

Rural Mayors' Forum of Eastern Ontario Meeting

November 6, 2015

Township of North Frontenac
Barrie Township Hall

Participants	Mayor Vivian Bloom	Municipality of Hastings Highlands
	Mayor Jim Gibson	Municipality of Head Clara Maria
	Reeve Gary Gruntz	Municipality of Brudnell, Lyndoc & Raglan
	Mayor Ron Higgins	Municipality of North Frontenac
	Reeve Henry Hogg	Municipality of Addington Highlands
	Deputy Mayor Bob Johnson (Representing Mayor Bob Kingsbury)	Municipality of Horton
	Mayor Kim Love	Municipality of Madawaska Valley
	Mayor Glenda McKay	Municipality of Greater Madawaska
	Mayor Shaun McLaughlin	Municipality of Mississippi Mills
	Mayor Tom Peckett	Municipality of McNabb Braeside
	Mayor Frances Smith	Municipality of Central Frontenac
	Mayor Brian Steward (arrived at 10:45)	Municipality of Mississippi Mills
Absent	Mayor Keith Kerr	Municipality of Tay Valley
	Mayor David Reid	Town of Arnprior

<u>Proposed Structure & Scheduling</u>	
Name of Group October 6, 2015	To be placed on next agenda
November 6, 2015	Rural Mayors' Forum of Eastern Ontario

<p>Meetings October 6, 2015</p>	<ul style="list-style-type: none"> • Monthly – for first 6 months 1st Friday of every month • 9:30 – 11:30 discussion • 11:30- 12:00 lunch • 12:00 – 2:00 – discussion • 2:00- 2:30 – meeting wrap up/plan for next meeting • Delegate may come in Mayor’s place • Each Municipality will provide secretary to record minutes
<p>Flow of Information October 6, 2015</p>	<ul style="list-style-type: none"> • Meetings will highlight one-two important topics • Action log will be administered by Ron Higgins • Items for next meeting’s agenda will be discussed at the end of each meeting • All CAOs/Clerks will be cc’d on the distribution of agendas and minutes for reference and transparency
<p>Minute Structure October 6, 2015</p>	<ul style="list-style-type: none"> • Continuity is integral • Info mapping will be used for 1st meeting – format is open to discussion • Minutes will be treated as a record of discussion • Mayors will bring group points of discussion/actions back to respective Councils to decide upon • A summary/general consensus at the end of each topic will be highlighted and captured in the minutes
<p>November 6, 2015</p>	<ul style="list-style-type: none"> • The Minutes will continue in the Info Mapping Format
<p>Number of Participants October 6, 2015</p>	<ul style="list-style-type: none"> • Remain the same size now for committee efficiency • Mississippi Mills – Mayor Brian Stewart will extend invitation
<p>November 6, 2015</p>	<ul style="list-style-type: none"> • The size will remain the same • The hosting Municipality may invite a neighbouring/interested Municipality to the meeting to observe • Interested Municipalities could be provided copies of the Minutes to be aware of the Forum’s discussions and actions
<p>New Participants October 6, 2015</p>	<ul style="list-style-type: none"> • Send potentially interested municipalities meeting minutes • Group may grow in future
<p>November 6, 2015</p>	<ul style="list-style-type: none"> • The group is new and does not want to grow • A list will be maintained of Municipalities who are interested in becoming involved in case the Forum decides to expand in the future
<p>Hosting and Chairing October 6, 2015</p>	<p>Rotation through all Municipalities Mayor of each host Municipality will Chair the meeting</p> <ul style="list-style-type: none"> • Meeting 1 – October 6 - Township of Greater Madawaska • Meeting 2 – November 6 - North Frontenac • Meeting 3 – December 4 – Hastings County - Maynooth

	<ul style="list-style-type: none"> • Meeting 4- January 8 – Lanark Highlands – Lanark Village • Meeting 5 – February 5 – McNabb Braeside • Meeting 6 – March 4 – Central Frontenac – Sharbot Lake • Meeting 7 – April 1 – Horton <p><i>Details on meeting location will be shared closer to each of the scheduled meeting dates.</i></p>
--	--

<p>Review of All Topics Submitted</p> <p>Statement to bring to Councils/Press/Communications October 6, 2015</p> <p>October 6, 2015</p> <p>November 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Common issues with Common solutions between Rural Mayors • Strengthen lobbying efforts by unifying with common problems • Glenda has a write up prepared. Victoria will distribute to group <p><i>“It is our hope that we as a team can review commonalities within our services and operations that will open the door to partnering opportunities, organized lobby groups and future cost and service sharing successes that will result in win wins for us all.”</i></p> <p><u>Action</u> Group Mission</p> <ul style="list-style-type: none"> • Mayor Ron Higgins will draft mission statement for group • Discussion/acceptance to take place at next meeting (Nov. 6) <p><u>Discussion</u></p> <ul style="list-style-type: none"> • Reviewed the draft Mission, Vision and Objective as prepared by Mayor Ron Higgins and provided in the Agenda and approved the following: <p>Mission To identify opportunities for collaboration to improve our operational effectiveness and long term sustainability.</p> <p>Vision To work closely with our stakeholders to coordinate our common goals.</p> <p>Objectives</p> <ul style="list-style-type: none"> • Identify and implement partnering opportunities with stakeholders. • Identify and implement service sharing opportunities to effectively manage costs. • Develop strategies to work more collaboratively with government bodies. • Develop and implement a communications strategy. <ul style="list-style-type: none"> • Communication should be done by one person based on input from everyone • When an inquiry is received it should be provided to this person • Introduce themselves to the Media; Counties; MPs; MPPs; Rural Ontario Municipal Association (ROMA); Eastern Ontario Wardens
---	---

	<p>Caucus (EOWC); Association of Municipalities of Ontario (AMO); and respective Councils</p> <p><u>Action</u></p> <ul style="list-style-type: none"> • Mayor Ron Higgins will compile a Communications Statement based on the mission and vision statements to be provided to each Member by email for input. Once approved the Communications Statement will be distributed to the above noted Associations/Groups and to each Member. • Mayor Higgins will develop a Communications Plan for a future meeting. • Decide on a single person as the communications spokesperson at the next meeting
--	---

<p>Waste Management October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Transfer stations - sharing processes/best practices for efficient handling of waste/recycling would be helpful • Sharing information of ways to partner and find waste alternatives • Equipment purchases – cost savings tips <p><u>Action</u></p> <ul style="list-style-type: none"> • Waste Management will be considered as a topic of interest to be placed on the agenda for a future meeting
<p>October 6, 2015</p>	<p><u>Action</u></p> <ul style="list-style-type: none"> • Waste Management will be considered as a topic of interest to be placed on the agenda for a future meeting

<p>Policing Costs October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Suggestion – to include cost of policing for each resident as a separate line on tax bills; this will display the actual costs of the increase for policing service - other municipalities, (Lanark County) does this practice. • Go through MPAC list line by line to find if “commercial properties” are really commercial? If these properties are being included in numbers to determine policing costs. (e.g. cell phone towers) – these are not commercial – no calls for policing for this area will be required • Vacant land - is there a process for applying a base amount (rate) for these properties? • With the increased policing costs some seasonal residents state that they are paying more for their cottages than full time homes; therefore the raised costs may deter owning seasonal property (some municipalities depend on their high numbers of seasonal residents for tax base purposes and future growth)
<p>October 6, 2015</p>	<p><u>Action</u></p> <ul style="list-style-type: none"> • Policing costs will be considered as a topic of interest to be placed on the agenda for a future meeting
<p>November 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • It was recommended Municipalities provide a separate line on their tax bills showing the cost for police services

	<ul style="list-style-type: none"> • Must continue to fight against the increased costs for service • Province does seem to be listening to concerns of Municipalities but if Residents become aware of the increased costs they may be motivated to contact the Provincial Government (more voices to be heard) • Municipalities have no say in the budgeting process for police services (i.e. bargaining process and equipment purchase) however expected to pay a portion of the bill • Policing is a Provincial matter and should be funded by the Province • Formula for determining costs is flawed (based on MPAC data; shopping centers same fee as residents, calls to Crown Land and highways not always differentiated, etc.) • Many calls for police services because of mental health issues; include these calls in Provincial funding share rather than calls for service; look at training more social workers to deal with these matters rather than police officers <p><u>Action</u></p> <ul style="list-style-type: none"> • Mayor Ron Higgins to provide the County of Frontenac report on costs for a County police force to Forum. • Mayor Tom Peckett with assistance from Mayor Glenda McKay and Mayor Kim Love develop a strategy on how to address policing issues.
--	--

Asset Management October 6, 2015	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Ideas on addressing gaps • Discuss the parameters between what should be done and what the municipality can afford • Identify opportunities for shared services and staff • Computerized vehicles/equipment; the software measures everything the public works equipment/vehicle does (e.g. spreading sand, accidents). This information feeds directly into the asset management plan <p><u>Action</u></p> <ul style="list-style-type: none"> • Asset Management will be considered as a topic of interest to be placed on the agenda for a future meeting
October 6, 2015	

Joint Tendering October 6, 2015	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Sometimes municipalities are able to receive a better deal independently • Joint tendering can allow for stronger grant applications <p><u>Action</u></p> <ul style="list-style-type: none"> • Joint tendering will be put on the next Agenda (November 6, 2015) as a topic of interest to be discussed in further detail
October 6, 2015	
November 6, 2015	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Areas for possible joint tendering include roads, information technology (IT) (computer programs and equipment); telephony;

	<p>vehicles; and infrastructure</p> <ul style="list-style-type: none"> • Vehicle purchases are set out in Asset Management Plans which are used to assist Council in setting budgets for capital purchases. Once determined which Municipalities are purchasing vehicles and the type may be an opportunity for joint tendering. • This item will be used to determine feasibility of implementing joint tendering • It would be necessary for the Forum to determine a date this information must be provided in order to ensure the tendering is completed in a timely manner. <p>Action</p> <ul style="list-style-type: none"> • Mayor Ron Higgins will arrange a conference call for the Mayors and staff (i.e. CAOs, Treasurers, and/or Public Works Managers) to discuss this opportunity. • All - Invite CAO's to next meeting to discuss implementation of joint tendering
--	---

<p>Infrastructure October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Best practices on how to seek/apply for infrastructure grants
<p>October 6, 2015</p>	<p><u>Action</u></p> <ul style="list-style-type: none"> • Infrastructure will be considered as a topic of interest to be placed on the agenda for a future meeting

<p>Broadband October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Still underserved areas; low population base does not yield enough revenue to make it worth the service providers to install equipment • Limited/no internet service is a deterrent for people moving to area; limits growth • It was suggested that Municipalities should assess what the costs are to have the appropriate technology installed on towers to provide internet to all residents, and be open to funding a portion of the costs
<p>October 6, 2015</p>	<p><u>Action</u></p> <ul style="list-style-type: none"> • This item will be discussed at the November 6th meeting Mayor Jim Gibson is having an EORN presentation at an Oct. 16 Council meeting. Mayor Gibson will bring back information to the November 6, 2015 meeting.
<p>November 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Mayor Jim Gibson provided an overview of the presentation by the Eastern Ontario Regional Network (EORN) • EORN advised it has completed its mandate of providing improved access to the internet with higher speeds and bandwidth to 96% of homes and businesses in Eastern Ontario • There are concerns with the satellite service being provided by Xplornet including cost and speed/efficiency due to large area being

	<p>serviced by one satellite however a new satellite is to be installed in 2016 which may increase speed and efficiency</p> <ul style="list-style-type: none"> • Other service providers which may be available to provide service (i.e. Storm, GOZOOM, etc.) • Costs to install fiber optic cable estimated at \$40,000 per kilometer • Municipalities may need to assist with the cost to install high speed internet so it is available to their residents • It is estimated 80% of internet traffic will be via smart phones in the next five years • EORN has been provided a new project to look at cellular coverage in Eastern Ontario • EORN not aware of new cell towers being installed • EOWC has asked EORN to conduct a gap analysis on cell coverage <p><u>Action</u></p> <ul style="list-style-type: none"> • Mayor Jim Gibson to provide the group with information on the Barrie and Pembroke towers • Mayor Jim Gibson to provide a letter to EOWC asking them to refocus on broadband; to look into service providers to provide better broadband; to provide the data which verifies that 95% coverage has been achieved; is the availability of Xplornet satellite considered in the 95% coverage; and request more information on the contract with Xplornet including if it is a sole-source and if it includes pricing.
--	---

<p>Growth Promotion/ Economic Development October 6, 2015</p> <p>October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • There is a slow decline in the number of residents in small/rural municipalities, therefore, the tax base suffers • Ideas/best practices on how to effectively promote growth in a small and rural environment would be beneficial to explore <p><u>Action</u></p> <ul style="list-style-type: none"> • Growth Promotion/Economic. Development will be considered as a topic of interest to be placed on the agenda for a future meeting
---	---

<p>Succession Planning October 6, 2015</p> <p>October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Succession planning is an important topic for the sustainability of an efficient municipality <p><u>Action</u></p> <ul style="list-style-type: none"> • Succession planning will be considered as a topic of interest to be placed on the agenda for a future meeting
--	---

<p>Collaboration between Rural/Provincial Government October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • There is a distinct lack of collaboration between rural and provincial government • The breakdown in communication needs to be strengthen so that
---	---

October 6, 2015	<p>municipalities are able to run more efficiently and service rate payers to be best of their abilities</p> <p><u>Action</u></p> <ul style="list-style-type: none"> • Collaboration between rural/provincial government will be considered as a topic of interest to be placed on the agenda for a future meeting
-----------------	---

<p>Township/County Relationship October 6, 2015</p> <p>October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Lines of communication need to be strengthened • Issues such as economic growth are not supported <p><u>Action</u></p> <ul style="list-style-type: none"> • Collaboration between rural/provincial government will be considered as a topic of interest to be placed on the agenda for a future meeting
---	--

<p>Maintaining/Improving Existing Service Levels October 6, 2015</p> <p>October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Sharing of best practices • Finding cost saving through process maps (e.g. Public Works Department) <p><u>Action</u></p> <ul style="list-style-type: none"> • Maintaining/Improving Existing Service Levels will be considered as a topic of interest to be placed on the agenda for a future meeting
--	--

<p>Shared Services October 6, 2015</p> <p>October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • Sharing of ideas of shared service concepts that have worked well • Combining part time positions to create full time positions • Tender sharing <p><u>Action</u></p> <ul style="list-style-type: none"> • Shared services will be considered as a topic of interest to be placed on the agenda for a future meeting
--	--

<p>Cash Flow October 6, 2015</p> <p>October 6, 2015</p>	<p><u>Discussion</u></p> <ul style="list-style-type: none"> • To be eligible/successful in many grant programs - a certain amount of funding must be put forward by municipality. Small/Rural municipalities have no funding to put forward for grant projects and are unable to receive benefits from the programs • There is the capacity to borrow; however trouble paying current debt is a factor <p><u>Action</u></p> <ul style="list-style-type: none"> • Cash flow will be considered as a topic of interest to be placed on the
--	---

	agenda for a future meeting
--	-----------------------------

Tax Sales October 6, 2015	<u>Discussion</u> <ul style="list-style-type: none"> • Need smaller windows for back taxes to be paid <u>Action</u> <ul style="list-style-type: none"> • Tax sales will be considered as a topic of interest to be placed on the agenda for a future meeting
Fire Departments October 6, 2015 October 6, 2015	<u>Discussion</u> <ul style="list-style-type: none"> • Rural municipalities face the challenge of a Fire Department comprised of volunteer fire fighters that are not available during the day <u>Action</u> <ul style="list-style-type: none"> • Fire Departments will be considered as a topic of interest to be placed on the agenda for a future meeting

Prioritization of Items to be Discussed October 6, 2015 October 6, 2015 November 6, 2015	<u>Discussion</u> <ul style="list-style-type: none"> • There are many important items to discuss that may require additional research • In order to address each item properly, there should a limited amount of items discussed at each meeting (2 per agenda) • Due to the amount of important topics the group will vote on which items are most important <u>Action</u> <ul style="list-style-type: none"> • Mayor Ron Higgins will compile a list of items for discussion and distribute to the group • Each member will have a certain amount of votes and will be asked to prioritize each topic. The items with the most votes will be addressed first. • An action plan will be developed on when each item will be addressed <u>Discussion</u> <ul style="list-style-type: none"> • Each Member was provided with the list of priorities and given five votes which set the list of priorities: <ol style="list-style-type: none"> 1) Police Costs – 11 Votes 2) Collaboration with Provincial Government and Rural Municipalities – 11 Votes 3) Infrastructure/Asset Management – 9 Votes 4) Growth Promotion/Economic Development – 7 Votes 4) Shared Services – 7 Votes 6) Waste Management – 5 Votes 7) Succession Planning – 4 Votes 8) Service Levels – 2 Votes 8) Tax Sales – 2 Votes 9) Cash Flow – 0 Votes • Number 1 and 2 above will be our focus going forward. When item is completed we will add the next priority item.
--	---

	<ul style="list-style-type: none"> • Number 9 will be removed from the list
--	--

Items to Be Addressed At Next Meeting	<ol style="list-style-type: none"> 1.) Priority Items <ol style="list-style-type: none"> a. Policing Costs b. Collaboration with Provincial Government and Rural Municipalities 2.) All Action Items
--	---

Thoughts Moving Forward October 6, 2015	<ul style="list-style-type: none"> • Having a member from the group sit on board for AMO/Good Roads • Look into participating on the Rural Lens group
---	---

Date of Next Meeting	December 4, 2015 - Hastings County – Maynooth ,Ontario 9:30 a.m. – 2:30 p.m. <i>Details on location will be shared by Mayor Vivian Bloom closer to the meeting date</i>
-----------------------------	---