



**Municipality of Mississippi Mills**

**COUNCIL AGENDA**

**Tuesday, April 8, 2025**

**5:20 p.m.**

**Hybrid**

**3131 Old Perth Road.**

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**Pages**

- A. CALL TO ORDER**
- B. CONSIDERATION OF A CLOSED SESSION**
  - Recommended Motion:**  
**THAT** Council enter into an in camera session at x:xx as per the security of the property of the municipality or local board (Municipal Act s.239 (2)a).
  - B.1 Information Technology and Cyber Security**
- C. RISE AND REPORT**
  - C.1 Information Technology and Cyber Security**
- D. O CANADA**
- E. MOMENT OF SILENT MEDITATION**
- F. ATTENDANCE**
- G. APPROVAL OF AGENDA**
  - Recommended Motion:**  
**THAT** the agenda be approved as presented.
- H. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**
- I. APPROVAL OF MINUTES** 5 - 12
  - Recommended Motion:**  
**THAT** the Council minutes dated March 18, 2025, be approved as presented.
- J. DELEGATIONS, DEPUTATIONS, AND PRESENTATIONS**
  - J.1 The Poppy Project Update** 13 - 20
    - Recommended Motion:**  
**THAT** the delegation from Mary Rozenburg of the Poppy Project be received as information.

J.2	<b>Deputation: Stephanie Gray, Lanark County Situation Table, Community Safety and Wellbeing Plan</b>	21 - 88
	<p><b>Recommended Motion:</b>  <b>THAT</b> Council received the deputation from Stephanie Gray, Lanark County Situation Table re: Community Safety and Well being plan as information.</p> <p><b>Recommended Motion:</b>  <b>WHEREAS</b> the Corporation of the Council of the Municipality of Mississippi Mills is committed to community safety and well-being for its citizens,</p> <p><b>AND WHEREAS</b> Part XVI Sec. 248 (1) of the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1 states that “every municipality shall prepare and, by resolution, adopt a community safety and well-being plan,”</p> <p><b>THEREFORE BE IT RESOLVED THAT</b> the Corporation of the Municipality of Mississippi Mills adopts the Community Plan for Safety and Well-being Plan for Lanark County and the Town of Smiths Falls (2025-2029) as presented by the Community Plan for Safety and Well-being Advisory Committee.</p>	
K.	<b>PUBLIC MEETINGS</b>	
K.1	<b>Background Report - D14-GIL-25 (1908 Ramsay Concession 4B)</b>	89 - 92
L.	<b>COMMITTEE OF THE WHOLE REPORT</b>	93 - 94
	<p><b>Recommended Motion:</b>  <b>THAT</b> Council approve the Committee of the Whole motions from the March 18, 2025 meeting.</p> <p>L.1 <b>Heritage Advisory Committee Minutes - January 15, 2025</b></p> <p>L.2 <b>Recommendation Report - D14-RUS-25 - 2017 12th Con S Pak</b></p> <p>L.3 <b>IC&amp;I Curbside Recycling Options</b></p> <p>L.4 <b>Parking Review – Little Bridge Street</b></p> <p>L.5 <b>Update to Illumination By-law and Design Guidelines</b></p> <p>L.6 <b>Delegation of Authority</b></p>	
M.	<b>COUNCIL REPORT</b>	
M.1	<b>Municipal Resolution - Request for Support</b>	
M.2	<b>Proclamations</b>	

**M.3 Time Sensitive Items**

- a. **Heritage Permit - 38 Mill St.** 95 - 105  
**Recommended Motion:**  
THAT Council approve the Major Heritage Permit to replace the exterior storefront door on the subject lands municipally known as 38 Mill Street, Almonte Ward, Municipality of Mississippi Mills.
  
- b. **Heritage Permit - 7 Mill St.** 106 - 121  
**Recommended Motion:**  
THAT Council approve the Major Heritage Permit to construct a fence on the subject lands municipally known as 7 Mill Street, Almonte Ward, Municipality of Mississippi Mills.
  
- c. **Childcare Expansion Project** 122 - 136  
**Recommended Motion:**  
THAT Council directs staff to proceed with Option A - approve funding for the New Childcare Facility project with a budget of \$10.5M and direct staff to complete the RFP evaluation process, award the project to the preferred vendor, negotiate and execute a contract for the design-build of the new facility.

**M.4 Notice of Reconsideration**

**N. BY-LAWS**

**Recommended Motion:**

THAT By-laws 25-019 to 25-023 be taken as read, passed, signed, and sealed in Open Council.

- N.1 **By-law 25-019 - Delegation of Authority** 137 - 167
- N.2 **By-law 25-020 - Zoning Amendment D14-RUS-25** 168 - 170
- N.3 **By-law 25-021- Road Allowance Dedication (Gerry Emon)** 171
- N.4 **By-law 25-022 - Zoning Amendment LEAR** 172 - 175
- N.5 **By-law 25-023 - Zoning Amendment LEAR (2)** 176 - 180

**O. ANNOUNCEMENTS AND INVITATIONS**

**P. CONFIRMATORY BY-LAW**

**Recommended Motion:**

**THAT** By-law 25-024 being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Mississippi Mills at its regular meeting held on the 8th day of April 2025, be read, passed, signed and sealed in Open Council this 8th day of April 2025.

**Q. ADJOURNMENT**

**Recommended Motion:**

**THAT** the meeting be adjourned at x:xx p.m.



**The Municipality of Mississippi Mills**  
**Council Meeting**  
**MINUTES**

**March 18, 2025**  
**6:00 p.m.**  
**Hybrid**  
**3131 Old Perth Road.**

**PRESENT:** Mayor Lowry  
Deputy Mayor Minnille  
Councillor Ferguson  
Councillor Holmes  
Councillor Lowe  
Councillor Torrance

**ABSENT:** Councillor Souter

**Staff Present** Ken Kelly, CAO  
Jeanne Harfield, Clerk  
Casey Munro, Deputy Clerk  
Melanie Knight, Director of Development Services & Engineering  
Cory Smith, Director of Public Works

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**A. CALL TO ORDER**

Mayor Lowry called the meeting to order at 6:01 p.m.

**B. CONSIDERATION OF A CLOSED SESSION**

None

**C. RISE AND REPORT**

None

**D. O CANADA**

Council stood for the playing of O Canada.

**E. MOMENT OF SILENT MEDITATION**

Council observed a moment of silent meditation.

**F. ATTENDANCE**

The Clerk announced attendance.

**G. APPROVAL OF AGENDA**

**Resolution No 085-25**

**Moved by** Councillor Lowe

**Seconded by** Councillor Ferguson

**THAT** the agenda be approved as presented.

**CARRIED**

**H. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

None were declared

**I. APPROVAL OF MINUTES**

**Resolution No 086-25**

**Moved by** Councillor Ferguson

**Seconded by** Councillor Torrance

**THAT** the Council minutes dated March 4, 2025 be approved as presented.

**CARRIED**

**J. DELEGATIONS, DEPUTATIONS, AND PRESENTATIONS**

**J.1 Destination Almonte**

Micheline Dumont and Emily Arbour representing Destination Almonte (DA), presented to Council regarding what DA does, fund matching, membership fees and how funds are used, part-time marketing coordinator, annual events and showcasing the town, next steps to grow: matching membership donations, partnership with the municipality (marketing collateral, website, etc. and dedicated MM staff to act as a liason and manage communications).

Members then asked questions including: creating a BIA, area of members, matching fund request, including the whole municipality, and membership pricing.

**Resolution No 087-25**

**Moved by** Councillor Holmes

**Seconded by** Councillor Torrance

**THAT** the delegation from Micheline Dumont and Emily Arbour from Destination Almonte be received as information;

**AND THAT** direct staff to bring back information based on information from the presentation.

**CARRIED**

**J.2 Alameda - Stone Wall and Dungarvon Folley**

Stephen Braithwaite and Ed Lawrence, provided an update on the Alameda project including: public art, trail amenities, Lanark County Trail Committee, retaining walls and defining the edge of the alameda trail through gardening, lighting the trail, the dungarvon folly plans, proposed seating areas, and requests for future projects and approvals.

Members then posed questions including: Dungarvon folly, overall plan for the Alameda, reception of the Trail Committee of proposed plans for the alameda, and public engagement.

**Resolution No 088-25**

**Moved by** Councillor Holmes

**Seconded by** Councillor Ferguson

**THAT** the delegation from Stephen Braithwaite regarding the Alameda stone wall and Dungarvon folly be received as information;

**AND THAT** the proposed plan and requests be directed to staff to ensure that it is in-step with Lanark County and community engagement.

STAFF DIRECTION: include timelines, and inter departmental input.

**CARRIED**

**K. PUBLIC MEETINGS**

**K.1 Background Report - Mill Run 7 and 8**

Melanie Knight, Director of Development Services & Engineering, presented the background report on the proposed zoning amendment and draft plan of subdivision. The Mayor then invited members of the public to speak, the following individuals spoke:

- Rob MacLeod, safety of the families who use Mill Run Park during construction along Sadler Dr. and community mailboxes.
- Stefanie Kaminski, Regional Group, answered some of the concerns raised by the public

Members then posed questions of a technical nature including: construction road options, techniques to address high water table in the area, housing mix (missing middle), MVCA comments wet land compensation, and turtle protection.

**L. COMMITTEE OF THE WHOLE REPORT**

**Resolution No 089-25**

**Moved by** Councillor Lowe

**Seconded by** Deputy Mayor Minnille

**THAT** Council approve the Committee of the Whole motions from the March 4, 2025 meeting.

**CARRIED**

**L.1 2024 Freedom of Information (FOI) Summary**

**Resolution No 090-25**

**Moved by** Councillor Lowe

**Seconded by** Deputy Mayor Minnille

**THAT** the 2024 Freedom of Information (FOI) Summary be received for information.

**CARRIED**



**L.2 MM2048 Community Engagement Strategy 2025**

**Resolution No 091-25**

**Moved by** Councillor Lowe

**Seconded by** Deputy Mayor Minnille

**THAT** Council approve the 2025 MM2048 Community Engagement Plan as presented.

**CARRIED**

**M. COUNCIL REPORT**

**M.1 Municipal Resolution - Request for Support**

**Resolution No 092-25**

**Moved by** Councillor Ferguson

**Seconded by** Councillor Holmes

**THAT** the following municipal resolutions be received as information.

**CARRIED**

M.1.a City of Toronto re: “Buy Local, Buy Canadian” Campaign

M.1.b Champlain Township re: Canada Metal Processing Group on U.S Tariffs

M.1.c City of Sarnia re: April 1, 2025, Carbon Tax

**M.2 Proclamations**

**Resolution No 093-25**

**Moved by** Councillor Holmes

**Seconded by** Councillor Ferguson

**THAT** Council proclaims the following;

- [April 2nd, 2025, World Autism Day](#)

**CARRIED**

**M.3 Time Sensitive Items**

M.3.a Mississippi Mills Water Treatment Annual Report 2024

**Resolution No 094-25**

**Moved by** Deputy Mayor Minnille

**Seconded by** Councillor Torrance

**THAT** the Mississippi Mills Water Treatment Annual Report be received as information.

**CARRIED**

M.3.b Property Standards Appeal Committee

**Resolution No 095-25**

**Moved by** Deputy Mayor Minnille

**Seconded by** Councillor Torrance

**THAT** Council appoint the following 4 members from the Committee of Adjustment to the Property Standards Appeal Committee;

- Norm Allen
- Stacey Blair
- Patricia McCann-MacMillan
- Connie Bielby

**CARRIED**

M.3.c Ottawa River Power Corporation (ORPC) Request for Support re: Natural Resources Canada Smart Renewables and Electrification Pathways Utility Support Stream

**Resolution No 096-25**

**Moved by** Councillor Lowe

**Seconded by** Councillor Torrance

**THAT** Council provides Ottawa River Power Corporation with a letter of support endorsing their application to Natural Resources Canada for funding to help modernize local electricity grids and integrate clean energy solutions.

**CARRIED**

M.3.d R01-BRA-25 - 65 Mill Street

**Resolution No 097-25**

**Moved by** Councillor Torrance

**Seconded by** Councillor Holmes

**THAT** Council approve the Major Heritage Permit for exterior façade alterations on the subject lands municipally known as 65 Mill Street, Almonte Ward, Municipality of Mississippi Mills.

**CARRIED**

**M.4 Notice of Reconsideration**

None

**N. BY-LAWS**

**N.1 Bylaw 25-017 Tax Rates 2025**

**Resolution No 098-25**

**Moved by** Deputy Mayor Minnille

**Seconded by** Councillor Ferguson

**THAT** Bylaw 25-017 being a bylaw to adopt the estimates for the sums required during the year 2025 for the general and special purposes of the Corporation of the Municipality of Mississippi Mills and to establish tax rates be taken as read, passed, signed, and sealed in Open Council.

**CARRIED**

**O. ANNOUNCEMENTS AND INVITATIONS**

Members made the following announcements:

- Destination Almonte AGM
- Mississippi Mills Library Makers Space grand opening
- 3 Mississippi Mills residents received the King Charles III Coronation Medal
  - Clive Addy
  - Robert Dent

- Jeff Mills

**P. CONFIRMATORY BY-LAW**

**Resolution No 099-25**

**Moved by** Councillor Ferguson  
**Seconded by** Councillor Holmes

**THAT** By-law 25-018 being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Mississippi Mills at its regular meeting held on the 18th day of March 2025, be read, passed, signed and sealed in Open Council this 18th day of March 2025.

**CARRIED**

**Q. ADJOURNMENT**

**Resolution No 100-25**

**Moved by** Deputy Mayor Minnille  
**Seconded by** Councillor Torrance

**THAT** the meeting be adjourned at 7:33 p.m.

**CARRIED**

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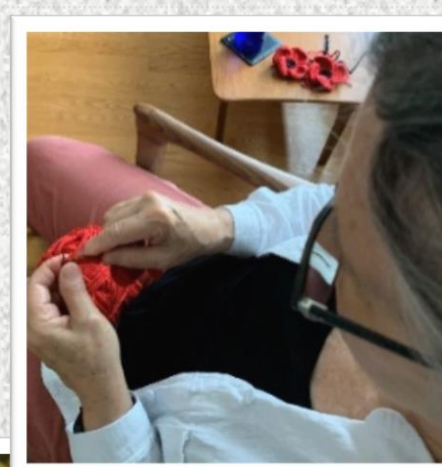
Christa Lowry, MAYOR

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Jeanne Harfield, Clerk

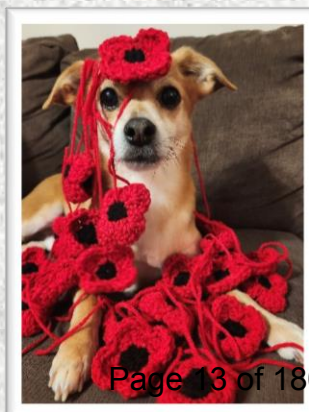
# A Collaborative Community Project of Remembrance

## Mississippi Mills Poppy Project 2024



May 18, 2024, a posted invitation invited knitters and crocheters to be part of a collaborative community project in Mississippi Mills. Our goal 10,000 poppies 😊

Individuals, *knitting* and crochet groups, family members, friends, and students participated individually and collectively.



October 20, 2024, 10,026 poppies were created and submitted.

November 6, 2024, 10,826 poppies were created and submitted.





# 'Tie One On'



*In September, community members were invited to "Tie One (or 2 or 3) On" at the Textile Museum's FibreFest, at the Mississippi Mills Open House, then at the Almonte Public Library and the Pakenham Public Library.*  
Page 14 of 180



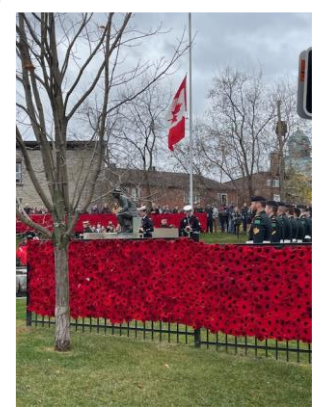


*Once poppies were tied on the deer netting to create poppy displays, all poppies were tacked together by volunteers by hand so that all poppies were in full bloom.*

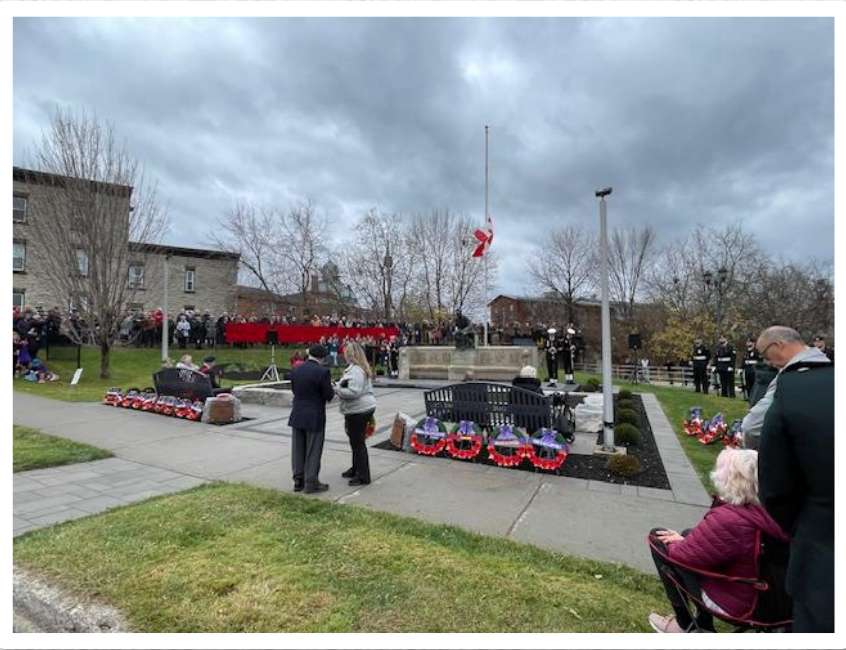




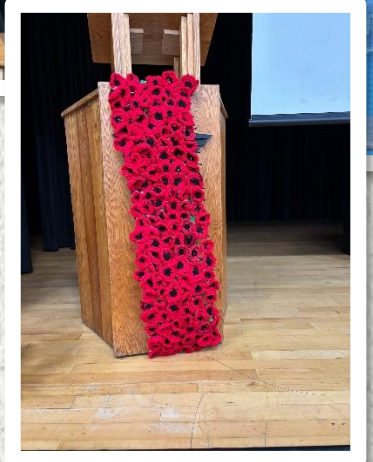
# Poppy displays in Almonte



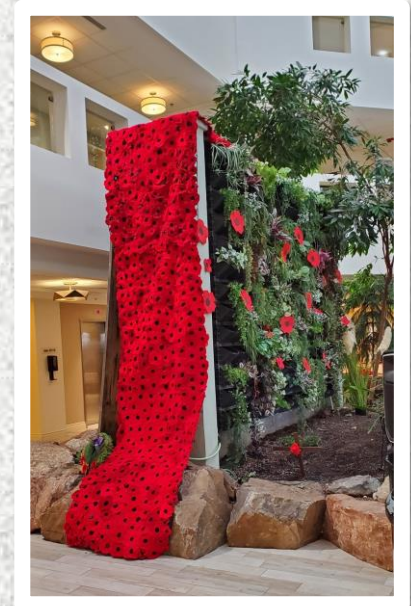
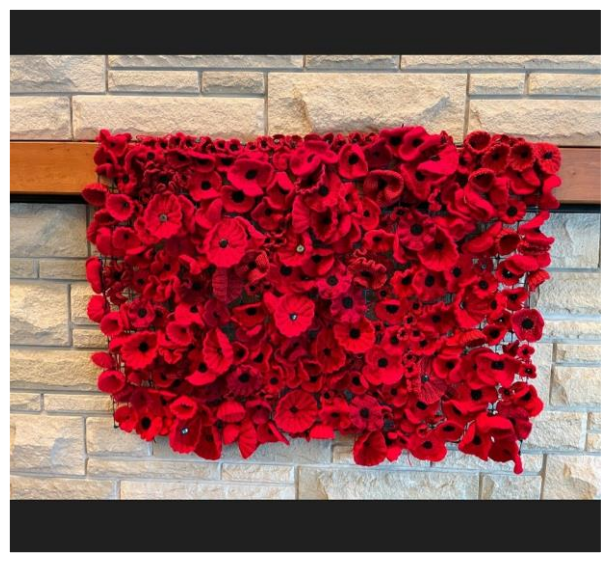
*Almonte Cenotaph  
Train Wreck  
Memorial*





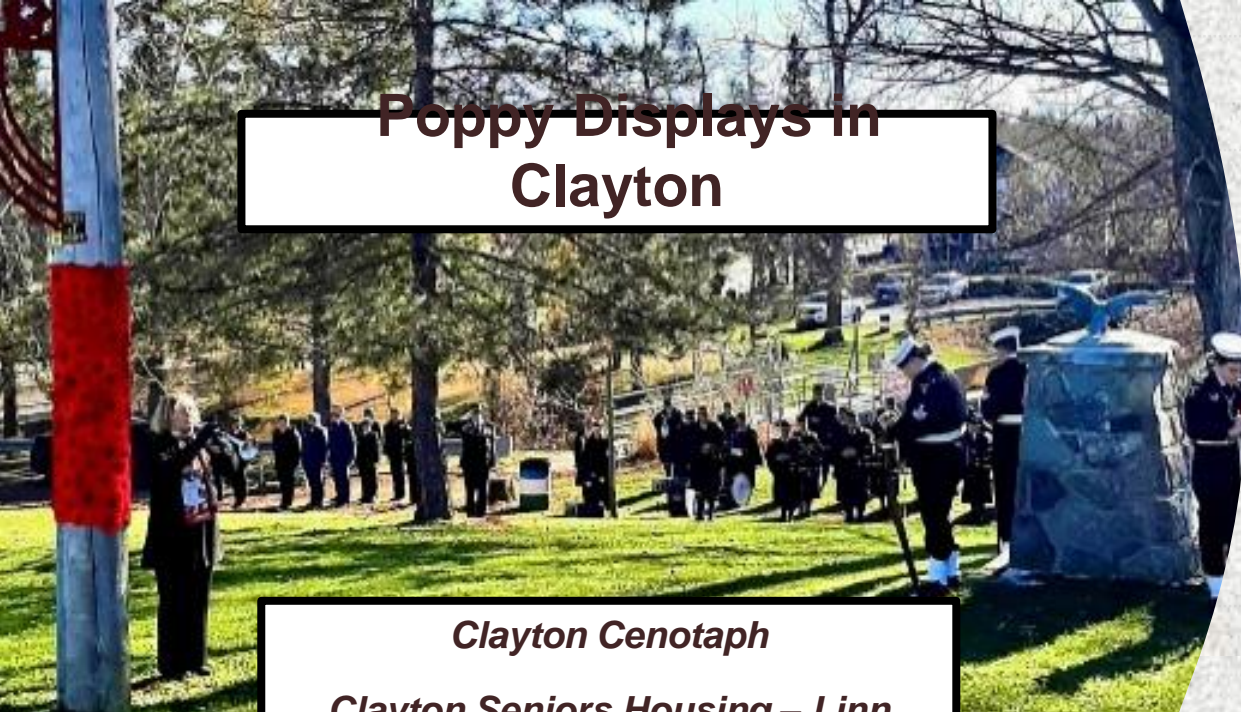


***Almonte Legion, Branch 240***  
***Almonte Public Library***  
***Almonte Fire Station***  
***Almonte District High School***  
***Ottawa Valley Health Team Office***  
***Almonte General Hospital***  
***Rosamond Wing***  
***Fairview Manor***  
***Country Haven***  
***Country Street Apartments***  
***Orchard View Retirement Community***

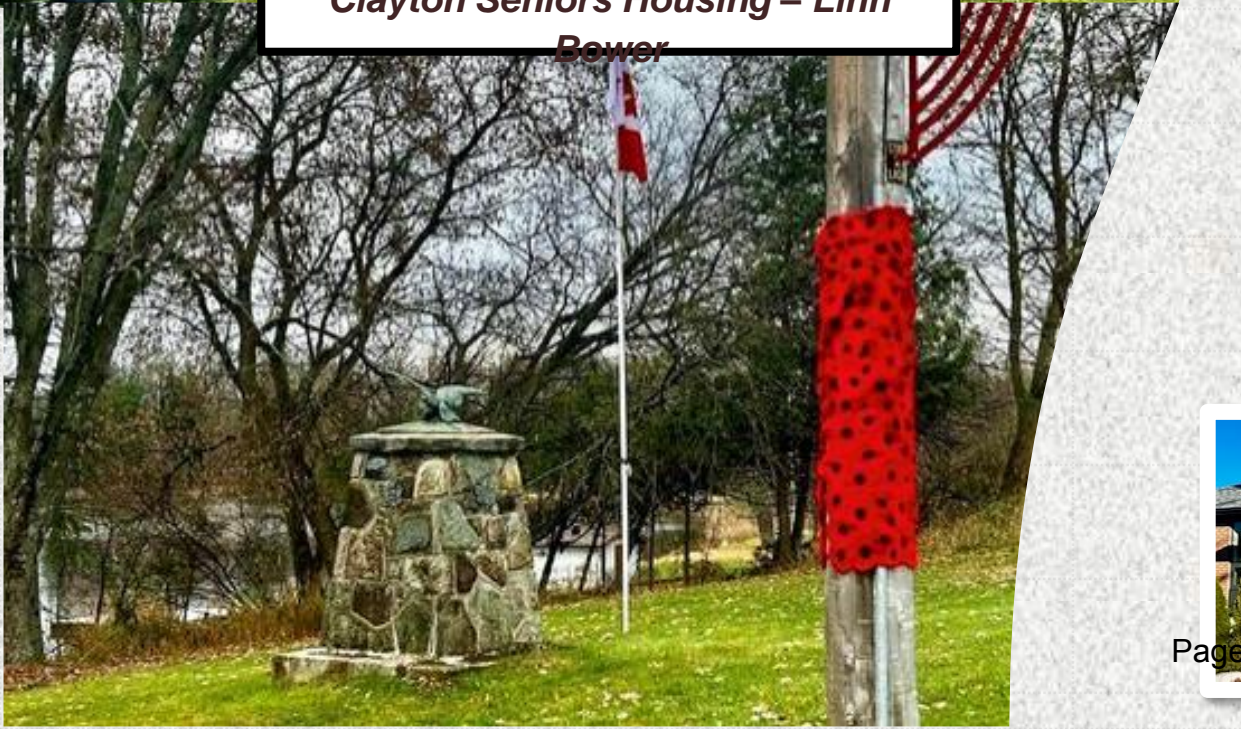


# Poppy Displays in Pakenham

## Poppy Displays in Clayton



*Clayton Cenotaph*  
*Clayton Seniors Housing – Linn Bower*



*Pakenham Cenotaph*  
*Pakenham Public School*  
*Stewart Community Center*  
*Pakenham Library*

*Five Arches Assisted*



**A collaborative community project of Remembrance: Our Promise to Remember**

**Mississippi Mills Poppy Project 2024**

*Poppy displays hung in the Mississippi Valley Textile Museum between November 16, 2024, and January 9, 2025; allowed individuals to see the full display of poppies 10,000+ poppies over the Christmas holiday period.*

*Each poppy represents our individual and collective gratitude for those who have served and to those who serve; remembering all gave some, some gave all.*



# Gratitude & Thanks

- ✓ **Municipality of Mississippi Mills Council: Micro-grant**
- ✓ **Municipality of Mississippi Mills: Culture & Recreation Department**
- ✓ **The Hub: donations of red and black wool/yarn, knitting needles, crochet hooks, cotton fabrics to make storage bags**
- ✓ **Drop-off locations: Almonte Old Town Hall; Almonte Public Library; Textile Traditions; Mississippi Valley Textile Museum; Orchardview; Levi Home Hardware; Pakenham Public Library**
- ✓ **Tom Levi and Levi Home Hardware: discounts on purchases of deer netting (backbone of all poppy displays)**
- ✓ **Mississippi Valley Textile FibreFest: first public profile of the Poppy Project & launched poppy tying; invited attendees to “Tie One On”**
- ✓ **Mississippi Mills Open House: 2<sup>nd</sup> profile the Poppy Project; invited participants to “Tie One On”**
- ✓ **Mississippi Mills Public Libraries in Almonte and Pakenham: welcomed the Poppy Project and residents and the public to tie poppies onto deer netting to make the Poppy Displays of Remembrance; opportunities for community building**
- ✓ **Mississippi Valley Textile Museum: allowed Poppy Displays to hang (dry & air out); invited the public to visit / view the Poppy Displays prior to going into storage for next year**
- ✓ **300+ Volunteers: donations of wool, talents, energy, time = PRICELESS**

# **Community Plan for Safety & Well-being Lanark County & Smiths Falls 2025-2029**



***Council Presentation  
Winter 2025***

# Background

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Municipalities mandated under Community Safety and Policing Act to complete plans

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Act outlines requirements for multi-sectoral advisory committee, consultation, establishing priority risks, strategies, outcomes and measurables

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Original plan approved in 2019 – update to be filed with Ministry by July 1, 2025

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Plan completed on behalf of whole county and Smiths Falls through provincial grant

# Community Safety and Policing Act & O. Reg 414/23

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CSWB section similar to PSA, with some additional specifics around Advisory Committee membership and submission of the plan to the Minister. Plans prepared under PSA are deemed to have been prepared and adopted under CSPA.



Regulation: Municipalities are required to publish completed plan on Internet within 30 days of adoption and can publish it in any other form desired.



Regulation: Municipality must review and, if appropriate, revise plan within four years after day of adoption and every four years thereafter. (If adopted before 2021, review and revise by July 1, 2025)

# Advisory Committee

Sector	Organization
<b>Justice</b>	Lanark County OPP, Smiths Falls Police
<b>Community Organizations &amp; Youth</b>	United Way, Perth & District Community Foundation, RNJ Youth Services, Family & Children’s Services, Open Doors (Planet Youth)
<b>Health Care</b>	Health Unit, Lanark County Mental Health, Rideau Community Health Services, Lanark County Paramedic Services
<b>Social Services and Housing</b>	Lanark County Social Services
<b>Victim Services</b>	Lanark County Interval House and Community Support
<b>Education</b>	Upper Canada District School Board, Catholic District School Board of Eastern Ontario
<b>Culture and Diversity</b>	Indigenous Elder, Queer Connection Lanark, Smiths Falls for All Diversity Committee
<b>Local Government</b>	County of Lanark and Town of Smiths Falls
<b>Climate/Environment</b>	Lanark County (Climate/Environmental Department)
	Coordinator



# Approach and Methodology

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- Review of original plan and progress updates and consultation with advisory members – began 2023
- Identification of key themes
- Community (393) and agency surveys (37)
- Partner Day (23)
- Council/PSB/CPAC Focus Session (9 attendees, 6 municipalities)
- Focus groups (SAAC, LCCYSC, SADV)
- Data and report collection and review
- Identification of assets and gaps; draft outcome statements
- Development of goals, measures and outcomes
- Plan approved by Advisory Committee on Feb. 10, 2025
- Presentations to Municipal Councils for review and approval

# Plan Update: Overall Outcomes

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## **Lanark County and Smiths Falls is a community...**

- Of opportunity and equity for its diverse populations.
- Where citizens have access to the basic needs of housing, a liveable income and nutritious food.
- Where its residents respect the legacy of stewardship by the Indigenous people who lived here before us and continue to care for the Earth in a way that will sustain it for seven generations.
- Of collaboration, where service providers work together for the benefit of residents in order to prevent harm.
- Offering a robust range of health and social services that are accessible in various formats within a period of time that is reasonable to prevent emergency or crisis situations.
- Of healthy relationships and respectful and welcoming neighbours, where people look out for one another and where residents are safe from violence in all its forms.

# Themes and Pillars

THEMES AND PILLARS	
<p><b>Affordability and Quality of Life:</b></p> <ul style="list-style-type: none"> <li>• Income and Employment</li> <li>• Housing and Homelessness</li> <li>• Transportation</li> <li>• Food Insecurity and Food Access</li> <li>• Climate Change and Environment</li> <li>• Belonging and Civic Engagement</li> </ul>	<p><b>Health:</b></p> <ul style="list-style-type: none"> <li>• Physical Health (including access to care – primary, long-term care, end-of-life care)</li> <li>• Mental Health and Substance Use</li> </ul>
<p><b>Violence Against Persons:</b></p> <ul style="list-style-type: none"> <li>• Sexual Assault and Domestic Violence, Intimate Partner Violence, Gender-Based Violence</li> <li>• Hate-Motivated Crime</li> <li>• Children, Elderly and Other</li> </ul>	<p><b>Priority Populations and Diversity:</b></p> <ul style="list-style-type: none"> <li>• Children and Youth</li> <li>• Seniors and Elderly</li> <li>• Indigenous</li> <li>• 2SLGBTQIA+</li> <li>• New Canadians and immigrants</li> <li>• Accessibility</li> </ul>

Each pillar includes assets and risks/issues information (including data), followed by goals, measures and strategies to show how work will be done

# Highlights

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- Building off the previous plan and the progress made was a key starting point
- Housing, food security and income became clear priorities – enhance access to basic needs to mitigate other risk areas
- Strong record of collaboration stands out as a big asset
- Many risks emerged associated with children and youth – this needs attention
- Importance of recognizing and building on existing assets

# Affordability and Quality of Life Goals

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- **Income and Employment:**
  - Poverty, local employment, affordable child care, digital access
- **Housing and Homelessness**
  - Eradicate homelessness, increase affordable housing
- **Food Insecurity and Food Access:**
  - Address root causes of food insecurity
- **Transportation**
  - Increase transportation options
- **Climate Change and Environment**
  - Climate action, community involvement, Indigenous teachings
- **Belonging and Civic Engagement**
  - Reduce isolation/increase social inclusion, volunteerism, connection between municipalities and CSWB Plan objectives

# Health Goals

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- **Physical health** (including access to care – primary, long-term, end-of-life)
  - Diversion from emergency, more information sharing, better info about wait times and service expectations
- **Mental health and substance use**
  - More resources for complex mental health or addictions, improved reported mental health in children

# Violence Against Persons Goals

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- **SADV/IPV/GBV**
  - Reduce incidents, support victims/survivors, Zero-Femicide
- **Hate-Motivated Crime**
  - Cultural competency to reduce incidents
- **Children, Elderly and Others**
  - Reduce incidents in specific populations

# Priority Populations and Diversity Goals

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- **Children and Youth**
- **Seniors and Elderly**
- **Indigenous**
- **2SLGBTQIA+**
- **New Canadians and Immigrants**
- **Accessibility**

- Overall goal in each population is to support in the community



# CSPA: Council Responsibilities Upon Adoption

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- Sec. 252: Publication after adoption (O. Reg. 414/23)
- Sec. 253: **“A municipality that has adopted a CSWB plan shall take any actions that the plan requires it to take and shall encourage and assist other entities to take any actions the plan requires those entities to take.”**
- Sec. 254: Monitor, evaluate and report on the effect the plan is having, if any, on reducing the prioritized risk factors. (No current regulation; done through progress reports.)
- Sec. 255: Review every four years (O. Reg. 414/23)
- Sec. 256: Provide information to Ministry about preparation, adoption or implementation; outcomes; other prescribed information. (No current regulation, plan will be submitted.)

# Key Actions

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Adoption indicates approval to implement. Champion the plan!  
(Submission by July 1, 2025)



Specific municipal actions would always be brought to council(s) for consideration



Implementation teams undertake actions, annual reports, report to province if regulated. community partners lead much of the work



Revisit in four years

# Municipal Council Endorsements

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## **Suggested Motion:**

*Whereas the Corporation of the Council of the [Municipality] is committed to community safety and well-being for its citizens,*

*And whereas Part XVI Sec. 248 (1) of the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1 states that “every municipality shall prepare and, by resolution, adopt a community safety and well-being plan,”*

*Therefore be it resolved that the Corporation of the [Municipality] adopts the Community Plan for Safety and Well-being Plan for Lanark County and the Town of Smiths Falls (2025-2029) as presented by the Community Plan for Safety and Well-being Advisory Committee.*

# Questions?

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Stephanie Gray  
Coordinator  
Lanark County Situation Table  
Community Safety and Well-being Plan  
[LanarkCST@gmail.com](mailto:LanarkCST@gmail.com)  
613-812-3778



# COMMUNITY SAFETY AND WELL-BEING

*Lanark County  
and Town of Smiths Falls*

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February 27, 2025

Dear Members of Council,

On behalf of the Community Safety and Well-being Advisory Committee, I am pleased to present to you the update to the Community Plan for Safety and Well-being for Lanark County and the Town of Smiths Falls (2025-2029).

As you may be aware, CSWB plans are mandated to be completed by municipalities under the Community Safety and Policing Act (2019). Thanks to provincial grant funding, the Advisory Committee and coordinator have again proceeded with this work on behalf of Lanark County municipalities and the Town of Smiths Falls. This represents a required update to the original plan approved in 2019.

The attached evidence-based plan outlines assets and gaps in our communities and presents goals, measures and strategies to address issues.

I look forward to making a presentation to your Council about the plan. Once it is approved by all local councils, it will be submitted on your behalf to the Ministry of the Solicitor General.

Sincerely,

A handwritten signature in purple ink that reads "S. Gray".

Stephanie Gray

Coordinator

Lanark County Situation Table and Community Plan for Safety and Well-being

# **COMMUNITY PLAN FOR SAFETY AND WELL-BEING**

***LANARK COUNTY  
AND  
THE TOWN OF SMITHS FALLS  
2025-2029***

**PRESENTED BY THE  
COMMUNITY PLAN FOR SAFETY  
AND WELL-BEING ADVISORY COMMITTEE**





## LAND ACKNOWLEDGEMENT

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We acknowledge Lanark County is situated on sacred land that has a rich Indigenous history extending back for more than 10,000 years. This land is the ancestral and unceded territory of the Algonquin Anishinaabe Nation. We are grateful to the Algonquin ancestors who cared for the land and water in order that we might live here today.

Before the arrival of settlers, the Anishinaabe and Haudenosaunee Nations peaceably shared and cared for resources under the Dish With One Spoon Wampum Belt Covenant. After the settlers arrived, the territory was subject to the Three Figure Wampum Belt, which commemorates the sharing of this land between the English, French and Indigenous Nations under natural law.

We know these covenants have been broken and acknowledge the harm it has caused. We understand we must reconcile with all of our relations and work towards healing and strength together.

We are grateful for the knowledge shared by the Algonquin Peoples and their many contributions, past and present, to our communities. This territory is home to many other Indigenous peoples, and we extend respect to all First Nations, Inuit and Metis people. Together we must care for this sacred land and each other, and work to understand our shared history in order to build a peaceful future together that is mindful of generations to come.



## EXECUTIVE SUMMARY

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The process to update the Community Plan for Safety and Well-being for Lanark County and Smiths Falls began in 2023 under the direction of the multi-sectoral Community Safety and Well-being (CSWB) Advisory Committee. These plans are mandated for municipalities to complete under the *Community Safety and Policing Act* (2019). This 2025-2029 update builds upon the original CSWB plan, which was approved by local municipalities in 2019. The overall purpose is to identify assets in the community, assess risks and develop strategies to mitigate those risks and gaps, leading to enhanced community safety and well-being. This plan is for the following municipalities: Beckwith Township, Town of Carleton Place, Drummond/North Elmsley Township, Lanark Highlands Township, Municipality of Mississippi Mills, Montague Township, Town of Perth, Town of Smiths Falls and Tay Valley Township.

Consultation for the update has included surveys of the community and agencies, interviews and meetings with sector leaders and stakeholders, an examination of data and reports, and several focus groups. Four theme areas supported by a range of pillars were developed for the plan, with an overview of assets and issues in each pillar along with goal statements, measures and strategies. Overall outcome statements set the stage for the vision of community safety and well-being in Lanark County and Smiths Falls as follows:

- Lanark County and Smiths Falls is a community of opportunity and equity for its diverse populations.
- Lanark County and Smiths Falls is a community where citizens have access to the basic needs of housing, a liveable income and nutritious food.
- Lanark County and Smiths Falls is a community where its residents respect the legacy of stewardship by the Indigenous people who lived here before us and continue to care for the Earth in a way that will sustain it for seven generations.
- Lanark County and Smiths Falls is a community of collaboration, where service providers work together for the benefit of residents in order to prevent harm.
- Lanark County and Smiths Falls is a community offering a robust range of health and social services that are accessible in various formats within a period of time that is reasonable to prevent emergency or crisis situations.
- Lanark County and Smiths Falls is a community of healthy relationships and respectful and welcoming neighbours, where people look out for one another and where residents are safe from violence in all its forms.

Assets, risks, goals, measures and strategies are set out for the pillars in each of the themes shown below. Implementation teams or working groups will be established to work on the goals and strategies in this living document, and regular updates will be provided to municipalities, stakeholders and the community. The plan will be revisited in four years. Many thanks to the advisory committee members, municipal councils, community partners, stakeholders and residents who contributed toward the creation of this plan.

THEMES AND PILLARS	
<p><b>Affordability and Quality of Life:</b></p> <ul style="list-style-type: none"> <li>• Income and Employment</li> <li>• Housing and Homelessness</li> <li>• Transportation</li> <li>• Food Insecurity and Food Access</li> <li>• Climate Change and Environment</li> <li>• Belonging and Civic Engagement</li> </ul>	<p><b>Health:</b></p> <ul style="list-style-type: none"> <li>• Physical Health (including access to care – primary, long-term care, end-of-life care)</li> <li>• Mental Health and Substance Use</li> </ul>
<p><b>Violence Against Persons:</b></p> <ul style="list-style-type: none"> <li>• Sexual Assault and Domestic Violence, Intimate Partner Violence, Gender-Based Violence</li> <li>• Hate-Motivated Crime</li> <li>• Children, Elderly and Other</li> </ul>	<p><b>Priority Populations and Diversity:</b></p> <ul style="list-style-type: none"> <li>• Children and Youth</li> <li>• Seniors and Elderly</li> <li>• Indigenous</li> <li>• 2SLGBTQIA+</li> <li>• New Canadians and immigrants</li> <li>• Accessibility</li> </ul>

**CONTENTS**

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**LAND ACKNOWLEDGEMENT** ..... iii

**EXECUTIVE SUMMARY** ..... iv

**INTRODUCTION** ..... 1

**APPROACH, METHODOLOGY AND ENVIRONMENTAL SCAN** ..... 3

**AFFORDABILITY AND QUALITY OF LIFE THEME** ..... 6

**HEALTH THEME** ..... 18

**VIOLENCE AGAINST PERSONS THEME** ..... 24

**PRIORITY POPULATIONS AND DIVERSITY THEME** ..... 30

**REFERENCES** ..... 41

## INTRODUCTION

This is the second Community Plan for Safety and Well-being for Lanark County and Smiths Falls, with the first being approved by local municipalities in 2019. These plans became mandated by the province for each municipality in 2021, and the new *Community Safety and Policing Act* (2019) stipulates those created before then should be updated by July 1, 2025. Work on this update began in 2023. Consistent with the requirements of the Act, this work has been completed through a multi-sectoral advisory committee and with a range of community consultations conducted.

The *Community Plan for Safety and Well-being for Lanark County and Smiths Falls (2025 to 2029)* represents the work and ideas of agencies and individuals in the community. CSWB plans are not meant to reinvent the wheel but, rather, to acknowledge and build upon existing assets in the community and to identify and remedy gaps that may exist in order to enhance community safety and well-being.

Since 2016, the CSWB Plan Advisory Committee has been working towards achieving identified goals. The committee is comprised of representatives from a range of sectors, as shown below:

<b>COMMUNITY SAFETY AND WELL-BEING PLAN ADVISORY COMMITTEE</b>		
<b>SECTOR</b>	<b>AGENCY</b>	<b>REPRESENTATIVE</b>
Justice	Lanark County OPP	Insp. Kerlous Tawdrous
	Smiths Falls Police Service	Chief Jodi Empey
Community Organizations	United Way	Deanna Theander
	Perth & District Community Foundation	Victoria Gibb-Carsley
Youth	RNJ Youth Services	Rachel Burns
	Family and Children's Services	Erin Lee Marcotte
	Open Doors LCY/Planet Youth	Kevin Clouthier
Health Care	Health Unit	Elaine Murkin
	Lanark County Mental Health	Garry Laws
	Rideau Community Health Services	Corey Turnbull or Cristina DiTomaso
	Lanark County Paramedic Services	Breanne Lapointe
Social Services	Lanark County Social Services	Brooke Coutts
Victim Services	Lanark County Interval House	Erin Lee
Education	UCDSB	Josh Harrison
	CDSBEO	Selina Mackie
Culture and Diversity	Indigenous	Larry McDermott
	Queer Connection Lanark	Elizabeth Snyder
	Smiths Falls for All Diversity Committee	Mitra Ghaffari

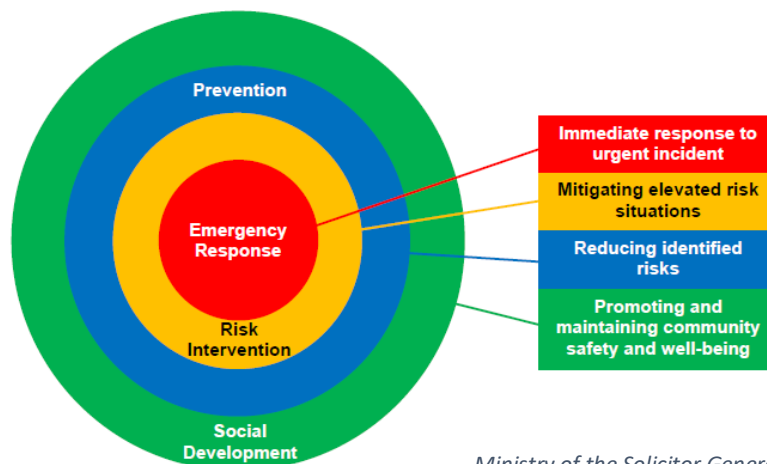
Local Government	Lanark County Council	Brian Dowdall
	Smiths Falls Council	Peter McKenna
Climate/Environment	Lanark County (Climate Environmental Sub-Department)	Elizabeth Boldt or Michelle Rabbetts
	Coordinator	Stephanie Gray

This plan is a living document that aims to guide the advisory committee and implementation teams in a process to enhance health and well-being in our communities. Consultation and research have identified assets and risk areas, resulting in strategies to help achieve positive outcomes. The advisory committee meets regularly to review progress on the plan, and teams will be identified to assist with implementation of strategies.

Under the Act, once a municipality adopts a plan it “shall take any actions that the plan requires it to take and shall encourage and assist other entities to take any actions the plan requires those entities to take” (Community Safety and Policing Act, 2019). As of the date of adoption, there were no regulations for monitoring and reporting to the Ministry; however, progress updates will be developed through the advisory committee and shared with municipalities, stakeholders and the public on a regular basis.

As this 2025-2029 plan neared completion, Ontario was having a provincial election, a federal election was expected to be called in 2025 and the municipal election was slated for 2026 – all of which could impact outcomes and strategies outlined in the plan. At the same time, significant global uncertainty has added to the challenges, leaving many people to wonder how they can possibly make a difference. This plan serves to underline the importance of recognizing our ability to make a difference closer to home and the impact we can have at a local level when we work together.

There is a long and positive history of collaboration in Lanark County and Smiths Falls, and this has been identified as a key asset in this plan to enable work that benefits our communities. Thank you to the members of the advisory committee, councils, agencies and those with lived experience for your work to make things better in Lanark County and Smiths Falls.



## **APPROACH, METHODOLOGY AND ENVIRONMENTAL SCAN**

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### **APPROACH AND METHODOLOGY**

The CSWB Plan Steering (now Advisory) Committee was established in late 2016 and began working on the first plan, which was completed in 2018 and approved in early 2019. Regular progress updates were released to the community. It identified 12 priority risk areas and provided an overview for each, including existing assets. Specific issues were identified with background detail, and a set of actions was developed for each priority risk in the areas of social development, prevention, risk intervention and emergency response, with outcomes and measures established for each risk area. The risk areas included mental health, substance use, poverty, housing, transportation, health and well-being, domestic violence/sexual assault, youth and families, seniors, justice, Indigenous health and well-being, and culture and diversity.

A key starting point for the update of the CSWB Plan was a review of the previous plan and the progress made. The advisory committee examined the 12 previously identified risk areas and, for the new plan, established four theme areas (health, affordability and quality of life, violence against persons, and priority populations) supported by various pillars. The committee assessed and inventoried preliminary risk categories, and consultations (surveys and interviews) were held in Fall 2023 with advisory committee members about assets and issues in their sectors. The committee built off of the identified risks in the previous plan and assessed new considerations, such as climate change and environment, belonging and civic engagement, and accessibility when determining the new themes and pillars. Data from Statistics Canada and a range of local reports were also evaluated.

As part of the consultation process, a community survey was released in late 2023, garnering 393 responses from across the county. The survey included questions related to health, mental health, substance use, affordability and quality of life (including employment, income, food security, housing, transportation, climate change, sense of belonging and volunteering), and violence against persons (including crime victimization and intimate partner violence).

An agency survey was also issued in Fall 2023. It received 37 responses from a cross-section of agencies serving a wide range of populations and age groups. The survey assessed populations served, resources used, risk factors encountered, the impact of the pandemic, cultural considerations for clients and barriers/systemic gaps. It provided an opportunity for feedback on suggested solutions, service gaps and workarounds, wait times, urgently needed services and barriers for hard-to-reach populations.

A virtual Partner Day was held on Nov. 14, 2023, with 23 agencies participating. This was an opportunity for asset mapping, a review of and prioritization of risks, and identification of desired outcomes. Assets, gaps and strategies were identified in the four theme areas of health, affordability and quality of life, violence against persons and priority populations. Some evaluation strategies were also discussed.

Focus groups were held in the Fall of 2023 with the Successful Aging Advisory Committee, which consists of member agencies that serve the aging population, and the Lanark County Sexual Assault and Domestic Violence (SADV) Advisory Committee, which includes organizations providing services to victims of SADV. Those sessions asked members to discuss pressures they are facing, what is working well in the community and what is needed to better serve clients. Feedback of SADV clients from annual

surveys through the Victim Advocate program is also taken into account. In June 2023 a focus group with the Lanark County Child and Youth Services Collaborative, which consists of youth-serving agencies, discussed pressures, factors that are most influencing children’s mental health difficulties, how parents can be supported and key gaps agency representatives are seeing in services for children and families.

A Council/Police Services Board/Community Policing Advisory Committee Focus Session was held in November 2023 with nine local municipal leaders and examined pressures (gaps and issues) in the identified risk areas, suggestions on how to address the pressures, and how municipalities can be involved in implementation of the CSWB plan. In addition, meetings were held with the Mississippi Mills Library Board in April 2024 and Indigenous Elder Larry McDermott in January 2025.

The CSWB Plan Coordinator’s regular ongoing networking with committees such as Planet Youth Lanark County, Lanark County Child and Youth Services Collaborative, Successful Aging Advisory Committee, Lanark County Sexual Assault and Domestic Violence Advisory Committee, Vital Signs (Perth and District Community Foundation) and others, and the subsequent information sharing that takes place as a result, has also helped to inform the CSWB plan.

A key takeaway from the consultation process was that housing, food security and income are priorities. Better access to basic needs, such as safe and affordable housing, nutritious food, a sustainable income and transportation leads to health improvements and would mitigate many other risks. Other key takeaways included protecting and building on the assets we have, continuing our track record of good collaboration and doing so upstream, increasing awareness of services and supports available and sharing that information with professionals and the public, and continuing to learn and train and educate. It also became clear that our children and youth need attention.

Upon review of all of the data and consultations, the advisory committee established overarching outcome statements for community safety and well-being. Within each theme area, goals, measures and strategies were developed with a view to developing a more detailed work plan as part of the implementation.

## **ENVIRONMENTAL SCAN**

What is now known as Eastern Ontario and Western Quebec was once a vast territory belonging to the Algonquin, or Omàmwai’ini. The geography now called Lanark County consists of fertile land in the east and south that was once covered by the inland Champlain Sea, while the west and north regions are the foothills of the Canadian Shield and consist of forest, lakes and thin, rocky soil. “Algonquin and other Indigenous people have prospered here for many thousands of years through hunting, trapping and gathering wild foods, and have developed intricate systems of governance based on family units represented by a Grand Council” (Lanark County Neighbours for Truth and Reconciliation).

Today, Lanark County is made up of eight local towns and townships, including Beckwith, Carleton Place, Drummond/North Elmsley, Lanark Highlands, Montague, Mississippi Mills, Perth and Tay Valley. The adjacent, but politically separated, Town of Smiths Falls shares numerous services with its neighbouring local municipalities and the County. Carleton Place, Perth, Smiths Falls and Almonte (part of Mississippi Mills) are urban centres in the county. These municipalities are located on traditional unceded Algonquin land. The settlement history for the towns and townships began in earnest in the 1790s and

consisted largely of immigrants from the United Kingdom and an influx of United Empire Loyalists from the United States.

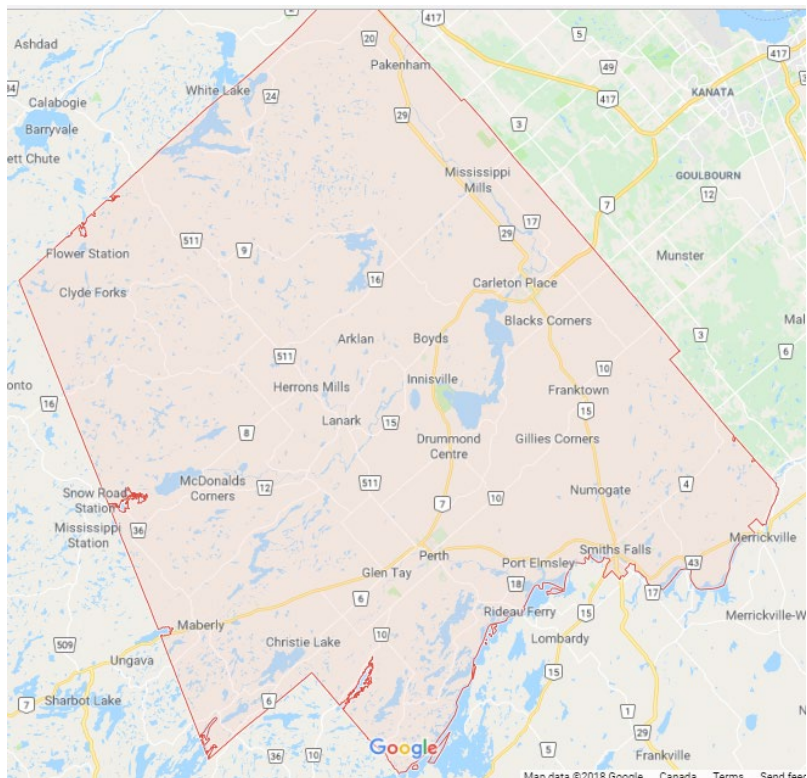
Lanark County is in a distinct region of the Frontenac Axis where Canadian Shield lands meet the Limestone Plains, which presents a topography of rivers, lakes, forests, fields and rocky terrain. The land area is about 2,986 square kilometres and is largely rural. Because it is located between the cities of Ottawa and Kingston, residents have access to the amenities of these major centres. Two provincial highways (7 and 15) cut through the area, and there is a passenger rail system with its hub in Smiths Falls that accesses the Montreal to Windsor corridor, including Ottawa and Kingston. The Rideau Canal Waterway also winds through the county and Town of Smiths Falls. The geography/topography of the area invites a significant seasonal population of cottagers and recreational visitors.

According to 2021 Census data, the population of Lanark County and Smiths Falls is 75,760, a 10.3% growth from 2016, which is almost double provincial growth for that period. Sixty per-cent of the population falls in the 15 to 64 age group, with 15% ages 0 to 14, 25% ages 65 and over and 3% are 85 years and older, which is a 17.2% change from 2016. The population is aging – the average age of the population has increased slightly to 45.6. The median age is 49.

Statistics Canada shows the median economic family income for 2020 at \$107,600, compared to Ontario at \$112,200. The median income for lone parents is \$68,500. The poverty rate in Lanark County (household income under \$40,000 per year) rose to 16% in 2020, compared to 17% in Ontario. The poverty rate for children ages 0 to 17 living in lone-parent homes was 14.4% in 2020 compared to 20.8 provincially. For couple-led homes in Lanark County it was 2%. The unemployment rate for people ages 15 and older in Lanark County increased to 8.5% from 7%, compared to 12.2% in Ontario.

In 2021, 4.3% of the population identified as Indigenous – a 24.6% change since 2016. Immigrants represent 7% of population. Three per cent of residents are racialized people.

Lanark County is served by four hospital sites (Perth, Smiths Falls, Carleton Place and Almonte), and community health centres in Smiths Falls and Lanark Village. Police services for the Town of Smiths Falls are supplied by the Smiths Falls Police Service. Lanark County OPP serves the municipalities of Lanark County. There are 27 elementary schools and six high schools in Lanark County and Smiths Falls, as well as alternate schools and private school options. An abundance of social service agencies can be found throughout the area.





## AFFORDABILITY AND QUALITY OF LIFE THEME

### OUTCOMES

- ➔ Lanark County and Smiths Falls is a community where citizens have access to the basic needs of housing, a liveable income and nutritious food.
- ➔ Lanark County and Smiths Falls is a community where its residents respect the legacy of stewardship by the Indigenous people who lived here before us and continue to care for the Earth in a way that will sustain it for seven generations.

<b>PILLAR: Income and Employment</b>
<b>Assets</b>
<ul style="list-style-type: none"> <li>• The Lanark Basic Income Network formed in 2023 and is committed to advocating for a basic income guarantee to allow individuals to meet their basic needs, participate in society and live with dignity regardless of their employment status. The group has been working with community agencies and municipalities to garner support.</li> <li>• Lanark County continues to seek opportunities to advocate to provincial officials regarding the need for higher Ontario Works and Ontario Disability Support Program rates. Lanark County Council has included Universal Basic Income as one of its strategic priorities for the 2022-2026 term.</li> <li>• Many organizations work to supplement basic needs for vulnerable populations in the community. An example of this is the collaboration between OPP and Family and Children’s Services of Lanark, Leeds and Grenville to provide snowsuits for children and other needs through the Snowsuit Fund and the Angel Tree Program.</li> <li>• In his report “Needs and Resilience of Children and Families in Eastern Ontario” prepared for Every Kid In Our Community, Robert Fulton notes the median income for individuals has increased significantly from 2015 to 2020 – by 24% in Lanark County. The median income in 2020 for Lanark County was \$44,400 compared to \$35,805 in 2015. “The dividing line of median income, which splits the range of incomes in half, has moved 23% higher in the province. This is further evidence of the increasing wealth of Ontario” (p. 34).</li> <li>• Grant opportunities are offered through groups such as Perth &amp; District Community Foundation and municipal community grants, which can be found by checking with each organization.</li> <li>• Lanark County’s “Children’s Services 5-Year Service Plan” for 2024-2029 sets strategic priorities around increasing accessibility of child care; ensuring sustainability of child care; offering high-quality programs; ensuring responsive engagement with providers, families and community partners; and increasing inclusivity for children with special needs.</li> </ul>
<b>Risks/Issues</b>
<ul style="list-style-type: none"> <li>• In its “Addressing Food Insecurity in Leeds, Grenville &amp; Lanark, 2024 Report,” the South East Health Unit, formerly the Leeds, Grenville and Lanark District Health Unit, indicated the 2024 living wage for the region to be \$21.65 per hour. The Ontario Living Wage Network (<a href="http://www.ontariolivingwage.ca">www.ontariolivingwage.ca</a>) calculates the living wage rates each fall with data from a variety of sources. It cites poverty as the root of food insecurity and suggests increasing minimum wage and social assistance rates, improving employment standards, and providing a basic income as strategies (Leeds, Grenville &amp; Lanark District Health Unit, 2024).</li> <li>• In his “Needs and Resilience of Children and Families in Eastern Ontario” report, Fulton used Statistics Canada data to outline the potential for adverse outcomes for families in the region.</li> </ul>

He noted when looking at household income under \$40,000 per year, which is the bottom income group for households, Smiths Falls and Perth had the most affected households in Lanark County. He looked at the percentage of households falling below the market basket measure threshold, which is the income necessary to pay for basic human needs, and found children under six living in poverty in lone-parent homes were at risk of substantial harm. Locally, Smiths Falls at 29.3% and Carleton Place at 26.3% carried this risk. Families falling below the market basket measure “must consider options, such as using a food bank, postponing medical care, losing their housing” (p. 24).

- Fulton’s report also addressed households with income over \$200,000 compared to under \$40,000: “There is a balance in the fraction of households living on less than \$40,000 compared to those living on \$200,000 or more....A more equitable distribution of wealth is an indicator of resilience.” Rural households in the Ottawa area have fewer households with more than \$200,000 income. He noted the balance of poor and wealthier neighbours in high-risk municipalities: Smiths Falls with 28% under \$40,000 and 2% over \$200,000; Perth with 27% under \$40,000 and 4% over \$200,000. “There is much more poverty in these disadvantaged jurisdictions, but some wealthier neighbours, which helps the local economy” (p. 32-33).
- Fulton said a significant decline in mature adults ages 45 to 54 is projected until 2030 unless targeted immigration fills the gap. “This is a critical age group because it is the source of expertise and management for the private sector, health care, education, and social services. The crises in the number of nursing jobs unfilled will not be repaired by simply graduating more nurses, which is good news 20 years down the road. It takes years of work experience to fill this gap.” He said the resulting harm is the degradation of health care, education and social services resulting from lack of skilled workers from this age cohort, which can result in longer wait lists, higher caseloads and fewer childcare spaces despite funding for expansion. “In general, small towns, and rural places carry the burden of this risk factor” (p. 18).
- At the Council/Police Services Board (PSB)/Community Policing Advisory Committee (CPAC) Focus Session, councillors indicated municipal pressure to support businesses is growing and that people are starting to stay in communities by necessity (based on affordability) rather than desire, which is “not preferable because of shame, self-esteem, worth, successful, defeated or depressed – measuring stick is previous generation of people who had a relatively easy time of moving into their own homes.” They also cited income disparity, the rising costs for housing, increased food bank usage and barriers for help with mental health and addiction issues due to transportation as ongoing issues. Rural communities don’t always have infrastructure in place for those experiencing challenges (e.g., no vehicle).
- Program affordability for families was cited as a concern at the Feb. 29, 2024 CSWB Advisory Committee meeting.
- Community consultations indicated there is difficulty in identifying students and families in need and that hidden poverty is an issue, which creates challenges with connecting families to support. There can be resistance to working with supports due to family, cultural, generational, historical or anonymity concerns. Getting information out to those in desperate poverty can also be a challenge (Partner Day).
- Statistics from the 2023 “Vital Signs” report note the median employment income for men was \$69,500, while it was \$59,200 for women – pointing to ongoing pay equity concerns (p. 6).
- Fulton’s report addressed the impact of hidden unemployment, which he described as an important social indicator that is difficult to count. It affects those between 15 and 64 and can include those who are underemployed or have stopped looking for work, which can lead to risks such as mental illness, substance use, family conflict, poverty, housing instability and poor

socialization of children and youth. Smiths Falls was found to have a high percentage of hidden unemployment at 23%, affecting 1,200 people (p. 20).

- Fulton highlighted the importance of workers receiving training beyond high school to be employed in the new economy, including competency with computers, automated equipment, literacy and numeracy. “Cities and towns that have a concentration of workers with no education beyond high school will be at a disadvantage in future jobs. Many of them are part of the hidden unemployed.” In Lanark County, for the population between ages 25 and 64, between 27 and 53% have no post-secondary education. The unemployment rate for Lanark County was 8.5%, with the highest being in Perth at 12.9%, followed by Tay Valley and Smiths Falls.
- Research for Lanark County’s “Children’s Services 5-Year Service Plan” for 2024-2029 found there is a pressing need for more affordable childcare spaces. One issue is extensive and inconsistent wait lists, making it difficult to obtain an accurate count of need. A report to Lanark County Council in November 2024 notes 82 additional Registered Early Childhood Educators are needed by 2027, more work is needed regarding inclusivity of children with special needs, there is a lack of child care options for part-time and non-traditional hours (overnight and weekends), insufficient transportation hinders access to child care and programs, and affordable child care is not accessible to everyone who needs it.

Goal	Measures	Strategies
1. Reduce levels of poverty	<ul style="list-style-type: none"> <li>• Fewer households receiving less than \$40,000 annually</li> <li>• Reduced poverty gap</li> </ul>	<ul style="list-style-type: none"> <li>• Increased income will help to address other risk areas, including housing, food security, health/mental health.</li> <li>• Advocate for increased income through Basic Income and/or increased Ontario Works and Ontario Disabilities Support Program rates.</li> <li>• Collaborate to increase housing affordability in communities.</li> <li>• Continue and enhance existing community supports that address immediate access, e.g., Snowsuit Drive, food drives, etc.</li> </ul>
2. Nurture local employment opportunities	<ul style="list-style-type: none"> <li>• Monitor median employment income between men and women</li> <li>• Monitor living wage in Lanark County</li> <li>• Monitor unemployment rates</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage local employers to pay workers a living wage.</li> <li>• Share information related to education about employment programs.</li> <li>• Monitor and address pay equity issues.</li> <li>• Continue working to increase local and varied employment opportunities.</li> </ul>

<p>3. Increase availability and accessibility of affordable child care and supports</p>	<ul style="list-style-type: none"> <li>• Reduced child care wait lists</li> <li>• Increased alternate programs</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for any necessary adjustments to Canada-Wide Early Learning and Child Care program and support efforts to expand locally.</li> <li>• Collaborate with community partners to ensure effective communication of available programs for families and children (e.g., extra curriculums, students at risk, after-school options, Champions for Kids Foundation, Critical Hour Programming, youth centres).</li> <li>• Facilitate equitable access to programs and activities, not dependent on income.</li> </ul>
<p>4. Support efforts to increase availability of good, reliable, affordable access to digital resources critical to quality of life</p>	<ul style="list-style-type: none"> <li>• Increased connectivity stats (EORN)</li> <li>• Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor activities of Eastern Ontario Rural Network to increase cell and broadband connectivity in Lanark County.</li> <li>• Advocate for improved connectivity if needed.</li> </ul>

<p><b>PILLAR: Housing and Homelessness</b></p>
<p><b>Assets</b></p>
<ul style="list-style-type: none"> <li>• In a report to Lanark County Council on the “State of Homelessness” in October 2024, Lanark County Social Services highlighted current programs: By-Name list for people actively experiencing homelessness and accessing coordinated services facilitated by the committee; funding for housing/homelessness staff at Lanark County Mental Health and Cornerstone Landing; approximately 75 beds in adult supportive housing facilities with priority to people on the by-name list; 13 beds at the Bridge House in Smiths Falls (supported transitional housing with access only from the by-name list); Housing Allowance Program; housing allowance rent subsidy spaces allocated to by-name list; private landlords and service providers declaring services and housing units to the by-name list.</li> <li>• In the 2023 Housing and Homelessness Report from Lanark County Social Services, highlights included the opening of 188 Chambers Street in Smiths Falls with five rent-geared-to-income (RGI) units and construction started on 44 Chambers Street in Smiths Falls (28 RGI units and six affordable housing units). Other supports included RGI housing, a homeownership downpayment for first-time home purchase, funds through the Renovate Lanark program, rent assistance with Portable Housing Benefit spaces and the OPHI Housing Allowance. In 2023 there were 116 new referrals to the by-name list and 62 were housed, and 1,356 households were assisted through the Housing Assistance Program to prevent eviction or attain housing. The county offers emergency backpacks, gift cards and after-hours homeless assistance.</li> </ul>

- In the CSWB Community Survey, the vast majority of respondents owned homes (89%) and felt secure in their housing (91%). Top factors affecting housing included difficulty or unable to pay rent or mortgage (12.06%), difficulty or unable to pay utilities (8.89%), unable to find affordable housing (5.4%) and living too far from services (6.67%). Several comments expressed concerns about being able to keep up with maintenance, repair/upgrade costs, and affordability upon retirement.
- In February 2025, the Town of Carleton Place and Municipality of Mississippi Mills announced they will each be receiving funding from the Canada Mortgage Housing Corporation’s (CMHC) Housing Accelerator Fund. Carleton Place is receiving \$5.6 million to accelerate the construction of 168 homes over the next three years, which will help spur the construction of 934 homes over the next decade. Mississippi Mills will be receiving \$3.3 million, which will help it take quicker action on growth-related projects with the goal of creating missing middle and affordable housing for families in the community. Four payments will be released over three years from the fund.

**Risks/Issues**

- In the CSWB Agency Survey, a need for supportive, subsidized housing (for specific populations) and lengthy wait times for housing were cited as issues.
- The 2023 Lanark County Housing and Homeless Report reported 465 active applications on the waiting list for rent-g geared to-income housing at the end of 2023.
- In the “State of Homelessness” report to Lanark County Council in October 2024, the number of known actively homeless persons had increased from 44 in September 2023 to 71 in August 2024. The number of chronically homeless rose sharply since July 2023. In August 2024, 70% of individuals on the by-name list were adults between ages 26 and 64, with 15% between 16 and 25. Smiths Falls, Carleton Place and Perth have the highest rates of homelessness. Family or relationship breakdown was cited as the top reason for homelessness, followed by eviction, “other” and mental health and addiction. Sleeping arrangements included motels, couch surfing, unsheltered, vehicle, trailer/cabin and other.
- In his report, Robert Fulton noted renters with unsuitable shelter arrangements, e.g., not affordable (rent greater than 30% of before-tax income), not adequate (e.g., not structurally sound) and with no alternative units available locally face the significant stress of being homeless. “If they have children, this is a significant risk factor driving the need for admission to Children’s Aid Society care” (p. 19). He also noted the Census found 7% of all housing units in Ontario were either completely unoccupied or occupied on Census Day by someone who has another primary residence elsewhere. “Moreover, the vacancies are spread throughout the province, and not within the largest cities where the demand is located” (p. 31). Statistics Canada shows the vacancy rate in Lanark County was 10%, with the highest rates in Tay Valley (35%) Lanark Highlands (27%) and Drummond/North Elmsley (11%).
- Councillors in the Council/PSB/CPAC Focus Session indicated some families would like to stay in the community but cannot because there is nothing affordable and/or no available rentals.

Goal	Measures	Strategies
1. Eradicate homelessness in Lanark County	<ul style="list-style-type: none"> <li>• Reduced number of homeless</li> <li>• Monitor and address unoccupied unit rate</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with partners to continue/encourage incorporating Housing First model strategies.</li> </ul>

	<ul style="list-style-type: none"> <li>• Monitor short-term rental rates</li> <li>• Increased number of supportive housing units/beds</li> </ul>	<ul style="list-style-type: none"> <li>• Explore creation of programs to encourage reduction of unoccupied units (e.g. vacant property tax, use of short-term rentals).</li> <li>• Determine need for specific supportive housing for vulnerable populations.</li> <li>• Ensure safe housing options for youth over 16.</li> </ul>
2. Increased affordable housing options	<ul style="list-style-type: none"> <li>• Annual Lanark County Housing and Homelessness report</li> <li>• Reduction in wait times for housing</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor Lanark County Housing and Homelessness Plan and collaborate to support where relevant.</li> <li>• Advocate to give municipalities more power to direct affordable housing needs with developers.</li> <li>• Encourage modest homes and modest units that are affordable, secondary units and more density in urban areas.</li> </ul>

<b>PILLAR: Food Insecurity and Food Access</b>
<b>Assets</b>
<p><b>Food Insecurity</b></p> <ul style="list-style-type: none"> <li>• The South East Health Unit, formerly the Leeds, Grenville and Lanark District Health Unit, releases its nutritious food basket costing each year and the living wage calculation.</li> </ul> <p><b>Food Access</b></p> <ul style="list-style-type: none"> <li>• The Table Community Food Centre offers nourishing food, mental health improvements, a place to gather without judgment, many programs, and is expanding to Smiths Falls. Other local food hubs include the Lanark County Food Bank-The Hunger Stop in Carleton Place, The Lanark Highlands Food Pantry, Smiths Falls Community Food Bank and the Falls Food Hub.</li> <li>• A range of food access options are available county wide, including community gardens. FoodCoreLGL (<a href="http://www.foodcorelgl.ca">www.foodcorelgl.ca</a>) provides a listing of meal programs and an inventory of food providers, programs and activities in Lanark, Leeds and Grenville. Food drives, such as Build a Mountain of Food, are held throughout the county.</li> </ul>
<b>Risks/Issues</b>
<p><b>Food Insecurity</b></p> <ul style="list-style-type: none"> <li>• In its “Health Unit focusing on root causes of food insecurity during November” media release on Nov. 18, 2024, the former Leeds, Grenville and Lanark District Health Unit outlined food insecurity as an income issue, stating the average monthly costs of a nutritious food basket in the region for a family of four on Ontario Works (a male and female adult between ages 31 and 50, a female aged 4 to 8 years and a male aged 14 to 18) was \$1,196 in 2024. With a household monthly income of \$2,916, minus \$1,964 for rent, they would have \$952 for everything else (utilities, insurance, clothes, toiletries, etc.) before accounting for the cost of food. The health unit indicates, from 2021 to 2023, one in seven households (15.5%) in Leeds, Grenville and Lanark reported experiencing food insecurity, which includes worrying about running out of food to compromising on quality or quantity and eating less or missing meals.</li> </ul>

**Food Access**

- Participants in Partner Day indicated food security resources lack common or siloed evaluation strategies, often simply counting number of meals served or number of people using food banks.
- The Table Community Food Centre reported in November 2024 it was seeing a 15% increase in use of the Good Food Bank over last year and that they used 76% of the year’s budget for food purchases in the first half of their fiscal year to March 31 (The Table Community Food Centre).

Goal	Measures	Strategies
1. Address root causes of food insecurity	<ul style="list-style-type: none"> <li>• Health Unit annual food insecurity report</li> <li>• Reduced number of individuals relying on food banks</li> </ul>	Follow the South East Health Unit, formerly the LGLDHU lead on addressing root causes: <ul style="list-style-type: none"> <li>➤ Advocate for social assistance rates and minimum wage that provides for basic costs of living.</li> <li>➤ Support and expand tax filing initiatives targeted at low-income households to increase access to government subsidies.</li> <li>➤ Ensure access to safe, affordable housing, child care and transportation.</li> <li>➤ Implement basic minimum employment standards to reduce precarious employment and encourage businesses and agencies to become Living Wage employers.</li> </ul>

**PILLAR: Transportation**

**Assets**

- Lanark Transportation Association is subsidized through federal gas tax funding and offers transportation to families, seniors, children, youth and others in Lanark County and Smiths Falls for medical appointments, day programs, counselling, social services, food programs and more. It can also help people return home from hospital and has wheelchair-accessible service. It also operates the Ride the LT service, which offers scheduled low-cost routes in Lanark Highlands, Carleton Place, Mississippi Mills and Perth.
- Lanark County will be completing a transportation feasibility study to explore options.

**Risks/Issues**

- Issues identified by participants at Partner Day included a lack of transportation creating difficulties in terms of accessing care, as well as a gap in getting patients home or back to a nursing home after they have been taken by ambulance to emergency rooms.
- Partner Day participants expressed a need for more information about what transportation resources are available.

- Youth-serving agencies at Partner Day noted a lack of transportation options to get youth to and from some youth centres. They noted funding and sustainability would support increased numbers of youth. Agencies that support seniors added this would help to keep seniors in their own homes as long as possible, as many are paying out of pocket to access senior programs.

Goal	Measures	Strategies
1. Increase transportation options for access to health care, employment, school and other activities	<ul style="list-style-type: none"> <li>• Number of available transportation options</li> <li>• Community survey to monitor gaps and improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor transportation feasibility study results for opportunities.</li> <li>• Develop and communicate comprehensive list of transportation options available, including active transportation.</li> </ul>

**PILLAR: Climate Change and Environment**

**Assets**

- There are active climate action committees at the local municipal and county levels, as well as in Smiths Falls. These communities have created climate action plans and have set targets for reducing greenhouse gas emissions.
- Lanark County’s Climate Environmental Sub-Department has undertaken a range of initiatives, including climate action (climate action plan and a Climate Action Working Group), green energy activities, tree planting, invasive species monitoring and control, increasing pollinator habitat and a comprehensive vegetation management plan that includes roadside restoration and weed control. In December 2024, Lanark County Council approved a motion to move forward with a Natural Heritage Systems workplan and working group, which aims to maintain, restore and enhance ecologically sustainable and resilient landscapes on a regional basis. This would address biodiversity loss, land use change and uncertainties of climate change.
- Lanark County will be working on a Climate Adaptation Plan, which ties in with municipal emergency planning. The county is having conversations with all local Community Emergency Management Coordinators.
- Climate Network Lanark is a group of citizens that has come together to act on climate change by reducing greenhouse gas emissions and to prepare for impacts of climate change by advocating for measures to reduce risk.
- Indigenous teachings offer information about customs and practices for land stewardship.
- Lanark County is home to a range of protected areas, including provincial parks, conservation areas, Crown land and municipal greenspace.

**Risks/Issues**

- Participants at Partner Day noted climate change negatively affects vulnerable populations to a greater extent, particularly people exposed to the elements.
- The most comments received in the CSWB Community Survey were, by far, about climate change. Regarding levels of concern about climate change, 66% said they are extremely or very concerned and 23% said it has impacted their mental health a great deal or a lot. Respondents expressed concerns about natural disasters/extreme weather, loss of electricity, shelter, risks around electric vehicles and remote rural driving, water and air quality, food security, societal instability, degrading biodiversity and habitat, plastic waste, government



inaction on the issue and the carbon tax. Another theme was a strong desire for more information and how citizens could help.

Goal	Measures	Strategies
1. Undertake comprehensive action on climate change	<ul style="list-style-type: none"> <li>• Greenhouse gas emission reductions</li> <li>• Monitor environmental protections</li> <li>• Monitor greenspace and encroachment</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Lanark County, local municipalities and community groups to encourage climate action through various existing plans.</li> <li>• Encourage completion of climate change emergency plans for municipalities and communication of plans to the public.</li> <li>• Monitor changes to environmental protections at other levels of government and determine actions/advocacy that may be needed.</li> <li>• Have new housing meet climate targets.</li> <li>• Advocate for strengthened electrical grid and better infrastructure for electric cars.</li> <li>• Assess recycling and compost programs for possible improvements.</li> <li>• Encourage reuse/repair centres.</li> </ul>
2. Increase community involvement in climate action	<ul style="list-style-type: none"> <li>• Community survey</li> <li>• Increased active transportation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase public education about climate change and what individuals, families and businesses can do to help.</li> <li>• Offer opportunities and information about emergency response training.</li> <li>• Advocate for or offer increased incentives to participate in climate actions, e.g., heat pumps, home upgrades/retrofits, air conditioning.</li> </ul>
3. Create understanding of our relationship with the Earth through Indigenous teachings	<ul style="list-style-type: none"> <li>• Development of community strategy and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Work with local Indigenous communities to create greater understanding of teachings (e.g., Dish With One Spoon, natural law) and how they can be applied to climate change and</li> </ul>

		<p>sustainability in the context of land stewardship.</p> <ul style="list-style-type: none"> <li>• Seek funding to work with Indigenous communities to develop a community strategy and to share knowledge.</li> </ul>
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**PILLAR: Belonging and Civic Engagement**

**Assets**

- In the Council/PSB/CPAC Focus Session, Lanark Highlands indicated it has a strategy to promote “belonging” in the community that could be shared and scaled up. Other communities have active online engagement activities.
- More electronic participation has allowed for additional access to some activities (e.g., council meetings).
- The Local Immigration Partnership and Lanark and Renfrew Shared Settlement and Recruitment Coordinator offer networking and engagement services for new Canadians.
- The Successful Aging Advisory Committee is working to establish the “Volunteer Connector” database to support volunteers and agencies seeking volunteers.
- In the CSWB Community Survey, 90% of respondents said they vote in elections and 84% say they are actively or somewhat engaged in community activities. As well, 73.58% of respondents said they are actively or somewhat involved in community activities (volunteering, attending events and public meetings, participating in clubs).
- In the CSWB Agency Survey, 79% of respondents said they have cultural considerations in place for clients.
- Smiths Falls has established a Diversity for All Committee.
- In 2024, Lanark County established a Government Relations Committee and an Inclusivity, Diversity, Equity and Accessibility (IDEA) Committee. Representatives on the IDEA Committee include two county councillors, five members from community-based organizations, four members at large who represent diverse communities and different backgrounds and experiences, and county staff support.

**Risks/Issues**

- Partner Day participants expressed that volunteerism is shrinking, especially post-pandemic.
- In the CSWB Agency Survey, participants highlighted limited space for programs, fewer volunteers and limited cell and Internet access as issues.
- In a report on Council Strategic Priorities 2022-2026 at the Aug. 14, 2024 Lanark County Corporate Services Committee meeting, a gap in advocacy and diluted efforts were noted, citing a need for collective advocacy for those without a voice and prompting a motion to develop a government relations strategy. The Government Relations Committee can help to be a conduit for this (Lanark County Corporate Services Committee, Aug. 14, 2024).
- Participants in Partner Day expressed a need for stronger strategies to welcome new Canadians to Lanark County and Smiths Falls.
- Most respondents in the CSWB Community Survey were not from marginalized groups and ranked their sense of belonging as 8/10. Comments from those who feel they don’t belong were that it is hard to connect when not from here/born here; more community events are needed; immigrants feel victimized by landlords and authorities; and there is negativity towards “city folk” moving here.

- Concern about anti-science and anti-establishment being on the rise, as well as a lack of respect for leaders, numbers and data, was expressed at the Council/PSB/CPAC Focus Session. A need to consider intersecting issues for people, such as job loss, poverty, victimization of violence and the impact of children, was also expressed. This means thinking of people in a larger context and how they intersect because people living with shame and fear of judgment may make them reluctant to get services.
- In the CSWB Agency Survey it was noted online resource use increased with the pandemic, but technology capacity is an issue for some clients. It is important to meet clients where they are able to meet – whether that is a physical location or one supported by technology.
- Councillors at the Council/PSB/CPAC Focus Session noted the ability to participate is sometimes affected by large geographic areas and different services areas in the county. In Lanark Highlands, for example, distance for travel can be an issue. Rural connectivity for virtual activities can be difficult.

Goal	Measures	Strategies
<p>1. More people are aware of and connected to local services and activities to reduce isolation and increase social inclusion</p>	<ul style="list-style-type: none"> <li>• Community survey</li> </ul>	<ul style="list-style-type: none"> <li>• Increase awareness of local services (health, mental health, transportation, leisure activities, etc.) by establishing or connecting to resource lists and promoting them.</li> <li>• Work with community agencies to enhance engagement of youth in recreational/social activities.</li> <li>• Encourage municipalities to support engagement activities through community grants (incentivize groups that are collaborating and align with plan priorities).</li> <li>• Use municipal strategic plans to look at how communities can be bridged – look for weaknesses and opportunities.</li> <li>• Encourage greater participation and belonging in municipal activities and inspire citizens to become leaders; work to increase trust in research, data and leadership in order to foster greater civic engagement.</li> <li>• Work with libraries to encourage technical support for activities.</li> <li>• Increase representation of Indigenous populations in services.</li> </ul>

<p>2. Increased volunteerism</p>	<ul style="list-style-type: none"> <li>• Community and agency survey</li> <li>• Statistics from Volunteer Connector database</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Volunteer Connector database for non-profits and citizens to access and provide ongoing communication to promote it.</li> </ul>
<p>3. Increased connection between municipalities and CSWB Plan objectives</p>	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Council survey</li> </ul>	<ul style="list-style-type: none"> <li>• Include CSWB Plan in council orientations.</li> <li>• Explore ways to increase links to CSWB Plans (e.g., when making recommendations, increased communications to councils, quarterly updates to councils, standing item on agendas).</li> <li>• Work with county government relations committee on advocacy planning strategies and share with community partners; continue to engage with the Rural Ontario Municipal Association and the Association of Municipalities of Ontario.</li> </ul>

## HEALTH THEME

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### OUTCOMES:

- ↳ Lanark County and Smiths Falls is a community of collaboration, where service providers work together for the benefit of residents in order to prevent harm.
- ↳ Lanark County and Smiths Falls is a community offering a robust range of health and social services that are accessible in various formats within a period of time that is reasonable to prevent emergency or crisis situations.

<b>PILLAR: Physical Health (including access to care – primary, long-term care, end-of-life care)</b>
<b>Assets</b>
<ul style="list-style-type: none"><li>• Lanark County is served by four hospital sites (Perth &amp; Smiths Falls District Hospital, Carleton Place and District Memorial Hospital and Almonte General Hospital). Community-based primary care resources include ConnectWell Community Health and Rideau Community Health Services, along with Tay River Health Centre and local family health teams. As well, residents can access virtual care services, including Telemedicine and Health Connect Ontario Tool (Health811) that allows Ontarians to call or chat online with a registered nurse to find what they need.</li><li>• The Lanark County Paramedic Services (LCPS) and its Community Paramedicine Program offers new models of care (treat and release/discharge), mobile wellness and vaccine clinics, education, emergency room diversions and referrals to community resources. These diversions helped to see a drop in call volume from 25,008 in 2022 to 22,541 in 2023. In 2023, 267 patients were enrolled in the Community Paramedics Long-Term Care program, up from 221 in 2022. With expansion funding, 338 new patients were enrolled in 2023, up from 147 in 2022. Since 2019 (to 2023), 1,509 clients have been served, with 4,672 patient interactions completed in 2023, including in-home and virtual visits, up from 3,553 in 2022 (Lanark County Corporate Services Committee, 2024).</li><li>• The South East Health Unit, formerly the Leeds Grenville Lanark District Health Unit, offers chronic disease prevention work, infectious disease prevention, vaccine and food- and water-safety work, Healthy Babies Healthy Children and surveillance and data collection. It has nurses working with municipalities to add a health perspective to municipal plans, policies, etc. Nurses are also assigned to schools and support the four pillars of comprehensive school health: social and physical environment, teaching and learning, healthy school policy, and partnerships and services.</li><li>• Other programs and initiatives include, but are not limited to:<ul style="list-style-type: none"><li>➢ Perth Enrichment Program: Seniors Therapeutic Centre – ongoing education and access to health, Caregiver ID program, caregiver respite, and more.</li><li>➢ Services from North Lanark Home Hospice and The Hospice Hub – supporting north and south ends of the county respectively.</li><li>➢ Lanark Leeds and Grenville Ontario Health Team includes a partnership of more than 50 health, community and social service agencies across the region striving to deliver more coordinated, seamless care for residents. The overall vision of Ontario Health Teams (OHT) is to better connect different parts of the health care system by bringing together, as one team, patients, families, communities, providers and system leaders to deliver more coordinated care for people attributed to the Lanark, Leeds and Grenville areas. OHTs are not geographically based, yet residents are linked to an OHT using the physician</li></ul></li></ul>

networks. Patients, residents and clients retain full choice in who they see, e.g., outside of their OHT (Lanark, Leeds & Grenville Ontario Health Team, 2024).

- The Caregiver Strategy through United Way is expected to be released in 2025.

**Risks/Issues**

- The Lanark County Paramedic Services reported the top three reasons for 911 calls in 2023 in Lanark County and Smiths Falls were breathing problems, unknown emergencies and falls, with people aged 51 and older making up about 76% of calls for service. “Unknown emergencies” are expected to be better defined after the paramedic service moves to a new dispatch service in 2025, which may help to clarify highest crisis needs. (Lanark County Corporate Services Committee, 2024). At Partner Day, LCPS suggested a need for alternate destinations for those who don’t require the emergency room (e.g., mental health, hospice, substance use support).
- Feedback from the Community and Agency Surveys referred to long wait times for specific or specialized services in various sectors. Additionally, wait lists for primary care continue to be an issue across the province. In the Partner Day consultations, waiting longer to access family physicians is cited as a reason patients wait too long for care and then have to come to emergency. While many Community Survey respondents indicated they did not currently need access to home care, long-term care or end-of-life care, many commented this is a concern for the future. Additionally, 29% of respondents said that difficulty accessing care has been a factor in their physical health. Respondents in the Agency Survey indicated a lack of hospice and palliative beds is a concern, particularly as demand for services has increased in the last five years and pressure on caregivers grows.
- Consistently, in surveys, consultations and other feedback, community partners have expressed the need for a resource list of services that can be shared both with the public and amongst service providers in order to create an awareness of what services, supports and programs are available in the community in order to improve system navigation and efficiencies.

Goal	Measures	Strategies
1. Increased diversion from emergency medical responses	<ul style="list-style-type: none"> <li>• Reduced calls to paramedics</li> <li>• Increased diversion to non-emergency alternatives</li> <li>• Increased number of residents attached to primary care</li> <li>• Community paramedicine stats, number of new clinics, number of hospice beds, number of palliative beds, number of respite beds, number of alternate locations</li> </ul>	<ul style="list-style-type: none"> <li>• Work with community partners regarding possible increased resources for seniors to reduce 911 calls to paramedics.</li> <li>• Consider alternative care models (paramedicine, nurse practitioners, telemedicine, group medical appointments, other) to increase diversion from emergency.</li> <li>• Work with OHT regarding health care accessibility and pathways.</li> <li>• Offer a diverse range of service provision methods to address needs, including accessibility (online, in-person, accessible, transportation availability).</li> </ul>

		<ul style="list-style-type: none"> <li>• Advocate for consistent, stable, increased funding, staffing and training in order to provide sufficient resources.</li> <li>• Increased education about alternative health-care options/resources available.</li> <li>• Work with partners to increase supports for caregivers.</li> <li>• Continue/enhance education about health at a young age, including mental health and healthy relationships.</li> </ul>
2. Have wide-ranging information sharing about available services for the public and for sector workers	<ul style="list-style-type: none"> <li>• Creation of resource list and communication strategy about sharing</li> <li>• Survey of public and agencies to determine improved system navigation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a communication strategy to provide education about what is available to the public and to sector workers.</li> <li>• Explore ways to centralize referral platforms and create awareness of available programs.</li> <li>• Use libraries to help with technical support for system navigation.</li> <li>• Strengthen work between municipalities (and partners) and public health and build into mandates to increase allyship over common goals.</li> </ul>
3. Improved communication about wait times and expectations for a range of services	<ul style="list-style-type: none"> <li>• Creation of a communication strategy</li> <li>• Survey of public to assess improved wait times</li> </ul>	<ul style="list-style-type: none"> <li>• Work with OHT and other partners to monitor wait lists for a range of services (e.g., primary care; mental health and addictions services; home care, long-term care and end-of-life care) and flag trouble areas for follow-up.</li> <li>• Offer a range of expected service times and articulate limitations through improved communication.</li> </ul>

<b>PILLAR: Mental Health and Substance Use</b>
<b>Assets</b>
<ul style="list-style-type: none"> <li>• In addition to mental health services provided by Lanark County Mental Health (LCMH), Open Doors for Lanark Children and Youth, and Lanark, Leeds and Grenville Addictions and Mental</li> </ul>

Health (LLGAMH), mental health services are integrated into the programs of many other community partners and private service providers.

- LCMH offers a nurse practitioner, specialized staff and a harm reduction case worker. It works in partnership with Lanark County OPP and Smiths Falls Police Service to offer the Mobile Crisis Response Team, which pairs LCMH crisis workers with police for mental health calls. The team responded to 967 calls in 2024, up from 838 the previous year. They work to divert visits from hospital, when possible, with 65% of MCRT encounters resolved on scene and 60% diverted to community services. Lanark OPP reports a 69% increase in mental health calls to police between 2019 and 2023 (Lanark County Ontario Provincial Police, 2024).
- The Upper Canada District School Board (UCDSB) and Catholic District School Board of Eastern Ontario (CDSBEO) have a range of protocols for students related to accessing care, system navigation and healthy relationship education.
- In his report “Needs and Resilience of Children and Families in Eastern Ontario” prepared for Every Kid In Our Community, Robert Fulton noted the self-described mental health well-being for the former Leeds, Grenville and Lanark District Health Unit was significantly higher than the provincial average and has been so for three years continually” (p. 35).
- In 2024, 13 beds opened for transitional, supported housing at The Bridge House in Smiths Falls, which can only be accessed through Lanark County’s By-Name List for homelessness. The program is operated by Lanark County Mental Health and efforts have been underway to increase the number of beds. The number of beds increased to 22 in early 2025.
- The South East Health Unit, formerly the Leeds, Grenville and Lanark District Health Unit, does robust substance use and harm reduction work. In addition, Planet Youth Lanark County (in partnership with other community agencies) has a goal of upstream prevention that ties in to youth substance use.
- The Rural Fetal Alcohol Spectrum Disorder (FASD) peer support network is active in the county. This is a grassroots group offering support, advice and advocacy (Partner Day, 2023).
- In the Agency Survey, various system navigation resources were listed as being used by agencies, including internal databases, 211, Big White Wall, Togetherall, Counselling Connect, Bounce Back Ontario and the Lanark County Situation Table. Sixty-one per cent of respondents said they use 211 but that it is not always accurate or current; several were not familiar with it.
- The Lanark County Situation Table brings together multi-sectoral community partners that can refer individuals or families in a privacy-protective format when they reach a threshold of acutely elevated risk of harm to themselves or others. Relevant agencies can then provide wraparound support in order to reduce the level of risk and get them connected to services. Since it was established in late 2015, mental health and substance use have consistently been top risk factors identified for individuals and families referred to the table.
- In early 2025, the provincial government announced funding for new Homeless and Addiction Recovery Treatment (HART) Hubs in Ontario, including one to be operated by Lanark, Leeds and Grenville Addictions and Mental Health. This will address gaps for individuals with complex needs through a centralized, coordinated approach to care under one roof. Proposed services include primary care; mental health and addictions (case management, withdrawal management beds, medical detoxification, structured relapse prevention); peer support; mental health and addictions supportive housing, transitional living and overnight shelters; and vocational and employment support and guidance (Ontario, 2025).



## Risks/Issues

- The need for a regional detox/community withdrawal program has been expressed by community partners as they submitted proposals for funding to establish this in Lanark County and Smiths Falls. In a proposal to Ontario East Health by the Perth & Smiths Falls District Hospital in 2023 for Mobile Community Withdrawal Management, the report cited rising withdrawal-related presentation to emergency (an 11% increase between 2017 and 2019) marking the second highest increase across the province, and the South East Local Health Integration Network was the third highest in the province in visits for substance use in 2020. “Alcohol/substance use” consistently rank in the top three reason for police calls, the report indicated, with a 149% increase between 2015 and 2021. As well, the county experienced a 61% increase in reported overdoses between 2019 and 2021, and a 76% increase in fatal overdoses between 2019 (17) and 2020 (30). The report stated up to 200 candidates per month had been turned away from regional detox beds in Kingston since March 2020, with limited alternatives in the community, and 80% of individuals are withdrawing from alcohol (Cohen, 2023).
- In the Community Survey, 28.75% of respondents said their mental health was fair, poor or very poor. Respondents ranked finances (39.42%), family (30.43%), physical health (31.88%), work (27.25%) and being a caregiver to elderly parents, a spouse or other vulnerable person (21.16%) as top stressors.
- In the Agency Survey, concerns about the ability to support clients experiencing hoarding behaviours was expressed. While Lanark County Mental Health offers clinical treatment, finding resources to help with clean-up is sometimes challenging for community agencies.
- Fulton indicates the Leeds, Grenville and Lanark District Health Unit results for “perceived mental health: very good or excellent” for the 12 to 19 years age group are trending lower and are well below the provincial average in 2019/2020, which could indicate poor mental health locally (p. 36).
- In the Community Survey, 31% said they rarely drink, 20% said they do not drink, 18% said they consume 2 to 5 drinks per week; 88% said they rarely or never use recreational drugs and 7% indicated they are concerned about their substance use, but the overwhelming majority said they do not have a problem or do not need support. Twenty-two respondents commented on a lack of availability of local supports (including rapid/short-term counselling, rehab, detox and residential treatment), as well as long wait lists and costs. There were 24 comments about services available elsewhere, including safe injection sites, residential treatment, detox, accessibility to services, transitional housing with harm reduction support and ketamine therapy.
- At the Partner Day, it was noted FASD requires diagnosis for support – a confirmation of drinking while pregnant. This creates a stigma around disclosure, which can be multi-generational. Prevention awareness, stopping shame and education were cited as needs.
- Fulton noted “heavy drinking is a powerful risk factor and driver of Children’s Aid Society admissions to care. Heavy drinking causes premature death, disease, mental illness, family conflict, marital breakdown, traffic fatalities, intra-uterine brain damage, suicide, and violence.” He noted the Leeds, Grenville and Lanark District Health Unit has a rate of heavy drinking that is close to the provincial average (p. 26).
- As of December 2024, the number of confirmed and probable deaths from overdoses/drug poisonings for the Leeds, Grenville and Lanark District Health Unit in 2024 was 11 and suspected deaths were 33. Over the last seven years, these numbers have fluctuated and in

2023 they rose to 18 confirmed and probable deaths and 33 suspected deaths (Drug-Related Overdose & Death Summary, 2024).

- In an advisory member interview, the Smiths Falls Police Service expressed a need to further divert calls for service related to issues such as homelessness, assisting with food, transportation, etc. This could be through a front-line assistance program with nurses or social workers in the community, or increased community hub access.
- In applications for provincial funding, Lanark County Mental Health has indicated it faces challenges in retaining high-quality crisis workers for the Mobile Crisis Response Team over the longer term without increased and sustained base funding. This sometimes results in staff vacancies that reduce hours available. Lack of capacity affects the number of calls the team can respond to in person.

Goal	Measures	Strategies
1. Increased resources for complex mental health or addictions, including prevention and management of addiction	<ul style="list-style-type: none"> <li>• Increase in number of supported housing beds</li> <li>• Decrease in fatalities related to substance use</li> <li>• Increased number of detox and treatment beds</li> <li>• More space in treatment programs for addictions and mental health</li> <li>• Planet Youth data on substance use in young people</li> <li>• Health unit stats on substance use; lower rates of heavy drinking</li> </ul>	<ul style="list-style-type: none"> <li>• Support efforts to bring withdrawal management program to Lanark County.</li> <li>• Explore need for safe usage sites.</li> <li>• Increase education and social programming for young people to reduce reliance on substances.</li> <li>• Increased awareness of opioid management and harm reduction strategies.</li> <li>• Increased prevention awareness and reduced stigma for FASD diagnoses.</li> <li>• Explore additional funding and resources for hoarding situations.</li> </ul>
2. Improved reported mental health in children	<ul style="list-style-type: none"> <li>• Statistics Canada measures</li> </ul>	<ul style="list-style-type: none"> <li>• Work with community partners to assess pressures on children and youth and strategize additional supports needed.</li> </ul>

## VIOLENCE AGAINST PERSONS THEME

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### OUTCOMES:

- ↳ Lanark County and Smiths Falls is a community of collaboration, where service providers work together for the benefit of residents in order to prevent harm.

#### **PILLAR: Sexual Assault and Domestic Violence (SADV), Intimate Partner Violence (IPV), Gender-Based Violence (GBV)**

##### **Assets**

- The Lanark County SADV Hospital Program provides medical care and diversion from emergency departments. It uses a trauma-informed approach and ensures privacy, counselling and crisis support, follow up and safety planning for all demographics. Cell phone access to SADV nurses is provided for clients. The program covers all four local hospitals, with Smiths Falls being the designated treatment hospital.
- Lanark County Interval House and Community Supports (LCIHCS) offers emergency and on-going programs to women and children living in or escaping from domestic violence. Programs include the emergency shelter program for women and their children; individual or group counselling services for women, children and youth; Family Court support; a perseverance pantry (food and hygiene supplies for women and children needing support); second stage housing (safe and secure housing for up to one year); sexual assault support program; Suit Yourself (complimentary work and professional attire to support women facing court appearances or job interviews); and the Victim Advocate Program, as well as a 24/7 crisis line for women.
- Various programs are able to provide taxi chits and gas and grocery cards for SADV clients.
- Many organizations in Lanark County and Smiths Falls offer trauma-informed spaces and care along with crisis support and system navigation. Trauma-informed care training opportunities have been routinely offered to police and community partners for several years through grant funding.
- Lanark County and community partners have worked to implement several recommendations from the Culleton, Kuzych and Warmerdam Inquest, including declaring IPV an epidemic, ensuring IPV is a pillar in its CSWB plan, working on restorative justice initiatives in IPV and a range of prevention and education efforts. This is possible due to good relationships between partners and municipal councils.
- Feedback from victims continues to inform programs and services.
- The Lanark County Victim Advocate Program is housed with LCIHCS and works in partnership with Lanark County OPP, Victim Services, Victim/Witness Assistance Program, the Sexual Assault/Domestic Violence Hospital Program, Smiths Falls Police Service and other partners. Victim advocates have trauma-informed care training and assist with system navigation, court supports, crisis-related counselling, safety planning and referrals to other services in support of victims of SADV, IPV or GBV.
- The Smiths Falls Police Service is committed to reviewing domestic violence incidents, providing trauma-informed training and offering support to victims of violence. The OPP have an East Region Intimate Partner Violence Action Plan, and Detachment Abuse Issues Investigators have been created for each detachment. There is now a Detective Constable responsible for abuse issues. This covers IPV, child abuse, elder abuse and sexual assault, and it includes IPV case

review, enhancing community partnerships, mentoring and having subject matter expertise available.

- The SADV Advisory Committee for Lanark County and Smiths Falls brings together service providers from across the county for networking, education, training, public awareness and advocacy. The coordinator liaises with a provincial network of coordinating committees.
- LCIHCS's See It Name It Change It campaign promotes ending violence and has been adopted by Interval House in Ottawa as well as in Mexico, meaning it will be available in English, French and Spanish. LCIHCS has been actively involved in international work with the federal Department of Justice, taking part in delegations with Costa Rica, Mexico and Kazakhstan to share best practices in its work to end violence against women.

**Risks/Issues**

- Participants at Partner Day stressed ensuring continued feedback from victims and increased participation in programs, services and groups is a need. They also noted victims should have access to basic needs such as food, housing and transportation in order to escape violence.
- In a Focus Group with SADV Agency workers, needs cited included follow-up counselling support, addressing transportation challenges for medical appointments and having more SADV nurses for better coverage in the large catchment area. They indicated there are clients with concurrent mental health issues, and that a lack of primary health care providers affects treatment. It is difficult for women leaving abuse to be able to afford housing, and additional pressures make mental health worse. There is a need more housing and better income. There is some housing funding available, but wait lists are long. Workers note a need for more support for men, whether as an aggressor or victim of violence. This was echoed in the Agency Survey.
- In funding applications in 2024, Lanark County OPP reported that from January 2020 to September 2024 the victim advocates responded to 557 victims of SADV and human trafficking. The number of clients has increased annually, with an 80% increase in 2023 over 2022. From January to September 2024, Lanark County OPP cleared 174 IPV incidents by charge, compared to 198 in all of 2023 and 133 in 2022. Smiths Falls Police Service (SFPS) also showed a steady rise in IPV cases, from 135 in 2020 to 212 in 2023, and one femicide in 2022. From January to Oct. 4, 2024 they had 191 cases. SFPS indicates the number of sexual assaults is increasing and recidivism is also an issue.
- In the Community Survey, 27.95% of respondents indicated they had been a victim of a listed crime (13.66% sexual assault, 10.25% domestic violence, 8.07% IPV, 7.14% child abuse, 4.35% hate-motivated crime, 4.66% gender-based violence, 0.31% gang violence, 1.24% elder abuse). Of this, 26% involved verbal or emotional abuse, 15% sexual violence, 14% physical violence. 12% accessed police and 21% did not access services (small percentages for other services). Several respondents said the crimes were quite dated.
- Feedback from multiple consultations confirmed improved funding and resources for organizations working in these sectors is needed in order to create real change.

Goal	Measure	Strategy
1. Supports are in place to reduce SADV/IPV/GBV and to continue to support victims/survivors	<ul style="list-style-type: none"> <li>• Rates of SADV/IPV/GBV</li> <li>• Survivor feedback</li> <li>• Number of participants in programs</li> </ul>	<ul style="list-style-type: none"> <li>• Increase support, information, services and education for boys and men struggling with relationships and perpetuating gender-based violence.</li> </ul>

		<ul style="list-style-type: none"> <li>• Continue to seek funding for program supports for victims and for prevention (including staffing, training).</li> <li>• Explore restorative justice options for SADV/IPV offences.</li> </ul>
2. Lanark County becomes a Zero-Femicide community	<ul style="list-style-type: none"> <li>• Development of a protocol and strategies</li> <li>• Number of femicides</li> </ul>	<ul style="list-style-type: none"> <li>• Work with provincial groups to establish protocols and strategies on becoming a zero-femicide community.</li> <li>• Address issues around basic needs (income, housing, food security) and health/mental health to a) reduce pressures leading to domestic and other violence, and b) help survivors to be able leave abusers.</li> <li>• Enhance, develop and promote support for other community agencies and municipal partners to increase collaboration and build relationships with the sector in order to reduce violence.</li> <li>• Advocate for including “femicide” wording in Criminal Code of Canada.</li> </ul>

<b>PILLAR: Hate-Motivated Crime</b>
<b>Assets</b>
<ul style="list-style-type: none"> <li>• A provincial Proceeds of Crime Grant through the Ministry of the Solicitor General (2023-2026) includes a partnership between OPP and the school boards related to hate-motivated crime. This includes officers reading curated books to Grade 2 students that promote positive relationships and diversity. The grant includes community outreach related to hate-crime, as well as training for officers. There is also a partnership with Planet Youth Lanark County to promote safety in schools. This includes multiple educational initiatives for the community, coalition building and youth-directed educational opportunities.</li> <li>• LCIHCS is part of Coaching Boys Into Men (CBIM), which is an evidence-based program that equips high school coaches to guide young male athletes in building healthy relationships, practising mental wellness, and understanding that violence never equals strength. Through 12 weekly sessions, coaches help boys develop respect, empathy and leadership.</li> <li>• The Inclusive Voices social media program has been funded through a provincial grant for three years. Led by a partnership between OPP and LCIHCS, it has encouraged young people to contribute to videos on a range of topics, from racism to gender-based violence, accessibility, mental health and more.</li> <li>• The See It Name It Change It Campaign through LCIHCS promotes ending violence and racism by identifying, raising awareness and speaking out about incidents safely.</li> </ul>

Risks/Issues
<ul style="list-style-type: none"> <li>• In the Council/Police Services Board (PSB)/Community Policing Advisory Committee (CPAC) Focus Session, work to help new Canadians feel welcome and supported was identified as a need in communities, including anti-racism and discrimination efforts.</li> <li>• In the Agency Survey, anti-hate programming was identified as a need,</li> <li>• The Lanark County Child and Youth Services Collaborative Focus Group indicated more knowledge is needed about how issues of racism, homophobia, misogyny and sexism, etc. are affecting mental health of youth from marginalized groups, as well as how teachers, coaches and others who work with youth are being trained/prepared to speak about the issues and intervene in constructive ways when they arise.</li> <li>• Lanark County OPP reported a 233% increase in reported hate-motivated crime incidents from 2021 to 2022. In 2023, there were nine reported, representing a 46% decrease from 2022, but 8 were reported in the first three quarters of 2024. The data points to a need for education and prevention.</li> </ul>

Goal	Measure	Strategy
<p>1. Increase cultural competency in community in order to reduce incidents of hate-motivated crime</p>	<ul style="list-style-type: none"> <li>• Incidents of reported hate crime</li> <li>• Participation in anti-hate programming for students</li> <li>• Participation in community outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and enhance existing supports for newcomers.</li> <li>• Develop a repository of information and training to help municipalities and community organizations to incorporate anti-oppression/anti-racism and/or equity, diversity and inclusion (EDI) protocols into their work. Consider a Lanark County position to develop the information and implement the training.</li> <li>• Seek opportunities to work with school boards and other youth-serving organizations to a) combat racism, homophobia, misogyny, etc., and b) gain feedback from youth from marginalized groups on the impact of these issues.</li> <li>• Work with teachers, coaches and other youth-serving individuals on constructive intervention strategies to combat issues that arise.</li> <li>• Utilize Lanark County Community Justice to expand the options to address hate-motivated crimes.</li> <li>• Continue to seek funding opportunities for programming to address hate-motivated crime.</li> </ul>

**PILLAR: Children, Elderly and Others**

**Assets**

- There are a number of protocols in place to support children in the event of abuse or violence, including the Child Protection Protocol, Duty to Report and, in school settings, a Joint Protocol for Student Achievement.
- Fraud awareness programs for seniors are ongoing through police services and other agencies, both through group trainings and publicity and social media.
- The Lanark County Community Justice Program offers restorative justice programming to help with healing and to reduce recidivism.
- The Intersections program through RNJ Youth Services provides early intervention for police-involved youth.
- The Triple P Parenting program has led to universal messaging and approach to parenting and is offered through various organizations.
- Trauma-informed approaches have been implemented in a wide range of organizations.
- The Lanark County SADV Hospital Program covers all of Lanark County and all demographics, including elder abuse. Workers meet clients where they are and can help with transportation.
- The Violent Threat Risk Assessment (VTRA) Program is incorporated in school boards and is an early intervention tool to help support students so their behaviour does not become violent to others or cause self-harm.
- Community partners have demonstrated an ability to convene quickly to ensure a collaborative response to crisis issues. The Lanark County Situation Table has been a venue for this kind of collaboration.

**Risks/Issues**

- In his “Needs and Resilience of Children and Families in Eastern Ontario” report, Robert Fulton said “crime and violence are significant risk factors for adverse outcomes affecting the children in the families involved. Families get enmeshed in crime as victims and at the home where the offender lives. This means that crime touches a large segment of society, especially in high crime areas” (p. 26). He highlighted the rate of adults charged with a crime over the past five years in Lanark County. Based on a rate of per 100,000 adults charged, Perth is slightly above the provincial average, and Smiths Falls is well above.
- Participants in the Lanark County Child and Youth Services Collaborative Focus Group raised concerns regarding bullying. This was later echoed in discussions and events surrounding a community response to the murder of a young person in Perth in late 2024.
- The CSWB Advisory Committee identified a need for all community agencies to adapt a trauma-informed approach when working or dealing with issues of violence against persons.

Goal	Measure	Strategy
<ul style="list-style-type: none"> <li>• Reduce the incidence of crime victimization in general and in specific populations</li> </ul>	<ul style="list-style-type: none"> <li>• Rates of child abuse</li> <li>• Rates of elder abuse</li> <li>• Rates of violent crime</li> <li>• Rates of adults charged (to monitor adverse outcomes for children and families)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support use of early intervention programs for youth, such as Intersections.</li> <li>• Use restorative justice as a mechanism to reduce recidivism.</li> <li>• Advocate for longer-term grants for preventive programs.</li> </ul>

		<ul style="list-style-type: none"> <li>• Encourage trauma-informed approaches when working with both victims and perpetrators; seek ways to enhance trauma-informed trainings/supports where needed.</li> <li>• Increase education about the cycle of violence across sectors.</li> <li>• Advocate for more investment in sectors such as child welfare, mental health, etc.</li> <li>• Support and enhance education around elder abuse, scams, fraud, etc.</li> </ul>
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**PRIORITY POPULATIONS AND DIVERSITY THEME**

**OUTCOMES**

↳ Lanark County and Smiths Falls is a community of opportunity and equity for its diverse populations.

<b>PILLAR: Children and Youth</b>
<p><b>Assets</b></p> <ul style="list-style-type: none"> <li>• Family and Children’s Services of Lanark, Leeds and Grenville (FCSLG) has access to important data that may inform the community on needs of their clients and families. As well, their Ready Set Go program increases the age for youth to stay with the agency up until 23 years from 21, with funds for support and a focus on employment, education and mental health outcomes.</li> <li>• The Upper Canada District School Board (UCDSB) and the Equity and Diversity Team has the Champions for Kids Program to support children and families for help outside of school, i.e., eyeglasses/hockey equipment. It also offers stability support for children in care, psychiatric evaluations, 2SLGBTQ1A+ ongoing work in creating safe places for kids, and equity work around education, what's appropriate in school and beyond in the community and society (Partner Day).</li> <li>• The health unit offers the Healthy Babies Healthy Children program, which provides home visits. The Almonte Hospital offers support for breastfeeding (Partner Day).</li> <li>• There are five youth centres in Lanark County and Smiths Falls, including Mississippi Mills Youth Centre, Lanark Highlands Youth Centre, YAK Youth Services (Perth), Big Brothers Big Sisters Lanark County (Smiths Falls) and Carleton Place Youth Centre. They serve youth from all local municipalities and some on the border of Lanark County. In its report “Making a Difference 2023” to the Lanark County Community Services Committee, the Lanark County Youth Centre Coalition indicated from January to October 2023, the combined total of youth served was 9,720. The coalition has completed several joint projects, including food security and nutrition, learning loss, increasing youth centres’ service delivery capacity, and a 2SLGBTQIA+ rural youth toolkit, along with special events (Lanark County Community Services Committee, 2023).</li> <li>• The Lanark County Community Justice (LCCJ) Program runs a Triple P Parenting of Teens course with funding from the Perth and District Community Foundation and in partnership with FCSLG. LCCJ reports parents say they feel like they are not alone in their parenting when they are part of this group.</li> <li>• The Perth Community Services Hub opened in 2021, co-locating YAK Youth Services and the youth centre, LCCJ, Perth Fire Services, a satellite library of Perth and District Union Public Library, counselling with Open Doors for Lanark Children and Youth, Queer Connection Lanark and Second Harvest (surplus food). A shuttle service to the centre is available and dinner is served nightly at the youth centre.</li> <li>• In 2021, the Lanark County Youth Centre Coalition had external consultant Joanne Wells complete the “Shared Future” report on increased collaboration between youth centres. Recommendations are being implemented, including regular meetings between executive directors and program coordinators to share resources, data, best practices, program ideas and to collaborate on joint projects. The coalition reports stigma about youth centres has been reduced, all centres have excellent reputations and they have worked on educating respective communities on services they provide and calibre of staff.</li> </ul>

- Planet Youth Lanark County (PYLC) uses an approach developed in Iceland to identify and establish long-term, community driven strategies that promote positive social and environmental change. Lanark County was the first community in Canada to adopt the approach. In 2022 and 2024, Grade 10 students were surveyed at schools across Lanark County on topics around substance use, peer groups, family, leisure and school. Results are leading to strategies to enhance safety and well-being. PYLC partners with leaders in education, health care, local government, police services and more to make evidence-based recommendations. It is working closely with local youth centres and also provides opportunities for engagement and education with the community.

#### Risks/Issues

- FCSLLG has repeatedly noted there is a lack of services for children and youth with complex needs in this area. When parents are unable to access the needed care, it lands families on FCS's doorstep. The Agency Survey noted a lack of foster/kin providers for high risk/complex youth.
- Open Doors for Lanark Children and Youth notes there is a recognized gap in service for children/youth with complex needs in terms of the availability of live-in treatment resources and out-of-home respite service. Step Up Step Down is a live-in treatment program for youth ages 12 to 17 with complex mental health needs, but as of Fall 2024 there were only four beds across the former Champlain LHIN region, which makes it difficult to access. Often children requiring live-in treatment receive it at Child and Parent Resource Institute in London, Ontario. Psychiatric consultation is easier to access, but ongoing psychiatric service is rare. The local needs for high-risk children overwhelm resources available. A large number of children and youth who present complex special needs are supported in the community through single plans of care delivered through multiple organizations, which places significant time and labour demands on local organizations. If high-intensity resources were more readily available, there would be less time spent locating and negotiating service and more time delivering service (Clouthier, 2024).
- The Lanark County Situation Table Annual Report (2023 & Jan. 1-May 31, 2024) indicated the number of family referrals began increasing in 2023. Between 2015 and mid-2024, more than half of individual referrals to the situation table have been for youth ages 12 to 24 years (this does not include family referrals). In 2023, one-third of referrals involving individuals were youths ages 12 to 17. This age range also figured prominently in family referrals from 2025 to mid-2024 and during the pandemic specifically.
- The Lanark County Youth Centre Coalition delegation report "Making a Difference 2023" notes rural youth are more likely to experience lower levels of supervision, have academic challenges, a lack of transportation, increased use and access to drugs and alcohol, increased rates of poverty, and higher mental health challenges (isolation, depression, self-harm and suicidal ideation).
- At Partner Day, participants expressed concern about overt, casual racism, specifically within high school, and that youth are not feeling included, thus will not likely stay in this community once they graduate.
- In the Council/Police Services Board (PSB)/Community Policing Advisory Committee (CPAC) Focus Session, participants suggested more resources for young families are needed and proposed finding some balance with needs of children and child care.
- In the Lanark County Child and Youth Services Collaborative (LCCYSC) Focus Group, Lanark County Community Justice indicated youth are reporting alienation and bullying, which is

leading to crime and charges (assault, harassment, online distribution of intimate images, sexual assault, gender-based violence and harassment, etc.).

- At the LCCYSC Focus Group, a number of key pressures for children and youth were identified by participants, including social difficulties (navigating conflict); academic challenges (learning and time management); mental health (healthy relationships, overwhelm); risk of child exploitation, sexual assault and violence; social media engagement; peer pressure (e.g., vaping, relationships); gender diversity expression and support; poverty; family stress; overscheduling; and body image. Identified gaps include wait times to discuss mental health issues or having to see multiple people and retell the same story, developmental gaps, parents being unsure where to get help (system navigation, wait lists, expensive alternatives), and gaps in school supports.
- FCSLLG reports a crisis in Family and Children’s Services, including a shortage of appropriate places for children to address mental health and trauma needs when in care, as well as the complexity and intensity of mental health and addictions needs for adults and children. Staff burnout is another issue (CSWB Advisory Committee Meeting, Feb. 29, 2024).
- In a presentation to the Lanark County Community Services Committee in June 2024, FCSLLG said more than half of all societies, including FCSLLG, are in deficit. For Lanark, Leeds and Grenville, demographic indicators for adverse outcomes are above provincial averages according to the 2023 Fulton Report and there is a higher demand for child welfare services than the ministry socio-economic factors indicate (according to the funding formula). Total investigations opened/closed in 2023/2024 for FCSLLG was 1,382, with 40% of those in Lanark County. Challenges include foster family recruitment, lack of placements and extraordinary costs for complex special needs children, attracting volunteers and continuing budget cuts.
- Robert Fulton’s report (2023) highlighted a number of adverse risk factors for children in Lanark, Leeds and Grenville (LLG), especially for lone-parent families. Data shows 14% of the families in LLG are lone parents, with the highest concentration in Smiths Falls (25% of families) and Perth (21%). He found indications they may not be receiving equitable access to the health unit’s Health Babies Healthy Children (HBHC) program. Other risk factors identified as part of the HBHC caseload include the number of mothers/infants with no primary care provider (3.1% of the caseload) and the number of parents or partners with a disability that risks compromising parental capacity (1% of the caseload). Fulton outlined eight adverse outcomes at the public health unit level, including all causes of death, preventable death, suicide, intentional injuries (ages 0-19), injuries due to assault (ages 0-19), hospitalization for neurotrauma injuries (ages 0-19), mental health conditions entirely caused by alcohol (all ages), and rate of adults charged with a crime. “The first obvious finding is that Leeds & Grenville and Lanark exceed the provincial average on all adverse outcomes.” He said “there is considerable evidence of concentrated disadvantage in the Census database. Moreover, the same areas of disadvantage are experiencing higher levels of adverse outcomes. The areas of concentrated disadvantage include: (1) The Leeds & Grenville and Lanark Public Health Unit (2) Cornwall (3) Hawkesbury (4) Brockville (5) Prescott (6) Smith Falls (7) Perth” (p. 37).

Goal	Measure	Strategy
1. Children and youth are supported in the community	<ul style="list-style-type: none"> <li>• Sense of belonging survey (Planet Youth Lanark County)</li> <li>• School board surveys</li> <li>• Other feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate system navigation, opportunities to intervene earlier, and availability of complex care services to prevent children and youth from needing to be in Family</li> </ul>

		<p>and Children’s Services care – provide advocacy and look for opportunities within community.</p> <ul style="list-style-type: none"> <li>• Support efforts to recruit foster families and kin providers.</li> <li>• Support efforts by community partners (e.g., youth centres and Planet Youth Lanark County) to engage with youth and address risks/barriers associated with living in a rural community.</li> <li>• Collaborate with schools to address issues of overt and casual racism, homophobia, misogyny, bullying, etc. in schools to encourage youth and families to stay in community.</li> <li>• Seek opportunities to increase community resources for children, youth and families.</li> <li>• Seek opportunities for collaboration between schools and community partners to provide supports for youth related to topics such as navigating conflict, addiction, academic challenges, healthy relationships, mental health, child exploitation, body image, social media, gender diversity, familial stress, and more.</li> <li>• Work to address issues around basic needs in order to further support families.</li> <li>• Help parents to establish connection with services that can help.</li> </ul>
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<b>PILLAR: Seniors and Elderly</b>
<b>Assets</b>
<ul style="list-style-type: none"> <li>• The Perth Enrichment Program supports seniors to stay in their own home and supports caregivers while awaiting long-term care. They work to facilitate conversations with physicians to make it easier for elderly persons to access care. The Caregiver ID project with the Ontario Health Team recognizes and validates the contribution caregivers are giving to community and family, as well as to highlight who to check in with (Partner Day).</li> <li>• Local hospitals work to ensure a smooth transition for elderly in the community by having a care plan when coming out of hospital.</li> </ul>

- Home Hospice North Lanark serves adults with declining health and their caregivers in the communities of Almonte, Carleton Place, Appleton, Clayton, Beckwith, Blakeney, Pakenham and the surrounding areas. It delivers services to where clients live. It also offers public education, events and resources, and grief and bereavement support. Their registered nurse can help to determine how they can help best. In the south end of the county, The Hospice Hub serves those who use the Perth and Smiths Falls District Hospital. It is a community-led initiative providing comprehensive, compassionate and integrated services to provide home support for those at end-of-life and their families and caregivers, as well as bereavement support. Both Home Hospice North Lanark and The Hospice Hub have engaged with Queer Connection Lanark to offer their volunteers an awareness session on 2SLGBTQI+ community members.
- Tay Valley Township is working towards becoming an age-friendly community as the majority of residents are over the age of 55 and the median age in Tay Valley is expected to increase over the next several years. It developed its Age-Friendly Community Planning Report in 2017 along with a working group to provide recommendations to council on how best to implement the report. The plan explores factors such as housing, transportation, and health and social inclusion (Tay Valley Township, 2021).

#### Risks/Issues

- A focus group with members of the Successful Aging Advisory Committee (SAAC) identified pressures such as a need for more hospice, reliable communications following the breakdown of small newspapers and online news restrictions, overlapping boundaries, inequity in services and availability of funding across the legacy lens, and risks around working in silos to reduce duplication of services and increase efficiency in serving the community.
- Home Hospice North Lanark cited pressures around funding, volunteer recruitment and retention, and increasing demand. They need to be able to afford trained staff such as nurses and RPNs to do what people need. Their client base jumped over 1,000% in last two years (to 2023). Accessing ministry funding is difficult and community fundraising competes against hospital fundraising (SAAC Focus Group).
- The “kin-less” society is a risk – when people have no one (e.g., no spouse, children or siblings nearby) to help make decisions or help navigate the health-care system. Sometimes both a client and the caregiver have dementia and it is hard to get accurate information from them (SAAC Focus Group).
- Staff shortages and the need for more personal support workers (PSWs) is a continuing pressure. Wages are low, which creates retention issues. PSWS are critical for helping people to stay in their homes. A need for more volunteers was also highlighted (SAAC Focus Group).
- At the Council/PSB/CPAC Focus Session, councillors noted more seniors may be staying in their home in rural areas because there is nowhere affordable or nothing available for them to go to. This results in some seniors being overhoused. Older residents often choose to move to places with public transportation or family support when faced with medical issues.

Goal	Measure	Strategy
1. Seniors and elderly are supported in the community	<ul style="list-style-type: none"> <li>• Community and agency surveys</li> <li>• Increased number of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Support efforts to increase volunteer recruitment and retention in this sector.</li> </ul>

	<ul style="list-style-type: none"> <li>• Development of municipal age-friendly community plans</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for increased funding to support staffing (e.g., RPNs, PSWs) and examine ways to pool resources.</li> <li>• Develop strategies to support kin-less seniors in community (e.g., around decision making).</li> <li>• Explore creating more age-friendly communities in Lanark County.</li> </ul>
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**PILLAR: Indigenous**

**Assets**

- Family and Children’s Services of Lanark, Leeds and Grenville (FCSLG) indicated it is working with Indigenous supports and partnering with local Indigenous members to help youth to reconnect in a safe way with their culture (Partner Day).
- Steps have been taken to incorporate Indigenous history and culture into school curriculum.
- Numerous community partners have included or embedded cultural competency training into their operations. Information sharing about available Indigenous supports is ongoing with increased networking.
- The Perth Family Health Team (PFHT) has an Indigenous Care Navigator who accepts referrals from all local service providers, health professionals and self-referrals. Services (with client consent) include counselling, system navigation and resourcing for Indigenous service users, needs assessments, accompaniment to appointments, advocacy, consultation with clinicians, reduction of barriers to healthcare for the Indigenous population, assistance with connection to community, promotion of cultural safety in PFHT, networking, and participation in equity, diversity, inclusion and justice groups.
- Community-based groups such as Mississippi Mills All My Relations and Lanark County Neighbours for Truth and Reconciliation work to restore relations between Indigenous and non-Indigenous people and to provide education about the Indigenous history of Lanark County.
- Ginawaydaganuc Village was founded in 2022 in Almonte and is a multi-tribal Indigenous-led non-profit dedicated to building an Elder’s lodge and an eco-sensitive educational and tourist centre. It is “committed to creating opportunities that pave the way for the next seven generations” (Ginawaydaganuc Village, 2024).

**Risks/Issues**

- In a presentation to the Lanark County Community Services Committee in June 2024, FCSLG reported Indigenous and Black children continue to be over-represented in the child welfare system. They are working on addressing this through the Truth and Reconciliation Commission Calls to Action and 11 race equity practices while providing a quality service that improves outcomes for all the children and youth they serve.
- At Partner Day, a lack of consistency, availability and awareness of cultural supports for the Indigenous population was cited as a gap.
- Robert Fulton’s report (2023) noted Indigenous and other groups experience many more adverse outcomes than others. “Variables such as race, ethnicity, family structure are not causes of adverse outcomes. It is what happens to these groups that produce the bad outcomes” (p. 6). Indigenous people were less likely to report positive mental health than non-Indigenous (53.2% compared to 64.3%) (p. 35). In 2016, there was a Special Census Profile of people identifying with the Indigenous community. In the presentation that accompanied his report to Every Kid In Our Community (Community Data Predicts Adverse Outcome), Fulton

reported on the higher rate of Indigenous children living in foster care and indicated a lower percentage of Indigenous children are growing up in an intact family, with higher percentages living with stepfamilies or lone parent homes. He highlighted two aspects of housing stress – major repairs needed and unaffordability – which were two times more prevalent among Indigenous households. Indigenous households in jurisdictions he identified as being centres of concentrated disadvantage shared the same stressors, but to a great degree. Forty-one per cent of Indigenous households in high-risk communities spend too much on shelter. He indicated hidden unemployment is between 1.5 and 2 times more likely for Indigenous people. In Smiths Falls, for example, the rate for Indigenous people is 35.7% compared to 28.8% for the non-Indigenous population; in Drummond/North Elmsley the rates are 40% versus 16.3% and in Tay Valley it is 47.8% versus 16.4%. The statistics showed a higher percentage of Indigenous people do not attain educational standing beyond high school. Five of the six locations in Lanark, Leeds and Grenville (Smiths Falls and Perth in Lanark County) that Fulton indicated as having concentrated disadvantage on the general census also showed higher rates of risk factors, stressors and low income on the Indigenous profiles (Fulton, 2023).

- There has been a lack of follow-through on the Truth and Reconciliation Commission Calls to Action, with more items municipalities specifically can do (McDermott, 2025).

Goal	Measure	Strategy
1. Indigenous Peoples are supported in the community	<ul style="list-style-type: none"> <li>• Consultation for feedback</li> <li>• Community and agency surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate available cultural supports, determine gaps and communicate resources across all sectors so that clients can be supported.</li> <li>• Incorporate Calls to Action into activities.</li> <li>• Work to establish or enhance cultural competencies in municipalities and community organizations.</li> <li>• Work with Lanark County IDEA Committee to identify gaps and strategies.</li> </ul>

### PILLAR: 2SLGBTQIA+

#### Assets

- Queer Connection Lanark County works to increase the visibility of the 2SLGBTQIA+ community and is represented on several local committees and advisories. It has been active in Lanark County since 2014 and built upon the work of LGBT Lanark County and LGBT Lanark County Civitan. It continues to work with others to keep Lanark County a welcoming community for people of all genders and orientations.
- The Upper Canada District School Board works towards “reducing achievement gaps and improving learning outcomes for all students, regardless of class, gender, race, ethnicity, disability, sexual orientation and other historical forms of marginalization.” Additional actions and strategies seek to eliminate systemic racism that still exists in society, as well also other forms of discrimination (Upper Canada District School Board, 2025).
- The Catholic District School Board of Eastern Ontario is “committed to supporting the dignity, worth and safety of our 2SLGBTQIA+ students....The Board’s strategic priorities include a commitment to nurturing safe and including learning environments where every student and

every member of our community is welcomed, valued and respected” (Catholic District School Board of Eastern Ontario, 2025).

- PRIDE continues to be promoted in communities. Many communities and agencies host events to support PRIDE activities. The Transgender Day of Remembrance in Perth experienced its largest turnout in its history in November 2024.
- The Perth and District Community Foundation (PDCF) is project focused and offers small grants, community conversations, vital conversations and promotes belonging and all its forms. Its mission is to build and strengthen communities across diversity, through community conveyor activities, conversation and building strategies (Partner Day). PDCF has funded Queer Connection Lanark for two projects: a speaker series and support for the launch of the film “Lanark County Voices...There’s a Place for Me Here,” in which 13 2SLGBTQI+ community members are interviewed.

**Risks/Issues**

- At Partner Day, participants flagged discrimination for youth with disabilities, both visible and invisible, and for 2SLGBTQIA+ communities as issues (Partner Day).
- A rise in hate speech against 2SLGBTQIA+ students and community members was noted following the murder of a youth in Perth in late 2024. Community collaboration efforts worked to address this issue and statements were issued by many groups, but more work needs to be done to combat this at its roots.

Goal	Measure	Strategy
1. 2SLGBTQIA+ people are supported in the community	<ul style="list-style-type: none"> <li>• Community and agency surveys</li> <li>• Consultation and feedback</li> <li>• Number of new programs</li> <li>• Participation in programs</li> </ul>	<ul style="list-style-type: none"> <li>• Work with community partners to increase 2SLGBTQIA+-specific expertise, access and outreach.</li> <li>• Encourage parents of 2SLGBTQIA+ children to establish a parent-to-parent support group.</li> <li>• Increase education related to hate speech, violence and actions; incorporate accountability and restorative practice in dealing with issues.</li> <li>• Engage more and provide education around being a welcoming and safe community.</li> <li>• Work with QCL and Lanark County IDEA Committee to identify gaps and strategies.</li> <li>• Promote and encourage community partners to be more visibly engage, i.e., by participating in Pride parade.</li> </ul>



## **PILLAR: New Canadians and Immigrants**

### **Assets**

- The Local Immigration Partnership (LIP) “aims to strengthen the role of local communities across Lanark and Renfrew counties in integrating and serving our newcomer population.” It is funded by Immigration, Refugees and Citizenship Canada and works to bring together service providers, settlement agencies, community groups, employers and key municipal organizations to support newcomers. In Lanark and Renfrew, the work is administered by Algonquin College’s Pembroke Campus. LIP conducts research to identify challenges that prevent newcomers from fully participating in communities and locates new opportunities to help newcomers settle in rural areas. There is a LIP Advisory Council with a wide range of membership and a strategic plan that has four priorities: creating connections, building trust, employer outreach and support, and community-integrated learning. Services include facilitation, knowledge sharing, research and mentoring (Local Immigration Partnership Lanark & Renfrew, n.d.).
- The Rural Community Inclusion Pilot Project is a collaborative initiative between Lanark and Renfrew counties funded until March 2026 by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Rural Economic Development (RED) program. Its mission is “to create a more inclusive, diverse and economically vibrant community by connecting local businesses with skilled newcomers and fostering a welcoming environment.” There is a shared Settlement and Recruitment Coordinator who works to connect local businesses with newcomers who are seeking opportunities (Lanark County, 2025).
- Community-based groups throughout Lanark County have worked to assist refugees to settle in local communities.
- Fulton’s report states “new immigration is a powerful asset for the community. It directly increases wealth and job creation. New immigrants also bring in a new perspective on hardship to the long-term residents of Ontario. Municipal jurisdictions that are geographically isolated and have little mobility and zero immigration are at risk of higher levels of resentment, anger, and despair about their situation in life” (p. 33).
- The Table Community Food Centre has Community Navigators who connect people to resources. They have seen new Canadians accessing services and worked on an equity and diversity action plan – Equity Walk (Partner Day)
- In 2024, Lanark County conducted the “Land in Lanark” campaign with Valley Heartland Community Futures Development Corporation, which aimed to position the county as the top choice destination for newcomers seeking relocation and employment opportunities. This was a six-week digital campaign that focused on health-care professionals and skilled trades workers in the Greater Toronto Area, Ottawa and suburbs of Montreal. There was good engagement and follow-up, resulting in 96 referrals to a range of employment opportunities (Lanark County Media Release, Dec. 4, 2024).

### **Risks/Issues**

- Agencies at Partner Day identified a need for more support for new Canadians and immigrants, including transportation or access to services that may be offered in Ottawa, more local English as a Second Language training, systems navigation information, improved community awareness to help them participate and help for parents to support home life and make referrals if needed.
- At the Lanark Child and Youth Services Collaborate Focus Group, the Local Immigration Partnership identified a range of pressures and challenges immigrant children may face as they adapt to their new environment, including language and cultural barriers, educational

challenges, discrimination and social exclusion, settlement and integration, and family separation and reunification. Their mental health can be affected by adapting to a new culture and society, language barriers, discrimination and racism, family dynamics and adjustment, traumatic experiences, limited social support networks, and barriers to accessing mental health services.

- In the Agency Survey, among the services noted that were not available in some situations were facilitators and interpretation, and culturally specific organizations and services.
- At the Council/Police Services Board/Community Policing Advisory Committee Focus Session, councillors noted a gap in new Canadians not feeling as if they belong and struggles with getting basic needs met. There is a need to ensure people are getting connected as demand increases.

Goals	Measure	Strategy
<p>1. New Canadians and immigrants are welcomed and supported in the community.</p>	<ul style="list-style-type: none"> <li>• More newcomers arrive and stay.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop strategies to increase participation of these populations in community events (determine why they are or are not participating), including strategies to break down the isolation with those who identify from the 2SLGBTQIA+ community.</li> <li>• Work with the Local Immigration Partnership and community partners to communicate services, supports and system navigation for newcomers.</li> <li>• Assess needs related to a trauma-informed approach with newcomers and work to identify and eradicate barriers encountered (e.g., language/lack of local interpreters, cultural stigma); share strategies with partners.</li> <li>• Work with Lanark County IDEA Committee and community partners to identify gaps and strategies.</li> </ul>

PILLAR: Accessibility
<b>Assets</b>
<ul style="list-style-type: none"> <li>• The <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> aims to identify, remove, and prevent barriers for people with disabilities. It applies to all levels of government, non-profits, and private sector businesses in Ontario that have one or more employees (full-time, part-time, seasonal, or contract). The Act specifies requirements organizations must meet depending on their type and size (<i>Accessibility for Ontarians with Disabilities Act, 2005</i>).</li> <li>• Lanark County formed an Inclusivity, Diversity, Equity and Accessibility (IDEA) Committee in 2024 that includes representatives from municipalities, community partners and stakeholders from the community.</li> </ul>
<b>Risks/Issues</b>
<ul style="list-style-type: none"> <li>• Community partners participating in Partner Day noted discrimination faced by youth with disabilities, both visible and invisible.</li> <li>• The Rural Fetal Alcohol Spectrum Disorder (FASD) organization highlighted a gap for people with disabilities as there are limited FASD practitioners in the region. This includes accessibility, (emotional self-regulation, sensory, executive functioning) (Partner Day).</li> <li>• Senior-serving agencies have highlighted the importance of affordable hearing aids as hearing loss can contribute to memory issues. Hearing aids are not funded leaving some individuals at a disadvantage.</li> </ul>

Goal	Measure	Strategy
1. People with disabilities are supported in the community	<ul style="list-style-type: none"> <li>• Community and agency surveys</li> <li>• Consultation and feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure accessible locations for services (both visible and non-visible).</li> <li>• Work with Lanark County IDEA Committee, community partners, Accessibility Committees and stakeholders to identify gaps and strategies.</li> <li>• Encourage community at large to address the need for improved accessibility.</li> </ul>

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Elaine Murkin, Advisory Committee Member Interview re: Leeds, Grenville & Lanark District Health Unit, Oct. 3, 2023

Jodi Empey, CSWB feedback from Smiths Falls Police Service, Nov. 6, 2023 [email]

Kevin Clouthier. (Oct. 10, 2024). [e-mail re: Open Doors for Lanark Children and Youth data]

Lanark County Child and Youth Services Collaborative Focus Group, June 8, 2023

Larry McDermott, Advisory Committee Member Interview re: Indigenous issues, Jan. 2, 2025

Mississippi Mills Library Board meeting [CSWB Coordinator presentation], April 10, 2024

Partner Day, Nov. 14, 2023

Rachel Roth. (September 20, 2023). CSWB plan progress update and media release. [email re: youth centres update].

Sexual Assault/Domestic Violence Advisory Committee for Lanark County Focus Group, Nov. 9, 2023

Successful Aging Advisory Committee Focus Group, Oct. 26, 2023

### **Committees, Boards and Working Groups:**

Community Crisis Response Group (formed in response to murder in Perth)

Community of Practice for Situation Tables (Ontario)

Community Safety and Well-being Advisory Committee meetings (relevant to plan update): March 16, 2023; Sept. 11, 2023; Nov. 30, 2023; Feb. 29, 2024; Nov. 25, 2024; Feb. 10, 2025.

Lanark County Child and Youth Services Collaborative

Lanark County Situation Table

Planet Youth Lanark County Working Group

Provincial Coordinators Network - Violence Against Women Coordinating Committees

Sexual Assault/Domestic Violence Advisory Committee for Lanark County

Successful Aging Advisory Committee

United Way East Ontario. (March 4, 2023). *UWEO Community Impact Cabinet Meeting: the future of volunteerism & community well-being.*

Vital Signs Working Group – Perth & District Community Foundation



**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**STAFF REPORT**

**MEETING DATE:** April 8, 2025

**TO:** Council

**FROM:** Drew Brennan, Senior Planner

**SUBJECT:** **Background Report  
Zoning By-law Amendment – D14-GIL-25  
West Part of Lot 15, Concession 4; Part 1 of Reference  
Plan 27R6093  
Ramsay Ward, Municipality of Mississippi Mills  
Municipally Known as 1908 Ramsay Concession 4B**

**OWNER/APPLICANT:** Allan Giles

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**RECOMMENDATION:**

**THAT Council receive this report for information.**

**PURPOSE AND EFFECT AND PROPOSED DEVELOPMENT:**

The purpose and effect of the Zoning By-law Amendment is to rezone the subject lands from Rural (RU) to Rural, Special Exception (RU-XX) to add the following as additional permitted uses:

- 'Automotive Sales Establishment'
- 'Recreational Vehicle Sales'
- 'Automotive Care'
- 'Heavy Equipment and Vehicle Sales, Rental, and Servicing'
- 'Contractor's or Trade Establishment'

The Applicant is contemplating a future commercial business within the existing storage building (~297 m<sup>2</sup>) on the subject property that would offer servicing and Ministry of Transportation safety inspections on a variety of light, heavy, and recreational vehicles. This site-specific Zoning By-law Amendment seeks to rezone the portion of the subject property containing the storage building to permit the operation of the proposed commercial business and provide flexibility for potential future business opportunities.

No development is proposed with this Zoning By-law Amendment. Any future commercial development on the subject property would be subject to Site Plan Control.

## **DESCRIPTION OF SUBJECT LANDS AND SURROUNDING LAND USES:**

The subject property is a 0.8-hectare lot located at the east corner of the intersection of Ramsay Concession 4B and Wolf Grove Road. The subject property is irregular in shape and features approximately 120 metres of frontage on Ramsay Concession 4B and 43 metres of frontage on Wolf Grove Road. The property is used for rural residential purposes and features a single detached dwelling, a ~297 m<sup>2</sup> storage building, and a ~72 m<sup>2</sup> storage building. Surrounding land uses include agricultural to the north, and rural residential to the east, south, and west.

**Figure 1: Subject Lands**



 Area to be rezoned from Rural (RU) to Rural, Special Exception (RU-XX)

## **SERVICING & INFRASTRUCTURE:**

The subject properties are currently serviced by a private well and septic system. No servicing changes have been proposed.

Staff do not foresee any servicing or infrastructure concerns resulting from the proposed Zoning By-law Amendment.

## **COMMUNITY OFFICIAL PLAN (COP):**

The subject lands are designated “Rural” in the Community Official Plan (COP). The Rural designation permits a variety of agricultural, rural, and residential uses. Rural commercial and industrial uses that can operate safely on private services are

permitted. Where commercial uses are located adjacent to residential uses, appropriate screening, buffering, distance separation or other measures to minimize or mitigate potential land use conflicts shall be required.

**ZONING BY-LAW #11-83:**

The subject property is zoned Rural (RU) per the Comprehensive Zoning By-law #11-83. The RU zone permits a variety of residential and non-residential uses that are sensitive to the surrounding rural context. The subject Zoning By-law Amendment is strictly for the purpose of adding additional permitted uses using a site-specific zone. Any development on the property would be required to conform to the performance standards of the RU zone with commercial development also being subject to Site Plan Control.

**PUBLIC AND AGENCY COMMENTS RECEIVED:**

Staff circulated the application in accordance with the provisions of the Planning Act to the public, internal departments and external agencies and organizations. At the time of preparation of this report, no questions or comments were received.

**NEXT STEPS:**

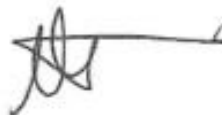
A staff report analyzing the merits of the application will be prepared following the public meeting in order to fully consider any and all public comments received.

All of which is respectfully submitted by,      Approved by,



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Drew Brennan  
Senior Planner



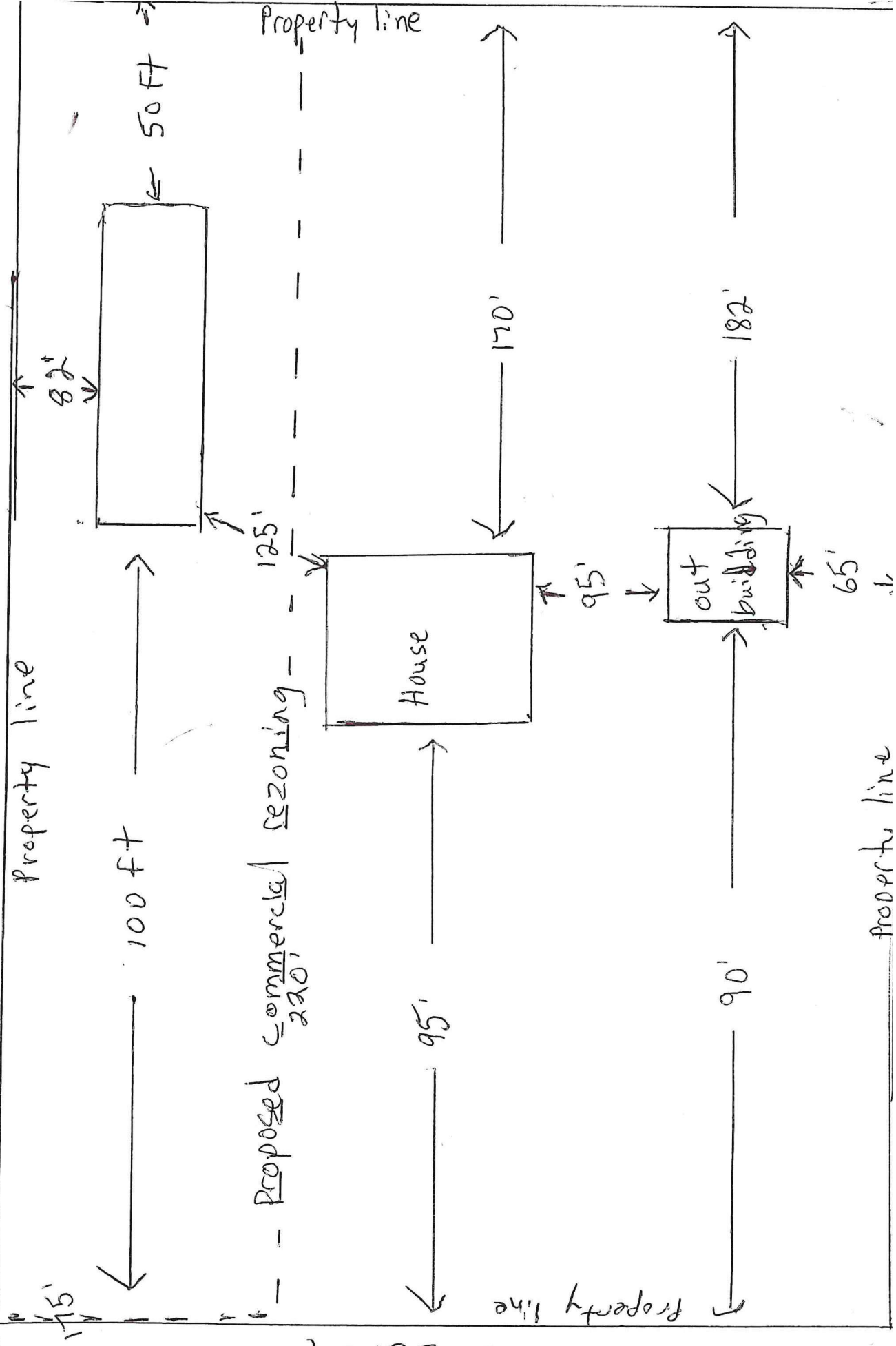
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Melanie Knight, MCIP, RPP  
Director of Development Services and  
Engineering

**ATTACHMENTS:**

1. Attachment A – Site Plan

Wolf Grove Rd



47L Concession



## REPORT OF THE COMMITTEE OF THE WHOLE March 18, 2025

The following is the Committee of the Whole report from the March 18, 2025 meeting.

### Consent Reports

#### **Heritage Advisory Committee Minutes - January 15, 2025**

##### **Resolution No. CW046-25**

**THAT** the Heritage Advisory Committee minutes dated January 15th, 2025, be received as information;

**AND THAT** Council approve the proposed rehabilitation project of the Pakenham Stone Arch Bridge as detailed in the report and recommend that Lanark County accept the proposed Statement of Cultural Heritage Value prepared by the Municipality's Heritage Consultant similar in effect to Attachment C.

### Staff Reports

#### **Recommendation Report - D14-RUS-25 - 2017 12th Con S Pak**

##### **Resolution No. CW047-25**

**THAT** Council approve the Zoning By-law Amendment to amend the zoning of the subject lands, from Agricultural (A) to Agricultural, Special Provision 11 (A-11) and to Agricultural, Special Provision 50 (A-50); and amend the A-11 zone, in order to satisfy a condition of Consent application D10-RUS-24, similar in effect to Attachment B.

#### **IC&I Curbside Recycling Options**

##### **Resolution No. CW049-25**

**THAT** Council to proceed with option # 1: for Staff investigate the option of IC&I curbside recycling collection continuing beyond the current contract including obtaining contract-ready costing and that Staff return to Council at a later date to obtain direction on the preferred scenario which may include discontinuing IC&I recycling collection services.

1. Public engagement of IC&I sources will be completed and a summary will be included in the future Staff report.
2. Joint contract options will be considered with local municipalities where feasible.
3. Pricing will be obtained for full and limited collection scope.

#### **Parking Review – Little Bridge Street**

##### **Resolution No. CW050-25**

**THAT** Council direct staff to create six short term (30 minutes) parking spaces on the one-way section of Little Bridge Street for a pilot period from spring until fall 2025;

**AND THAT** staff be directed to bring back required amendments to the Parking By-law for approval;

**AND THAT** Council direct staff to collect data regarding parking use along Little Bridge Street during the pilot period and report back on findings.

**Update to Illumination By-law and Design Guidelines**

**Resolution No. CW048-25**

**THAT** Council direct staff to update the illumination by-law to reflect the proposed changes.

**AND THAT** Council approve the Draft Design Guidelines for Utilities and Street Lighting.

**Delegation of Authority**

**Resolution No. CW051-25**

**THAT** Council to approve the Draft Delegation of Authority By-law.

Submitted by,

Reviewed by,

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Councillor Jane Torrance,  
Committee of the Whole Chair

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Casey Munro,  
Deputy Clerk

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**Committee of Council Memo**

**To:** Council

**From:** Heritage Advisory Committee  
Melanie Knight, Director of Development Services and Engineering

**Date:** April 8, 2025

**Subject:** Heritage Permit Application R01-ARB-25 – 38 Mill Street

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**Recommendation:**

**THAT** Council approve the Major Heritage Permit to replace the exterior storefront door on the subject lands municipally known as 38 Mill Street, Almonte Ward, Municipality of Mississippi Mills.

**Background Information:**

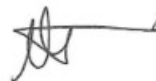
Heritage Permit Application R01-ARB-25 was presented to the Heritage Advisory Committee on March 5, 2025. The application seeks approval to replace the existing exterior storefront door with a wooden door at 38 Mill Street. Additional details are provided in Attachment A – Recommendation Report.

While the Committee expressed its support for the application, it was also recommended that it be reviewed by the Accessibility Advisory Committee. At the time of writing this memo, staff had not yet attended the Accessibility Advisory Committee on April 3, 2025; however, if there are any concerns raised at that meeting, staff can provide a verbal update to Council.

Signed:



Michael Rikley-Lancaster  
Committee Chair



Melanie Knight  
Director of Development Services and  
Engineering

Attachments:

Attachment A – Recommendation Report – R01-ARB-25 – 38 Mill Street

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**MEETING DATE:** March 5, 2025

**TO:** Heritage Advisory Committee

**FROM:** Melanie Knight, Director of Development Services and Engineering

**SUBJECT:** **Heritage Permit Application R01-ARB-25 - 38 Mill Street**

**OWNER/APPLICANT:** 756752 Ontario Ltd. c/o Patrick Arbour

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### **RECOMMENDATION:**

**THAT Heritage Advisory Committee recommend that Council approve the Major Heritage Permit to replace the exterior storefront door on the subject lands municipally known as 38 Mill Street, Almonte Ward, Municipality of Mississippi Mills.**

### **PURPOSE AND EFFECT:**

The purpose and effect of Heritage Permit Application R01-ARB-25 is to obtain approval to replace the exterior storefront door as part of tenant improvement work at 38 Mill Street. As noted in the Heritage Application, the proposed exterior door will be widened to comply with accessibility requirements.

### **BACKGROUND:**

The subject property is identified as a strongly contributing building within the Almonte Downtown Heritage Conservation District (HCD) under Part V of the *Ontario Heritage Act*. The HCD identifies the storefront alterations at 38 Mill Street to be non-contributing due to the historical changes to the façade.

The subject property is located on the south side of Mill Street between Almonte Street and Brae Street. The building is known as 'The Black Watch Building' and is believed to have been constructed in late 1909 or early 1910, following the fire of September 1909 as noted in Attachment A. Originally a three (3) storey structure, the building was rebuilt as two (2) storeys and divided into three equal commercial spaces, each with its own storefront. Until recently, 38 Mill Street contained a law office.

The building's façade has undergone significant changes from its original appearance which is noticeable when compared to the other two commercial units. Unlike the other two units, the existing door is flush with the building, and the entranceway has been



enclosed. Modern brickwork surrounds and extends above the door, and all windows have been updated.

Figure 1 below shows an aerial image of the subject property.

**Figure 1: Subject Lands**



**PROPOSED DEVELOPMENT:**

The Property Owner/Applicant is proposing to replace the existing storefront door with a new wood door as part of the tenant improvement work for Canada Post, as demonstrated in Attachment B. While the façade at 38 Mill has undergone some alterations over time, the intent of the new door is to enhance the storefront's appearance and to better align with the character of the Downtown Almonte Heritage Conservation District (HCD). The design will follow the guidelines set out in the HCD Plan to ensure it fits within the district's overall aesthetic.

**EVALUATION:**

**Heritage Conservation District Plan**

All properties within the Heritage Conservation District (HCD) are designated under Part V of the Ontario Heritage Act and are subject to the HCD Plan. All exterior alterations to the property require a Heritage Permit.

Section 5.3.1 of the Plan requires that the replacement or major alteration to a storefront requires a Major Heritage Permit. Any new commercial signage also requires a Major Heritage Permit which is anticipated to be submitted by the Tenant under a separate Heritage Permit.

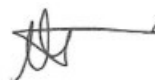
Although the existing store front alterations at 38 Mill Street are identified as non-contributing in the HCD, Section 4.4.12 of the Plan provides guidelines for non-contributing elements to ensure they are sensitive to the character of downtown Almonte, and states that replacement of building elements (e.g. windows, doors, porches, trim work) should be in keeping with the architectural style and era of the building in question.

**SUMMARY:**

Having reviewed and assessed the proposed Heritage Permit application, Staff are satisfied that the proposal is consistent with the Heritage Conservation District Plan.

Respectfully submitted by,

Approved by,



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Melissa Fudge  
Planning Technician

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Melanie Knight  
Director of Director of Development  
Services and Engineering

**ATTACHMENTS:**

1. Attachment A – The Black Watch Building Report
2. Attachment B – Proposed Exterior Elevation

## ATTACHMENT A

### **Black Watch Building: 34, 36, 38 Mill Street, Almonte Ontario**

The “Black Watch” building is an interesting study of the ever changing and evolving history of commercial spaces in Almonte. Many aspects of the building’s history such as the history of the land, previous owners, and fire damage all contribute to the story that this building has to tell. The belief is that the current building was built in 1910 or 1911 after the big fire of September 1909. The building used to be three stories and was rebuilt as two. It is possible that some of the outer brick walls were salvaged after the fire and used to rebuild the building.

This property and building appears on the Shipman survey, lots 8 and 9.

#### **Architectural Features:**

**Dates:** This building was built in late 1909 or early 1910.

**Style:** This building is built in a classical revival, commercial style out of red brick.

**Dimensions:** 110’ x 67’6” (each storefront is 22’ wide)

**Architect:** Unknown

**Current Owners:** 34: Mississippi Masonic Hall Inc; 36: Canica Design; 38: Evelyn Wheeler Professional Corporation.

#### **Construction:**

The building is two stories divided into three equal sized commercial spaces each with their own storefront. The bricks on both sides of the building are laid out in common bond with headers every 7<sup>th</sup> course. There are quoins visible (where two types of brick meet, though these are not intended to be decorative in this case) on the North West corner of the building, which may indicate the integration of that older part of the wall with the more modern wall.

The bottom of the wall on 38 Mill (east side) has been replaced more recently. The bricks at the front are stretcher bond suggesting that they are either a later addition or a veneer over a hollow wall. The top of the front has some interesting brickwork in a frieze across the front that fits in with the brickwork of some other buildings on Mill Street (58, 60 and 73 Mill Street are good examples). The fact that the decorative brickwork is at the top of the building indicates that the façade was built specifically for the two story building, not for the older three story building as is often believed..

The façade is divided into three by the use of brick pilasters. The entablature over the doors has a decorative scalloped cornice with medallions on each pilaster. (four in total) There is an addition at the back of 38 Mill Street that appears to be a part of the original structure as well since it uses the same bricks.

#### **Openings:**

The windows are (or were) double hung and were likely all 4 panes segmental (2-over-2) with stone lintels and sills. There are nine windows across the front of the building, three in each bay. All have been replaced with more modern windows. An original window is visible at the back of the building. The windows at the sides and back

of the building also have stone sills. Some have brickwork over the windows (flat arch) instead of stone lintels. The roof is shed style and slopes towards the rear of the building.

### **Notable Features:**

The most notable feature is the windowless West wall with the words **Black Watch Chewing Tobacco "A Man's Chew"** painted in black on the side. Underneath these words can be seen the words Shamrock Woolens. Above these words there used to be lettering at the top corner of the building reading **J F Patterson Chemist and Druggist**. (see photo below) These bricks have been replaced with more modern brick. This wall acts as a billboard and is a very recognizable part of the downtown streetscape. Very little information exists on the Black Watch Chewing tobacco company. A photo of Prince George BC from 1929 shows a small store on George Street called Black Watch Chewing Tobacco (see photo below). This suggests that the Black Watch lettering was painted on the side of the building in Almonte after the fire of 1909 and the rebuilding of the buildings. The Shamrock woolens would have been painted on before Black Watch but also after the fire. This dating is also probable because prior to 1909, the wall was shared or at least entirely obscured by the hotel next door.

Each storefront has its own stoop and entranceway. 34 Mill Street is perhaps the most intact, with its plate glass windows forming an entrance bay. Beautiful tin ceilings are visible on the lower floor ceilings of each of the three stores.

Overall the building conforms to the rest of the street very well with its cornice being at the same height and with a similar roof height as well. In this way the building contributes to an overall look for Mill Street.

### **History**

The property was originally owned by Daniel Shipman (and wife), the first settler in Almonte (after Shepherd's failed attempt to settle here). Shipman arrived in 1821. Shipman sold the property in 1852 to John Murphy who presumably erected the North American Hotel on the property. It was known as Murphy's hotel in 1863 (Walling Map). Murphy sold the building to John Hanover in 1865 who immediately sold the property to Henry Stafford. At this time the hotel came to be known as Stafford's Hotel.

In addition to the hotel, Stafford also operated a drug store in the building. Stafford's buildings caught fire in 1877 and were destroyed. He sold the property to Thomas R. White, William Thoburn, and Manasseh Patterson in February of 1878.

White, Thoburn and Manasseh erected three three-story buildings on the property, much like what is there today. Thoburn operated a grocery, White had a tinsmith shop, and Patterson opened a drug store. Tenants resided above the stores. The third floor was used as the local Masonic Lodge. At this time the West wall was shared with the building to the West (Cole's Hotel).

The office and switchboard of the first telephone service in Almonte were in Manasseh Patterson's Drug store in the late 1800s. Patterson was the local agent of the

Bell Telephone Company and managed the switchboard for the original 29 subscribers. The first operator was a man named Walter James. The first telephone call placed in Almonte would have originated in Patterson's store.

Manasseh died in 1907 and passed the business on to his son, James Frederick Patterson. James did not come to own the building until his mother died in 1943. He subsequently sold to members of the Masonic lodge in 1953.

On September 10, 1909 fire broke out behind White and Thoburn's stores and the entire building burned to the ground. It was believed at the time that the fire was started in the trash behind the stores by local troublemakers. The fire spread quickly in the wooden sheds adjoining and "soon had a strong grip on the brick buildings fronting on Mill Street." The following is an excerpt from an article entitled Under Fire Again the Almonte Gazette Sept 17, 1909, page four:

*The commercial house...was the first to collapse. The solid brick buildings above soon followed. These were the building owned by the M. Patterson estate and tenanted by Mr. J. F. Patterson, druggist, who also lived in the building; Dr. T.R. Paterson, dentist, and the Masonic Hall; the solid brick building owned by Mr. T. R White and occupied by Mr. Wm Kaufman, hardware, and the solid brick building owned by Mr. Wm. Thoburn and occupied by Mr. W. West, merchant. Practically nothing was saved from these buildings which were burned to the ground with the exception of the walls of Mr. Thoburn's building, which are still standing although they will have to be torn down before the building can be replaced.*

This article also tells the stock values of what was lost in the fire, most of which was fortunately insured.. The author estimates the damage at between \$55000 and \$70000. A bystander, Mr. A.S. Henshaw, Manager of the Bank of Montreal, was struck and killed by an electricity pole that fell when some of the building collapsed.

The fire was an important part of the history of Almonte. This was the third major fire to strike the downtown in as many years. The businesses that had been housed in these buildings had to scramble to keep their customers. In the Gazette on October 1, 1909 Kaufman offered "fire bargains". On October 15, J.F. Patterson announced that all his accounts must be settled at once.

The owners decided to erect a new building to replace the one that had been destroyed. The stores were rebuilt as a two story building. The new building was erected very quickly- within a few months. It was completed by January at the latest since on Friday January 14, 1910, D.J. Dick advertised in the Gazette that his new store would be in the New Thoburn Block after January 20.

On April 1, 1910, Patterson's Drug store was advertising once again. This suggests that a new commercial space was ready for the store by then. On April 8<sup>th</sup> the new hall for the Masons was announced as being on the second floor of the Patterson

building. This hall was "said to be one of the most complete and comfortable halls in the Ottawa Valley." Paterson (spelled with one "t") continued to work as a dentist in the building as well (until at least the 1920's).

After the fire, James Patterson moved to Toronto with his wife Minnie (Census of 1911) but the drug store continued to be operated under the name Patterson with James F. listed as the druggist (as of 1920).

*With its prominent location on Mill Street, it is not surprising that this building has been connected with some of Almonte's important citizens. The following is background information on some of the people who have been associated with this property over the years.*

### **William Thoburn**

Thoburn owned the East section of the building. Mr. Thoburn was a prominent Almonte citizen who went on to own and operate a very successful mill on Little Bridge Street (Brown Mill). He eventually became the mayor of Almonte.

### **Manasseh (Also known as John) Patterson**

Manasseh was born in Perth on February 17, 1848 to James and Bresaya (Pounder) Patterson. Married Mary Peddar on July 22, 1875. They had two children, James and Francis. Manasseh was a prominent citizen in Almonte. Before his marriage, Manasseh went to the front with the Perth company in 1866 and he was a member of the militia as a staff sergeant for the 42<sup>nd</sup> regiment for many years afterwards. He came to Almonte in 1871 and took a position with the druggist Mr. Shaw. He bought the business soon afterwards. He was a druggist who owned and operated Patterson's Drug store. He was also interested in modern science and inventions. He was the first agent of the Bell Telephone Company in Almonte (see above). He was a respected and important citizen of Almonte. When he died in Cobalt, Ontario in 1907 of Pneumonia at the age of 59, William Thoburn, JM Rosamond, JW and JB Wylie were among his pallbearers.

### **James Frederick Patterson**

James was born in 1877 to Manasseh and Mary Patterson. James had charge of the drug store from around 1903/4. He married Minnie Mc Arthur in 1871. He had a brother called Francis, or Frank. Frank attended the Royal Military college in Kingston and then got his Bachelor of Science from McGill. He found work with the federal government's engineering department as an engineer in Ottawa.

### **Other Businesses:**

This building has housed several other businesses over the years as well. McCormick's Ladies wear was in the East portion of the building for many decades. Lee Pro hardware (which I believe is now Lee Valley Tools) was in 36 Mill Street. More recently the building has housed a Radio Shack, an Auto Parts store, and the offices of Wheeler and Mackey (Wheeler is still there).

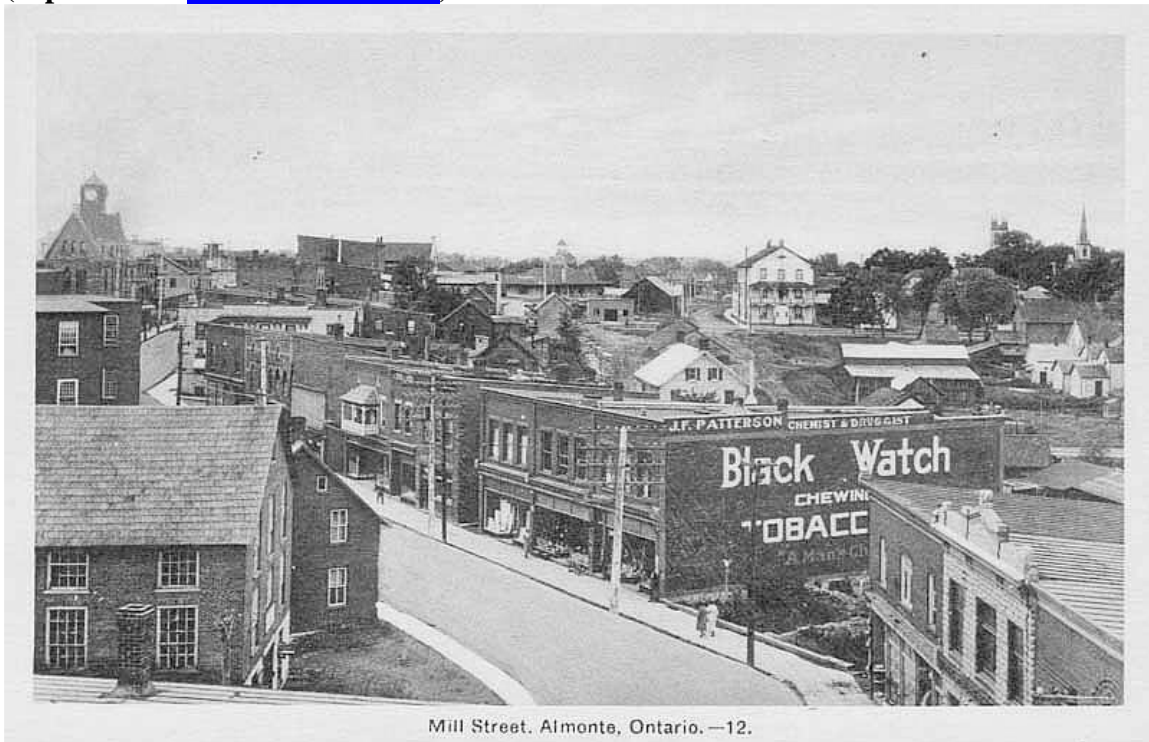
## Current Building

Currently this building houses Almonte Natural Foods (34 Mill) with the Masonic Lodge above, Canica Design (36 Mill), and the law office of Evelyn Wheeler (38 Mill).

The building has undergone extensive changes and renovations. 34 Mill Street is perhaps the most authentic to the original building. The Canica building (36 Mill) was awarded a plaque for architectural conservation by Mississippi Mills's Heritage Committee which is affixed to the left of their doorway. However, this building has been modernized in various ways. The façade of 38 Mill Street is completely changed from its original appearance; the door has been brought flush with the building and the entranceway enclosed. Modern brickwork has been done around and above the door. The windows have all been modernized; each of the three stores has different windows above. All of these changes have altered the façade from its original, more unified look (see photo below).

## Photos

(copied from [www.almonte.com](http://www.almonte.com)) :



copied from [www.settlerseffects.ca](http://www.settlerseffects.ca) note Black Watch store 4<sup>th</sup> from left.



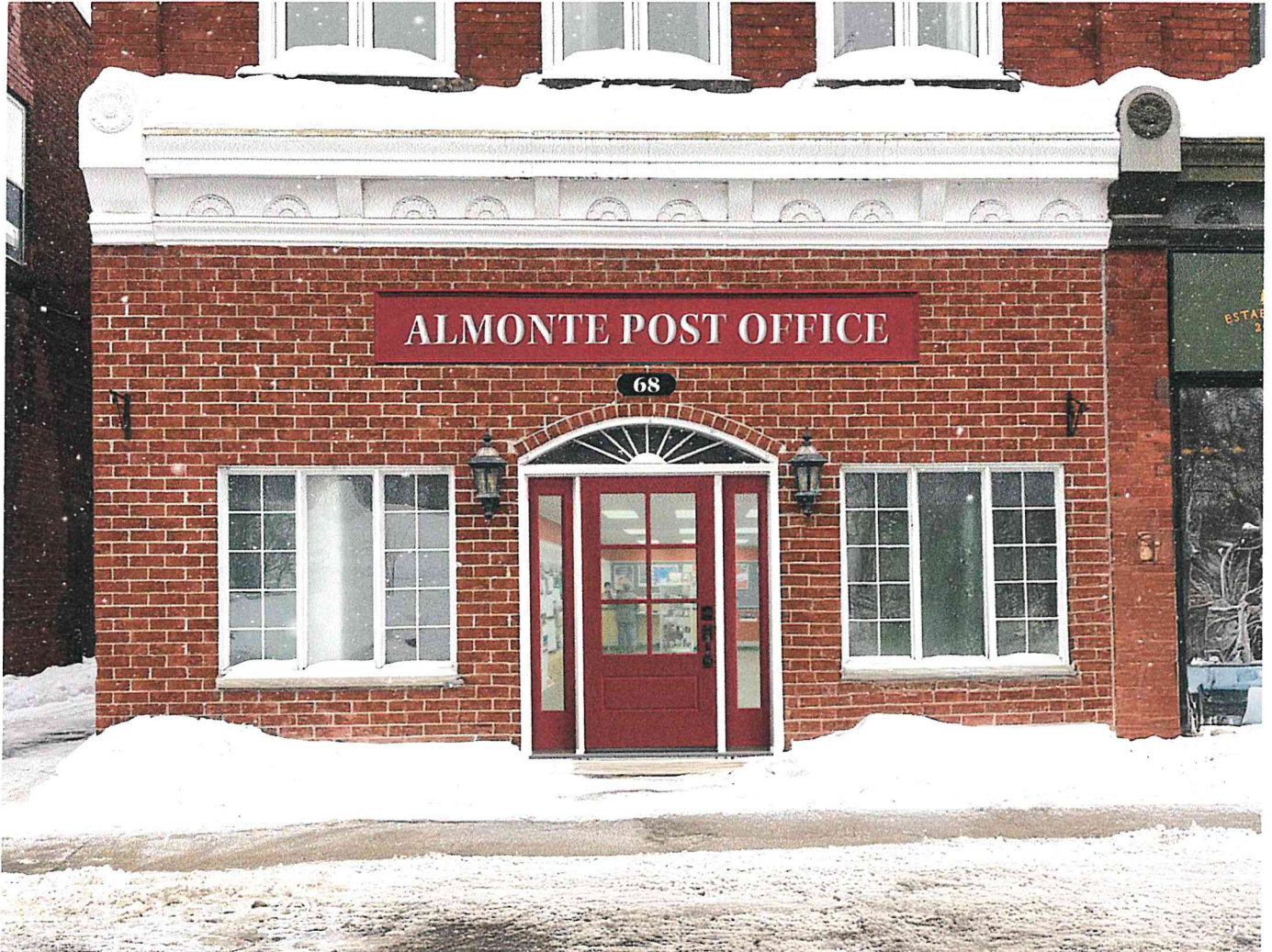
### Sources:

- Marsh, Sheilaed and Jill Moxley, eds., Almonte: Faces and Places 1880-1980, Corporation of the Town of Almonte, 1980.
- Todorski, Shirley. Cole's Hotel met with Parties and Flames, Almonte Gazette, December 21 1994 and January 4, 1995.
- Wheatly, Gerry, Almonte's Mills: a collection of articles from the Almonte Gazette 1985-93, Our Heritage Vol. 1.
- Directory of the Town of Almonte, township of Ramsey and Former Residents of the Town and Township. Compiled by C.K. Grigg, 1920.
- North Lanark Historical Society, The Development of the Woolen Industry in Lanark, Renfrew, and Carleton Counties: a project by the North Lanark Historical Society, 1978.
- Ramsey Reflections 1836-1862. Town Meeting Notes (binder in locked case)
- 1909 – 1911 Almonte Gazette microfilm files in Almonte Public Library
- Shipman survey accessed at Almonte Land Registry Office on June 4, 2007.
- Patterson family history found at: [www3.simpatico.ca/djordan/Patterson.htm](http://www3.simpatico.ca/djordan/Patterson.htm) compiled by Linda S. Jordan. Accessed on June 7, 2007.
- Image of Prince George BC found on [www.settlerseffects.ca](http://www.settlerseffects.ca) Accessed on June 7, 2007.
- [www.almonte.com](http://www.almonte.com) accessed June 12, 2007.

*This research was done by Linda Hamilton, Mississippi Mills Heritage Committee Researcher, in June, 2007. I can be contacted at [lvohamilton@excite.com](mailto:lvohamilton@excite.com) or by phone at 613 256 7238.*



ATTACHMENT B



## Committee of Council Memo

**To:** Council

**From:** Heritage Advisory Committee  
Drew Brennan, Senior Planner

**Date:** April 8<sup>th</sup>, 2025

**Subject:** Heritage Permit Application R01-CUR-24 – 7 Mill Street

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### Recommendation:

THAT Council approve the Major Heritage Permit to construct a fence on the subject lands municipally known as 7 Mill Street, Almonte Ward, Municipality of Mississippi Mills.

### Background Information:

Heritage Permit Application R01-CUR-24 was presented to the Heritage Advisory Committee on March 5, 2025. The application seeks approval for the installation of a fence on 7 Mill Street. Additional details are provided in Attachment A – Recommendation Report.

The Committee expressed its support for the application but requested further information from Staff for Council’s consideration. The Committee requested additional analysis regarding the potential impact of the proposed fence on Protective Services in the event of an emergency. The Director of Protective Services (Fire Chief) has advised that there are no concerns regarding the installation of the fence.

The Committee also raised questions regarding the accessibility of the Riverwalk trail on the subject property following the construction of the fence. Access to the trail is provided via an easement on 27 Mill Street, commonly known as the ‘ice cream lot’; this access does not meet accessibility standards. Future development of this property will be subject to Site Plan Control. Staff are of the opinion that accessible access to the

Riverwalk trail from 27 Mill Street can be facilitated through the future Site Plan Control application.

Signed:



Michael Rikely-Lancaster  
Committee Chair



Drew Brennan  
Senior Planner

Attachments:

Attachment A – Recommendation Report – R01-CUR-24 – 7 Mill Street

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**STAFF REPORT**

**MEETING DATE:** March 5, 2025

**TO:** Heritage Advisory Committee

**FROM:** Drew Brennan, Senior Planner

**SUBJECT:** **Heritage Permit Application R01-CUR-24 - 7 Mill Street**

**OWNER:** Lanark Standard Condominium Corporation Number 17  
(Victoria Woolen Mills Condos)

**APPLICANT:** James Curry

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**RECOMMENDATION:**

**THAT Heritage Advisory Committee recommend that Council approve the Major Heritage Permit to construct a fence on the subject lands municipally known as 7 Mill Street, Almonte Ward, Municipality of Mississippi Mills following consideration of alternate design solutions.**

**PURPOSE AND EFFECT:**

The purpose and effect of Heritage Permit Application R01-CUR-24 is to obtain approval for the installation of a fence on 7 Mill Street. The fence is proposed to restrict public access between the property and the Riverwalk viewing platform and trail. As noted in Attachment A, Heritage Permit Application, the applicant has indicated that restricting access will eliminate a potential safety hazard.

**BACKGROUND:**

The subject property is individually designated under Part IV of the Ontario Heritage Act and is also within the Almonte Downtown Heritage Conservation District (Part V of the Act); By-law 16-1978 which individually designates the subject property is provided by Attachment B.

The property is located at the northeast corner of the intersection of Mill Street and Almonte Street. The existing building, referred to as 'The Victoria Woollen Mill', was built in 1853 with a three (3) storey addition later constructed in 1862. Although the building was originally constructed as a woollen mill, it has historically been used for a variety of commercial uses. In 2008, the building was renovated and converted into a mixed-use condominium consisting of twelve (12) units with accompanying common elements and

exclusive use areas. The condominium currently features both residential and commercial uses.

Figure 1 below shows an aerial image of the subject property.

**Figure 1: Subject Lands**



**PROPOSED DEVELOPMENT:**

The Applicant is proposing to erect metal rail fencing at the rear of the property; a sketch of the fence's proposed location is provided in Attachment A. The proposed fence is approximately 1.2-metres in height and 10.9-metres in length. The fence will match and extend from existing fencing adjacent to the Woolen Mill out towards the eastern property line. The intent of the proposed fence is to address safety concerns by restricting public access to the Riverwalk viewing platform and trail from the Woollen Mills' parking lot.

During the condominium registration process, the Owners entered into an Easement Agreement with the Municipality regarding the section of Riverwalk at the rear of the property. The purpose of the easement is to preserve public access to the viewing platform and trail via access from the adjacent 27 Mill Street lot. The Applicant has provided a legal opinion with their Heritage Permit Application stating that the construction of a fence on the subject property to restrict access to the easement from the parking lot does not violate the Agreement as access to the viewing platform and

trail would continue to be provided from the 27 Mill Street lot as intended. The Municipality's Solicitor has reviewed this opinion and agrees with its conclusions. A diagram of the easement is provided by Attachment C.

## **EVALUATION:**

### **Heritage Conservation District Plan**

All properties within the Heritage Conservation District (HCD) are designated under Part V of the Ontario Heritage Act and are subject to the HCD Plan. In 2019, a by-law was passed to amend the HCD to specifically exempt the construction of fences from the requirement for a Heritage Permit. Despite this, the subject property is also individually designated under Part IV of the Act, meaning that all exterior alterations to the property require a Major Heritage Permit. Although the HCD Plan exempts fencing from the need for a Heritage Permit, properties that are individually designated within an HCD, need to adhere to the policies and guidelines of the HCD Plan.

The HCD Plan speaks to the value of the district as a river-based cultural landscape of which Riverwalk is a defined attribute. Section 4.2 of the HCD Plan encourages that development be considered within the context of its impact on the cultural landscape of the HCD and that public views of the Mississippi River be protected. It should be noted that there is an existing fence line on the subject property that abuts the Mississippi River. As the proposed fence is the same height as the existing fence, Staff anticipate that the fence will not increase the obstruction to the viewscape beyond the current condition; however, the proposed fencing represents an added intervention that could obstruct the public viewscape of the Mississippi River from Mill Street because of the well established 'desire line' through the parking lot to the viewing platform.

Section 4.2.4 of the Plan states that the design of new interventions, such as fences, in and adjacent to the waterway will reinforce the primacy and significance of existing natural features. These interventions should preserve views of the character-defining elements of the river and its adjacent areas. While the proposed fence may introduce confusion regarding how to access the Riverwalk viewing platform and trail, it does not interfere with the easement and the publicly accessible path to and from the platform. Staff are of the opinion that the primacy and significance of the Mississippi River are upheld through the preservation of Riverwalk.

Despite above, Staff are of the opinion that there are less intrusive design solutions to address the issue of the public crossing through the private parking lot to access the Riverwalk viewing platform and trail. If the permit was to be approved and the fence was constructed, the resulting area would be largely overcrowded with fencing which could take away from the cultural landscape. In addition, as the parking lot is a well-established desire line (route) to the viewing platform, pedestrians may end up crowding at the new fencing, rather than backtracking to access the platform from the Riverwalk pathway.

Design interventions that integrate with the surrounding environment and minimize visual impact on the river's character-defining elements would be more in keeping with the policies of the HCD Plan and its emphasis on protecting the cultural and natural

heritage of the area. Signage indicating that access to the viewing platform should be accessed via the Riverwalk at the entrance to the private parking lot is a design intervention that may integrate better and minimize visual impact. Staff are supportive of signage as a first step in a design intervention and failing this, considering the proposed fencing as the next intervention.

**SUMMARY:**

Having reviewed and assessed the proposed Heritage Permit application, Staff are satisfied that that proposal is consistent with the Heritage Conservation District Plan but are of the opinion that there are alternate design solutions that would better align with the intent of the Plan.

Respectfully submitted by,

Approved by,



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Drew Brennan  
Senior Planner

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Melanie Knight  
Director of Director of Development  
Services and Engineering

**ATTACHMENTS:**

1. Attachment A – Major Heritage Permit Application
2. Attachment B – By-law 16-1978
3. Attachment C – Easement Map

# ATTACHMENT A

## DESCRIPTION OF PROPOSED CHANGE

### Scope of Work

Construct approximately 36 feet of 4-foot high metal rail fence across north end of upper parking lot. The new Metal Railing Fence will match existing metal rail fencing.

### Proposed Fence Type and Location

A sketch showing the location of the proposed fence is attached after this page. Below are photographs showing the existing fencing and views of the proposed location of the proposed new fence.



View of Proposed Fence Location  
Showing Existing Fencing



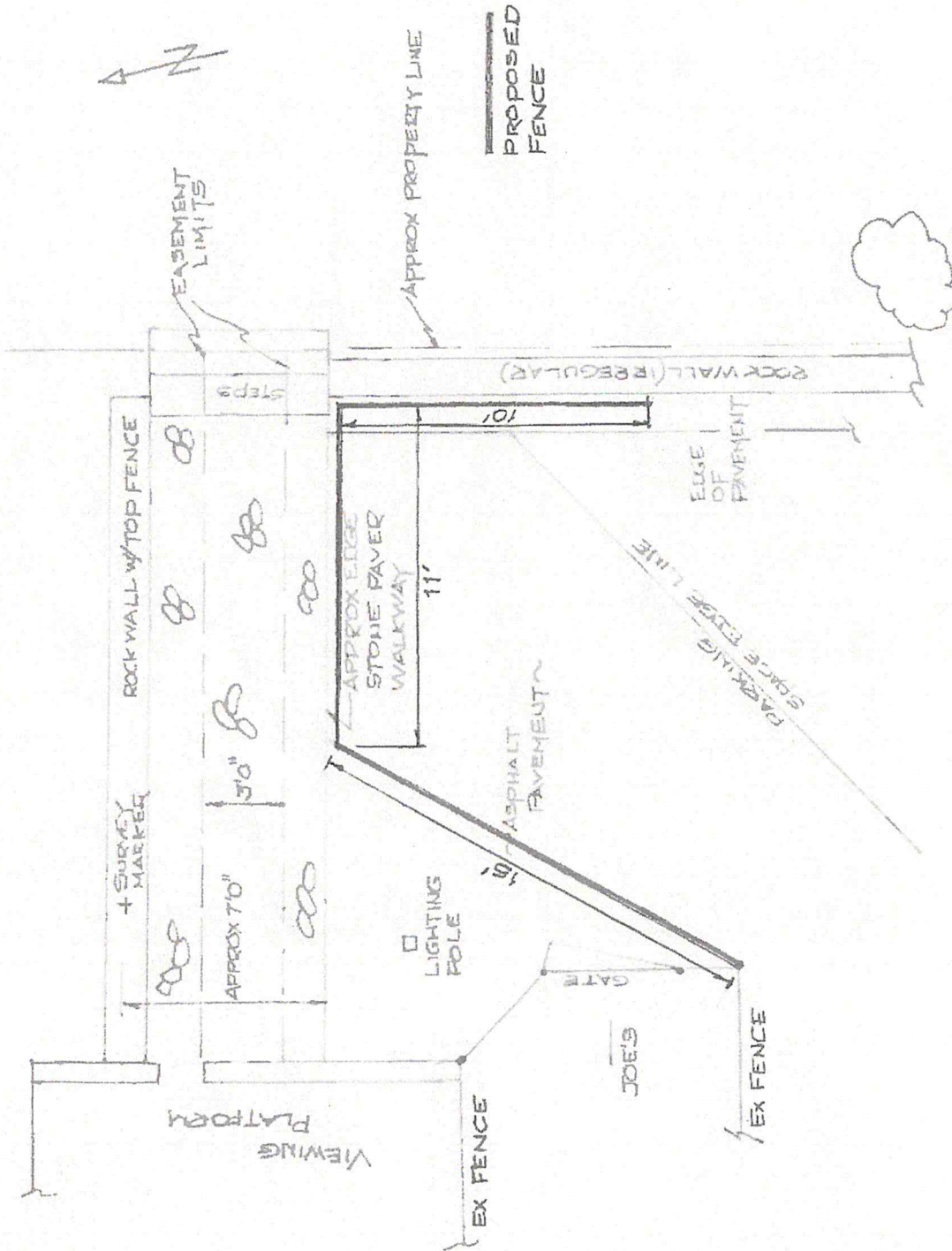
View of Proposed Fence Location  
Showing Existing Fencing In Adjacent  
Area



View of Existing Fencing



10/31/24  
Approx 1"=5'



## **ATTACHMENT B**

### **CHARACTER DEFINING ELEMENTS**

The Victoria Woolen Mill building is designated as a heritage building under bylaw #16-1978 (copy from Mississippi Mills web site attached following this page).

The character defining elements are summarized as “Almonte” style stone construction highlighted by contrasting stone quoins and the lighter stone used in the top two stories of the building. A full description of the defining elements may be found in the attached Statement of Significance (from Mississippi Mills web site). Two photographs illustrating the character defining elements (from the Mississippi Mills web site) are shown below.

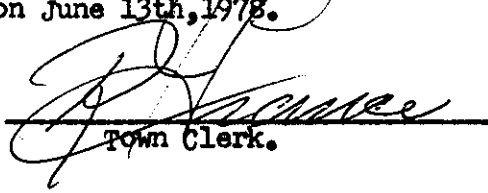


View of Victoria Woolen Mills Building  
(From Mississippi Mills Web Site)



View of Victoria Woolen Mills Building  
(From Mississippi Mills Web Site)

A CERTIFIED TRUE COPY OF BY-LAW NUMBER  
16-1978 of the Town of Almonte passed  
on June 13th, 1978.

  
Town Clerk.

CORPORATION OF THE TOWN  
OF ALMONTE  
BY-LAW NUMBER 16 -1978

A BY-LAW TO DESIGNATE THE  
PROPERTY KNOWN MUNICIPALLY  
AS 7 Mill Street, Pinecraft  
Building, AS BEING OF ARCHITECTURAL  
AND HISTORICAL VALUE OR INTEREST.

WHEREAS section 29 of The Ontario Heritage Act, 1974  
authorizes the Council of a municipality to enact by-laws  
to designate real property, including all buildings and  
structures thereon, to be of architectural or historic  
value or interest; and

WHEREAS the Council of the Corporation of the Town of  
Almonte has caused to be served on the owners of the  
lands and premises known as the Pinecraft Building at  
7 Mill Street in the Town of Almonte and upon the Ontario  
Heritage Foundation, notice of intention to so designate  
the aforesaid real property and has caused such notice of  
intention to be published in the same newspaper having  
general circulation in the municipality once for each of  
three consecutive weeks; and

WHEREAS no notice of objection to the proposed designation  
has been served on the clerk of the municipality;

THEREFORE the Council of the Corporation of the Town of  
Almonte enacts as follows:

- 1) There is designated as being of architectural and  
historical value or interest the real property known as  
the Pinecraft Building at 7 Mill Street in the Town of  
Almonte; and being Parts of Lots 22 and 23 on Mill Street  
and Part of Mill Street, Plan 6262, as described in  
Instrument No. 23550.
- 2) The municipal solicitor is hereby authorized to cause  
a copy of this by-law to be registered against the property  
described in the proper land registry office.
- 3) The Clerk is hereby authorized to cause a copy of  
this by-law to be served on the owner of the aforesaid  
property and on the Ontario Heritage Foundation and to  
cause notice of the passing of this by-law to be published  
in the same newspaper having general circulation in the  
municipality once for each of three consecutive weeks.

READ A FIRST, SECOND AND THIRD TIME AND PASSED THIS 13th  
day of June, 1978.

  
MAYOR

  
CLERK

Location: 7 Mill Street, Almonte, Lanark County, Ontario,  
part of Town Lot 22, Shipman Survey

Present Owner: John C. Cook & wife

Present Occupant: Pinecraft Ltd.

Present Use: Furniture factory

Statement of Significance: The importance of this building lies both in its unusual visual features and in its historical connections. In many respects it is a true 'survivor' of Almonte's past.

It was built as part of the original Rosamond mill complex and as such is one of Almonte's earliest woollen mills. Additionally, it has remained in operation as a manufacturing centre almost continually up to the present day.

Architecturally, it represents the so-called 'Almonte' style with its lighter stone quoins in contrast with the darker stone of the walls; moreover, the five-sided plan coupled with the 'two-tone' effect produced by the lighter stone of the top two floors makes it a particularly unusual structure.

Finally, it is a key tall building on Almonte's main thoroughfare, drawing the street together as it is reflected in the Old Post Office building.

## PART I. HISTORICAL INFORMATION

### A. Physical History:

1. Original and subsequent owners: The property was purchased by the Ramsay Woollen Cloth Manufacturing Co. in 1851 from Daniel Shipman for the sum of £100 and was described as a "mill site in Ramsayville". Both the aforementioned Shipman and James Rosamond were shareholders in the company. A frame manufacturing building was erected but was consumed by fire within the next two years. In 1853 the business was sold to Rosamond for \$700. He built a large 3½ storey stone building to the east of the present Pinecraft Mill in or about 1855. "In 1863 the capacity of the mill was doubled to meet the increasing demand for their goods"\*. This was accomplished by the addition of the Pinecraft Building which was joined to the earlier structure by a third storey walk-way. Its five-sided plan is probably an adaption to the timber slide which once divided the property. The complex was sold to the B.&W. Rosamond

Woollen Co. (James' sons, Bennett and William, and George Stephen) in 1866 for \$24,000. In 1869, reg. 1870, the Rosamonds had built another larger mill on Coleman's Island and the #2 Mill was sold to Elliott, Routh and Sheard, which company had become Elliott, Sheriffs Co. by 1882. Both companies produced woollen materials. In 1892 the "Victoria Woollen Mills", by which name the mills had been known since their erection, were listed for sale and were not in operation. It was described as a large '5 set' mill. In 1902 the Pinecraft Building alone was sold to Richard Lee and Hirst Taylor, 5315 sq. ft. for \$5000, with the stipulation that the connecting passageways be sealed off. Circa. 1910 the older stone building was destroyed by fire. The Yorkshire Wool Stock Mills Co. bought the property for \$26,500 in 1919. In 1968 it was sold to the present owner, Mr. John C. Cook, for \$11,950.

2. Date of erection: c. 1862
3. Architect: unknown
4. Alterations and additions: An 1863 drawing of the B. & W. Rosamond Mill #2 would suggest that the building was original only 3 storeys tall and that an additional 2 storeys were added sometime before 1879 when another depiction shows a five storey building on the site; however, these early drawings and photographs do not illustrate the 'two-tone' effect seen today. Charred sections of the structural timbers on the fourth and fifth floors are evidence that the building was at one time touched by fire and may indicate that these top two floors are basically reconstructions. A stone shed extension on the south side was added in the latter part of the 19th C. and with the raising of the street level basement windows have been blocked in. Upon the individual sale of the complex in 1902, third floor windows and doors were blocked in as well. The original casement windows, shown in early photographs, have been replaced. The main door was once on the single-bay wall.

#### B. Historical Events and Persons Connected with the Structure:

The 'Victoria Woollen Mills', as the complex was known throughout the 19th C. was one of Almonte's earliest and most important woollen mills. Its original owner and builder, James Rosamond, was a driving force in the burgeoning community particularly with regard to the Anglican Church. His son and subsequent owner of the mill, Bennett Rosamond, held the office of Reeve in 1884, the year of Almonte's incorporation as a Town. With the acquisition of the mill by Bennett and his brother William, a third historical

entity was introduced in the form of the third shareholder, George Stephen. Stephen was later to become Lord Mountstephen through his involvement in and success with the C.P.R..

### C. Sources of Information:

#### 1. Old Views:

North Lanark Historical Society Photograph Collection

- i) The first Rosamond Mill, c. 1860
- ii) Lower Mill St., Marching Band, c. 1910
- iii) Ruins of fire of 1906, from Farm St.
- iv) Old View of Bay, c. 1900
- v) Shoddy Mill, c. 1935

Public Archives of Ontario

- i) Almonte knitting and woollen mills, timber slide, Ref. S15195

#### 2. Bibliography:

Books:

Belden, H. & Co.. Illustrated Atlas of Lanark County. Toronto, 1880. reprint edition, Ross Cumming, 1972.

Periodicals:

"Almonte Illustrated", Canadian Illustrated News. Vol. XIX, #1 (Sat. Jan. 4, 1879). 7-10.

\*"Almonte", The Saturday Globe. Vol. XLVIII (Sat. Sept. 24, 1892). 1-4.

Directories:

Ontario Business and Professional Directory, 1871  
 Lovell's Business and Professional Directory of Ontario, 1882

Plans:

North Lanark Registry Office-

- Plan #189 by Josiah Richey, Coleman's Island, 1861
- Plan #208 by Andrew Bell, Coleman's Island, 1867
- Plan attached to Instrument #7391 (1902)

Public Archives of Canada-

"Plan of part of the town of Almonte shewing the subdivision into Town and Park Lots of the west half lot 16, 9th concession Ramsay. Surveyed and drawn by Andrew Bell P.L.S., Almonte, 13th Dec. 1869."

Deeds, etc.:

North Lanark Registry Office, Almonte, Ontario

## PART III. ARCHITECTURAL INFORMATION

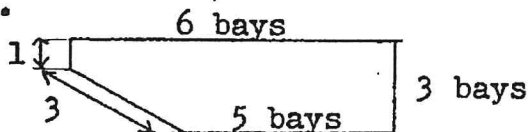
### A. General Statement:

1. Architectural character: The building is a good example of the so-called 'Almonte' style - contrasting stone quoins. As well, the lighter stone used in the top two floors and the five-sided plan make it a very unusual specimen of its kind. It retains a functional integrity in its continued use as a manufactory.
2. Condition: good

#### B. Description of Exterior:

1. Over-all dimensions: The building is approx. 100' deep by 30' wide.

bays:



This free-standing stone structure is 5 storeys tall with basement. There is a one storey stone extension on the south side and a two storey frame and stone extension to the rear of the building on the river side.

2. Foundations: The foundations are rubble stone.
3. Wall construction, finish and colour: The walls are squared rubble stone, sandy brown in colour. The corners are finished with dressed stone quoins of a darker gray colour.
4. Structural system and framing: masonry load-bearing walls
5. Porches: None.
6. Chimneys: There is a large brick chimney stack to the rear of the building rising from the roof.
7. Openings:
  - a) Doors and doorways: The main doorway is in the central bay of the angled south-west wall. It is recessed by about three feet and the recess walls are vertically panelled. The door itself is a plain vertical plank. There are also loading bays out of the southern stone extension.
  - b) Windows and shutters: The windows of the upper four floors are four-over-four light double-hung sash; however, the height of the windows on the uppermost two floors is approx. one foot greater than those on the other upper floors, reflecting the greater ceiling height on those floors.

On the ground floor, the windows are comparable in height to those on the 4th and 5th floors but are a fixed, six light sash divided centrally by a heavy wooden muntin. With the exception of the angled wall on which the two ground floor windows are both nine light fixed sash.

8. Roof:

- a) Shape, covering: The present roof is a flat, tar and gravel covered, type.

C. Description of Interior:

Ceiling height varies considerably from floor to floor. Ground floor, fourth and fifth floors being from 12-15 feet in height while second and third floors are approx. 8 feet high.

Also, depth of wall as measured on window sills decreases somewhat from the base to the top storey, from about 28" at the basement level to only 20" on the fifth floor.

The interior has been renovated to meet the needs of a furniture factory.

D. Site:

- a) General setting and orientation: The mill is situated on the banks of the Mississippi River at the intersection of Mill and Almonte (Highway 44) on the north-west corner. The main facade faces south, south-west across Mill Street.
- b) Outbuildings: None.

PART III. PROJECT INFORMATION

Compiled by M. Christine Castle, architectural researcher, under the auspices of the Almonte Local Architectural Advisory Committee and the Ontario Heritage Foundation, July, 1976.

Appended material:

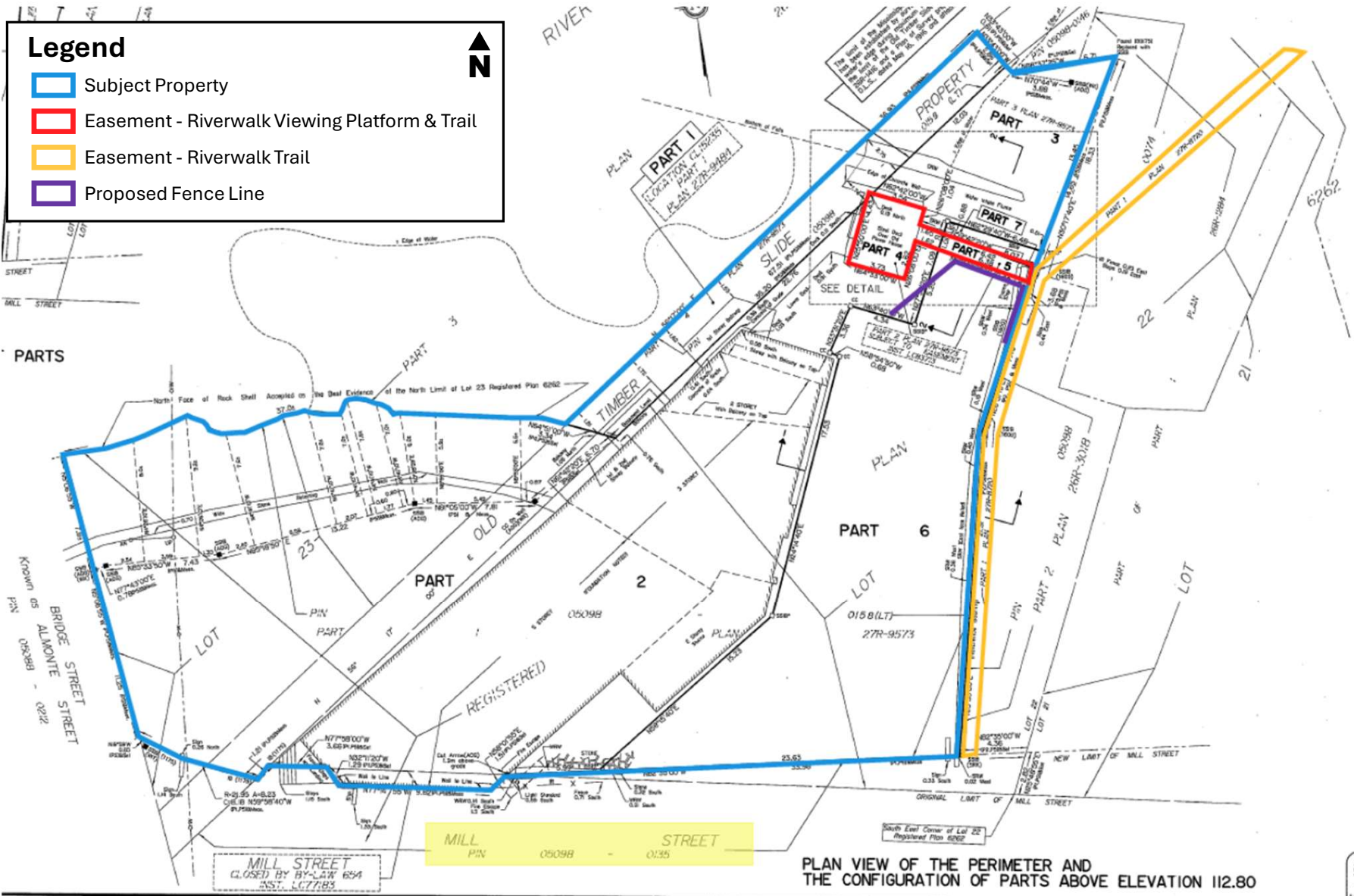
- i) modern photographs  
 ii) photocopy of 1863 Walling Survey, taken from Ross Cumming reprint of Illustrated Atlas of Lanark County, 1972  
 iii) photocopy of Plan attached to Instrument #7391 (Almonte), 1902.  
 iv) photocopies of rough sketches of Plans #189 and #208



**Legend**

- Subject Property
- Easement - Riverwalk Viewing Platform & Trail
- Easement - Riverwalk Trail
- Proposed Fence Line

↑  
**N**



**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**STAFF REPORT**

**DATE:** April 8, 2025

**TO:** Council

**FROM:** Ken Kelly, CAO  
Jeanne Harfield, Clerk & Deputy CAO  
Melanie Knight, Director of Development Services  
Anita Legault, Manager Childcare Services  
Dan Cousineau Facilities and Project Manager  
Andrew Hodge, Deputy Treasurer

**SUBJECT: Childcare Expansion Project**

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**RECOMMENDATION:**

**THAT Council directs staff to proceed with Option A - approve funding for the New Childcare Facility project with a budget of \$10.5M and direct staff to complete the RFP evaluation process, award the project to the preferred vendor, negotiate and execute a contract for the design-build of the new facility.**

**BACKGROUND:**

On [December 10, 2024](#), staff provided a report regarding the childcare expansion project. A one-time start-up grant application was submitted to the County before the December 13, 2024 deadline and was successful in achieving funding in the amount of \$704,400 on January 15, 2025. The proposed Childcare Facility will be approximately 12,000 ft<sup>2</sup> to accommodate the current 73 childcare spaces and staff as well as additional childcare spaces and future staff. This project would see the development of a new Childcare Facility which would increase the number of childcare spaces by 78 and include additional space to accommodate growth in the future. The total licensed capacity for the new childcare facility would be 151 CWELCC spaces.

At that meeting, Council passed the following resolution:

***Resolution No 497-24***

***Moved by Councillor Torrance***

***Seconded by Deputy Mayor Minnille***

***THAT*** Committee of the Whole direct staff to submit the required funding application to Lanark County for Canada-wide Early Learning and Child Care (CWELCC) funding;

***AND THAT*** Council approve the new Childcare Expansion project on the condition of successful CWELCC funding;

***AND THAT*** Council direct staff to engage Carebridge to renegotiate the existing MOU for 34 Victoria Street and report back to Council.

A copy of the report is attached as Attachment A to this report for reference.

The Municipality has entered into an MOU with the County dated December 20<sup>th</sup>, 2024, which specifies a completion and operational date for the new childcare facility of September 8<sup>th</sup>, 2026.

## **DISCUSSION:**

Staff implemented the Council direction and issued a Request for Qualification which shortlisted three proponents for a design-build proposal for the new childcare facility. Once the proponents were selected, they were provided with a Request for Proposal including a Design Brief package and asked to submit proposals for the design-build of the childcare facility to be completed by September 8, 2026. The design-build project delivery model integrates design and construction phases under a single contract, enabling collaboration between designers and contractors from the onset. This approach reduces inefficiencies, reduces overlapping timelines, and minimizes delays caused by the traditional design-bid-build method. In addition, the increased collaboration of a design-build team results in lower design fees and lower contingency requirements.

## **Budget and Funding Options**

To fund the project, staff originally estimated a budget for the design-build in the range of \$5-6 million based on estimated construction costs of \$417-500/ ft<sup>2</sup>. The design-build fee proposals that are still under evaluation range from \$7.5 million to \$9.3 million. Some of the proposals note exclusions for items that the Municipality may want to have included in the project. A budget of \$10.5 million is proposed for this project which includes the upper range of the proposals under consideration, known contract exclusions, furnishings and play structures.

In order to fund the capital budget for this project staff have identified several sources of funding in addition to borrowing.

Lanark County's Community Services Committee approved a CWEEELC Licensed Childcare Expansion Start-up grant funding of \$704,400. As per the MOU with Lanark County eligible expenses for licensed childcare centres include:

- Play materials, equipment, and furnishings (both indoors and outdoors) as outlined in Section 19 of O. Reg. 137/15 under the Child Care and Early Years Act, 2024.
- Non-consumable supplies/equipment to support the ongoing regular operation of the childcare program (for example, appliances, IT, supplies to support learning environments while adhering to health and safety requirements).
- Renovations, additions, or repairs to licensed childcare facilities or potential childcare facilities as approved by the County.
- Changes to outdoor play space that are required as a result of the expansion of childcare spaces in the centre so that the licensee continues to comply with Section 24 of O. Reg. 137/15 under the Child Care and Early Years Act, 2014.
- Leasehold Improvements.

It is important to note that Lanark County has specified as part of the MOU that milestones of the project will be monitored and that if the project fails to meet the agreed upon milestones, indicating an unlikelihood of the project being successfully completed on time then the funding of \$704,400 to the municipality would be forfeited.

The Municipality also has received funding from the Housing Accelerator Funding (HAF). Leveraging the HAF grant, \$450,000 is put towards preliminary onsite studies, surveys and plans as well as on-site works to abandon the municipal drain. These funds are to support the future Carebridge development; however, will be completed for the entire property and so, the future Childcare Facility will benefit from this work. The HAF funds do not factor into the funding of the overall anticipated capital cost of the new childcare facility.

These are as follows:

- Phase 1 Environmental Site Assessment
- Property Fabric Mapping
- GIS infrastructure Mapping
- Legal Survey - Available Immediately
- Topographic Survey
- Geotechnical Report
- Tree inventory and Species at Risk screening
- Drain abandonment information
- Site Servicing Feasibility Study (Water, Sanitary, Stormwater)

Development Charges are currently being updated in the latest 2025 Development Charges Study. The calculations for the childcare services capital needs are showing a potential D.C. recoverable cost of \$1,792,012 intended specifically for the childcare facility expansion.

Once the new childcare facility is operational, and the newly created spaces are filled, then the existing spaces that are currently at 208 State St. will be transitioned to the new childcare facility. When all spaces have been transitioned from State St., then the State St. location has a fair market value for disposal of \$605,000. This value has been verified by appraisal.

The portion of the new childcare facility which would be funded through borrowing is still estimated as principal & interest payments of \$66,000/year (6% for 40 years) per \$1M borrowed.

Attachment B - CHART 1 – Funding Strategy Example illustrates a potential capital funding strategy for the Childcare Facility expansion.

The federal government has announced intended future grant funding of \$36.77B of which \$16.77B is listed for Ontario<sup>1</sup>. While this may be an opportunity in the future the dates, eligibility, and other detailed criteria of this funding are not yet available and direct funding by this grant towards this project does not currently exist.

RBC Foundation Community Infrastructure Fund has a deadline to apply of March 28, 2025. Eligibility includes new builds of community spaces focused on environmental sustainability. Funding can be up to \$2.5M up to 20% of an organizations operating budget. The focus of the funds is towards the heating, energy, and water use, which will obtain a certification in sustainability. The new Childcare Facility is pursuing LEED BD+C silver certification. This application has been submitted on March 28, 2025, for funding consideration.

## **Next Steps**

If Council passes staff's recommendation, staff will continue with the process which includes further analysis of the project proposals, selecting the proponent, refining the costs, and negotiating a design-build contract with the selected proponent within the approved budget limit.

Staff note that, if approved, this project will need to proceed on an accelerated timeframe and so clear direction from Council is required to proceed with the project as detailed in this report. Any delays on the milestones of this project will delay the

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<sup>1</sup> CBC News article: <https://www.cbc.ca/news/politics/trudeau-announces-20-billion-child-care-deal-provinces-1.7476199>

construction completion and may forfeit the grant received from the County (see Attachment A for details).

**OPTIONS:**

Option A (recommended):

THAT Council approve funding for the New Childcare Facility project with a budget of \$10.5M and direct staff to complete the RFP evaluation process, award the project to the preferred vendor, negotiate and execute a contract for the design-build of the new facility.

Option B:

THAT Council direct staff to not allocate funding for the continuation of the New Childcare Facility project and abandon the New Childcare Facility project.

**FINANCIAL IMPLICATIONS:**

This report approves a budget of \$10.5M for the New Childcare Facility. This amount is for funds that are additional to the 2025 budget and would continue into the 2026 budget year.

**STRATEGIC PLAN**

Childcare falls under the Community Services Master Plan which includes an essential support system for families in Mississippi Mills. It plays a key role in the development of the child and well-being while parents and caregivers can attend school or support their families while employed, contributing to the economic growth of our community.

**PUBLIC ENGAGEMENT**

If approved, engagement will occur as part of the MM2048 prescheduled open houses (PICs) on April 30 and June 4, 2025.

**SUMMARY:**

The Municipality, through MM2048 and other strategic plans, has been planning for future growth. This project will see the development of a new Childcare Facility planned for '34 Victoria Street' which would increase the number of childcare spaces by 78, for a total of 151 spaces and include additional space to accommodate future growth. The start-up funding through the CWELCC program administered by the County now contributes funding support for the project. The MOU with the County has been completed and specifies the intention to complete this project by September 8, 2026.

With the approval of the recommendation for the funding range, this project will maintain the identified plan and timeline. Future reports will be brought forward to Council with information and updates. To provide additional childcare services to residents and support growing and existing demand, staff are recommending that Council approve the Childcare Facility expansion project.

Respectfully jointly submitted by,

Jeanne Harfield, Clerk & Deputy CAO,  
Melanie Knight, Director of Development Services & Engineering,  
Anita Legault, Manager Childcare Services,  
Dan Cousineau, Facilities and Project Manager, and  
Andrew Hodge, Deputy Treasurer.

Reviewed by,

Ken Kelly, CAO

Attachments:

ATTACHMENT A – December 10, 2024 report

ATTACHMENT B - CHART 1 – Funding Strategy Example

## ATTACHMENT A

### THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

#### STAFF REPORT

**DATE:** December 10<sup>th</sup>, 2024

**TO:** Committee of the Whole

**FROM:** Ken Kelly, CAO  
Jeanne Harfield, Clerk & Deputy CAO  
Melanie Knight, Director of Development Services,  
Anita Legault, Manager Childcare Services  
Dan Cousineau Facilities and Project Manager  
Andrew Hodge, Deputy Treasurer

**SUBJECT: Childcare Expansion**

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#### **RECOMMENDATION:**

**THAT Committee of the Whole direct staff to submit the required funding application to Lanark County for Canada-wide Early Learning and Child Care (CWELCC) funding;**

**AND THAT the Committee of the Whole recommend that Council approve the new Childcare Expansion project on the condition of successful CWELCC funding**

**AND THAT Committee of the Whole recommend that Council direct staff to engage Carebridge and Cavanagh to renegotiate the existing MOU for 34 Victoria Street and report back to Council.**

#### **BACKGROUND:**

Mississippi Mills Childcare service's main location is at 208 State St. and is licensed through the Ministry of Education for 10 infants, 15 toddlers and 48 Preschool children (73 childcare spaces). We have been in operation since 1972 and need a larger/upgraded facility to house an additional 78 Canada-wide Early Learning and Child Care (CWELCC) spaces approved from Lanark County. Our total licensed capacity for a new build would be 151 CWELCC spaces.

As part of the strategic planning process and the draft findings of the Community Services Master Plan, there is a growing need for additional childcare services. This is also further reinforced by the growing waitlist for the Mississippi Mills Childcare services. The waitlist does fluctuate throughout the year, however the current wait list is:

- Infant 211



## ATTACHMENT A

- Toddler 117
- Preschool 97

At the October 1, 2024 meeting of Council it considered a motion to kick start the process to design a daycare at a high level. The purpose of this design was to inform future stages that could encompass a request for proposal for space, other design stages or inclusion of space in a large municipal complex. None of these items have been approved by Council they are simply within the realm of options.

### **Community Services Master Plan Update**

#### **Resolution No 293-24**

**Moved by** Councillor Torrance

**Seconded by** Councillor Ferguson

**THAT** Council approve the reallocation of \$27,000 in funds from the salary budget for the part time Childcare administrative position to engage an architect to complete a design brief;

**AND THAT** Council direct staff to draft a plan for the development of future childcare space to replace the 208 State Street Facility and new childcare spaces in alignment with the allocation from Lanark County.

**CARRIED**

The purpose of this report is to further the direction that Council has provided.

### **DISCUSSION:**

This year Council has approved a number of key master plans as part of MM2048 in order to responsibly plan for growth. Based on the population projection report prepared for MM2048, the population of Mississippi Mills is projected to reach 25,000 people by 2048. Household size in Mississippi Mills is an average of 2.4 people per household, which means that many homes in Mississippi Mills are occupied by singles or couples.

As previously noted in this report, there are hundreds of children on a waiting list for a daycare space and staff assume that this demand will only increase over time as the population of the Municipality increases. Providing additional daycare space is not only needed for the growing population, but it likely will result in attracting young couples and young families to Mississippi Mills. The local advisor for the Ministry of Education has indicated support for this project.

In order to meet the demand from the community, staff are recommending that a new Childcare facility be built. This process will require the approval from Council, cross departmental support, project planning, and multiple funding sources. The internal team will primarily include the following staff: Ken Kelly, Jeanne Harfield, Melanie Knight, Anita Legault, Dan Cousineau, Andrew Hodge, and Melissa Fudge. Additional staff may be brought in during different portions of the project.

## ATTACHMENT A

### **Start Up Grant Opportunity**

Through CWELCC, there is funding available for the additional 78 spaces. To fully benefit from the County funding, the one-time start up grant application must be submitted on or before Dec. 13, 2024. The grant submission will include information on funding sources, location of the building / type of programs offered, and start-up expenses involved in this expansion of the 78 new spaces. Should the start-up grant be approved, the municipality will need to have operations up and running By Dec 31, 2026, or the 78 CWELCC spots and start up grant funding will be forfeited.

### **Location of Building – Municipally owned land**

There is a signed Memorandum of Understanding (MOU) between the Municipality, Carebridge and Cavanagh for the purpose of using the property known as '34 Victoria' shown in the map below.

Unfortunately, Carebridge did not receive funding from Lanark County for this site last year; rather, Carebridge was awarded funding by the County for a site in Perth and as a result, has no immediate funding opportunities for this property. Staff continue to have discussions with both Carebridge and Cavanagh; however, the timing of development of the site is unknown.

In light of this, staff have done a high-level review of the property and the ability to accommodate a new daycare facility while still ensuring that part of the site remains available for the development of affordable housing through the partnership that has been formalized through the MOU. There are known constraints on the property, including a surface municipal drain which would have to be buried as part of the development. There may also be a need to extend services on Menzie Road and/or through the Victoria Street right of way; however, staff are of the opinion that development of the site will not necessitate the need to construct a public road within the unopened Victoria Street right of way.

If Council were to direct staff to proceed, this alternative approach using these lands as a daycare and affordable housing location could be explored further with conceptual development plans, which will assist Council and Carebridge in visualizing the opportunity for development. These conceptual plans could then be used to negotiate a new MOU with Carebridge and Cavanagh and demonstrate the ability for this site to be used for two much needed uses in the community. As the design proceeds, the concept will also be used to apply for other funding opportunities which may arise in the future. In addition, there are other municipally owned land nearby that could also be used for affordable housing development if Carebridge prefers to have property with a single land use (housing).

There is an alternative parcel of land that could be used for the daycare if Council is committed to using 34 Victoria St for strictly affordable housing. The parcel is of equal

## ATTACHMENT A

size in the same general area but will have additional costs to service. Staff have not estimated the additional costs to service this site at this time.

Figure 1 – 34 Victoria



### Start-up Expenses - Design-Build Approach

Given the time constraints associated with the funding application; staff recommend proceeding with a design-build approach. Adopting a design-build approach can potentially improve a project timeline and make it feasible to have the new Childcare Centre operational by the end of 2026. Design-build integrates design and construction phases under a single contract, enabling collaboration between designers and contractors from the onset. This approach reduces inefficiencies, overlapping timelines, and minimizes delays caused by the traditional design-bid-build method. In addition, the increased collaboration of a design-build team results in lower design fees and lower contingency requirements. To secure a design-build firm, the Municipality will need to proceed with an RFP process.

The proposed childcare center will be approximately 12,000 ft<sup>2</sup> to accommodate the current childcare spaces and staff as well as additional childcare spaces and future staff. The following table provides a breakdown of costs by construction phase.

Table 1 – Estimated Cost

Phase	Estimated Cost	Percentage of Total
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## ATTACHMENT A

Pre-Construction	\$ 500,000.00	9%
Foundation & Site Preparation	\$ 650,000.00	11%
Structural & Envelope Construction	\$ 1,750,000.00	31%
Interior Systems & Finishes	\$ 2,000,000.00	35%
Final Landscaping & Site Work	\$ 300,000.00	5%
Contingency & Soft Costs	\$ 500,000.00	9%
<b>Total Project Cost</b>	<b>\$ 5,700,000.00</b>	

Staff propose the following timeline for the project:

Table 2 – Timeline

Milestone	Start	End
Initiation	Present	March 3, 2025
Preliminary Design & Permits	March 3, 2025	June 2, 2025
Detailed Design & Early Construction	June 2, 2025	September 1, 2025
Major Construction	September 1, 2025	May 4, 2026
Interior Finishing & Landscaping	May 4, 2026	September 3, 2026
Inspections, Occupancy, Commissioning	September 3, 2026	December 4, 2026
<b>Operation/Open to Public</b>	<b>December 7, 2026</b>	

### Funding Options

In order to fund the project, municipal staff have established estimated costs for the build. This capital investment is initially estimated in the range of \$5-6 million (\$417-500/sq. ft.). This asset would have an amortized useful life of 40 years. (\$125-150,000/year)

Potential funding sources being identified for the expansion of a childcare facility are:

## ATTACHMENT A

- CWELCC one-time allotment – benchmarked at \$350,000 per 20 spaces created; but anticipated to be approximately \$300,000 overall (also proportional of the new spaces to the overall spaces)
- Development Charges – based on the growth portion as calculated per Development Charges Act. Currently 2.91% of the development charge.
- Reserves:
  - Childcare – projected balance on December 31, 2025 - \$392,158
  - Economic Development – projected balance on December 31, 2025 - \$2,650,099
- Borrowing – estimated principal & interest payments of \$66,000/year (6% for 40 years) per \$1,000,000 borrowed (ineligible for the ongoing cost-based CWELCC funding)
- Leasing of new childcare space from a third party (eligible for the ongoing cost-based CWELCC funding) - area advertised commercial rates vary from \$12 – 25 sq. ft/month.
- 208 State Street – sale of property – MPAC assessed value \$396,000, potential fair market value \$600,000.

The expansion spaces being created would increase the operational revenues, but these also become offset by ongoing associated operational expenses:

- Expansion projected revenue, toddler – \$428,830.20/year (30 spaces - toddler x 257 operating days/year x \$55.62/full day fee)
- Expansion projected revenue, preschool - \$583,246.08/year (48 spaces - preschool x 257 operating days/year x \$47.28/full day fee)

### Next Steps

If Council endorses staff's recommendation, application to the County will be submitted requesting the funding; additional internal work on conceptual site design will be undertaken in parallel with hiring an architect to prepare a design brief for the daycare at 34 Victoria. Staff will also engage Carebridge and Cavanagh to renegotiate the existing MOU.

If the funding application is successful, staff will return to Council with a series of reports providing conceptual plans for the site and a renegotiated MOU with Carebridge and Cavanagh for approval. Once the design brief is completed, staff will return to Council to present the preferred design and an overview of any additional funding opportunities which may become available.

## **ATTACHMENT A**

Staff note that, if approved, this project will need to proceed on an accelerated timeframe and so clear direction from Council at each milestone in the process will be required to ensure that the project proceeds as noted in the timeline table presented earlier in the report.

### **OPTIONS:**

Option A (recommended):

THAT Committee of the Whole direct staff to submit the required funding application to Lanark County for Canada-wide Early Learning and Child Care (CWELCC) funding;

AND THAT the Committee of the Whole recommend that Council approve the new Childcare Expansion project on the condition of successful CWELCC funding

AND THAT Committee of the Whole recommend that Council direct staff to engage Carebridge and Cavanagh to renegotiate the existing MOU for 34 Victoria Street and report back to Council.

Option B:

Not approve the funding application or Childcare expansion project.

### **FINANCIAL IMPLICATIONS:**

This report has no financial impact, future reports will be brought forward to Council if staff are directed to move forward with the Childcare expansion project.

### **STRATEGIC PLAN**

Childcare expansion falls under the Community Services Master plan which includes an essential support system for families in Mississippi Mills. It plays a key role in the development of the child and well-being while parents and caregivers can attend school or support their families while employed contributing to the economic growth of our community.

### **PUBLIC ENGAGEMENT**

Not applicable future engagement will take place if the project is approved.

### **SUMMARY:**

The municipality through MM2048 and other strategic plans, have been planning for future growth. In order to provides additional childcare services to residents and support growing and existing demand, staff are recommending that Council approve the

## ATTACHMENT A

Childcare expansion project. This project would see the development a new Childcare centre which would increase the number of childcare spaces by 78 and also include additional space to accommodate growth in the future. As part of this project, staff are also seeking direction to apply for funding through the CWELCC program administered by the County. As part of the grant application, staff are required to indicate where the development will take place. Staff have proposed municipally-owned land located on Victoria Street that was previously identified for affordable housing development through a MOU with Carebridge. Staff are confident that the land will have the ability to accommodate a new childcare facility while still ensuring that part of the site remains available for the development of affordable housing. Staff have also developed a high level project estimate and timeline as well as funding options. If the project is approved as recommended, staff will bring forward future detailed reports including approval steps for Council.

Respectfully jointly submitted by,

Jeanne Harfield, Clerk & Deputy CAO,  
Melanie Knight, Director of Development Services & Engineering,  
Anita Legault, Manager Childcare Services,  
Dan Cousineau, Facilities and Project Manager, and  
Andrew Hodge, Deputy Treasurer.

Reviewed by,

Ken Kelly, CAO

The Corporation of the Municipality of Mississippi Mills  
 Childcare Facility Funding (strategy example)

CHART 1.

NAME OF PROJECT	TOTAL COST	CANADA GRANTS	PROV./COUNTY GRANTS	RESERVES	DEVELOPMENT CHARGES	BANK FINANCING	OTHER REVENUE	26 Budget Municipal Grant	SUBTOTAL OF SOURCES
<b>New Childcare Facility:</b>									\$ -
Pre-Construction	665000			500,000		165,000			\$ 665,000
Foundation & Site Preparation	1500000			650,000		850,000			\$ 1,500,000
Structural & Envelope Construction	2200000			850,000	1,412	1,348,588			\$ 2,200,000
Interior Systems & Finishes	2750000				1,735,000	1,015,000			\$ 2,750,000
Final Landscaping & Site Work	300000		135,000		55,600	109,400			\$ 300,000
Contingency & Soft Costs	1050000					745,000	305,000		\$ 1,050,000
RFP upper limit	2035000					1,735,000	300,000		\$ 2,035,000
									\$ -
									\$ -
<b>Total</b>	<b>\$ 10,500,000</b>	<b>\$ -</b>	<b>\$ 135,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,792,012</b>	<b>\$ 5,967,988</b>	<b>\$ 605,000</b>	<b>\$ -</b>	<b>\$ 10,500,000</b>

\*see reserves breakdown below

<b>CWELLC Start-up Grant:</b>		
Equipment	569,400	569,400
<b>Total (MOU)</b>		<b>\$ 704,400</b>

- Note:
- Borrow against reserves to cashflow then borrow the balance of the project plus or minus from a financial institution.
  - DC - 2025 update study

Reserves	\$
Childcare	392,158
Economic Development	1,607,842
<b>Total</b>	<b>\$ 2,000,000 *</b>



**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**BY-LAW NO. 25-019**

**BEING** a by-law to delegate authority to staff.

**WHEREAS** Subsection 23.1(1) of the Municipal Act, 2001, as amended, authorizes a municipality to delegate its powers and duties under the Municipal Act or any other Act to a person or body, subject to the restrictions set out in the Municipal Act;

**AND WHEREAS** Subsection 270(1)(6) of the Municipal Act, 2001, as amended, states that a municipality shall adopt and maintain policies with respect to the delegation of its powers and duties;

**AND WHEREAS** Subsection 275(6) of the Municipal Act, 2001, as amended, states that nothing in this section prevents any person or body exercising any authority of a municipality that is delegated to the person or body prior to nomination day for the election of the new council;

**AND WHEREAS** the efficient management of the municipal corporation and the need to respond to issues in a timely manner require Council to entrust certain powers and duties to Staff while concurrently maintaining accountability, which can be effectively

**NOW THEREFORE BE IT RESOLVED THAT**, the Council of the Corporation of the Municipality of Mississippi Mills enacts as follows:

## Short Title

1. The short title of this by-law is the “Delegation of Authority By-law”

## Definitions

2. In this by-law
  - a. “Administrative Powers” includes all matters required for the management of the Corporation which includes Staffing and the provision of services.
  - b. “Agreement” means a contract, or other legally binding document.
  - c. “By-law” means this By-law, as it may be amended from time to time, including schedules.
  - d. “CAO” means the Municipality’s Chief Administrative Officer and the person who holds that position, or another person designated by Council as described in Section 229 of the Municipal Act, 2001.
  - e. “Chief Building Official” means the Municipality’s Chief Building Official or any acting or deputy Chief Building Official.
  - f. “Council” means the Council of the Municipality of Mississippi Mills.
  - g. “Designate” means any individual within the Municipality appointed from time to time to act on behalf of the appointing person in respect of the exercise of their delegated authority.
  - h. “Executive Leadership Team (ELT)” means the CAO, and two Deputy CAOs (Director of Corporate Services/Treasurer and Clerk).
  - i. “Head of Department” means a person who is responsible for a Department, and their delegate(s) or, in the event of organizational changes, another person designated by Council or the CAO.
  - j. “Legislative Powers” includes all matters where Council acts in a legislative and quasi-judicial function, including enacting by-laws, setting policies, and exercising adjudicative decision-making authority.
  - k. “Licence” means an authorization by a regulatory authority.
  - l. “Mayor” means the head of Council or, as applicable, the Acting Mayor.
  - m. “Municipal Clerk” means the Municipality’s Municipal Clerk or any acting or Deputy Clerk, or their designate, appointed by Council to perform the duties of the Clerk described in Section 228 of the Municipal Act, 2001.
  - n. “Municipality” means the Corporation of the Municipality of Mississippi Mills.
  - o. “OLT” means the Ontario Land Tribunal under the Ontario Land Tribunal Act, 2021, or its successor organization.

## **General**

3. For the purpose of subsection 270(1)6 of the Municipal Act, 2001, this By-law shall satisfy the requirement to adopt and maintain a policy on the delegation of its powers and duties.

## **General Delegation**

4. All delegations of Council powers, duties, and functions shall be listed in Schedules “ A - H ” of this By-law or otherwise affected by by-law or may be authorized by resolution of Council.
5. Unless a power, duty, or function of Council has been expressly delegated by bylaw or resolution, all the powers, duties and functions of Council remain with Council.
6. Council retains the authority to, at any time and without notice, make, reconsider, or revoke any delegation that has been delegated pursuant to this By-law.
7. A delegation of power, duty, or function under any by-law or resolution to any member of Staff shall include a delegation to the CAO and to any member of Staff selected from time to time by the CAO, or delegate, to act in the capacity of the delegate in the delegate’ s absence.
8. Staff with delegated signing power may use their signature in forms that may be written, printed, including by electronic means or measures, or otherwise reproduced.
9. In exercising any delegated power, the delegate shall ensure the following:
  - a. Any expenditure related to the matter shall have been provided for in the approved year’s budget or otherwise authorized by the Procurement Policy.
  - b. The scope of the delegated authority shall not be exceeded by the delegate.
  - c. Compliance with all Corporate policies,
  - d. The consistent and equitable application of Council policies and guidelines, and
  - e. Adhere to policies or corresponding standard operating procedures for every delegated matter.

## **Further Delegation**

10. Within each row of a table in Schedule “A -H” to this By-law, the delegated authority may be exercised by any such person(s) identified. However, the CAO is in effect the head of all Departments and may intervene, sub-delegate, or exercise any authority delegated in this By-law, where legally permitted to do so, if done in writing.

11. Where authority is delegated to a specific Staff member in this By-law, the authority may be further delegated by the authorized person to staff members within the applicable department, or division, provided that such delegation is legally permissible, authorized in writing and does not exceed the authority delegated by this By-law to the authorized person. Title Change and Conflicts.
12. Where delegations of authority have been assigned to a Staff position, such authority includes the person temporarily acting in that position.
13. Where a delegation of power, duty or function is to a Staff position that no longer exists in title, those delegations shall be deemed transferred to the staff person who is assuming the responsibilities of the obsolete position.
14. The CAO is hereby authorized to resolve any conflict, or ambiguity, regarding the individual, or individuals, of the Municipality authorized to exercise any delegation.

### **Emergency or Special Circumstances**

15. In cases of emergency or special circumstances, as determined by the CAO and/or Mayor, where it is necessary to act within the normal mandate of a department, but such action is not strictly within the terms of a delegated authority, a Deputy CAO, in respect of their specific department, may take such action as necessary to rectify the situation. Any such action shall be reported immediately to the CAO, and to Council within a reasonable timeframe.

### **Annual Attestation**

16. All staff who are delegated authority in this by-law are required to complete an annual attestation.

### **Inconsistency**

17. In the event of any contradiction between this By-law and any other Municipal bylaw, this By-law prevails to the extent of the inconsistency.

### **Validity of Actions Taken**

18. Any variation or revocation of a delegated authority pursuant to this By-law shall have no effect on the validity of any action taken pursuant to a valid delegation of authority and occurring before the terms of such delegation were varied or revoked.

### **Repeal**

19. That By-law 13-18 Delegation of Authority as amended is hereby repealed, effective the date of passing of this by-law.
20. That By-law 02-77 Records Retention is hereby repealed, effective the date of passing of this by-law.

**Effectivity**

**THAT THIS BY-LAW** be read, passed, signed, and sealed in open Council this 8th day of April 2025.

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Christa Lowry, Mayor

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Jeanne Harfield, Clerk

**SCHEDULE "A" To By-law 25-019  
CAO**

<b>Number</b>	<b>Description of Matter</b>	<b>Delegate</b>	<b>Specific Delegation of Authority</b>	<b>Checks and Balances</b>	<b>Authority to Delegate</b>
A.1	Tender, Quote and RFP Awards	CAO or designate	Approval of award of contracts not to exceed \$100,000 per transaction and that the aggregate value of multi-year purchases or contracts not exceeding \$100,000 per event/transaction	Approval at Council for project. Follow procedures of Procurement Policy.  Reporting to Council on a quarterly basis as part of Procurement Policy reporting.	Municipal Act, s. 23.1
A.2	Administrative Policies	CAO or designate	Develop, approve, implement, vary, or rescind administrative and operational policies, procedures, and practices.	Annual Attestation of review of procedures	Municipal Act s. 229
A.3	HR- Hiring Employees	CAO and HR Business Partner or designate	Hire full-time, part-time, and summer employees. Exception employees are below Department Head.	Adherence to hiring and recruitment policy.	Municipal Act, s.23.1
A.4	HR - Salary Step Increases	CAO or designate	Approval salary step increases for existing employees.	Documentation in employee file.	Municipal Act, s.23.1
A.5	Agreements – Federal and Provincial – Programs	CAO or designate	To execute an agreement with the Federal or Provincial government, a municipality, agency, institution, utility, or community partner for a Municipal undertaking, program delivery, and administration.	Approval of the project or program by Council and/or monetary obligation captured in approved budget.	Municipal Act, s.23.1

A.6	Agreements – First Nations, Metis and Inuit, or other interested parties	CAO or designate	To enter into any consultation agreements First Nations, Metis and Inuit, or other interested parties with regard to any Municipal undertaking.	Consultation with Mayor and senior staff. Promotion of Calls to Action, Truth and Reconciliation	Municipal Act, s.23.1
A.7	Policy – Occupational Health and Safety	CAO and Mayor	To sign the Occupational Health and Safety policy on behalf of the Municipality	Signed policy posted as per Municipal Health and Safety Policy	Municipal Act, s.23.1
A.8	Agreements – Obtain Funding – Some Cost	CAO or designate	To approve, amend, extend, and execute, contribution agreements, grant agreements, and one time project-based funding agreements.	(a) in accordance with applicable Municipal policies; (b) related to approved departmental programs and objectives; (c) within approved budget limits; and ( d) contain appropriate insurance, termination, workplace safety, and indemnification provisions satisfactory to the CAO and or Municipal Solicitor.	Municipal Act, s.23.1

A.9	Agreements – Obtain funding – No cost	CAO or designate	To approve, amend, extend, and execute agreements with the Federal or Provincial government, a municipality, agency, institution, utility, or community partner, provided that such agreements are consistent with the departmental mandate and are at no cost to the Municipality, with the exception of associated operational and administrative costs that are within approved budgets.	Operational and Administrative Costs must be within approved budgets.	Municipal Act, s. 23.1 & 23.3(2) (Administrative)
A.10	Agreements – Childcare Services	CAO or designate	Authority to enter into agreements with the Upper Canada District School Board and Catholic District School Board of Eastern Ontario for the purposes of operating a licensed Before and After School program.	Operational and Administrative Costs must be within approved budgets.	Municipal Act, s. 23.1
A.11	Agreements – Operational	CAO or designate and Mayor	Enter into new agreements that are operational in nature (ex: canteen agreement, pro-shop agreement, daycare funding agreement) or extensions to existing agreements.	Operational and Administrative Costs must be within approved budgets.	Municipal Act, s. 23.1



A.12	Budget - Transfers	CAO or Director of Corporate Services or designate	To make budget transfers to effect changes resulting from new or amended legislation or regulations, additional unforeseen revenues, accounting standards or rules, program budgeting or to increase transparency and accountability provided the re-allocation has no net change to the tax rate.	Operational and Administrative Costs must be within approved budgets.	Municipal Act, s. 23.1 & 23.3(2) (Administrative)
A.13	Grants –Submit Applications to obtain funding	CAO or Director of Corporate Services or designate	To submit grant applications to provincial and federal governments, agencies or funds and letters from Council or the Mayor necessary to apply for grant funding. Includes submission of reports after grants are received.	Annual Grant overview report and related to approved department programs and objectives.	Municipal Act, s. 23.1
A.14	Release – Final Securities – Development Agreements	CAO or designate and Director of Development Services & Engineering	Release final securities for development agreements based on consultation with Department Heads	Review with Development Services and Corporate Services.	Municipal Act, s. 23.1
A.15	Approve the Issuance and Credit Limit or Revocation of Corporate Credit Cards	CAO and Director of Corporate Services	To approve that corporate credit cards be issued to specific employees and the credit limit assigned to each individual card; to revoke cards in accordance with Credit Card policy	Annual review of cards, utilization, and credit limits	Municipal Act, s. 23.1

A.16	Execute, amend and negotiate Contracts of Employment	CAO or designate and Human Resources	<p>Authority to approve negotiated annual compensation to a maximum of \$5000 above associated pay scale; subject to available financial resources.</p> <p>This delegation does not apply to positions included in the collective agreements.</p> <p>The execution, amendment or termination of contracts associated with the employment of the CAO are the responsibility of Council and shall be actioned by Council.</p>	<p>Consultation with Human Resources and relevant Department Head if applicable.</p> <p>Must be within operation budget and employee would remain red circled until such time the annual compensation is inline with the associated pay scale.</p>	Municipal Act, s. 23.1
A. 17	HR - Labour Grievances and Labour Arbitrations, subject to any other process or authority agreed upon in a binding Collective Agreement.	CAO or Director of Corporate Services and Human Resources	<p>Authority to manage and settle where there is no financial implication.</p> <p>Authority to settle where there are financial implications-</p> <ul style="list-style-type: none"> <li>• Human Resources up to \$10,000</li> <li>• Director of Corporate Services up to \$40,000</li> <li>• CAO up to \$100,000</li> <li>• Council approval over \$100,000</li> </ul>	Records maintained in employee file. Council notified.	Municipal Act, s. 23.1

A.18	HR - Employment Severances	CAO or Director of Corporate Services and Human Resources	<p>Authority to manage and settle where there is no financial implication.</p> <p>Authority to settle where there are financial implications up to a maximum of \$10,000. Any severances above \$10,000 must go to Council for approval.</p>	Records maintained in employee file. Council notified.	Municipal Act, s. 23.1
A.19	HR – Disciplinary Investigations	CAO or designate	Obtaining third party resources for human resource investigations	Adherence to procedures of Procurement Policy.	Municipal Act, s. 23.1
A.20	Emergency Situations	CAO or designate or Emergency Management Program Committee	As per the Emergency Management and Civil Protection Act, staff are authorized to take action under the emergency plan where an emergency exists but has not yet been declared to exist	Adherence to Municipal Emergency Plan	Emergency Management and Civil Protection Act s.9(a)

**SCHEDULE "B" To By-law 25-019  
Executive Leadership Team**

<b>Number</b>	<b>Description of Matter</b>	<b>Delegate</b>	<b>Specific Delegation of Authority</b>	<b>Checks and Balances</b>	<b>Authority to Delegate</b>
B.1	Lame Duck	CAO, Treasurer and Clerk or designates	<ul style="list-style-type: none"> <li>• The disposition of any real or personal property of the municipality which has a value exceeding \$50,000 at the time of disposal;</li> <li>• The hiring or dismissal of any employee of the municipality; and</li> <li>• Making any expenditure or incurring any other liability which exceeds \$50,000.</li> </ul>	Report to Council as part of quarterly report.	Municipal Act s.275 (3)
B.2	Summer Recess	CAO, Treasurer and Clerk or designates	<ul style="list-style-type: none"> <li>• The disposition of any real or personal property of the municipality which has a value exceeding \$50,000 at the time of disposal;</li> <li>• The hiring or dismissal of any employee of the municipality; and</li> <li>• Making any expenditure or incurring any other liability which exceeds \$50,000.</li> </ul>	Report to Council as part of quarterly report.	Municipal Act, s. 23.1
B.3	Signatories at Financial Institutions	2 of the of the following: CAO, Clerk or Treasurer	Ability to update approved signatories at financial institutions.	Follow financial institutions requirements.	Municipal Act, s.23.1

B.4	Court Matters – Commence, Defend, Conduct under instructions	CAO or designate and Clerk of designate	To direct municipal solicitor to commence, defend, or conduct any proceeding before any court, administrative tribunal or other decision-making or advisory body in accordance with instructions received from Municipal Council or from officers or employees of the Municipality having operational responsibility for the subject matter of such proceeding.	In camera report to Council at earliest meeting.	Municipal Act, s.23.1
B.5	Court Matters - Commence, Defend, Conduct under own initiative	CAO or designate and Clerk of designate	To direct the municipal solicitor to commence, defend, or conduct any proceeding before any court, administrative tribunal or other decision-making or advisory body on the CAO and Clerk’s initiative where necessary to protect, preserve or assert the best legal interests of the Municipal Corporation.	In camera report to Council at earliest meeting.	Municipal Act, s.23.1
B.6	Court Matters – Appeals	CAO or designate and Clerk of designate	Direct municipal solicitor to commence and conduct appeals of the decisions of courts, administrative tribunals, or other decision-making or advisory bodies; apply for standing; or make applications for judicial review of decisions; provided that any such measures undertaken shall be reported to Council as soon as reasonably practicable.	In camera report to Council at earliest meeting.	Municipal Act, s.23.1

B.7	Court Matters - Costs	CAO or designate and Clerk of designate	To authorize the payment of any expenses, disbursements or costs reasonably incurred by or awarded against the Municipality in the course of a legal proceeding.	In camera report to Council at earliest meeting.	Municipal Act, s.23.1
B.8	Court Matters – settlement	CAO or designate and Clerk or designate	For matters that require immediate decision only (ex. If attending a settlement conference looking for the position of the municipality to proposed, accept or counter a settlement offer).  All other settlement offers that do not require immediate action will be brought to Council for direction.	In camera report to Council at earliest meeting.	Municipal Act, s.23.1
B.9	Court Matters – Debt Enforcement	CAO or designate and Clerk of designate	To direct the municipal solicitor take all steps reasonably necessary or desirable to enforce orders, decisions, awards, and judgements made in favour of the Municipality.	Following legal advice received by municipal solicitor.	Municipal Act, s.23.1

**SCHEDULE “C” To By-law 25-019  
Clerk and Legislative Services**

<b>Number</b>	<b>Description of Matter</b>	<b>Delegate</b>	<b>Specific Delegation of Authority</b>	<b>Checks and Balances</b>	<b>Authority to Delegate</b>
C.1	Tender, Quote and RFP Awards	Clerk or designate	Award of tenders, quotes and/or RFPs within the Procurement Policy limits.	Procurement policy requirements	Municipal Act, s.23.1
C.2	Agreements – Site Plan Control	Clerk or designate and Mayor	Enter into a site plan agreement on behalf of the municipality upon approval of the Site Plan Control application by the Director of Development Services and Engineering or their designate.	Site Plan Control approval must adhere to Zoning By-law and Official Plan policies.	Municipal Act, s.23.1
C.3	Agreements – Lease renewal/extensions	Clerk or designate	To execute lease renewal/extension agreements for community agencies that occupy space in a municipal facility.	Review with relevant Department Heads and consultation with CAO.	Municipal Act, s.23.1
C.4	Animals – Appoint Livestock Valuer	Clerk or designate	To appoint or withdraw the appointment, as the case may be, of municipal investigators (livestock valuers) for the Municipality as may be required for the purposes of the Ontario Wildlife Damage Compensation Program as per the Livestock, Poultry and Honey Bee Protection Act	Internal memo and adherence to hiring and recruitment policy.	Livestock, Poultry and Honey Bee Protection Act  Municipal Act, s.23.1

C.5	Election Agreements	Clerk or designate	To execute agreements and contracts for the purposes of securing equipment, facility rentals, purchasing of goods and other services in order to conduct Municipal and School Board Elections.	Adherence to Procurement Policy	Municipal Act, s. 23.1
C.6	Licensing – Public Event Designation	Clerk or designate	Approval of requests for Municipally Significant Event letters for all AGCO liquor license and outdoor event applications, after obtaining approval from the following: Roads and Public Works, Fire, Development Services & Engineering, Public Health and notification to the OPP.	Adherence to procedures for approval of special occasion permits.	Municipal Act, s. 23.2(5)2
C.7	MFIPPA Head	Clerk or designate	The Clerk or designate to exercise the powers and duties as Head under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)	Adherence to MFIPPA regulations and annual reporting to Council and IPC.	Subsection 3(3) of MFFIPPA and Subsection 23.1 of the Municipal Act



C.8	By-law edits	Clerk or designate	<p>The Clerk or designate authorized to make the following changes to by-laws and resolutions after they are passed:</p> <ul style="list-style-type: none"> <li>- Correct spelling, punctuation, capitalization, and other clerical and typographical errors, or minor edits of an administrative nature that do not change the intent of the by-law</li> <li>- Correct errors in the numbering of provisions or other portions of a by-law and change cross-references to accord with the updated numbering</li> <li>- Minor amendments resulting from changes to provincial enabling legislation.</li> </ul>	Annual report to Council listing amended by-laws.	Municipal Act, s. 23.1
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C.9	Records Management - Retention Schedule	Clerk or designate	To establish or amend retention periods for all municipal records in the Records Retention Schedule as per Subsection 254(1) of the Municipal Act, 2001 (records), Subsection 255(3) of the Municipal Act, 2001 (retention), and Subsection 255(2) of the Municipal Act, 2001 (destruction). Upon the Municipal Clerk being satisfied that the relevant retention period established has expired, and that no reason exists for further retention, the Municipal Clerk may order the records to be destroyed, or to be set aside for permanent retention in an archival facility designated by the Municipal Clerk, as per Subsection 255(2) of the Municipal Act, 2001 (destruction).	Adherence to municipal records management policy TOMRMS.	Municipal Act, s. 23.1 & 254(1) & 255(3) & 255(2)
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**SCHEDULE "D" To By-law 25-019  
Corporate Services**

<b>Number</b>	<b>Description of Matter</b>	<b>Delegate</b>	<b>Specific Delegation of Authority</b>	<b>Checks and Balances</b>	<b>Authority to Delegate</b>
D.1	Tender, Quote and RFP Awards	Director of Corporate Services or designate	Award of tenders, quotes and/or RFPs within the Procurement Policy limits.	Procurement Policy requirements	Municipal Act, s.23.1
D.2	Mileage Rates	Director of Corporate Services or designate	Authority to adjust mileage rates for Council and municipal staff upon an annual review of the Canada Revenue Agency's lower mileage amount.	Annual memo.	Municipal Act, s. 23.1
D.3	Tax Refunds – Heritage Tax Relief By-law	Director of Corporate Services or designate	Approvals of tax refunds under the Heritage Tax Relief By-law that are recommended by the Director of Development Services and Engineering or their designate in accordance with the provisions of the Heritage Tax Relief By-law	Heritage Tax Relief By-law procedures	Municipal Act, s.23.1
D.4	Tax Adjustments – Tax sale	Director of Corporate Services or designate	Authority to make tax adjustments under the Municipal Act after an unsuccessful tax sale.	Signed off after consultation with relevant staff and CAO	Municipal Act, s.23.1 and s. 354
D.5	Tax Adjustments – tax and water accounts	Director of Corporate Services or designate	Adjustments to tax and water accounts and other receivables up to \$500.	Signed off after consultation with relevant staff and CAO.	Municipal Act, s. 23.1

D.6	Minutes of Settlement - MPAC or ARB	Director of Corporate Services or designate	Authority to sign and execute minutes of settlement between the Municipality and the Municipal Property Assessment Corporation and/or the Assessment Review Board.	In camera report to Council as information.	Municipal Act, s. 23.1 and s. 357(11)
D.7	IT - Service Contracts	Director of Corporate Services or designate	Authority to sign, execute and renew service agreements and contracts for information technology related goods and services within budget and assigned procurement thresholds	Adherence to Procurement policy and funds available in the annual budget.	Municipal Act, s. 23.1
D.8	Bank Loans	Director of Corporate Services or designate	Authority to renew bank loans upon expiration of the term of the loan, with the approved lender, for an equivalent term to that approved by Council for the initial term.	Adherence to Council resolution and direction.	Municipal Act, s. 23.1
D.9	Investments	Director of Corporate Services or designate	Authority to transfer funds, while still maintaining cash flow requirements, to and from investment vehicles in accordance with FIN-05 Investment Policy and Guidelines.	FIN-05 Investment Policy and Guidelines.	Municipal Act, s. 23.1
D.10	Tax Registration and Property Sale	Director of Corporate Services or designate	Registration and sale of property under the provisions of the Municipal Act, 2001, S.O. 2001, c.25, including Ontario Regulation 181/03 in accordance with FIN-09 Tax Registration Policy.	FIN-09 Tax Registration Policy.	Ontario Regulation 181/03

D.11	Insurance Contracts	Director of Corporate Services or designate	To renew insurance contracts as presented by the Municipality's broker of record.	Adherence to Procurement policy	Municipal Act, s. 23.1
D.12	Reserve Fund Borrowing	Director of Corporate Services or designate	To internally borrow, for cash flow purposes, between Development Charge Reserve Funds, as required, to finance the Development Charge portion of Council approved growth projects	Must be related to a Council approved growth project.	Municipal Act, s. 23.1

**SCHEDULE "E" To By-law 25-019  
Roads and Public Works**

<b>Number</b>	<b>Description of Matter</b>	<b>Delegate</b>	<b>Specific Delegation of Authority</b>	<b>Checks and Balances</b>	<b>Authority to Delegate</b>
E.1	Tender, Quote and RFP Awards	Director of Roads and Public Works or designate	Award of tenders, quotes and/or RFPs within the Procurement Policy limits.	Procurement policy requirements	Municipal Act, s.23.1
E.2	Road Closures – Non-Critical	Director of Roads and Public Works or designate	To temporarily close a any highway or any portion of a highway for a social, recreational, community, athletic, or cinematographic purpose.	Adherence to Highway Traffic Act procedures to safely close a highway.	Municipal Act, s. 23.2(5)
E.3	Roads Closures - Dangerous Situation	Director of Roads and Public Works or designate	To temporarily close any highway or any portion of a highway for any period due to a situation which would endanger traffic and/or the public.	Adherence to Highway Traffic Act procedures to safely close a highway.	Municipal Act, s. 23.2(5)
E.4	Roads – Close – Construction	Director of Roads and Public Works or designate	To temporarily close any highway or portion thereof for any period during the construction, repair or improvement initiated by the Municipality or by a utility company with statutory rights permitting occupancy on the highway.	Adherence to Highway Traffic Act procedures to safely close a highway.	Municipal Act, s. 23.2(5)
E.5	Roads – Reduced Loads	Director of Roads and Public Works or designate	To establish reduced load periods on Municipal roads.	Adherence to internal policy on seasonal reduced load periods.	Municipal Act, s. 23.1

E.6	Roads – Speed Limits	Director of Roads and Public Works or designate	Authority to temporarily reduce the speed limit by a maximum of 20k/hr on roads affected by construction; and the public will be notified of any temporary reduction in speed limits.	Signage installed to notify public of reduced speed	Municipal Act, s. 23.1
E.7	Signs – Temporary Stop Signs	Director of Roads and Public Works or designate	Authority to cause a stop sign to be temporarily erected at their discretion for the purposes of public safety. Penalties provided in section 214 of The Highway Traffic Act shall apply to offenses against this installation.	Notice published for the temporary installation including effective date and expiration date.	Municipal Act, s. 23.1 and s. 11 and Highway Traffic Act.
E.8	Signs – Temporary Road Direction signage	Director of Roads and Public Works or designate	Authority to mandate the temporary conversion of a road from one-way traffic to two-way traffic or from two-way traffic to one-way traffic for the purposes of public safety.	Notice published for the temporary installation including effective date and expiration date.  Appropriate traffic signs shall be installed for the duration of the temporary conversion to ensure clear and safe navigation for motorists and pedestrians.	Municipal Act, s. 23.1 and s. 11 and Highway Traffic Act.
E.9	Signs – Non legal	Director of Roads and Public Works or designate	Authority to erect non-legal road signage such as “Child at Play”	Adherence to municipal Sign By-law	Municipal Act, s. 23.1

E.10	Waste Collection	Director of Roads and Public Works or designate	Authority to schedule Large Item Day, Exchange Weekend, Pitch In, opening of landfill and Leaf and Yard Waste Collection and participating in Household Hazardous Waste Collection.	Provide adequate notice to the public	Municipal Act, s. 23.1
E.11	Entrance Permits	Director of Roads and Public Works or designate	Authority to issue entrance permits.	Adherence to municipal Road Entrance By-law	Municipal Act, s. 23.1
E.12	Civic Address Numbers	Operations Manager or designate	Authority to assign civic address numbers following review and approval of permit application.	Adherence to Municipal Road Number By-law and Entrance Permits procedures.	Municipal Act, s. 23.1



**SCHEDULE "F" To By-law 25-019  
Development Services & Engineering**

<b>Number</b>	<b>Description of Matter</b>	<b>Delegate</b>	<b>Specific Delegation of Authority</b>	<b>Checks and Balances</b>	<b>Authority to Delegate</b>
F.1	Tender, Quote and RFP Awards	Director of Development Services & Engineering or designate	Award of tenders, quotes and/or RFPs within the Procurement Policy limits.	Procurement policy requirements	Municipal Act, s.23.1
F.2	Consent Applications – comments to upper tier	Director of Development Services & Engineering or designate	Authority to provide written comments to the County of Lanark on behalf of the Municipality for consent applications, which meet the intent and policies of the Municipality's Community Official Plan.	Quarterly report to Council	Municipal Act, s. 23.1
F.3	Part Lot Control	Director of Development Services & Engineering or designate	Authority to undertake initial review of Part Lot Control applications.	By-laws approved by Council	Municipal Act, s. 23.1
F.4	Heritage Permits	Director of Development Services & Engineering or designate	Authority to approve Minor Heritage Permits in accordance with the Downtown Almonte Heritage Conservation District (HCD).	Adherence to guidelines and evaluation criteria as outlined in the HCD.  Monthly report prepared for the Municipal Heritage Advisory Committee.	Municipal Act, s. 23.1

F.5	Heritage Grant (for improvements to individually designated buildings and buildings within the Heritage Conservation District)	Director of Development Services & Engineering or designate	Authority to approve the release of Heritage Grants, in accordance with By-law 09-16.	Heritage Grant By-law 09-16 requirements	Municipal Act, s. 23.1
F.6	Development Agreements, Encroachment Agreements or License of Occupation	Clerk and Mayor	Authority to enter into Agreements that implement decisions from the Committee of Adjustment or County of Lanark consent applications	Committee of Adjustment and Land Division Committee approvals are required to adhere to the Zoning By-law and Official Plan policies	Municipal Act, s. 23.1
F.7	Subdivision – Clearance of Conditions	Director of Development Services & Engineering or designate	Authority to approve the clearance of subdivision conditions and Committee of the Whole authorize the Mayor and Clerk to enter into Subdivision Agreements.	Committee of the Whole report to approve	Municipal Act, s. 23.1
F.8	Minor Zoning Amendments – Consent Application	Director of Development Services & Engineering or designate	Zoning By-law amendments that are required as a condition of approval of a provisional consent application that received no objections from the public and agencies during the required circulation period.	Statutory Public Meeting still held; by-law approved by Council	Municipal Act, s. 23.1

F.9	Minor Zoning Amendments – Lot creation for a residence surplus to farming operation	Director of Development Services & Engineering or designate	Zoning By-law Amendments that are required as a condition of approval of a provisional consent for lot creation for a residence surplus to a farming operation that received no objections from the public and agencies during the required circulation period.	Statutory Public Meeting still held; by-law approved by Council	Municipal Act, s. 23.1
F.10	Minor Zoning Amendments- Housekeeping	Director of Development Services & Engineering or designate	Housekeeping Zoning By-law Amendments that are required to correct errors or omissions that received no objections from the public and agencies during the required circulation period.	Statutory Public Meeting still held; by-law approved by Council	Municipal Act, s. 23.1
F.11	Agreements – Encroachment	Clerk and Mayor	Delegated Authority to the Mayor and Clerk for the signing of encroachment agreements in the following circumstances: <ul style="list-style-type: none"> <li>• Building permit to rebuild an existing encroachment (ex front porch)</li> <li>• Existing encroachment that has been identified by the Municipality</li> </ul>	Cross departmental review to ensure there are no issues prior to entering into agreements	Municipal Act, s. 23.1

F.12	Agreements – License of Occupation	Clerk and Mayor	Delegated authority to the Mayor and Clerk for the signing of License of Occupation in the following circumstances: <ul style="list-style-type: none"> <li>• Crossing of municipally owned land for private services</li> <li>• Installation of private services in the right-of-way</li> </ul>	Cross departmental review to ensure there are no issues prior to entering into agreements	Municipal Act, s. 23.1
F.13	Agreements – Historic Easements	Clerk and Mayor	Delegated Authority to the Mayor and Clerk for the release of historic easements that are no longer applicable.	Cross departmental review to ensure there are no issues prior to entering into agreements	Municipal Act, s. 23.1
F.14	Agreements – Subdivision Agreements	Clerk and Mayor	Delegated Authority to the Mayor and Clerk to enter into a Subdivision Agreement when the County has confirmed that all draft conditions have been fulfilled by the applicant.	Cross departmental review to ensure there are no issues prior to entering into agreements	Municipal Act, s. 23.1
F.15	Issuance of Conditional Permits	Chief Building Official or Deputy Chief Building Official	Authority to enter into agreements described in clause (3)(c) of the Building Code Act 1992 S.O. Chapter 23 as amended for the issuance of conditional permits	Adherence to municipal Building By-law	Building Code Act s. 8(3.1)
F.16	Agreements – Limiting Distance	Chief Building Official or Deputy Chief Building Official	Authority to enter into agreements respecting the required limiting distance for an exposing building face, as defined and regulated under the Ontario Building Code	Adherence to municipal Building By-law	Municipal Act, s. 23.1

**SCHEDULE "G" To By-law 25-019  
Protective Services**

<b>Number</b>	<b>Description of Matter</b>	<b>Delegate</b>	<b>Specific Delegation of Authority</b>	<b>Checks and Balances</b>	<b>Authority to Delegate</b>
G.1	Tender, Quote, and RFP Awards	Director of Protective Services or designate	Award of tenders, quotes, and/or RFPs within the Procurement Policy limits.	Procurement policy requirements	Municipal Act, s.23.1
G.2	Training Center	CAO, Director of Protective Services or designate and Director of Corporate Services	Authority, to a maximum of \$50,000 per year, for spending from Training Center Reserves or in-year revenues that are in excess of budgeted revenues.	Procurement policy requirements.	Municipal Act, s.23.1
G.3	Emergency Management Program and Emergency Response Plan	Director of Protective Services and Community Emergency Management Coordinator or designate	Authority to conduct annual reviews of both the Emergency Management Program and Emergency Response Plan.	Emergency Management Program and Emergency Response Plan to be reviewed as per By-law 21-101	Municipal Act, s.23.1
G.4	Agreement - Automatic Aid	Director of Protective Services or designate	To enter into automatic aid agreements to provide or receive initial or supplemental response to fires, rescues, emergencies as per the Fire Prevention Act, P.II	Procurement policy requirements.	Municipal Act, s. 23.1

**SCHEDULE "H" To By-law 25-019  
Community Services**

<b>Number</b>	<b>Description of Matter</b>	<b>Delegate</b>	<b>Specific Delegation of Authority</b>	<b>Checks and Balances</b>	<b>Authority to Delegate</b>
H.1	Tender, Quote and RFP Awards	Director of Corporate Services* or designate	Award of tenders, quotes and/or RFPs within the Procurement Policy limits.	Procurement policy requirements	Municipal Act, s.23.1
H.2	Event Signs	Director of Corporate Services*, Manager of Community and Economic Development, Recreation Manager or designate	Authority to install temporary event signage in alignment with the municipal Sign By-law	Adherence to municipal Sign By-law	Municipal Act, s. 23.1
H.3	Ron Caron Auditorium Upgrades and Repairs, Reserve Fund Spending	Director of Corporate Services or Manager of Community & Economic Development	Approve expenses and purchases for repairs and upgrades for the Ron Caron Auditorium	Procurement Policy Funding available in the Auditorium Improvement, Ticket Surcharge Reserve Fund	Municipal Act, s. 23.1
H.4	Damage Deposit. Ron Caron Auditorium	Director of Corporate Services or Manager of Community & Economic Development	Authority charge damage deposit (according to fee structure) in advance based on event type.	Fees and Charges Bylaw	Municipal Act, s. 23.1

H.5	In Kind Contributions to Community Projects and Events	Director of Corporate Services or Manager of Community & Economic Development or designates	Authority to approve in kind contributions to support community events or projects.	Annual report to Council for information.	Municipal Act, s. 23.1
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\*In the absence of a Director of Community Services, the same delegation authority shall be provided to the following positions: Manager of Community and Economic Development, Recreation Manager, and Childcare Services Manager.

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS  
BY-LAW NO. 25-020**

**BEING** a by-law to amend By-law No. 11-83 being the Zoning By-law for the Municipality of Mississippi Mills.

**WHEREAS** the Council of the Corporation of the Municipality of Mississippi Mills passed Zoning Bylaw 11-83, known as the Zoning By-law, to regulate the development and use of lands within the Municipality;

**NOW THEREFORE** the Council of the Corporation of the Municipality of Mississippi Mills pursuant to Section 35.1 of the Planning Act, R.S.O. 1990, Chapter P.13, enacts as follows:

1. That Schedule 'A' to By-law No. 11-83, as amended, is hereby further amended by changing thereon from the "Agricultural" (A) Zone to "Agricultural, Special Provision 11" (A-11) for the lands identified in Schedule 'A', which are legally described as Concession 11, Part of Lot 15, Pakenham Ward, Municipality of Mississippi Mills.

AND

2. That Schedule 'A' to By-law No. 11-83, as amended, is hereby further amended by changing thereon from the "Agricultural" (A) Zone to "Agricultural, Special Provision 50" (A-50) for the lands identified in Schedule 'A', which are legally described as Concession 11, Part of Lot 15, Pakenham Ward, Municipality of Mississippi Mills.

AND

3. That Section 11.3 Special Provisions to By-law No. 11-83, as amended, is hereby further amended by deleting subsection 11.3.11 and replacing it with the following:

"11.3.11 Notwithstanding the Agricultural (A) zone, lands zoned A-11 on Schedule 'A' to this By-law may be used in compliance with the A zone provisions contained in this By-law, except that the following provisions shall apply:

- i. All buildings, structures and septic tank or tile field, shall be setback a minimum of 30 metres from the watercourse.

AND



4. That Section 11.3 Special Provisions to By-law No. 11-83, as amended, is hereby further amended by adding the following subsection to Section 11.3:

“11.3.50 Notwithstanding the Agricultural (A) zoning, lands zoned A-50 on Schedule ‘A’ to this By-law may be used in compliance with the A zone provisions contained in this By-law, except that the following provisions shall apply:

- i. all residential uses are prohibited
- ii. minimum lot area: 8 hectares

5. This By-Law takes effect from the date of passage by Council and comes into force and effect pursuant to the provisions of the Planning Act, R.S.O. 1990, Chapter P.13.

**BY-LAW** read, passed, signed and sealed in open Council this **April 8<sup>th</sup>, 2025.**

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Christa Lowry, Mayor

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Jeanne Harfield, Clerk

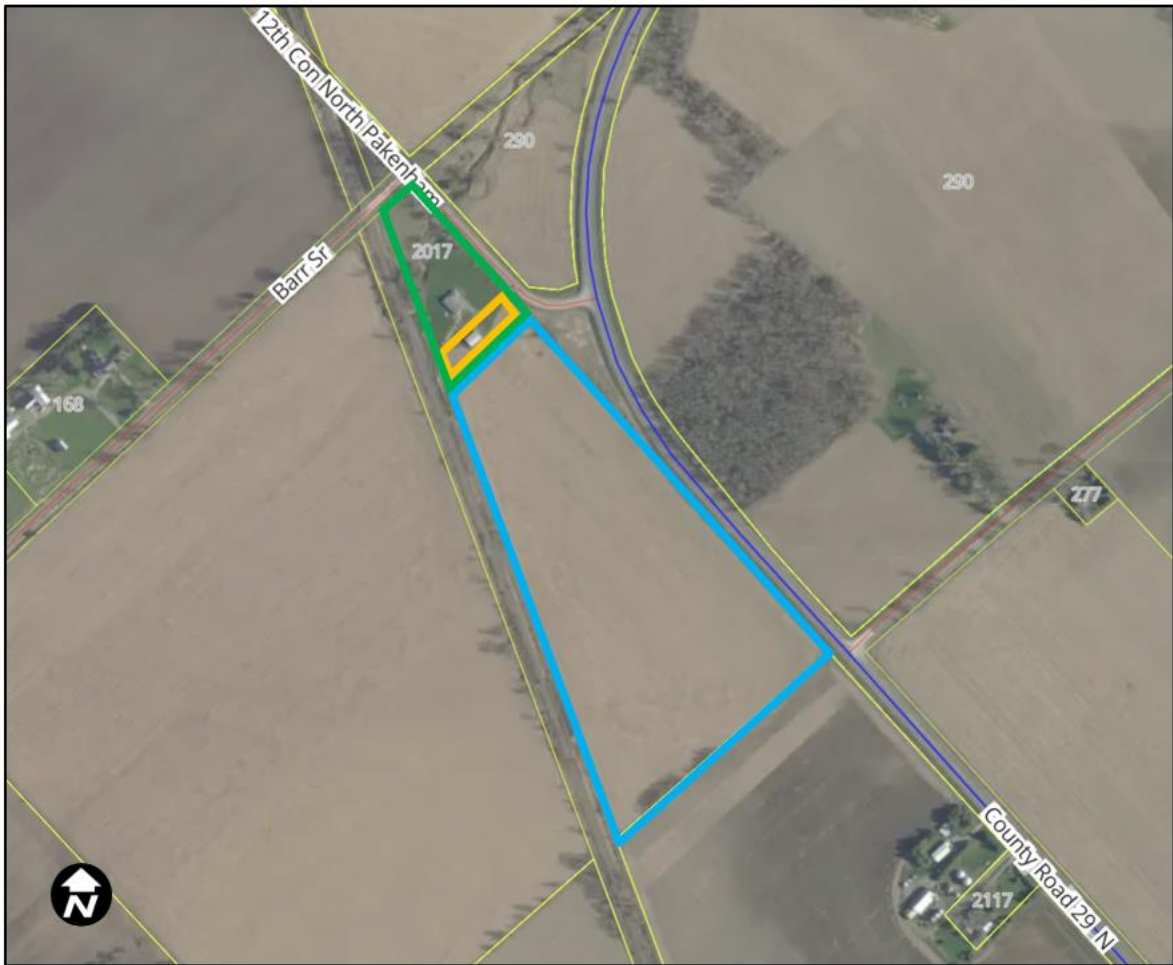
**BY-LAW NO. 25-020**




**Schedule "A"**

**Lands Subject to the Amendment**

Concession 11, Part of Lot 15, and Concession 11, East Part of Lot 15, Part 1 on  
Reference Plan 27R7599

Pakenham Ward, Municipality of Mississippi Mills  
Municipally known as 2017 12<sup>th</sup> Concession Pakenham North



-  Area to be rezoned from Agricultural (A) to Agricultural, Special Provision 50 (A-50)
-  Area to be rezoned from Agricultural (A) to Agricultural, Special Provision 11 (A-11)
-  Area where A-11 zone is to be amended

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**BY-LAW NO. 25-021**

**BEING** a by-law for the purpose of accepting dedicating land to the Municipality for the purpose of development control into the municipal highway system.

**WHEREAS** the *Municipal Act, 2001, S.O. 2001, c.25* as amended, grants authority to the council of local municipalities to pass by-laws in respect of municipal highways;

**AND WHEREAS** the lands described herein are under the ownership of the Corporation of the Municipality of Mississippi Mills for the purpose of development control;

**AND WHEREAS** the Council of the Corporation of the Municipality of Mississippi Mills deems it desirable to assume these lands into the Municipality's road system for road purposes;

**NOW THEREFORE** the Council of the Corporation of the Municipality of Mississippi Mills enacts as follows:

1. Part of Lot 15, Concession 10, geographic Township of Ramsay, being Part 4 on 27R-7754; now in the Municipality of Mississippi Mills, be dedicated as part of the municipal road network, and hereby accepted for public purposes and dedicated to the municipal highway system to be known as Gerry Emon Road;
2. This by-law comes into force and effect upon the day of its passing.

**BY-LAW READ**, passed, signed, and sealed in open Council this 8<sup>th</sup> day of April 2025.

\_\_\_\_\_  
Christa Lowry, Mayor

\_\_\_\_\_  
Jeanne Harfield, Clerk

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**BY-LAW NO. 25-022**

**BEING** a by-law to amend By-law No. 11-83 being the Zoning By-law for the Municipality of Mississippi Mills.

**WHEREAS** the Council of the Corporation of the Municipality of Mississippi Mills passed Zoning Bylaw 11-83, known as the Zoning By-law, to regulate the development and use of lands within the Municipality;

**NOW THEREFORE** the Council of the Corporation of the Municipality of Mississippi Mills pursuant to Section 34 of the *Planning Act*, R.S.O. 1990, Chapter P.13, enacts as follows:

1. That Schedule "A" to By-law No. 11-83, as amended, is hereby further amended by changing the zoning of the lands shown on the Zoning Schedule "A" Ramsay Ward and Pakenham Ward.
2. This By-Law takes effect from the date of passage by Council and comes into force and effect pursuant to the provisions of the *Planning Act*, R.S.O. 1990, Chapter P.13.

**BY-LAW** read, passed, signed and sealed in open Council this **8<sup>th</sup> day of April 2025**.

\_\_\_\_\_  
Christa Lowry, Mayor

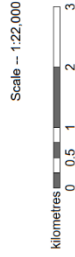
\_\_\_\_\_  
Jeanne Harfield, Clerk

# By-law No. 25-022 Zoning Schedule "A"



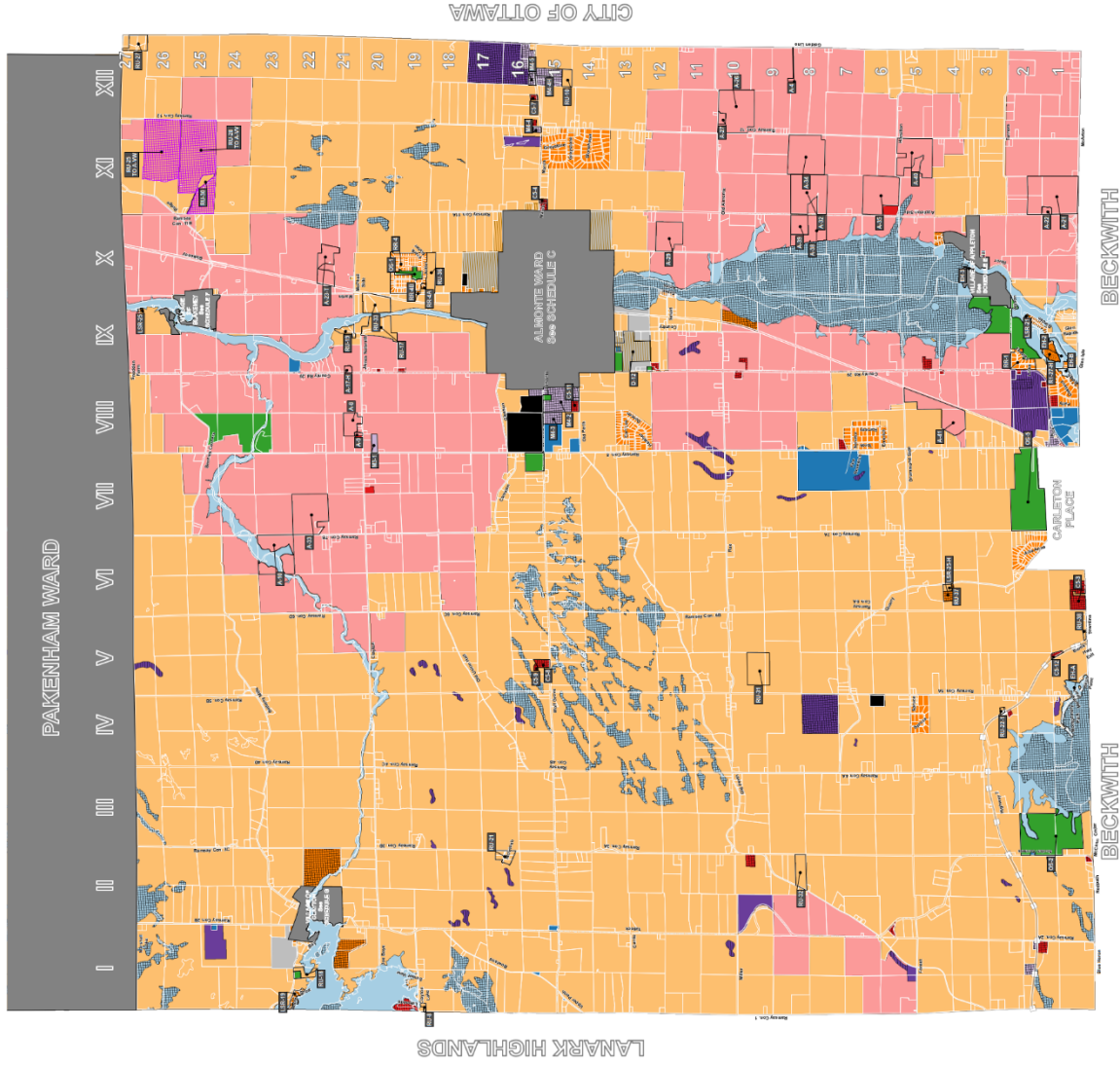
**ZONING BY-LAW No.11-83**  
Amended: 9 - MAY - 2022

## RAMSAY WARD



### ZONING CLASSIFICATIONS

- AREAS SUBJECT TO OFFICIAL PLAN AMENDMENT 22 (UNDER APPEAL)
- AGRICULTURAL (A)
- AGRICULTURAL COMMERCIAL (C1)
- RURAL COMMERCIAL (C3)
- TOURIST COMMERCIAL (C3)
- LOCAL COMMERCIAL (C7)
- DEVELOPMENT (D)
- ENVIRONMENTAL HAZARD (EH)
- ENVIRONMENTAL PROTECTION (EP)
- COMMUNITY FACILITY (I)
- AGRICULTURAL INDUSTRIAL (M3)
- RURAL INDUSTRIAL (M4)
- MINERAL AGGREGATE PIT (MP)
- MINERAL AGGREGATE QUARRY (MQ)
- MINERAL AGGREGATE RESERVE (MR)
- PARKLAND & OPEN SPACE (OS);
- RURAL RESIDENTIAL (RR)
- LIMITED SERVICE RESIDENTIAL (LSR)
- RESIDENTIAL FIRST DENSITY (R1)
- RURAL (RU)
- WASTE DISPOSAL (WD)



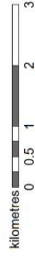
Prepared: 07/10/2018  
 By: Andrew Stuckler, Director (Planning Services)



**ZONING BY-LAW No.11-83**  
Amended: 9 - MAY - 2022

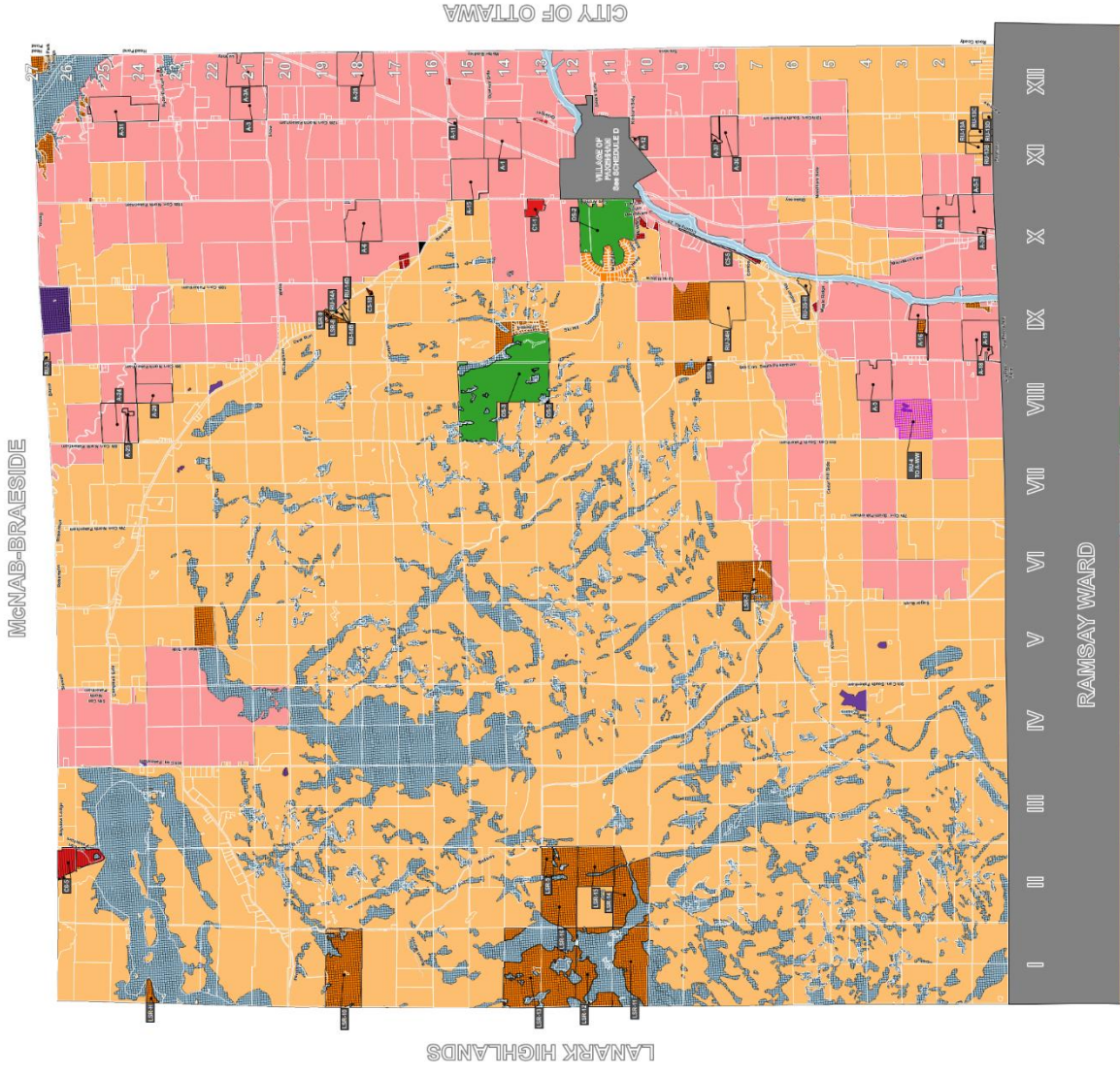
**PAKENHAM WARD**

Scale – 1:22,000



**ZONING CLASSIFICATIONS**

- AGRICULTURAL (A)
- AGRICULTURAL COMMERCIAL (C1)
- RURAL COMMERCIAL (C5)
- TOURIST COMMERCIAL (C9)
- LOCAL COMMERCIAL (C7)
- DEVELOPMENT (D)
- ENVIRONMENTAL HAZARD (EH)
- ENVIRONMENTAL PROTECTION (EP)
- COMMUNITY FACILITY (I)
- AGRICULTURAL INDUSTRIAL (M3)
- RURAL INDUSTRIAL (M4)
- MINERAL AGGREGATE PIT (MP)
- MINERAL AGGREGATE QUARRY (MQ)
- MINERAL AGGREGATE RESERVE (MR)
- PARKLAND & OPEN SPACE (OS)
- RURAL RESIDENTIAL (RR)
- LIMITED SERVICE RESIDENTIAL (LSR)
- RESIDENTIAL FIRST DENSITY (R1)
- RURAL (RU)
- WASTE DISPOSAL (WD)



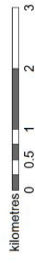
Prepared: 04/2022  
By: Andrew Scrima (Chief Planner)



**ZONING BY-LAW No.11-83**  
Amended: 9 - MAY - 2022

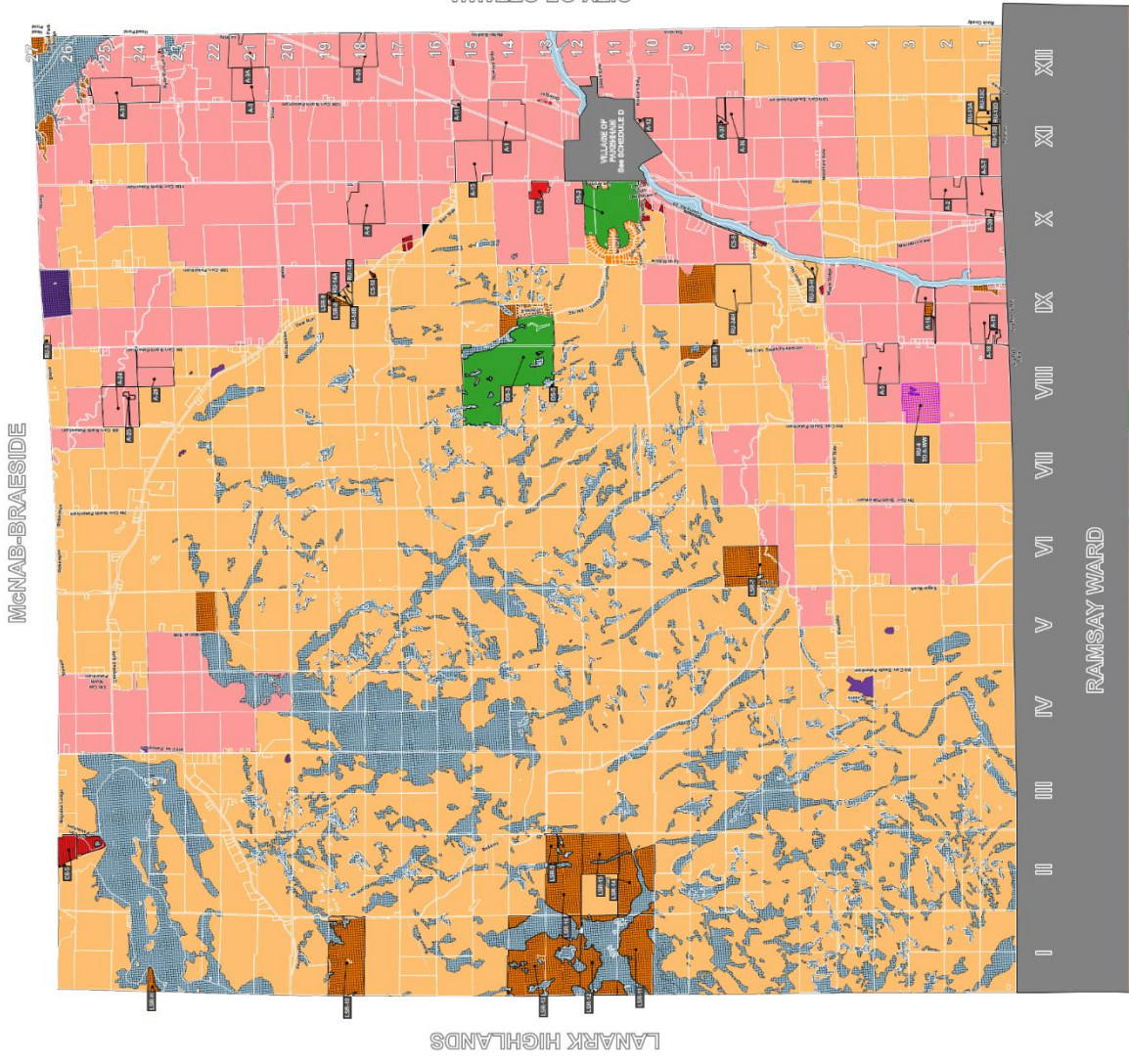
**PAKENHAM WARD**

Scale – 1:22,000



**ZONING CLASSIFICATIONS**

AGRICULTURAL (A)
AGRICULTURAL COMMERCIAL (C1)
RURAL COMMERCIAL (C5)
TOURIST COMMERCIAL (C9)
LOCAL COMMERCIAL (C7)
DEVELOPMENT (D)
ENVIRONMENTAL HAZARD (EH)
ENVIRONMENTAL PROTECTION (EP)
COMMUNITY FACILITY (I)
AGRICULTURAL INDUSTRIAL (M3)
RURAL INDUSTRIAL (M4)
MINERAL AGGREGATE PIT (MP)
MINERAL AGGREGATE QUARRY (MQ)
MINERAL AGGREGATE RESERVE (MR)
PARKLAND & OPEN SPACE (OS)
RURAL RESIDENTIAL (RR)
LIMITED SERVICE RESIDENTIAL (LSR)
RESIDENTIAL FIRST DENSITY (R1)
RURAL (RU)
WASTE DISPOSAL (WD)



Prepared: 04/2022  
By: Andrew Scudlark (Chief Planner/Planner)

## THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

### BY-LAW NO. 25-023

**BEING** a by-law to amend By-law No. 11-83 being the Zoning By-law for the Municipality of Mississippi Mills.

**WHEREAS** the Council of the Corporation of the Municipality of Mississippi Mills passed Zoning Bylaw 11-83, known as the Zoning By-law, to regulate the development and use of lands within the Municipality;

**NOW THEREFORE** the Council of the Corporation of the Municipality of Mississippi Mills pursuant to Section 34 of the *Planning Act*, R.S.O. 1990, Chapter P.13, enacts as follows:

1. That Schedule "A" to By-law No. 11-83, as amended, is hereby further amended by changing the zoning of the lands shown on the Zoning Schedule "A" Ramsay Ward and Pakenham Ward and by changing thereon from "Rural, Special Exception" (RU-4) to "Agricultural, Special Exception" (A-47).

2. That Section 11 to By-law No. 11-83, as amended, is hereby further amended by adding the following Subsection to Section 11.3:

"11.3.47 Notwithstanding their 'A' zoning, on those lands delineated as 'A-47' on Schedule "A" of this By-law, a septage disposal use shall be permitted in accordance with the requirements of the Health Unit."

3. That Section 12 to By-law No. 11-83, as amended, is hereby further amended by deleting and replacing with the following Subsection to Section 12.3:

"12.3.4. Reserve for future use."

4. That Schedule "A" to By-law No. 11-83, as amended, is hereby further amended by changing the zoning of the lands shown on the Zoning Schedule "A" Ramsay Ward and Pakenham Ward and by changing thereon from "Rural, Special Exception" (RU-25) to "Agricultural, Special Exception" (A-48).

5. That Section 11 to By-law No. 11-83, as amended, is hereby further amended by adding the following Subsection to Section 11.3:

"11.3.48 Notwithstanding the 'A' zoning, lands designated as 'A-48' on Schedule "A" to this By-law, may be used in compliance with the A zone provisions contained in this By-law, excepting however, that all residential uses are prohibited."

6. That Section 12 to By-law No. 11-83, as amended, is hereby further amended by deleting and replacing with the following Subsection to Section 12.3:



“12.3.26. Reserve for future use.”

7. That Schedule “A” to By-law No. 11-83, as amended, is hereby further amended by changing the zoning of the lands shown on the Zoning Schedule “A” Ramsay Ward and Pakenham Ward and by changing thereon from “Rural, Special Exception” (RU-28) to “Agricultural, Special Exception” (A-49).

8. That Section 11 to By-law No. 11-83, as amended, is hereby further amended by adding the following Subsection to Section 11.3:

“11.3.49 Notwithstanding the 'A' zoning, those lands designated as ‘A-49’ on Schedule “A” to this By-law, shall be used in compliance with the A zone provisions contained in this By-Law, excepting however, that all residential uses shall be prohibited.”

9. That Section 12 to By-law No. 11-83, as amended, is hereby further amended by deleting and replacing with the following Subsection to Section 12.3:

“12.3.28. Reserve for future use”.

10. That Schedule “A” to By-law No. 11-83, as amended, is hereby further amended by changing the zoning of the lands shown on the Zoning Schedule “A” Ramsay Ward and Pakenham Ward and by changing thereon from “Rural, Special Exception” (RU-43) to “Agricultural, Special Exception” (A-50).

11. That Section 11 to By-law No. 11-83, as amended, is hereby further amended by adding the following Subsection to Section 11.3:

“11.3.50 Notwithstanding the 'A' zoning, those lands designated as ‘A-50’ on Schedule “A” to this By-law, shall be used in compliance with the A zone provisions contained in this By-Law, excepting however, that:

- i. All residential uses shall be prohibited
- ii. The minimum lot area is 36.6 ha.”

12. That Section 12 to By-law No. 11-83, as amended, is hereby further amended by deleting and replacing with the following Subsection to Section 12.3:

“12.3.43. Reserve for future use”.

13. That Schedule “A” to By-law No. 11-83, as amended, is hereby further amended by changing the zoning of the lands shown on the Zoning Schedule “A” Ramsay Ward and Pakenham Ward and by changing thereon from “Rural, Special Exception” (RU-44) to “Agricultural, Special Exception” (A-45).

14. That Section 12 to By-law No. 11-83, as amended, is hereby further amended by

deleting and replacing with the following Subsection to Section 12.3:

“12.3.44. Reserve for future use”.

15. This By-Law takes effect from the date of passage by Council and comes into force and effect pursuant to the provisions of the *Planning Act*, R.S.O. 1990, Chapter P.13.

**BY-LAW** read, passed, signed and sealed in open Council this **8<sup>th</sup> day of April 2025**.

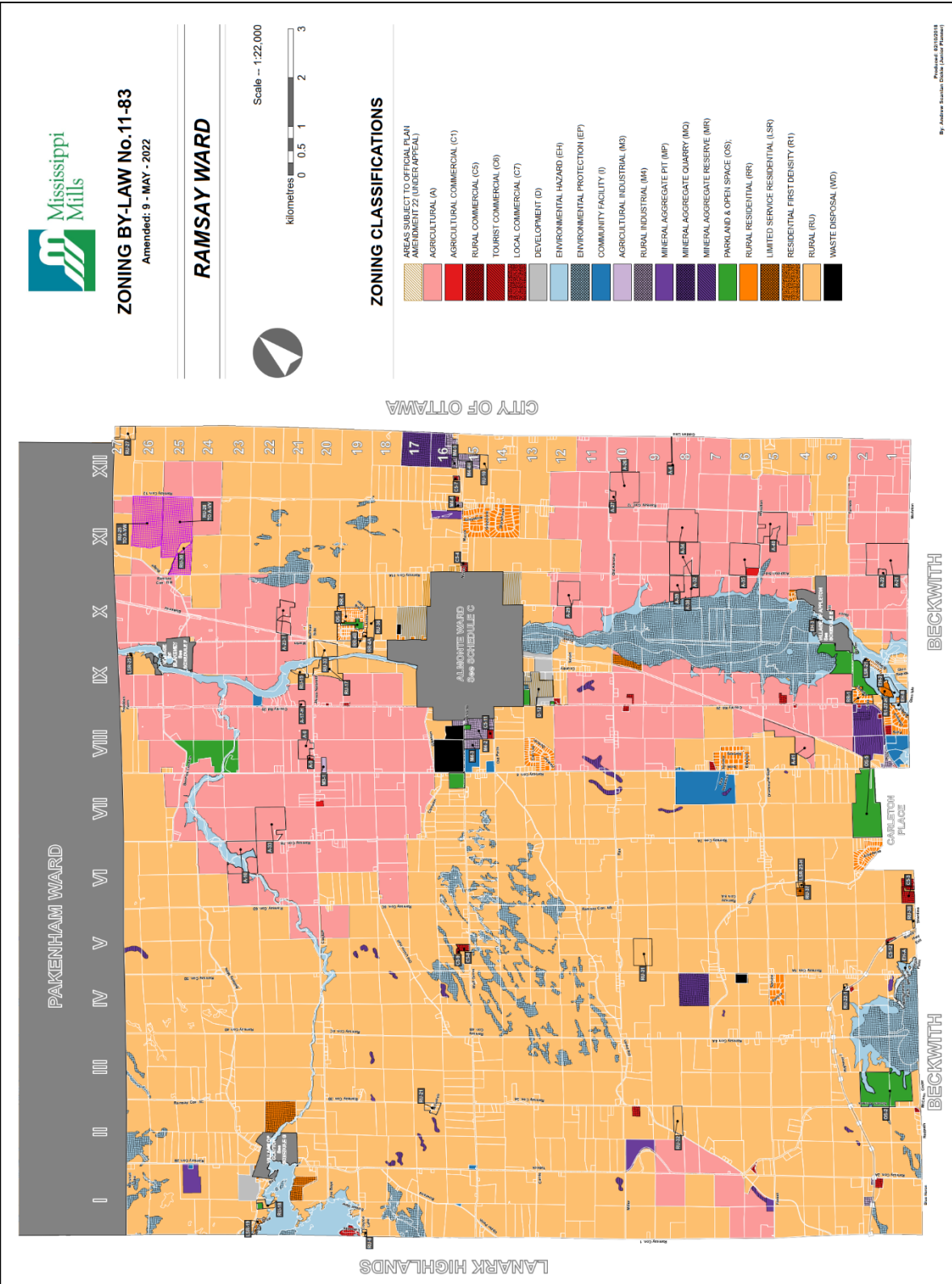
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Christa Lowry, Mayor

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Jeanne Harfield, Clerk

# By-law No. 25-023 Schedule "A"

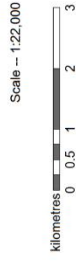




# ZONING BY-LAW No.11-83

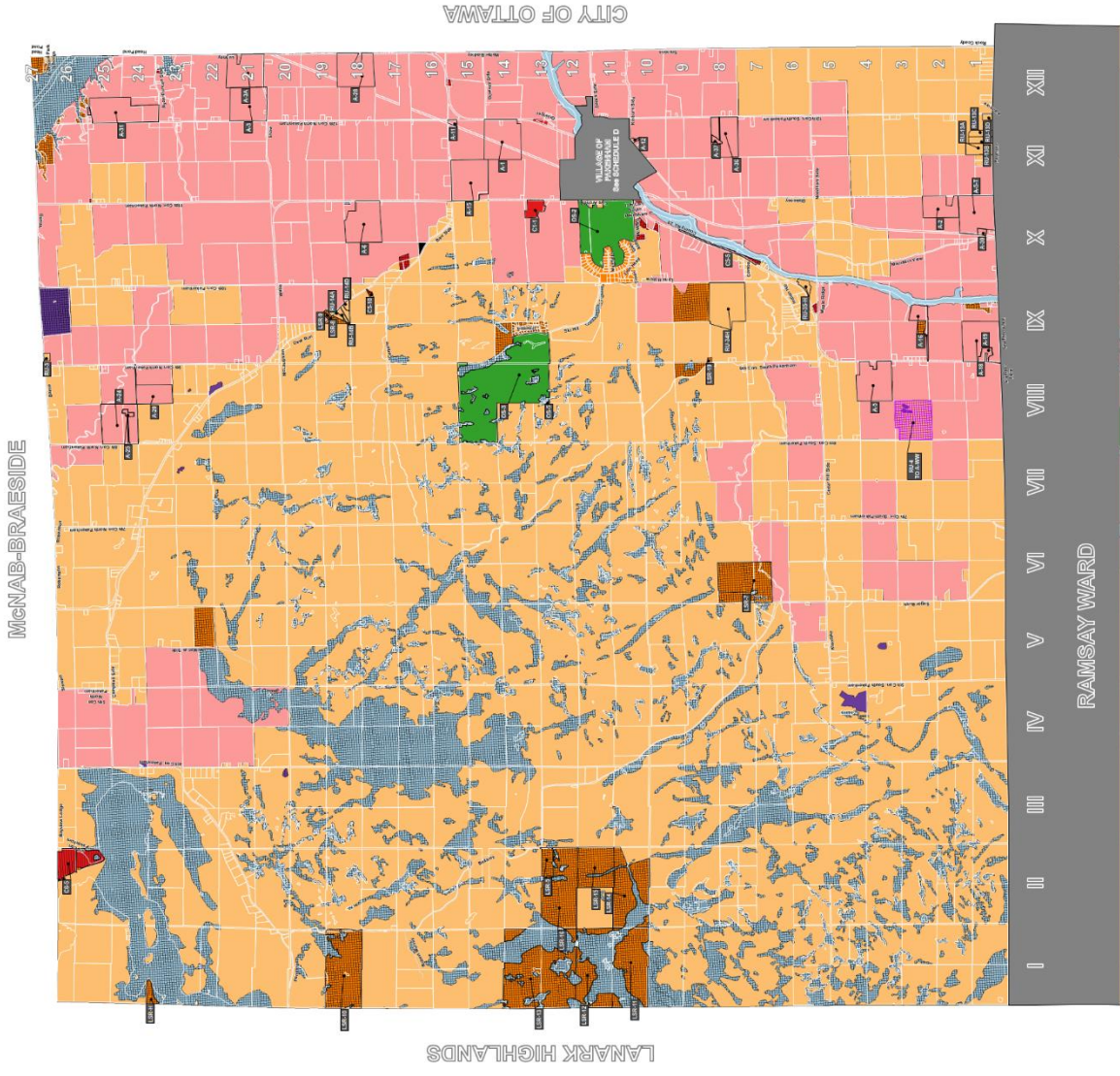
Amended: 9 - MAY - 2022

## PAKENHAM WARD



### ZONING CLASSIFICATIONS

- AGRICULTURAL (A)
- AGRICULTURAL COMMERCIAL (C1)
- RURAL COMMERCIAL (C5)
- TOURIST COMMERCIAL (C9)
- LOCAL COMMERCIAL (C7)
- DEVELOPMENT (D)
- ENVIRONMENTAL HAZARD (EH)
- ENVIRONMENTAL PROTECTION (EP)
- COMMUNITY FACILITY (I)
- AGRICULTURAL INDUSTRIAL (M3)
- RURAL INDUSTRIAL (M4)
- MINERAL AGGREGATE PIT (MP)
- MINERAL AGGREGATE QUARRY (MQ)
- MINERAL AGGREGATE RESERVE (MR)
- PARKLAND & OPEN SPACE (OS)
- RURAL RESIDENTIAL (RR)
- LIMITED SERVICE RESIDENTIAL (LSR)
- RESIDENTIAL FIRST DENSITY (R1)
- RURAL (RU)
- WASTE DISPOSAL (WD)



Prepared: 04/10/2018  
By: Andrew Scudlark (Chief Planner/ Planner)