practice in many organizations, and rural communities have a chance to attract new residents without local job offerings. Non-residents of North Glengarry gave an average rating of 7.2/10 in terms of their level of agreement with the statement, "North Glengarry would be a great place to live while working remotely," which was the second-highest-rated statement. Nonetheless, the "Availability of broadband internet" was one of the residents' top reasons that they had speculated might cause them to move away from North Glengarry. A significant portion of the conversation during community and committee workshops was spent discussing the importance of high-speed internet and cell phone service, particularly during a time when remote work is on the rise. These responses show that there is a significant potential for North Glengarry to attract remote workers, but the availability of broadband internet is a limiting factor to achieving this goal. More information is needed regarding the current availability of broadband internet, and the needs for improvement to further assess this perception.



Economic Base Analysis Highlights

The economic base analysis identified key contextual findings regarding the demographic and economic characteristics of North Glengarry. These characteristics of North Glengarry were compared to the broader county (in the United Counties of Stormont, Dundas and Glengarry) and to the Province of Ontario. Most of the findings in this section, serve to inform the strategy by providing the current economic and demographic context of North Glengarry. The detailed findings, along with tables representing the data, are included in Appendix A. Some key themes from this detailed analysis which were pertinent to the current study are listed below:

- The overall population growth in North Glengarry was small compared to the United Counties of Stormont, Dundas and Glengarry and the province (Figure 1, Appendix A). The median age (shown in Figure 3, Appendix A) increased from 47.2 in 2011 to 50.9 in 2018 in North Glengarry, which was higher than the 2018 median age in both the United Counties of Stormont, Dundas and Glengarry (46.8) and the province (41.5). The growing population suggests room for improvement in the level of growth within the Township, since the surrounding areas have been able to achieve higher growth rates and lower median age.
- In 2018, North Glengarry had a lower share of external migrants than Stormont, Dundas and Glengarry County and the province, but higher levels of internal migrants (Figure 13, Appendix A).
- The median value of dwelling in North Glengarry in 2018 was only 54% of the median in the Province of Ontario. The median monthly shelter costs for rented dwellings in North Glengarry in 2018 (\$807) was \$222 less than the province (Figure 6, Appendix A). These shelter costs include, where applicable, the rent and the costs of electricity, heat, water and other municipal services.
- In North Glengarry and the surrounding county, the proportion of individuals with post-secondary education or training was 10% lower than the province (Figure 11, Appendix A).
- The unemployment rate was lower than the provincial rate in 2011 (7.9% compared to 8.2% in the province), but as of 2018, the rate was higher (6.4% compared to 5.8% in the province; Figure 15, Appendix A). Between 2011 and 2018 North Glengarry had surpassed the labour force participation rate (the proportion of the population working or looking for work) in the rest of the County and reached their participation rate of 62.2% (Figure 15, Appendix A). Compared to the province, Figure 16 in Appendix A shows that North Glengarry also had a higher proportion of self-employed workers (16.9%) compared to the province (11.5%).
- Comparing North Glengarry to the province, we were able to determine the industries with a relative advantage based on the density of employment in that sector. Using 2-digit NAICS codes, Agriculture, forestry, fishing and hunting; Utilities; Other services (except public administration); and Transportation and warehousing were the industries with a higher proportion of employment in North Glengarry compared to the province. Agriculture, forestry, fishing and hunting; Utilities; and Health care and social assistance were the industries a high or moderate advantage in North Glengarry that were observed to be growing between 2011 and 2018 (Figure 19, Appendix A).
- An analysis of relative growth in industries in North Glengarry compared to the province identified that Agriculture, forestry, fishing and hunting; Administrative and support, waste management and remediation services; and Real estate and rental and leasing are all growing industries, supported



mostly by local economic factors. These industries diverged in a positive direction from the provincial employment trends (Figure 20, Appendix A).

- In terms of occupations, North Glengarry experienced the largest growth between 2011-2018 in Trades, transport and equipment operators and related occupations; and Management occupations (Figure 23, Appendix A).
- Workers in North Glengarry commuted to other census sub-divisions more frequently compared to the province (52.5% compared to 42% for the province; Figure 24, Appendix A). Further, approximately 25% commuted outside of the census division, which is higher than the rest of the United Counties of Stormont, Dundas and Glengarry. The most frequent commuting destinations were Ottawa and Cornwall, and the most frequent occupational groups of commuters were in professions related to Public administration and Construction (Figure 25, Appendix A).
- In North Glengarry in 2019, 68% of businesses had no employees, and 16% had 1-4 employees. Retail trade; Health care and social assistance; and Construction are the industries with the largest number of businesses with employees. Agriculture, forestry, fishing and hunting; Real estate, rental and leasing; and Construction are the industries with the largest number of businesses without employees (Figure 28, Appendix A).






SOARR Assessment

A SOARR Assessment is a model for reflecting on strategic planning by studying identified Strengths, Opportunities, Aspirations, Risks and Results (SOARR). It is a forward-looking model, taking elements of what would traditionally be affiliated with a Strengths Weaknesses Opportunities and Threats (SWOT) analysis and using insights gained through stakeholder consultations to inform what is desired for the future and how to know when our aspirations have been met. The key concepts underpinning the SOARR model are outlined in the figure below. In essence, the SOARR Assessment represents a summary of all the key learnings uncovered to date so that some preliminary directions can be explored for the Economic Development Strategy.

Key Considerations for a SOARR Analysis

	Strengths What can we build on?	<ul style="list-style-type: none">• What are we doing well?• What key achievements are we most proud of?• What positive aspects have individuals and enterprises commented on?
	Opportunities What are our best possible future opportunities?	<ul style="list-style-type: none">• What changes in demand do we expect to see in the future?• What external forces or trends may positively affect development?• What are the key areas of untapped potential?• What weaknesses or threats can be converted into SMART improvements?
	Aspirations What do we care deeply about achieving?	<ul style="list-style-type: none">• What are we deeply passionate about?• What difference do we hope to make for businesses, residents, and institutions?• What does our preferred future look like?
	Risks How will we recognize and mitigate or eliminate potential risks?	<ul style="list-style-type: none">• What challenges do we need to be aware of?• What policy shifts could impact our aspirations?• What contingencies should be in place address threats or consequences?
	Results How will we know we are succeeding?	<ul style="list-style-type: none">• What are the key goals we would like to accomplish in order to achieve these results?• What meaningful measures will indicate that we are on track toward achieving our goals?• What resources are needed to implement our most vital projects and initiatives?



STRENGTHS

What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

- **Food scene:** North Glengarry's food scene, farm to table, and culinary experiences were mentioned numerous times throughout the workshop as something to celebrate. The Quirky Carrot, Gaetan's Chip Truck, La Belle Sorel and the North Glengarry Restaurant were some of the specific destinations that residents appreciated.
- **Entrepreneurialism:** Stakeholders appreciated the entrepreneurial culture that is found in the township.
- **Arts and culture:** Stakeholders specifically appreciated North Glengarry's concerts and arts events.
- **Hospital:** Stakeholders noted that the hospital was a key component for the area's continued prosperity and that it had a great reputation. The health care sector was identified in the economic base analysis as one of the industries relative strengths compared to the province that was also growing.
- **Schools:** Residents appreciated the variety of both English and French language schools for their children to attend, and it was noted as a significant strength.
- **Friendly:** The people and their welcoming nature were noted multiple times.
- **Bilingualism:** Stakeholders noted that bilingualism might be an underappreciated asset of the area.
- **Affordability:** Current residents noted that a low cost of living was a significant factor in their decision to move to North Glengarry.
- **Community and quality of life:** Current residents noted that the sense of community and quality of life was a major factor in their decision to move to North Glengarry. The economic base analysis identified a relatively high proportion of commuters that lived in the Township but commute elsewhere. This finding speaks to the quality of life in the area, as many workers accept a longer commute to enable them to live within it.
- **Accessible and interactive Township Council:** Residents appreciated the accessibility of their Council.
- **Historic architecture:** Residents appreciated the historic feel of the area.



OPPORTUNITIES

What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

- **Housing:** Housing was, by far, the greatest need when preparing to attract new residents to North Glengarry. Stakeholders discussed a tight real estate market and there was discussion that the demand for housing existed. The economic base analysis suggested that employment in the real estate and housing industry was growing, and this was accounted for mostly by growing local demand. The stakeholders identified that the Township just needed to attract housing development to increase the supply of housing and accommodate for the new residents that they hoped to attract. Preferred housing types included bungalows or starter homes, and smaller units (for singles or couples).
- **Young families:** Workshop participants and survey respondents identified young families as a preferred target market that would grow the township in the long-term. The economic base analysis identified that North Glengarry had a higher median age than the surrounding county and the wider province, which implies lower proportions of working-age individuals.
- **COVID-19 and work from home:** With the new reality of COVID-19 and its impacts on the workforce, stakeholders saw an opportunity to attract new residents from Ottawa or Montreal who held full-time jobs based out of those cities but were able to work remotely.
- **Internet:** The promise of enhanced internet connectivity would give North Glengarry the ability to attract more remote working individuals and entrepreneurs.
- **Coworking space:** Some stakeholders noted that the creation of a coworking space would put North Glengarry at an advantage to attracting new residents and business owners who work remotely.
- **Water and sewer:** Maxville's water project and the upgrade to Alexandria's lagoon will position North Glengarry to attract residential developers.
- **Better website and external marketing:** Some stakeholders felt that the Township's website and external marketing messaging are underselling the area.



A

ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

- To increase the township's population.
- To be a community on the cutting edge of culture, local food, festivals and events, etc.
- To have lively main streets with thriving independent businesses.
- To become an innovative and creative community that attracts millennials, families and retirees.

R

RISKS

How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

- Failure to upgrade internet connectivity would leave North Glengarry behind competitor communities in attracting a remote worker base of new residents.
- Failure to attract housing developers will leave North Glengarry without the ability to attract new residents due to lack of housing options.
- COVID-19 and its impacts on downtown and storefront retail businesses may persist and threaten the health of the township's main streets.

R

RESULTS

How will we know we are succeeding?

- What are the key goals we would like to accomplish in order to achieve these results?
- What meaningful measures will indicate that we are on track toward achieving our goals?
- What resources are needed to implement our most vital projects and initiatives?

- Population growth.
- New housing starts.
- More independent remote working professional services businesses.
- New retail and hospitality businesses.
- Increased activity in downtowns Alexandria and Maxville.



03

STRATEGIES TO ATTRACT RESIDENTIAL DEVELOPMENT

NORTH
GLENGARRY
NORD

*Ontario's Celtic Heartland
Le centre celtique de l'Ontario*



MDB
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New Resident Market Segments

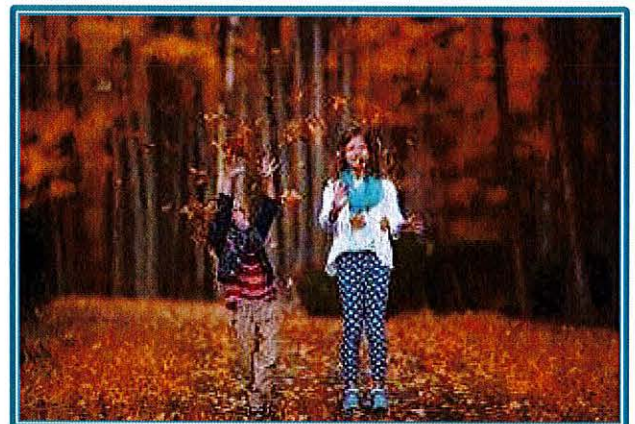
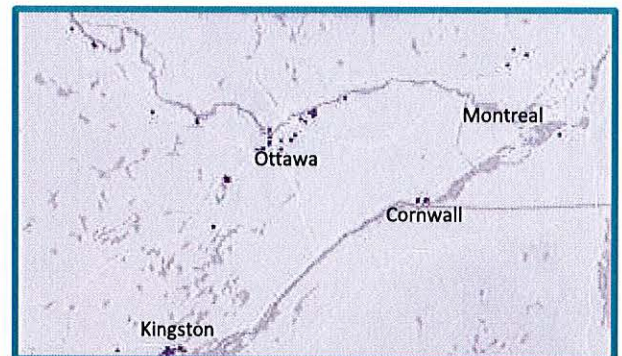
Based on the data and community input, and discussions with members of the Township's Community Development Committee, the following personas are those that should be considered as North Glengarry's best opportunities for resident attraction. The market segments were created through Environics Analytics PRIZM profiles, which include demographic, behavioural, financial, health and psychographic insights. These profiles are matched to postal codes in Canada where these market segments live. The bright purple pixels on the maps indicate these locations.

Families with Younger Children

These segments are inspired to find a less expensive and healthier environment to raise their young families. They require relatively easy access to their jobs in Ottawa and Montreal and the ability to work remotely. There will be increasing interest from these personas during the COVID-19 pandemic and beyond. They are middle-class income earners who will appreciate the value of the homes available for sale or being built in North Glengarry.

Stressed in Suburbia: Middle-income, younger and middle-aged suburban families

Located in the older suburban neighbourhoods of midsize cities, *Stressed in Suburbia* offers a portrait of busy, working families. Hardly homogenous, households may contain couples, families with children and lone-parent families, maintainers range in age from 25 to 54, and children include toddlers and teenagers. Nearly 80% own their homes, a mix of singles, semis and row houses. Most are third-plus-generation Canadians. With moderate educations and midscale incomes from two wage earners, they pursue wide-ranging interests—from sports like cross-country skiing and golf to cultural activities like country music concerts and dinner theatres. These residents often drive domestic pickups, eat at drive-throughs, and vacation using their campers. Mindful of saving money, many do their home improvements and landscaping. **AVERAGE HOUSEHOLD INCOME: \$102,402; AVERAGE HOUSEHOLD NET WORTH: \$321,484.**

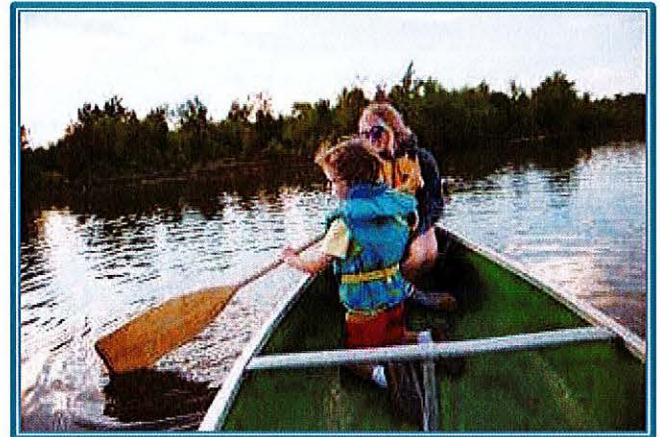
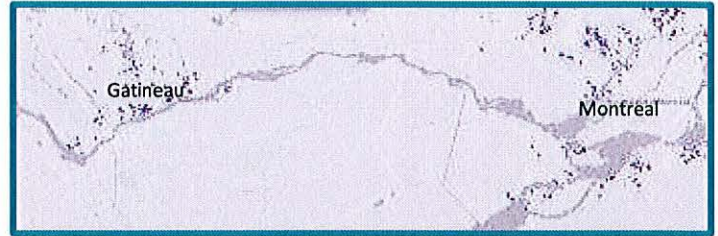




Familles Typiques: Younger and middle-aged, suburban Quebec families

Familles Typiques is a classic francophone segment, a collection of younger and middle-aged suburban

families with children under the age of 15. These households are three times more likely than the national average to consist of common-law unions with kids. With their mixed educations, residents hold a variety of jobs in health, business and the trades. And their midrange incomes go far in their communities where residences—a mix of singles, semis and low-rise apartments—are valued at 40% below average. Fond of outdoor sports, residents enjoy cycling, skating, skiing and playing racquet sports. After all that exercise, they reward themselves by going out to a French restaurant or kicking back with a glass of pinot noir at home. **AVERAGE HOUSEHOLD INCOME: \$106,929; AVERAGE HOUSEHOLD NET WORTH: \$266,592.**



Modern Suburbia: Multi-ethnic younger and middle-aged suburbanites

With one of the highest percentages of suburban households, Modern Suburbia is a magnet for younger and middle-aged, diverse families with young children. Many of these acculturated households contain first- and second-generation Canadians from Asia and South Asia. With their university and college educations, they earn upper-middle-class incomes that allow them to own new single-detached, semi-detached or row houses. Modern Suburbia members have crafted active lifestyles for their relatively large families. They participate in team sports, including basketball and hockey, often followed by a trip to a pizza or burger restaurant. For a splurge, they head to kid-friendly venues such as amusement parks, zoos and aquariums. And many rely on their mobile phones for everything from banking to streaming music. **AVERAGE HOUSEHOLD INCOME: \$137,614; AVERAGE HOUSEHOLD NET WORTH: \$479,204.**





Dreamers: Remote-Operated & Lifestyle/Main Street Business Owners

These segments have the means to move. They are motivated by the fact that they can operate their business from home or a small office and easily visit their clients in Ottawa/Montreal or make a quick drive to catch a flight to Calgary, New York or Mumbai. For those that have more of a local business base, they are also motivated to start their café, retail boutique, or art studio in a less expensive environment. They will be interested in a variety of housing types that are common to North Glengarry including larger homes on country properties, single-detached suburban developments and more inexpensive upper-floor apartments and row homes.

Turbo Burbs: Middle-aged upscale suburbanites

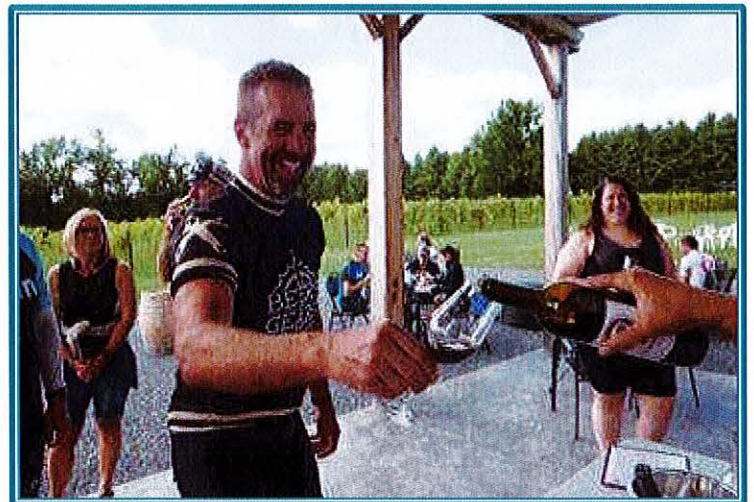
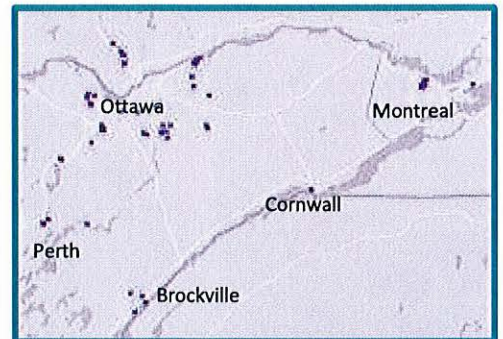
The wealthiest suburban segment, Turbo Burbs is a haven for middle-aged families enjoying the fruits of their labour. Found in the outer-ring subdivisions of large cities, the segment mostly contains families with children between the ages of 10 and 25. More than 90% of households live in recently built houses, often graced with gardens and decks. The adults have parlayed mixed educations into

well-paying jobs in finance, education and government. Many spend a lot of time in their cars to commute to work and chauffeur their teenage children to after-school activities. While these families live well, participating in outdoor sports and travelling extensively, they also give back to the community, volunteering their time and donating freely to charities.

AVERAGE HOUSEHOLD INCOME: \$212,649;

AVERAGE HOUSEHOLD NET WORTH:

\$1,483,649.





Kick-Back Country: Rural, middle-aged upscale families and couples

The wealthiest rural lifestyle, Kick-Back Country consists of middle-aged families and older couples living in rustic areas near large and medium-sized cities. The maintainers tend to be between 45 and 64 years old, their children from 5 to 24. Despite mixed educations, they earn impressive incomes from well-paying jobs in mining, construction, trades and transportation. Nine out of ten households own a home, typically a spacious, single-detached house. Here beyond the urban sprawl, driveways often contain compact SUVs and large pickups for commuting to work, hauling boats

and campers, and travelling to the city for shopping. They aren't too remote for big-city nightlife, but they also like staying home to watch TV sports and listen to country music radio stations.

AVERAGE HOUSEHOLD INCOME: \$145,714;
AVERAGE HOUSEHOLD NET WORTH: \$935,079.





Investment Readiness/Competitiveness Assessment

North Glengarry fares quite well when compared with the primary factors that young families and creative professionals use to determine whether or not the region is a good location for their business on a full-time, year-round basis. The following table offers some perspective and is presented not only as a state of the current situation but as a gauge for what needs to be improved for the community to be consistently successful.



Performance is very positive and may present a competitive advantage.



Performance is positive.



Performance is positive in some ways and harmful in others.



Performance could improve for this location factor.








Performance is significantly lacking and may present a competitive disadvantage.

Living in North Glengarry: Residential Factors

Critical Location Factor	Local Performance	Explanation
Bilingualism		Few places in Canada offer a better opportunity to communicate in both French and English without the expectation of either.
Getting Involved in the Community		Input from workshops indicates that the percentage of people involved in the community is probably reasonably high compared to urban areas. “Community” is thriving, and the general friendliness will make it easy to integrate “whether you want to or not”!
Housing Availability and Cost		The housing market is currently hot. Listings are not on the market long and, while frustrating for some buyers, it does create enthusiasm that can be leveraged. Even with demand greater than supply, housing values are tremendously low compared to Ottawa and Montreal, and homeowners have the opportunity to carry significant capital with them to lower their mortgage. Available supply must be improved for the positive to be sustained.



Critical Location Factor	Local Performance	Explanation
Shopping Amenities		It depends on what you want. Both Maxville and Alexandria have nearby access to grocery stores and specialty foods. If you want warehouse/large format retail like Walmart and Costco, the closest options are Cornwall or Ottawa. If you want your eggs, veggies, and meat from a local farmer, then North Glengarry is a positive over the big city.
Natural Surroundings and Heritage		North Glengarry is a beautiful place to live with quiet countryside. It lacks dramatic vistas and natural features that offer an iconic symbol or widely recognized destination. Well-kept historic buildings in the area also add to the local scenery.
Elementary and Secondary Schools	 	Anecdotal evidence indicates that the quality of the school systems is solid. However, the perceived sustainability of local schools is an ongoing challenge in North Glengarry. Population growth will change this, but early investors with families may be concerned about this.
Recreation, Arts and Culture		The absolute essentials for recreation are there – a soon to be refurbished ice arena, soccer and softball fields, and an indoor recreational facility. However, compared to suburban communities of Montreal and Ottawa, the quality of facilities and variety of sports and recreation are less. Equally so for the arts community, there are avenues for people to participate, but they are likely to be considered fewer than what people are used to.








Small Business in North Glengarry: Doing Business Factors

Critical Location Factor	Local Performance	Explanation
Business Community		Several positive changes can be seen on the main streets of both Maxville and Alexandria. On and behind the main streets, there are some vacancies, but Alexandria's industrial businesses are mostly holding their own and looking for workers. There are good stories to tell in the agriculture sector, which is vital for a rural hub like North Glengarry. Overall, this activity is inspiring to investors.
Availability of Buildings		Commercial space in every category is not going to be available. Still, an independent entrepreneur looking for small office space, a location on main street or a location in a small plaza, the opportunities are there.
Population Change		Estimates from 2018 indicate a slight increase in population since 2016, but the trend from 2006 to 2016 was gradual decline. Lack of population growth makes it more challenging to attract businesses who depend on local population.

Factors Important to Both New Residents and New Small Business Operators

Critical Location Factor	Local Performance	Explanation
Proximity to Airports		Alexandria is an easy one hour drive to international airports in both Ottawa and Montreal. This offers consumers a great selection of routes and pricing.
Time Lost to Traffic Congestion		Are you kidding me?
Proximity to Highways & Markets		North Glengarry offers excellent access to Highways 417 and 401. A substantial benefit is that the community is located nearly equidistant to Ottawa and Montreal. However, for those that are closely aligned to just one of those cities, there are many places closer.
Emergency Services		The area has local fire and emergency services, with region-wide enhanced 911.



Critical Location Factor	Local Performance	Explanation
Health Care Facilities	 	<p>There is a full-service hospital in Alexandria. Access to health practitioners appears to be good. Seniors housing is available throughout the area, but more home care and extended care will be required as the population ages.</p>
Colleges and Universities	 	<p>High school graduates will be doing their post-secondary education outside of North Glengarry. If you want them close, college options are close as Cornwall and plenty of university and college choices in Montreal and Ottawa.</p>
Broadband Internet		<p>Broadband service is mixed. It is good enough for most business applications and streaming activity in Alexandria and Maxville, which is the primary focus of this study. Some rural areas are fortunate enough to be alongside a current or planned fibre or cable route. For those that are not, they are left with wireless or satellite options that are less reliable. It was identified in the public survey as one of the factors whereby residents may consider moving away. Overall, it will be looked upon as a potential barrier.</p>



Competitive Advantages and Competitive Disadvantages

Unless extenuating circumstances such as the need to move closer to an aging parent, new residents and creative professionals have a tremendous number of choices. The following statement of competitive advantages and competitive disadvantages aims to identify how North Glengarry is positioned against the vast numbers of communities that will welcome their investment.

Competitive Advantages (to be emphasized in public relations and marketing)	Competitive Disadvantages (factors to improve)
<ul style="list-style-type: none">▪ Value for Money – Sell your home in the city and lower your mortgage or upsize for the same price.▪ Nearness to Two Big Cities – Many communities are close to one metro. Far fewer are within an hour’s drive of two.▪ Everyday Serenity – North Glengarry offers a quiet escape every day, not just on the weekend or a vacation.▪ Easy Bilingualism – Speak your choice of English or French.▪ Community Involvement – If you are interested, there is a community of likeminded great people for you to know.	<ul style="list-style-type: none">▪ Broadband Internet – Understanding that most communities in rural Eastern Ontario are facing this challenge, there needs to be an emphasis on the excellent quality in some locations and improvements needed in others.▪ Recreation and Arts – Diversity of program offerings will be less than the cities so focus on quality, the fact that these activities are a very short drive from home and those that are excelling have choices of advanced programs in Ottawa and Montreal.



Lessons from Communities in Similar Situations

There are a number of communities in the Ottawa labour market that have successfully increased their population through intentional residential development. Three case studies are outlined below with lessons that will be reflected in next section's action plan.

Town of Carleton Place

The Town of Carleton Place has experienced significant growth over the last 20 years. Its historic downtown is a 20-minute drive to Kanata and 40 minutes to downtown Ottawa. Residential development has increased significantly in recent years. This has largely been a response to converting Highway 7 to a four-lane freeway eastbound to Highway 417. That project was completed in 2012. After a decade of population growth of ~4% between 2001 and 2011, growth between 2011 and 2016 was more than doubled at 8.5%.

The prospect of residential growth prompted the need for land use planning and growth management to ensure that Carleton Place's amenities and infrastructure could accommodate its growing population.

Commercial growth also occurred as a market response to the Town's growing population. An example of one such development was Carleton Place Colonnade, a retail hub on Highway 7 in the town's east end. That site was a 64-acre farm owned by a landowner whose intentions were to develop and sell the land. The landowner worked with Colonnade Bridgeport, an Ottawa-based real estate investment and development firm, to attract major retailers to a 20-acre retail centre. The remaining 44 acres were rezoned to residential to coincide with the timing of the completion of Highway 7 and were sold to a major home builder.¹

In 2013, the Town (through the Chief Administrative Officer and Director of Planning and Development) collaborated with six private landowners to develop a conceptual design plan for the area around Highway 7. The land that this plan covers was annexed from Beckwith Township by the Town of Carleton Place in 1997 as part of the Town's urban boundary expansion. The lands within the Conceptual Design Plan (CDP) were owned by nine different landowners and comprise much of the developable land within the town. The municipality and those landowners joined together to establish a unified vision for the lands to ensure it was a cohesive, complete community. This CDP is used to guide the assessment of individual planning applications to the Highway 7 South community.²

The Town also maintains an active online interactive map of its pending development permits.³ This map reveals all pending permits with the Town, many of them residential, or mixed-use residential.

¹ <https://colonnadebridgeport.ca/pf/carleton-place-colonnade/>

² <https://carletonplace.ca/photos/custom/112110-UDG-Report%202013%20July24.pdf>

³ <https://carletonplace.ca/developmentmap.php>



There are a series of lots that are zoned residential where the Town understands that the owner of the property is investigating and may be submitting an application for the development of the property.

Best Practices Observed

The Town of Carleton Place's growth has largely been private sector driven, but the Town has taken a proactive approach to urban planning and growth management. Its planning department maintains close relationships with private developers and has shown evidence of a collaborative relationship with private landowners as evidenced by the CDP for lands in Highway 7 South.

Officials break ground on Carleton Place arena project | Image sourced from InsideOttawaValley.com



Town of Arnprior

Arnprior's growing population is often attributed to the expansion of Highway 417. The highway expansion resulted in a boom in housing developments, and a 13.4% population increase between the 2006 and 2011 census years, followed by an 8.4% increase between 2011-2016. It is the second fastest-growing municipality in Eastern Ontario.

Arnprior's approach to residential growth and the interest it was receiving from developers was twofold: shovel readiness, and an open-door policy. In 2013, it invested in a Water and Wastewater Master Plan and a new water treatment plant to add needed capacity to its water treatment system as a result of population growth. All lands that were redeveloped were privately owned, predominantly farmland. Those lands were purchased by developers, and the Town worked to ensure that it was as easy as



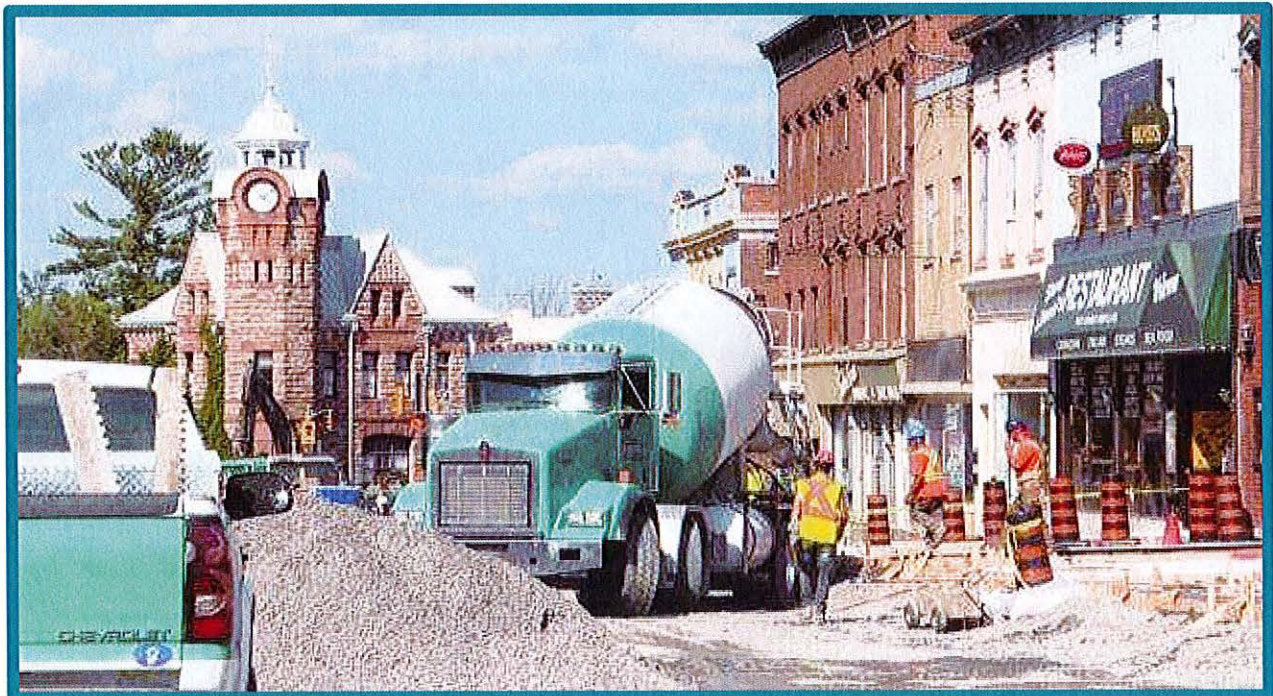
possible for developers to acquire permits and begin development, while still following statutory requirements for permitting.

Arnprior's growth has been so significant that the Town began to run out of residentially-zoned land. In response, in 2017 it updated its Comprehensive Zoning Bylaw to encourage densification within the town's boundaries.

Arnprior did not directly undertake any targeted resident attraction. However, it did support developers by focusing tourism efforts that encouraged day trips by Ottawa residents, which had the effect of increasing awareness of Arnprior as both a tourism destination and a place to live.

Best Practices Observed

The Town of Arnprior took a relatively hands-off approach to its residential development success, though it was proactive in important ways. First, it invested in critical infrastructure that it would need to service a growing population, as it did with the water treatment plant. Second, it was committed to working with developers to eliminate red tape and make residential development as easy as possible. Its approach to day-trip tourism from Ottawa was a smart marketing strategy to showcase Arnprior to prospective residents from that market.



Construction crews work to improve infrastructure and enhance the Arnprior streetscape | Image sourced from [CBC.com](https://www.cbc.com)

Municipality of North Grenville



Kemptville Landing - New Home Community Development in North Grenville | Image sourced from [HomeFinder.ca](https://www.homefinder.ca)

Another Ottawa-area municipality that has experienced residential growth as a result of highway expansion is the Municipality of North Grenville, which includes Kemptville. Highway 416 expansion was completed in 1998 and, not coincidentally, North Grenville's population has grown since then. Between the 2011 and 2016 Censuses the population grew by 13.4% and it continues to be one of the fastest-growing communities in Eastern Ontario.

The Municipality's approach to resident attraction was not passive. They invested in a water treatment plant to add needed capacity in anticipation of residential and associated commercial development. Beyond that, the municipality made it as easy as possible for developers to invest in the area. Some of the things that the municipality did to support residential developers were:

- Offer flexibility in zoning amendments
- Foster an open-door policy for developers at the municipality
- Hosting a 'Golf Day' for residential developers and the broader network of investors and influencers
- The creation of an Economic Development Advisory Committee, with which they invited developers to sit on the committee
- Creation of a Development and Review Team, which included planning staff, economic development, building permit staff, the CAO, and any other internal interested parties to answer questions about the development process and ensure that developers were able to navigate the municipality efficiently.



- The creation of the Invest North Grenville website, which includes an inventory of all available land and contact information. The maintenance of this website involves maintaining relationships with all area realtors and landowners to ensure the inventory is up to date.
- EcDev Breakfasts, where developers and local realtors were invited to network with local officials
- An ambassador program with local realtors. Realtors were provided with a North Grenville business card in recognition of their role in selling the area.

Best Practices Observed

The most distinguishing feature of North Grenville's approach was the effort taken to gain the attention and trust of the Ottawa-area development community. The result of this effort was widespread interest and wider choice of development opportunities. It also led to a faster pace of development which added more quickly to tax assessment and revenue.



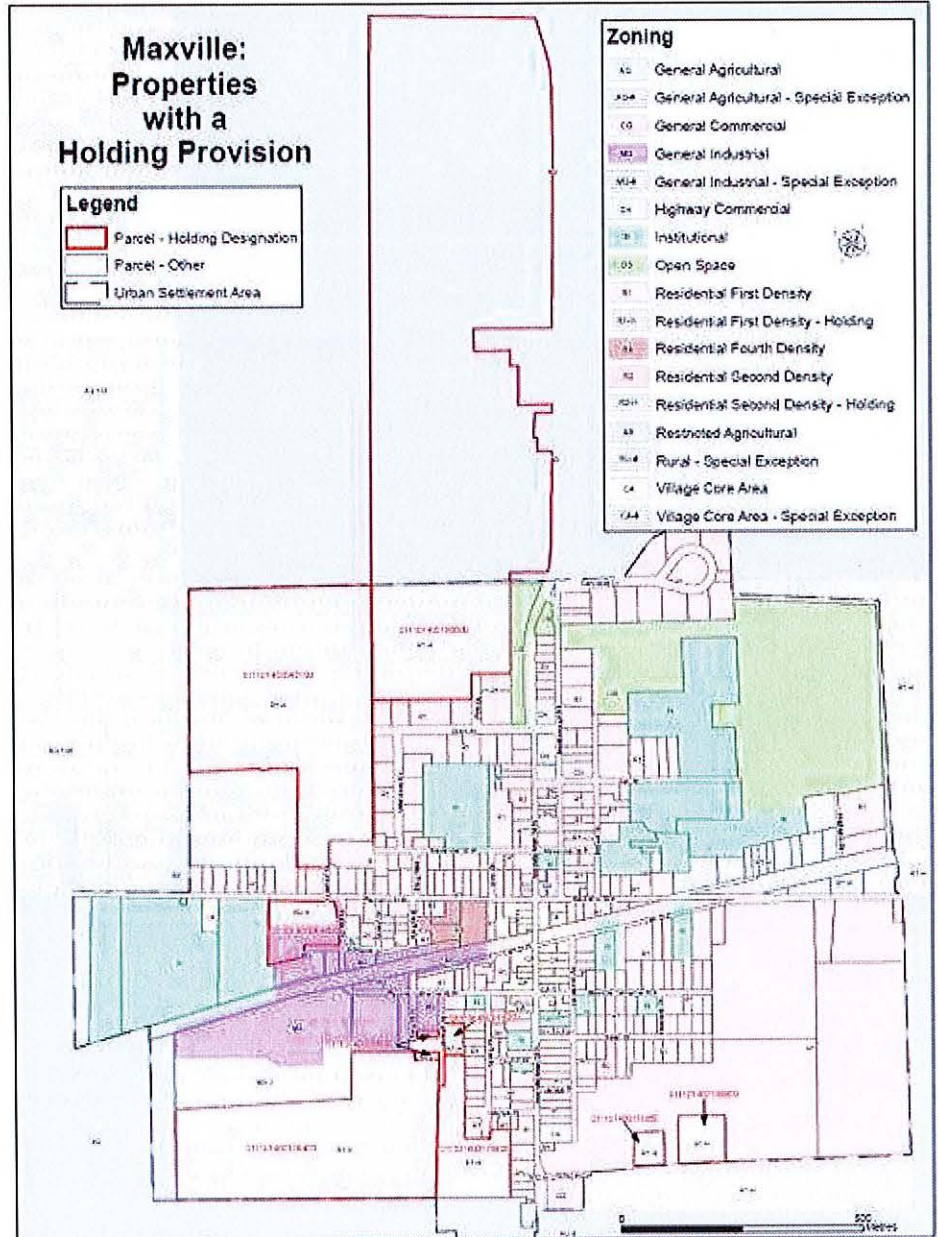
Housing Development Opportunities in North Glengarry

Maxville

As described earlier in the report, the urban village area of Maxville has the most significant potential for near-term development. The municipality has invested in municipal water and sanitary sewer infrastructure. It is now installed to support residential growth.

Maxville has other attractive amenities including being a five-minute drive from Highway 417, a 40-minute drive to the edge of Ottawa's urban area, reasonable broadband internet, and some essentials when it comes to shopping like a grocery and hardware store.

Very importantly, Maxville also has at least one motivated landowner who sees the potential for growth. The land is properly zoned R1 within the northwest corner of the Urban Settlement Area. The zoning permits single detached dwellings, group homes, and accessory apartments. It contains a "hold" that will be lifted once conditions of development are met. This is not an unusual situation. It will not surprise nor concern developers. This landowner is not interested in being the developer. Rather, they would like to engage in a partnership with an experienced developer that brings forward an inspiring plan.





Alexandria

The urban village area of Alexandria is the township's largest centre and the hub for commercial, industrial and government services activity. It is a continually changing community, and there are visible signs of recent private investment.

Residentially, there is a new 16-plex being constructed and, if all continues to go smoothly, a new seniors' village will be completed. It is on the cusp of more development; however, impeding further growth is the fact that the capacity of the wastewater system is currently exceeded. A new wastewater system will allow the community to grow. Beyond infill opportunities in Alexandria's built-up residential areas, Maxville should be the Township's primary focus until the wastewater issues are resolved.

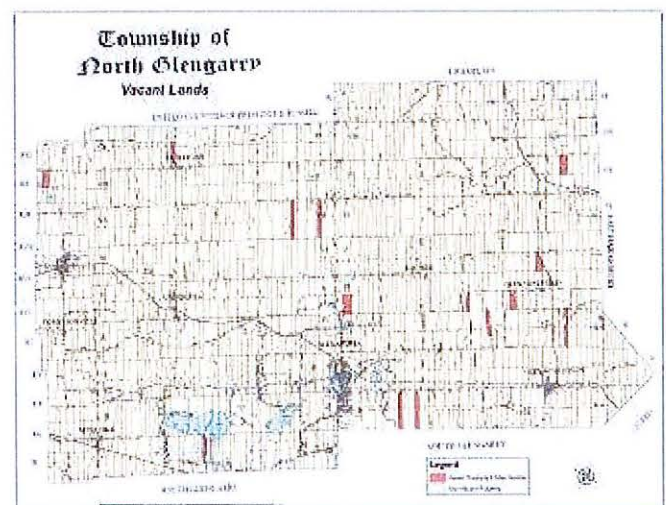
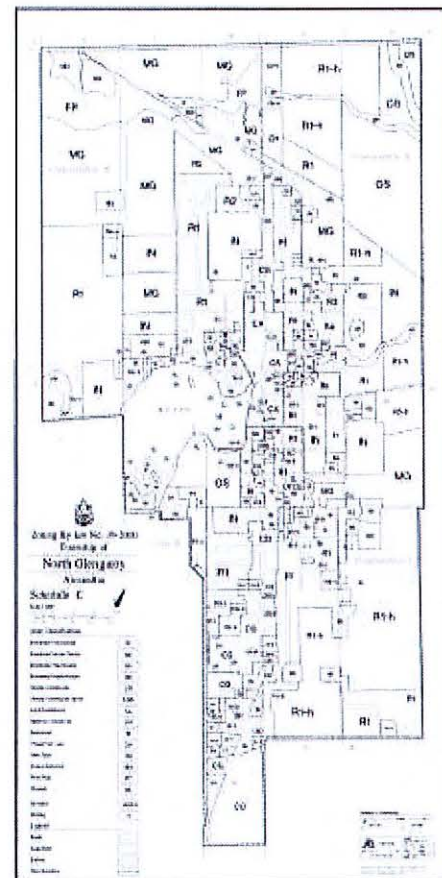
Rural Lands

As shown in red in the figure below, 66 vacant lots may have the potential for new homes.

In terms of potential subdivisions, 16 lots are larger than 10 acres. Most (15) are zoned Agricultural with seven of these having wetland or floodplain restrictions. One property is zoned Rural with a floodplain and wetland restriction. If more than one dwelling is desired on these lots, all developers will need to complete a Plan of Subdivision as well as rezoning and amendment to the property's Official Plan designation.

All 66 vacant lots can be immediately developed with one home. There is a mix of infill lots in the township's many hamlets (13 lots), Residential First Density on the fringe of Alexandria (3, which may be hindered by sewage capacity), and the others are zoned Rural (14) or Agricultural (36). The latter only permits a dwelling that is an accessory to the lot's agricultural use.

The most exciting aspect of this is the potential for new estate-style subdivisions which would diversify the township's housing stock.





04

RECOMMENDATIONS AND ACTION PLAN

NORTH
GLENGARRY
NORD

*Ontario's Celtic Heartland
Le centre celtique de l'Ontario*



MDB
INSIGHT



Investment Mix Priorities

The following table indicates where in the investment lifecycle, the Township of North Glengarry should be focusing its efforts on new residents and creative professionals. The investment lifecycle includes the following categories:

- **Further Investigation** – The degree to which the opportunity needs refining before ready for full-scale promotion.
- **Partnership Development** – The importance of identifying partnerships to help bring success.
- **Product Development** – The need to invest time and money in improving the product.
- **Promotion** – What the effectiveness of a promotional campaign would be if it were to start today.

Further Investigation	Partnership Development	Product Development	Promotion
<p>There is no need for further investigation. For many years, the Township has been investing in a long-term plan to improve water and sewer infrastructure. The housing market is hot, and the municipality has been receiving investment inquiries. Members of the community are looking forward to this type of investment.</p>	<p>The timing is perfect for emphasizing relationship-building with land developers and realtors. <u>This should be a high activity in the immediate term for the Economic Development Office.</u></p>	<p>Maxville is ready for residential growth, and this urban village area should be the township’s highest priority. Alexandria has some infill lots that can be immediately developed upon. Still, larger-scale subdivision development is dependent on some final improvements to wastewater treatment and a couple of years away. This is a broader municipal priority. Broadband internet improvements need to continue to be advocated for.</p>	<p>The Economic Development Office should be “priming the pump”, but full-scale promotion is likely a year away. Priming includes having a campaign in draft stages and budget allocated to fulfil it. Developers will be additionally motivated if they can see the Township’s commitment to making the project a success. Given the importance that these investors place on community and the number of “ordinary people with extraordinary stories” it would be beneficial to include community members directly in the attraction effort.</p>



Critical Path to Success

In Maxville, the Township has a product that does not need fine-tuning. Moving towards subdivision development in Maxville should be the Township's number one priority. **When it comes to the residential development initiative, emphasize staff time and financial resources towards this priority.**

While successfully manoeuvring this path, the Township will create relationships in the residential development industry. It will also result in the Township developing promotional and public relations campaigns. These results will benefit the community when Alexandria is ready for new larger-scale development or when rural landowners are interested in country estate subdivision development.

Critical Step 1: Confirm Interest of Maxville Landowners to Pursue Subdivision Development

Land investment opportunities in Maxville require one further level of due diligence before the field is narrowed. Once narrowed, a specific property or properties will become the focus. One property is knowingly in need of a third-party development company. If there are other interested landowners, they may or may not require such support. Before holding such meetings, create a cohesive and consistent message around the goals and township's motivation to approach property owners. List properties on "real estate" portal (possibly at Township level if not yet possible at Counties level).

Critical Step 2: Create Township Development Teams

One team will consist of technical experts who will support the landowner and land developer in understanding the opportunities and challenges of the site which leads to a clear understanding of the site's development potential. This will include officials at the United Counties (e.g. planning, roads), Conservation Authority, and utility providers. Agree to a development process flowchart. When developers indicate an interest and begin to ask questions, the support of this team will be essential to getting accurate responses quickly. There is a significant opportunity to impress developers who are used to working within larger municipal structures, such as the City of Ottawa.

Another team will consist of community-minded ambassadors who will be available to answer questions from potential home buyers about aspects of living in North Glengarry (e.g. leaders in the arts and sports community, representatives of the school boards).

**The upside of doing
business here? Permits
are easy.**

People open businesses. And businesses need people. It only makes sense for us to put people first. That's why our permit process is a breeze. We collaborate with business owners every step of the way. So you're never left in the dark wondering. People before permits. It's the way things should be.



City of Mount Pearl, NL's award-winning Consider it Done Campaign plays against the old guard in neighbouring St. John's. | Image sourced from www.consideritdone.mountpearl.ca/streamlined-permits



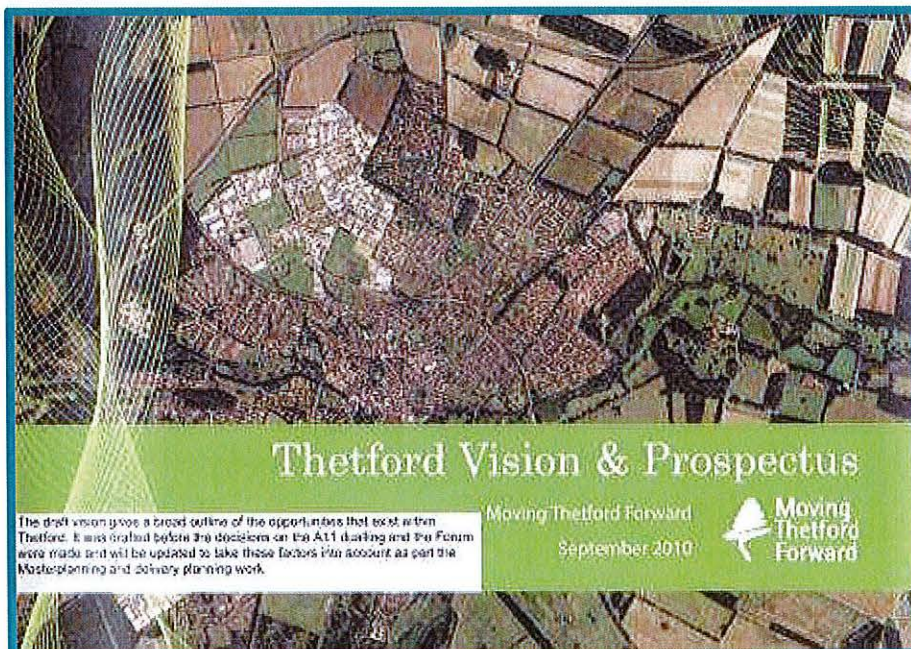
Critical Step 3: Develop a Prospectus and Secure Land Developer

At this point, the balance between Township and landowner activity/partnership requires negotiation. Consideration should be given to the degree of Township funding that goes towards these initiatives. However, the benefits of being thorough in Step 1 (giving all landowners equal opportunity to participate and display their readiness) will allow the Township to take its participation as far as it would like.

A prospectus should be created that describes the opportunity, including laying out an ideal vision, the technical nature of the available property(s), general development scenarios (potential number of dwellings), Maxville's amenities, desirable target markets and potential within those markets, and the support available from the Township including keen elected officials/planning/development team and marketing/promotions. At a minimum, the prospectus will be electronic (web-based) but, given the degree of commitment required by the 'buyer' consideration should be given to printed materials. The prospectus can cost nothing but staff/landowner time to put together or it can cost as much as \$20,000 if professional design and high-quality materials are used for printed pieces. Consideration should also be given to aerial photo/video content.

Create a list of land developers who have the potential to be interested. One of the most revealing outcomes of interviews with developers is that they did not know North Glengarry had upgraded its water and sewer infrastructure. Begin with those in Eastern Ontario, Ottawa and Montreal as their knowledge of ultimate purchaser (the home buyer) will be greatest. Initiate communication with them through a combination of introductory conversations, in-person meetings, and in-community familiarization tours.

Securing the land developer is a negotiation that will involve the landowner and the developer, but the Township can still play a role in answering developer questions.



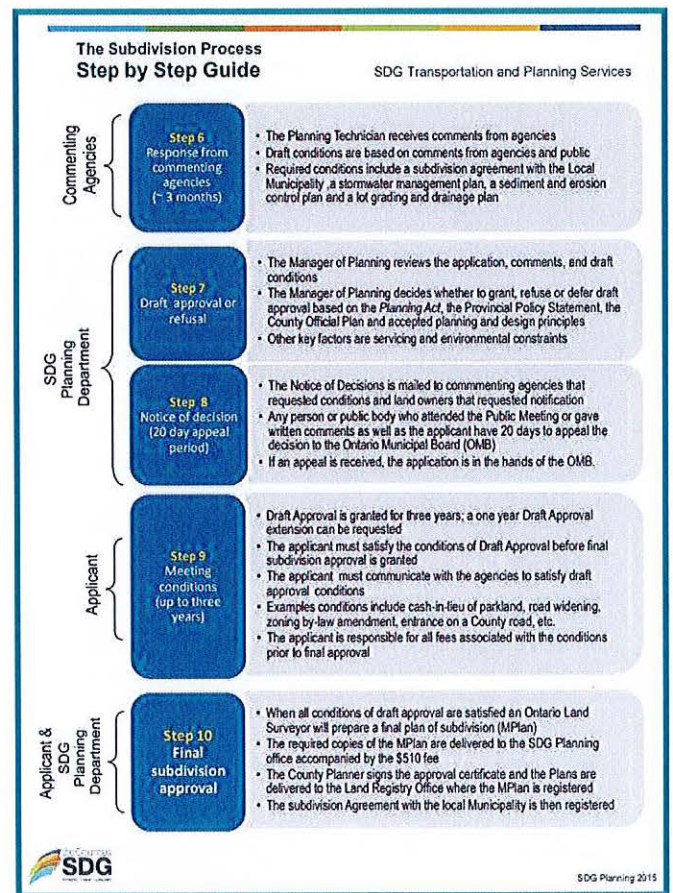
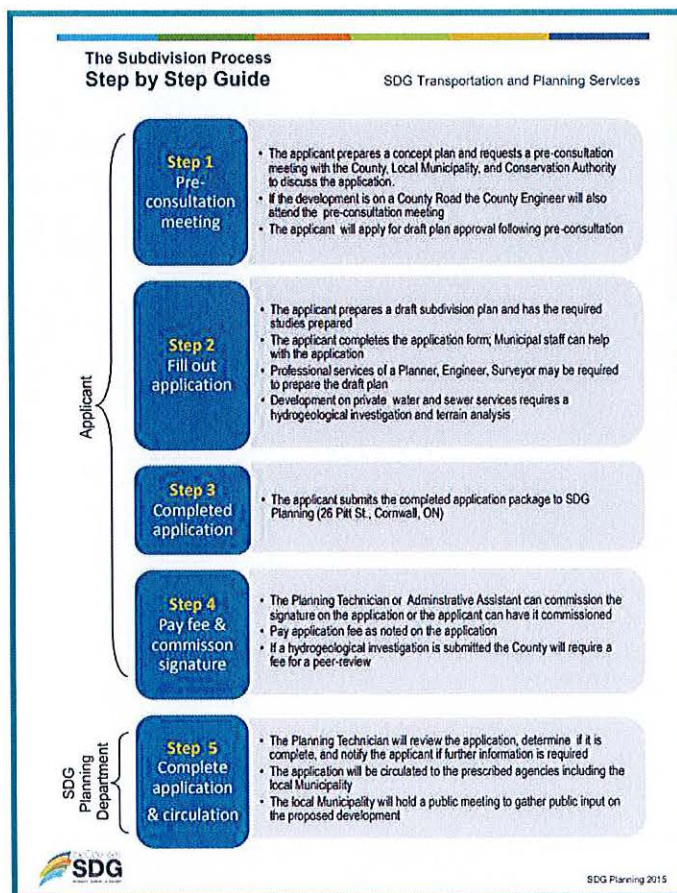
Example of a Prospectus for Early Stage Residential Development | Image sourced from www.yumpu.com/en/document/read/12040702/draft-thetford-prospectus-breckland-council



Step 3: Initiate the Development Process

Creating a Plan of Subdivision will be an area of expertise that the land developer will have either internally or outsourced to a third-party consulting team.

It is helpful to have a flowchart to display to developers the expectations and legal requirements of the development process. A number of flowchart formats were investigated, but the one that best fits the objectives of this project is one that has been published by the United Counties of Stormont, Dundas and Glengarry. This was confirmed with the Township’s planning staff. All of the United Counties’ local municipalities will follow the same process. The process applies to subdivision development in an urban village area such as Maxville or Alexandria and it applies to rural country/estate subdivision development.





Step 4A: Reaching out to Home Buyers

The timing of marketing, promotion and public relations will depend on the specific situation, but it should take shape early in this critical path, so that the Township's credibility and interest is on display when aiming to secure a land developer.

The actions in this step take on more importance at Step 9 of the Counties' flowchart. At that point, Draft Approval has been granted and it will be relatively clear how long it will take for the land developer to satisfy the conditions.

Once conditions are satisfied (Step 10 in the flowchart) then marketing, promotions and public relations of the new development can go public. Again, it will be important for the Township and the land developer to understand who is doing what and how costs and effort of time will be shared.

The directions with which this can go are only limited by imagination and budget, but the land developer and the Township will have benefits to bring to the process. Utilize the Counties' economic development site and potential online land search application as well.

A subdivision-specific website is a critical investment attraction tool. There are also a great number of examples of communities that have used testimonials of people who have recently moved from the city. In Eastern Ontario, Prince Edward County's www.buildanewlife.ca and Hastings County's www.hastings.ca/i-left-the-city can serve as excellent guides. The look and feel of the website and its messages should be attuned to a more rural lifestyle and display a connection to the competitive advantages that are characterized earlier in this report. Emphasize the contribution that every person makes to building a strong community and describe their success.

Email distribution lists of people who are connected to North Glengarry or are interested in North Glengarry such as existing citizens and business owners, graduated high school students, people who once worked in the community (e.g. OPP, health care, schools) and use this list to support public relations activities.

Incentive programs can be created to lure new residents or reward locals who make a referral are possibilities that hold interesting potential. Social media campaigns using social/interactive media, networking, email distribution, website postings, and newspaper/radio/television appearances. These are also opportunities for other organizations (e.g. Chamber of Commerce) to play a high profile role in the campaign.

Step 4B: Reaching out to Real Estate Professionals

Real estate professionals are an essential subset of the marketing and outreach effort. Realtors will be a significant source of leads, so they need to know of this opportunity. They will be fielding requests from homeowners in Ottawa and Montreal who want to sell their property and relocate.

The efforts in Step 4A will influence this target market, but the Township should consider specific outreach or incentives. Examples include hosting familiarization tours or events that realtors attend in North Glengarry or developing gift baskets of locally-made goodies that are sent upon completion of a deal.



Secondary Activities

While the above critical path is the recommendation for the primary use of staff time and departmental funds, there are a few other activities that should be considered and potentially done concurrently during 'downtime'.

- **Preparing for the next campaign** – Begin reaching out to the 16 owners of larger vacant rural properties to gauge their interest in subdivision development. Gauging environmental restrictions will be an important consideration during these conversations. Do the same with landowners in Alexandria and Maxville who have vacant residentially-zoned properties. This can be done quite early in the process.
- **Commercial gap analysis** – During the research for this project it was sometimes difficult to separate the “Maxville needs this before people will come”. The Township could spur commercial business interest by completing a commercial gap analysis that more clearly prioritizes the types of retail and services that the township could support at its existing population level and with more people once homes are built and occupied. The Township may also be able to adapt its successful Community Improvement Plan to align with business needs.
- **Understanding the potential of infill lands** – The successful marketing, promotions and public relations campaign described above will serve to increase general interest in the community. People will be interested not just in new subdivision property. Some may want to build in more established neighbourhoods. The Township has a good list of these properties but the development potential and landowner interest in selling has not been defined. Clarifying the inventory of sellable properties will give the Township’s economic developers another avenue to attract residents. This could also apply to vacant second-floors of commercial main street buildings that could be home to apartments.



Summary of Critical Path and Other Actions

	Critical Step	Responsibility/ Budget
1	<p>Confirm Interest of Maxville Landowners to Pursue Subdivision Development</p> <ul style="list-style-type: none"> Conduct due diligence with all landowners in Maxville with “subdivision-ready” land; be clear on the Township’s motivation and commitment; identify those to proceed with. List properties on “real estate” portal (possibly at Township level if not yet possible at Counties level). 	<p>Outreach: Township staff time (40 hours); little money (e.g. mileage); the portal can be an extensive undertaking and knowing that this is a possibility through the United Counties will save considerable time and money</p>
2	<p>Create Two Township Development Teams</p> <ul style="list-style-type: none"> One team will consist of technical experts who will support the landowner and land developer in understanding the opportunities and challenges of the site which leads to a clear understanding of the site’s development potential. Another team will consist of community-minded ambassadors who will be available to answer questions from potential home buyers about aspects of living in North Glengarry. 	<p>Township staff time (20 hours); little to no money</p>
3	<p>Develop a Prospectus and Secure Land Developer</p> <ul style="list-style-type: none"> Negotiate future activities and costs with landowner. Develop prospectus. Create list of potential land developers, communicate with them, secure land developer. 	<p>Township staff time (considerable); cost of prospectus can range from minimal to \$20k (less money will equate to more staff time); cost to communicate with land developers can also range from minimal (phone calls only) to \$5k (multiple in-person or hosting)</p>
4	<p>Initiate the Development Process</p> <ul style="list-style-type: none"> Support the completion of the Plan of Subdivision. 	<p>Township staff time could be significant and more than just EcDev; money is minimal</p>
5A & 5B	<p>Reaching out to Home Buyers & Real Estate Professionals</p> <ul style="list-style-type: none"> Negotiation with land developer on who does what when it comes to marketing, promotion and public relations. 	<p>Requirement of Township staff time and budget are highly dependent on land developer’s approach; Township’s broader support of living in North Glengarry is also highly variable and dependent on County support</p>



Other Steps	Responsibility/ Budget
<p>Country estate and Alexandria subdivisions</p> <ul style="list-style-type: none"> Reaching out to the owners of larger vacant rural properties and lands in Alexandria to gauge their interest in subdivision development. Follow similar process to the critical path identified for Maxville. 	<p>Township staff time (100 hours) and little money (e.g. mileage) in the early stage. Effort ramps up significantly once process enters step 3 of Critical Path. Keep in mind, that hard costs could be less or minimal if Maxville campaign has been successful and development interest is coming to North Glengarry.</p>
<p>Commercial gap analysis & Community Improvement Plan</p> <ul style="list-style-type: none"> Prioritize the types of retail and services that the township could support at its existing population level and with more people once homes are built and occupied. Based on results, adapt Community Improvement Plan so it appeals to the target sectors. 	<p>Third party analysis: \$5-20k; Post-study implementation/sales support will require significant staff time and budget of minimum \$5k; the CIP budget is a significant variable to be determined.</p>
<p>Understanding the potential of infill lands</p> <ul style="list-style-type: none"> Clarify the inventory of sellable infill properties Leverage marketing/promotions/public relations campaigns for subdivision development. 	<p>Township staff time (60 hours) and little money (e.g. mileage) in the early stage. Like country estate/Alexandria subdivisions, the Township will be largely on maintenance mode when it comes to marketing/promotions/public relations.</p>



05

APPENDIX A: ECONOMIC BASE ANALYSIS

NORTH
GLENGARRY
NORD

*Ontario's Celtic Heartland
Le centre celtique de l'Ontario*



MDBB
INSIGHT



This economic base analysis overviews socio-economic, labour force and industry composition in North Glengarry. The results are derived from the following sources:

- Statistics Canada, Census Profile, 2016
- Statistics Canada, Census Profile, 2011
- Statistics Canada, National Household Survey Profile, 2011
- Manifold Data Mining, 2018 Estimates
- Statistics Canada, Canadian Business Counts, 2019

The Township of North Glengarry is presented in comparison to Stormont, Dundas and Glengarry County and the Province of Ontario.

Manifold Data Mining Inc. produces 2018 estimates of certain demographic and economic variables from the Canadian Census using their proprietary methodology. For the metrics which are estimated by Manifold, these 2018 estimates are used in place of the most recent (2016) Census information.

Demographic Portrait

Between 2006 and 2018, the population of North Glengarry grew by 204 people, an increase of 2.0%. Over the same period, Stormont, Dundas and Glengarry County had higher population growth (6.4%) and Ontario had a much higher growth rate (10.9%).

Figure 1: Total population change in North Glengarry, Stormont, Dundas and Glengarry and Ontario, 2006-2018.

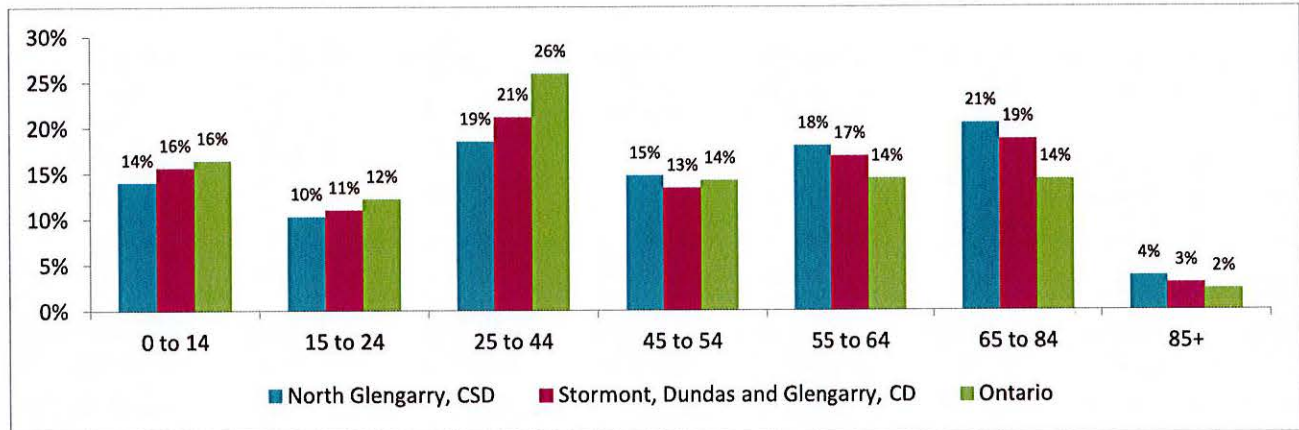
Year	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
2006 Census	10,635	110,399	12,160,282
2011 NHS	10,251	111,164	12,851,821
2016 Census	10,109	113,429	13,448,494
2018 Manifold Estimates	10,455	118,309	14,256,800
2006-2018 Population Growth rate	-1.7%	+7.2%	+17.2%

Source: Statistics Canada; 2011 National Household Survey, 2016 Census Profile, 2018 Manifold Estimates

Age distributions, as shown in the figure below, shows that North Glengarry has an older age distribution compared to both broader areas, with variances between 1% to 7%. The Township of North Glengarry and Stormont, Dundas and Glengarry County tended to have higher proportions of individuals in the categories 55 and older than the Province of Ontario, and lower proportions of individuals in the categories below 45. Meanwhile, Figure 3 shows that North Glengarry’s median age (50.9) is older than the median age of Stormont, Dundas and Glengarry County, and both are older than the rest of Ontario (41.5).



Figure 2: Age characteristics, percentage of overall population – detailed categories.



Source: Statistics Canada; 2016 Census Profile

Figure 3: Median Age of Population, North Glengarry, Stormont, Dundas and Glengarry and Ontario 2016

Year	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Median age population 2011	47.2	45.6	40.4
Median age population 2018	50.9	46.8	41.5

Source: Statistics Canada; 2011 National Household Survey, 2018 Manifold Estimates.

Dwelling Characteristics

Most of the housing in the Township of North Glengarry are single detached houses, followed by low-rise apartments, and row houses. The share of people living in single-detached houses was higher in North Glengarry compared to both Stormont, Dundas and Glengarry County and the province.

Figure 4: Occupied dwellings by type, percentage of overall population, Township of North Glengarry 2018

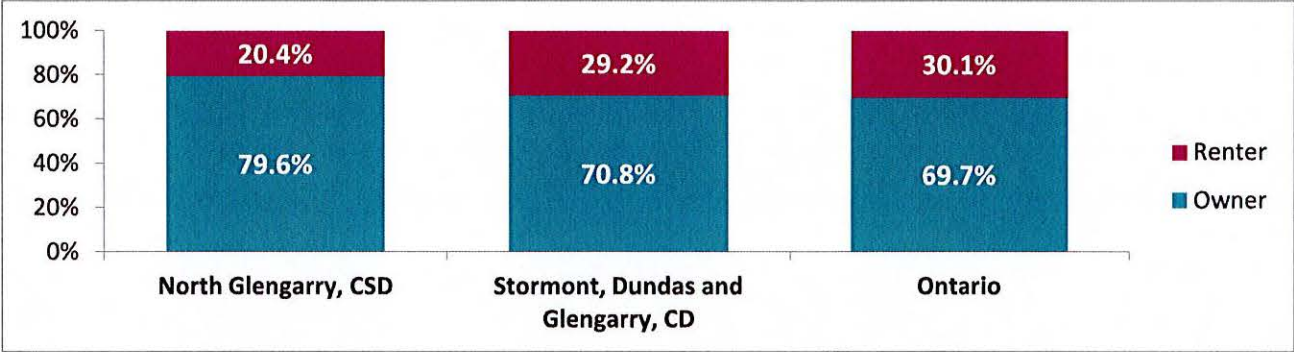
Type of dwellings	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Total	100.0%	100.0%	100.0%
Single-detached house	79.9%	70.1%	54.2%
Apartment in a building that has five or more storeys	0.1%	2.5%	17.2%
Semi-detached house	3.2%	6.0%	5.6%
Row house	4.0%	4.5%	3.4%
Apartment or flat in a duplex	1.4%	3.3%	9.0%
Apartment in a building that has fewer than five storeys	8.3%	12.2%	10.1%
Other single-attached house	0.4%	0.4%	0.2%
Movable dwelling	2.8%	0.9%	0.3%

Source: 2018 Manifold Estimates



In North Glengarry, most dwellings are occupied by owners, and the share of people renting dwellings represent 20.4% of the Township’s residents. In addition, the share of owners is higher than both Stormont, Dundas and Glengarry County and Province of Ontario.

Figure 5: Occupied dwellings by type, percentage of overall population, 2016



Source: Statistics Canada; 2016 Census Profile

The median value of dwellings in North Glengarry has grown approximately 39% between 2011 and 2018, which was similar to Stormont, Dundas and Glengarry County where the increase was 38%. Median values suggest that houses in North Glengarry are priced significantly lower than the rest of the province.

The Township of North Glengarry also recorded a similar median rent cost in 2016 to the rest of Stormont, Dundas and Glengarry County. The median rent cost in the Township is low, however, compared to the province.

Figure 6: Average dwelling and shelter costs for rented dwellings

Characteristics	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Median value of dwellings (\$) - 2011	\$170,279	\$174,851	\$300,862
Median value of dwellings (\$) - 2018	\$235,934	\$240,760	\$435,785
Median monthly shelter costs for rented dwellings (\$) - 2011	\$651	\$665	\$892
Median monthly shelter costs for rented dwellings (\$) - 2016	\$807	\$807	\$1,029

Source: Statistics Canada; 2011 National Household Survey Profile, 2016 Census Profile. 2018 Manifold Estimates.



Income

The median income of North Glengarry in 2018 was similar to that of Stormont, Dundas and Glengarry's residents which was slightly lower than the province. Between 2010 and 2018, median individual income had grown 18% in North Glengarry and 24% in Stormont, Dundas and Glengarry County, compared to 18% in Ontario.

Figure 7: Median total individual income in the Township of North Glengarry, ON 2010-2015

Characteristics	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Median total income in 2010 among recipients (\$)	\$27,985	\$27,911	\$30,526
Median total income in 2018 among recipients (\$)	\$33,106	\$34,708	\$36,160
% change	18%	24%	18%

Source: Statistics Canada; 2011 National Household Survey Profile, 2018 Manifold Estimates.

Shifting to the subject of median household income, North Glengarry's median income has grown 21% since 2010. North Glengarry experienced a similar increase compared to Stormont, Dundas and Glengarry County and Ontario. North Glengarry's median household income is within \$100 of the median house income in Stormont, Dundas and Glengarry County, and \$13,719 lower than the provincial median house income.

Figure 8: Median total household income in the Township of North Glengarry, ON 2010-2015

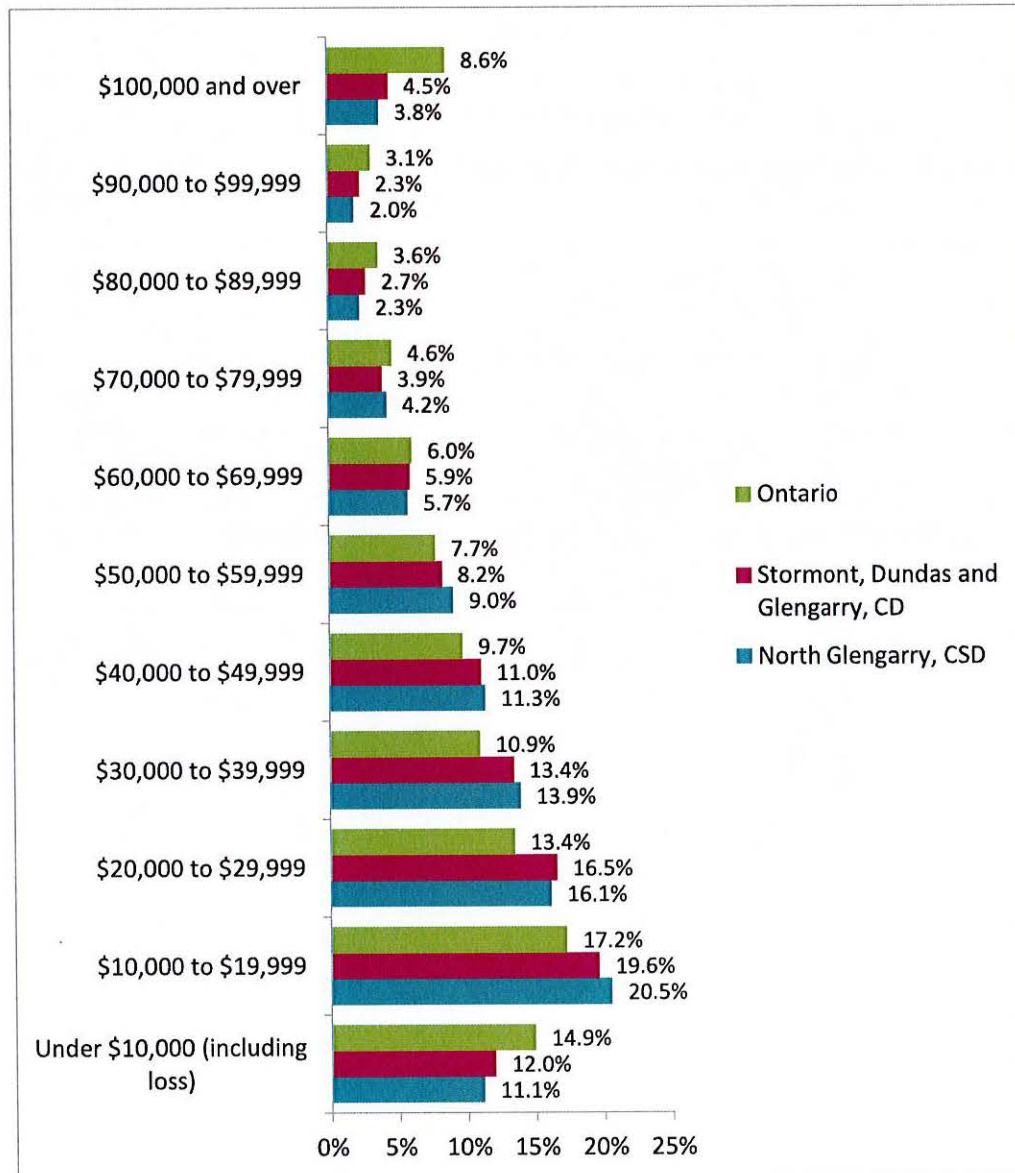
Characteristics	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Median total income of households in 2010 (\$)	\$54,922	\$54,944	\$66,358
Median total income of households in 2018 (\$)	\$66,220	\$66,307	\$79,939
% change	21%	21%	20%

Source: Statistics Canada; 2011 National Household Survey Profile, 2018 Manifold Estimates.



In terms of individual income distribution, the figure below shows that the Township of North Glengarry has a higher share of individuals with income between \$10,000 and \$30,000 compared to the province. The Township of North Glengarry had a lower proportion of individuals earning less than \$10,000 and more than \$100,000 compared to the rest of the province.

Figure 9: Individual income distribution, percentage of overall population, 2018



Source: Statistics Canada: 2011 National Household Survey Profile, 2018 Manifold Estimates.



Education

Education attainment can be looked at as an important descriptor of labour force capacity. The figure below summarizes skilled labour proportions for comparator areas, which is composed of those people that have completed an apprenticeship, trade certificate, or college or university degree, diploma or certificate. By 2018, the proportion of skilled labour aged 25 to 64 years in North Glengarry and Stormont, Dundas and Glengarry County had gained on that of the province, increasing from 49% in 2011 to 54% in 2018.

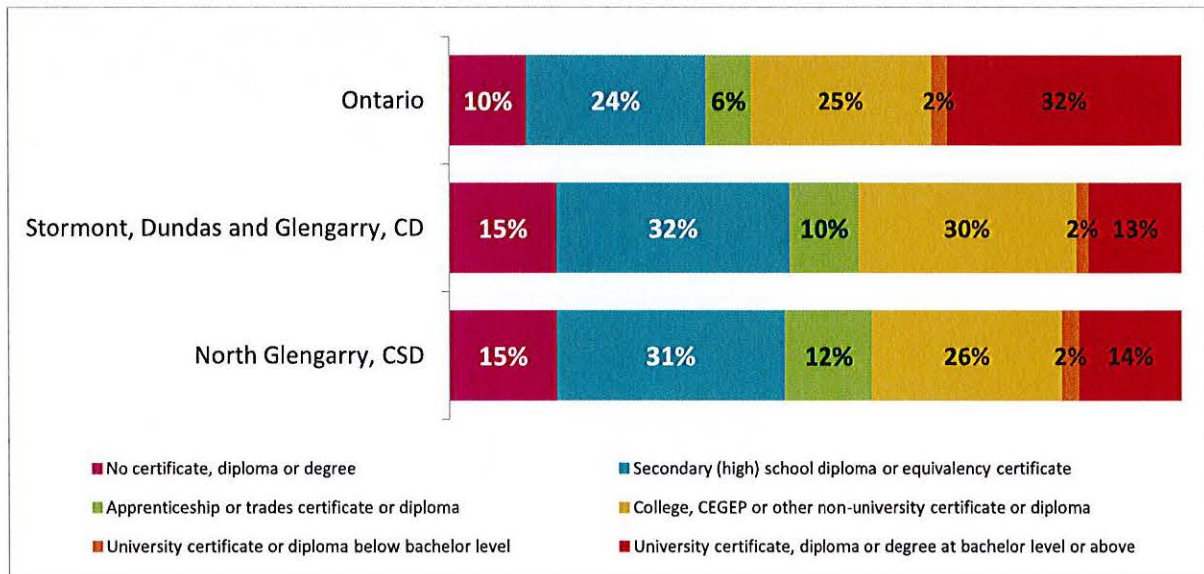
Figure 10: Proportion of population (ages 25 to 64) with post-secondary or apprenticeship education (skilled labour)

Year	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Skilled Labour 2011	49%	53%	65%
Skilled Labour 2018	54%	54%	65%

Source: Statistics Canada: 2011 National Household Survey Profile; 2018 Manifold Estimates.

Figure 11 shows that the Township of North Glengarry has a similar share of people with college, CEGEP or other non-university certificate or diploma compared to Stormont, Dundas and Glengarry County and the province. The Township of North Glengarry also has a larger proportion of people with apprenticeship or trades certificate or diploma comparison to the other areas. However, in terms of university education above bachelor level, the Township and Stormont, Dundas and Glengarry County both have relatively lower levels of individuals with this level of training compared to Ontario.

Figure 11: Highest level of education attainment (ages 25 to 64), % of the population, 2018



Source: Statistics Canada; 2018 Manifold Estimates.



The largest proportion of individuals' major fields of study in the Township of North Glengarry are architecture, engineering, and related technologies, as well as business, management and public administration. These are also the most common fields of study in Stormont, Dundas and Glengarry County.

Figure 12: Major field of study (ages 25 to 64 years), percentage of the population, 2016

Major field of study	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Total	100%	100%	100%
No postsecondary certificate, diploma or degree	52.2%	53.1%	44.5%
Education	4.2%	3.5%	3.2%
Visual and performing arts, and communications technologies	1.3%	1.3%	2.4%
Humanities	2.3%	2.0%	3.3%
Social and behavioural sciences and law	4.3%	4.5%	7.3%
Business, management and public administration	7.5%	8.4%	11.5%
Physical and life sciences and technologies	1.7%	1.2%	2.4%
Mathematics, computer and information sciences	1.5%	1.3%	2.7%
Architecture, engineering, and related technologies	9.7%	10.2%	10.5%
Agriculture, natural resources and conservation	3.2%	2.0%	1.1%
Health and related fields	7.3%	8.4%	7.8%
Personal, protective and transportation services	4.8%	4.2%	3.1%
Other	0.0%	0.0%	0.0%

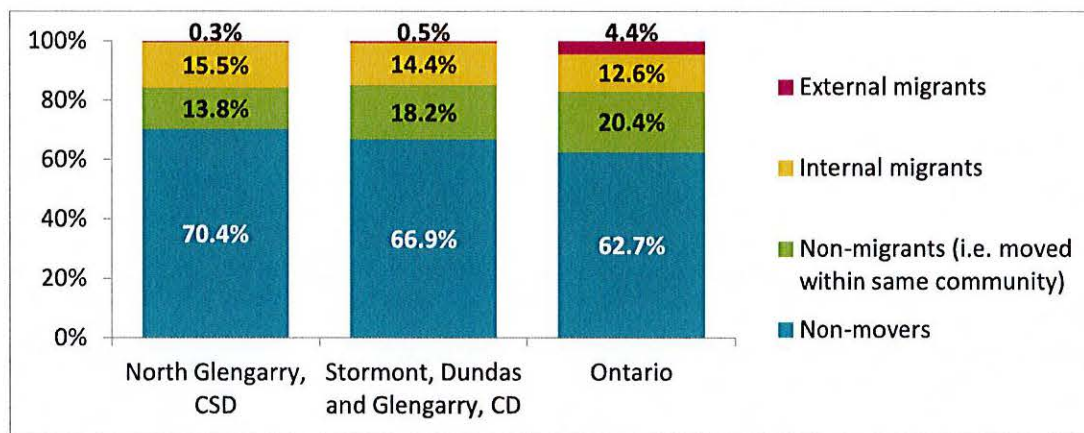
Source: 2018 Manifold Estimates.



Mobility

The movement of people within a community or to the community from somewhere else constitutes mobility. Statistics Canada tracks this in two ways, by asking if a household has moved within the past year and asking if a household has moved within the past five years. As of 2018, most people in North Glengarry, Stormont, Dundas and Glengarry County, and Ontario had either stayed where they were five years earlier or moved somewhere in the same geography. In 2018, North Glengarry had a lower share of external migrants than Stormont, Dundas and Glengarry County and the province, but higher levels of internal migrants.

Figure 13: Mobility characteristics 5 years ago, 2018



Source: 2018 Manifold Estimates.

Labour Force

According to the standard definition employed by Statistics Canada, the employed are persons having a job or business, whereas the unemployed are without work, are available for work, and are actively seeking work. Together the unemployed and the employed constitute the labour force.⁴

Between 2011 and 2018, the Township of North Glengarry labour force grew by 605 people, from 4,980 to 5,585; which represents an increase of 12%. This metric was higher than that experienced by Stormont, Dundas and Glengarry County (5%) but the same as the province's increase of 12%.

Figure 14: Labour force size, 2011-2018

Labour Force Size	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
In the labour force 2011	4,980	55,470	6,864,990
In the labour force 2018	5,585	58,471	7,675,900
Net (+/-)	605	3,001	810,910

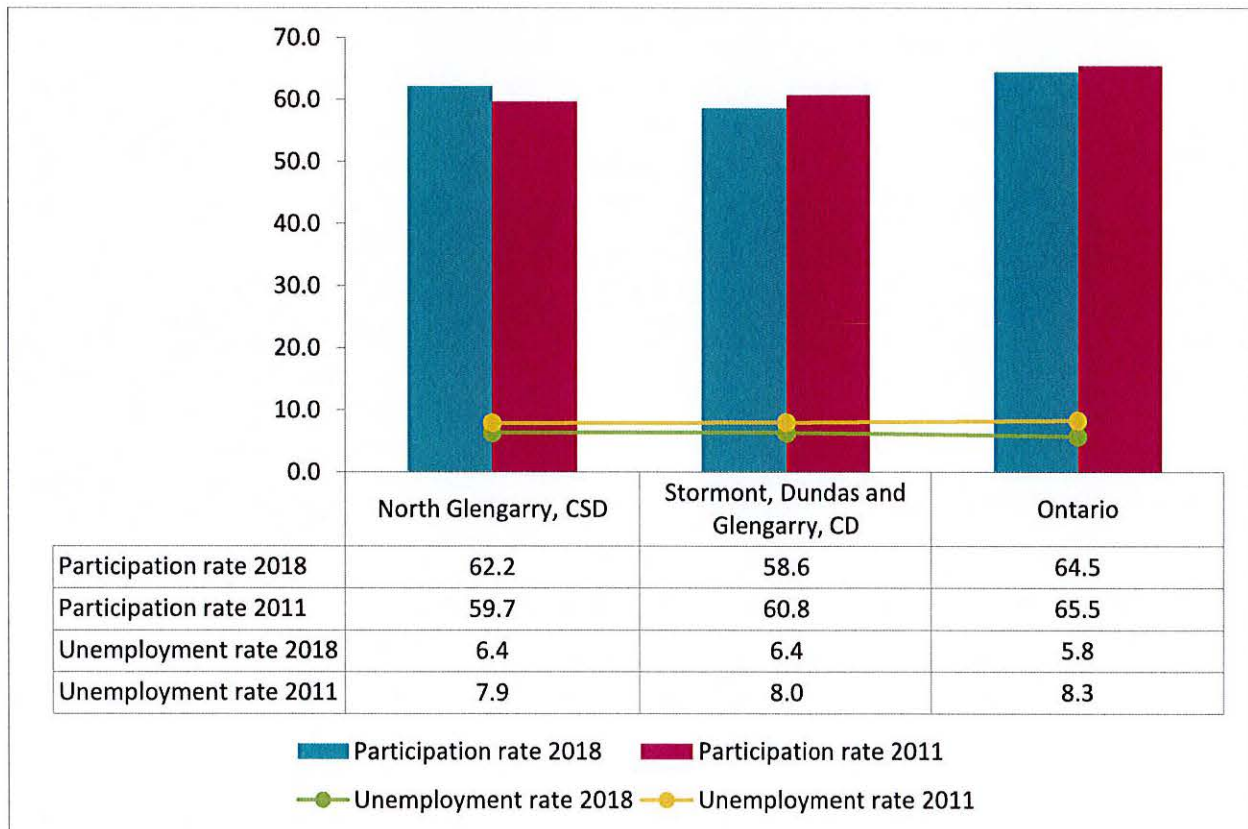
Source: Statistics Canada; 2011 National Household Survey; 2018 Manifold Estimates.

⁴ Statistics Canada. Retrieved on January 7, 2019 from < <https://www150.statcan.gc.ca/n1/pub/81-004-x/def/4153361-eng.htm> >



Unemployment rates had decreased in all areas between 2011 and 2018. The Township of North Glengarry had a lower unemployment rate than the province in 2011, but the rate experienced a smaller decrease from 2011-2018. The participation rate is also important because out of the total people qualified to enter the labour market (aged 15 and over) it indicates what proportion is either employed or actively looking for employment. Participation rates had fallen in Stormont, Dundas and Glengarry and the province, but increase in North Glengarry by 2.5 percentage points. Note that people looking for work can also include those receiving employment insurance.

Figure 15: Labour force status, percentage of population, 2011-2018



Source: Statistics Canada; 2011 National Household Survey; 2018 Manifold Estimates.

Turning to the class of worker, 81.6% of the labour force in North Glengarry works as employees. The Township also registered the highest share of self-employed people with 16.9%.

Figure 16: Class of worker ratio, 2018

Labour force status	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Employee	81.6%	86.3%	86.1%
Self-employed	16.9%	11.6%	11.5%

Source: Statistics Canada; 2018 Manifold Profile



Employment by Industry

In the figure below, North Glengarry and Stormont, Dundas and Glengarry County have larger proportions of their labour force concentrated in North American Industry Classification System (NAICS) industries such as construction and manufacturing. Both also have an important percentage of their labour forces working in retail, health care and social assistance, and educational services.

Figure 17: Employed labour force by industry, percentage of labour force, 2018

Industry (NAICS)	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Total	100%	100%	100%
Industry - NAICS2012 - not applicable	0.8%	2%	3%
11 Agriculture, forestry, fishing and hunting	7.0%	4%	1%
21 Mining, quarrying, and oil and gas extraction	0.0%	0%	0%
22 Utilities	0.7%	1%	1%
23 Construction	10.2%	8%	6%
31-33 Manufacturing	13.8%	11%	10%
41 Wholesale trade	4.0%	4%	4%
44-45 Retail trade	10.7%	12%	11%
48-49 Transportation and warehousing	6.6%	7%	4%
51 Information and cultural industries	2.0%	1%	3%
52 Finance and insurance	3.6%	3%	5%
53 Real estate and rental and leasing	0.6%	1%	2%
54 Professional, scientific and technical services	4.1%	4%	7%
55 Management of companies and enterprises	0.0%	0%	0%
56 Administrative and support, waste management and remediation services	1.6%	6%	5%
61 Educational services	6.9%	6%	7%
62 Health care and social assistance	10.7%	12%	10%
71 Arts, entertainment and recreation	1.2%	2%	2%
72 Accommodation and food services	4.0%	5%	6%
81 Other services (except public administration)	6.1%	4%	4%
91 Public administration	5.2%	7%	7%

Source: 2018 Manifold Estimates.



The figure below shows the number of people working in each NAICS sector for 2011 and 2018. Most notably, declines are evident in Manufacturing (-102); followed by construction (-46); Finance and insurance (-42); and Information and cultural industries (-37).

Sectors that saw notable growth over this period include Agriculture, forestry, fishing and hunting (+168); Administrative and support, waste management and remediation services (+143); Health care and social assistance (+126); and accommodation and construction (+308).

Figure 18: Employed Labour Force by Industry (Number of People), 2018

Industry (NAICS)	2011	2018	Net (+/-)
Total	4,980	5,585	605
Industry - NAICS2012 - not applicable	40	122	82
11 Agriculture, forestry, fishing and hunting	350	518	168
21 Mining, quarrying, and oil and gas extraction	0	10	10
22 Utilities	35	70	35
23 Construction	510	464	-46
31-33 Manufacturing	685	583	-102
41 Wholesale trade	200	233	33
44-45 Retail trade	535	530	-5
48-49 Transportation and warehousing	330	350	20
51 Information and cultural industries	100	63	-37
52 Finance and insurance	180	138	-42
53 Real estate and rental and leasing	30	110	80
54 Professional, scientific and technical services	205	211	6
55 Management of companies and enterprises	0	8	8
56 Administrative and support, waste management and remediation services	80	223	143
61 Educational services	345	368	23
62 Health care and social assistance	535	661	126
71 Arts, entertainment and recreation	60	102	42
72 Accommodation and food services	200	223	23
81 Other services (except public administration)	305	326	21

Source: 2018 Manifold Estimates.



Despite the insight gleaned from the above, further analytical tools allow for an assessment of industry competitiveness relative to the overall province. These tools can prove insightful for understanding what industries make sense to promote for further growth or monitoring for potential declines.

A location quotient analysis explains which industries employ a competitively higher proportion of people than the province. A score of 1.25 or greater represents a sector of relative strength, a score between 0.75 and 1.25 represents a sector that is on par with the province (1.0 represents perfect parity), and a score below 0.75 represents a sector of comparative weakness. Also pertinent are the trends over time and their direction, which indicate that potential opportunities or threats need to be addressed. Based on the above considerations, the following observations emerge from the data in the figure below:

- Competitive sectors in 2018 include: Agriculture, forestry, fishing and hunting; Utilities; Other services (except public administration); and Transportation and warehousing.
- Moderate or high competing sectors experiencing growth include Agriculture, forestry, fishing and hunting; Utilities; and Health care and social assistance.
- Notable declines are evident in Construction; Information and cultural industries; Manufacturing; and Finance and Insurance.

Figure 19: Employment location quotient (LQ) analysis – concentration of employed labour force by industry

Industry (NAICS)	LQ 2011	Strength	LQ 2018	Strength	Change	Trend
11 Agriculture, forestry, fishing and hunting	4.76	High	6.21	High	1.44	Growing
21 Mining, quarrying, and oil and gas extraction	0.00	Low	0.35	Low	0.35	Growing
22 Utilities	0.85	Moderate	1.48	High	0.64	Growing
23 Construction	1.68	High	1.27	High	-0.42	Declining
31-33 Manufacturing	1.35	High	1.12	Moderate	-0.24	Declining
41 Wholesale trade	0.90	Moderate	1.08	Moderate	0.17	Growing
44-45 Retail trade	0.98	Moderate	0.89	Moderate	-0.09	Declining
48-49 Transportation and warehousing	1.48	High	1.35	High	-0.13	Declining
51 Information and cultural industries	0.77	Moderate	0.43	Low	-0.34	Declining
52 Finance and insurance	0.68	Low	0.46	Low	-0.22	Declining
53 Real estate and rental and leasing	0.31	Low	0.90	Moderate	0.59	Growing
54 Professional, scientific and technical services	0.55	Low	0.48	Low	-0.07	Declining
55 Management of companies and enterprises	0.00	Low	0.62	Low	0.62	Growing
56 Administrative and support, waste management and remediation services	0.36	Low	0.84	Moderate	0.49	Growing
61 Educational services	0.95	Moderate	0.90	Moderate	-0.05	Declining
62 Health care and social assistance	1.07	Moderate	1.15	Moderate	0.09	Growing
71 Arts, entertainment and recreation	0.57	Low	0.82	Moderate	0.24	Growing
72 Accommodation and food services	0.66	Low	0.61	Low	-0.05	Declining
81 Other services (except public administration)	1.42	High	1.39	High	-0.03	Declining
91 Public administration	0.78	Moderate	0.84	Moderate	0.06	Growing

Source: 2018 Manifold Estimates. Adapted by MDB Insight

*Although some companies have a high concentration, the total number of people employed in the sector might be small (see Figure 18).



Figure 20 presents the results of another analytical tool called a **shift-share analysis**. The shift-share articulates the factors which drive changes in employment through three primary considerations:

- **Reference Area Growth Effect:** The impact that changes in the overall broader economy at the provincial level have had on local employment in a given sector, leading to an increase or decrease in local employment.
- **Industrial Mix Effect:** The impact that changes among different industries of the economy have had on local employment in a given sector, leading to an increase or decrease in local employment).
- **Differential Shift:** The impact that local factors have had on increases or decreases in local employment (i.e. changes that cannot be explained by those in the reference area growth effect or industrial mix effect).
- The data below indicate the following:
 - Overall, changes in the labour force were driven by growth in the reference area growth effect (+589; i.e. growth of ON's economy), and by changes in the local factors under the differential shift (-56). Small decreases were attributed to industry changes. In total, the gains and declines resulted in a net gain of -32 new jobs for the Township of North Glengarry.
 - Increases were most evident in Agriculture, forestry, fishing and hunting; Administrative and support, waste management and remediation services; and Real estate and rental and leasing (due mostly to local factors); and Health care and social assistance (due to a mix of all factors).
 - Declines are most evident in manufacturing (due to industry and local factors), and Construction (due to local and provincial factors); and Finance and insurance (due mostly to local factors).



Figure 20: Ontario/Township of North Glengarry – Shift Share Analysis

North American Industry Classification System	Area Growth Effect	Industrial Mix Effect	Differential Shift	Total
Agriculture, forestry, fishing and hunting	42	5	122	168
Mining and oil and gas extraction	0	0	0	0
Utilities	4	1	30	35
Construction	61	44	-151	-46
Manufacturing	82	-62	-121	-102
Wholesale trade	24	-29	38	33
Retail trade	64	-16	-53	-5
Transportation and warehousing	39	13	-33	20
Information and cultural industries	12	1	-50	-37
Finance and insurance	21	2	-66	-42
Real estate and rental and leasing	4	4	72	80
Professional, scientific and technical services	24	13	-31	6
Management of companies and enterprises	0	0	0	0
Administrative and support, waste management and remediation services	10	5	129	143
Educational services	41	0	-19	23
Health care and social assistance	64	11	51	126
Arts, entertainment and recreation	7	4	31	42
Accommodation and food services	24	18	-19	23
Other services (except public administration)	36	-10	-6	21
Public administration	31	-37	19	13
Total	589	-32	-56	501

Source: 2018 Manifold Estimates. Adapted by MDB Insight

*Calculation does not include "not applicable industries"



Employment by Occupation

The figure below shows the percentage of the labour force employed by occupational category in 2018. Occupations in Trades, transport and equipment operators and related occupations have the highest percentage of labour force employed in North Glengarry, followed by Sales and service occupations.

Figure 21: Employed labour force by occupational category, percentage of labour force, 2018

Occupations (NOC)	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Total	100%	100%	100%
Occupation - not applicable	2%	3%	3%
0 Management occupations	13%	10%	11%
1 Business, finance and administration occupations	13%	13%	16%
2 Natural and applied sciences and related occupations	5%	4%	7%
3 Health occupations	6%	7%	6%
4 Occupations in education, law and social, community and government services	10%	10%	12%
5 Occupations in art, culture, recreation and sport	2%	2%	3%
6 Sales and service occupations	17%	22%	23%
7 Trades, transport and equipment operators and related occupations	22%	19%	13%
8 Natural resources, agriculture and related production occupations	4%	3%	2%
9 Occupations in manufacturing and utilities	6%	6%	5%

Source: 2018 Manifold Estimates



The figure below shows the number of people working in each occupation as defined by the National Occupational Classification (NOC) for 2011 and 2018.

Occupations that experienced major growth in North Glengarry include Trades, transport and equipment operators and related occupations (+313) and Management occupations (+156). The only occupation classification that experienced a significant decrease in North Glengarry between 2011 and 2018 was in Business, finance and administration occupations (-91).

Figure 22: Employed labour force by occupational category (number of people), 2011-2018

Occupations (NOC)	North Glengarry 2011	North Glengarry 2018	Net (+/-)
Total	4,980	5,585	605
Occupation - not applicable	40	122	82
0 Management occupations	565	721	156
1 Business, finance and administration occupations	790	699	-91
2 Natural and applied sciences and related occupations	250	265	15
3 Health occupations	265	340	75
4 Occupations in education, law and social, community and government services	490	586	96
5 Occupations in art, culture, recreation and sport	115	118	3
6 Sales and service occupations	980	975	-5
7 Trades, transport and equipment operators and related occupations	920	1,233	313
8 Natural resources, agriculture and related production occupations	210	207	-3
9 Occupations in manufacturing and utilities	340	319	-21

Source: Statistics Canada; 2011 Census Profile, 2018 Manifold Estimates



Commuting Patterns

The Study on commuting patterns measures the import and export characteristics of a region's workforce. A high percentage of outside labour force working in the community depicts the attraction of the region for nearby communities. In contrast, if majority of the workers in the community leave for their work (export of labour force) than it may hint towards lack of proportional opportunities in the community. In the Township of North Glengarry, 21.1% of its residents' commute to a different census division to work; this percentage is lower than in the Stormont, Dundas and Glengarry County but higher than the province.

Figure 23: Commuting destination for employed labour force

Commuting destination	North Glengarry, Township	Stormont, Dundas and Glengarry, County	Ontario
Total	100%	100%	100%
Commute within census subdivision (CSD) of residence	47.5%	48.7%	58.0%
Commute to a different census subdivision (CSD) within census division (CD) of residence	21.1%	27.5%	16.0%
Commute to a different census subdivision (CSD) and census division (CD) within province or territory of residence	25.8%	20.0%	25.2%
Commute to a different province or territory	6.0%	3.7%	0.7%

Source: Statistics Canada; 2016 Census Profile

The analysis from the 2016 Census suggests that 1,575 people commute to North Glengarry from other geographies to work, mostly from South Glengarry, North Stormont, and Cornwall.

Figure 24: Place of residence of the people commuting to North Glengarry, ON 2016

Place of residence	Total
South Glengarry TP	580
North Stormont TP	195
Cornwall CY	160
Champlain TP	100
The Nation / La Nation M	90
South Stormont TP	80
Other Communities (25 census sub-divisions)	370

Source: Statistics Canada; 2016 Census Profile



When it comes to labour force living in North Glengarry, 1,855 people leave the Township to work. Most of the people commute to Ottawa, Cornwall, and South Glengarry.

Figure 25: Commuting destination of people commuting from North Glengarry, ON 2016

Place of work	Total
Ottawa, CY	370
Cornwall, CY	340
South Glengarry, TP	210
Champlain, TP	165
Hawkesbury, TP	140
Other Communities (42 census sub-divisions)	630

Source: Statistics Canada; 2016 Census Profile

In addition to the above commuter pattern data, net import/export of labour was studied by industry to better understand what sectors people are coming or leaving to work in. The results show the Township of North Glengarry is a net exporter of workers (-280). Most of workers commute in to work in Manufacturing (120); Finance and insurance (25); and Accommodation and food services (20). On the other hand, the industries that export the most workers to other communities include Public administration (125), and Construction (80).

Figure 26: Net import/export of workers North Glengarry, ON 2016

Industry (NAICS)	Net import/export
Total	-280
11 Agriculture	-30
21 Mining	0
22 Utilities	-15
23 Construction	-80
31-33 Manufacturing	120
41 Wholesale trade	-30
44-45 Retail trade	-5
48-49 Transportation and warehousing	-50
51 Information and cultural industries	-30
52 Finance and insurance	25
53 Real estate and rental and leasing	-20
54 Professional, scientific and technical services	5
55 Management of companies and enterprises	-10
56 Administrative and support, waste management and remediation services	-45
61 Educational services	-45
62 Health care and social assistance	-5
71 Arts, entertainment and recreation	-25
72 Accommodation and food services	20
81 Other services (except public administration)	-40
91 Public administration	-125

Source: Statistics Canada; 2016 Census Profile



Business Counts

Statistics Canada's Canadian Business Counts provides a record of business establishments by industry sector and size. This data is collected from the Canadian Revenue Agency (CRA). The Canadian Business Counts data records business counts as either "Without Employees" or "With Employees." The establishments in the "Without Employees" category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Counts data use the Canada Revenue Agency as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included.

Focussing primarily at the "Sub-Total, classified" numbers and industry breakdowns, the analysis has found that:

- 68% of all businesses have no employees, with only 1% of business employing more than 100 employees.
- 53% of all businesses with employees employ 1 to 4 people; this represents 16% of total businesses.
- Retail trade; Health care and social assistance; and Construction are the industries with the largest number of businesses with employees.
- Agriculture, forestry, fishing and hunting; Real estate, rental and leasing; and Construction are the industries with the largest number of businesses without employees.
- 9 businesses employ more than 100 people; these businesses are in sector like Manufacturing; Wholesale trade; and Healthcare and educational services.

Note: This section includes all registered companies that have a Goods and Services Tax number, as registered through the Canada Revenue Agency. Results should not be compared directly to existing business directories in North Glengarry as the criteria for registering are different for both. The Canadian Business Counts data are used primarily so that comparisons can be made to the Provincial Distribution of businesses across the same categories.



Figure 27: Business counts in the Township of North Glengarry by industry and business size (number of employees)

Industry (NAICS)	Total	Ind.	Subtotal	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
Total	907	613	294	157	65	33	27	3	8	1	0
Unclassified	67	48	19	12	5	1	1	0	0	0	0
Sub-total, classified	840	565	275	145	60	32	26	3	8	1	0
11 - Agriculture, forestry, fishing and hunting	193	167	26	19	7	0	0	0	0	0	0
21 - Mining and oil and gas extraction	1	1	0	0	0	0	0	0	0	0	0
22 - Utilities	2	2	0	0	0	0	0	0	0	0	0
23 - Construction	81	51	30	18	10	2	0	0	0	0	0
31-33 - Manufacturing	17	8	9	2	2	2	1	0	2	0	0
41 - Wholesale trade	26	11	15	9	2	2	1	0	0	1	0
44-45 - Retail trade	75	34	41	12	16	6	5	1	1	0	0
48-49 - Transportation and warehousing	35	20	15	10	0	1	3	0	1	0	0
51 - Information and cultural industries	5	2	3	1	0	0	2	0	0	0	0
52 - Finance and insurance	29	21	8	3	2	2	1	0	0	0	0
53 - Real estate and rental and leasing	120	106	14	13	1	0	0	0	0	0	0
54 - Professional, scientific and technical services	56	37	19	12	4	2	1	0	0	0	0
55 - Management of companies and enterprises	5	5	0	0	0	0	0	0	0	0	0
56 - Administrative and support, waste management and remediation services	26	15	11	2	4	3	1	0	1	0	0
61 - Educational services	5	3	2	1	1	0	0	0	0	0	0
62 - Health care and social assistance	49	19	30	14	3	2	7	2	2	0	0
71 - Arts, entertainment and recreation	12	9	3	1	0	1	1	0	0	0	0
72 - Accommodation and food services	31	9	22	8	6	5	3	0	0	0	0
81 - Other services (except public administration)	71	45	26	20	2	4	0	0	0	0	0
91 - Public administration	1	0	1	0	0	0	0	0	1	0	0

Source: Statistics Canada, Canadian Business Counts, December 2019



- The table below presents the distribution of businesses with employees in the North Glengarry. Besides Retail trade, Construction, Health care and social assistance, industries such as Agriculture, forestry, fishing and hunting, Other services (except public administration), and Accommodation and food services also have a significant proportion of businesses with employees operating in North Glengarry.

Figure 28: Businesses by industry in North Glengarry, percentage of total businesses with employees, 2019

Industry (NAICS)	Business with employees	%
44-45 - Retail trade	41	14%
23 - Construction	30	10%
62 - Health care and social assistance	30	10%
11 - Agriculture, forestry, fishing and hunting	26	9%
81 - Other services (except public administration)	26	9%
72 - Accommodation and food services	22	7%
Unclassified	19	6%
54 - Professional, scientific and technical services	19	6%
41 - Wholesale trade	15	5%
48-49 - Transportation and warehousing	15	5%
53 - Real estate and rental and leasing	14	5%
56 - Administrative and support, waste management and remediation services	11	4%
31-33 - Manufacturing	9	3%
52 - Finance and insurance	8	3%
51 - Information and cultural industries	3	1%
71 - Arts, entertainment and recreation	3	1%
61 - Educational services	2	1%
91 - Public administration	1	0%
21 - Mining and oil and gas extraction	0	0%
22 - Utilities	0	0%
55 - Management of companies and enterprises	0	0%

Source: Statistics Canada, Canadian Business Counts, December 2019



Again, using the location quotient analysis, where 1.25 or greater represents strength, 0.75 to 1.25 represents proximity to the Provincial distribution, and below 0.75 represents low competitiveness, the sectors with a significantly higher concentration of businesses than the province include Agriculture, forestry, fishing and hunting, and Retail trade.

Figure 29: Business count location quotients (LQ) businesses with employees by industry, 2018

Industry (NAICS)	LQ 2019	Strength
11 - Agriculture, forestry, fishing and hunting	4.75	High
21 - Mining and oil and gas extraction	0.00	Low
22 - Utilities	0.00	Low
23 - Construction	0.98	Moderate
31-33 - Manufacturing	0.71	Low
41 - Wholesale trade	1.10	Moderate
44-45 - Retail trade	1.26	High
48-49 - Transportation and warehousing	0.81	Moderate
51 - Information and cultural industries	0.63	Low
52 - Finance and insurance	0.74	Low
53 - Real estate and rental and leasing	1.18	Moderate
54 - Professional, scientific and technical services	0.49	Low
55 - Management of companies and enterprises	0.00	Low
56 - Administrative and support, waste management and remediation services	0.88	Moderate
61 - Educational services	0.56	Low
62 - Health care and social assistance	1.08	Moderate
71 - Arts, entertainment and recreation	0.77	Moderate
72 - Accommodation and food services	1.18	Moderate
81 - Other services (except public administration)	1.06	Moderate
91 - Public administration	1.25	Moderate

Source: Statistics Canada; Canadian Business Counts December 2019. Adapted by MDB Insight.



06

APPENDIX B: DETAILED SURVEY RESULTS

NORTH
GLENGARRY
NORD

*Ontario's Celtic Heartland
Le centre celtique de l'Ontario*



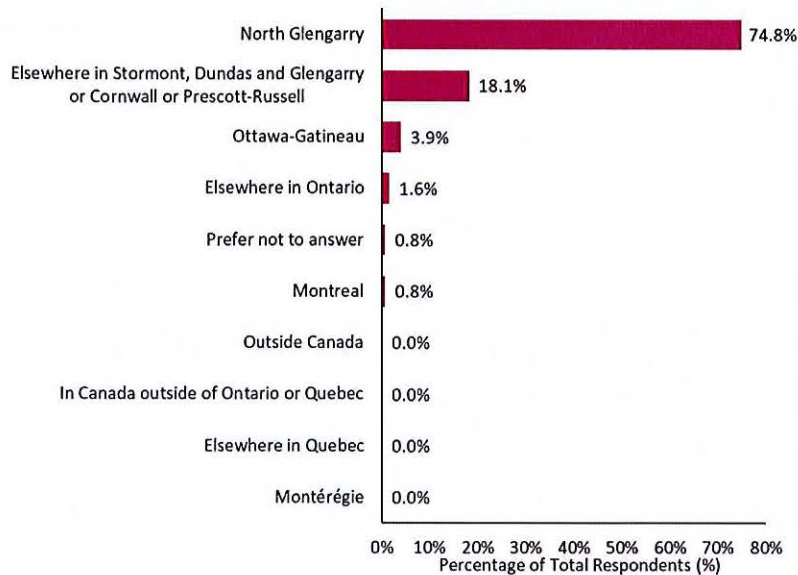
MDB
INSIGHT



Contextual Information

At the beginning of the questionnaire, respondents were asked in which area their primary residence was located. This question split the respondents up into two groups: residents of North Glengarry and non-residents. The remaining questions aimed to determine how to attract individuals to the area, both from the resident's experiences in the area and the non-residents perspectives of the area. Figure 1 shows that 74.8% (95 respondents) were residents of North Glengarry, and 25.2% (32 respondents) were non-residents.

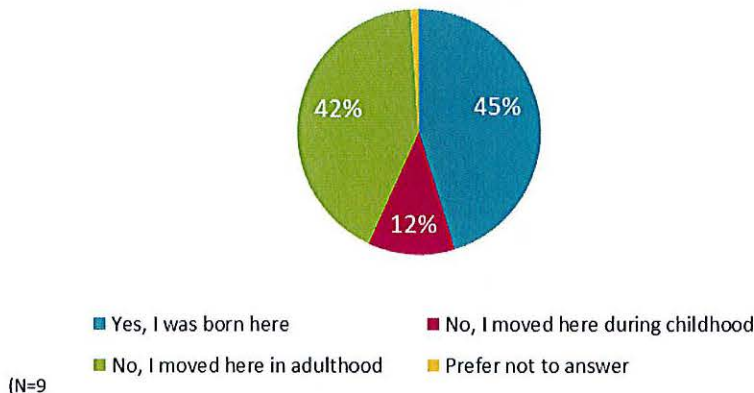
Figure 31: In which area is your primary residence located?



Residents

This section shows the questions which were asked exclusively to the residents of North Glengarry. Figure 2 shows that 45% were born in the region, 12% moved to the region in childhood and 42% moved to the region in adulthood.

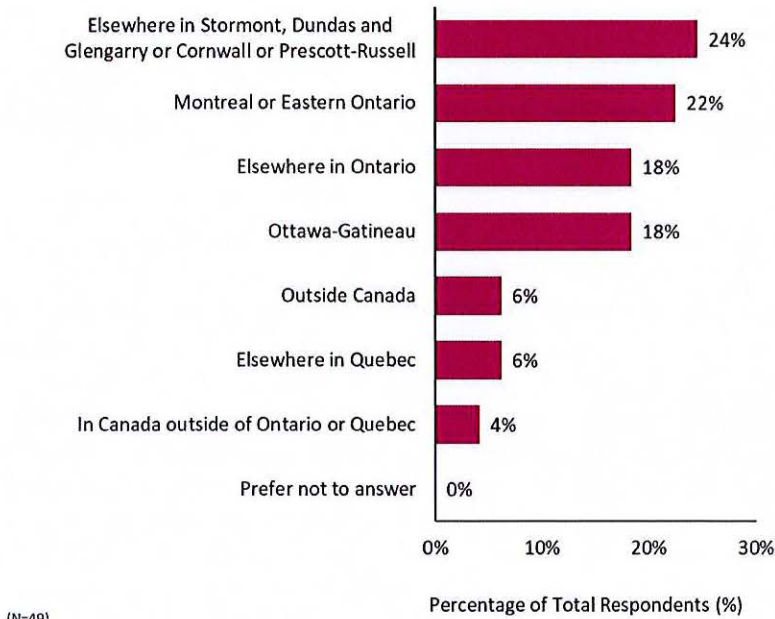
Figure 32: Are you from North Glengarry originally?





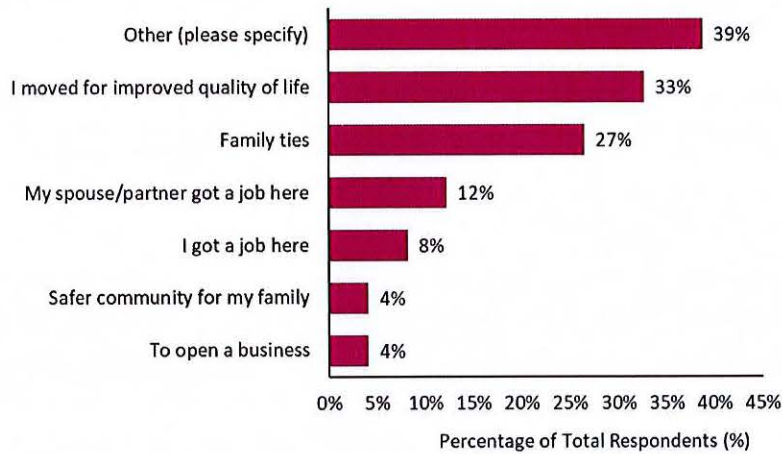
Among the respondents who had moved to the region at some point in their lives, the majority had moved from elsewhere in Stormont, Dundas and Glengarry. Many had also moved from Montreal, Ottawa-Gatineau, or elsewhere in Ontario.

Figure 33: Where did you live before moving to North Glengarry?



Many respondents noted that they had moved to North Glengarry for the quality of life. Another large portion stated that they had moved for family ties in the region. Many respondents also selected the "Other" option and wrote their reasons. Some of these reasons included: Spouses moving to the area, parents moving to the region, better services for childcare/health/special needs, and less expensive housing.

Figure 34: What motivated you to relocate to North Glengarry?



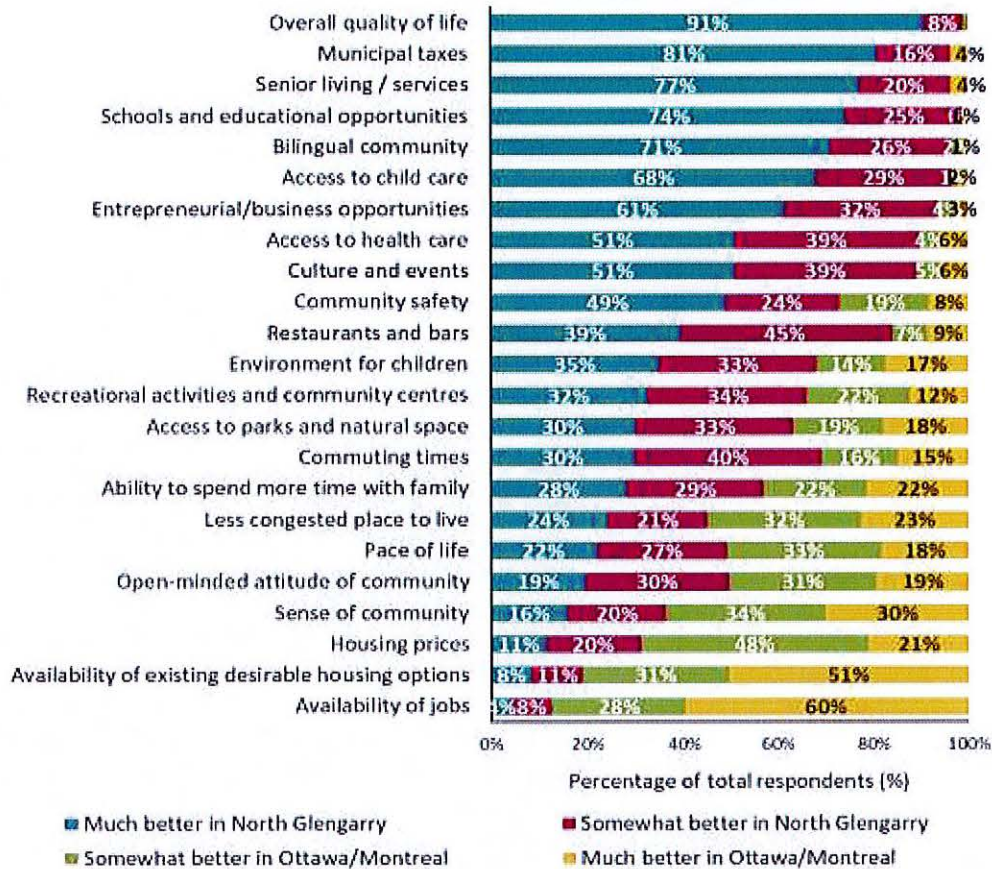
Only 22% of individuals noted that they had moved to North Glengarry alone. 57% responded that they had moved with a spouse/partner, and 29% stated that they had moved with children.

Figure 35: Who made the move with you?

Answer	Percent
Moved alone	22%
Moved with spouse / partner	57%
Moved with children	29%
Moved with other related adults	14%
Moved with other unrelated adults	0%

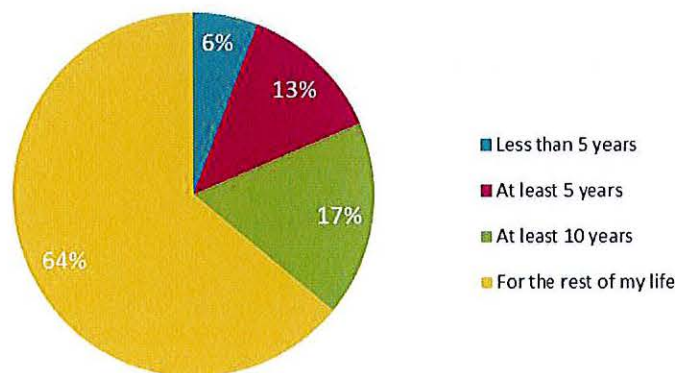
In Figure 6, respondents were asked to compare numerous factors between North Glengarry and nearby metropolitan areas such as Ottawa and Montreal. The most likely factors to be chosen as better in North Glengarry were overall quality of life, municipal taxes, senior living/services, and schools/educational programming. The availability of jobs and the availability of existing desirable housing options were the most likely factors to be chosen as much better in Montreal/Ottawa.

Figure 36: For the following question, we would like you to please consider how the following factors in North Glengarry compare to Ottawa/Montreal.



Among the residents surveyed, 64% responded that they planned to live in North Glengarry for the rest of their life. 17% planned to live there for another ten years, and 13% planned to live in the region for another five years.

Figure 37: How long do you plan to be living in North Glengarry?

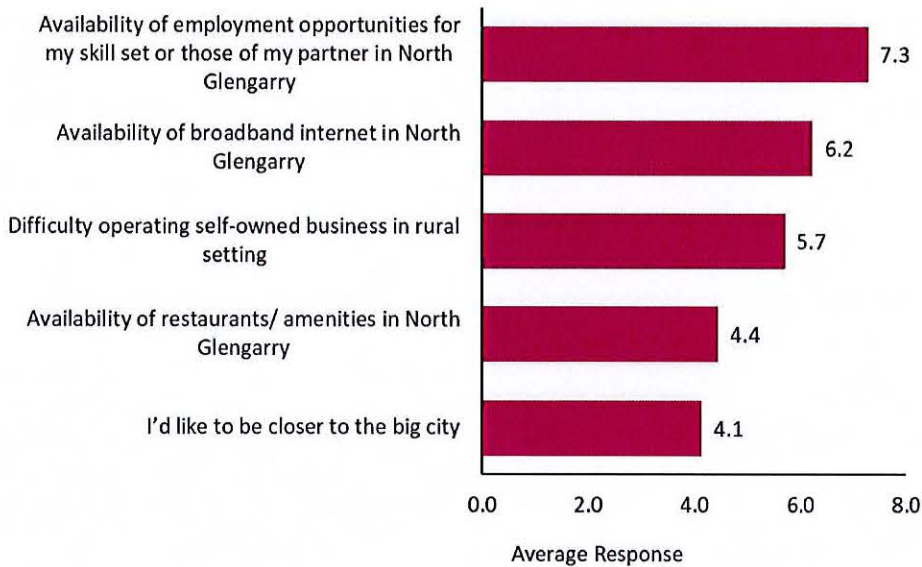


(N=86)



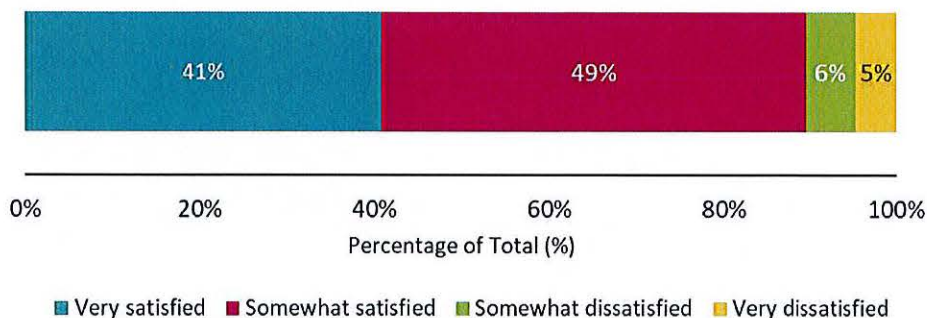
Residents who had responded that they did not plan to live in North Glengarry for life were also asked to rate the level to which various factors might cause them to move away from North Glengarry. The availability of employment opportunities for respondents' skillset was the most highly rated significant factor, followed by the availability of broadband internet and difficulty operating self-owned businesses.

Figure 38: Please rate the level to which the following factors might influence you to move away from North Glengarry? Scale - 1 (Not at all a factor) to 10 (A significant factor)



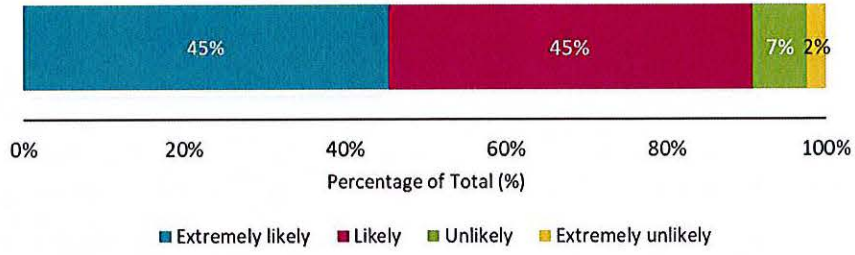
A high proportion of respondents (90%) stated that they were very or somewhat satisfied with North Glengarry's ability to meet their overall needs as a resident. Only 5% noted that they were very dissatisfied.

Figure 39: How satisfied are you with North Glengarry's ability to meet your overall needs as a resident?



Further, 90% of residents noted that they would be likely or extremely likely to recommend North Glengarry as a place to visit or live.

Figure 40: How likely are you to recommend North Glengarry to friends as family as a place to visit or live?

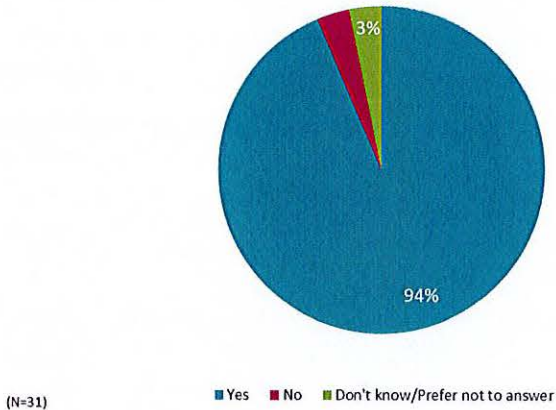




Non-Residents

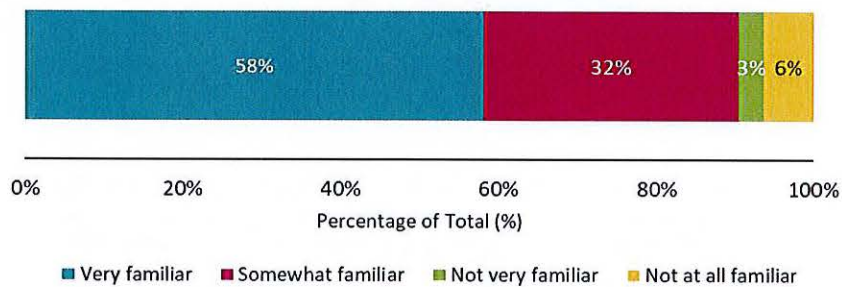
This section outlines the responses of the non-residents who responded to the survey. Among these respondents, 94% reported having visited North Glengarry in the past (Figure 11).

Figure 41: Have you ever been to North Glengarry (including Alexandria and Maxville and the surrounding hamlets)?



Among the non-residents surveyed, 58% reported being very familiar with North Glengarry, and 32% reported being somewhat familiar. Only 6% noted that they were not familiar with North Glengarry at all.

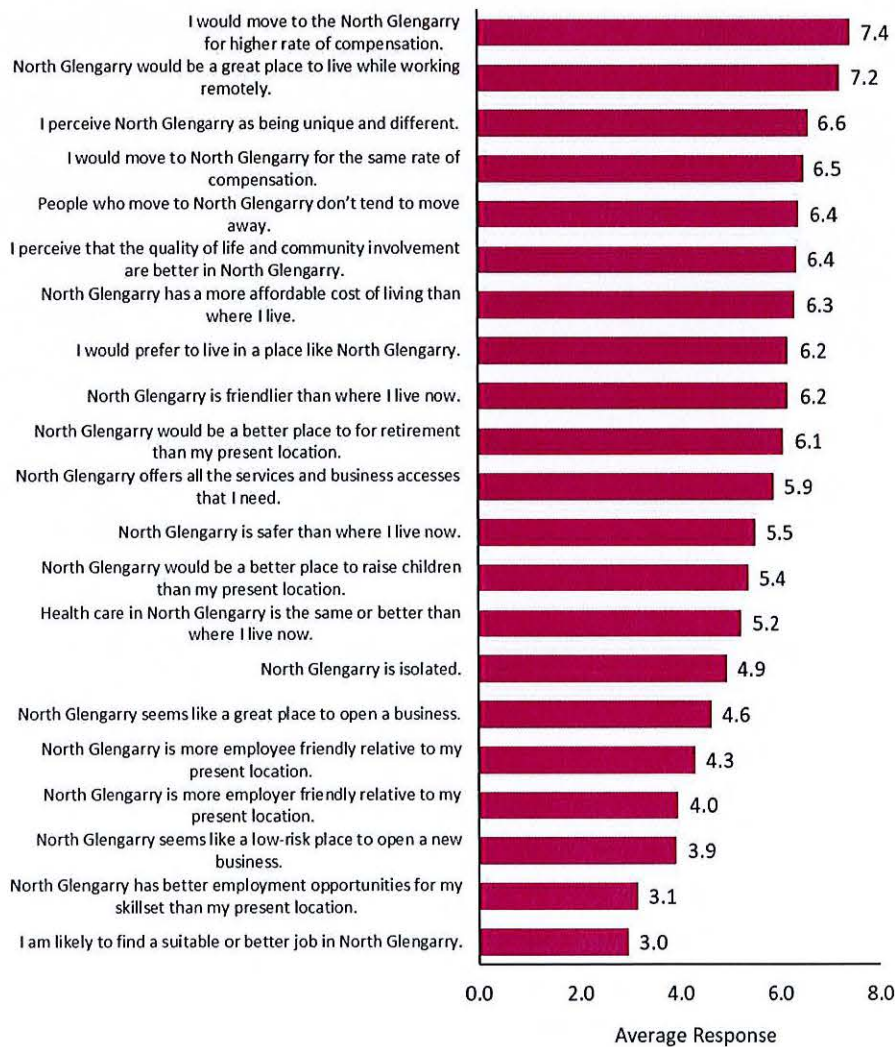
Figure 42: Please rate your level of familiarity with the North Glengarry.





Non-residents who were at all familiar with North Glengarry were also asked to rate the level to which they agree or disagree with various statements about the region on a scale of 1 (Highly disagree) to 10 (Highly agree). Non-resident respondents were most likely to highly agree with the statements "I would move to North Glengarry for a higher rate of pay," "North Glengarry would be a great place to live while working remotely," and "I perceive North Glengarry as being unique and different." Contrarily, non-resident respondents were the least likely to highly agree with the statements: "I am likely to find a suitable or better job in North Glengarry," "North Glengarry has better employment opportunities for my skillset than my present location," and "North Glengarry seems like a low-risk place to open a new business." The respondents felt neutral on average (average responses near 5) to the statements: "Health care in North Glengarry is the same or better than where I live now," and "North Glengarry would be a better place to raise children than my present location."

Figure 43: How much do you agree or disagree with the following statements? Scale – 1 (Highly disagree) to 10 (Highly agree)





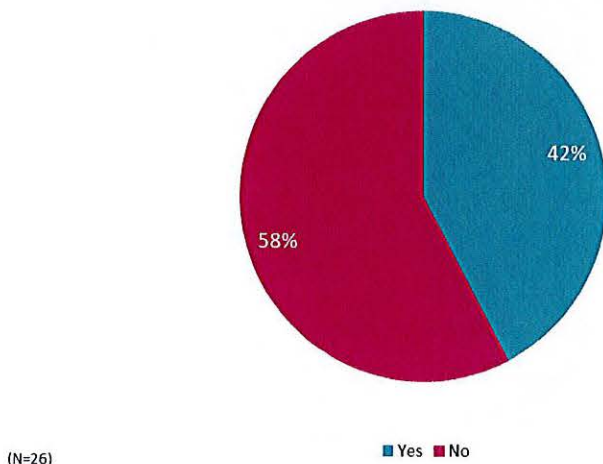
Non-residents reported using the internet, word of mouth, and personal experience most frequently to learn about new places in Canada.

Figure 44: What source of information do you use to learn about new places in Canada?

Answer	Percent
Internet	88%
Billboards/highway signs	12%
Television	35%
Word of mouth and friends	81%
Newspaper	35%
Radio	27%
Magazines	31%
Personal Experience	73%
Tourism material	42%
Social Media	62%
Other (please specify)	0%

The majority (58%) of non-resident respondents had not seen any advertising regarding North Glengarry, but a significant portion (the remaining 42%) had reported having seen advertising or promotional material.

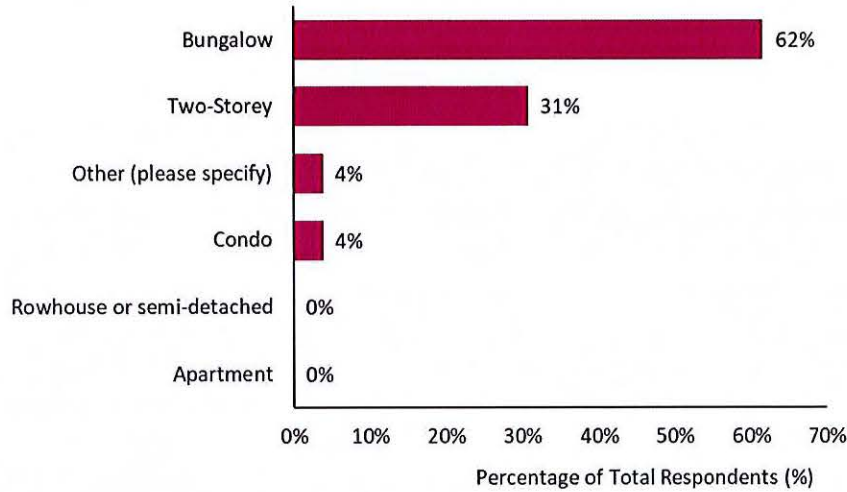
Figure 45: Have you seen or heard any advertising or promotional material about North Glengarry?





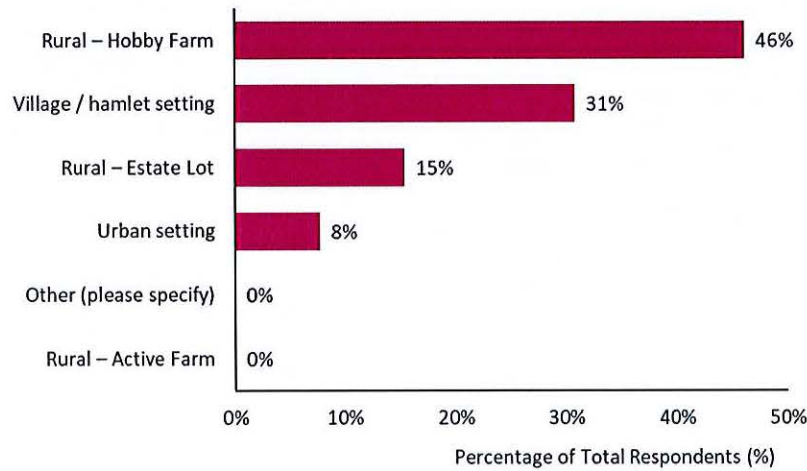
The majority of non-resident respondents reported that if they were to move to North Glengarry, they would be looking for a bungalow. Another large portion (31%) would be looking for a two-story dwelling.

Figure 46: If you were to move to North Glengarry, what type of dwelling would you be looking for?



When asked about their ideal setting to live, 46% of respondents were interested in a rural – hobby farm, and 31% reported a village/hamlet would be their ideal setting.

Figure 47: What is your ideal setting to live in?





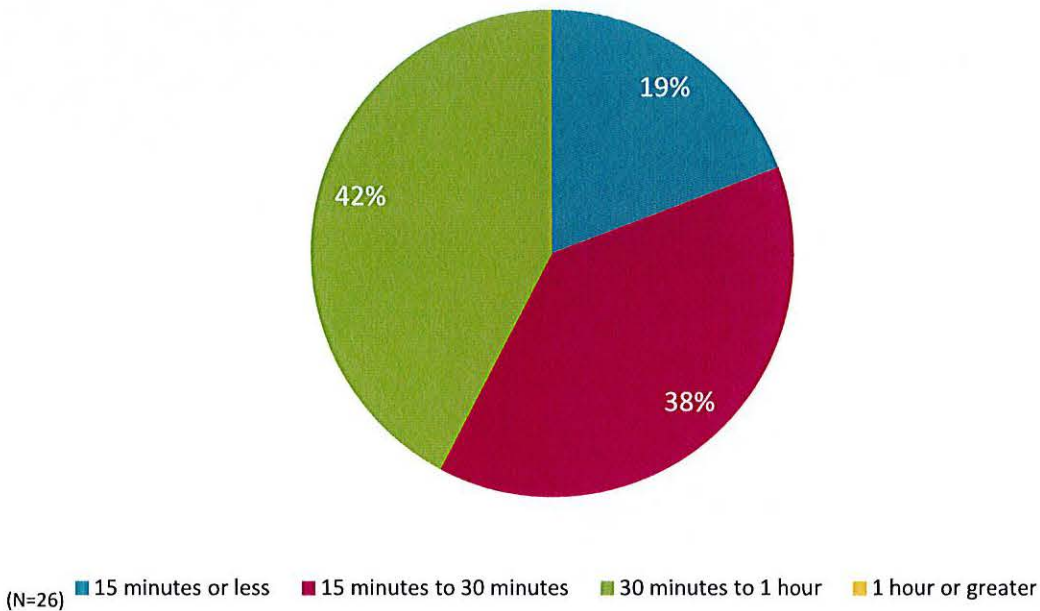
The majority of respondents noted that they would not be looking to move for five years or more. 23% would consider moving in 3-5 years and 12% in 2-3 years.

Figure 48: If you were looking to move, when would that be?

Answer	Percent
Immediately	4%
Less than 1 year	8%
Between 1 to 2 years	8%
Between 2 to 3 years	12%
Between 3 to 5 years	23%
5 years or more	46%

The non-residents surveyed reported various lengths of time they were willing to commute to work. 19% stated that they were willing to commute 15 mins or less, 38% were willing to commute 15-30 mins, and 42% were willing to commute 30 mins to 1 hour. None of the respondents surveyed reported that they were willing to commute more than an hour.

Figure 49: How far are you willing to commute for work?





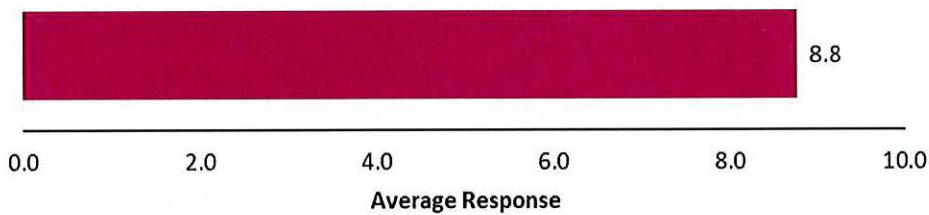
The amenities that the non-resident respondents were most likely to consider necessary when choosing a place to live were medical/health care, green/park spaces, and local shopping.

Figure 50: What amenities would you consider necessary when choosing a place to live?

Answer	Percent
Medical / health care	88%
Green / park spaces	85%
Local shopping	77%
Recreational sports facilities	42%
Anglophone Elementary school	19%
Anglophone High school	19%
Anglophone post-secondary institution	12%
Other (please specify)	12%
Francophone Elementary school	8%
Francophone High school	8%
Francophone post-secondary institution	0%

The non-resident respondents highly rated the importance of quality of life and community involvement when choosing a place to live, giving this metric an average score of 8.8 out of 10.

Figure 51: Please rate the importance of quality of life and community involvement when choosing a place to live. Scale – 1 (Not at all important) to 10 (Highly important)

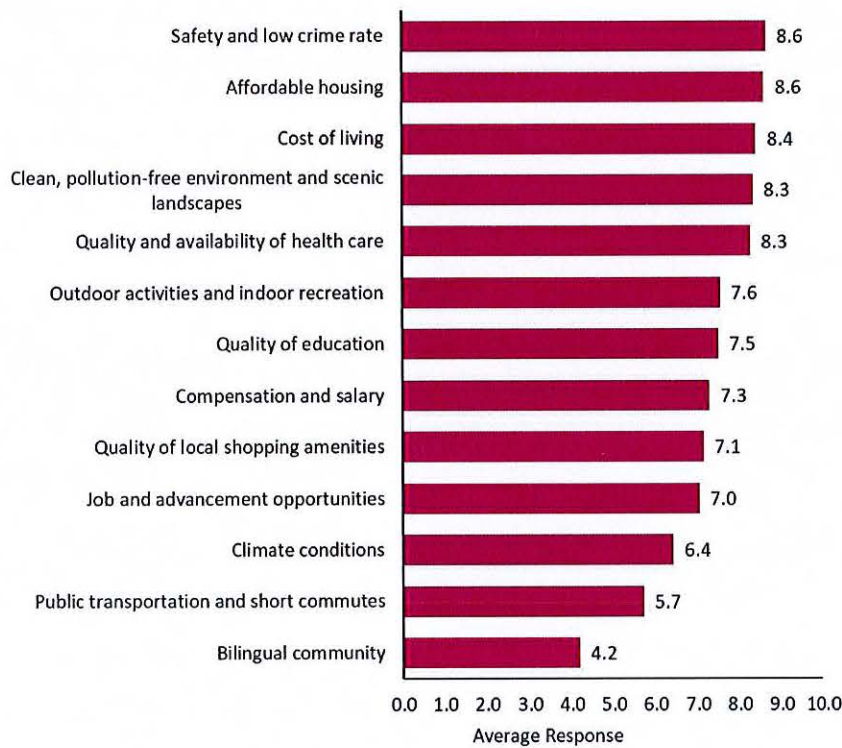




General Population Questions

All respondents to the survey were asked to rate the importance of various factors on their choice of places to live from 1 (Not at all important) to 10 (Highly Important). The most highly rated factors were safety/low crime rates, affordable housing, cost of living, clean/pollution-free environments/scenic landscapes, and quality/availability of health care.

Figure 52: When choosing a place to live, please rate the relative importance of the following factors - Scale: 1 (Not at all important) to 10 (Highly Important)



Demographic Characteristics of Respondents

This section shows the answers to the demographic questions in the survey. The answers show that the sample was from a demographically and socially diverse group of respondents.

Figure 53: Gender of Respondents

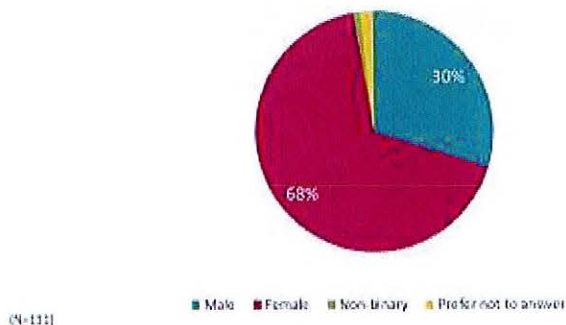




Figure 54: Age of Respondents

Age	Percent
Under 30	16%
30-45	32%
46-55	19%
56-65	22%
65+	8%
Prefer not to answer	3%

Figure 55: Size of Household of Respondents

Question	Average
Number of adults over the age of 18	2.2
Number of children under the age of 18	1.2

Figure 56: Education of Respondents

Answer	Percent
High School Diploma	4%
Some College / Trade School / University	15%
College / Trade School Diploma or University Degree	48%
Post-Graduate Diploma or Degree	29%
Prefer not to answer	5%

Figure 57: Employment status (please select the most relevant to you) of Respondents

Answer	Percent
Too young to work	0%
Presently employed	62%
Presently unemployed but looking for work	5%
Close to retirement	13%
Retired	14%
Prefer not to answer	6%



Figure 58: Household income (before tax) of Respondents

Answer	Percent
\$100,000 or more	35%
\$60,000 to \$99,999	26%
\$40,000 to \$59,999	12%
Less than \$39,999	5%
Prefer not to answer	22%

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Brenda Noble

Seconded by: Jeff Manley

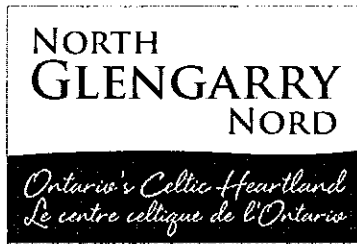
THAT the Committee of the Whole receives Staff Report No. CS-2020-13 - Community Services Department Workplan October 2020.

Carried

Deferred

Defeated

Mayor/Deputy Mayor



STAFF REPORT TO THE COMMITTEE OF THE WHOLE

Report No: CS-2020-13

October 21, 2020

From: Anne Leduc – Director of Community Services

RE: October 2020 Workplan – Community Services Department

Recommended Motion:

THAT the Committee of the Whole receives Staff Report No. CS-2020-13.

Background / Analysis:

The table enclosed at the end of this report shows the progress on the various projects undertaken by the Community Services Department.

ADMINISTRATION

COVID-19

- Staff has been keeping abreast of the information forwarded by the different ministries and Public Health.
- Plans to allow the public to access the municipality's facilities are modified in response to the directives from Public Health.
- Staff members have coordinated activities in various sports organizations over the last months to ensure the safe reopening of these activities.

Budget – Operating and Capital Budgets for the Community Services Group have been completed and were remitted to the Finance Department.

Recreation Directors Meetings – Staff has participated in the SDG/Cornwall Recreation Directors Meetings mostly focusing on the safe opening of recreation facilities and requests for rentals from organization that are out of the EOHU region.

Removal of Aquatic Vegetation – The permit application was filed on October 1st with the Department of Fisheries and Oceans for the removal of aquatic vegetation starting no later than June 15, 2021.

Request for Proposals – The RFP for Engineering and Project Management Services for the Glengarry Sports Palace will be reissued as no submissions were received for this project.

Staffing – There has been a readjustment of staffing hours as additional installations (beach, splash pad and park bathrooms) are now closed. Staff are now on fall / winter hours according to the needs of their facilities.

COMMITTEE AND WORKING GROUP ACTIVITIES

Arts, Culture and Heritage Committee

- Participated in the October Arts, Culture and Heritage Committee
- Request for CIP submission for Tapis Richard Ranger was recommended by ACHC and approved by Council.
- Community Grants Program application form is now available on the Township's website. The intake will start on January 2nd, 2021.
- The Committee expects to receive two submissions for the Blue Plaque Program.

Community Development Committee

- Participated in the September Community Development Committee Meeting.
- MDB Insight presented the Draft Development and Marketing Strategy. Comments and modifications were shared by the Committee which will in turn be included in the report that will be presented to the Committee of the Whole in October.

EVENTS AND ACTIVITIES

Boys and Girls Club Activities – The Tuesday and Thursday Fall / Winter programming started in early October at the Gary Shepherd Hall and the group will be using the Tim Hortons Dome on Wednesdays.

Canada Day Activities – Township staff had a preliminary meeting with the organizers of the Canada Day Parade and it seems less than probable that the event as planned for July would take place in February 2021. It is staff's recommendation that Celebrate Canada be contacted and that a request be made to transfer the funds for the 2021 Canada Day celebrations.

Sportball – This activity at the Tim Hortons Dome will start on October 24th for 8 weeks. Registration is presently open.

Yoga Programming – Make-up classes were offered in September and the new Fall Yoga Session started on October 6th. The class is full.

Youth Floor Hockey – Sessions will start on Wednesday, October 28th at the Maxville & District Sports Complex on the new multi-sports pad.

FACILITIES

Community Centres

- An email was shared with the Recreation Associations regarding the reduction in gathering limits and the explanations surrounding what consists a monitored versus an unmonitored event.

Glengarry Sports Palace

- Ice making started as of September 23rd and the facility opened to the public on Monday October 5th.
- Signage was installed to direct users on a flow-through pattern that ensures that different groups aren't in contact with each other.

Island Park

- The bathrooms were closed as of Thanksgiving.

Maxville & District Sports Complex

- The Program Coordinator and the Lead Hand managed the process to convert the arena slab to the following:
 - Walking / running track
 - 3 pickleball courts (the summer league will be moving indoors)
 - 1 tennis court
 - 1 basketball court
- The following equipment was purchased for the multi-sports pad:
 - A ball stop netting system between the basketball court and the first pickleball court.
 - New tennis posts and a net.
- Pickleball equipment is on loan through the Maxille Summer Pickleball League.
- The Maxville Manor will be using the Community Hall for their Day Program.
- The Program Coordinator has been in contact with community groups, local schools, etc. to advise that this space is available for use.
- Other programming will be added gradually.

Tim Hortons Dome

- As reported to Council in August, the Dome had a soft reopening as of August 24th. As of October 10th, the Dome has resumed normal operating hours with its full complement of staff.
- The following table summarizes the activities in the Dome since its reopening:

TOTALS - August 24 to October 10, 2020

Activity	Quantity
Court Rentals (hours)	130
Walkers	793
New Tennis Membership	1
New Senior Memberships	6
New Monthly Memberships	3
New Daily Passes	1

OTHER

Community Improvement Plan / Regional Incentive Program

- Staff is continuing to promote the CIP with qualifying North Glengarry property owners.
- 5 applications were submitted to the Fall 2020 SDG Regional Incentives Program and were considered during the October 13 review meeting.

Meetings (virtual or otherwise) – Staff has:

- Participated in the Emergency Management Exercise.
- Attended the Teeny Tiny virtual workshops.
- Participated in the SDG EDOs Working Group Economic Development Re-assessment exercise.
- Participated in the SDG Communications Working Group Virtual Meeting.
- Attended various OMAFRA, Ontario Chamber of Commerce, Ministry of Economic Development, Job Creation and Trade, the Ministry of Tourism, Sports and Culture's Town Hall and others.

Other Economic Development Activities – Staff:

- Provided the Maxville and Alexandria Chambers of Commerce with information related to various ministries at the provincial and federal levels, regarding ongoing funding and upcoming training programs.
- Supported property owners during the application process for the Community Improvement Plan and the Regional Incentives Program.

Press Releases / Videos / Ads

- Prepared Press Release updating the opening of the Recreation Facilities.
- Prepared a poster for the temporary burn period for the Fire Department.
- Prepared Press Release and video on the integration of the new filters into Alexandria Water Treatment Plant.
- Prepare speech and videoed the Mayor's Back to School message.

Website, Social Media and traditional media.

- Posted information to Facebook on:
 - The Voting during the By-election and results

- New programming in the Township
- Webinars available to the business community
- Lost animals
- Etc.
- Updated website as needed.

COMMENTS

This report is presented for information purposes only.

Alternatives:

N/A

Financial Implications:

N/A

Attachments & Relevant Legislation:

N/A

Others Consulted:

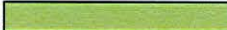


Reviewed and Approved by:
Sarah Huskinson, CAO/Clerk

	Community Services Tasks	Deliverable	Involvement	2020				2021	Progress
				Q1	Q2	Q3	Q4		
Strat Plan	Communications plan	Completed	TK, AL, SH						Approved by Council
	Development and Marketing Strategy	Near Completion	AL						Presented to Community Development Committee and going to Committee of the Whole
	Integration of Search Tool in Website	Ongoing	AL, SH						Finalized
	Maximize the use of recreation facilities by identifying opportunities and gaps in current usage of facility times.	Ongoing	Rec Dept						
	Provide training to all departments on excellence in customer service.	Ongoing	All Departments						
Capital Projects	Dome - Membrane repairs	Completed	JD						Completed
	EcDev - Interpretive Panels	Deferred to 2021	TK						On hold - Impacted by COVID-19
	EcDev - Remembrance Day Banners	Completed	TK						Completed - ready for installation
	Glen Robertson Playground Equipment	Completed	AL						Completed
	KingGPK - Electrical Panel	Deferred to 2021	JD						On hold - Impacted by COVID-19
	Millsq - Architectural Design	Ongoing	AL						Process ongoing - SDG Counties
	MSC - Decommissioning of well	Ongoing	AL, JA						Ongoing - waiting for contractor
	MSC - Water lateral Connection	Completed	AL, JA						Completed
	Admin - Business & Community Awards Gala	Cancelled	AL, MD						Cancelled - Impacted by COVID-19
	Admin - Creation of COVID-19 Reopening Plans for Island Park, Tim Hortons Dome, Maxville & District Sports Complex and Glengarry Sports Palace	Ongoing	AL, SD, MD, JA, JD, RW						Plans revised according to directives issued by the Province and Public Health
	Admin - Grants - Celebrate Canada - Application 2020	Deferred to 2021	AL						Date moved to Family Day Weekend
	Admin - Grants - Jump Start Reconfiguration Grant	Ongoing	AL						Application for suspended netting for MSC - waiting on response
	Admin - Grants - Seniors	Cancelled	AL						Reimbursement of funds to Ministry
	Admin - Hiring of part-time staff for facilities	Ongoing	AL, JD, RW						Dome and GSP
	Admin - Main Street Revitalization Grant	Completed	AL						Report filed May 5th.
	Admin - Recreation Policies and Procedures	Ongoing	AL, JA, JD, RW						
	Admin - Social Media Policy	Completed	SH, TA, AL						Approved by Council
	Admin - Staff Regulatory Training	Ongoing	AL, JA, JD, RW						
	Dome - Programming - 2019/2020 Women's Volleyball	On-hold	AL, MD, JD, SD						Waiting for Public Health Directives
	Dome - Programming - 2020 Flag Football	On-hold	SD, JD						Waiting for Public Health Directives
	Dome - Programming - 2020 Winter Boys & Girls Club	Completed	AL						Programming delivered
	Dome - Programming - 2020 Fall Boys & Girls Club	Ongoing	AL						Programming started October 2020
	Dome - Programming - Competitive Soccer League	On-hold	SD, JD						Waiting for Public Health Directives
	Dome - Programming - Golf	Ongoing	SD, JD						Available to the public
	Dome - Programming - Nordic Track for Seniors	Ongoing	AL, JD						Exploring this option with course leader

Other

Dome - Programming - Running Prog 2020 Winter Session	Ongoing	AL, JD						Interrupted due to COVID-19
Dome - Programming - Running Prog 2020 Fall Session	Ongoing	AL, JD						Exploring this option with course leader
Dome - Programming - Sportball	Ongoing	SD						Started again in September 2020
Dome - Programming - Virtual Soccer Skills Workshop	Completed	SD						37 participants
Dome, GSP, MSC, IP - Programming - 2020 Family Day	Completed	Rec Dept						
Dome, GSP, MSC, IP - Programming - 2021 Family Day	Ongoing	Rec Dept						Planning stages for Family Day 2021
Dome, GSP, MSC, IP - Programming - 2020 March Break	Cancelled	Rec Dept						Cancelled - Impacted by COVID-19
Dome, GSP, MSC, IP - Programming - 2021 March Break	Ongoing	Rec Dept						Planning stages for March Break 2021
EcDev - Arts, Culture & Heritage Committee Support	Ongoing	AL, TK						Ongoing
EcDev - Blue Plaques Program Review	Completed	AL, TK						Program reviewed and adjusted.
EcDev - Community Development Committee Support	Ongoing	AL						Ongoing
EcDev - Community Grants Events	Ongoing	AL, TK						Adjustments to events impacted by COVID-19
EcDev - Community Grants Review	Completed	AL, TK						Deferred launch to Jan 2, 2021.
EcDev - Community Improvement Plan Public Consultation and Review	Ongoing	AL, TK						Early Fall 2020 - Extension request to be brought to Council in October
EcDev - COVID-19 Response - Business Support	Ongoing	AL, TK						Working with Maxville & Alexandria Chambers to support local businesses
EcDev - COVID-19 Response - Employer Support	Ongoing	AL, TK						Working with various ministries & SDG EcDev to ensure that needs of business owners are heard at various government levels and shared back with owners
EcDev - COVID-19 Response - Facebook Postings & Website updates	Ongoing	AL, TK						Sharing of information on Facebook & Website
EcDev - COVID-19 Response - Ministry of Tourism, Culture and Heritage	Ongoing	AL, TK						Coordinating with Ministry to support organizations in North Glengarry that have received funding under the grant (reporting requirements & additional funding)
EcDev - Glengarry Routes Tour	Cancelled	TK						Cancelled - Impacted by COVID-19
EcDev - NG Community Grants Café	Completed	AL, TK						February 20th
EcDev - NG Tourism Grants Café (September)	Cancelled	AL, TK						Cancelled - Impacted by COVID-19
EcDev - Regional Incentives Program	Ongoing	TK						
EcDev - Teeny Tiny Summit (June)	Cancelled	AL, TK						Cancelled - Impacted by COVID-19
GSP - Audit	Completed	AL, MD						Audit approved by Council in October
GSP - Programming - 4 on 4	Deferred to 2021	MD, SD, RW						On hold - Impacted by COVID-19
GSP - Programming - Little Sens-type Programming	Deferred to 2021	AL, MD						On hold - Impacted by COVID-19
GSP - Programming - Yoga 2020 Winter Session	Completed	MD, SD						Make-up classes in September 2020

GSP - Programming - Yoga 2020 Fall Session	Ongoing	MD, SD					Session started October 5, 2020.
GSP - Programming - Youth Broomball		MD, SD, RW					Cancelled - Impacted by COVID-19
GSP, MSC - Refrigeration Plant Certification TSSA	Completed	AL, RW, JA					Certificat obtained
IP - Aquatic Vegetation Removal 2020 Permit	Completed	AL					Permit obtained - Work completed
IP - Aquatic Vegetation Removal Report	Completed	AL					Completed in July 2020
IP - Aquatic Vegetation Removal 2021 Permit	Ongoing	AL					Application submitted October 1, 2020
IP - Geese Mitigation Program Permit	Completed	AL					Permit obtained and report filed
IP - Geese Mitigation Program Report	Completed	AL					Completed in May 2020
IP - Programming - 2020 Fall Boys & Girls Club	Ongoing	AL, SD, MD					Programming started October 2020.
IP - Programming - 2020 Swimming Lessons	Completed	SD					Report to Council April 14, 2020
IP - Programming - 2020 Winter Boys & Girls Club	Completed	AL, SD, MD					Programming delivered
IP - Programming - Summer Camp Boys & Girls Club	Completed	AL, SD, MD					Programming delivered
MSC - Community Kitchen Program	On hold	AL, TK, SD					Waiting for Public Health Directives
MSC - Glengarry Sports Hall of Fame	Deferred to 2021	JA					Event booked for August 2021
MSC - Programming - 2020 Fall Youth Floor Hockey	Ongoing	JA, SD					Programming starting October 28th
MSC - Programming - Kilt Skate 2021	Deferred to 2021	AL, TK & Others					January / February 2021
MSC - Programming - Lining of arena floor (tennis, pickleball, basketball, walking track)	Completed	AL, JA, SD					Conversion completed October 2020
MSC - Programming - Purchase of Ball Stop Netting for arena floor	Completed	AL, JA, SD					Netting purchased
MSC - Programming - Purchase of Tennis, basketball equipment for arena floor	Completed	AL, JA, SD					Equipment purchased

Preparation 
Execution 
Complete 

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Jeff Manley

Seconded by: Johanne Wensink

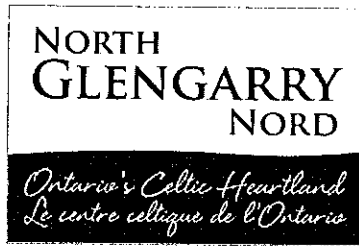
THAT the Committee of the Whole accepts report TR2020-34 from the Director of Finance/Treasurer for information purposes.

Carried

Deferred

Defeated

Mayor/Deputy Mayor



STAFF REPORT TO THE COMMITTEE OF THE WHOLE

Report No: TR2020-34

May 15, 2019

From: Kimberley Goyette – Director of Finance/Treasurer

RE: 2020 Work Plan Updated for October 15, 2020

Recommended Motion:

THAT the Committee of the Whole accepts report TR2020-34 from the Director of Finance/Treasurer for information purposes.

Background / Analysis:

The Treasury Department is presenting to the Committee of the Whole their workplan updated as of October 15, 2020. There remains policy work to be done to ensure transparency and consistency. Policies that are in draft form include: water/wastewater billing and collections; accounts receivable; tax water relief. Due to the pandemic, these have been deferred for presentation to Council until Q4 or possibly early 2021.

Asset Management Software needs to have the financial information regarding depreciation, asset values, etc. match the financial statements. Currently there is a gap. This will be balanced by December 31, 2020.

RealTax is now open and 26 properties are now starting the registration process. Two tax sale properties that were cancelled due to COVID in early April will be advertised for four consecutive weeks starting October 14, 2020. The tender information is also noted on the website. One property that was scheduled for tender in February of 2021 has been cancelled due to payment in full in the amount of almost \$17,000.

With the audit complete, and financial statements approved, year-end processing is now complete.

Budget documents have been distributed to all Directors and it is currently in process. The hope is to have it presented to Council by the second week in December.

Alternatives:

None

Financial Implications:

None

Attachments & Relevant Legislation:

Work Plan 2020.

Others Consulted:

Reviewed and Approved by:
Sarah Huskinson, CAO/Clerk

	Treasury Department Tasks	Deliverable	Involvement	2020				2021	Progress
				Q1	Q2	Q3	Q4		
Strat Plan	Assist Department with financial information as needed							As required	
Policies	Accounts Receivable Policy	Policy approved by Council	SM,KG				Yellow	Delayed due to COVID	
	Utility Billing Policy	Policy approved by Council	SM,KG				Yellow		
	Review Records Retention Policy	Policy approved by Council	KG, SH				Green		
	Cash Handling Policy	Policy approved by Council	KG				Yellow		
	Water Relief Policy	Policy approved by Council	KG				Yellow		
	Release of Tax Information Policy	Policy approved by Council	KG		Blue				
	Use of Federal Gas Tax Funds Policy	Policy approved by Council	KG		Blue				
Other	Asset Management Software - Balance to Financials	Financial match software balances	KG				Green		
	RFP for Facility Assessments for Asset Management	Award of RFP	KG, DC				Green		
	Merge of GSP to North Glengarry financials	Successful transfer	KG, RK, AL	Blue					
	2020 Budget	Approved budget	Council, KG	Blue					
	Review Tax Arrears, more letters, and tax collection	Increased Collections, reduced arrears and increased cash flow	KG, VT			Green			
	Sale of 2020 registered tax sale properties	Cash for sale of property	KG, VT			Green			
	Register 2020 properties for tax sale		KG, VT			Green			
	Vest Property to the Township		KG			Green	Yellow		
	Variance reports - Monthly to Directors	Variance reports delivered to Directors	KG		Blue				
	Temporary Borrowing Bylaw	Bylaw passed and sent to RBC	Council, KG	Blue					
	RBC Form 349	Form submitted to RBC	KG	Blue					
	Long Term Debt loan for fleet	Financing confirmed	KG	Blue					
	Final Tax Rates for 2020	Bylaw passed	KG	Blue					
	Municipal Audit	Audit Complete	KG, RK, SM, VT				Blue		
	Year End Financial Processing	Audited financial statements	SM, RK, KG			Green	Blue		
	CWWF Claim July 1, 2020 to September 30, 2020	Claim submitted	KG				Blue	Last Claim Lagoons	
	Annual Gas Tax reporting	Report sent	KG	Blue					
	OCIF Annual Reporting	Claim submitted	KG	Blue					
	Main Street Revitalization Grant reporting	Claim submitted	KG	Blue					
	Creation of cost centres for capital	Cost centres complete	KG, SMT	Blue					
	Creation of Tax Bill Inserts	inserts	KG, TK, SH					Cancelled - no inserts	
	Variance reports - Quarterly to council	Variance reports delivered to Council	KG						
	Accounts Payable Procedures	Documented Procedures	RK, KG	Yellow		Yellow	Green		
	Get rid of Vacancy rebates for taxes	Rebates eliminated	County				Green		
	Tax Arrears Collection reports - Quarterly to Council	Variance reports delivered to Council	KG			Yellow			
	Tile Drainage grant for Superintendent	Grant submitted	KG	Blue					
	Emergency Management ICS250 training	Certificate obtained	KG					Unknown at this time	
GL Account Descriptions and what to charge where	Finalized list	KG		Green					
Ensure TD1's for all employees	TD1's complete	KG, RK		Green	Blue				
Create shared files for Vadim Procedures	Procedures complete	KG, SDG Treasurers		Green	Green				
Get Debit Machines for Dome, GSP	Debit machine in place	KG, AL		Green					
Water Financial Plan 2021-2027	Plan approved by Council	AC, KG			Blue				
2021 Budget	Budget approved by council	All directors				Green			
Reconcile School Board Remittances	Balanced reports	KG				Green			
Balance Building Deposits	Balanced GL and detail	CL, KG				Green			
Review of Municipal Owned Land	Council approved land sales	SH, KG, Council				Green			

Preparation 
Execution 
Complete 

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Michael Madden

Seconded by: Jeff Manley

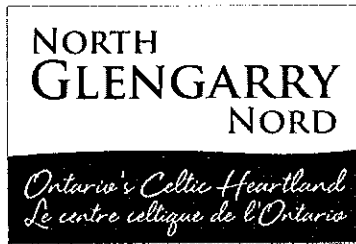
THAT the Council of the Township of North Glengarry receives Staff Report No. BP-2020-27 – the Director of Building, By-law & Planning 2020 Work Plan.

Carried

Deferred

Defeated

Mayor/Deputy Mayor



STAFF REPORT TO THE COMMITTEE OF THE WHOLE
Report No: BP-2020-27

October 21, 2020

From: Jacob Rhéaume – Chief Building Official

RE: 2020 Work Plan

Recommended Motion:

THAT the Council of the Township of North Glengarry receives Staff Report No. BP-2020-27 – the Director of Building, By-law & Planning 2020 Work Plan.

Background / Analysis:

The Building, By- Law & Planning Department is presenting the Council of the Township of North Glengarry with their work plan update for 2020.

BUILDING

Maxville Water Project

About 150 properties now have water but not all have been inspected at this time. When their meter installation gets inspected, the Township does a reading of the meter and provides the information to the Water and Sewer Collector, so the Township can back charge the owners only for the usage. We started conducting inspections back again. We will try to get up to date with all inspection in case another lockdown is mandated by the province.

Building Permit Application & Tracking Software

The Department is working with CGIS for some training as the new system is up and running.

Building Permits

The Building Department received about 180 building permit applications in 2020, to compare this number with 2019, we had issued our 180th permit in 2019 on September 9. The numbers are very similar to last year numbers.

Office Desks

We blocked the access to the office with a temporary door. We have signs with instructions at the front, hand sanitizer and stickers on the floor for social distancing, very similar to what you would see in any other commercial space available to public. We will now be starting to get prices for the installation of 2 “security” doors installed so people have only access to the lobby, having to get “buzzed” in by the receptionist.

BY-LAW ENFORCEMENT

Ongoing Complaints

The By-law is also working on several files to achieve compliance with municipal By-laws in a timely manner and to avoid any additional costs.

The By-law Enforcement had been very busy during the COVID-19 crisis to comply with all Provincial and Federal implementations regarding many restrictions/recommendations such as limiting distances and gatherings of people. He has also been disinfecting the main office daily to ensure our safety.

PLANNING

LPAT Appeal (MV-02-2020)

The Planning Department has been working closely on the LPAT Appeal application for Minor Variance MV-02-2020 (Franz Suter). A Joint Book of Documents was assembled with all the required documentation (a total of 550 pages). The book was shared with LPAT authorities, and legal counsels of the appellant, applicant and Township. The hearing date is set for September 24, 2020.

IHA Projects

The Planning Department is working with the SDG Counties Planning and Engineering departments on the IHA projects for assisted living south of County Road 43 on the hospital lands, and the senior village project north of County Road 43 across from the hospital lands. The proponent will be submitting a Zoning By-law application for the lands north of County Road 43 to permit the residential development.

DRAFT Clear Cutting By-law

The Planning Department held meetings with the Glengarry Federation of Agriculture and the Conservation Authorities. Next steps include receiving reviewed comments from all members of Council, and an in-camera Council meeting to agree on subsequent changes to the DRAFT by-

law. A second round of public consultation will take place when larger public gatherings are permitted.

Draft Zoning By-law Review (2020)

The zoning information has been updated until 2019 with the latest zoning by-law amendments and minor variances. The information is available online to the public through the SDG Counties Mapping tool. The Planning department also created a dedicated planning page on the Township of North Glengarry website, it can be accessed by clicking “Planning, Development and Zoning.” On the bottom left hand corner of the Township website main page. The GIS technician has completed the draft 2020 zoning schedules in PDF form, this will be an attachment to the new zoning by-law for public reference. The next steps in the zoning by-law review include conducting site verifications to ensure compliance with zoning compared to actual on the ground uses.

LPAT Official Plan Appeal

The appeal is ongoing. The process has been further delayed by COVID 19. The SDG Counties received the review of an independent agricultural consultant regarding the proposed revisions to the Agricultural and Rural designations in the Official Plan. Council will receive a more detailed update on the process in October.

Ongoing Zoning By-law Amendments, Consent Applications, Minor Variances

The Planning Department is working on several files with applicants that will be forwarded to Council in due time. Pre-consultation meetings are still conducted via phone for safety reasons. The volume of files and requests has increased significantly in the last month.

Inventory of vacant lands in Alexandria and Maxville

The GIS Technician completed a list of vacant lands that may have potential for development in Alexandria and Maxville. This will include a list of lands with a map highlighting the properties.

Alternatives:

None.

Financial Implications:

No financial implications to the Township

Attachments & Relevant Legislation:




- Work Plan 2020 Excel Spreadsheet

Others Consulted:

Todd McDonell, *By-law Enforcement Officer*
Kasia Olszewska, *Planner*

Reviewed and Approved by:
Sarah Huskinson, CAO/Clerk

Building, Planning, By-Law Department Tasks		Deliverable	Involvement	2020				2021	Progress
				Q1	Q2	Q3	Q4		
Strat Plan	Create a list of all municipally owned land and properties. Evaluate each of the properties for municipal use vs land sale or development. Present the report and recommendations to Council for approval.	Approved by Council	KO						
	Create a Tree Canopy by-law and permitting system.	Approved by Council	KO, JR, SH						
	Develop a plan to attract development across all demographics in Maxville and Alexandria following the completion of the infrastructure projects.	Approved by Council	KO						
	Complete a development charges feasibility study.	Approved by Council	JR						
	Review current by-laws for enforcement.	Approved by Council	JR, TM						
	Provide training to all departments on excellence in customer service.	Approved by Council	JR, TM, KO, CL						
Policies	Draft Zoning By-law Review (2017)	Approved by Council	KO, JR						
	Cannabis use - Zoning By-law Amendment	Approved by Council	KO						
	Review of Civic Number By-law	Approved by Council	JR						
	Creation of Animal Control By-law (SDG)	Approved by Council	TM, JR						
	Review of Garage Sale By-law	Approved by Council	TK, JR						
	Review of Sign By-law	Approved by Council	JR						
	Creation of Tree Canopy By-law	Approved by Council	KO, JR, SH						
Other									
	Main Street Renewal Project	Ongoing Planning/ Public Works/ SDG project	KO, RM, TK						
	Town Core & Rural Cycling Project	Ongoing Planning/ Ec. Dev./ SDG project	KO, TK						
	Ongoing ZBA, MV	Ongoing Planning	KO						
	Ongoing Consent Applications	Ongoing Planning	KO						
	Ongoing OP Appeal (SDG)	Ongoing Planning/ Township and SDG Appeal	KO						
	Building Permit Application & Tracking Software	IT building a new software for building permits and zoning references and tracking	RE, JR						
	Dog tags tracking	By-law Officer to overlook the entered date	TM, CL						
	By-law/Complaint Software	Easier and simpler tracking software for complaints	TM, CL						
	Review Dog Catcher Duties	Current contract to expire	TM, JR						
	Ongoing By-law Complaints	Ongoing By-law	TM						
	Ongoing Building Permit Applications	Ongoing Building	JR						
Maxville Water Connections	Ongoing Building	JR							

Preparation 
Execution 
Complete 

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Johanne Wensink

Seconded by: Michael Madden

THAT Committee of the Whole receives Report PW 2020-24 – Winter Storage Contract (95 Lochiel Street East) for information purposes,

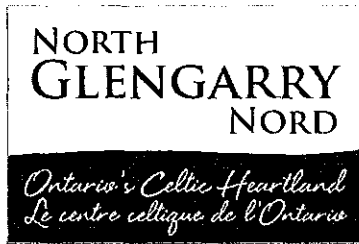
AND THAT Committee of the Whole recommends Council to authorizes staff to proceed with renting out space at 95 Lochiel Street East to offset operating costs.

Carried

Deferred

Defeated

Mayor/Deputy Mayor



STAFF REPORT TO COUNCIL

Report No: PW 2020-24

October 15, 2020

From: Dean McDonald, Acting Director of Public Works

RE: Winter Storage Contract (95 Lochiel Street East)

Recommended Motion:

THAT Committee of the Whole receives Report PW 2020-24 – Winter Storage Contract (95 Lochiel Street East) for information purposes,

AND THAT Committee of the Whole recommends Council to authorizes staff to proceed with renting out space at 95 Lochiel Street East to offset operating costs.

Background / Analysis:

The building located at 95 Lochiel Street East, often referred to as the old Alexandria Moulding building, was acquired by the Township of North Glengarry in 2016 after Alexandria Moulding was unable to sell it. The original intentions for the building were to house a new central garage for the Public Works Department. After reviewing the building and its integrity, it was determined that this was not a feasible option.

The 30,000 square-foot building now sits vacant for most of the year. The Public Works Department and the Community Services Department are the primary users of the space. Staff has been using the building to store Township equipment but there is still roughly 11,000 square-feet of space that sits empty.

There has been significant interest from staff and the public about the possibility of using this building for winter storage. The storage would strictly be for equipment such as RVs, boats, vehicles, trailers, etc. Anyone interested in storing equipment will be required to sign a winter storage contract (Attachment 1). This contract will outline and enforce items such as payment terms and insurance, as well as protect the Township from any liability.

Though the building has been rented in the past, it was not a successful endeavor. As there are substantial costs associated with heating and maintaining the building, renting out winter storage will help to offset these costs.

Alternatives:

To continue using the building for Township purposes only.

Financial Implications:Historical Operating Costs

The building incurs significant operating costs including but not limited to electricity, heating and maintenance. Since 2016, the Township has spent approximately \$122,000.00 in operating expenses for Enbridge, Hydro and water and sewer fees. This amount does not include any of the maintenance that was completed.

Potential Rates

Staff has investigated rates at several storage facilities in the area. Rates are typically based off of linear footage or square footage, seasonally or monthly. To simplify the rate, staff is proposing to charge per linear foot for the entirety of the 6-month term.

The rate proposed for the 2020-2021 season would be \$20 per linear foot plus HST. As the Township is not attempting to make money and only offset the costs of the building, the proposed rate is slightly lower than the average.

There would be no negative financial implications as there will be no additional capital requirements and very little additional time required to implement this plan.

Attachments & Relevant Legislation:

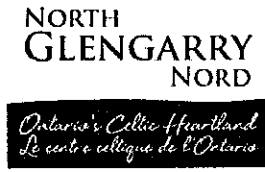
Attachment 1 – Winter Storage Contract

Others Consulted:

Michel Cuerrier, Manager of Transportation
Zoe Bougie, Public Works Specialist
Internal Department Staff

Reviewed and Approved by:
Sarah Huskinson, CAO/Clerk

Corporation of the Township of North Glengarry
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WINTER STORAGE CONTRACT

Contact Information

Name: _____

Address: _____

City: _____

Province: _____ Postal Code: _____

Phone Number: _____

Email: _____

Equipment Information

Type of Equipment: _____

Make: _____ Model: _____

Year: _____

Length (Feet): _____

Insurance Company: _____

Policy Number: _____

I acknowledge that the information submitted in this contract is true and correct to the best of my knowledge.

Terms and Conditions

1. **ACKNOWLEDGEMENT OF TERMS AND CONDITIONS:** By signing this Winter Storage Contract, the Owner accepts and acknowledges the following terms and conditions relating to the equipment indicated on this document and agrees to be bound hereby.
2. **AVAILABILITY AND RIGHT OF REFUSAL:** Storage will be processed on a first come, first serve basis. The Township reserves the right to refuse storage for any reason.
3. **STORAGE TERMS:** The winter storage period will be from October 17th, 2020 to April 17th, 2021. Equipment will not be permitted to be removed before the end of the contract. Any exceptions will be at the sole discretion of the Township.
4. **PAYMENT:** The 2020 rate will be \$20.00 per linear foot plus HST. The payment must be made in full before the Owner may store their equipment.
5. **ACCESS TO SITE:** No person shall be admitted entry onto the property without first arranging it with the Township.
6. **RISK AND DISCLAIMER OF LIABILITY:** Winter storage is at the sole risk of the Owner. The Township assumes no liability for fire, theft, flood, ice, freezing, vandalism, or any other condition. The Owner hereby releases the Township from any and all liability from loss, injury or damage to person or property sustained while on the Township's property. The Township does not provide any security and assumes no responsibility for the safety of the stored equipment.
7. **INSURANCE REQUIREMENTS:** The Owner, at all times, at their own expense, shall maintain liability insurance while this contract is in effect. This insurance policy must cover at least 100% of the actual cash value of the equipment. The Owner is responsible for providing the Township with proof of such insurance upon signing this contract and at any time it is requested.

I hereby acknowledge that the items in this contract have been fully explained to me, and that I have read, fully understand, accept and agree to be legally bound by the terms of this contract.

Owner:

_____	_____
<i>Print Name</i>	<i>Date</i>

<i>Signature</i>	

Signing Authority for The Corporation of
the Township of North Glengarry:

_____	_____
<i>Print Name</i>	<i>Date</i>

<i>Signature</i>	

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Carma Williams

Seconded by: Jacques Massie

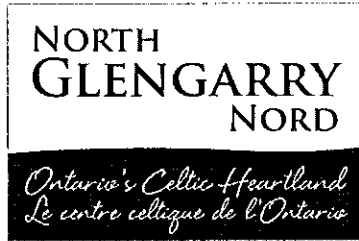
THAT the Committee of the Whole receives report PW 2020-25, Public Works Work Plan Update – October 2020 for information purposes only.

Carried

Deferred

Defeated

Mayor/Deputy Mayor



STAFF REPORT TO THE COMMITTEE OF THE WHOLE
Report No: PW 2020-25

October 21, 2020

From: Dean McDonald, Acting Director of Public Works

RE: Work Plan Update – October 2020

Recommended Motion:

THAT the Committee of the Whole receives report PW 2020-25, Public Works Work Plan Update – October 2020 for information purposes only.

Background / Analysis:

COVID-19

The Public Works Department has continued with their efforts to minimize the risk of COVID-19 by following the guidelines set in place. The department has purchased several sprayers to help with the disinfection of trucks and work areas.

Roads Department

Front Street and River Road Reconstruction

The reconstruction of Front Street and River Road is now complete including all asphalt. All the tie-ins to existing driveways are also complete. The department was unable to borrow a shouldering unit from the United Counties of SD&G due to a mechanical breakdown. Instead, staff used a grader with a spreader attachment built by staff.

Kenyon Concession Road 6

All shouldering and driveway tie-ins were completed in-house with Township equipment and staff. Staff is currently awaiting pricing for the line painting.

Winter Maintenance

Snowplow routes were reviewed and revised by the foreman and Manager of Transportation. The goal was to improve efficiency wherever possible. This information was submitted to the United Counties.

MacDonald Boulevard

Staff are in the process of installing a new 270-meter storm drain. The new storm main runs from the Glengarry Sports Palace to MacDougall Boulevard. Staff is looking into the possibility of installing a new storm catch basin to capture runoff along the roadway to prevent washouts further down.

Sandfield Avenue South Sidewalks

Staff has prepared a contract and has been in contact with the Contractor. The start date has not been finalized at this time. The estimated date of completion is mid-November.

Water and Sewer

Winter Preparation

Staff will be starting to work on winter preparations which includes winterizing all hydrants including hydrants in Maxville and along the transmission main. Staff will also be measuring the sludge levels in the lagoons to be able to track the depth of sludge.

Alexandria Water Plant

The third filter was put online on October 7 and the fourth and final filter was taken out the following day. Two new coagulant pumps were put into service on October 13th. All the new chemical pumps switch over automatically as well as alternate on a pre-set schedule.

EVB completed a walkthrough on October 15 to note any deficiencies. Most deficiencies were minor including tagging equipment, weather stripping, insulating pipes and painting.

Lochiel Street East

Paving crews were on site on October 14 to complete a portion of the paving on the main road. There is still some sidewalks, curbing and bump outs that need to be redone. This will be done by Township staff as well as external contractors.

Maxville Water Project Update

Maxville Distribution

Staff have drafted a letter (Attachment 1) that will be hand delivered to all Maxville residents. The purpose of this letter is to improve communication with the residents as well as to identify the next steps they must take in the service connection process. An employee will catalogue which step the resident is at and provide any other documentation the resident may need. This will also help the Township gather and update information on the status of the service connections.

All contract work has now been completed and all project deficiencies have been addressed. The warranty period has expired.

Maxville Water Tower

The warranty period will expire on February 2, 2021. The issues that have yet to be addressed include the completion of the O&M manuals, ongoing problems with heat tracing that will be covered under warranty and some minor cleanup of stainless pipe that requires further pacification. The site has been seeded but the grass has not been established yet.

Maxville Booster Station

The warranty period will expire on December 2, 2020 at which time the maintenance security will be paid (\$41,685.70). The booster station is functioning well. The Hach analyzer was recently sent out for repairs. It was noted that at intermittent times that one of the booster pumps was noisy on start-up. This has been noted in case it occurs again in the future. The variable frequency drive's (VFD) will be replaced with new drives, although the drives are working well, they are not meeting the performance specification set out in contract. The site was seeded in the spring, but the grass did not germinate. The site will be reseeded in the spring.

Transmission Main

All contract work has now been completed and all project deficiencies have been addressed. The warranty period has expired.

Alternatives:

N/A

Financial Implications:

N/A

Attachments & Relevant Legislation:

Attachment 1 – Letter to Maxville Residents, FAQ and Checklist

Others Consulted:

Michel Cuerrier, Manager of Transportation

Zoe Bougie, Public Works Specialist

Internal Department Staff

Reviewed and Approved by:
Sarah Huskinson, CAO/Clerk

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NORD



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www.northglengarry.ca

October 16, 2020

RE: Maxville Water Project

Dear resident,

As the Maxville Water Project draws to a close, the Township of North Glengarry would like to ensure that all Maxville residents are aware of the upcoming deadline for service connection. **The deadline to connect is January 31st, 2021.** As of February 1, 2021, billing will begin unless you have contacted the Township and arranged otherwise. Please continue reading to see what your next steps are.

If you have:

Not began the service connection process, please see the attached checklist. This checklist will provide you with the steps to connect and complete the process.

Submitted a permit, please contact a plumber to arrange for the work. It is suggested that you contact the plumbers before the ground freezes as additional costs may be incurred.

Ran the water line inside your home but the meter has not been connected, please contact your plumber before the deadline to complete the installation.

Connected to municipal water but there has not been an inspection, please contact the Township at 613-525-1110 extension 223 to arrange for the final inspection. Whenever possible, please wear the proper PPE and follow COVID-19 guidelines while the inspector is in your home.

Connected to municipal water and the final inspection has been completed, the installation process is complete. Thank you.

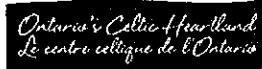
If you will be unable to meet the connection deadline, please contact the Township in writing to request an extension. In your request, please include your contact information, the address of the property, a brief explanation of why you will be unable to connect and your anticipated connection date. The Township will review all requests and contact you to discuss.

We thank everyone for your patience and understanding during this time. If you have any questions or concerns, please do not hesitate to contact the Township at 613-525-3087.

Sincerely,

Corporation of the Township of North Glengarry
90 Main Street South
P.O. Box 700
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MAXVILLE WATER PROJECT - REVISED CHECKLIST FOR SERVICE CONNECTIONS

STEP 1 – Connecting from the water main to the building

- Choose a Licensed Plumbing Contractor to do the work on your property.

Rolland & Sons Plumbing and Heating Inc. (Maxville)	613-527-2029
Dave Sauve Plumbing (Maxville)	613-362-5381
Glengarry Plumbing and Heating (Alexandria)	613-525-3843

**There are no additional fees associated with these plumbers*

- Apply for a permit with the Township Building Department. The permit can be found on our website at www.northglengarry.ca/en/town-hall/maxville-water-project.aspx or by email at maxvillewater@northglengarry.ca.
- Once your permit has been submitted, you will need to contact the plumber to complete the work.

STEP 2 – Decommissioning of the well (optional)

NOTE: You do not need to decommission your well but it can no longer supply potable water to any buildings.

- As per provincial "Well Regulations" the owner of a property has the obligation to retain a Licensed Plumbing Contractor to abandon a well. The Licensed Plumbing Contractor will abandon the well as per provincial "Well Regulations" regulated by the Ministry of the Environment, Conservation and Parks.

STEP 3 – Connecting municipal water to the potable water system

- The Licensed Plumbing Contractor will install all required equipment prior to the curb stop valve to be turned on.
- Once the municipal curb stop water valve has been turned on, and all the required equipment is installed as per Municipal By-law, the owner will have to schedule an inspection of the property with the Township Building Department. The final inspection can be scheduled by calling 613-525-1110 extension 223.

To Schedule an Inspection: 613-525-1110 extension 223
For General Inquiries/Questions: 613-525-3087

Frequently Asked Questions

Maxville Water Project

When is the connection deadline?

The deadline to connect is January 31, 2021.

Can I request an extension?

Yes, please contact the Township in writing at maxvillewater@northglengarry.ca or 90 Main Street South, Box 700, Alexandria Ontario, K0C 1A0 to request an extension.

What happens if I am not connected by January 31, 2021?

Unless you have made arrangements with the Township prior to the deadline, all properties will be billed the minimum usage as of February 1, 2021.

I am connected to the municipal water, but I have not had my connection inspected.

Please contact the Township at 613-525-1110 extension 223 to arrange for your final inspection.

Do I have to abandon my well?

Your well can no longer supply potable water to any building but you can continue to use your well for outdoor uses. This includes activities such as watering plants and lawns, filling pools, washing vehicles, etc.

Can I use a plumber that is not on the list the Township provided?

Yes, you may choose any licensed plumber. Please note there is a \$60 residential or \$80 commercial fee if a pre-approved plumber is not selected. This is because an additional inspection will be required before backfilling the connection and piping.

Can I install the meter myself?

No, only a licensed plumber can complete the work.

I have completed the work, but I did not apply for the permit, what should I do?

Please call the Township at 613-525-1110 extension 223 to inform the Township and provide the relevant information.

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Jacques Massie

Seconded by: Brenda Noble

THAT Committee of the Whole receives Report PW 2020-26 – Additional Full Time Roads Employee for information purposes,

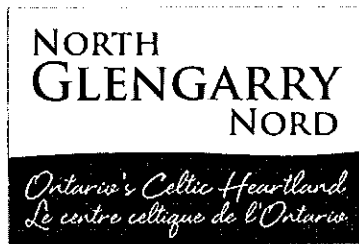
AND THAT Committee of the Whole recommends Council to authorizes staff to proceed with hiring an additional employee.

Carried

Deferred

Defeated

Mayor/Deputy Mayor



STAFF REPORT TO COMMITTEE OF THE WHOLE

Report No: PW 2020-26

October 21, 2020

From: Dean McDonald, Acting Director of Public Works

RE: Additional Full Time Roads Employee

Recommended Motion:

THAT Committee of the Whole receives Report PW 2020-26 – Additional Full Time Roads Employee for information purposes,

AND THAT Committee of the Whole recommends Council to authorizes staff to proceed with hiring an additional employee.

Background / Analysis:

Every year in the fall, the Public Works Department hires a minimum of two temporary seasonal operators to help with winter maintenance. Normally, at least one snowplow operator and one part-time sidewalk operator are hired. These positions are essential to ensuring the safety of Township roads during the winter. The department is now looking into hiring an additional full-time operator instead of a temporary seasonal operator. The Public Works Department would also like to alter the hiring format for other seasonal and temporary employees in the department.

Hiring additional employees during the winter months is highly beneficial to the department. It allows for more time to be focused on winter maintenance and relieves pressure on other operators. Risk is reduced and the routes can be plowed more frequently with additional operators. Overtime would also be reduced. The Public Works Department believes that there would also be several benefits to having an additional employee throughout the rest of the year.

As winter maintenance is a top priority for the department, staff is often encouraged to take their vacation during the summer. With 13 employees split over 3 wards, there is often at least one employee on vacation at any given time during the summer months. This often times leaves the department shorthanded. By having an additional employee, the department can accomplish more and ensure that vacation does not impact the workload.

An additional employee would also help with succession planning as several roads staff are nearing retirement. The Public Works Department has several highly knowledgeable staff who can help with training a new employee and ensuring they understand the expectations and standards.

Experience is an asset in the Roads department especially for snow plowing. Being familiar with the routes and areas can have an impact on the quality of the maintenance. Having another full-time operator will allow the operator to familiarize themselves with the routes and standards that need to be met.

Additionally, instead of hiring seasonal operators, the department would like to transition into having an on-call list. This list would include several qualified operators who can be called in whenever necessary. There are several pieces of equipment that sit untouched during the winter that could be used during large storms or in the aftermath of a storm to expedite and improve cleaning.

Sickness has always been a concern during the winter months as this impacts the number of operators available during maintenance. COVID-19 will also have an effect this year. If any staff member has symptoms they will need to be tested and cannot return to work until they receive their results and their symptoms are gone. If there is ever an outbreak or several staff must be tested at the same time, an on-call list will ensure that there is always an operator available.

Alternatives:

To continue hiring seasonal employees.

Financial Implications:

The full-time position would incur additional costs. These costs would be offset by the removal of a seasonal operator and a student. The overall impact on salary would be an increase of approximately \$30,800 and an increase of 0.63 full time equivalents (FTE's).

There would be no additional financial implications in creating a pool of on-call operators. The Public Works Department already has funds allocated to seasonal and part-time workers and would only like to alter the way these positions are filled. On-call operators would only be paid when they are working for the Township.

Attachments & Relevant Legislation:

Others Consulted:

Michel Cuerrier, Manager of Transportation
Dan Blondin, Union Steward
Kim Goyette – Director of Finance/Treasurer

Reviewed and Approved by:
Sarah Huskinson, CAO/Clerk

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Brenda Noble

Seconded by: Jeff Manley

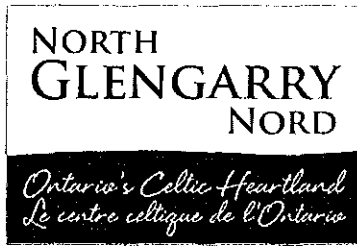
THAT the Committee of the Whole receives Staff Report No. FD 2020-08 the Fire Chief's 2020 Work Plan update.

Carried

Deferred

Defeated

Mayor/Deputy Mayor



STAFF REPORT TO THE COMMITTEE OF THE WHOLE Report No: FD 2020-11

October 21, 2020

From: Matthew Roy – Fire Chief

RE: 2020 Workplan

Recommended Motion:

THAT the Committee of the Whole receives Staff Report No. FD 2020-08 the Fire Chief's 2020 Work Plan update.

Background / Analysis:

Last Work Plan update: September 2020

COMMUNICATION

Phase 3 of the project paging system is been undertaken programming and testing will be completed over the next couple weeks. Each firefighter will be receiving new pager. BearCom are currently conducting a propagation study to determine the wireless link sites to Cornwall Dispatch. Once, study is completed installation will begin to establish the wireless link to Cornwall dispatch, where we can remove the internet link currently causing a vast amount connection issues.

TRAINING FACILITY

The training facility project is being completed and on schedule.

AERIAL TRUCK

We have received the 1999 Pierce Lance 100' Skyarm, currently scheduling safety and ladder testing. Training has started on small cohort of members. Anticipate the apparatus to be in service December.

AID AGREEMENTS, F.D. REVIEW, BY-LAW REVIEW

Currently conducting a review of all by-laws specifically:

- Establishing a fire department – under review to new OFM standard.
- Open Air Fire – By-Law 48-2019 (November-December)

COVID-19 – UPDATE

Safety Bulletins continue to be issued to update protocols for incident response, fire prevention, training.

Alternatives:

Financial Implications:

Attachments & Relevant Legislation:

2020 Workplan

Others Consulted:

Reviewed and Approved by:
Sarah Huskinson, CAO/Clerk

Fire Department Tasks		Deliverable	Involvement	2020				2021	Progress
				Q1	Q2	Q3	Q4		
Strat Plan									
Capital Projects	Bunker Gear	Project approved by Council	MR						Completed
	Training Facility	Project approved by Council	MR						
	Firewells	Project approved by Council	MR						Deferred 2021
	Station Renovations	Project approved by Council	MR						Completed
	Fleet - Pumper/Tanker	Project approved by Council	MR						Completed
	Fleet - SUV/Pick up	Project approved by Council	MR						Completed
	Aerial Truck	Project approved by Council	MR						Completed
Other	Policies and Procedures	Requires updating	MR						New SOP created, ongoing
	Record Management System	2018 Capital project	MR						Completed
	Review By-laws establishing fire department		MR						
	Communication Project	2019 Capital Project	MR						Phase 3 - Outstanding
	Fire Permits	Updating	MR						
	COVID-19 - Update	Updating	MR						

Preparation 
Execution 
Complete 

Section 6

UNFINISHED

BUSINESS

Section 7

OTHER BUSINESS

SECTION 8

MATTERS ARISING

FROM STANDING

COMMITTEES

SECTION 9

NOTICE OF MOTION

SECTION 10

ADJOURNMENT

**CORPORATION OF THE
TOWNSHIP OF NORTH GLENGARRY**

Resolution #

Date: Wednesday, October 21, 2020

Moved by: Michael Madden

Seconded by: Johanne Wensink

There being no further business to discuss, the meeting was adjourned at

Carried

Deferred

Defeated

Mayor/Deputy Mayor