



Tuesday, June 19, 2018

7:00 p.m.

Council Chambers

	Pages
1. Call to Order	
2. Disclosure of Pecuniary Interests Under the Municipal Conflict of Interest Act	
3. Minutes of Previous Meeting	
a. Regular Council Minutes of June 5, 2018	1
4. Additional Items Disclosed as Other Business	
5. Resolution Moving Council into Committee of the Whole to Consider Public Meetings, Delegations, Public Question Period, Correspondence, Reports, Motions for Which Notice Has Been Previously Given and Other Business	
6. Public Meeting	
a. Town of Minto Strategic Plan Update	9
b. ZBA 2018-05 - Bearinger, 6280 Highway 89, Town of Minto	57
c. Notice of Engineer's Report Section 4 Drainage Act Municipal Drain 39-2018 Parts of Lots 5 to7, Concessions 6 and 7, in the Town of Minto, County of Wellington	68
d. Notice of Engineer's Report Section 4 Drainage Act Municipal Drain 60-2018 Lots 23 & 24, Concession 14 Lots 24, Concession 15 in the Town of Minto, County of Wellington	123
7. Delegations	

a.	Town of Minto 2018 Ontario Senior of the Year presentation	
b.	Derek Richmond - Canadian Union of Postal Workers, Expansion Postal Services	165
8.	Public Question Period	
9.	Correspondence Received for Information or Requiring Direction of Council	
a.	Association of Ontario Road Supervisors, AORS Public Works Leadership Development Program	377
b.	Waterloo-Wellington LHIN, May 2018 Newsletter	380
c.	Ontario Provincial Police, Update on Initiatives June 2018	387
10.	Reports of Committees and Town Staff, Matters Tabled and Motions for Which Notice Has Been Previously Given	
a.	Committee Minutes for Receipt	
b.	Committee Minutes for Approval	
c.	Staff Reports	
1.	C.A.O. Clerk, 2018 AMO Delegation Requests Charting A New Municipal Provincial Relationship	389
2.	C.A.O. Clerk, Servicing Agreement 565 Lowe St. Palmerston	395
3.	C.A.O. Clerk, Encroachment Agreement Diocese of Huron, 31 Young St Harriston	397
4.	C.A.O. Clerk Roads & Drainage Foreman, Minto Cemeteries Master Plan	400
5.	Roads and Drainage Foreman, Semi-Annual Municipal Drain Update	418
6.	Treasurer and Road Foreman, Ontario Community Infrastructure Fund (OCIF) Top-Up Application	424
7.	Treasurer, 2008 Debenture Refinancing	427
8.	Treasurer, Approval of Accounts	429

- d. Other Business Disclosed as Additional Items

11. Motion to Return To Regular Council

12. Notices of Motion

13. Resolution Adopting Proceedings of Committee of the Whole

14. By-laws

- a. 2018-43, Amend zoning 6280 Highway 89 to permit dog kennel 431
- b. 2014-44, Execute Agreement with Guy Giorno (Fasken Martineau Dumoulin LLP) as Integrity Commissioner 434
- c. 2018-45, to Execute a Servicing Agreement with Frederick and Cheryl Donkersgoed 565 Lowe St 441
- d. 2018-46, to Execute and Encroachment Agreement with the Incorporated Synod of the Diocese of Huron 447
- e. 2018-47, Debenture Application County of Wellington 451
- f. 2018-48, Confirming Proceedings of June 19, 2018 Committee of the Whole/Council Meeting 454

15. Adjournment



Council Minutes
Tuesday, June 5, 2018 3:00 p.m.
Council Chambers

Council Present:

Mayor George A. Bridge
Deputy Mayor Ron Faulkner
Councillor Mary-Lou Colwell
Councillor Dave Turton
Councillor Judy Dirksen
Councillor Ron Elliott

Council Regrets:

Councillor Jean Anderson

Staff Present for all or part of the meeting:

Bill White, C.A.O. Clerk	Annilene McRobb, Deputy Clerk, Recording Secretary
Chris Harrow, Fire Chief	Belinda Wick-Graham, Business & Economic Manager
Gordon Duff, Treasurer	Allan Carr, Facilities Manager
Callise Loos, Assistant Chief of Administration, Communications & Records Management	
Somer Gerber, LaunchIt	Taylor Keunen, Economic Development Assistant

1. **Call to Order 3:00 p.m.**
2. **Disclosure of Pecuniary Interests Under the Municipal Conflict of Interest Act**
3. **Minutes of Previous Meeting**
 - a. Regular Council Minutes of May 22, 2018

RESOLUTION 2018-105

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Colwell
THAT the minutes of the May 22, 2018 Council Meeting be approved.

Carried

4. Additional Items Disclosed as Other Business

All members present had additional items.

5. Resolution Moving Council into Committee of the Whole to Consider Public Meetings, Delegations, Public Question Period, Correspondence, Reports, Motions for Which Notice Has Been Previously Given and Other Business

RESOLUTION 2018-106

Moved By: Councillor Dirksen; Seconded By: Councillor Elliott

THAT The Town of Minto Council convenes into Committee of the Whole.

Carried

6. Public Meeting

7. Delegations

a. Presentation of Pitch It Finalists

Economic & Business Manager Wick-Graham presented winners and runners up to the Pitch It program Daily Grind-Finalist; Family Home Health Care Centre- 2nd Runner Up; Matt Benson Construction 1st Runner Up and McDonald Chiropractic – Winner. Somer Gerber introduced James Cooper, Minto Chamber Summer Student.

8. Public Question Period – No one came forward.

9. Correspondence Received for Information or Requiring Direction of Council

- a. Crime Stoppers Guelph Wellington, OPP Property Auction and BBQ
- b. Clifford Recreation Association, June Newsletter
- c. City of Oakville, CN Intermodal Update
- d. North Wellington Health Care, Media Release - Focus on the Future
- e. City of Quinte West, Cannabis Grace Period Request
- f. AMO, Municipal Guide to 2018 Ontario Provincial Election
- g. Palmerston & District Hospital Foundation, Thank you to Staff
- h. Ontario Good Roads Association, Preferred Autonomous Vehicles Test Corridor
- i. Mapleton Seniors Centre For Excellence, June Calendar & Newsletter

MOTION: COW 2018-132

Moved By: Councillor Elliott; Seconded By: Deputy Mayor Faulkner

THAT Council receive the correspondence for information.

Carried

10. Reports of Committees and Town Staff, Matters Tabled and Motions for Which Notice Has Been Previously Given

a. Committee Minutes for Receipt

- 1. Saugeen Valley Conservation Authority Minutes of March 20, 2018

MOTION: COW 2018-133

Moved By: Councillor Turton; Seconded By: Councillor Dirksen

THAT Council receives the Saugeen Valley Conservation Authority Minutes of March 20, 2018 for information.

Carried

b. Committee Minutes for Approval

1. Economic Development and Planning Committee Minutes of May 13, 2018

Business & Economic Manager Wick-Graham noted the youth employment Fair in Guelph, Hawk's Wednesday in Mildmay, and Rhyze awards in Guelph Thursday. She thanked Norwell CELP for sweeping sidewalks and washing windows in downtown Palmerston and Harriston.

MOTION: COW 2018-134

Moved By: Councillor Colwell; Seconded By: Councillor Turton

THAT Council receives the Economic Development and Planning Committee Minutes of May 13, 2018 and approves any recommendations contained therein.

Carried

2. Cultural Roundtable Committee Minutes of May 28, 2018

Business & Economic Manager Wick-Graham noted potential training ideas for non-profit and volunteer boards, launch of the Cool Cones public art contest and culture days planning.

MOTION: COW 2018-135

Moved By: Councillor Turton; Seconded By: Deputy Mayor Faulkner

THAT Council receives the Cultural Roundtable Committee Minutes of May 28, 2018 and approves any recommendations contained therein.

Carried

3. Parks and Recreation Advisory Committee Minutes of May 28, 2018

Facilities Manager Carr spoke about Splash Pad Bash, sports pad art Lion's Park, Harriston Pool renovations and Clifford ball diamond work, and single source security.

MOTION: COW 2018-136

Moved By: Councillor Elliott; Seconded By: Councillor Dirksen

THAT Council receives the Parks and Recreation Advisory Committee Minutes of May 28, 2018 and approves any recommendations contained therein.

Carried

b. Staff Reports

1. Facilities Manager, Quotation Results for Palmerston Arena Light Replacement

MOTION: COW 2018-137

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Colwell

THAT Council receives the May 30, 2018 report from the Facilities Manager titled Quotation Results for Palmerston Arena Light Replacement and approves the quotation from Gabel J

Electric Plumbing & Heating Ltd. at a price of \$22,150.00 plus HST funded from the 2018 capital budget.

Carried

2. Facilities Manager, Facility Naming Rights Policy

Council discussed the Naming Rights Policy as presented by the Facilities Manager.

MOTION: COW 2018-138

Moved By: Councillor Turton; Seconded By: Councillor Elliott

THAT Council receives the June 1st, 2018 report from the Recreation Facilities Manager entitled Facility Naming Rights Policy adopts the policy as presented.

Carried

3. Economic & Business Development Manager, APS Palmerston Industrial Park
Metzger Heating Inc

Business & Economic Manager reviewed noted the letter of intent came before the change in pricing for industrial land.

MOTION: COW 2018-139

Moved By: Councillor Dirksen; Seconded By: Deputy Mayor Faulkner

THAT the Council receives the May 30, 2018 report from the Business and Economic Manager regarding the Agreement of Purchase & Sale for Parts 3 & 6 on Noble Family Road in the Palmerston Industrial Park and considers a By-law in open session authorizing the Mayor and CAO Clerk to sign the Agreement of Purchase & Sale.

Carried

4. Assistant Chief of Administration, Communications & Records Management, Mental Health and Suicide Prevention

Assistant Chief of Administration, Communications & Records Management Loos stated Minto Fire and Minto Youth Action Council working with community partners to develop a response to the serious need identified. Economic Development Assistant Keunen noted meetings are on-going and MYAC is pleased to be a part of this important project.

MOTION: COW 2018-140

Moved By: Councillor Elliott; Seconded By: Councillor Dirksen

THAT the Council accept the report on Mental Health and Suicide Prevention as information and supports the initiative outlined in the report.

Carried

Deputy Mayor Faulkner assumed the Chair

5. Fire Chief, Pumper Truck RFP

Fire Chief Harrow noted five bids were received and the current pumper will be sold at auction once the new one is received. Proceeds from sale will go into Fire vehicle reserve.

MOTION: COW 2018-141

Moved By: Mayor Bridge; Seconded By: Councillor Dirksen

THAT the Council receives the Fire Chief's report regarding Pumper Truck RFP and approves the proposal from Fort Garry Fire Trucks of Winnipeg for a new Pumper Truck for a cost not to exceed \$530,000.

Carried

6. Fire Chief, New Fire Protection and Prevention Act Regulations
Chief Harrow reviewed new regulations require Firefighter certification noting changes were expected and training schedules are being updated. Some Firefighters are "grandfathered" but some new certifications apply. He summarized obligations to meet though to 2022.

MOTION: COW 2018-142

Moved By: Councillor Colwell; Seconded By: Councillor Turton

THAT the Council receives the Fire Chief's report New Fire Protection and Prevention Act Regulations and supports the Department moving forward with implementation.

Carried

7. Fire Chief, 2018 Master Fire Plan Update
Fire Chief Harrow provided a 1 Year update on the Master Fire Plan noted that there will be recruitment in the Fall for 10-12 Firefighters.

MOTION: COW 2018-143

Moved By: Mayor Bridge; Seconded By: Councillor Turton

THAT Council accept the Fire Chief's May 30, 2018 report and accompanying presentation for information.

Carried

8. Fire Chief, Minto Fire Incident Pay Review
Fire Chief Harrow stated that no changes are required.

MOTION: COW 2018-144

Moved By: Councillor Elliott; Seconded By: Councillor Dirksen

THAT Council receives the report Follow up Rate of Pay Firefighters dated May 30, 2018 for information.

Carried

Mayor Bridge reassumed the Chair

9. C.A.O. Clerk Triton Engineering; Ann Street Clifford, Drainage, Curbing, Asphalt Tender

C.A.O. Clerk White stated the one tender is well over budget. The work could be re-tendered, but there are dust and grading concerns on Ann Street caused by construction and detours.

MOTION: COW 2018-145

Moved By: Councillor Turton; Seconded By: Deputy Mayor Faulkner

THAT Council receives the C.A.O. Clerk May 31, 2018 report Triton Engineering; Ann Street Clifford, Drainage, Curbing, Asphalt Tender, that the lone tender from Steed and Evans not be accepted and that it be retendered in August.

Carried

10. C.A.O. Clerk, 2018 Strategic Plan Update

C.A.O. Clerk White advised changes to the strategic plan were developed at the 2015 public meeting and through EDAP and PRAC work. Notice was given for a June 19 public meeting.

MOTION: COW 2018-146

Moved By: Councillor Colwell; Seconded By: Councillor Dirksen

THAT Council receives the C.A.O. Clerk's report dated May 31, 2018 regarding 2018 Strategic Plan update, that a public meeting is scheduled June 19 regarding specific amendments to sections 7.0, 7.4, 7.7, 7.9, 8.5, 8.9, 8.11, 12.1, 12.13 and 13.06 of the Strategic Plan outlined in the report, and that following any amendments adopted July 3, 2018 the amended Strategic Plan be referred to the next Council for comprehensive review.

Carried

11. C.A.O. Clerk, Amendments to Town Sign By-law

C.A.O. Clerk White state the needs a complete review, but proposed changes for political signs are consistent with County, Provincial and Federal regulations. Projecting signs can encroach further into road allowance.

MOTION: COW 2018-147

Moved By: Councillor Elliott; Seconded By: Councillor Turton

THAT Council receives the C.A.O. Clerk's May 10, 2018 report Amendments to Town Sign By-law, and considers a by-law in regular session to amend by-law 2001-65 (Sign By-law) as outlined in the report.

Carried

d. Other Business Disclosed as Additional Items

Councillor Dirksen noted the Trails opening/Scavenger Hunt and Garden Festival were a success. She attended the May 31 farm safety program in Arthur Twp. for Parochial Schools.

Councillor Elliott attended the opening of the Palmerston Farmers Market. June 23rd is Party in the Park, Strawberry Social, Emergency 9-1-Run and Handcar races.

Councillor Turton confirmed the Canada Packers reunion starts with the Mayor's Golf Tourney August 9th and runs through the August 11th weekend.

Deputy Mayor Faulkner thanked Councillor Dirksen and staff Quinn Foerter for helping with the Trails opening while he was at FCM and thanked Council for the opportunity to attend.

Councillor Colwell stated July 12th is the Chamber annual BBQ at the Palmerston Lion's Park Pavilion from 6 pm – 9 pm

Mayor Bridge advised at FCM Prime Minister Trudeau announced a joint Guelph-Wellington County entry into the Smart Cities Challenge was 1 of 10 finalists and received \$250,000 funding with a chance to win \$10 million dollars toward the initiative. Ground breaking is June 19th at 4:00 p.m. for Quality Homes. A Minto Team is needed for the Handcar races.

11. Motion to Return To Regular Council

RESOLUTION 2018-107

Moved By: Councillor Turton; Seconded By: Deputy Mayor Faulkner

THAT the Committee of the Whole convenes into Regular Council meeting.

Carried

12. Notices of Motion - None

13. Resolution Adopting Proceedings of Committee of the Whole

RESOLUTION 2018-108

Moved By: Councillor Colwell; Seconded By: Councillor Dirksen

THAT The Council of the Town of Minto ratifies the motions made in the Committee of the Whole.

Carried

14. By-laws

a. 2018-40, Bylaw to amend Town of Minto Sign Bylaw

RESOLUTION 2018-109

Moved By: Councillor Elliott; Seconded By: Councillor Turton

THAT By-law 2018-40; For the purpose of amending By-law 01-65 regarding political signs and projecting signs; be introduced and read a first, second, third time and passed in open Council and sealed with the seal of the Corporation.

Carried

b. 2018-41 By-law Authorizing Mayor and C.A.O. Clerk to sign APS Metzger Heating Inc.

RESOLUTION 2018-110

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Elliott

THAT By-law 2018-41; to Authorize the Sale of Industrial Lands on Noble Family Road, Palmerston Industrial Park to Metzger Heating Inc.; be introduced and read a first, second, third time and passed in open Council and sealed with the seal of the Corporation.

Carried

- c. 2018-42, Confirming Proceedings of June 5, 2018 Committee of the Whole/Council Meeting

RESOLUTION: 2018-111

Moved By: Councillor Dirksen; Seconded By: Councillor Turton

THAT By-law 2018-42; to confirm actions of the Council of the Corporation of the Town of Minto Respecting a meeting held June 5, 2018; be introduced and read a first, second, third time and passed in open Council and sealed with the seal of the Corporation

Carried

15. Adjournment 5:20 p.m.

RESOLUTION 2018-112

Moved By: Councillor Colwell; Seconded By: Councillor Dirksen

THAT The Council of the Town of Minto adjourn to meet again at the call of the Mayor.

Carried

Mayor George A. Bridge

C.A.O. Clerk Bill White



Town of Minto

Strategic Plan 2013 2018 Update

“If your plan is not working, pivot. If it is working, do more of it!”. [Amber Hurtle, Brand Strategy & Leadership Consultant](#)

Strategy without tactics is the slowest route to victory, tactics without strategy is the noise before defeat. [Sun Tsu, Ancient Chinese Military Strategist](#)



Strategic Plan
2013

The framework

- Vision, Mission, Actions 40% actions complete or partly complete – 2 year review 2015 2018 public meeting
- Policies to attain long term vision
 - “Council may take no action contrary to the Official Plan” (County 5 year review done in 2014)
 - New Provincial Policy boundary expansions 5 year review 2019-20

Official Plan
(County of Wellington)
1999 (Updated 2011)

Integrated
Community
Sustainability
Plan & Culture
Plan 2011

Asset
Management
Plan 2013-14

Financial
Plans DWQMS
2015

Fire Master
Plan 2017

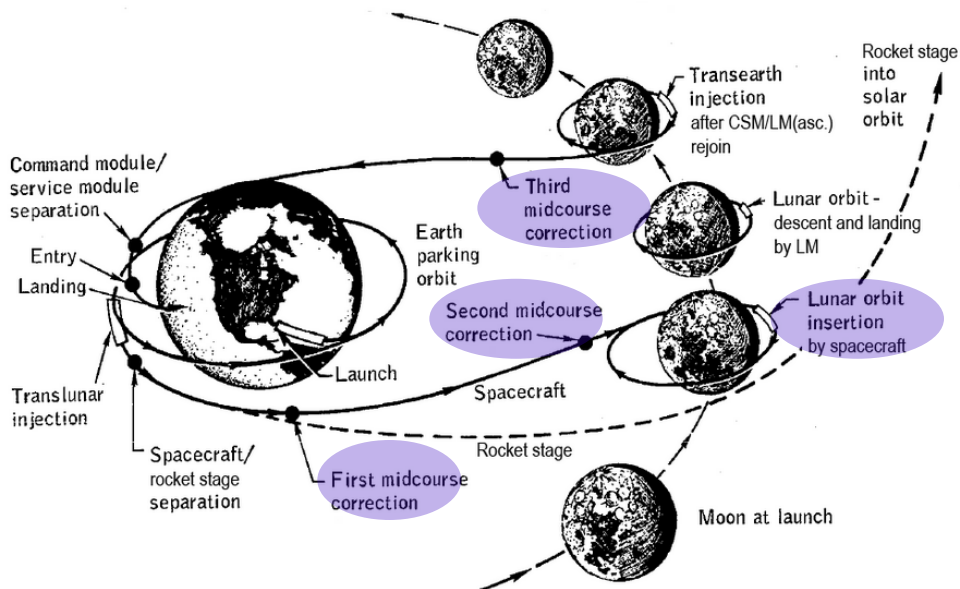
Succession
Plan 2017-
2022

Specific
Planning
Documents
Policy
Direction

Departmental Business Plans

Budget Implements
Council Directions

Strategic Plan History



July 1969 Apollo 11 made it on to the moon and back to earth with four major course corrections

Eagle landed on the moon with seconds of fuel left using manual control. Columbia the only part of the craft to return to earth remained in orbit.

The computers on the mission = same capacity as a cell phone. Human ingenuity.

- 2006 Strategic Plan, 2009 Update, Gilbert Davis Communications; broad community consultation
- 2012-13 Strategic Plan review in six key areas, over 100 people take part in nine meetings
- 98 Actions within 9 Core Business Areas; new implementation process; branding “Where your family belongs.”
- September 2015 public meeting no speakers; electronic workflow, municipal service corporation, aging community initiatives
- June 2018 report on further specific changes



Vision & Mission

Vision

A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

Mission

Cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles and respect for the natural environment



The Vision is the beacon in the distance. Navigating by Mission. To accomplish our goals



Guiding Principles

- Community identity “one Town feel”
- Transparent
- High level customer service
- Diversified, accommodating, versatile workforce
- Quality and affordability
- Partnerships
- Community engagement
- Environment
- Business and community development
- Authentic heritage



The Vision is the beacon in the distance. Navigating by Mission. To accomplish our goals



Core Business Areas

- Economic Development (12)
- Financial Strategy (8)
- Emergency Services and Health (10)
- Recreation and Facilities (9)
- Tourism and Culture (12)
- Planning and Development (13)
- Agriculture and Environment (12)
- Public Works (8)
- Governance and Leadership (14)
- Total = 98 40 (ST) 21 (MT) 3 (LT) 34(OG)





Implementation

- **Timelines**
 - 5 year time frame, up to 10 years maximum
 - Report annually to Council on plan
 - Reference at budget, staff reports
 - Amend the plan if actions change
 - Consult once every 2 years; full review every 5
- **Evaluation**
 - Performance measures, MIDAS information, compare
 - Include in Budget Business Plans
- **Brand Positioning - Where your Family Belongs**





2015 Next Likely Activities

- *Economic Development BRE, labour force work, improved community signage*
- *Financial procurement & asset management*
- *Fire initiatives with area municipalities*
- *Tourism/culture agri-tourism and events, IPM 2016*
- *Recreation Urban Area Trail Link, marketing, promotion, cemetery management plans*
- *Planning key procurement, short form wording enforcement*
- *Ag & Environment community sustainability, Trees for Minto support agri-business IPM 2016*
- *Public Works unopened road allowance policy, financial side of fleet management plan; hybrid fuels*





Some Key Actions since 2015

- In-migration programs 4.2 (Alumni Attraction, Filipino out-reach County Immigration)
- Expand Community Improvement Plan 4.6 (expanded plan approved Fall 2015)
- Fair and transparent procurement 5.7 (new by-law purchasing bylaw 2017)
- Innovative and visible means to communicate emergency matters 6.10 (Minto Fire; Town Social Media)
- Trail Links in Partnership 7.2 (Acquire White's Junction Trail; link Palmerston-Harrison 2016-17)
- Structural Grants in Community Improvement Plan 9.3 (Old Post Harriston, Brett Young Clifford, Former Mac's Palmerston 2016-17)
- Environment Friendly Development 9.7, urban forestry 10.2 (Tree Policy 2016)
- Succession Plan 12.7 (considered in 2017- 2018)





More Key Actions since 2015

- Fleet Management 11.5 (Works vehicle replacement plan \$500,000+ 3 vehicles become one)
- Grants 5.1 (many infrastructure projects Harriston, Clifford Downton)
- Innovation 12.7 (recreation & facilities centralized booking, after school program)
- Maintain Enhance Minto Fire 6.4 (Fire Master Plan, Community Outreach)
- Streamline community development 9.1 (industrial park, Ann Street, Field of Dreams secondary plans)
- Water & Sewer 11.1 (New water & new waste water bylaws govern activities in key areas)
- Youth and wellness 6.0, 8.7 etc.





Section 7.0 Recreation



7.0 Maintain and enhance recreation opportunities to increase **physical literacy** to benefit persons of all ages and abilities using existing well maintained parks and facilities, and ensure the location, supply and availability of major facilities considering the cost as well as community development benefits.

7.4 Promote and pursue in partnership with trail groups and landowners a trail link from Palmerston to Harriston to Clifford, and develop additional trails, paths and walking tours throughout each area to link parks, natural and historic areas. **Promote awareness of local trails through association membership, brochures and website.**



S 7.0 Recreation continued

7.7 Develop design plans in consultation with the public, for urban areas that link parklands, trail systems, facilities and identify future works needed to improve recreation infrastructure. **Complete a Parks, Recreation and Facilities Master Plan to assist with overall planning within a 5 to 10 year scope.**

7.9 Upgrade community facilities to ensure access is available for persons of all abilities in compliance with applicable regulations keeping in mind community need, affordability and standards for communities of similar size. **Utilize asset management principles when planning for community facility upgrades**





S8.0 Economic Development

- 8.5 Support development of year round tourism product such as winter sport tournaments, cultural celebrations and events including those related to Christmas and the holiday season, **and where appropriate organize and run, in partnership with local groups, a limited number of annual events that celebrate downtown activities, cultural attractions and community celebrations.**
- 8.9 **Support programs that promote and develop youth activities such as a Youth Action Council in partnership with health and wellness agencies, other municipal committees and similar interest groups where appropriate.** (replaces reference to regional tourism committee)





S8.0 Economic Dev't continued

- 8.11 Support programs that encourage active and engaged seniors, and support development of facilities and programs that required for an aging community in partnership with private business, non-profits and other government organizations (replace reference to local accommodators)
- 12.1 Implement the strategic plan in consultation with the community at all times, and draw on the volunteers, private business, non-profit groups and key individuals to assist and promote strategic goals. Operate the Town owned municipal service corporation to facilitate on-going operation of the Harriston Lion's Medical Centre and other economic development goals of the municipality.





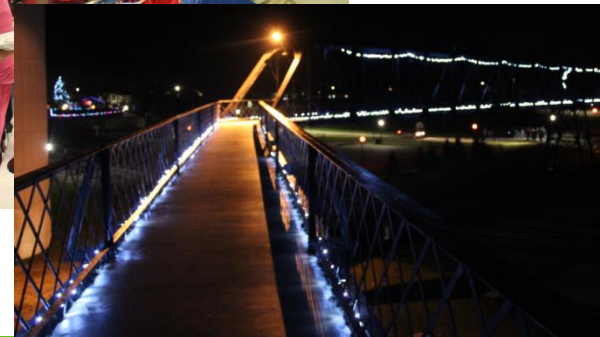
Governance & Implementation

- 12.13 Ensure savings in time and cost as well as efficiencies are achieved using online or electronic registrations, electronic meeting formats for Council and standing committee where possible, standardized electronic filing using recognized municipal formats such as TOMRMS and in communication material by coordinating internal and external vehicles such as web sites, media relations, newsletters, bulletin boards, and printed guides.
- 13.0 6 Re-evaluate the plan every five years or with every new Council following a municipal election with full public consultation and facilitation removing completed initiatives and those that are not being pursued or are no longer relevant





Questions & Public Input





Town of Minto Strategic Plan

July 2013

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Acknowledgement

The 2013 Town of Minto Strategic Plan was prepared “in house” based on community and staff input over seven public meetings, two staff consultations, and many hours of review and discussion between staff and Council.

Many of the actions and initiatives are based on the original plan prepared by



1.0 Mission and Vision

Vision

A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

Mission

Provide cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles, and respect for the natural environment.



The Vision is the beacon in the distance. Navigating by Mission. To accomplish our goals

2.0 Strategic Plan Process

Minto's first Strategic Plan was approved in 2006 and updated in 2009. In May 2012 Council evaluated the Plan and determined that nearly half of the actions and initiatives were complete or partially completed. In addition some of the mechanisms to review and monitor the Plan had not occurred in past years which demonstrated a need to update the plan.

In the summer of 2012 the Minto Fire Department prepared a Master Fire Plan, a process encouraged by the Office of the Fire Marshall and supported by Council. The Fire Plan includes a mission statement and core values to apply to that Department. Council approved the Plan in November 2012. The Strategic Plan for the Town integrates and supports the Master Fire Plan.

In the fall of 2012 Council initiated a consultation process to engage the public to help update the Strategic Plan. Public sessions were held in six key areas:

1. economic development, tourism and culture
2. recreation and facilities
3. agriculture and environment
4. fire and emergency services
5. public works
6. planning and development.

More than 100 people attended six sessions facilitated by qualified persons involved in the community supported by Department Heads and staff. Members of Council attended the sessions and in some cases participated where attendance was low, but most of the input was provided by members of the public who took the time to attend. A meeting summary is included in Schedule "C" to the Plan.

The facilitated sessions took a variety of forms using techniques learned through the Rural Leadership Summit and others brought forward by facilitators and Department Heads. In all cases the intent was to encourage discussion and gather input into the current actions in the Plan, new initiatives that may be missing, and other concerns and trends the Plan should reflect.

From the input provided in the six facilitated sessions a draft amended Strategic Plan was prepared for public comment and review through Spring of 2013. The draft Plan was emailed to people who participated in the original six sessions asking for suggestions, ideas and changes. A public meeting was held at the Harriston Train Station on May 14th, 2013 to obtain specific input on the draft plan. Town Public Works staff then held a discussion breakfast on Thursday June 25th with Administrative and Facilities staff reviewing the plan at a staff lunch Friday June 26th

Notes from the public meeting May 14th and the two staff sessions are included in Schedule "C". The staff meetings were hosted by the Mayor, CAO/Clerk and Department Heads to talk about the Plan and gain buy in and understanding on the relevance to day to day work at the Town. A final version of the plan was reviewed with Council August 6th and approved by resolution and confirmatory by-law.

3.0 Strategic Plan Format

The Town of Minto Strategic Plan update has a five to ten year scope with a new monitoring and updating process. The revised Plan is a mixture of elements from the original plan plus new core business areas of the Town not previously covered in the Plan. Core business areas each have an established overall objective and a series of implementing initiatives and actions.

The original Plan included a branding exercise that resulted in a marketing approach centering on the slogan “Where your family belongs.” Branding is covered in Section 15.0 of the Strategic Plan. The Town would change its brand positioning through amendment to the Strategic Plan.

The Strategic Plan has 97 initiatives in nine business areas. An implementation Schedule “A” prioritizes these initiatives. Sections 13 and 14 outline monitoring and implementation processes to ensure the Plan remains relevant and reflects the Town’s overall direction.

3.1 Guiding Principles

The following values are recognized as guiding principles for the Town and applicable to most of the nine business areas identified in the Strategic Plan:

- Community recognition within a “one town feel”
- Transparent with public, media, customers
- High level customer service; response commitment to email or phone inquiries
- Diversified, accommodating, versatile, well trained workforce
- Focus on quality and affordability
- Partnerships with private business and non profits
- Community engagement
- Environment
- Business and community development
- Authentic heritage



Authentic heritage



Environment



Business & community development

4.0 Economic Development

Pursue initiatives that improve the Town's economy, increase employment opportunities, enhance the skilled workforce, increase competitiveness, attract investment and maintain affordability for local residents and business.

Actions and Initiatives

- 4.1 Promote sustainable growth and development, and strategies that make Minto an attractive place for families to live and for businesses to prosper, and pursue development in settlement areas consistent with the character of the area.
- 4.2 Develop programs that encourage in-migration to meet defined labour market needs, and ensure Minto is an immigrant friendly community.
- 4.3 Ensure there is sufficient serviced/serviceable land for a variety of uses in Minto's three urban areas, and maintain a supply of municipally owned serviced industrial land for sale to business in accordance with Town policies.
- 4.4 Encourage a healthy, clean, appealing quality of life to attract and retain engaged citizens, and create a welcoming environment for creative and entrepreneurial people to expand and develop small business.
- 4.5 Continue retention and attraction strategies to help secure and stabilize existing business, and identify expansion and development opportunities from these contacts.
- 4.6 Promote and maintain strong commercial cores with a healthy land use mix in urban areas of Clifford, Harriston and Palmerston to provide goods and services required by local residents and business.
- 4.7 Support and expand Community Improvement Plan incentives to strengthen the Town's core commercial districts including programs to enhance maintenance of the existing building stock and encourage re-use of vacant buildings.
- 4.8 Provide access to and monitor up to date relevant statistics such as population, employment, income, demographics, business profile, traffic and service capacity that are useful for attracting new business and helpful to existing businesses looking to expand.
- 4.9 Increase awareness of Minto as a place for family friendly businesses with thriving commercial districts, and a location to visit and shop. Approach outside retailers and promote benefits of relocating or establishing a business in Minto.
- 4.10 Pursue and develop incubators in culture and/or agriculture sectors to encourage small business growth in these sectors with a view to expanding independently into permanent privately owned locations and operations.

- 4.11 Promote and encourage incentives for businesses that offer apprenticeship opportunities for students, such as the Apprenticeship Tax Credit and training grants. Expand and encourage sponsored scholarships for local high-school students to enter apprenticeship program for skilled trades.
- 4.12 Investigate methods to encourage traffic passing through the Town to stop and shop such as enhanced urban design, way finding and entrance signage, easily accessible public parking.

5.0 Financial Strategy

Manage Town finances in a transparent and fiscally responsible manner using a wide variety of accepted methods such as maintaining healthy reserves, investing conservatively, sensible user fees, property tax control, and responsible borrowing.

Actions and Initiatives

- 5.1 Actively seek out Federal and Provincial grants and revenue-sharing programs, and promote sustainable and equitable funding programs that require a minimal amount of reporting and promote local autonomy.
- 5.2 Work with neighbouring municipalities and the County to create mutually-beneficial cost-sharing arrangements including but not limited joint purchasing of equipment, sharing capital expenses on common projects and sharing personnel and expertise where possible.
- 5.3 Ensure financial plans to include a blend of capital financing methods including long-term debt, user fees, grants, internal reserves and taxation, and maintain reserves to the point where Minto reduces reliance on borrowing or tax increases to finance major capital expenditures.
- 5.4 Support and encourage volunteer fund-raising where local interest groups contribute to value added Town facilities and services, and facilitate activities that help such groups raise funds to support community services.
- 5.5 Pursue, develop and encourage public private partnerships that are fiscally responsible, transparent and mutually beneficial including sponsorships. Establish and maintain appropriate relationships with private business.
- 5.6 Analyze, prioritize and evaluate major capital projects from a cost-benefit perspective to determine fiscally feasibility. Comply with Provincial Asset Management Plan rules and accepted practices for small rural municipalities.
- 5.7 Adopt and maintain fair and transparent procurement policies and by-laws to ensure the Town receives competitive pricing on tenders and proposals, and that local business has equal opportunity to submit bids.

- 5.8 Ensure operations, facilities and programs operate efficiently and effectively through a business plan process implemented at budget.

6.0 Emergency Services and Health

Protect the health and safety of the community and citizens, business and the environment, by supporting a quality Volunteer Fire Department, emergency preparedness, and access to health care, prevention and wellness opportunities.

Actions and Initiatives

- 6.1. Cultivate strong relationships with the healthcare community taking an active role in moving health initiatives forward by appointing Council representatives to local Boards, and facilitating and assisting with maintenance and development of affordable local medical facilities.
- 6.2 Support Minto-Mapleton Health Care Professional Recruitment initiatives to help the local medical community recruit and retain Doctors, Nurse Practitioners and other medical personnel including but not limited to modest annual financial support and loan facilitation.
- 6.3 Support the Fire Department's mission to service the community with high standards of emergency response and fire prevention programs to ensure a safe environment for residents and to protect local business and property.
- 6.4 Maintain and enhance the local volunteer fire fighter model in Minto, and take a leadership role in setting standards for municipalities this size by ensuring training, equipment and vehicles available to volunteers compares with a full time fire service.
- 6.5 Make available the Town's Volunteer Fire Services to abutting municipalities at fees that cover the cost of developing and maintaining the service, and support joint initiatives to share the cost of fire prevention and inspection services.
- 6.6 In partnership with the County, continue the implementation of the Town's Emergency Plan including public education and training exercises.
- 6.7 In support of lead organizations, participate in community health and safety programs including Safe Communities- Wellington, Road Watch and similar to the benefit of local residents.
- 6.8 Implement planning standards for healthy community development including such tools as physical activity plans, walkable communities, remediation of contaminated sites, active transportation and similar.
- 6.9 Support cost effective and efficient regional Police and Ambulance Service

practices such as community oriented policing, response time performance measures and other methods are applied to ensure appropriate service levels for Town citizens.

- 6.10 Use innovative and visible means to communicate emergency matters such as social media, computer based applications, in field monitoring stations, warning sirens and similar to ensure residents and business are informed with the most up to date information before, during and after an emergency.

7.0 Recreation and Facilities

Maintain and enhance recreation opportunities to benefit persons of all ages and abilities using existing well maintained parks and facilities, and ensure the location, supply and availability of major facilities considering the cost as well as community development benefits.

Actions and Initiatives

- 7.1 Create a supportive pedestrian and cycling environment by pursuing active transportation and walkable community initiatives in accordance with County and local plans and in cooperation with local groups and organizations.
- 7.2 Promote and pursue in partnership with trail groups and landowners a trail link from Palmerston to Harriston to Clifford, and develop additional trails, paths and walking tours throughout each area to link parks, natural and historic areas.
- 7.3 Link capital projects and new development with walkable community and trail initiatives, and promote awareness of local trails through association membership, brochures and website.
- 7.4 Grow the customer base for Town facilities and attractions through increased promotion to local schools, community groups, regional competitive teams, private business and similar organizations using website, promotional packages, and direct marketing at events and tournaments.
- 7.5 Encourage existing groups to increase use of Town facilities and attractions through youth subsidies, cost effective application of non-prime time rates, and joint marketing of tournaments and events.
- 7.6 Support amateur sport by recognizing Provincial and National Champions, partnering to attract training facilities or events, and supporting local individuals or teams who participate nationally or internationally.
- 7.7 Develop design plans in consultation with the public, for urban areas that link parklands, trail systems, facilities and identify future works needed to improve recreation infrastructure.

- 7.8 Establish cemetery management plans to assist with long term capital planning, increase visual appeal, enhance interment options, and increase cemetery use as a place to learn about the people, stories and history of the community.
- 7.9 Upgrade community facilities to ensure access is available for persons of all abilities in compliance with applicable regulations keeping in mind community need, affordability and standards for communities of similar size.

8.0 Tourism and Culture

Increase awareness of “Minto” as a destination by developing and supporting successful and sustainable tourism products that attract the traveling public, encourage spending on local products and services, and promote Minto as a great place to relocate and invest.

Actions and Initiatives

- 8.1 Regularly communicate tourism and marketing strategies including successful tactics, timing and performance measures. Promote Minto through testimonials from current successful tourism businesses.
- 8.2 Promote businesses or groups offering agri-tourism products geared toward educating children and families about agriculture such as farm Bed and Breakfasts, pick-your-own produce, country family courses (ie. making preserves, holiday ornaments), and other appealing tourist offerings.
- 8.3 Implement, monitor and review the Town’s Cultural Plan, and ensure the goals, objectives and actions the plan reflect community interests and factor into Council decision making and budget.
- 8.4 Facilitate private business or non-profit groups bringing small, medium and large sized events to Town facilities and spaces that attract visitors, develop local talent and culture, fundraise for local groups and enhance local business.
- 8.5 Support development of year round tourism product such as targeting snowmobiling families, winter sport tournaments, cultural celebrations and events including those related to Christmas and the holiday season.
- 8.6 Support operations at the Norgan Theatre through the use of volunteers, and develop programs to diversify cultural offerings and enhance it as a location for rainy day or winter events geared to travelling or visiting public.
- 8.7 Utilize the Cultural Round Table as the primary group to implement the Cultural Plan with representatives from local, regional and provincial agencies, business, non-profit and government organizations as well as youth.
- 8.8 Maintain and enhance partnerships with the Chamber of Commerce to ensure

the retail sector has access to information on current tourism trends, and develop and maintain information packages and web based statistical information to encourage new or expanded commercial tourism businesses.

- 8.9 Attend successful tourism events outside of Minto to promote the Town, and continue to sit on regional tourism committees and increase networks.
- 8.10 Through Downtown Committees and political representatives, meet with local retailers to facilitate and develop themes, improvements and specials (ie. sidewalk sales, passport campaigns, heritage days, rental property promotions, loyalty programs, Christmas lights, Think Minto First etc.)
- 8.11 Work with local accommodators to facilitate family programming and specials to enhance the visitor experience in Minto.
- 8.12 Promote and support development of Minto's authentic heritage and culture to assist with creating a unique family destination. Work with local heritage groups to create tours and integrate historic stories into local tourism product.

9.0 Planning and Development

Ensure growth and development in Clifford, Palmerston and Harriston makes cost effective and efficient use of municipal services, and development in rural and urban areas is well planned, reflects community interests, is attractive in design and layout, and is consistent with applicable County and Provincial Policies.

Actions and Initiatives

- 9.1 Establish and maintain streamlined planning approval processes that use innovative and cost effective tools to protect Town and public interest and ensure development proceeds quickly and affordably.
- 9.2 Provide grants for businesses that improve the building facades, address structural improvements, and promote re-use and redevelopment of existing buildings where architectural and heritage features are maintained.
- 9.3 Enhance funding and increase the range of qualifying projects in the Community Improvement Plan, such as structural improvements, and promote existing incentives for Brownfield redevelopment and tax increment financing while encouraging the County and Province to participate. Review the Plan's geographic area to assess whether to include areas beyond the downtowns.
- 9.4 Provide strong community development policies and practices that support a family friendly environment, attract family oriented businesses, and enhance Minto as a welcoming, attractive, and safe location. Include resident and business testimonials supporting the family image in publications.

- 9.5 Support a suitable supply, type and variety of housing at a range of prices in Minto including ownership or rental options. Encourage residential infilling in upper floors of commercial buildings and intensification adjacent to downtown areas keeping in mind the character and needs of the community.
- 9.6 Support policies and practices such as creative and flexible zoning by-laws to encourage commercial intensification, expansion and building re-use in downtown areas. Apply a combination of strict enforcement, and strong incentives to maintain and enhance the building stock.
- 9.7 Promote environmentally friendly development through subdivision and site plan control such as naturalized stormwater management, low maintenance landscaping using native species, and energy and water preservation techniques that enhance design and improve the cosmetics of the community.
- 9.8 Continue support for energy conservation through programs like Green Legacy, Communities in Bloom, Energy Conservation Plans and similar.
- 9.9 Develop and support fair procurement by-laws and procedures that encourage competition, while recognizing the benefits of local purchase where competitive pricing is available.
- 9.10 Continue to invest into maintaining and improving the visual appeal of downtown cores, ensure future development links into the design character of public space, and strengthen the 'one-town' feel with consistent visual design in original urban communities. (ie. similar colours, light standards, planters).
- 9.11 Inventory, maintain and recognize heritage buildings in accordance with the Ontario Heritage Act, and consider the benefits of heritage designations and districts where there is proven economic and community benefit.
- 9.12 In absence of Province wide direction, implement Source Water Protection Plans in partnership with the County and lower tier municipalities and request the Province approve one Source Protection Plan for higher risk areas in Minto.
- 9.13 Implement short form wording and streamline by-law enforcement practices where possible to efficiently allocate resources to minor offences, and continue enforcing by-laws based on complaints keeping in mind available resources.

10.0 Agriculture and Environment

Support programs that maintain Minto's strong agricultural identity, enhance agricultural work, and protect and restore the natural environment given Minto's location in the heartland of Ontario surrounded by farmland and acknowledging that farming and a healthy natural environment are inextricably linked,

Actions and Initiatives

- 10.1 Protect natural areas and floodplains, encouraging bio-diversity, and increase public awareness of guidelines for pesticide use, hazardous chemicals, and noxious weeds in residential areas
- 10.2 Promote urban forestry, low maintenance landscaping and park development to create more environmentally diverse green spaces including pursuing small plots/community gardens/remote plots in public space.
- 10.3 Continue to partner with local Fall Fairs to promote agriculture awareness, and expand Minto's agricultural image and identity by promoting the Town as an agricultural area.
- 10.4 Encourage agri-industry and agri-tourism to strengthen and expand existing agricultural-related products and services, and investigate and define types of retail businesses that build upon Minto's the agricultural heritage.
- 10.5 Improve accessibility and awareness of local food by continuing to maintain and enhance Farmers' Markets, facilitating a Clifford Farmers' Market (where there is sustained local interest) and continuing to promote buy local food campaigns in partnership with the County and others
- 10.6 Recognizing agriculture is in transition, support diversification of farming businesses and family farms, and identify programs such as an agricultural park as a means for new farmers to enter the business.
- 10.7 Identify alternatives to horse racing in the event the industry cannot be sustained including trail rides, competitive trail racing, therapeutic equine centres or similar alternatives that provide service to the community and take advantage of investment in the equine industry.
- 10.8 Engage the Mennonite and Amish Community and facilitate interaction between Council and these communities.
- 10.9 Implement the Integrated Community Sustainability Plan, continue to be a leader in Environmental consciousness, and proceed with energy conservation initiatives including recognizing employees who develop and implement environmentally friendly practices.
- 10.10 Develop a Green Energy Plan according to Provincial guidelines, recognize environmental and conservation efforts in Minto, and support public education on conservation through web based and print material.
- 10.11 In partnership with private business host solar power initiatives on Town land that encourage local investment keeping in mind community impacts, and Provincial policy. Support on a case by case basis investment in solar energy on private lands where compatible with community interests are addressed.

- 10.12 Increase local food purchases, food sovereignty and empowerment by developing a series of skills training workshops, in partnership with businesses and local food advocates.

11.0 Public Works

Maintain and enhance infrastructure to protect public health and safety, prevent property damage, maintain high quality of life, and effectively manage financial resources to ensure Minto is an attractive and viable community for family living and business investment.

Actions and Initiatives

- 11.1 Implement financial plans to ensure water distribution and treatment, and sewage collection and treatment systems are operated effectively and efficiently, costs are allocated fairly based on residential and non-residential metered rates, and operations, maintenance and future capital replacement is planned for and financed.
- 11.2 Continue to operate water treatment and distribution with the highest standards of public safety in mind and according to Provincial requirements using highly trained Town staff, and maintain cross training and enhanced duties to assume responsibility for sewage collection and treatment facilities from Centre Wellington. Maintain both water and sewer facilities using qualified Town staff so long as it is cost effective and efficient to do so.
- 11.3 Develop a transportation plan that includes a roads and bridges inventory and capital replacement program keeping in mind sustainable funding sources, impact on tax rate, and minimum construction and maintenance standards.
- 11.4 Adopt policy governing use of unopened road allowances in rural and urban areas so the Town does not to sell such lands except where there are specific and compelling reasons and no demonstrated municipal need.
- 11.5 Establish and maintain a fleet management system to allocate Town tax dollars efficiency toward vehicle maintenance and replacement, ensure reliable and safe vehicles are in service.
- 11.6 Maintain cost effective and appropriate partnerships with the Province, County and nearby municipalities to provide for efficient ongoing maintenance of infrastructure including but not limited to sharing staff resources, using similar technology, establishing joint standards and other areas of mutual benefit.
- 11.7 Apply policies where developers pay for the cost of services required for a subdivision or similar development, that hard service costs are recovered through appropriate fees for infill lots, and the cost of remaining infrastructure

such as sidewalks, parkland, private utilities and similar are born by the benefitting parties.

- 11.8 Investigate the possibility of using bio fuels, hybrid or other environmentally friendly vehicles, equipment and practices if cost effective and efficient.

12.0 Governance and Leadership

Demonstrate Council and Staff leadership by taking primary responsibility for implementing and following the Strategic Plan, while recognizing the roles of community leaders in achieving Plan success.

Actions and Initiatives

- 12.1 Implement the strategic plan in consultation with the community at all times, and draw on the volunteers, private business, non-profit groups and key individuals to assist and promote strategic goals.
- 12.2 Continue to be a leader among small rural municipalities in local strategic initiatives that benefit the economy, protect the environment, effectively allocate resources, encourage innovation, streamline procedures, and create opportunity for individuals and business.
- 12.3 Support training and business development initiatives to encourage youth to gain skills and abilities to meet the needs of business, industry and agricultural communities.
- 12.4 Maintain and enhance partnerships with leaders in health care, private business, non-profit and government sectors to ensure initiatives in the strategic plan are addressed, and continue to develop “public-private” or “public-public” partnerships of strategic benefit to the community.
- 12.5 Increase Council and staff visibility with students, business and the public by scheduling school and business visits, open houses at municipal offices and facilities, celebrating local government week and similar events that increase the transparency of municipal operations.
- 12.6 Continue to use all media options such as news releases, social media, web site, and YouTube to increase Council and Senior Management visibility, and enhance transparency including such techniques as monthly newspaper columns, recorded meetings, blogs and similar communication.
- 12.7 Demonstrate innovation in all aspects of municipal business acknowledging the importance of training, succession planning, transparency, communication and team-based approaches to municipal operations.
- 12.8 Support projects that encourage original communities to work together such as

the trail development, Norgan Theatre, Communities in Bloom, downtown revitalization and similar.

12.9 Engage leadership in local service clubs, sport and cultural associations, schools, and churches, beyond traditional Council and staff jurisdictions, to form, implement and assess strategic initiatives.

12.10 Provide leadership training resources where available, learn from leaders in the community, and compete for awards demonstrating leadership successes.

12.11 Provide a structure to support a “one Town” identity to improve communication between related town services, organizations, businesses, education, healthcare and tourism, while still allowing local stories and heritage to be recognized and flourish.

12.12 Identify and reduce overlapping municipal services should they exist including within Town supported programs and organizations, and provide a system to help coordinate event planning across multiple local organizations.

12.13 Ensure savings in time and cost as well as efficiencies are achieved in communication material by coordinating internal and external vehicles such as web sites, media relations, newsletters, bulletin boards, and printed guides.

12.14 Ensure the Town provides services and facilities accessible to persons of all abilities in compliance with Provincial regulations keeping in mind the needs of the community, ability to pay and best practices of similar municipalities.

13.0 Timeline and Implementation

The updated strategic plan has a five to ten year time frame. Issues of an immediate nature will be implemented first while long term issues could take several years to complete. Issues in place and to be sustained are also identified. Schedule “A” to this plan includes a chart outlining the implementation approach to each initiative.

The detailed timeline for strategic plan implementation in Schedule “A” will help monitor and assess the strategic plan. The initiatives break down into areas that reflect the current organizational structure of the Town making tracking workflow easier and allowing Staff and Council to determine if timing for goals is realistic.

The amended strategic plan includes 97 initiatives in nine business areas breaking down into priorities as follows:

Short Term (1 – 3 years)	40 actions or initiatives
Medium Term (3 – 5 years)	21 actions or initiatives
Long Term (5 plus years)	3 actions or initiatives
Ongoing	33 actions or initiatives

It is proposed that each year staff report to Council outlining progress on initiatives under the Strategic Plan. This report will identify whether an action or initiative is complete and any progress made on initiatives considered on-going. There is a tendency to classify initiatives as on-going so it is important that the annual review identify accomplishments that might relate to an on-going action or initiative.

For example initiative “5.8 Apply a business planning model at budget” occurs annually at budget deliberations. Department heads provide a business plan outlining current year budget, actual expenditures, reasons for budget to actual differences, proposed increases or decreases to the budget, rationale for change, performance measures, and a recommended budget. If Council chooses to require more information in the business plan, or a new process is developed to present the business plans this would be recognized in the Strategic Plan annual review.

The Strategic Plan must be an active document in the community to be effectively implemented. It is to be referenced in staff reports, considered during the budget process, profiled on the Town’s website, and absorbed into the culture of the organization. In addition to the annual review, the following is required to ensure the plan remains active:

- 1) Identify plan structure in key presentations to the public and Council (Schedule “B”).
- 2) Identify actions and initiatives in staff reports, consulting documents and similar to ensure decisions made are consistent with strategic initiatives.
- 3) Minor changes to the plan such as timing or priorities can be made without amendments, but amend the plan if a new initiative is identified and pursued.
- 4) Report on plan implementation annually to Council at budget or as needed.
- 5) No less than once every two years, hold public consultations on the Strategic Plan to assess level of impact and to update where necessary.
- 6) Re-evaluate the plan every five years with full public consultation and facilitation removing completed initiatives and those that are not being pursued or are no longer relevant.

14.0 Plan Evaluation

On-going evaluation of Strategic Plan success is important. One option is to review progress on the Plan based on certain performance measures. This can include comparing Minto to other municipalities using the municipal performance measurement program. The Town should ensure the measures selected fairly and accurately reflect progress on strategic initiatives.

The Plan can also be identified on a departmental basis in business plans established during the budget. They might include statistical reports on facility bookings, number of fire calls, business development visits, new partnership agreements, cost per capita of services, industrial land sales, business incubator results and similar. The Municipal Information & Data Analysis System (MIDAS) can be used to obtain comparison data.

Some of the questions to be asked to assess Plan initiatives include:

1. How successful was the project/program?
2. Was the project completed on time and budget?
3. Was this project better than similar projects in competing towns?
4. Did the project achieve its objectives?
5. Did the project structure work for that particular project?
6. What can be done better next time?

The primary tool for this review should be the Business Planning Process at budget.

15.0 Brand Positioning Statement

Original Strategic Plans for the Town included considerable work identifying a brand positioning statement for the community. This statement and approach has served the municipality well. It has local support and is championed by organizations such as the Chamber of Commerce. As such the following slogan and explanation is still relevant under the new Strategic Plan

“Minto. Where your family belongs.”

This positioning offers two, distinct promises:

One, for families it says that Minto is the place where your family deserves to be for a more rewarding and enjoyable lifestyle. For visitors, it says Minto is where your family deserves to be for family-centered events and activities, and for an escape from the problems and chaos of daily city life.

Two, it says that Minto offers families the opportunity for belonging – to a community, to a way of life, to shared values and dreams – peace, tranquility, affordability, stability, clean environment and old-style neighbourliness and friendliness.

“Where your family belongs” also has the ability to broaden its meaning to suit specific needs and occasions. To attract and encourage business development and sponsorship, it’s “Where your business belongs.” To attract business conference or off-site meetings, it’s “Where your conference belongs.” To attract any type of sporting event, it’s “Where your tournament belongs.” In everything the town does, “Where your family belongs” is a natural “button.”

If the Town wishes to change the brand positioning statement, Council should amend the Strategic Plan to ensure actions and initiatives are consistent with the new brand. Extensive community consultation is recommended when this is to occur. There is no identified time frame for the brand, except that if a comprehensive review is started in five years, the Town should reconsider its branding at that time.

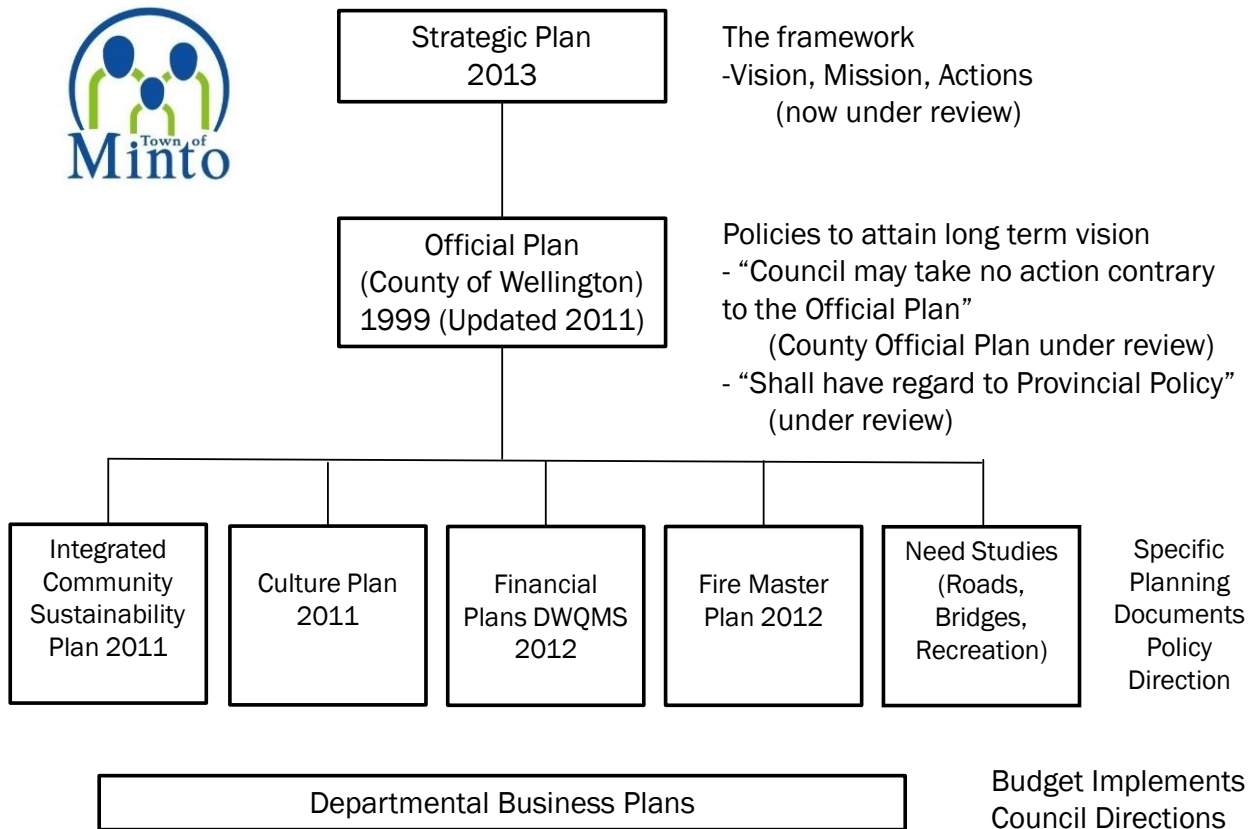
Schedule “A” Summary of Proposed Implementation

Business Area	Short Term	Medium Term	Long Term	On-going
<u>4.0 Economic Development</u>				
4.1 Promote sustainable growth & development				1
4.2 Programs that encourage in-migration	1			
4.3 Serviced Land	1			
4.4 Qualify of Life, Welcoming Environment				1
4.5 Retention, attraction to stabilize & expand	1			
4.6 Promote, maintain strong commercial cores				1
4.7 Expand Community Improvement Plan	1			
4.8 Accurate up to date statistical information	1			
4.9 Increase family friendly business awareness		1		
4.10 Develop culture, agriculture incubators	1			
4.11 Encourage, incentives apprentices, trades	1			
4.12 Stop and Shop through traffic	1			
<u>5.0 Financial Strategy</u>				
5.1 Actively seek grants				1
5.2 Work jointly County & lower tiers for efficiency				1
5.3 Blend financial planning methods for capital	1			
5.4 Support and facilitate volunteer fundraising				1
5.5 Fiscally responsible Public Private Partnerships		1		
5.6 Asset Management Planning	1			
5.7 Fair and transparent Purchasing & Procurement	1			
5.8 Apply business planning model at budget				1
<u>6.0 Emergency Services and Health</u>				
6.1 Cultivate relationships, active in initiatives	1			
6.2 Support Joint Health Care pro recruitment				1
6.3 Support Fire Department Mission				1
6.4 Maintain and Enhance Volunteer Fire Model		1		
6.5 Offer Fire Services and joint fire initiatives				1
6.6 Implement Emergency Plan with County				1
6.7 Partner community health & safety initiatives	1			
6.8 Planning standards for health community		1		
6.9 Effective, efficient regional Police, Ambulance				1
6.10 Innovative visible emergency communication		1		
Subtotals	13	5	0	12 30

Business Area	Short Term	Medium Term	Long Term	On-going	
<u>7.0 Recreation and Facilities</u>					
7.1 Active transportation, walkable community				1	
7.2 Trail partnerships and link communities		1			
7.3 Trail awareness, web, brochures, members			1		
7.4 Market promote to grow facility customer base	1				
7.5 Enhance current users facility booking				1	
7.6 Create, support amateur sporting events			1		
7.7 Develop urban design plans with public	1				
7.8 Cemetery plans to enhance use of space	1				
7.9 Upgrade facilities for persons of all abilities	1				
<u>8.0 Tourism and Culture</u>					
8.1 Communicate marketing strategy and tactics				1	
8.2 Facilitate support agri-tourism products	1				
8.3 Implement, monitor, review Cultural Plan				1	
8.4 Facilitate events to encourage facility use				1	
8.5 Assist in developing year round product		1			
8.6 Support diversified Norgan operations	1				
8.7 Cultural round table as primary plan contact				1	
8.8 Maintain enhance Chamber partnership				1	
8.9 Promote Town outside tourism events				1	
8.10 Meet Local Retailers on themes & specials				1	
8.11 Facilitate family programs at accommodators		1			
8.12 Promote authentic heritage		1			
<u>9.0 Planning and Development</u>					
9.1 Streamlined planning approvals				1	
9.2 Façade, sign grants, add structural element	1				
9.3 Enhance Community Improvement Plan fund	1				
9.4 Strong community development policies		1			
9.5 Support housing variety and infilling	1				
9.6 Creative flexible zones downtown commercial		1			
9.7 Subdivision site plan control improve cosmetics		1			
9.8 Support energy conservation				1	
9.9 Fair competitive procurement policies	1				
9.10 Improve downtown visual appeal				1	
9.11 Heritage inventory and recognize resource		1			
9.12 Implement effective Source Water protection	1				
9.13 Short form wording of bylaws	1				
Subtotals	12	8	2	12	34

Business Area	Short Term	Medium Term	Long Term	On-going	
<u>10.0 Agriculture and Environment</u>					
10.1 Protect natural areas, bio-diversity				1	
10.2 Urban forestry, low maintenance landscaping	1				
10.3 Work with Fall Fairs, market local agriculture				1	
10.4 Strengthen, expand retail agriculture link		1			
10.5 Maintain, enhance Farmer's markets	1				
10.6 Agricultural park to support new farmers		1			
10.7 Investigate non-racing equine business/events		1			
10.8 Engage Mennonite and Amish Communities	1				
10.9 Implement ICSP, leader in energy conservation				1	
10.10 Green Energy Plan as required by Province	1				
10.11 Host Solar initiatives with local investment	1				
10.12 Local food sovereignty and workshops		1			
<u>11.0 Public Works</u>					
11.1 Implement water & sewer financial plans				1	
11.2 Operate treatment distribution high standards	1				
11.3 Develop transportation plan		1			
11.4 Policy regarding unopened road allowances	1				
11.5 Establish fleet management system	1				
11.6 Partnerships for infrastructure maintenance		1			
11.7 Developer pays for development costs				1	
11.8 Investigate bio fuels, hybrid, enviro practices			1		
<u>12.0 Governance and Leadership</u>					
12.1 Implement Plan with community consultation	1				
12.2 Leader innovation for rural municipalities				1	
12.3 Support training skills to meet business need	1				
12.4 Develop partnership with private & non-profits		1			
12.5 Increase Council & staff visibility	1				
12.6 Use all media & social media to communicate				1	
12.7 Demonstrate innovation, transparency, team				1	
12.8 Support projects along with community groups	1				
12.9 Engage local leaders beyond Council meetings				1	
12.10 Leadership training and awards for success		1			
12.11 Support one identity plus local stories	1				
12.12 Identify decrease overlap, coordinate events	1				
12.13 Coordinate marketing materials	1				
12.14 Service persons of all abilities incl. ability to pay				1	
Subtotals	15	8	1	10	34
Totals	40	21	3	33	98

Schedule "B"
Plan Hierarchy



Schedule "C"
Public Workshop Notes and Meeting Minutes

2012 Strategic Plan Update October 15, 2012 Harriston Train Station
Strategic Focus Area: Economic Development, Tourism & Culture
Action items listed in order of importance

New Action Items to Add

1. Address Absentee landlord issues (19)
2. Creation of business incubators (10)
3. Encourage collaborative competition among retailers downtown (10)
4. Collaborative promotion for tourism, tournaments, events with other townships and County (10)
5. Create affordable housing (8)
6. Signage approaching Minto (7)
7. Build on history of towns (i.e. story telling or heritage fair) (7)
8. Sustain support for local food (fairs and farmers market) (6)
9. Create an excellence in business & manufacturing network (6)
10. Create an equine destination/activities (e.g. cross country horse riding) (5)
11. Make washrooms available to tourists (downtown) (5)
12. Involve the Mennonites in the town, services etc. (2)

Previous Plan Action Items that will Remain

1. Meet regularly with local retailers to brainstorm and discuss ideas for themes, improvement and specials. (20)
2. Assist local medical community with recruitment and retention of Doctors, NPs and other medical personnel. (18)
3. Maintain dialog with local retail sector in tourism destination development including testimonials. (16)
4. Encourage a healthy, clean, interesting quality of life to attract and retain engaged citizens, creative and entrepreneurial people. (16)
5. Increase awareness of family destination by attending outside events, sitting on regional tourism committees and networking (15)
6. Use heritage/culture to create a unique family destination working with our local heritage groups on tours, plaques and stories (15)
7. Flow resident dollars into Minto's retail businesses vs. surrounding municipalities (i.e. shop local) (14)
8. Develop statistical information to attract commercial tourism businesses, provide updates on commercial tourism trends. (14)
9. Ensure that the Norgan Theatre diversifies its cultural offerings (14)
10. Involve the tourism business community in the tourism, heritage, arts and culture type committees. (14)
11. Write a tourism marketing plan. (13)
12. Build and maintain communication with the Chamber of Commerce and the regional tourism associations to develop loyalty programs, cross promote etc. (13)
13. Establish sustainable economic development strategies (11)

14. Make decisions based upon economic impact through a checklist of reference criteria (11)
15. Appoint and direct the health board representative on Town Council to stay informed on issues (LHIN) (11)
16. Provide a system to help coordinate event planning within the Town of Minto (i.e. event calendar on website) (11)
17. Cultivate strong relationships with healthcare community and take a leadership role in moving health initiatives forward (7)
18. Support business development and expansion through retention and expansion plan, and increased visibility in Toronto, Guelph, KW visibility (4)

2012 Strategic Plan Update November 1, 2012 Harriston Arena

Strategic Focus Area: Public Works

Area of Concern:

Roads:

Suggestions:

- Minto Roads are in good condition, keep maintaining
- Issue with the Tim Horton's area for example, trucks parking on the Road, needs a turning lane.
- Continue with the Adopt a Road Program
- Work more on rural roads, especially culverts and dips
- Invest in Downtown Harriston, issues with sidewalks not going all of the way to Tim Horton's
- Companies that create road issues should help to pay
- Although there is no parking allowed on Highway 9 near Tim Horton's, trucks continue to park there. Write to the Companies who's trucks park there?
- Lower standard of road (winter) Maintenance, should expect some snow.
- Deal with problem traffic in Harriston and Clifford on Holiday weekends and in Palmerston at TG Minto during shift changes.
- Capital projects should be engineered in advance for future funding.
- Traffic counts and other criteria should be looked at for re-building gravel roads and hard surfacing. (Maintenance vs capital costs)
- Continue being proactive in working with citizens.

In-house Engineering

Pros:

- Availability and personalized service and providing a level of service.
- Cost

Cons:

- Support staff
- Efficiency

Suggestions:

- Situational on whether to contract out. By contracting out, you receive information from staff that is specialized in the areas required.
- Must have a close working relationship with engineers.

Water and Sewer:

Suggestions:

- Use in-house staff for small Capital Projects and the Operations of the systems
- May be an opportunity for inter-municipal co-operation in running of systems
- Public Awareness of Source Water Protection areas and issues
- Water meters will encourage water conservation
- Make sure that water bills reflect the use of buildings and have the By-law state that the Town can back date rates (ex. vacancies)
- Concern that reduced consumption may also reduce revenue

Street Lighting:

Suggestions:

- Best to phase in improvements to deal with rapid changes in technology.

Cemeteries:

Suggestions:

- Put in more above grade columbarium
- Look at volunteers for extra cemetery projects and maintenance
- Cemetery Boards
- Nice to have the Public works provide the service for burials (back hoe)
- This cost should be charge back to family
- Although the cost of having in-house staff taking care of the maintenance of the cemeteries, many contractors do not take pride in the maintenance, perhaps a student can be hired for this job, or keeping a watchful eye on the contractors.

General- Complaints and safety concerns

- Respond Promptly
- Set up procedures where issues are dealt with
- Use local citizenry
- Water issues to be dealt immediately
- Get rid of dead end water mains, loops
- Prioritize the complaints
- Target time frames
- Look for problems be pro-active
- Identify hot spots, monitor
- Make sure front line staff know who to refer complaint to
- Formal complaint system in place
- Call back to citizens regarding complaints
- Lot levels reasonable for the area
- Keep things affordable

- Look at waiving development fees to create incentives
- Infill lots should contribute to sewer/water during severance
- Continue partnering with developers
- Keep working on downtown revitalization
- Have an inventory of areas we want to develop
- Need to recognize effects on existing infrastructure and capacities
- Keep development charges to a minimum for new development i.e. Commercial, industrial
- Research development charges in neighbouring communities
- Promotion of industry

Streetscape Designs

- Make use of Municipal Grants available for beautification of the downtown
- Plant trees
- Harriston streetscape needs to be done but not overdone
- Decorative lighting (LED) is important
- Take advantage of public buildings (Library)
- Pedestrians vs traffic in downtowns
- Park investments
- Minto in Blooms is great but at what cost
- Need to be cost effective
- Do you construct basic designs or heritage/artistic design?
- Some old designs are obsolete but others are worth restoring
- Try to have some aesthetics but at a reasonable cost
- Keep in mind the size for street sign fonts

AGRICULTURE AND ENVIRONMENT STRATEGIC PLAN SESSION MONDAY, NOVEMBER 5, 2012 – HARRISTON TRAIN STATION

-28 adults in attendance including staff plus four children;
 -GRD called the session to order at 7:05 pm and introduced Deputy-Mayor Fisk to bring greetings and welcome the attendees;
 -GRD presented 11 slides reviewing the Ag & Env't sections of the 2006 Strat Plan including major directions and action items completed and yet to do;
 -Martin Tamlyn gave his background as a farmer business person and educator;
 -he asked the group as a whole to say what they liked about these areas of the strat plan and what trends they noticing;
 -Jenn S said she has noticed that the downtowns look very good, and she has seen great improvements over the last 5-6 years;
 -Dave Burns mentioned the changing economic environment with international trade agreements and impacts on supply management; the cost of fuel is an issue;
 -MT talked about the effects of climate change and flood levels;
 -the size and assessment of farm properties and land use policies was of interest to most of the group;
 -flipchart notes on the group discussion:

- environment – changes in climate
- supply management, trade & tariffs
- agriculture-big user of fossil fuels – costs affect farm incomes
- agriculture – observations & thoughts from large scale farms, small farms and organic farms; larger farm operations; changing land uses (better to have one 500 ac farm or 5 100 ac farms?)
- the attendees broke into groups to talk about these and other issues;
- GRD reminded them to think in context of the power of municipalities to influence or control these policies/situations;

Martin put these four questions on the wall for groups to discuss:

- 1.) What things would we like to see happening?
- 2.) What is stopping us (hurdles)?
- 3.) What resources would be helpful?
- 4.) Who will do this work?

These factors to consider were listed – HEALTH;
FOOD;ECONOMY;EDUCATION;NATURE; YOUNG PEOPLE; JOBS;

Group Notes

Group 1

- tough for young farmers to get started;
- increased values for farmland has led to higher assessments and higher property taxes;
- on-farm businesses are needed to support larger acreages, but these activities may conflict with land use policies;
- it may be cost prohibitive to set up separate operations for these businesses in an industrial park;
- wetlands need to be protected – ex conservation land tax exemptions;
- Minto needs to cope with “southern” values for land-use planning;
- is it possible to have “condominium-type farms” of say 20 acres? Maybe on secondary ag land?
- others think small farm industries should stay on farms;
- oppose development of industrial parks on prime agricultural land;

Group 2

- promote easier severances on agricultural land;
- try to stop the disappearance of homes on family farms; ex. Each original 100 acre parcel may have 1 residential lot of approx. 1 acre in size – ensure right to farm to avoid complaints by neighbours;
- change the property tax assessments to remove the incentive to reduce taxes by tearing down homes;
- some concerns about the impact of provincial official plans and statements with regard to “retirement lots” and the impact on existing homes and MDS regulations;
- idea of an “Agri-Park” with a larger farm property broken into plots for an “agri-incubator”;
- suggestion of having an option to own land after starting out in the incubator;

Group 3

- in favour of a tree program for Minto similar to the “Trees-for-Mapleton” program;
- this would promote educational aspects of trees and forests, reduce erosion and encourage diversity;
- try to ensure that residents know about the free tree programs sponsored by the Conservation Authorities and Green Legacy;
- there should be more options for recycling for such things as bale wrap – more communication in the tax newsletter and through County avenues;

Group 4

- Talked about issues surrounding garbage and waste collection and disposal;
- consider the opportunities and disadvantages presented by bio-mass;
 - also wanted to promote bale wrap recycling options in tax newsletter;
 - continue to advertise Minto’s agricultural identity, but more broadly;
 - is there a wind turbine policy in Minto? Should there be?
 - should Wellington County revisit rural garbage collection and blue box pick-up?

Summary of Ideas

- 1) Agricultural Incubators
- 2) Co-operative farming arrangements
- 3) Review of Land Use Policies and the future of the family farm
- 4) Help and Encouragement of young farmers – existing residents and newcomers
- 5) Promotion of environmental sustainability
- 6) 3 perspectives on agriculture – Traditional farming; Small organic farms; Large agribusiness

2012 Strategic Plan Update November 6, 2012, Harriston Train Station

Strategic Focus Area: Recreation & Facilities

2009 Action Items:

- Joint capital ventures with other municipalities (JD)
- Efficient and effective operation of programs and facilities
- Explore feasibility of trail linkage
- Norgan Theatre diversification of cultural offerings
- Hold/Create sporting tournaments
- Encourage local school use of our facilities
- Encourage existing groups to use facilities through incentives
- Create/Hold amateur sporting events
- Create family Christmas event
- Continue with CiB
- Encourage public input on programming
- Draw on volunteer community for implementation of plan
- Promote senior citizen and volunteer leadership
- Create a community challenge event for bragging rights
- Provide leadership training resources where needed

- Implement Event Pro web access
- Utilize needs study

2013 Action Items:

- Maintain a membership in good standing with Communities in Bloom
- Explore trail linkage and partnerships to increase usage
- Encourage community input on programming
- Create and support local and municipal-wide programs
- Promote senior citizen leadership, invest in their facilities
- Provide leadership and volunteer training resources and opportunities
- Assist community groups where possible
- Promote and support special events
- Investigate the possibility of a Jr. C hockey team
- **Create a detailed marketing plan for facilities and programs**
- Improve way finding signage
- Continue to support the Harriston Pool and Palmerston Pool
- Identify outdoor recreational opportunities in settlement areas
- Host amateur sporting events and tournaments
- Host a local equestrian event
- Encourage local school use of indoor and outdoor facilities
- **Encourage facility usage through incentives**
- **Create 3-5 year rate plans incrementally**
- Encourage cultural and community use of the Norgan Theatre
- Support increased arena floor rentals during non-ice season
- Create a long-term capital plan, with specific regard to arenas and a mega facility

Strategic Plan Stakeholders Session

Building/By-law Tuesday November 13th 6:30pm Palmerston Fire Hall

Downtowns

- Waive fees, reduce taxes, encourage investment
- For parking have better snow removal
- Go after absentee owners aggressively and enforce property standards and safety issues
- Look at asking for legislative action to eliminate the tax rebate on vacant commercial properties
- Continue with signage and façade grants
- Look at having Municipal/Private Sector partnership to invest in community

Planning

1. Site Plan Approval

- Improve site plan controls but not too strict, blend with what exists
- make sure quality is pursued

2. Frontage Fees

- Charge Frontage fees for infill lots

3. Source Water Protection Plan

- Come up with a list of actual threats, not just potential threats
- Keeping bringing forward to the Provincial Government for funding

Questionnaire What would you like to see continue?

Positive Commercial Zoning Districts-2

Enforce Property Standard By-law-11

Community Improvement Plan- 11

Downtown Streetscape Improvements- 10

Maintaining Commercial/Retail Zones-11

Minto Strategic Planning Meeting Summary

Emergency Services 2012 Tuesday November 27th Palmerston Fire Hall

Meeting Attendees

Chris Harrow, Bill White, Terry White, Peter Henderson, Dave Harrow, Rick Hembly, Mike MacDougall, Garf Murray, John Hogg, Todd Boyne, Devin Ellis, Dave Turton, Terry Fisk, George Bridge, Ron Faulkner, Linda Dickson (Facilitator)

1. Minto Mission Statement Review

Likes

- Respect, Stable, Where your family belongs, Safe Community, Volunteerism, Safety

Dislikes

- Stop Repetitiveness
- Separatism
- Repeating Words in the statement
- Affordability vs. Cheap (Appearance of the words in the statement)
- Individualism vs. Unity (Are we all one now?)

Examples of Revised Mission Statements

Minto – a safe rural community based on respect and supported by strong volunteer values, for all lifestyles-where your family belongs.

Minto-Friendly, safe, affordable, and economically stable. Where your family belongs.

2. Discussion on Directions for Emergency Management in the Town of Minto

- Increase the Public Education for Emergency Measures within the Town to include but not limited to: Be prepared with a 72 hour kit, evacuation routes, evacuation zones, volunteer recruitment.

- Educate volunteers to be prepared for duties in the event of an emergency, including Service Clubs and possibly zone commanders
- Develop a more specific plan for the communication centre and the roles it will play during an emergency, including staff roles and templates for release of information
- Create zones in Harriston for a flood event to aid in evacuation and warning of people living in the zones
- Look at the possibility of using Zone Wardens to assist in notification of residents living in the zone
- Work with the Master Fire Plan to incorporate it into the overall Strategic Plan
- Create specific emergency plans for our top events in our Hazard identification risk assessment (HIRA)
- Petition the Provincial government to improve communication capabilities amongst the emergency services

3. Other Items Discussed at Meeting

- Work with the Conservation Authorities to come up with strategies for flood management
- Make sure our Emergency Plan aligns with the County Emergency plan and Mutual Aid Plans
- Mark evacuation routes with signs
- Complete more field and practice exercises to come more competent in emergency measures
- Work with Public Utilities to come familiar with their role and align them with ours

Minto Strategic Plan Public Meeting Tuesday May 14th, 2013, 6:30pm, Harriston Train Station

Mayor Bridge welcomed those in attendance and thanked those that had participated in earlier consultation sessions last fall. The purpose of this meeting is to obtain comments on the draft document which had been circulated by email and posted on the website. Any input received would be brought forward in revisions to the plan prior to Council approval.

The CAO/Clerk and Department Heads provided a presentation outlining key aspects of the draft Strategic Plan including the draft vision and mission, and key new action areas proposed to be included. There was some discussion of rural and urban issues and community identity. It was suggested that any further comments could be emailed to the CAO/Clerk over the coming weeks.

Attendees were thanked for their participation and the meeting adjourned at 7:15pm.

Minto Strategic Plan Public Works Staff Review and Information Session
Thursday June 27th, 2013, 7:15am, Town of Minto Board Room

Mayor Bridge welcomed the staff in attendance and acknowledged Councillor Elliot who was also present in support of the draft Strategic Plan. The CAO/Clerk provided a brief presentation on the vision and mission in the plan as well as some of the overriding principles and key actions in the plan. The plan has an impact on all staff in terms of providing leadership in the community, high quality customer service, training, volunteer fire fighting model, taking over sewage plant operation and other important sections.

Input is needed on how best to remind staff of the vision, mission and significant actions. Staff asked questions about the plan related to impact on public works, equipment, and community identify. The CAO/Clerk welcomed further comments in writing or email over the next few weeks as Council was expected to consider the plan at its August 6th meeting. Councillor Elliott thanked all for their attendance.

Mayor Bridge adjourned the meeting at 7:45am.

Minto Strategic Plan Administrative and Facilities Staff Review & Information Session
Friday June 28th, 2013, 12:00pm, Town of Minto Board Room

Councillor Hembly welcomed the staff in attendance. The CAO/Clerk provided a brief presentation on the vision and mission in the plan as well as some of the overriding principles and key actions in the plan. The plan has an impact on all staff in terms of providing leadership in the community, high quality customer service, training, taking over sewage plant operation and other important sections.

Input is needed on how best to remind staff of the vision, mission and significant actions. The CAO/Clerk welcomed further comments in writing or email over the next few weeks as Council was expected to consider the plan at its August 6th meeting.

Upon arrival Mayor Bridge summarized the importance of the Plan and adjourned the meeting at 12:30pm



THE COUNCIL OF THE TOWN OF MINTO
PUBLIC MEETING AGENDA
ZBA-2018-05
Applicant: Bearinger
TUESDAY March 19th, 2018,
7:00 pm in the Council Chambers

A Public Meeting to consider an amendment to the Town of Minto Zoning By-law No. 01-86 for property located at 6280 Highway 89, Town of Minto.

1. Mayor Bridge to act as the Chair of the Public Meeting
2. Chair Bridge to call the meeting to order and request any member of the public present to please sign the attendance record. Chair Bridge to state the following:

If a person or public body does not make oral submissions at a public meeting or make written submissions to the Town of Minto before the By-law is passed, the person or public body is not entitled to appeal the decision of the Town of Minto to the Local Planning Appeal Tribunal and the person or public body may not be added as a party to the hearing of the appeal before the Tribunal unless, in the opinion of the Board, there are reasonable grounds to do so.

3. C.A.O. Clerk White to state the municipal address and legal description of the property, the purpose and effect of the application and date notices we sent.

The property subject to the proposed amendment is located on Lots 18 & 19, Concession 15, with a municipal address of 6280 Highway 89, Town of Minto.

The Purpose and Effect of the proposed amendment is to rezone the subject lands to permit a dog kennel on the second level of the bank barn. The lands are currently zoned Agricultural (A) and Natural Environment (NE) Zone and are occupied by a single dwelling, bank barn and shed. Additional relief may be considered at this meeting.

The Notices were mailed to the property owners within 400 feet or 120 meters of the subject property as well as the applicable agencies May 28th, 2018 and posted on the subject property. The following comments were received:

- a) Town of Minto staff
 - Building Assistant's report attached
- b) Curtis Marshall, Senior Planner, and Jessica Wilton Junior Planner, County of Wellington, report attached
- c) Michael Oberle, Saugeen Valley Conservation Authority report, attached

Public Meeting Agenda
To Consider an Amendment
to the Town of Minto Zoning By-law No. 01-86 for property
located on Lots 18 & 19, Concession 15, with a municipal address of 6280 Highway 89, Town
of Minto.

Page 2

4. Chair Bridge to call on the applicant or his agent to provide comments regarding the proposed Amendment to the Comprehensive Zoning By-law No. 01-86.
5. Chair Bridge to call on anyone who wishes to comment in favour of the proposed Amendment.
6. Chair Bridge to call on anyone who wishes to comment in opposition of the proposed Amendment.
7. The applicant or his agent is given an opportunity for rebuttal.
8. Chair Bridge to give members of Council an opportunity to ask questions.
9. Chair Bridge to state **IF YOU WISH TO BE NOTIFIED** of the decision of the Council of the Town of Minto in respect to the proposed Zoning By-law Amendment application, you must make a written request to the Clerk of the Town of Minto at 5941 Highway 89, Harriston, NOG 1Z0 or by email at Bwhite@town.minto.on.ca.
10. If there are no further comments, Chair Bridge will adjourn this Public Meeting.



Town of Minto

DATE: June 14, 2018
TO: Mayor Bridge and Members of Council
FROM: Michelle Brown, Building Assistant
RE: ZBA 2018-05- Mervin Bearinger Lots 18 & 19, Concession 15, with a municipal address of 6280 Highway 89, Harriston, Town of Minto

STRATEGIC PLAN

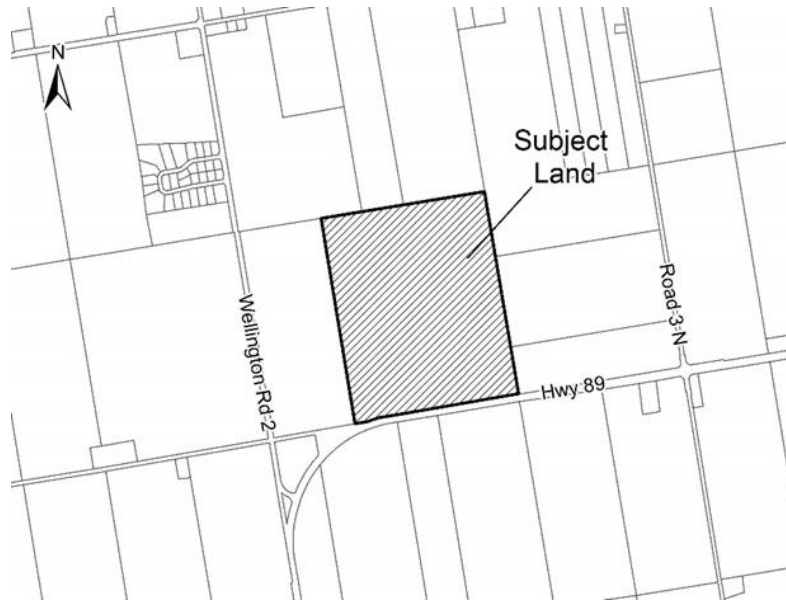
Ensure growth and development in Clifford, Palmerston and Harriston makes cost effective and efficient use of municipal services, and development in rural and urban areas is well planned, reflects community interests, is attractive in design and layout, and is consistent with applicable County and Provincial Policies.

BACKGROUND

The intent of this application is to rezone the subject lands to permit the operation of a dog kennel on the second level of the existing bank barn. This amendment is required as Section 6.5 of the Zoning By-law restricts the use in all zones unless specifically permitted by an amendment.

The applicant is proposing that the kennel be located on the second level of the existing bank barn. The applicant currently operates a similar kennel that has been in place without issue. Mr. Bearinger will be required to obtain a license from the Town to operate a second kennel in accordance with the Town's Kennel Licensing By-law (2016-31). The property contains a residential dwelling, shed, bank barn and is approximately 79.36 ha (196 ac) and is zoned Agricultural (A) and Natural Environment (NE).





COMMENT

Town Staff reviewed the application and are in support of the proposed zoning amendment. Any potential deficiencies will be addressed during the kennel application process. No additional concerns were noted.

RECOMMENDATION

THAT Council receives the Building Assistants report on the proposed rezoning application ZBA 2018-05- Mervin Bearinger Lots 18 & 19, Concession 15, with a municipal address of 6280 Highway 89, Harriston, Town of Minto for information and considers passing a by-law in open session.

ATTACHMENTS

County of Wellington Planner Report, Curtis Marshall and Jessica Wilton
Saugeen Valley Conservation Authority, Michael Oberle

Michelle Brown,
Building Assistant



PLANNING REPORT

for the TOWNSHIP OF WELLINGTON NORTH

Prepared by the County of Wellington Planning and Development Department

DATE: June 13, 2018
TO: Bill White, C.A.O.
Town of Minto
FROM: Jessica Wilton, Junior Planner
Curtis Marshall, Senior Planner
County of Wellington
SUBJECT: **Mervin Bearinger**
6280 Highway 89
Lot 18 & 19, Concession 15
Zoning By-law Amendment – Dog Kennel

Planning Opinion This zone amendment will rezone the property to permit a dog kennel to operate on a site specific basis on the subject lands. This amendment is required as the Zoning By-law restricts the use in all zones unless specifically permitted by an amendment, and in order to comply with the Kennel Licencing process outlined in the Townships Kennel License By-law

Planning Staff generally have no concerns with the rezoning application to permit a kennel on the property. The application conforms with the Official Plan and is consistent with applicable Provincial policies. Under the Towns By-law to regulate and license the keeping of dogs and dog kennels, the applicant will have to submit a detailed site plan to indicate how it meets all the requirements in the licensing by-law.

INTRODUCTION

The property subject to the proposed amendment is described as Part Lot 18 & 19, Concession 15, with a civic address of 6280 Highway 89 and is approximately 79.36 ha (196 ac). See Figure 1.

PROPOSAL

The purpose of the application is to rezone the subject lands to permit the operation of a dog kennel on the second level of the existing bank barn. The property is occupied by a dwelling, shed and a bank barn.

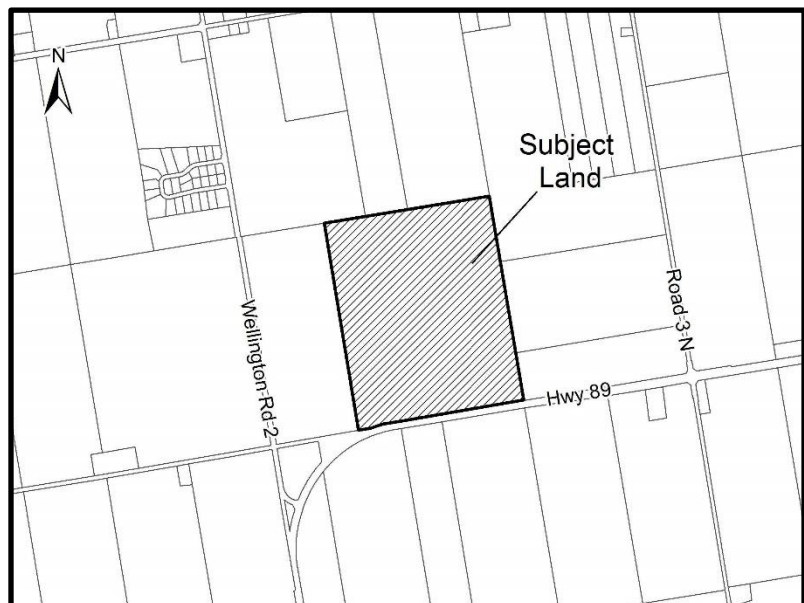


Figure 1: Subject lands

PROVINCIAL POLICY STATEMENT (PPS)

The subject property is categorized as “Rural Lands” by the PPS.

Section 1.1.5.4 of the PPS states: “Development that is compatible with the rural landscape and can be sustained by rural service levels should be promoted”. Section 1.1.5.6 states “Opportunities should be retained to locate new or expanding land uses that require separation from other uses”.

Section 1.1.5.8 states that agricultural uses, agricultural uses, on farm diversified uses and normal farm practices should be promoted and protected in accordance with provincial standards.

PROVINCIAL GROWTH PLAN (2017)

The subject lands are identified as a “Candidate Area” within the Agricultural Land Base mapping. In these areas, current Official Plan policies remain in force until a Municipal Comprehensive Review has been completed to consider whether the lands will become “Prime Agricultural”.

The subject lands are also within the Natural Heritage System of the Growth Plan, however the proposed kennel (in the bank barn) is located outside any Key Natural Heritage Features or Key Hydrologic features.

WELLINGTON COUNTY OFFICIAL PLAN

The subject lands are designated SECONDARY AGRICULTURAL, CORE GREENLANDS, and GREENLANDS within the County Official Plan. Identified features include provincially significant wetlands, hazard lands, significant wooded area and life science ANSI. Permitted uses in Secondary Agricultural Areas include all uses allowed in the Prime Agricultural Area. Kennels are considered a permitted use within the Prime Agricultural area under Section 6.4.3 of the Plan. The location of the proposed kennel is well removed from the identified environmental features on the property.

ZONING BY-LAW

The subject lands are zoned Agricultural (A) and Natural Environment (NE). Section 6.5 of the by-law states:

“Kennels are prohibited uses unless specifically permitted by an amendment to this By-law. Where specifically permitted by an amendment to this Bylaw, no land, building or structure shall be used for a kennel, unless the land, building and structure is in compliance with the approved Keeping of Dogs and Dog Kennels Bylaw”.

This zoning amendment is required in order to permit a kennel on the property.

Under the Town’s Kennel License By-law an inspection of the proposed kennel be required by the Town’s By-law Enforcement Officer and “No kennel license shall be granted unless all terms and provisions of the Towns by-law to license and regulate dogs and dog kennels have been complied with.

Figure 2: Air Photo Showing Approximate Distances to Closest Neighbouring Dwelling and Barn



PLANNING CONSIDERATIONS

Compatibility

The subject property is located on a farm and is surrounded by forest area to the north and east, and agricultural uses to the south and west. The forest area provides for a buffer to the neighboring properties. The closest neighbours' dwelling and livestock barn exceed the 150 m (492 ft) setback requirements outlined in the kennel licensing by-law. The property directly across the street (6275 Highway 89) is zoned to permit a lavender farm operation in addition to the uses permitted in an Agricultural zone. The kennel license by-law does not take into consideration setbacks to home industries, home occupations or other on farm diversified uses in rural areas. The lavender farm shop/store is set back approximately 273 m (895.5 ft) from the proposed kennel location which exceeds the 150 m setback if the building was a dwelling or livestock barn. A map showing the approximate setback distances to the closest neighbouring dwelling and livestock barn is shown above in Figure 2.

Kennel Licensing By-law

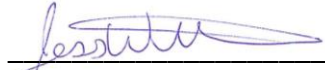
The applicant is proposing that the kennel be located on the second level of the existing bank barn housing a maximum of 25 dogs. The applicant will be required to obtain a license from the Town to operate a kennel in accordance with the Town's Kennel Licensing By-law (2016-31 as amended) if the zoning amendment application is approved. The applicant is required to provide a detailed site plan as part of the kennel license application. Acoustical barriers are to be shown on the site plan and provided to the Township Inspector's satisfaction.

Draft Zoning By-law

A draft zoning by-law amendment has been attached to this report for public review and Council's consideration which introduces a site specific exception permitting a kennel on the subject lands.

Respectfully submitted

County of Wellington Planning and Development Department



Jessica Wilton, Junior Planner



Curtis Marshall, MCIP, RPP
Senior Planner



1078 Bruce Road 12, P.O. Box 150, Formosa ON Canada N0G 1W0
Tel 519-367-3040, Fax 519-367-3041, publicinfo@svca.on.ca, www.svca.on.ca

SENT ELECTRONICALLY ONLY (bwhite@town.minto.on.ca)

June 5, 2018

Town of Minto
5941 Highway 89
RR # 1
Harriston, Ontario
N0G 1Z0

ATTENTION: Bill White, CAO/Clerk

Dear Mr. White,

RE: Proposed Zoning By-law Amendment
6280 Highway 89
Lot 18 & 19, Concession 15
Roll No.: 234100000314800
Geographic Township of Minto
Town of Minto

Saugeen Valley Conservation Authority (SVCA) staff has reviewed the proposed zoning by-law amendment in accordance with the SVCA's mandate and the SVCA Environmental Planning and Regulations Policies Manual, Approved May 16, 2017. The purpose and effect of the proposed amendment is to rezone the subject lands to permit a dog kennel on the second level of the existing bank barn. The proposed zoning by-law amendment is acceptable to SVCA staff, as it is our understanding that there are no changes to the NE zone proposed. We offer the following comments.

Natural Hazard

The majority of the property is designated Core Greenlands and Greenlands in the County of Wellington Official Plan, Schedule A5 Minto and is zoned Natural Environment (NE) in the Town of Minto Zoning By-law 01-86, Schedule 'A' Map 1. The Greenlands designation and NE zone generally match the hazardous lands as originally plotted by SVCA staff. In general, no new buildings or structures are permitted within the Core Greenlands or Greenlands designation or the NE zone. In the opinion of SVCA staff, the existing bank barn is not located in the Core Greenlands designation or the NE zone.

Natural Heritage

The significant natural heritage features and areas affecting the property include provincially significant wetlands, significant woodlands, a life science area of natural and scientific interest (ANSI), potentially significant wildlife habitat, and potentially the significant habitat of endangered species or threatened species.



Watershed Member Municipalities

Municipality of Arran-Elderslie, Municipality of Brockton, Township of Chatsworth, Municipality of Grey Highlands, Town of Hanover, Township of Howick, Municipality of Morris-Turnberry, Municipality of South Bruce, Township of Huron-Kinloss, Municipality of Kincardine, Town of Minto, Township of Wellington North, Town of Saugeen Shores, Township of Southgate, Municipality of West Grey

Provincially Significant Wetlands (PSW)

Clifford Harriston Wetland Complex PSW is located on the majority of the property. PSWs are included in the Core Greenlands designation and are shown on Schedule A5 Minto of the Wellington County Official Plan (OP). The existing bank barn is not located within the adjacent lands to the PSW. Therefore, in the opinion of SVCA staff, the preparation of an Environmental Impact Study (EIS) to address the PSW is not warranted for this proposal at this time.

Significant Woodlands

Significant woodlands are included in the Core Greenlands and Greenlands designation and are shown on Schedule A5 Minto of the Wellington County OP. The existing bank barn is not located within the adjacent lands to the significant woodlands. Therefore, in the opinion of SVCA staff, the preparation of an EIS to address significant woodlands is not warranted for this proposal at this time.

Life Science ANSI

ANSI's are included in the Core Greenlands and Greenlands designation and are shown on Schedule A5 Minto of the Wellington County OP. Drew Bog and Swamp Life Science ANSI is located on the property. The existing bank barn is not located within the adjacent lands to the ANSI. Therefore, in the opinion of SVCA staff, the preparation of an EIS to address the ANSI is not warranted for this proposal at this time.

Significant Wildlife Habitat

It has come to the attention of SVCA staff that significant wildlife habitat may be located on or adjacent to the property. Section 5.5.1 of the Wellington County OP states, in part, that development and site alteration shall not be permitted within significant wildlife habitat, unless it has been demonstrated that there will be no negative impacts to the habitat or its ecological functions. In the opinion of SVCA staff, an EIS is not necessary, as SVCA staff does not anticipate any negative impacts to significant wildlife habitat resulting from this proposal.

Significant Habitat of Endangered Species or Threatened Species

It has come to the attention of SVCA staff that habitat of endangered species or threatened species may be located on or adjacent to the property. Section 2.1.7 of the Provincial Policy Statement (PPS 2014) indicates that development and site alteration shall not be permitted in habitat of endangered species or threatened species, except in accordance with provincial and federal requirements. It is the responsibility of the applicant to ensure the endangered species and threatened species policy referred to in the PPS has been appropriately addressed. Please contact the Ministry of Natural Resources and Forestry (MNRF) for information on how to address this policy.

SVCA Regulation

The majority of the property is within the Approximate Screening Area associated with the SVCA's Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation (Ontario Regulation 169/06, as amended). This Regulation is in accordance with Section 28 of the *Conservation Authorities Act*, R.S.O., Chap. C. 27, and requires that a person obtain the written permission of the SVCA prior to any "development" in a Regulated Area or alteration to a wetland or watercourse.

"Development" and Alteration

Subsection 28(25) of the *Conservation Authorities Act* defines "development" as:

- a) *the construction, reconstruction, erection or placing of a building or structure of any kind,*
- b) *any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure increasing the number of dwelling units in the building or structure,*
- c) *site grading, or*
- d) *the temporary or permanent placing, dumping or removal of any material, originating on the site or elsewhere.*

According to Section 5 of Ontario Regulation 169/06, as amended, alteration generally includes the straightening, diverting or interfering in any way the existing channel of a river, creek, stream or watercourse, or the changing or interfering in any way with a wetland.

To determine the Approximate Screening Area, associated with the SVCA's Regulation on the property, please refer to the SVCA's online mapping program, available via the SVCA's website at <http://eprweb.svca.on.ca>. Should you require assistance, please contact our office directly.

Permission for Development or Alteration

Development or alteration including construction, reconstruction, conversion, grading, filling or excavation, including agricultural tile drainage, on the property may require permission from the SVCA prior to construction or site alteration commencing. However, the existing bank barn that is to be used as a dog kennel is not located within the Approximate Screening Area, and a permit from the SVCA is not required for development as proposed.

Conclusion

The proposed zoning by-law amendment is acceptable to SVCA staff. The SVCA would appreciate receiving notice of the decision to the above referenced *Planning Act* application.

We trust you find this information helpful. Should questions arise, please do not hesitate to contact this office.

Sincerely,



Michael Oberle
Environmental Planning Technician
Saugeen Conservation
MO/

cc: Stacey Pennington, Drinking Water Source Protection and Building Assistant (via email)
Steve McCabe, Authority Member, SVCA (via email)



THE COUNCIL OF THE TOWN OF MINTO
PUBLIC MEETING AGENDA

Notice of Engineer's Report Section 4 Drainage Act
Municipal Drain 39-2018 Parts of Lots 5 to 7, Concessions 6
and 7, in the Town of Minto, County of Wellington

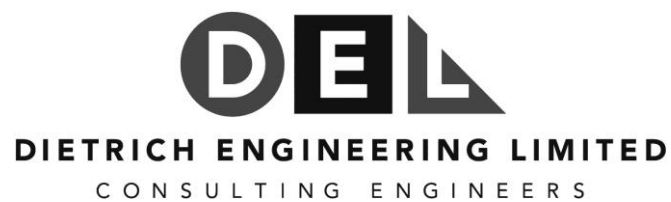
A Public Meeting to consider the Engineers report regarding Drain 39-2018

1. Mayor Bridge to act as the Chair of the Public Meeting
2. CAO Clerk to outline the purpose of the meeting is to consider the Engineering report prepared by Dietrich Engineering Limited dated June 5, 2018 for Drain 39-2018

Notices of the meeting were sent to 10 Landowners along with copies of the report. As well, copies of the report were circulated to Town Staff, Ministry of Agriculture, Food and Rural Affairs, Ministry of Natural Resources and Saugeen Valley Conservation Authority.

3. Chair Bridge to call on the Engineer to provide a summary of the report
4. Chair Bridge to call on Town staff to provide any additional comments
5. Chair Bridge to call on persons in attendance wishing to provide information that might influence Council's decision on the matter
6. Council questions and further comments
7. Chair Bridge to state:
"Council must decide whether or not to proceed with the project by provisionally adopting the engineer's report by by-law, or referring the report back to the engineer for modifications. There is no right to appeal assessments or other aspects of the engineer's report at this meeting; these appeal rights will be made available later in the procedure".
8. CAO Clerk will note a by-law, if appropriate, will be presented at a subsequent meeting if that is the wish of Council.
9. Chair Bridge to officially adjourn the meeting considering the engineer's report for Drain 39-2018

**Municipal Drain No. 39 - 2018
Town of Minto
County of Wellington**



Reference No. 1617

June 5, 2018

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Specifications for the Construction of Municipal Drainage Works

DIVISION A-General Conditions

DIVISION B-Specification for Open Drains

DIVISION C-Specification for Tile Drains

DIVISION E-Specification for Drainage Crossings by the Boring Method

DIVISION H-Special Provisions

Kitchener, Ontario

June 5, 2018

Municipal Drain No. 39 - 2018
Town of Minto
County of Wellington

**To the Mayor and Council
of the Town of Minto**

Members of Council:

1.0 Introduction

We are pleased to present our report on “Municipal Drain No. 39 - 2018”, serving parts of Lots 5 to 7, Concessions 6 and 7, in the Town of Minto, County of Wellington.

Authority to prepare this report was obtained by a resolution of the Town of Minto Council at its May 3, 2016 meeting to appoint Dietrich Engineering Limited to prepare an Engineer’s Report.

In accordance with your instructions pursuant to:

1. A request received by the Town of Minto Council under Section 78 of the Drainage Act, R.S.O. 1990, signed by Ronald and Debra Ross (Roll No. 4-151), Lot 5, Concession 6, and;
2. A petition received by the Town of Minto Council under Section 4(1)(c) of the Drainage Act, R.S.O. 1990, signed by Mike McIsaac, Town of Minto Road Foreman,

we have made an examination and survey of the affected areas and submit herewith our Report which includes Plan, Profiles, Details and Specifications for this work.

The attached Plan, Profiles, and Details, Drawings No. 1 and 2, Reference No. 1617, Specifications and the Instructions to Tenderers form part of this report. They show and describe in detail the location and extent of the work to be done and the lands which are affected

2.0 History

The upper end of Municipal Drain No. 39 was originally constructed under the authority of a report prepared by James A. Howes, O.L.S., dated February 4, 1957.

The report provided for the installation of approximately 3,125 lineal feet (952 metres) of 6 inch diameter (150 mm) to 10 inch (250 mm) diameter tile and the installation of four (4) catch basins. The outlet for the drain was into a woodlot on the west half of Lot 7, Concession 7.

From the outlet, the drain proceeds south-easterly through the east part of Lot 7 and the south-west corner of Lot 8, Concession 7, before it crosses through 6th Line road. From the south side of 6th

Line, the tile drain continues through the north-east part of Lot 6, Concession 6, crossing through 1st Road North and the north-west part of Lot 5, Concession 6, to the head of the drain on the south side of 6th Line.

For the lower end of Municipal Drain No. 39, an old award drain in part of Lot 9 and Lot 10, Concession 7, was replaced with a new municipal drain under the authority of a report prepared by J. R. Spriet, P.Eng., of Spriet Associates London Limited, dated October 28, 1991.

The report provided for the installation of approximately 569 metres of 350 mm diameter to 450 mm diameter field tile, one (1) 6 metre length of 600 mm diameter corrugated metal outlet pipe, the installation of one (1) catch basin, the installation of an 800 mm diameter corrugated metal pipe culvert, the construction of a low flow culvert under Road 10-11(Pike Lake Road), and the excavation of approximately 225 metres of the existing open ditch know as Municipal Drain No 3.

The drain commenced at an outlet into the open ditch of Municipal Drain No. 3 in the south-west part of Lot 10, Concession 7, and proceeded north-easterly through Lot 10, turning south at the Lot 9 property line before coming to the head of the drain at the property line between the east half and west half of Lot 9, Concession 7.

The lower end of Municipal Drain No. 39 was extended under the authority of a report prepared by J. R. Spriet, P.Eng., of Spriet Associates London Limited, dated February 28, 1997.

The report provided for the extension of the Main Drain, consisting of the installation of approximately 593 metres of 300 mm diameter to 450 mm diameter concrete and high density polyethylene pipe, and two (2) catch basins.

Branch 'A', consisting of the installation of approximately 617 metres of 200 mm diameter to 350 mm diameter concrete and plastic field tile and 19 metres of smooth wall steel casing under 6th Line, and two (2) catch basins.

Branch 'B', consisting of the installation of approximately 193 metres of 200 mm diameter plastic field tile.

The Main Drain extension was constructed from its outlet into the upper end of the 1991 tile drain between the east and west halves of Lot 9, Concession 7, in a south-easterly direction to the property line between Lot 8 and Lot 9, Concession 7, then north-easterly to the head of the drain on upstream side of a laneway in the middle of Lot 8, Concession 7.

Branch 'A' commenced at an outlet into the new extension of the Main Drain at the property line between Lot 8 and Lot 9, Concession 7, then proceeded south-easterly through the 6th Line road to the head of the drain at the property line between Lot 7 and Lot 8, Concession 6.

Branch 'B' commenced at an outlet into the new extension of the Main Drain, approximately 28 metres east of the east and west halves of Lot 9, Concession 7, to the property line between Lot 8 and Lot 9, Concession 7.

3.0 On-Site Meeting

In accordance with Section 9(1) of the Drainage Act, R.S.O. 1990, an on-site meeting was held on November 4, 2016. The place of meeting was on the 6th Line road allowance, adjacent to the Lena Martin property, Part of Lot 6, Concession 7.

Persons in attendance were:

Greg Nancekivell, C.E.T.	Dietrich Engineering Limited
Michel Terzian	Dietrich Engineering Limited
Mike Mclsaac	Road Foreman, Town of Minto
Edgar Martin	Landowner (<i>Pt. Lot 6, Con. 6</i>)
Ronald Ross	Landowner (<i>Lot 5, Con. 6</i>)
Jessie Ross	Landowner (<i>Pt. Lot 6, Con. 6</i>)
David Campbell	Landowner (<i>Lot 8, Con. 7</i>)
Linda Sinclair	Landowner (<i>Pt. Lot 7, Con. 7</i>)
Jim McLaughlin	Landowner (<i>Pt. Lot 8, Con. 6</i>)

Comments, concerns and issues that were discussed at the On-Site Meeting include:

- The existing drains on the west part of Lot 7, Concession 7, are working fine with no issues.
- The main drain through Lot 8, Concession 7, works well, property owner has no concerns.
- Existing tile has some blowouts through the north part of Lot 6, Concession 6.
- Would like a new branch brought up to the road on the L. Martin property, part of Lot 7, Concession 7, because there is typically a wet spot north of the road, opposite an existing surface pipe through 6th Line, adjacent to the H. & B. Savage property (Roll No. 4-153-01), part of Lot 7, Concession 6.
- The woodlot on part of Lot 7 and part of Lot 8, Concession 7, is a low hole and wet all the time, water just stays in it.
- The watershed needs to be checked in a few spots.
- Landowners would like to see the drain replaced with bigger and deeper tile.
- Generally a sandy loam soil within the watershed.

4.0 Information Meeting

An information meeting was held on March 9, 2018, at the Town of Minto Municipal Office. Persons in attendance were:

Greg Nancekivell, C.E.T.	Dietrich Engineering Ltd.
Michel Terzian	Dietrich Engineering Ltd.
Mike Mclsaac	Road Foreman, Town of Minto
Shane Ross	Representing Ronald & Debra Ross (<i>Lot 5, Con. 6</i>)
Edgar Martin	Landowner (<i>Pt. Lot 6, Con. 6</i>)
Terry Ross	Representing Jessie Ross (<i>Pt. Lot 6, Con. 6</i>)
Linda Sinclair	Landowner (<i>Pt. Lot 7, Con. 7</i>)
Mark & Maynard Martin	Landowners (<i>Pt. Lot 5, Con. 7</i>)

Comments, concerns and issues that were discussed at the Information Meeting include:

- Attendees were presented with the proposed design for the Main Drain, which consisted of the installation of approximately 1,078 metres of 300 mm to 500 mm diameter concrete field tile, high density polyethylene pipe and smooth wall steel casing, the excavation of approximately 48 metres of existing open ditch, and the installation of eight (8) concrete catch basins and one (1) concrete junction box.

- Branch 'C' consisted of the installation of approximately 58 metres of 200 mm diameter concrete field tile, and the one (1) concrete catch basin.
- The new proposed drain is designed for a 1.5" Drainage Coefficient (38.1 mm of rainfall per 24 hours) which attendees thought should be the minimum design standard.
- There were concerns about the ability of the woodlot on the west part of Lot 7, Concession 7, to accommodate the water from the new and larger drainage system without causing flooding within the woodlot and on downstream lands.
- The owners of Lot 5, Concession 7, intend to systematically tile their property and would like to tile some land from outside the watershed on the east side of the laneway, into the watershed for the new drainage system, so make sure the tile is sized for the extra water. A map detailing the configuration of the proposed tiling system was provided to Dietrich Engineering staff at the meeting.

5.0 Findings

We have made an examination of the drainage area and have found the following:

1. Municipal Drain No. 39 constructed under the authority of a report prepared by James A. Howes, O.L.S., dated February 4, 1957, is in a poor state of repair and is neither of sufficient capacity nor depth to drain the surrounding and upstream lands within the watershed at today's standards of drainage.
2. M. & M. Martin, landowners of part of Lot 5, Concession 7, would like to systematically tile approximately 2 hectares of land (5 acres) from outside the watershed east of their laneway, into the proposed drainage system.
3. Water doesn't drain away from an area on the L. Martin property (Roll No. 4-168) on the east part of Lot 7, Concession 7, on the north side of 6th Line, opposite an existing surface pipe through 6th Line, and typically remains wet.
4. Part of the woodlot on west part of Lot 7, Concession 7, is an Evaluated but non-Provincially Significant Wetland according to the Ministry of Natural Resources and Forestry website.
5. Approximately 1.2 hectares (3 acres) of the R. & D. Ross property (Roll No. 4-151), Lot 5, Concession 6, is tiled out of the watershed for the proposed drainage system.
6. Landowners of Lots 8 to 10, Concession 7, and Lots 8 and 9, Concession 6, were invited to the on-site meeting dated November 4, 2016, to discuss any drainage issues they may have and wish to address through a new drainage report. At the time, there was no interest from those property owners to have improvements made to the existing drainage systems through their lands.
7. Landowners on Lot 8 and part of Lot 9, Concessions 6 and 7, were mailed a letter dated April 6, 2018, advising them that an information meeting with the affected landowners for the upper end of Municipal Drain No. 39, had taken place and that the downstream landowners who received a copy of the letter, would not be assessed for the proposed drainage works. Landowners were instructed to contact the office of the engineer if they had any questions or concerns regarding the proposed work.
8. The drainage coefficient design standard used for the Municipal Drain No. 39 extension in 1997 is 13 mm (0.5") of rainfall per 24 hours.

6.0 Recommendations

It is our recommendation that:

1. A new tile drainage system, **Main Drain**, be constructed from its outlet on the L. Sinclair property (Roll No. 4-167), part of Lot 7, Concession 7, upstream approximately 1,078 metres to the north road limit of 6th Line, in the Town of Minto, Wellington County.
2. A new tile drainage system, **Branch 'C'**, be constructed from its outlet into the Main Drain on the L. Martin property (Roll No. 4-168), part of Lot 7, Concession 7, upstream approximately 58 metres to the north road limit of 6th Line, in the Town of Minto, County of Wellington.
3. The existing tile drainage system constructed under the authority of the report prepared by James A. Howes, O.L.S., dated February 4, 1957, shall be abandoned and destroyed.
4. This new drainage system shall be known as **"Municipal Drain No. 39 - 2018"**.
5. The drainage coefficient design standard used for this drain is 38.1 mm (1.5") of rainfall per 24 hours.

7.0 Summary of Proposed Works

The proposed work on the Main Drain consists of approximately 48 metres of existing open ditch excavation; 1,038 metres of 300 mm to 450 mm diameter concrete field tile and high density polyethylene pipe; the installation of eight (8) concrete catch basins and one (1) concrete junction box; and the installation of 40 metres of 400 mm to 500 mm O.D. smooth wall steel casing to be installed by the jack & bore method.

The proposed work on Branch 'C' consists of approximately 58 metres of 200 mm diameter concrete field tile; and the installation of one (1) concrete catch basin.

8.0 Working Area and Access

The working area for construction purposes shall be a width of twenty-five (25) metres for the Main Drain and Branch 'C', except for in the woodlot on the L. Sinclair property (Roll no. 4-167), part of Lot 7, Concession 7, from Main Drain Sta. 0+000 to Sta. 0+048, where the working area shall be a width of twenty (20) metres.

The working area for maintenance purposed shall be a width of ten (10) metres centered on the proposed tile drain.

Access to the working corridor on the L. Sinclair property, part of Lot 7, Concession 7, shall be along a 5 metre wide access route as shown on the attached Plan (Drawing No. 1 of 2).

Access to the working corridor for Main Drain Sta. 0+079 to Sta. 1+078 and Branch 'C' shall be from where the proposed drain crosses 6th Line and 1st Road North.

9.0 Watershed Characteristics

The Drainage Area comprises approximately 41.5 hectares (102.5 acres). Land use within the watershed is primarily agricultural.

The watersheds were established using historic drainage reports, field investigations, Global Positioning System (G.P.S.) surveys and Southwestern Ontario Orthophotography Project (SWOOP) data.

10.0 Soil Characteristics

The Ontario Ministry of Agriculture, Food and Rural Affairs Agricultural Information Atlas, available online, describes the soil types within the watershed mostly as Harriston Loam, with a small pocket of Listowel Loam and an area of Muck within the woodlot on Lot 7, Concession 7.

A soils investigation by Dietrich Engineering Ltd. staff on November 11, 2016, generally confirm the above noted characteristics. Six (6) test pits were dug to an average depth of 2 metres and no water was encountered at the time. The average topsoil depth that was observed during the investigation was approximately 400 mm.

11.0 Allowances

In accordance with Sections 29 and 30 of the Drainage Act, R.S.O. 1990, we determine the allowances payable to Owners entitled thereto as follows.

Lot or Part	Con.	Owner	Roll No.	Right-of-Way (Section 29)	Damages to Lands and Crops (Section 30)	Total Allowances
MAIN DRAIN						
5	6	R. & D. Ross	4-151	\$ 2,930	\$ 2,600	\$ 5,530
Pt. 6	6	E. & L. Martin	4-152	\$ 3,030	\$ 2,690	\$ 5,720
W Pt. 7	7	L. & S. Sinclair	4-167	\$ 1,430	\$ 1,310	\$ 2,740
W Pt. 7 & E Pt. 6	7	L. Martin	4-168	\$ 4,610	\$ 4,100	\$ 8,710
5	7	M., J., M. & F. Martin	4-171		\$ 500	\$ 500
TOTAL ALLOWANCES, MAIN DRAIN				\$12,000	\$11,200	\$23,200
BRANCH 'C'						
W Pt. 7 & E Pt. 6	7	L. Martin	4-168	\$ 650	\$ 580	\$ 1,230
TOTAL ALLOWANCES, BRANCH 'C'				\$ 650	\$ 580	\$ 1,230
TOTAL ALLOWANCES, MUNICIPAL DRAIN NO. 39 - 2018				<u>\$12,650</u>	<u>\$11,780</u>	<u>\$24,430</u>

Total Allowances, under Sections 29 and 30 of the Drainage Act, R.S.O. 1990;

Municipal Drain No. 39 - 2018

\$24,430

Section 29 (Right-of-Way)

The land value used for calculating allowances for Right-of-Way is \$45,000/ha (\$18,212/acre) for agricultural lands and \$15,000/ha (\$6,071/acre) for woodlots.

Right-of-Way allowances have been calculated based on 25% of the estimated land value for a 10 metre Right-of-Way. Where lands were taken out of production for the construction of the Municipal Drain, Right-of-Way allowances have been calculated based on 100% of the estimated land value for the full area of land that was taken out of production.

Allowances for Right-of-Way were not provided in the report prepared by James A. Howes, O.L.S. dated February 4, 1957.

Section 30 (Damages)

Damages have been calculated based on \$4,000/ha (\$1,619/acre) for agricultural lands and \$2,000/ha (\$809/acre) for woodlots.

Allowances for accessing the working corridor along the route of the drain were awarded as Damages under Section 30 of the Drainage Act and were based on the length of the access route from the adjacent road and a 5 metre access route width using a value of \$4,000/ha (\$1,619/acre).

12.0 Estimated Construction Costs

We have made an estimate of the cost of the proposed work which is outlined in detail as follows:

Labour, Equipment and Materials

A) MAIN DRAIN

	<u>Description</u>	<u>Quantity</u>	<u>\$/Unit</u>	<u>Total</u>
1)	Open Ditch Excavation (Sta. 0+000 to Sta. 0+048)	100 m ³	\$ 4.00	\$ 400.00
2)	Levelling of Excavated material (Sta. 0+000 to Sta. 0+048)	48 m	\$ 3.00	\$ 144.00
3)	Stripping and stock piling of topsoil, 10m width (Sta. 0+000 to Sta. 0+489, Sta. 0+509 to Sta. 0+778 & Sta. 0+798 to Sta. 1+058)	1,018 m	\$ 7.00	\$ 7,126.00
4)	Levelling of stripped topsoil with trim dozer (Sta. 0+000 to Sta. 0+489, Sta. 0+509 to Sta. 0+778 & Sta. 0+798 to Sta. 1+058)	1,018 m	\$ 3.00	\$ 3,054.00
5)	Supply 450mm diameter, H.D.P.E. solid outlet pipe complete with rodent grate (320 kPa, CSA B182.8, bell and spigot joining system)	6 m	\$ 65.00	\$ 390.00
	Installation of 450mm diameter H.D.P.E. outlet pipe (Sta. 0+000 to Sta. 0+006)	l.s.		\$ 500.00
6)	Quarry stone rip-rap protection and geotextile filter material (Mirafi 180N or equivalent, approximately 40m ²)	l.s.		\$ 1,500.00
7)	Supply 450mm diameter H.D.P.E. solid pipe (320 kPa, CSA B182.6, bell and spigot joining system)	150 m	\$ 65.00	\$ 9,750.00
	Installation of 450mm H.D.P.E. diameter pipe by means of excavator on crushed stone bedding (Sta. 0+006 to Sta. 0+079 & Sta. 0+412 to Sta. 0+489)	150 m	\$ 50.00	\$ 7,500.00
8)	Supply 450mm diameter concrete field tile (2000D)	333 m	\$ 29.00	\$ 9,657.00
	Installation of 450mm diameter concrete field tile by means of a wheel trencher (Sta. 0+079 to Sta.0+412)	333 m	\$ 24.00	\$ 7,992.00

9)	Supply 400mm diameter concrete field tile (2000D)	269 m	\$ 24.00	\$ 6,456.00
	Installation of 400mm diameter concrete field tile by means of a wheel trencher (Sta. 0+509 to Sta.0+778)	269 m	\$ 22.00	\$ 5,918.00
10)	Supply 300mm diameter concrete field tile (2000D)	260 m	\$ 16.00	\$ 4,160.00
	Installation of 300mm diameter concrete field tile by means of a wheel trencher (Sta. 0+798 to Sta.1+058)	260 m	\$ 20.00	\$ 5,200.00
11)	Supply 200mm diameter H.D.P.E. solid pipe (320 kPa, CSA B182.8, bell and spigot joining system)	9 m	\$ 15.00	\$ 135.00
	Installation of 200mm diameter H.D.P.E. pipe by means of excavator on crushed stone bedding (Offset D.I.C.B. lead at Sta. 0+448)	9 m	\$ 45.00	\$ 405.00
12)	Supply & install 900mm x 1200mm concrete ditch inlet catch basin including the removal of existing hickenbottom (Sta. 0+079)	1 ea.	\$ 3,000.00	\$ 3,000.00
13)	Supply & install 900mm x 1200mm junction box (Sta. 0+272)	1 ea.	\$ 2,000.00	\$ 2,000.00
14)	Supply & install 450mm x 200mm diameter H.D.P.E. solid tee (320 kPa, CSA B182.8, bell and spigot joining system) (Sta. 0+448)	1 ea.	\$ 500.00	\$ 500.00
15)	Supply & install 450mm diameter H.D.P.E. solid 45 deg. elbows (320 kPa, CSA B182.8, bell and spigot joining system, Sta. 0+483, Sta.0+489 & Sta. 0+509)	3 ea.	\$ 500.00	\$ 1,500.00
16)	Tile Connections	I.S.		\$ 1,023.00
	Sub-Total			\$ 78,310.00

17) Work to be done on the 6th Line
Road Allowance (Sta. 0+489 to Sta. 0+509)

a) Supply 500 mm O.D. smooth wall steel casing 9.5mm (0.37") wall thickness	20 m	\$ 220.00	\$ 4,400.00
Installation of 500mm O.D. smooth wall steel casing by jack & bore method (Sta. 0+489 to Sta.0+509)	20 m	\$ 450.00	\$ 9,000.00
b) Supply & install 600mm x 600mm concrete ditch inlet catch basin including the removal and offsite disposal of existing catch basin at Sta. 0+509 (Sta. 0+489 & Sta. 0+509)	2 ea.	\$ 2,000.00	\$ 4,000.00
c) Supply & install 600mm x 600mm concrete ditch inlet offset catch basin including the removal and offsite disposal of existing catch basin (Sta. 0+448)	1 ea.	\$ 2,000.00	\$ 2,000.00
Sub-Total			\$ 19,400.00

18) Work to be done on the 1st Road North
Road Allowance (Sta. 0+778 to Sta. 0+798)

a) Supply 375mm diameter H.D.P.E. solid pipe (320 kPa, CSA B182.8, bell and spigot joining system)	20 m	\$ 49.00	\$ 980.00
Installation of 375mm diameter H.D.P.E. by Excavator including granular base and backfill including the removal and offsite disposal of existing fill (open cut method) (Sta. 0+778 to Sta. 0+798)	l.s.		\$ 5,000.00
b) Supply & install 600mm x 600mm concrete ditch inlet catch basin including the removal and offsite disposal of existing catch basin at Sta. 0+798 (Sta. 0+778 & Sta. 0+798)	2 ea.	\$ 2,000.00	\$ 4,000.00
c) Supply 450mm diameter H.D.P.E. solid pipe (320 kPa, CSA B182.8, bell and spigot joining system)	14 m	\$ 65.00	\$ 910.00
Installation of Road Culvert including the removal and offsite disposal of the existing 450mm diameter C.M.P. (Surface Culvert) (Sta. 0+781 to Sta. 0+795)	l.s.		\$ 1,000.00
Sub-Total			\$ 11,890.00

19) Work to be done on the 6th Line
Road Allowance (Sta. 0+489 to Sta. 0+509)

a) Supply 400 mm O.D. smooth wall steel casing 9.5mm (0.37") wall thickness	20 m	\$ 180.00	\$ 3,600.00
Installation of 400mm O.D. smooth wall steel casing by jack & bore method (Sta. 1+056 to Sta.1+076)	20 m	\$ 450.00	\$ 9,000.00
b) Supply & install 600mm x 600mm concrete ditch inlet catch basin including the removal and offsite disposal of existing catch basin at Sta. 1+056 (Sta. 1+056 & Sta. 1+076)	2 ea.	\$ 2,000.00	\$ 4,000.00
Sub-Total			\$ 16,600.00

**TOTAL ESTIMATED CONSTRUCTION COSTS
MAIN DRAIN**

\$126,200.00

B) BRANCH 'C'

	<u>Description</u>	<u>Quantity</u>	<u>\$/Unit</u>	<u>Total</u>
1)	Stripping and stock piling of topsoil, 10m width	58 m	\$ 7.00	\$ 406.00
2)	Levelling of stripped topsoil with trim dozer	58 m	\$ 3.00	\$ 174.00
3)	Supply 200mm diameter concrete field tile (2000D)	58 m	\$ 11.00	\$ 638.00
	Installation of 200mm diameter concrete field tile by means of a wheel trencher (Sta. 0+000 to Sta.0+058)	58 m	\$ 20.00	\$ 1,160.00
4)	Tile Connections	l.s.		\$ 222.00
	Sub-Total			\$ 2,600.00

5) Work to be done on the 6th Line
Road Allowance (Sta. 0+058)

a) Supply & install 600mm x 600mm concrete ditch inlet catch basin (Sta. 0+058)	1 ea.	\$ 2,000.00	\$ 2,000.00
Sub-Total			\$ 2,000.00

**TOTAL ESTIMATED CONSTRUCTION COSTS
BRANCH 'C'**

\$ 4,600.00

**TOTAL ESTIMATED CONSTRUCTION COSTS
MUNICIPAL DRAIN NO. 39 - 2018**

\$ 130,800.00

13.0 SUMMARY OF ESTIMATED CONSTRUCTION COSTS

A) MAIN DRAIN	\$ 126,200.00
B) BRANCH 'C'	\$ 4,600.00

TOTAL ESTIMATED CONSTRUCTION COSTS MUNICIPAL DRAIN NO. 39 - 2018

\$ 130,800.00

Total Estimated Materials	\$ 62,938.00
Total Estimated Labour and Equipment	\$ 67,862.00

TOTAL ESTIMATED CONSTRUCTION COSTS MUNICIPAL DRAIN NO. 39 - 2018

\$ 130,800.00

14.0 SUMMARY OF ESTIMATED COSTS

Allowances under Sections 29 and 30 of the Drainage Act, R.S.O. 1990	\$ 24,430.00
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Total Estimated Construction Costs	\$ 130,800.00
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Meetings, survey, design, preparation of preliminary cost estimates and reports, preparation of final drainage report, consideration of report and court of revision	\$ 26,900.00
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Preparation of contract documents, contract administration, supervision and inspection of construction	\$ 12,500.00
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Contingencies, Interest, Soils Investigation and net H.S.T.	\$ 8,370.00
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TOTAL ESTIMATED COSTS MUNICIPAL DRAIN NO. 39 - 2018

\$ 203,000.00

The estimated cost of the work in the Town of Minto is \$ 203,000.00.

15.0 Assessment

We assess the cost of this work against the lands and roads liable for assessment for benefit and outlet as shown on the annexed Schedule of Assessment. We have determined that there is no injuring liability assessment involved.

The existing Municipal Drain No. 39 constructed under the report of James A. Howes, O.L.S., dated February 4, 1957, shall be abandoned and cease to be a municipal drain after Municipal Drain No. 39 - 2018 is constructed.

Whether or not the Town of Minto elects to do the work on their property, Sta. 0+489 to Sta. 0+509, Sta. 0+778 to Sta. 0+798 and Sta. 1+058 to Sta. 1+078, they shall be assessed the actual increased costs to the drainage works due to the construction and operation of the roads as Special Assessments in addition to any benefit and outlet assessments. The Special Assessments shall be made up of the actual construction costs plus an allowance for administration costs.

16.0 Maintenance

After completion, this drain shall be maintained by the Town of Minto at the expense of all the lands and roads assessed in the attached Schedules of Assessments for Maintenance and in the same relative proportions until such time as the assessment is changed under the Drainage Act, with the exception of items included under report Section 12.0 Estimated Construction Costs for road works Main Drain Item 17), 18) and 19), and Branch 'C' Item 5), which shall be maintained by the Town of Minto at the expense of the road authority having jurisdiction over the road.

Respectfully submitted,

DIETRICH ENGINEERING LIMITED

W. J. Dietrich, P.Eng.

WJD:mt



SCHEDULE OF ASSESSMENT FOR CONSTRUCTION

Municipal Drain No. 39 - 2018

Town of Minto

LOT OR PART	CON.	APPROX. HECTARES	OWNER	ROLL NO.	(SEC. 22)		(SEC. 23)		(SEC. 26)		LESS 1/3		
					BENEFIT	LIABILITY	OUTLET	LIABILITY	SPECIAL	ASSESSMENT	TOTAL	GOV'T	ALLOWANCES
MAIN DRAIN													
5	6	8.5	R. & D. Ross	(4-151)	\$15,800		\$13,144		\$28,944	\$9,648	\$5,530		\$13,766
Pt 6	6	10.2	E. & L. Martin	(4-152)	\$17,200		\$11,146		\$28,346	\$9,449	\$5,720		\$13,177
Pt. 6	6	3.5	J. Ross	(4-152-50)			\$5,282		\$5,282	\$1,761			\$3,521
7	6	1.5	H. & B. Savage	(4-153)			\$785		\$785	\$262			\$523
* Pt. 7	6	0.3	H. & B. Savage	(4-153-01)			\$219		\$219				\$219
* Pt. 7	6	0.4	H. Savage	(4-153-03)			\$287		\$287				\$287
* Pt. 5	7	0.2	S. Howe & P. Harris	(4-170)			\$633		\$633				\$633
50	7	2.1	M., J., M. & F. Martin	(4-171)	\$2,500		\$6,497		\$8,997	\$2,999	\$500		\$5,498
E. Pt 6	7	1.1	L. Martin	(4-169)			\$987		\$987	\$329			\$658
* Pt. 6	7	1.0	The Trustees of Old Order Mennonite Conference	(4-169-10)			\$911		\$911				\$911
W. Pt 7, E. Pt 6	7	8.9	L. Martin	(4-168)	\$24,500		\$4,379		\$28,879	\$9,626	\$8,710		\$10,543
W. Pt 7	7	0.8	L. & S. Sinclair	(4-167)	\$5,000		\$84		\$5,084	\$1,695	\$2,740		\$649
Total Assessment on Lands					\$65,000		\$44,354		\$109,354	\$35,769	\$23,200		\$50,385
1st Road North		1.4	Town of Minto		\$3,000		\$6,691	\$16,040	\$25,731				\$25,731
6th Line		1.6	Town of Minto		\$6,000		\$9,585	\$54,230	\$69,815				\$69,815
Total Assessment on Roads					\$9,000		\$16,276	\$70,270	\$95,546				\$95,546
Total Assessment on Lands and Roads, Municipal Drain No. 39 - 2018 (Main Drain)					\$74,000		\$60,630	\$70,270	\$204,900	\$35,769	\$23,200		\$145,931

- NOTES:
1. * Denotes lands not eligible for ADIP grants
 2. The NET ASSESSMENT is the total estimated assessment less a one-third (1/3) Provincial grant, and allowances, if applicable.
 3. The NET ASSESSMENT is for information purposes only

SCHEDULE OF ASSESSMENT FOR CONSTRUCTION **Municipal Drain No. 39 - 2018** **Town of Minto**

LOT OR PART	CON.	AFFECTED HECTARES	OWNER	ROLL NO.	(SEC. 22)		(SEC. 23)		LESS 1/3		NET
					LIABILITY	BENEFIT	OUTLET	LIABILITY	GOV'T	GRANT	
					ASSESSMENT	ASSESSMENT	ASSESSMENT	ASSESSMENT	ALLOWANCES	ASSESSMENT	
<u>BRANCH 'C'</u>											
7	6	1.5	H. & B. Savage	(4-153)	\$1,383		\$461	\$1,383			\$922
* Pt. 7	6	0.3	H. & B. Savage	(4-153-01)	\$329			\$329			\$329
* Pt. 7	6	0.4	H. Savage	(4-153-03)	\$423			\$423			\$423
W. Pt 7, E. Pt 6	7	0.4	L. Martin	(4-168)	\$3,000		\$1,056	\$3,168	\$1,230		\$882
Total Assessment on Lands					\$3,000		\$1,517	\$5,303	\$1,230		\$2,556
00											
01	0.3		Town of Minto		\$2,500			\$3,697			\$3,697
Total Assessment on Roads					\$2,500			\$3,697			\$3,697
Total Assessment on Lands and Roads,					\$5,500		\$1,517	\$9,000	\$1,230		\$6,253
Municipal Drain No. 39 - 2018 (Branch 'C')											

- NOTES:
1. * Denotes lands not eligible for ADIP grants
 2. The NET ASSESSMENT is the total estimated assessment less a one-third (1/3) Provincial grant, and allowances, if applicable.
 3. The NET ASSESSMENT is provided for information purposes only

SCHEDULE OF NET ASSESSMENT FOR CONSTRUCTION **Municipal Drain No. 39 - 2018** **Town of Minto**

LOT OR			LESS 1/3				NET		
PART	CON.	OWNER	ROLL NO.	MAIN DRAIN	BRANCH 'C' ASSESSMENT	TOTAL	GOV'T GRANT	LESS ALLOWANCES	ASSESSMENT
5	6	R. & D. Ross	(4-151)	\$28,944		\$28,944	\$9,648	\$5,530	\$13,766
Pt 6	6	E. & L. Martin	(4-152)	\$28,346		\$28,346	\$9,449	\$5,720	\$13,177
Pt. 6	6	J. Ross	(4-152-50)	\$5,282		\$5,282	\$1,761		\$3,521
7	6	H. & B. Savage	(4-153)	\$785	\$1,383	\$2,168	\$723		\$1,445
* Pt. 7	6	H. & B. Savage	(4-153-01)	\$219	\$329	\$548			\$548
* Pt. 7	6	H. Savage	(4-153-03)	\$287	\$423	\$710			\$710
* Pt. 5	7	S. Howe & P. Harris	(4-170)	\$633		\$633			\$633
5	7	M., J., M. & F. Martin	(4-171)	\$8,997		\$8,997	\$2,999	\$500	\$5,498
OF Pt 6	7	L. Martin	(4-169)	\$987		\$987	\$329		\$658
* Pt. 6	7	The Trustees of Old Order Mennonite Conference	(4-169-10)	\$911		\$911			\$911
W. Pt 7, E. Pt 6	7	L. Martin	(4-168)	\$28,879	\$3,168	\$32,047	\$10,682	\$9,940	\$11,425
W. Pt 7	7	L. & S. Sinclair	(4-167)	\$5,084		\$5,084	\$1,695	\$2,740	\$649
Total Assessment on Lands				\$109,354	\$5,303	\$114,657	\$37,286	\$24,430	\$52,941
1st Road North		Town of Minto		\$25,731		\$25,731			\$25,731
6th Line		Town of Minto		\$69,815	\$3,697	\$73,512			\$73,512
Total Assessment on Roads				\$95,546	\$3,697	\$99,243			\$99,243
Total Assessment on Lands and Roads, Municipal Drain No. 39 - 2018				\$204,900	\$9,000	\$213,900	\$37,286	\$24,430	\$152,184

NOTES:

*1. Denotes lands not eligible for ADIP grants

2. The NET ASSESSMENT is the total estimated assessment less a one-third (1/3) Provincial grant, and allowances, if applicable.

3. The NET ASSESSMENT is provided for information purposes only

SCHEDULE OF ASSESSMENT FOR MAINTENANCE
Municipal Drain No. 39 - 2018
Town of Minto

LOT OR PART	CON.	APPROX. HECTARES AFFECTED	OWNER	ROLL NO.	PORTION OF MAINTENANCE COST
<u>MAIN DRAIN</u>					
5	6	8.5	R. & D. Ross	(4-151)	15.7%
Pt 6	6	10.2	E. & L. Martin	(4-152)	20.2%
Pt. 6	6	3.5	J. Ross	(4-152-50)	7.0%
7	6	1.5	H. & B. Savage	(4-153)	3.0%
* Pt. 7	6	0.3	H. & B. Savage	(4-153-01)	0.8%
* Pt. 7	6	0.4	H. Savage	(4-153-03)	1.1%
* Pt. 5	7	0.2	S. Howe & P. Harris	(4-170)	0.6%
5	7	2.1	M., J., M. & F. Martin	(4-171)	6.2%
E. Pt 6	7	1.1	L. Martin	(4-169)	2.1%
* Pt. 6	7	1.0	The Trustees of Old Order Mennonite Conference	(4-169-10)	1.9%
W. Pt 7, E.	7	8.9	L. Martin	(4-168)	17.7%
W. Pt 7	7	0.8	L. & S. Sinclair	(4-167)	1.6%
Total Assessment on Lands					<u>77.9%</u>
1st Road North					8.2%
6th Line					<u>13.9%</u>
Total Assessment on Roads					<u>22.1%</u>
Total Assessment for Maintenance, Municipal Drain No. 39 - 2018 (Main Drain)					<u>100.0%</u>

NOTES: *1. Denotes lands not eligible for ADIP grants

SCHEDULE OF ASSESSMENT FOR MAINTENANCE
Municipal Drain No. 39 - 2018
Town of Minto

LOT OR PART	CON.	APPROX. HECTARES AFFECTED	OWNER	ROLL NO.	PORTION OF MAINTENANCE COST
<u>BRANCH 'C'</u>					
7	6	1.5	H. & B. Savage	(4-153)	37.7%
* Pt. 7	6	0.3	H. & B. Savage	(4-153-01)	9.0%
* Pt. 7	6	0.4	H. Savage	(4-153-03)	11.5%
W. Pt 7, E. Pt 6	7	0.4	L. Martin	(4-168)	9.2%
Total Assessment on Lands					<u>67.4%</u>
6th Line					<u>32.6%</u>
Total Assessment on Roads					<u>32.6%</u>
Total Assessment for Maintenance, Municipal Drain No. 39 - 2018 (Branch 'C')					<u><u>100.0%</u></u>

NOTES: *1. Denotes lands not eligible for ADIP grants

SPECIFICATIONS FOR THE CONSTRUCTION OF MUNICIPAL DRAINAGE WORKS

DIVISION A – General Conditions

DIVISION B – Specification for Open Drains

DIVISION C – Specification for Tile Drains

**DIVISION E – Specification for Drainage
Crossings by the Boring Method**

DIVISION H – Special Provisions

DIVISION A

GENERAL CONDITIONS

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DIVISION A

GENERAL CONDITIONS

A.1 SCOPE

The work to be done under this contract consists of supplying all labour, equipment and materials to construct the drainage work as outlined in the Scope of Work, Drawings, General Conditions and other Specifications.

A.2 TENDERS

Tenders are to be submitted on a lump sum basis for the complete works or a portion thereof, as instructed by the Municipality. The Scope of Work must be completed and submitted with the Form of Tender and Agreement. A certified cheque is required as Tender Security, payable to the Treasurer of the Municipality.

All certified cheques, except that of the bidder to whom the work is awarded will be returned within ten (10) days of the time the Contract is awarded. The certified cheque of the bidder to whom the work is awarded will be retained as Contract Security and returned when the Municipality receives a Completion Certificate for the work.

A certified cheque is not required if the Contractor provides an alternate form of Contract Security such as a Performance Bond for 100% of the amount of the Tender or other satisfactory security, if required/permitted by the Municipality. A Performance Bond may also be required to insure maintenance of the work for a period of one (1) year after the date of the Completion Certificate.

A.3 EXAMINATIONS OF SITE, DRAWINGS AND SPECIFICATIONS

The Tenderer must examine the premises and site to compare them with the Drawings and Specifications in order to satisfy himself of the existing conditions and extent of the work to be done before submission of his Tender. No allowance shall subsequently be made on behalf of the Contractor by reason of any error on his part. Any estimates of quantities shown or indicated on the Drawings, or elsewhere are provided for the convenience of the Tenderer. Any use made of these quantities by the Tenderer in calculating his Tender shall be done at his own risk. The Tenderer for his own protection should check these quantities for accuracy.

The standard specifications (Divisions B through G) shall be considered complementary and where a project is controlled under one of the Divisions, the remaining Divisions will apply for miscellaneous works.

In case of any inconsistency or conflict between the Drawings and Specifications, the following order of precedence shall apply:

- Direction of the Engineer
- Special Provisions (Division H)
- Scope of Work
- Contract Drawings
- Standard Specifications (Divisions B through G)
- General Conditions (Division A)

A.4 PAYMENT

Progress payments equal to 87±% of the value of work completed and materials incorporated in the work will be made to the Contractor monthly. An additional ten per cent (10±%) will be paid 45 days after the final acceptance by the Engineer, and three per cent (3±%) of the Contract price may be reserved by the Municipality as a maintenance holdback for a one (1) year period from the date of the Completion Certificate. A greater percentage of the Contract price may be reserved by the Municipality for the same one (1) year period if in the opinion of the Engineer, particular conditions of the Contract requires such greater holdback.

After the completion of the work, any part of this reserve may be used to correct defects developed within that time from faulty workmanship and materials, provided that notice shall first be given to the Contractor and that he may promptly make good such defects.

A.5 CONTRACTOR'S LIABILITY INSURANCE

Prior to commencement of any work, the Contractor shall file with the Municipality evidence of compliance with all Municipality insurance requirements (Liability Insurance, WSIB, etc.) for no less than the minimum amounts as stated in the Purchasing Procedures of the Municipality. All insurance coverage shall remain in force for the entire contract period including the warranty period which expires one year after the date of the Completion Certificate.

The following are to be named as co-insured: Successful Contractor
Sub-Contractor
Municipality
Dietrich Engineering Ltd.

A.6 LOSSES DUE TO ACTS OF NATURE, ETC.

All damage, loss, expense and delay incurred or experienced by the Contractor in the performance of the work, by reason of unanticipated difficulties, bad weather, strikes, acts of nature, or other mischances shall be borne by the Contractor and shall not be the subject of a claim for additional compensation.

A.7 COMMENCEMENT AND COMPLETION OF WORK

The work must commence as specified in the Form of Tender and Agreement. If conditions are unsuitable due to poor weather, the Contractor may be required, at the discretion of the Engineer to postpone or halt work until conditions become acceptable and shall not be subject of a claim for additional compensation.

The Contractor shall give the Engineer a minimum of 48 hours notice before commencement of work. The Contractor shall then arrange a meeting to be held on the site with Contractor, Engineer, and affected Landowners to review in detail the construction scheduling and other details of the work.

If the Contractor leaves the job site for a period of time after initiation of work, he shall give the Engineer and the Municipality a minimum of 24 hours notice prior to returning to the project. If any work is commenced without notice to the Engineer, the Contractor shall be fully responsible for all such work undertaken prior to such notification.

The work must proceed in such a manner as to ensure its completion at the earliest possible date and within the time limit set out in the Form of Tender and Agreement.

A.8 WORKING AREA AND ACCESS

Where any part of the drain is on a road allowance, the road allowance shall be the working area. For all other areas, the working area available to the Contractor to construct the drain is specified in the Special Provisions (Division H).

Should the specified widths become inadequate due to unusual conditions, the Contractor shall notify the Engineer immediately. Where the Contractor exceeds the specified working widths without authorization, he shall be held responsible for the costs of all additional damages.

If access off an adjacent road allowance is not possible, each Landowner on whose property the drainage works is to be constructed, shall designate access to and from the working area. The Contractor shall not enter any other lands without permission of the Landowner and he shall compensate the Landowner for damage caused by such entry.

A.9 SUB-CONTRACTORS

The Contractor shall not sublet the whole or part of this Contract without the approval of the Engineer.

A.10 PERMITS, NOTICES, LAWS AND RULES

The Contractor shall obtain and pay for all necessary permits or licenses required for the execution of the work (but this shall not include MTO encroachment permits, County Road permits permanent easement or rights of servitude). The Contractor shall give all necessary notices and pay for all fees required by law and comply with all laws, ordinances, rules and regulations relating to the work and to the preservation of the public's health and safety.

A.11 RAILWAYS, HIGHWAYS AND UTILITIES

A minimum of 72 hours' notice to the Railway or Highways, exclusive of Saturdays, Sundays, and Statutory Holidays, is required by the Contractor prior to any work activities on or affecting the applicable property. In the case of affected Utilities, a minimum of 48 hours' notice to the utility owner is required.

A.12 ERRORS AND UNUSUAL CONDITIONS

The Contractor shall notify the Engineer immediately of any error or unusual conditions which may be found. Any attempt by the Contractor to correct the error on his own shall be done at his own risk. Any additional cost incurred by the Contractor to remedy the wrong decision on his part shall be borne by the Contractor. The Engineer shall make the alterations necessary to correct errors or to adjust for unusual conditions during which time it will be the Contractor's responsibility to keep his men and equipment gainfully employed elsewhere on the project.

The Contract amount shall be adjusted in accordance with a fair evaluation of the work added or deleted.

A.13 ALTERATIONS AND ADDITIONS

The Engineer shall have the power to make alterations in the work shown or described in the Drawings and Specifications and the Contractor shall proceed to make such changes without causing delay. In every such case, the price agreed to be paid for the work under the Contract shall be increased or decreased as the case may require according to a fair and reasonable evaluation of the work added or deleted. The valuation shall be determined as a result of negotiations between the Contractor and the Engineer, but in all cases the Engineer shall maintain the final responsibility for the decision. Such alterations and variations shall in no way render the Contract void. No claims for a variation or alteration in the increased or decreased price shall be valid unless done in pursuance of an order from the Engineer and notice of such claims made in writing before commencement of such work. In no such case shall the Contractor commence work which he considers to be extra before receiving the Engineer's approval.

A.14 SUPERVISION

The Contractor shall give the work his constant supervision and shall keep a competent foreman in charge at the site.

A.15 FIELD MEETINGS

At the discretion of the Engineer, a field meeting with the Contractor or his representative, the Engineer and with those others that the Engineer deems to be affected, shall be held at the location and time specified by the Engineer.

A.16 PERIODIC AND FINAL INSPECTIONS

Periodic inspections by the Engineer will be made during the performance of the work. If ordered by the Engineer, the Contractor shall expose the drain as needed to facilitate inspection by the Engineer.

Final inspection by the Engineer will be made within twenty (20) days after he has received notice from the Contractor that the work is complete.

A.17 ACCEPTANCE BY THE MUNICIPALITY

Before any work shall be accepted by the Municipality, the Contractor shall correct all deficiencies identified by the Engineer and the Contractor shall leave the site neat and presentable.

A.18 WARRANTY

The Contractor shall repair and make good any damages or faults in the drain that may appear within one (1) year after its completion (as dated on the Completion Certificate) as the result of the imperfect or defective work done or materials furnished if certified by the Engineer as being due to one or both of these causes; but nothing herein contained shall be construed as in any way restricting or limiting the liability of the Contractor under the laws of the Country, Province or Locality in which the work is being done. Neither the Completion Certificate nor any payment there under, nor any provision in the Contract Documents shall relieve the Contractor from his responsibility.

A.19 TERMINATION OF CONTRACT BY THE MUNICIPALITY

If the Contractor should be adjudged bankrupt, or if he should make a general assignment for the benefit of his creditors, or if a receiver should be appointed on account of his insolvency, or if he should refuse or fail to supply enough properly skilled workmen or proper materials after having received seven (7) days notice in writing from the Engineer to supply additional workmen or materials to commence or complete the works, or if he should fail to make prompt payment to Sub-Contractors, or for material, or labour, or persistently disregards laws, ordinances, or the instruction of the Engineer, or otherwise be guilty of a substantial violation of the provisions of the Contract, then the Municipality, upon the certificate of the Engineer that sufficient cause exists to justify such action, may without prejudice to any other right or remedy, by giving the Contractor written notice, terminate the employment of the Contractor and take possession of the premises, and of all materials, tools and appliances thereon, and may finish the work by whatever method the Engineer may deem expedient but without delay or expense. In such a case, the Contractor shall not be entitled to receive any further payment until the work is finished. If the unpaid balance of the Contract price will exceed the expense of finishing the work including compensation to the Engineer for his additional services and including the other damages of every name and nature, such excess shall be paid by the Contractor. If such expense will exceed such unpaid balance, the Contractor shall pay the difference to the Municipality. The expense incurred by the Municipality, as herein provided, shall be certified by the Engineer.

If the Contract is terminated by the Municipality due to the Contractor's failure to properly commence the works, the Contractor shall forfeit the certified cheque bid deposit and furthermore shall pay to the Municipality an amount to cover the increased costs, if any, associated with a new Tender for the Contract being terminated.

If any unpaid balance and the certified cheque do not match the monies owed by the Contractor upon termination of the Contract, the Municipality may also charge such expense against any money which may thereafter be due to the Contractor from the Municipality.

A.20 TESTS

The cost for the testing of materials supplied to the job by the Contractor shall be borne by the Contractor. The Engineer reserves the right to subject any lengths of any tile or pipe to a competent testing laboratory to ensure the adequacy of the tile or pipe. If any tile supplied by the Contractor is determined to be inadequate to meet the applicable A.S.T.M. standards, the Contractor shall bear full responsibility to remove and/or replace all such inadequate tile in the Contract with tile capable of meeting the A.S.T.M. Standards.

A.21 POLLUTION

The Contractor shall keep their equipment in good repair. The Contractor shall refuel or repair equipment away from open water.

If polluted material from construction materials or equipment is caused to flow into the drain, the Contractor shall immediately notify the Ministry of the Environment, and proceed with the Ministry's protocols in place to address the situation.

A.22 SPECIES AT RISK

If a Contractor encounters a known Species at Risk as designated by the MNR or DFO, the Contractor shall notify the Engineer immediately and follow the Ministry's guidelines to deal with the species.

A.23 ROAD CROSSINGS

This specification applies to all road crossings (Municipality, County, Regional, or Highway) where no specific detail is provided on the drawings or in the standard specifications. This specification in no way limits the Road Authority's regulations governing the construction of drains on their Road Allowance.

A.23.1 Road Occupancy Permit

Where applicable, the Contractor must submit an application for a road occupancy permit to the Road Authority and allow a minimum of five (5) working days for its review and issuance.

A.23.2 Road Closure Request and Construction Notification

The Contractor shall submit written notification of construction and request for road closure (if applicable) to the Road Authority and the Engineer for review and approval a minimum of five (5) working days prior to proceeding with any work on the road allowance. The Contractor shall be responsible for notifying all applicable emergency services, schools, etc. of the road closure or construction taking place.

A.23.3 Traffic Control

The Contractor shall supply flagmen, and warning signs and ensure that detour routes are adequately signed in accordance with no less than the minimum standards as set out in the Ontario Traffic Manual's Book 7.

A.23.4 Weather

No construction shall take place during inclement weather or periods of poor visibility.

A.23.5 Equipment

No construction material and/or equipment is to be left within three (3) metres of the travelled portion of the road overnight or during periods of inclement weather.

If not stated on the drawings, the road crossing shall be constructed by open cut method. Backfill from the top of the cover material over the subsurface pipe or culvert to the under side of the road base shall be Granular "B". The backfill shall be placed in lifts not exceeding 300mm in thickness and each lift shall be thoroughly compacted to 98% Standard Proctor. Granular "B" road base for County Roads and Highways shall be placed to a 450mm thickness and Granular "A" shall be placed to a thickness of 200mm. Granular road base materials shall be thoroughly compacted to 100% Standard Proctor.

Where the road surface is paved, the Contractor shall be responsible for placing HL-8 Hot Mix Asphalt patch at a thickness of 50mm or of the same thickness as the existing pavement structure. The asphalt patch shall be flush with the existing roadway on each side and without overlap.

Excavated material from the trench beyond 1.25 metres from the travelled portion or beyond the outside edge of the gravel shoulder may be used as backfill in the trench in the case of covered drains. The material shall be compacted in lifts not exceeding 300mm.

A.24 LANEWAYS

All pipes crossing laneways shall be backfilled with material that is clean, free of foreign material or frozen particles and readily tamped or compacted in place unless otherwise specified. Laneway culverts on open ditch projects shall be backfilled with material that is not easily erodible. All backfill material shall be thoroughly compacted as directed by the Engineer.

Culverts shall be bedded with a minimum of 300mm of granular material. Granular material shall be placed simultaneously on each side of the culvert in lifts not exceeding 150mm in thickness and compacted to 95% Standard Proctor Density. Culverts shall be installed a minimum of 10% of the culvert diameter below design grade with a minimum of 450mm of cover over the pipe unless otherwise noted on the Drawings.

The backfill over culverts and subsurface pipes at all existing laneways that have granular surfaces on open ditch and closed drainage projects shall be surfaced with a minimum of 300mm of Granular "B" material and 150mm of Granular "A" material. All backfill shall be thoroughly compacted as directed by the Engineer. All granular material shall be placed to the full width of the travelled portion.

Any settling of backfilled material shall be repaired by or at the expense of the Contractor during the warranty period of the project and as soon as required.

A.25 FENCES

No earth is to be placed against fences and all fences removed by the Contractor shall be replaced by him in as good a condition as found. Where practical the Contractor shall take down existing fences in good condition at the nearest anchor post and roll it back rather than cutting the fence and attempting to patch it. The replacement of the fences shall be done to the satisfaction of the Engineer. Any fences found in such poor condition where the fence is not salvageable, shall be noted and verified with the Engineer prior to commencement of work.

Fences damaged beyond repair by the Contractor's negligence shall be replaced with new materials, similar to those materials of the existing fence, at the Contractor's expense. The replacement of the fences shall be done to the satisfaction of the Landowner and the Engineer.

Any fences paralleling an open ditch that are not line fences that hinder the proper working of the excavating machinery, shall be removed and rebuilt by the Landowner at his own expense.

The Contractor shall not leave fences open when he is not at work in the immediate vicinity.

A.26 LIVESTOCK

The Contractor shall provide each landowner with 48 hours notice prior to removing any fences along fields which could possibly contain livestock. Thereafter, the Landowner shall be responsible to keep all livestock clear of the construction areas until further notified. The Contractor shall be held responsible for loss or injury to livestock or damage caused by livestock where the Contractor failed to notify the Landowner, or through negligence or carelessness on the part of the Contractor.

A.27 STANDING CROPS

The Contractor shall be responsible for damages to standing crops which are ready to be harvested or salvaged along the course of the drain and access routes if the Contractor has failed to notify the Landowners 48 hours prior to commencement of the work on that portion of the drain.

A.28 SURPLUS GRAVEL

If as a result of any work, gravel or crushed stone is required and not all the gravel or crushed stone is used, the Contractor shall haul away such surplus material.

A.29 IRON BARS

The Contractor is responsible for the cost of an Ontario Land Surveyor to replace any iron bars that are altered or destroyed during the course of the construction.

A.30 RIP-RAP

Rip-rap shall be quarry stone rip-rap material and shall be the sizes specified in the Special Provisions. Broken concrete shall not be used as rip-rap unless otherwise specified.

A.31 CLEARING, GRUBBING AND BRUSHING

This specification applies to all brushing where no specific detail is provided on the drawings or in the Special Provisions.

The Contractor shall clear, brush and stump trees from within the working area that interfere with the installation of the drainage system.

All trees, limbs and brush less than 150mm in diameter shall be mulched. Trees greater than 150mm in diameter shall be cut and neatly stacked in piles designated by the Landowners.

A.32 RESTORATION OF LAWNS

This specification applies to all lawn restoration where no specific detail is provided on the drawings or in the Special Provisions and no allowance for damages has been provided under Section 30 of the Drainage Act RSO 1990 to the affected property.

The Contractor shall supply "high quality grass seed" and the seed shall be broadcast by means of an approved mechanical spreader. All areas on which seed is to be placed shall be loose at the time of broadcast to a depth of 25mm. Seed and fertilizer shall be spread in accordance with the supplier's recommendations unless otherwise directed by the Engineer. Thereafter it will be the responsibility of the Landowner to maintain the area in a manner so as to promote growth.

DIVISION B

SPECIFICATIONS FOR OPEN DRAINS

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DIVISION B

SPECIFICATIONS FOR OPEN DRAINS

B.1 ALIGNMENT

The drain shall be constructed in a straight line and shall follow the course of the present drain or water run unless noted on the drawings. Where there are unnecessary bends or irregularities on the existing course of the drain, the Contractor shall contact the Engineer before commencing work to verify the manner in which such irregularities or bends may be removed from the drain. All curves shall be made with a minimum radius of fifteen (15) metres from the centre line of the drain.

B.2 PROFILE

The Profile Drawing shows the depth of cuts from the top of the bank to the final invert of the ditch in metres and decimals of a metre, and also the approximate depth of excavated material from the bottom of the existing ditch to the final invert of the ditch. These cuts are established for the convenience of the Contractor; however, bench marks (established along the course of the drain) will govern the final elevation of the drain. The location and elevation of the bench marks are given on the Profile Drawing. Accurate grade control must be maintained by the Contractor during ditch excavation.

B.3 EXCAVATION

The bottom width and the side slopes of the ditch shall be those shown on the drawings. If the channel cross-section is not specified it shall be a one metre bottom width with 1.5(h):1(v) side slopes. At locations along the drain where the cross section dimensions change, there shall be a transitional length of not less than 10:1 (five metre length to 0.5 metre width differential). Where the width of the bottom of the existing ditch is sufficient to construct the design width, then construction shall proceed without disturbing the existing banks.

Where existing side slopes become unstable, the Contractor shall immediately notify the Engineer. Alternative methods of construction and/or methods of protection will then be determined prior to continuing work.

Where an existing drain is being relocated or where a new drain is being constructed, the Contractor shall strip the topsoil for the full width of the drain, including the location of the spoil pile. Upon completion of levelling, the topsoil shall be spread to an even depth across the full width of the spoil.

An approved hydraulic excavator shall be used to carry out the excavation of the open ditch unless otherwise directed by the Engineer.

B.4 EXCAVATED MATERIAL

Excavated material shall be placed on the low side of the drain or opposite trees and fences. The Contractor shall contact all Landowners before proceeding with the work to verify the location to place and level the excavated material.

No excavated material shall be placed in tributary drains, depressions, or low areas which direct water behind the spoil bank. The excavated material shall be placed and levelled to a maximum depth of 200 mm, unless instructed otherwise and commence a minimum of one (1) metre from the top of the bank. The edge of the spoil bank away from the ditch shall be feathered down to the existing ground; the edge of the spoil bank nearest the ditch shall have a maximum slope of 2(h):1(v). The material shall be levelled such that it may be cultivated with ordinary farm equipment without causing undue hardship to the farm machinery and farm personnel. No excavated material shall cover any logs, brush, etc. of any kind.

Any stones or boulders which exceed 300mm in diameter shall be removed and disposed of in a location specified by the Landowner.

Where it is necessary to straighten any unnecessary bends or irregularities in the alignment of the ditch or to relocate any portion or all of an existing ditch, the excavated material from the new cut shall be used for backfilling the original ditch. Regardless of the distance between the new ditch and the old ditch, no extra compensation will be allowed for this work and must be included in the Contractor's lump sum price for the open work.

B.5 EXCAVATION AT EXISITING BRIDGE AND CULVERT SITES

The Contractor shall excavate the drain to the full specified depth under all bridges and to the full width of the structure. Temporary bridges may be carefully removed and left on the bank of the drain but shall be replaced by the Contractor when the excavation is complete. Permanent bridges must, if at all possible, be left intact. All necessary care and precautions shall be taken to protect the structure. The Contractor shall notify the Landowner if excavation will expose the footings or otherwise compromise the structural integrity of the structure.

The Contractor shall clean through all pipe culverts to the grade and width specified on the profile.

B.6 PIPE CULVERTS

All pipe culverts shall be installed in accordance with the standard detail drawings. If couplers are required, five corrugation couplers shall be used for up to and including 1200mm diameter pipes and 10 corrugation couplers for greater than 1200mm diameter pipes.

When an existing crossing is being replaced, the Contractor may backfill the new culvert with the existing native material that is free of large rocks and stones. The Contractor is responsible for any damage to a culvert pipe that is a result of rocks or stones in the backfill.

B.7 RIP-RAP PROTECTION FOR CULVERTS

Quarry stone rip-rap shall be used as end treatment for new culverts and placed on geotextile filter material (Mirafi 160N or approved equal). The rip-rap shall be adequately keyed in along the bottom of the slope, and shall extend to the top of the pipe or as directed on the drawings. The maximum slope for rip-rap shall be 1(h):1(v) or as directed by the Engineer.

The Contractor shall be responsible for any defects or damages that may develop in the rip-rap or the earth behind the rip-rap that the Engineer deems to have been fully or partially caused by faulty workmanship or materials.

B.8 CLEARING, GRUBBING AND MULCHING

Prior to excavation, all trees, scrub, fallen timber and debris shall be removed from the side slopes of the ditch and for such a distance on the working side so as to eliminate any interference with the construction of the drain or the spreading of the spoil. The side slopes shall be neatly cut and cleared flush with the slope whether or not they are affected directly by the excavation. With the exception of large stumps causing damage to the drain, the side slopes shall not be grubbed. All other cleared areas shall be grubbed and the stumps put into piles for disposal by the Landowner.

All trees or limbs 150mm or larger, that is necessary to remove, shall be cut, trimmed and neatly stacked in the working width for the use or disposal by the Landowner. Brush and limbs less than 150mm in diameter shall be mulched. Clearing, grubbing and mulching shall be carried out as a separate operation from the excavation of the ditch, and shall not be completed simultaneously at the same location.

B.9 TRIBUTARY TILE OUTLETS

All tile outlets in existing ditches shall be marked by the Landowner prior to excavation. The Contractor shall guard against damaging the outlets of tributary drains. Any tile drain outlets that were marked or noted on the drawings and are subsequently damaged by the Contractor shall be repaired by the Contractor at his expense. The Landowner shall be responsible for repairs to damaged tile outlets that were not marked.

B.10 SEEDING

The side slopes where disturbed shall be seeded using an approved grass seed mixture. The grass seed shall be applied the same day as the excavation of the open ditch.

Grass seed shall be fresh, clean and new crop seed, meeting the requirements of the MTO and composed of the following varieties mixed in the proportion by weight as follows:

- 55% Creeping Red Fescue
- 40% Perennial Rye Grass
- 5% White Clover

Grass seed shall be applied at the rate of 100 kg/ha.

B.11 HYDRO SEEDING

The areas specified in the contract document shall be hydro seeded and mulched upon completion of construction in accordance with O.P.S.S. 572.

B.12 HAND SEEDING

Placement of the seed shall be of means of an approved mechanical spreader.

B.13 COMPLETION

At the time of completion and final inspection, all work in the Contract shall have the full dimensions and cross-sections specified without any allowance for caving of banks or sediment in the ditch bottom.

DIVISION C

SPECIFICATIONS FOR TILE DRAINS

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DIVISION C

SPECIFICATIONS FOR TILE DRAINS

C.1 PIPE MATERIALS

C.1.1 Concrete Tile

Concrete drain tile shall conform to the requirements of the most recent A.S.T.M. specification for Heavy-Duty Extra Quality drain tile. All tile with diameters less than 600mm shall have a pipe strength of 1500D. All tile with diameters 600mm or larger shall have a pipe strength of 2000D.

All tile furnished shall be subject to the approval of the Engineer. All rejected tile are to be immediately removed from the site.

C.1.2 High Density Polyethylene (HDPE) Pipe

All HDPE pipe shall be dual-wall corrugated drainage pipe with a smooth inner wall. HDPE pipe shall have a minimum stiffness of 320 kPa at 5% deflection.

Unless otherwise noted, all sealed HDPE pipe shall have a water tight gasketed bell and spigot joining system meeting the minimum requirements of CSA B182.8. Perforated HDPE pipe shall have a soil tight joining system, and shall be enveloped in non-woven geotextile filter sock.

C.2 ALIGNMENT

The Contractor shall contact the Engineer to establish the course of the drain. Where an existing drain is to be removed and replaced by the new drain, or where the new drain is to be installed parallel to an existing drain, the Contractor shall locate the existing drain (including repairing damaged tile caused by locating) at intervals along the course of the drain. The costs of locating shall be included in the tender price.

The drain shall run in as straight a line as possible throughout its length, except that at intersections of other watercourses or at sharp corners, it shall run on a curve of at least 15 metres radius. The new tile drain shall be constructed at an offset from and parallel with any ditch or defined watercourse in order that fresh backfill in the trench will not be eroded by the flow of surface water.

The Contractor shall exercise care not to disturb any existing tile drain or drains which parallel the course of the new drain, particularly where the new and existing tile act together to provide the necessary capacity. Where any such existing drain is disturbed or damaged, the Contractor shall perform the necessary repair at his expense.

C.3 PROFILE

Benchmarks have been established along the course of the drain which are to govern the elevations of the drain. The location and elevations of the benchmarks are shown on the drawings. Tile is to be installed to the elevation and grade shown on the profiles. Accurate grade control must be maintained by the Contractor at all times.

When installing a drain towards a fixed point such as a bore pipe, the Contractor shall uncover the pipe and confirm the elevation a sufficient distance away from the pipe in order to allow for any necessary minor grade adjustments to be made.

C.4 EXCAVATION

C.4.1 Wheel machine

Unless otherwise specified, all trenching shall be carried out with a wheel machine approved by the Engineer. The wheel machine shall shape the bottom of the trench to conform to the outside diameter of the pipe. The minimum trench width shall be equal to the outside diameter of the pipe plus 100mm on each side of the pipe, unless otherwise specified. The maximum trench width shall be equal to the outside diameter of the pipe plus 300mm on each side of the pipe, unless otherwise specified.

C.4.2 Scalping

Where the depths of cuts in isolated areas along the course of the drain as shown on the profile exceed the capability of the Contractor's wheel machine, he shall lower the surface grade in order that the wheel machine may trench to the correct depth. Topsoil is to be stripped over a sufficient width that no subsoil will be deposited on top of the topsoil. Subsoil will then be removed to the required depth and piled separately. Upon completion, the topsoil will then be replaced to an even depth over the disturbed area. The cost for this work shall be included in his tender price.

C.4.3 Excavator

Where the use of an excavator is used in-lieu of a wheel machine, the topsoil shall be stripped and replaced in accordance with Item C.4.2. All tile shall be installed on 19mm clear crushed stone bedding placed to a minimum depth of 150mm which has been shaped to conform to the bottom of the pipe. The Contractor shall include the costs of this work in his tender price.

C.5 INSTALLATION

C.5.1 Concrete Tile

The tile is to be laid with close joints and in regular grade and alignment in accordance with the drawings. The tiles are to be bevelled, if necessary to ensure close joints. The inside of the tile is to be kept clear when laid. The sides of the tile are to be supported by partial filling of the trench

(blinding) prior to inspection by the Engineer. No tile shall be backfilled until inspected by the Engineer unless otherwise permitted by the Engineer. The tile shall be backfilled such that a sufficient mound of backfill is placed over the trench to ensure that no depression remains after settling occurs in the backfill.

Where a tile connects to a catch basin or similar structure, the Contractor shall include in his tender price for the supply and placement of compacted Granular 'A' bedding or 19mm clear crushed stone under areas backfilled from the underside of the pipe to undisturbed soil. Where a tile drain passes through a bore pit, the Contractor shall include in his tender price for the supply and placement of compacted Granular 'A' bedding or 19mm clear crushed stone from the underside of the pipe down to undisturbed soil with the limits of the bore pit.

The Contractor shall supply and wrap all concrete tile joints with Mirafi 160N geotextile filter material as part of this contract. The width of the filter material should be:

- 300mm wide for tile sizes 150mm diameter to 350mm diameter.
- 400mm wide for tile sizes 400mm diameter to 750mm diameter.
- 500mm wide for tile sizes larger than 750mm diameter.

The filter material shall completely cover the tile joint and shall have a minimum overlap of 300mm. The type of filter material shall be.

C.5.2 HDPE Pipe

HDPE pipe shall be installed using compacted Granular 'A' bedding or 19mm clear crushed stone bedding from 150mm below the pipe to 300mm above the pipe. All granular material shall be compacted using a suitable mechanical vibratory compactor. Granular bedding and backfill shall be placed in lifts not exceeding 300mm and compacted to at least 95% Standard Proctor Maximum Dry Density (SPMDD).

Where a pipe connects to a catch basin or similar structure, the Contractor shall include in his tender price for the supply and placement of compacted Granular 'A' bedding or 19mm clear crushed stone under areas backfilled from the underside of the pipe to undisturbed soil. Where a pipe passes through a bore pit, the Contractor shall include in his tender price for the supply and placement of compacted Granular 'A' bedding or 19mm clear crushed stone from the underside of the pipe down to undisturbed soil with the limits of the bore pit.

As determined by the Engineer, unsuitable backfill material must be hauled off-site by the Contractor and Granular "B" shall be used as replacement backfill material.

C.6 TRENCH CROSSINGS

The Contractor shall not cross the backfilled trench with any construction equipment or vehicles, except by one designated crossing location on each property. The Contractor shall ensure that the bedding and backfill material at this designated crossing location is properly placed and compacted so as to adequately support the equipment and vehicles that may cross the trench.

The Contractor may undertake any other approved work to ensure the integrity of the tile at the crossing location. The Contractor shall ensure that no equipment or vehicles travel along the length of the trench. The Contractor shall be responsible for any damage to the new tile caused by the construction of the drain.

C.7 OUTLET PROTECTION

A tile drain outlet into a ditch shall be either HDPE pipe or corrugated steel pipe and shall include a hinged grate for rodent protection. The maximum spacing between bars on the rodent grate shall be 40mm. All corrugated steel outlet pipes shall be bevelled at the end to generally conform to the slope of the ditch bank.

Quarry stone rock rip-rap protection and geotextile filter material (Mirafi 160N), shall be installed around the outlet pipe and extended downstream a minimum distance of three metres, unless otherwise specified. The protection shall extend to the top of the backfilled trench and below the pipe to 300 mm under the streambed. The protection shall also extend 600mm into undisturbed soil on either side of the backfilled trench. In some locations, rip-rap may be required on the bank opposite the outlet.

Where the outlet occurs at the upper end of an open ditch, the rip-rap protection will extend all around the end of the ditch and to a point 800mm downstream on either side. Where heavy overflow is likely to occur, sufficient additional rip-rap and filter material shall be placed as directed by the Engineer to prevent the water cutting around the protection.

C.8 CATCH BASINS AND JUNCTION BOXES

Unless otherwise noted, catch basins shall be in accordance with OPSD 705.010 and 705.030. The catch basin grate shall be a “Birdcage” type substantial steel grate, removable for cleaning and shall be inset into a recess provided around the top of the structure. The grate shall be fastened to the catch basin with bolts into the concrete. Spacing of bars on grates for use on 600mmX600mm structures shall be 65mm centre to centre. Spacing of bars on grates for use on structures larger than 600mmX600mm shall be 90mm.

All catch basins shall be backfilled with compacted Granular ‘A’ or 19mm clear crushed stone placed to a minimum width of 300mm on all sides. If settling occurs after construction, the Contractor shall supply and place sufficient granular material to maintain the backfill level flush with adjacent ground. The riser sections of the catch basin shall be wrapped with filter cloth.

Quarry stone rip-rap protection shall be placed around all catch basins and shall extend a minimum distance of one (1) metre away from the outer edge of each side of the catch basin, and shall be placed so that the finished surface of the rip-rap is flush with the existing ground.

If there are no existing drains to be connected to the catch basin at the top end of the drain, a plugged tile shall be placed in the upstream wall with the same elevations as the outlet tile.

Junction boxes shall have a minimum cover over the lid of 450mm.

The Contractor shall include in his tender price for the construction of a berm behind all ditch inlet structures. The berm shall be constructed of compacted clay keyed 300mm into undisturbed soil. The top of the spill way of the earth berm shall be the same elevation as the high wall of the ditch inlet catch basin. The earth berm shall be covered with 100mm depth of topsoil and seeded with an approved green seed mixture. The Contractor shall also include for regrading, shaping and seeding of road ditches for a maximum of 15 metres each way from all catch basins.

The Contractor shall clean all catch basin sumps after completion of the drain installation. Catch basin markers shall be placed beside each catch basin.

C.9 TRIBUTARY DRAINS

Any tributary tile encountered in the course of the drain is to be carefully taken up by the Contractor and placed clear of the excavated earth. If the tributary drains encountered are clean or reasonably clean, they shall be connected into the new drain in accordance with the typical tile drain connection detail. Tributary tile drain connections into the new drain shall be made using high density polyethylene agricultural drain tubing installed on and backfilled with 19mm clear crushed stone. All tile drain connections into the new drain shall be either a cored hole with an insert coupler or a manufactured tee.

Where the existing drains are full of sediment, the decision to connect the tributary drain to the new drain shall be left to the Engineer. The Contractor shall be paid for each tributary drain connection as outlined in the Form of Tender and Agreement.

The Contractor shall be responsible for all tributary tile connections for a period of one year from the date of the Completion Certificate. After construction, any missed tile connections required to be made into the new drain shall be paid at the same rate as defined in the Form of Tender and Agreement. The Contractor will have the option to make any subsequent tile connections or have the Municipality make the required connections and have the cost of which deducted from the holdback.

Where an open ditch is being replaced by a new tile drain, existing tile outlets entering the ditch from the side opposite the new drain shall be extended to the new drain.

Where the Contractor is required to connect an existing tile which is not encountered in the course of the drain, the cost of such work shall constitute an extra to the contract.

C.10 CLEARING, GRUBBING AND MULCHING

The Contractor shall clear, brush and stump trees from within the working area.

All trees or limbs 150mm or larger, that is necessary to remove, shall be cut, trimmed and neatly stacked in the working width for the use or disposal by the Landowner. Brush and limbs less than 150mm in diameter shall be mulched.

Clearing, grubbing and mulching shall be carried out as a separate operation from installing the drain, and shall not be completed simultaneously at the same location.

C.11 ROADS AND LANEWAY SUB-SURFACE CROSSINGS

All roads and laneway crossings may be made with an open cut. The Contractor may use original ground as backfill to within 600mm of finished grade only if adequate compaction and if the use of the original ground backfill has been approved beforehand by the Engineer.

C.12 FILLING IN EXISTING DITCHES

The Contractor shall backfill the ditch sufficiently for traversing by farm equipment. If sufficient material is available on-site to fill in the existing ditch, the topsoil shall be stripped and the subsoil shall be bulldozed into the ditch and the topsoil shall then be spread over the backfilled waterway. The Contractor shall ensure sufficient compaction of the backfill and if required, repair excess settlement up to the end of the warranty period.

C.13 CONSTRUCTION OF GRASSED WATERWAYS

Where the Contractor is required to construct a grassed waterway, the existing waterway shall be filled in, regraded, shaped and a seed bed prepared prior to applying the grass seed. The grass seed shall be fresh, clean and new crop seed, meeting the requirements of the MTO.

- 55% Creeping Red Fescue
- 15% Perennial Rye Grass
- 27% Kentucky Bluegrass
- 3% White Clover

Grass seed shall be applied at the rate of 100 kg/ha.

C.14 UNSTABLE SOIL

The Contractor shall immediately contact the Engineer if unstable soil is encountered. The Engineer shall, after consultation with the Contractor, determine the action necessary and a price for additions or deletions shall be agreed upon prior to further drain installation.

C.15 ROCKS

The Contractor shall immediately contact the Engineer if boulders of sufficient size and number are encountered such that the Contractor cannot continue trenching with a wheel machine. The Engineer shall determine the action necessary and a price for additions or deletions shall be agreed upon prior to further drain installation.

If only scattered large stone or boulders are removed on any project, the Contractor shall either excavate a hole to bury same adjacent to the drain, or he shall haul the stones or boulders to a location designated by the Landowner.

C.16 BROKEN OR DAMAGED TILE

The Contractor shall remove and dispose of all broken (existing or new), damaged or excess tile off site.

C.17 RECOMMENDED PRACTICE FOR CONSTRUCTION OF SUBSURFACE DRAINAGE SYSTEMS

Drainage Guide for Ontario, Ministry of Agriculture, Food and Rural Affairs, Publication 29 and its amendments, dealing with the construction of Subsurface Drainage Systems, shall be the guide to all methods and materials to be used in the construction of tile drains except where superseded by other Specifications of the Contract.

DIVISION E

SPECIFICATIONS FOR DRAINAGE CROSSINGS BY THE BORING METHOD

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DIVISION E

SPECIFICATIONS FOR DRAINAGE CROSSINGS BY THE BORING METHOD

E.1 GENERAL REQUIREMENTS

When a drainage crossing of a Roadway, Railway, etc. is to be carried out by the Boring Method, the following Specifications for this work shall apply. The Authority having jurisdiction over the lands involved with the crossing will supply no labour, equipment or materials for the construction of the crossing unless otherwise specified.

The Contractor shall be fully responsible for availing himself of, and satisfying any further Specifications that may apply to borings affecting the Authority having jurisdiction over the lands involved with the crossing.

E.2 NOTIFICATION

The Contractor shall give the Authority responsible for the lands being crossed at least five (5) days notice before he commences any work on the crossing.

E.3 PIPE

The pipe or casing used in the crossing shall be smooth wall welded steel pipe with a minimum wall thickness as specified on the Plan and Profile. All pipe shall be new and manufactured from weldable steel having a minimum yield strength of 241 MPa. Pipe ends shall be bevel edged in the intrude to an angle of thirty (30) degrees for butt weld splicing. The name or trademark of the manufacturer and the heat number shall be clearly marked in the inside of the section of the pipe.

The pipe shall be of sufficient length so that during placement, no part of any excavation shall be closer than three (3) metres to the edge of a pavement and the slope of the excavation from the edge of shoulder, or other point as specified to the invert of the pipe shall be no less than one (1) metre vertical to one (1) metre horizontal (1:1) [See item E.5 "Auger Pit"].

E.4 INSTALLATION

The pipe or casing shall be placed by means of continuous flight augering inside the casing and simultaneous jacking to advance the casing immediately behind the tip of the auger. Complete augering of a tunnel slightly larger than the pipe and placing the entire length by pulling or jacking after completion of the tunnel will not be acceptable unless the method to be adopted is approved in advance by both the Engineer and the Authority responsible for the lands being crossed.

E.5 AUGER PIT

The pit excavated to accommodate the boring machine shall be so constructed so that the top edge of the pit shall not be closer than three (3) metres to the edge of the pavement. The slope of the pit from the top edge at the shoulder to the bottom of the pit shall not be steeper than one (1) metre vertical to one (1) metre horizontal (1:1). Shoring, sheeting, etc. shall be in accordance with the applicable and most recent Provincial Statutes.

The pit shall be left open for an absolute minimum of time, and if at all possible work shall be so scheduled so that excavation, placement of pipe and backfilling take place in one (1) working day. If this is not possible, every effort should be made to schedule the work so that the pit is not left open for more than one (1) day before and one (1) day after the boring operation.

E.6 CONSTRUCTION

During excavation, every effort should be made to place the top 300 mm of spoil (topsoil) in a separate pile for replacement on top on completion of the backfill operation. If this is not possible or practical, the Contractor shall import and place a minimum of 150 mm of good quality topsoil over the excavated and backfilled area. The finished work shall be left in a clean and orderly condition flush or slightly higher than the adjacent ground so that after settlement, it will conform to the surrounding ground. Excess earth (if any) shall be disposed of as directed by the Engineer and no additional payment will be allotted for such work.

The Contractor shall at his expense supply, erect and maintain suitable and adequate barricades, flashing lights, warning signs and/or flagmen to the satisfaction of the Engineer to adequately warn and protect the motoring public.

Any areas disturbed within the Right-of-Way of a County Road or King's Highway during construction, shall be covered with a minimum of 75 mm of topsoil, fertilized and seeded with an approved grass seed mixture.

E.7 ACCEPTANCE

All work undertaken by the Contractor shall be to the satisfaction of the Engineer.

DIVISION H

SPECIAL PROVISIONS

<u>H</u>	<u>CONTENT</u>	<u>PAGE</u>
H.1	GENERAL	2
H.2	UTILITIES	2
H.3	WORKING AREA AND ACCESS	2
H.4	TOPSOIL	2
H.5	RIP-RAP	2
H.6	EXISTING DRAINS/TILE CONNECTIONS	3
H.7	PIPE, INSTALLATION, BEDDING & BACKFILL	3
H.8	ROAD CROSSINGS	4

DIVISION H

SPECIAL PROVISIONS

Municipal Drain No. 39 - 2018

Town of Minto

Reference No. 1617

Special provisions means special directions containing requirements particular to the work not adequately provided for by the standard or supplemental Specifications. Special provisions shall take precedence and govern any standard or supplemental Specifications.

H.1 GENERAL

The Contractor shall notify the Landowners, the Township Drainage Superintendent (Mike McIsaac) and the Engineer forty-eight (48) hours prior to construction, and arrange a pre-construction meeting.

The Contractor shall verify the location of the new drainage system with the Engineer prior to construction.

The Contractor shall check and verify all dimensions and elevations and report any discrepancies to the Engineer prior to proceeding with the work.

All objects or obstructions within the construction working area such as signs, mailboxes, fences, property ornamentals, etc., that interfere with the installation of the drain shall be removed and re-erected in the same location or another location satisfactory to the Landowner. Any damages to such objects by the Contractor shall be repaired, replaced, installed and paid for by the Contractor at the discretion of the Engineer.

The Contractor shall be responsible to arrange all traffic control signals, signs and devices that are required for safe and proper traffic management during the installation of the drainage system. The Contractor shall contact the Town of Minto for specified local procedures, guidelines and timelines. Traffic control shall meet the standards of Book 7 of the Ontario Traffic Manual.

The Contractor shall be responsible for notifying the public of any road closures or detours unless otherwise stated by the Town of Minto.

The Contractor must maintain access to all driveways along the route of the drain as well as maintain access for all emergency vehicles at all times during construction.

The Contractor shall be responsible for all trench settlement.

H.2 UTILITIES

All utilities shall be located and uncovered in the affected areas by the Contractor prior to construction.

The Contractor shall arrange to have a representative of the utility owner on site during construction if it is a requirement by the utility owner.

H.3 WORKING AREA AND ACCESS

The working area for construction purposes shall be a width of twenty-five (25) metres for the Main Drain and Branch 'C', except for in the woodlot on the L. Sinclair property (Roll no. 4-167), part of Lot 7, Concession 7, from Main Drain Sta. 0+000 to Sta. 0+048, where the working area shall be a width of twenty (20) metres.

The working area for maintenance purposed shall be a width of ten (10) metres centered on the proposed tile drain.

Access to the working corridor on the L. Sinclair property, part of Lot 7, Concession 7, shall be along a 5 metre wide access route as shown on the attached Plan (Drawing No. 1 of 2).

Access to the working corridor for Main Drain Sta. 0+079 to Sta. 1+078 and Branch 'C' shall be from where the proposed drain crosses 6th Line and 1st Road North.

For future maintenance purposes, the landowner on whose property the drainage works is to be repaired shall designate access to and from the working area.

H.4 TOPSOIL

The Contractor shall strip the topsoil for a minimum width of 10 metres along the route of the proposed tile drainage systems (Main Drain and Branch 'C').

In areas of deep cuts or in the event of poor soil conditions the Contractor shall strip topsoil wider than 10 metres to ensure no contamination of topsoil with subsoil.

The Contractor shall strip the topsoil for a maximum depth of 0.3 metres. In the event that topsoil is greater in depth than 0.3 metres, the Contractor shall make every reasonable effort to not mix the topsoil and subsoil during the backfilling of the trench.

The Contractor shall stockpile the topsoil and later spread it over the backfilled trench.

The Contractor shall use a trim dozer to fine grad the topsoil once it has been placed on the backfilled trench.

Under no circumstances will the Contractor attempt to place frozen topsoil over the backfilled trench.

H.5 RIP-RAP

All stone rip-rap material to be used around catch basins shall be quarry stone 150 mm to 300 mm dia. and placed to a depth of 450 mm. All rip-rap material shall be placed on geo-textile filter material (Mirafi 180N).

Under no circumstances shall the Contractor substitute broken concrete for rip-rap.

H.6 EXISTING DRAINS/TILE CONNECTIONS

The Contractor shall uncover the existing drain in several locations prior to the commencement of construction.

The Contractor shall make all tributary tile drain connections in accordance with the Typical Tile Connection Detail on Drawing No. 2.

The Contractor shall be responsible for all tile connections for a period of one year after the issuance of the completion certificate. The tile connections required to be made within this warranty period shall be made at the same rate as defined on the Form of Tender and Agreement. After construction, the Contractor will be given the option to make any subsequent tile connections or have the Town of Minto make said connections and have the costs of which deducted from the holdback.

All existing drains cut off during the installation of the new drainage system that will be connected to the new drainage system shall be flagged or marked by the Contractor prior to the connection being made.

H.7 PIPE, INSTALLATION, BEDDING & BACKFILL

H.7.1 Concrete Field Tile

All concrete tile shall meet or exceed the strength of 2000D Heavy-Duty Extra Quality Concrete Drain Tile.

Concrete field tile installed by means of an approved hydraulic excavator shall be installed using 19mm (3/4") crushed stone bedding and backfill from 150mm below the pipe to the spring line of the pipe, as per the detail on Drawing No. 2.

Approved native material shall be used as backfill from the spring line to the underside of the topsoil. The backfill shall not be compacted but a sufficient mound shall be left over the trench by the Contractor to allow for settlement flush with adjacent lands. The Contractor shall be responsible for all trench settlement.

The Contractor shall supply and wrap all concrete tile joints with geotextile filter material as part of this contract. The width of the filter material should be 400mm wide.

The filter material shall completely cover the tile joint and shall have a minimum overlap of 300mm. The type of filter material shall be Mirafi 140NC for clay or loam soil conditions and Mirafi 160N for sandy or silty soil conditions.

H.7.2 High Density Polyethylene Pipe (H.D.P.E.)

An approved hydraulic excavator shall be used for the installation of all H.D.P.E. pipe.

All H.D.P.E. pipe shall be BOSS 2000 (or equivalent) CSA B182.8/320 KPa.

All H.D.P.E. pipe shall be installed using 19mm (3/4") crushed stone bedding from 150mm below the pipe to the spring line of the pipe. Suitable native material shall be used as backfill from the spring line to the underside of the topsoil. The backfill shall not be compacted but a sufficient mound shall be left over the trench by the Contractor to allow for settlement flush with adjacent lands. The Contractor shall be responsible for all trench settlement.

As determined by the Engineer, unsuitable backfill material must be hauled off-site by the Contractor and Granular "B" shall be used as replacement backfill material.

H.8 ROAD CROSSINGS

The Contractor shall notify the Engineer and local road authority having jurisdiction over the road a minimum of forty-eight (48) hours prior to each of the scheduled crossings through the roads.

All H.D.P.E. pipe installed within the road allowances shall be BOSS 2000 (or equivalent) CSA B182.8-02/320 KPa with bell and spigot water tight joining systems.

The Contractor shall install the new 375 mm diameter H.D.P.E. pipe through 1st Road North along the Main Drain by means of an approved hydraulic excavator using the open cut method.

The existing 450 mm diameter C.M.P. surface culvert through 1st Road North along the Main Drain shall be removed and disposed of off-site by the Contractor. The Contractor shall install a new 450 mm diameter H.D.P.E. solid pipe surface culvert in place of the existing surface culvert.

The Contractor shall install the 375 mm diameter H.D.P.E. pipe using Granular "A" bedding from 150 mm below the pipe to 300 mm above the new 450 mm diameter H.D.P.E. surface culvert. Granular "B" material shall be used for backfill from 300 mm above the new surface culvert to 200 mm below finished grade. The Contractor shall place 200 mm of Granular "A" material from the top of the Granular "B" to finished grade.

The Contractor shall not use as backfill any existing native material excavated from the crossing unless prior authorization has been obtained from the road authority having jurisdiction over the road. The Contractor shall dispose of all excess excavated material off-site.

All granular materials shall be placed equally and simultaneously on both sides of the pipe in lifts not exceeding 300 mm. All granular materials used as bedding and backfill within the road allowance shall be thoroughly compacted to at least 95% Standard Proctor Density using an approved vibratory compactor.

The Contractor shall be responsible for all trench settlement.

The Main Drain crossings through 6th Line from Sta. 0+489 to Sta. 0+509 and Sta. 1+058 to Sta. 1+078 shall be installed by means of the jack and bore method.



TOWN OF MINTO
COUNTY OF WELLINGTON



- NOTES:
1. ALL SOLID HIGH DENSITY POLYETHYLENE PIPE SHALL BE BELL & SPIGOT CSA B182.8 UNLESS OTHERWISE NOTED.
 2. ALL PERFORATED HIGH DENSITY POLYETHYLENE PIPE SHALL BE EXTERNAL SPLIT COUPLER JOINING SYSTEMS UNLESS OTHERWISE NOTED.

BENCHMARK No. 1 ELEV.=405.23
NAIL IN NORTH FACE OF HYDRO POLE 150 METRES SOUTH OF STA. 0+000 (MAIN)

BENCHMARK No. 2 ELEV.=406.38
TOP CENTRE DOWNSTREAM END OF 450mm DIA. C.M.P. AT STA. 0+058 (BRANCH 1)

BENCHMARK No. 3 ELEV.=407.86
TOP CENTRE UPSTREAM END OF 450mm DIA. AG TUBE AT STA. 1+075 (MAIN)

LEGEND:

	DRAIN NAME	EXISTING MUNICIPAL DRAIN
		INTERIOR/EXTERIOR WATERSHED BOUNDARY
		PROPERTY BOUNDARY
		LOT OR CONCESSION BOUNDARY
		TOWNSHIP BOUNDARY
		EXISTING CATCH BASIN OR JUNCTION BOX
		EXISTING MANHOLE
	DRAIN NAME	MUNICIPAL DRAIN (AREA OF WORK)
		WATERSHED BOUNDARY
		PROPOSED CATCH BASIN OR JUNCTION BOX
		PROPOSED MANHOLE
	BENCHMARK LOCATION	BENCHMARK No. 1 ELEV.= 50.00 BENCHMARK ELEVATION

3.	REPORT SUBMISSION	2018-06-05	DEL
2.	INFORMATION MEETING	2018-03-09	DEL
1.	ON-SITE MEETING	2016-11-04	DEL
No.	ISSUES AND REVISIONS	DATE	BY

PROJECT: MUNICIPAL DRAIN NO. 39 - 2018

DRAWING: Plan

DIETRICH ENGINEERING LIMITED
CONSULTING ENGINEERS

10 Alpine Court, Kitchener, ON, N2E 2M7

PROJ. MGR:	G.N.	DESIGNED BY:	G.C.	DRAWN BY:	G.C.	CHECKED BY:	G.N.
DRAWING SCALE:	AS NOTED	DATE:	JUNE 5, 2018	PROJECT No.	1617	DRAWING No.	1 of 2

PLAN

PLAN SCALE



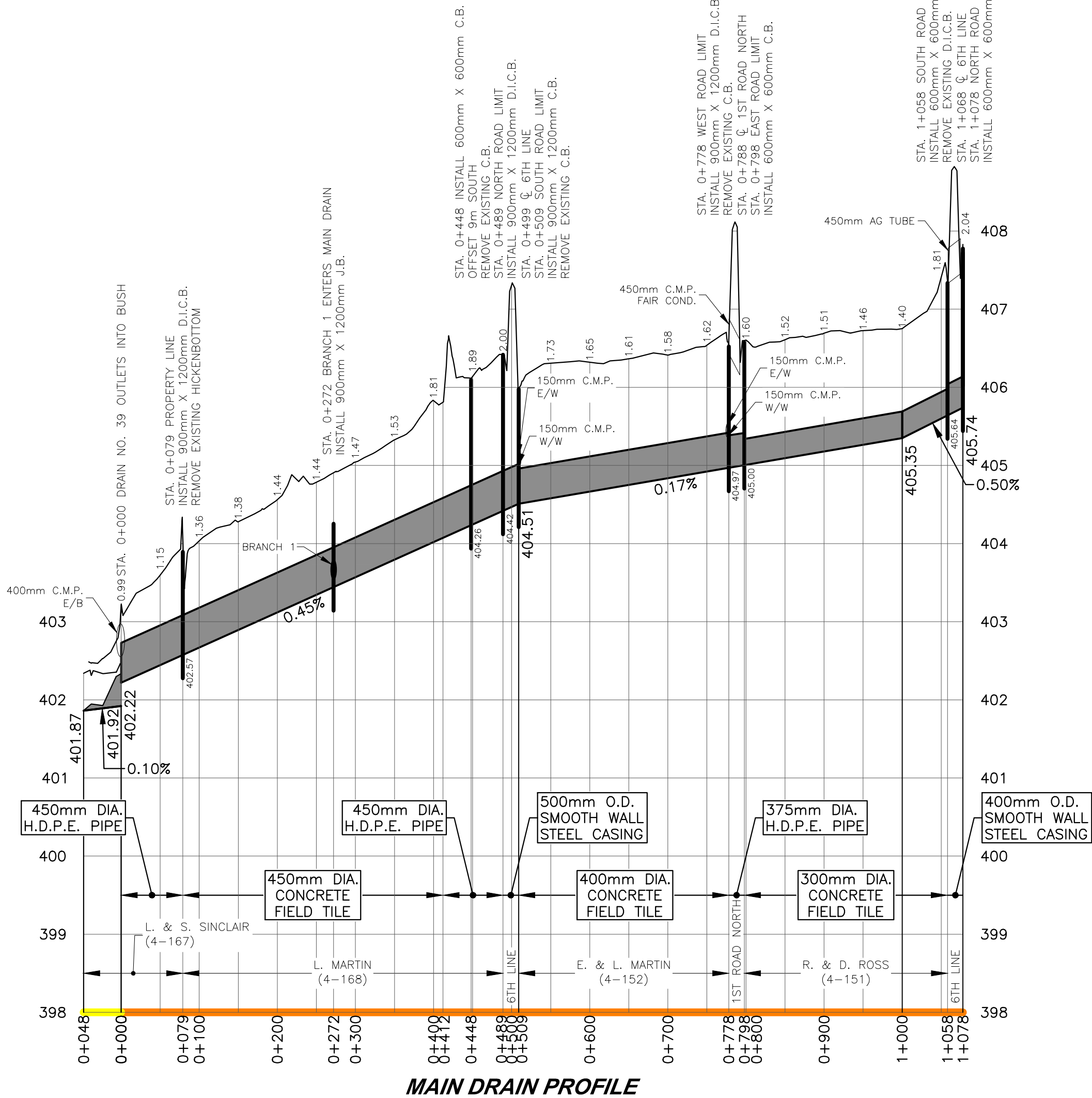
TILE SIZES

MAIN DRAIN

No.	ITEM	SIZE (mm)	STATION	LENGTH (m)	THICKNESS (mm)	BOTTOM WIDTH
1.	HIGH DENSITY POLYETHYLENE OUTLET PIPE	450	0+000 - 0+006	6		0.9m
2.	HIGH DENSITY POLYETHYLENE PIPE	450	0+006 - 0+079	73		
3.	CONCRETE FIELD TILE	450	0+079 - 0+412	333		
4.	HIGH DENSITY POLYETHYLENE PIPE	450	0+412 - 0+489	77		
5.	SMOOTH WALL STEEL CASING	500 O.D.	0+489 - 0+509	20	9.53	
6.	CONCRETE FIELD TILE	400	0+509 - 0+778	269		1.5:1
7.	HIGH DENSITY POLYETHYLENE PIPE	375	0+778 - 0+798	20		
8.	CONCRETE FIELD TILE	300	0+798 - 1+058	260		
9.	SMOOTH WALL STEEL CASING	400 O.D.	1+058 - 1+078	20	9.53	

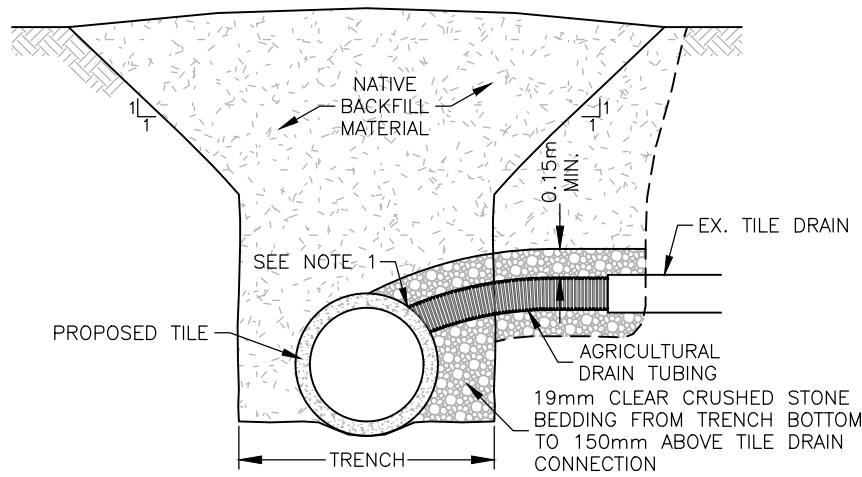
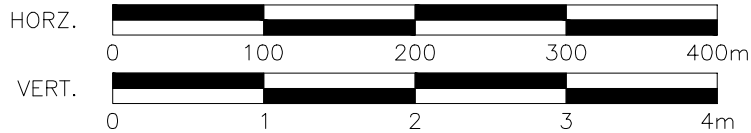
BRANCH 1

No.	ITEM	SIZE (mm)	STATION	LENGTH (m)	THICKNESS (mm)
1.	CONCRETE FIELD TILE	200	0+000 - 0+058	58	



MAIN DRAIN PROFILE

PROFILE SCALES

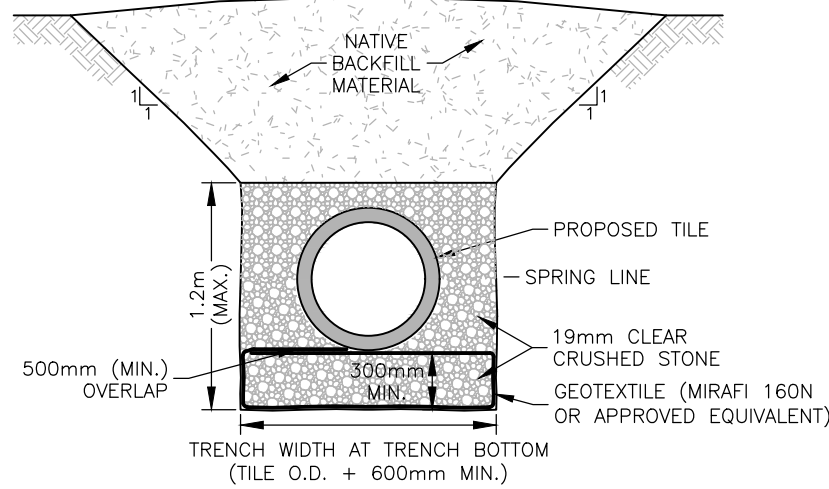


NOTE:

- ALL TILE CONNECTIONS TO BE EITHER A CORED HOLE WITH AN INSERT COUPLER, OR A MANUFACTURED TEE.
- CLEAR CRUSHED STONE BEDDING NOT REQUIRED IF DUAL WALL H.D.P.E. PIPE IS USED FOR THE CONNECTION.

TYPICAL TILE CONNECTION DETAIL

N.T.S.



NOTE: FOR DRAIN INSTALLATION BY MEANS OF HYDRAULIC EXCAVATOR

TYPICAL DRAIN INSTALLATION ON WRAPPED STONE BEDDING DETAIL

N.T.S.

NOTES:

- ALL SOLID HIGH DENSITY POLYETHYLENE PIPE SHALL BE BELL & SPIGOT CSA B182.8 UNLESS OTHERWISE NOTED.
- ALL PERFORATED HIGH DENSITY POLYETHYLENE PIPE SHALL BE EXTERNAL SPLIT COUPLER JOINING SYSTEMS UNLESS OTHERWISE NOTED.

LEGEND:

DRAIN NAME	EXISTING MUNICIPAL DRAIN
---	INTERIOR/EXTERIOR WATERSHED BOUNDARY
---	PROPERTY BOUNDARY
---	LOT OR CONCESSION BOUNDARY
---	TOWNSHIP BOUNDARY
□	EXISTING CATCH BASIN OR JUNCTION BOX
○	EXISTING MANHOLE
DRAIN NAME	MUNICIPAL DRAIN (AREA OF WORK)
---	WATERSHED BOUNDARY
■	PROPOSED CATCH BASIN OR JUNCTION BOX
●	PROPOSED MANHOLE
BENCHMARK LOCATION	B.M. 1 ELEV. = 50.00 BENCHMARK ELEVATION

3.	REPORT SUBMISSION	2018-06-05	DEL
2.	INFORMATION MEETING	2018-03-09	DEL
1.	ON-SITE MEETING	2016-11-04	DEL
No.	ISSUES AND REVISIONS	DATE	BY



PROJECT: MUNICIPAL DRAIN NO. 39 - 2018

DRAWING:

Profiles



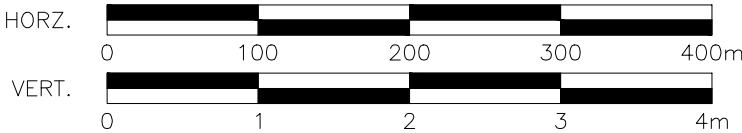
DIETRICH ENGINEERING LIMITED
CONSULTING ENGINEERS

10 Alpine Court, Kitchener, ON, N2E 2M7

PROJ. MGR:	G.N.	DESIGNED BY:	G.C.	DRAWN BY:	G.C.	CHECKED BY:	M.T.
DRAWING SCALE:	AS NOTED	DATE:	JUNE 5, 2018	PROJECT No.	1617	DRAWING No.	2 of 2

BRANCH 1 PROFILE

PROFILE SCALES





THE COUNCIL OF THE TOWN OF MINTO PUBLIC MEETING AGENDA

Notice of Engineer's Report Section 4 Drainage Act Municipal
Drain 60-2018 Lots 23 & 24, Concession 14 Lots 24,
Concession 15 in the Town of Minto, County of Wellington.

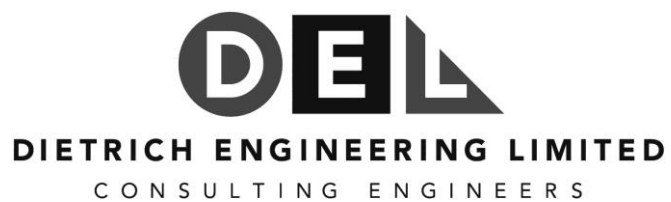
A Public Meeting to consider the Engineers report regarding Drain 60-2018

1. Mayor Bridge to act as the Chair of the Public Meeting
2. CAO Clerk to outline the purpose of the meeting is to consider the Engineering report prepared by Dietrich Engineering Limited dated June 5, 2018 for Drain 60-2018

Notices of the meeting were sent to 3 Landowners along with copies of the report. As well, copies of the report were circulated to Town Staff, Ministry of Agriculture, Food and Rural Affairs, Saugeen Valley Conservation Authority and Ministry of Natural Resources.

3. Chair Bridge to call on the Engineer to provide a summary of the report
4. Chair Bridge to call on Town staff to provide any additional comments
5. Chair Bridge to call on persons in attendance wishing to provide information that might influence Council's decision on the matter
6. Council questions and further comments
7. Chair Bridge to state: "Council must decide whether or not to proceed with the project by provisionally adopting the engineer's report by by-law, or referring the report back to the engineer for modifications. There is no right to appeal assessments or other aspects of the engineer's report at this meeting; these appeal rights will be made available later in the procedure".
8. CAO Clerk will note a by-law, if appropriate, will be presented at a subsequent meeting if that is the wish of Council.
9. Chair Bridge to officially adjourn the meeting considering the engineer's report for Drain 60-2018

**Municipal Drain No. 60 - 2018
Town of Minto
County of Wellington**



Reference No. 1747

June 5, 2018

Municipal Drain No. 60 - 2018
Town of Minto
County of Wellington

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Specifications for the Construction of Municipal Drainage Works

DIVISION A-General Conditions

DIVISION C-Specification for Tile Drains

DIVISION H-Special Provisions

Kitchener, Ontario

June 5, 2018

Municipal Drain No. 60 - 2018
Town of Minto
County of Wellington

**To the Mayor and Council
of the Town of Minto**

Members of Council:

1.0 Introduction

We are pleased to present our report on the “Municipal Drain No. 60 - 2018”, serving parts of:

Lots 23 & 24, Concession 14

Lots 24, Concession 15

in the Town of Minto, County of Wellington.

Authority to prepare this report was obtained by a resolution of the Town of Minto Council at its September 5, 2017 meeting to appoint Dietrich Engineering Limited to prepare an Engineer's Report.

In accordance with your instructions pursuant to a request received by Council under Section 78 of the Drainage Act, R.S.O. 1990, signed by Bruce Shannon (Roll No. 2-179), Lot 24, Concession 15, we have made an examination and survey of the affected area and submit herewith our Report which includes Plan, Profile and Specifications for this work.

The attached Plan and Profile, Drawing No. 1, Reference No. 1747, Specifications and the Instructions to Tenderers form part of this report. They show and describe in detail the location and extent of the work to be done and the lands which are affected

2.0 The Drainage Act

The “Drainage Act” provides a mechanism for the construction, improvement and maintenance of a drainage works. Procedures under the Drainage Act are designed to enable non-riparian landowners to obtain a legal drainage outlet while safeguarding the rights and property of riparian landowners through which the drainage system may be constructed. The Drainage Act definition of “drainage works” includes a drain constructed by any means, including the improvement of a natural watercourse, and includes works necessary to regulate the water table or water level within or on any lands or to regulate the waters of a drain, reservoir, lake or pond, and includes a dam, embankment, wall, protective works or any combination thereof.

Drains constructed under the Drainage Act, which are referred to as Municipal Drains, are user pay systems. This means the landowners within the watershed, including lands and roads, for the proposed drain will contribute a portion of costs towards the design, construction and maintenance of the municipal drain. The most common means of assessing project costs are through benefit and/or outlet liability assessments (Sections 22 & 23 of the Drainage Act R.S.O. 1990)

Aside from assessing costs, allowances are awarded to owners whose property is physically affected by the construction and maintenance of the drain. The most common sections under the Drainage Act to award allowances are; Section 29 for right-of-way, which awards costs based on the area of land required to construct, improve and maintain the drain in the future; and Section 30 for damages, which are awarded based on damages to the property during construction or improvements to the drain. For more specific details on allowances provided in this report see Section 12.

3.0 History

Municipal Drain No. 60 was originally constructed under the authority of a report prepared by James A. Howes, O.L.S., dated June 1, 1964.

The report provided for the installation of approximately 3,275 lineal feet of 5 inch (125 mm) to 12 inch (300 mm) diameter tile and the installation of two (2) catch basins. The drain commenced at an outlet into Municipal Drain No. 2, in Lot 24, Concession 15, and proceeded to the upstream end of the drain on Lot 23, Concession 14.

Improvements were made to Municipal Drain No. 60 under the authority of a report prepared by William J. Dietrich, P.Eng., of Dietrich Engineering Ltd., dated February 7, 2005.

The report provided for the installation of approximately 345 metres of 250 mm to 375 mm diameter concrete field tile and high density polyethylene pipe and the installation of three (3) catch basins. The improvements to the drain commenced on the North Road Limit of 14th Line and proceeded upstream to the property line between Lot 23 and Lot 24, Concession 14.

Furthermore, the 2005 report provided for a realignment of the drain on Lot 24, Concession 14, and the abandonment of the 1964 drain upstream of 14th Line.

4.0 On-Site Meeting

In accordance with Section 9(1) of the Drainage Act, R.S.O. 1990, an on-site meeting was held on October 13, 2017. The place of meeting was at the Town of Minto Municipal Office. Persons in attendance were:

Greg Nancekivell, C.E.T.	Dietrich Engineering Limited
Shannon Tweedle	Dietrich Engineering Limited
Mike McIsaac	Drainage Superintendent, Town of Minto
Michelle Gallant	Saugeen Valley Conservation Authority
Kevin Crispin	Landowner (Lot 23, Con. 14)

Comments, concerns and issues that were discussed at the On-Site Meeting include:

- Design new tile for a 1" Drainage Coefficient (25.4 mm of rainfall per 24 hours)
- If Lot 24, Concession 15, isn't systematically tiled, realign the drain for better cover

5.0 Information Meeting

An information meeting was held on March 9, 2018, at the Town of Minto Municipal Office. The meeting provided a review of the design of the proposed drainage system, the estimated costs of the project and proposed assessment.

Persons in attendance were:

Greg Nancekivell, C.E.T.	Dietrich Engineering Limited
Michel Terzian	Dietrich Engineering Limited
Mike McIsaac	Drainage Superintendent, Town of Minto
Paul Elston	Saugeen Valley Conservation Authority
Bill Glass	Department of Fisheries & Oceans Canada (DFO)
Rick Kiriluk	Department of Fisheries & Oceans Canada (DFO)
Amos Wideman	Landowner (<i>Lot 24, Con. 14</i>)
Harry Bowman	Owner of land in neighboring watershed

Comments, concerns and issues that were discussed at the On-Site Meeting include:

- Attendees were presented with the proposed design, which consists of the installation of approximately 298 metres of 300 mm to 450 mm diameter concrete field tile and high density polyethylene pipe, and the installation of one (1) concrete catch basin riser for an existing catch basin
- The new proposed drain is designed for a 1" Drainage Coefficient (25.4 mm of rainfall per 24 hours)
- The proposed work in Drain No. 2 to provide Drain No. 60 with a sufficient outlet will occur under a future Engineers report for Drain No. 2
- Amos Wideman asked about the costs to upgrade the design to a 1.5" Drainage Coefficient (38.1 mm of rainfall per 24 hours) and was told to expect an approximate increase in costs of 12-15%
- DFO representatives made it clear that their presence at the information meeting was specifically for Drain No. 2, which serves as the outlet for Drain No. 60, and they had no issues with the Drain No. 60 proposal
- Drain No. 2 contains a fish species called Redside Dace, which is an endangered species in the province of Ontario
- DFO states that sediment control in Drain No. 2 is of concern
- The Saugeen Valley Conservation Authority has no issues with the proposal for Drain No. 60 but is interested in the sediment control in Drain No. 2

6.0 Findings

We have made an examination of the drainage area and have found the following:

1. The existing portion of Municipal Drain No. 60 on the B. Shannon property (Roll No. 2-179), Lot 24, Concession 15, is in a poor state of repair and is neither of sufficient capacity nor depth to drain the surrounding and upstream lands within the watershed at today's standards of drainage.
2. The latest improvement to Municipal Drain No. 60 was under the authority of a report prepared by William J. Dietrich, P.Eng., of Dietrich Engineering Ltd., dated February 7, 2005. This report provided for the replacement of the drain from the North Road Limit of 14th Line to

the property line between Lot 23 and Lot 24, Concession 14. This drainage system was designed using a drainage coefficient design standard of 15mm (0.6") of rainfall per 24 hours.

3. The outlet for Municipal Drain No. 60 is into the open ditch known as Municipal Drain No. 2, in Lot 24, Concession 15.
4. According to the Ministry of Agriculture, Food and Rural Affairs online Agricultural Information Atlas, Municipal Drain No. 2 has been classified by the Department of Fisheries and Oceans Canada as a Type "D" channel.
5. Municipal Drain No. 2 contains a fish species called Redside Dace, which is an endangered species in the province of Ontario.
6. Municipal Drain No. 2 requires deepening from the outlet of Municipal Drain No. 60 to a point downstream of Ayton Road to provide the new drainage system with a sufficient outlet.
7. Dietrich Engineering Ltd. was appointed by the Town of Minto Council under Section 78 of the Drainage Act, R.S.O. 1990, to prepare a drainage report for improvements to Municipal Drain No. 2.
8. B. Shannon, the owner of Lot 24, Concession 15, requested the new drainage system be installed along the route of the existing Municipal Drain through his property to avoid cutting through several of his newly installed subsurface drainage tile. He provided Dietrich Engineering Ltd. with a copy of the tile drain map for the property.
9. After the Information Meeting on March 9, 2018, Amos Wideman requested the proposed tile drainage system be designed using a design standard of 38.1 mm (1.5") of rainfall per 24 hours.

7.0 Recommendations

It is our recommendation that:

1. A new tile drainage system be constructed from its outlet into Municipal Drain No. 2 on the B. Shannon property (Roll No. 2-179), Lot 24, Concession 15, upstream approximately 298 metres to the North Road Limit of 14th Line, in the Town of Minto, County of Wellington.
2. The new tile drainage system be installed along the route of the existing 1964 drain on Lot 24, Concession 15, and be installed such that the new tile drain not interfere with the private subsurface tile drains on the B. Shannon property.
3. The proposed work on Municipal Drain No. 2, to provide a sufficient outlet for the new tile drainage system, be completed under a new Municipal Drain No. 2 drainage report that will be prepared by Dietrich Engineering Ltd.
4. The drainage coefficient design standard used for this drain is 38.1mm (1.5") of rainfall per 24 hours.
5. The new drainage system shall be known as "**Municipal Drain No. 60 - 2018**".

8.0 Summary of Proposed Works

The proposed work consists of the installation of approximately 298 metres of 350 mm to 450 mm diameter concrete field tile and high density polyethylene pipes.

9.0 Working Area

The working area for construction purposes shall be a width of twenty-five (25) metres.

The working area for maintenance purposes shall be a width of ten (10) metres.

Each landowner shall designate access to and from the working area.

10.0 Watershed Characteristics

The Drainage Area comprises approximately 26.1 hectares (64.5 acres). Land use within the watershed is primarily agricultural.

11.0 Soil Characteristics

The Ontario Ministry of Agriculture, Food and Rural Affairs Agricultural Information Atlas, available online, describes the soil types within the watershed as Listowel Loam, Donnybrook Sandy Loam and Burford Loam.

12.0 Allowances

In accordance with Sections 29 and 30 of the Drainage Act, R.S.O. 1990, we determine the allowances payable to Owners entitled thereto as follows.

Lot or Part	Con.	Owner	Roll No.	Right-of-Way (Section 29)	Damages to Lands & Crops (Section 30)	Total Allowances
24	15	B. Shannon	2-179	\$3,350	\$2,980	\$6,330
TOTAL ALLOWANCES,						
MUNICIPAL DRAIN No. 60 - 2018				\$3,350	\$2,980	\$6,330

Total Allowances under Sections 29 and 30 of the Drainage Act, R.S.O. 1990,
Municipal Drain No. 60 - 2018

\$6,330

Calculation of Allowances

Section 29 (Right-of-Way)

The agricultural land value used for calculating allowances for Right-of-Way was \$45,000/ha (\$18,212/acre).

Section 29 Right-of-Way, has been calculated based on 25% of the estimated land value, \$11,250/ha. (\$4,553/acre) for a 10 metre Right-of-Way.

Section 30 (Damages)

Damages have been calculated based on \$4,000/ha. (\$1,619/acre).

Allowances for Right-of-Way were not provided in the report prepared by James A. Howes, O.L.S., dated June 1, 1964, which authorized the construction of the existing Municipal Drain No. 60.

13.0 Estimated Construction Costs

We have made an estimate of the cost of the proposed work which is outlined in detail as follows:

Labour, Equipment and Materials

	<u>Description</u>	<u>Quantity</u>	<u>\$/Unit</u>	<u>Total</u>
1)	Stripping and stock piling topsoil (10 metre width)	298 m	\$ 7.00	\$ 2,086.00
2)	Leveling of topsoil with trim dozer	298 m	\$ 3.00	\$ 894.00
3)	Supply 450mm diameter, solid high density polyethylene outlet pipe complete with rodent grate (320 kPa, CSA B182.8, split coupler joining system)	6 m	\$ 75.00	\$ 450.00
a)	Installation of 450mm diameter, H.D.P.E. outlet pipe complete with rodent grate (Sta. 0+000 to Sta. 0+006)	I.s.		\$ 1,000.00
b)	Installation of quarry stone rip-rap protection and geotextile filter material (Mirafi 180N or equivalent, approximately 40 m2, Sta. 0+000)	I.s.		\$ 1,600.00
4)	Supply 450mm diameter concrete field tile (2400D)	144 m	\$ 33.00	\$ 4,752.00
	Installation of 450mm diameter concrete field tile by means of an excavator on crushed stone bedding wrapped in geo-textile filter material (see detail) or by means of a wheel trencher (Sta. 0+006 to 0+150)	144 m	\$ 50.00	\$ 7,200.00
5)	Supply 400mm diameter concrete field tile (2400D)	66 m	\$ 27.00	\$ 1,782.00
	Installation of 400mm diameter concrete field tile by means of an excavator on crushed stone bedding wrapped in geo-textile filter material (see detail) or by means of a wheel trencher (Sta. 0+150 to 0+216)	66 m	\$ 50.00	\$ 3,300.00
6)	Supply 350mm diameter concrete field tile (2400D)	82 m	\$ 23.00	\$ 1,886.00
	Installation of 350mm diameter concrete field tile by means of excavator on crushed stone bedding wrapped in geo-textile filter material (see detail) (Sta. 0+216 to 0+298)	82 m	\$ 50.00	\$ 4,100.00
7)	Tile connections	I.s.		\$ 200.00
TOTAL ESTIMATED CONSTRUCTION COSTS				\$ 29,250.00
MUNICIPAL DRAIN NO. 60 - 2018				

14.0 Summary of Estimated Costs

Allowances under Sections 29 and 30 of the Drainage Act, R.S.O. 1990	\$ 6,330.00
Total Estimated Construction Costs	\$ 29,250.00
Meetings, survey, design, preparation of preliminary cost estimates and reports, preparation of final drainage report, consideration of report and court of revision	\$ 11,000.00
Preparation of contract documents, contract administration, supervision and inspection of construction	\$ 4,400.00
Contingencies, Interest, and net H.S.T.	\$ 3,120.00
TOTAL ESTIMATED COSTS	
MUNICIPAL DRAIN NO. 60 – 2018	\$ 54,100.00
The total estimated cost of the work in the Town of Minto is	\$ 54,100.00

15.0 Assessment

We assess the cost of this work against the lands and roads liable for assessment for benefit and outlet as shown on the annexed Schedule of Assessment. We have determined that there is no injuring liability assessment involved.

16.0 Maintenance

After completion, this drain shall be maintained by the Town of Minto at the expense of all the lands and roads assessed in the attached Schedule of Assessment for Maintenance and in the same relative proportions until such time as the assessment is changed under the Drainage Act.

Respectfully submitted,

DIETRICH ENGINEERING LIMITED



W. J. Dietrich, P.Eng.

WJD:mt



SCHEDULE OF ASSESSMENT FOR CONSTRUCTION
Municipal Drain No. 60 - 2018
Town of Minto



LOT OR PART	CON.	APPROX.		ROLL NO.	(SEC. 22) BENEFIT	(SEC. 23)	TOTAL ASSESSMENT	LESS 1/3		NET ASSESSMENT
		HECTARES	OWNER			OUTLET LIABILITY		GOV'T GRANT	LESS ALLOWANCES	
23	14	10.9	K. Crispin	(2-219)	\$800	\$8,721	\$9,521	\$3,174		\$6,347
24	14	13.0	A. & M. Wideman	(2-218)	\$2,200	\$9,754	\$11,954	\$3,985		\$7,969
24	15	1.8	B. Shannon	(2-179)	\$28,000	\$656	\$28,656	\$9,552	\$6,330	\$12,774
Total Assessment on Lands					\$31,000	\$19,131	\$50,131	\$16,711	\$6,330	\$27,090
14th Line	0.4		Town of Minto		\$3,000	\$969	\$3,969			\$3,969
Total Assessment on Roads					\$3,000	\$969	\$3,969			\$3,969
Total Assessment on Lands and Roads, Municipal Drain No. 60 - 2018					\$34,000	\$20,100	\$54,100	\$16,711	\$6,330	\$31,059

- NOTES:
1. All above lands are used for agricultural purposes.
 2. The NET ASSESSMENT is the total estimated assessment less a one-third (1/3) Provincial grant, and allowances, if applicable.
 3. The NET ASSESSMENT is provided for information purposes only.

SCHEDULE OF ASSESSMENT FOR MAINTENANCE
Municipal Drain No. 60 - 2018
Town of Minto

LOT OR PART	CON.	APPROX. HECTARES AFFECTED	OWNER	ROLL NO.	PORTION OF MAINTENANCE COST
23	14	10.9	K. Crispin	(2-219)	33.7%
24	14	13.0	A. & M. Wideman	(2-218)	37.6%
24	15	1.8	B. Shannon	(2-179)	25.0%
Total Assessment on Lands					96.3%
14th Line		0.4	Town of Minto		3.7%
Total Assessment on Roads					3.7%
Total Assessment for Maintenance, Municipal Drain No. 60 - 2018					100.0%

NOTES: 1. All above lands are used for agricultural purposes.

SPECIFICATIONS FOR THE CONSTRUCTION OF MUNICIPAL DRAINAGE WORKS

DIVISION A – General Conditions

DIVISION C – Specification for Tile Drains

DIVISION H – Special Provisions

DIVISION A

GENERAL CONDITIONS

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DIVISION A

GENERAL CONDITIONS

A.1 SCOPE

The work to be done under this contract consists of supplying all labour, equipment and materials to construct the drainage work as outlined in the Scope of Work, Drawings, General Conditions and other Specifications.

A.2 TENDERS

Tenders are to be submitted on a lump sum basis for the complete works or a portion thereof, as instructed by the Municipality. The Scope of Work must be completed and submitted with the Form of Tender and Agreement. A certified cheque is required as Tender Security, payable to the Treasurer of the Municipality.

All certified cheques, except that of the bidder to whom the work is awarded will be returned within ten (10) days of the time the Contract is awarded. The certified cheque of the bidder to whom the work is awarded will be retained as Contract Security and returned when the Municipality receives a Completion Certificate for the work.

A certified cheque is not required if the Contractor provides an alternate form of Contract Security such as a Performance Bond for 100% of the amount of the Tender or other satisfactory security, if required/permitted by the Municipality. A Performance Bond may also be required to insure maintenance of the work for a period of one (1) year after the date of the Completion Certificate.

A.3 EXAMINATIONS OF SITE, DRAWINGS AND SPECIFICATIONS

The Tenderer must examine the premises and site to compare them with the Drawings and Specifications in order to satisfy himself of the existing conditions and extent of the work to be done before submission of his Tender. No allowance shall subsequently be made on behalf of the Contractor by reason of any error on his part. Any estimates of quantities shown or indicated on the Drawings, or elsewhere are provided for the convenience of the Tenderer. Any use made of these quantities by the Tenderer in calculating his Tender shall be done at his own risk. The Tenderer for his own protection should check these quantities for accuracy.

The standard specifications (Divisions B through G) shall be considered complementary and where a project is controlled under one of the Divisions, the remaining Divisions will apply for miscellaneous works.

In case of any inconsistency or conflict between the Drawings and Specifications, the following order of precedence shall apply:

- Direction of the Engineer
- Special Provisions (Division H)
- Scope of Work
- Contract Drawings
- Standard Specifications (Divisions B through G)
- General Conditions (Division A)

A.4 PAYMENT

Progress payments equal to 87±% of the value of work completed and materials incorporated in the work will be made to the Contractor monthly. An additional ten per cent (10±%) will be paid 45 days after the final acceptance by the Engineer, and three per cent (3±%) of the Contract price may be reserved by the Municipality as a maintenance holdback for a one (1) year period from the date of the Completion Certificate. A greater percentage of the Contract price may be reserved by the Municipality for the same one (1) year period if in the opinion of the Engineer, particular conditions of the Contract requires such greater holdback.

After the completion of the work, any part of this reserve may be used to correct defects developed within that time from faulty workmanship and materials, provided that notice shall first be given to the Contractor and that he may promptly make good such defects.

A.5 CONTRACTOR'S LIABILITY INSURANCE

Prior to commencement of any work, the Contractor shall file with the Municipality evidence of compliance with all Municipality insurance requirements (Liability Insurance, WSIB, etc.) for no less than the minimum amounts as stated in the Purchasing Procedures of the Municipality. All insurance coverage shall remain in force for the entire contract period including the warranty period which expires one year after the date of the Completion Certificate.

The following are to be named as co-insured: Successful Contractor
Sub-Contractor
Municipality
Dietrich Engineering Ltd.

A.6 LOSSES DUE TO ACTS OF NATURE, ETC.

All damage, loss, expense and delay incurred or experienced by the Contractor in the performance of the work, by reason of unanticipated difficulties, bad weather, strikes, acts of nature, or other mischances shall be borne by the Contractor and shall not be the subject of a claim for additional compensation.

A.7 COMMENCEMENT AND COMPLETION OF WORK

The work must commence as specified in the Form of Tender and Agreement. If conditions are unsuitable due to poor weather, the Contractor may be required, at the discretion of the Engineer to postpone or halt work until conditions become acceptable and shall not be subject of a claim for additional compensation.

The Contractor shall give the Engineer a minimum of 48 hours notice before commencement of work. The Contractor shall then arrange a meeting to be held on the site with Contractor, Engineer, and affected Landowners to review in detail the construction scheduling and other details of the work.

If the Contractor leaves the job site for a period of time after initiation of work, he shall give the Engineer and the Municipality a minimum of 24 hours notice prior to returning to the project. If any work is commenced without notice to the Engineer, the Contractor shall be fully responsible for all such work undertaken prior to such notification.

The work must proceed in such a manner as to ensure its completion at the earliest possible date and within the time limit set out in the Form of Tender and Agreement.

A.8 WORKING AREA AND ACCESS

Where any part of the drain is on a road allowance, the road allowance shall be the working area. For all other areas, the working area available to the Contractor to construct the drain is specified in the Special Provisions (Division H).

Should the specified widths become inadequate due to unusual conditions, the Contractor shall notify the Engineer immediately. Where the Contractor exceeds the specified working widths without authorization, he shall be held responsible for the costs of all additional damages.

If access off an adjacent road allowance is not possible, each Landowner on whose property the drainage works is to be constructed, shall designate access to and from the working area. The Contractor shall not enter any other lands without permission of the Landowner and he shall compensate the Landowner for damage caused by such entry.

A.9 SUB-CONTRACTORS

The Contractor shall not sublet the whole or part of this Contract without the approval of the Engineer.

A.10 PERMITS, NOTICES, LAWS AND RULES

The Contractor shall obtain and pay for all necessary permits or licenses required for the execution of the work (but this shall not include MTO encroachment permits, County Road permits permanent easement or rights of servitude). The Contractor shall give all necessary notices and pay for all fees required by law and comply with all laws, ordinances, rules and regulations relating to the work and to the preservation of the public's health and safety.

A.11 RAILWAYS, HIGHWAYS AND UTILITIES

A minimum of 72 hours' notice to the Railway or Highways, exclusive of Saturdays, Sundays, and Statutory Holidays, is required by the Contractor prior to any work activities on or affecting the applicable property. In the case of affected Utilities, a minimum of 48 hours' notice to the utility owner is required.

A.12 ERRORS AND UNUSUAL CONDITIONS

The Contractor shall notify the Engineer immediately of any error or unusual conditions which may be found. Any attempt by the Contractor to correct the error on his own shall be done at his own risk. Any additional cost incurred by the Contractor to remedy the wrong decision on his part shall be borne by the Contractor. The Engineer shall make the alterations necessary to correct errors or to adjust for unusual conditions during which time it will be the Contractor's responsibility to keep his men and equipment gainfully employed elsewhere on the project.

The Contract amount shall be adjusted in accordance with a fair evaluation of the work added or deleted.

A.13 ALTERATIONS AND ADDITIONS

The Engineer shall have the power to make alterations in the work shown or described in the Drawings and Specifications and the Contractor shall proceed to make such changes without causing delay. In every such case, the price agreed to be paid for the work under the Contract shall be increased or decreased as the case may require according to a fair and reasonable evaluation of the work added or deleted. The valuation shall be determined as a result of negotiations between the Contractor and the Engineer, but in all cases the Engineer shall maintain the final responsibility for the decision. Such alterations and variations shall in no way render the Contract void. No claims for a variation or alteration in the increased or decreased price shall be valid unless done in pursuance of an order from the Engineer and notice of such claims made in writing before commencement of such work. In no such case shall the Contractor commence work which he considers to be extra before receiving the Engineer's approval.

A.14 SUPERVISION

The Contractor shall give the work his constant supervision and shall keep a competent foreman in charge at the site.

A.15 FIELD MEETINGS

At the discretion of the Engineer, a field meeting with the Contractor or his representative, the Engineer and with those others that the Engineer deems to be affected, shall be held at the location and time specified by the Engineer.

A.16 PERIODIC AND FINAL INSPECTIONS

Periodic inspections by the Engineer will be made during the performance of the work. If ordered by the Engineer, the Contractor shall expose the drain as needed to facilitate inspection by the Engineer.

Final inspection by the Engineer will be made within twenty (20) days after he has received notice from the Contractor that the work is complete.

A.17 ACCEPTANCE BY THE MUNICIPALITY

Before any work shall be accepted by the Municipality, the Contractor shall correct all deficiencies identified by the Engineer and the Contractor shall leave the site neat and presentable.

A.18 WARRANTY

The Contractor shall repair and make good any damages or faults in the drain that may appear within one (1) year after its completion (as dated on the Completion Certificate) as the result of the imperfect or defective work done or materials furnished if certified by the Engineer as being due to one or both of these causes; but nothing herein contained shall be construed as in any way restricting or limiting the liability of the Contractor under the laws of the Country, Province or Locality in which the work is being done. Neither the Completion Certificate nor any payment there under, nor any provision in the Contract Documents shall relieve the Contractor from his responsibility.

A.19 TERMINATION OF CONTRACT BY THE MUNICIPALITY

If the Contractor should be adjudged bankrupt, or if he should make a general assignment for the benefit of his creditors, or if a receiver should be appointed on account of his insolvency, or if he should refuse or fail to supply enough properly skilled workmen or proper materials after having received seven (7) days notice in writing from the Engineer to supply additional workmen or materials to commence or complete the works, or if he should fail to make prompt payment to Sub-Contractors, or for material, or labour, or persistently disregards laws, ordinances, or the instruction of the Engineer, or otherwise be guilty of a substantial violation of the provisions of the Contract, then the Municipality, upon the certificate of the Engineer that sufficient cause exists to justify such action, may without prejudice to any other right or remedy, by giving the Contractor written notice, terminate the employment of the Contractor and take possession of the premises, and of all materials, tools and appliances thereon, and may finish the work by whatever method the Engineer may deem expedient but without delay or expense. In such a case, the Contractor shall not be entitled to receive any further payment until the work is finished. If the unpaid balance of the Contract price will exceed the expense of finishing the work including compensation to the Engineer for his additional services and including the other damages of every name and nature, such excess shall be paid by the Contractor. If such expense will exceed such unpaid balance, the Contractor shall pay the difference to the Municipality. The expense incurred by the Municipality, as herein provided, shall be certified by the Engineer.

If the Contract is terminated by the Municipality due to the Contractor's failure to properly commence the works, the Contractor shall forfeit the certified cheque bid deposit and furthermore shall pay to the Municipality an amount to cover the increased costs, if any, associated with a new Tender for the Contract being terminated.

If any unpaid balance and the certified cheque do not match the monies owed by the Contractor upon termination of the Contract, the Municipality may also charge such expense against any money which may thereafter be due to the Contractor from the Municipality.

A.20 TESTS

The cost for the testing of materials supplied to the job by the Contractor shall be borne by the Contractor. The Engineer reserves the right to subject any lengths of any tile or pipe to a competent testing laboratory to ensure the adequacy of the tile or pipe. If any tile supplied by the Contractor is determined to be inadequate to meet the applicable A.S.T.M. standards, the Contractor shall bear full responsibility to remove and/or replace all such inadequate tile in the Contract with tile capable of meeting the A.S.T.M. Standards.

A.21 POLLUTION

The Contractor shall keep their equipment in good repair. The Contractor shall refuel or repair equipment away from open water.

If polluted material from construction materials or equipment is caused to flow into the drain, the Contractor shall immediately notify the Ministry of the Environment, and proceed with the Ministry's protocols in place to address the situation.

A.22 SPECIES AT RISK

If a Contractor encounters a known Species at Risk as designated by the MNR or DFO, the Contractor shall notify the Engineer immediately and follow the Ministry's guidelines to deal with the species.

A.23 ROAD CROSSINGS

This specification applies to all road crossings (Municipality, County, Regional, or Highway) where no specific detail is provided on the drawings or in the standard specifications. This specification in no way limits the Road Authority's regulations governing the construction of drains on their Road Allowance.

A.23.1 Road Occupancy Permit

Where applicable, the Contractor must submit an application for a road occupancy permit to the Road Authority and allow a minimum of five (5) working days for its review and issuance.

A.23.2 Road Closure Request and Construction Notification

The Contractor shall submit written notification of construction and request for road closure (if applicable) to the Road Authority and the Engineer for review and approval a minimum of five (5) working days prior to proceeding with any work on the road allowance. The Contractor shall be responsible for notifying all applicable emergency services, schools, etc. of the road closure or construction taking place.

A.23.3 Traffic Control

The Contractor shall supply flagmen, and warning signs and ensure that detour routes are adequately signed in accordance with no less than the minimum standards as set out in the Ontario Traffic Manual's Book 7.

A.23.4 Weather

No construction shall take place during inclement weather or periods of poor visibility.

A.23.5 Equipment

No construction material and/or equipment is to be left within three (3) metres of the travelled portion of the road overnight or during periods of inclement weather.

If not stated on the drawings, the road crossing shall be constructed by open cut method. Backfill from the top of the cover material over the subsurface pipe or culvert to the under side of the road base shall be Granular "B". The backfill shall be placed in lifts not exceeding 300mm in thickness and each lift shall be thoroughly compacted to 98% Standard Proctor. Granular "B" road base for County Roads and Highways shall be placed to a 450mm thickness and Granular "A" shall be placed to a thickness of 200mm. Granular road base materials shall be thoroughly compacted to 100% Standard Proctor.

Where the road surface is paved, the Contractor shall be responsible for placing HL-8 Hot Mix Asphalt patch at a thickness of 50mm or of the same thickness as the existing pavement structure. The asphalt patch shall be flush with the existing roadway on each side and without overlap.

Excavated material from the trench beyond 1.25 metres from the travelled portion or beyond the outside edge of the gravel shoulder may be used as backfill in the trench in the case of covered drains. The material shall be compacted in lifts not exceeding 300mm.

A.24 LANEWAYS

All pipes crossing laneways shall be backfilled with material that is clean, free of foreign material or frozen particles and readily tamped or compacted in place unless otherwise specified. Laneway culverts on open ditch projects shall be backfilled with material that is not easily erodible. All backfill material shall be thoroughly compacted as directed by the Engineer.

Culverts shall be bedded with a minimum of 300mm of granular material. Granular material shall be placed simultaneously on each side of the culvert in lifts not exceeding 150mm in thickness and compacted to 95% Standard Proctor Density. Culverts shall be installed a minimum of 10% of the culvert diameter below design grade with a minimum of 450mm of cover over the pipe unless otherwise noted on the Drawings.

The backfill over culverts and subsurface pipes at all existing laneways that have granular surfaces on open ditch and closed drainage projects shall be surfaced with a minimum of 300mm of Granular "B" material and 150mm of Granular "A" material. All backfill shall be thoroughly compacted as directed by the Engineer. All granular material shall be placed to the full width of the travelled portion.

Any settling of backfilled material shall be repaired by or at the expense of the Contractor during the warranty period of the project and as soon as required.

A.25 FENCES

No earth is to be placed against fences and all fences removed by the Contractor shall be replaced by him in as good a condition as found. Where practical the Contractor shall take down existing fences in good condition at the nearest anchor post and roll it back rather than cutting the fence and attempting to patch it. The replacement of the fences shall be done to the satisfaction of the Engineer. Any fences found in such poor condition where the fence is not salvageable, shall be noted and verified with the Engineer prior to commencement of work.

Fences damaged beyond repair by the Contractor's negligence shall be replaced with new materials, similar to those materials of the existing fence, at the Contractor's expense. The replacement of the fences shall be done to the satisfaction of the Landowner and the Engineer.

Any fences paralleling an open ditch that are not line fences that hinder the proper working of the excavating machinery, shall be removed and rebuilt by the Landowner at his own expense.

The Contractor shall not leave fences open when he is not at work in the immediate vicinity.

A.26 LIVESTOCK

The Contractor shall provide each landowner with 48 hours notice prior to removing any fences along fields which could possibly contain livestock. Thereafter, the Landowner shall be responsible to keep all livestock clear of the construction areas until further notified. The Contractor shall be held responsible for loss or injury to livestock or damage caused by livestock where the Contractor failed to notify the Landowner, or through negligence or carelessness on the part of the Contractor.

A.27 STANDING CROPS

The Contractor shall be responsible for damages to standing crops which are ready to be harvested or salvaged along the course of the drain and access routes if the Contractor has failed to notify the Landowners 48 hours prior to commencement of the work on that portion of the drain.

A.28 SURPLUS GRAVEL

If as a result of any work, gravel or crushed stone is required and not all the gravel or crushed stone is used, the Contractor shall haul away such surplus material.

A.29 IRON BARS

The Contractor is responsible for the cost of an Ontario Land Surveyor to replace any iron bars that are altered or destroyed during the course of the construction.

A.30 RIP-RAP

Rip-rap shall be quarry stone rip-rap material and shall be the sizes specified in the Special Provisions. Broken concrete shall not be used as rip-rap unless otherwise specified.

A.31 CLEARING, GRUBBING AND BRUSHING

This specification applies to all brushing where no specific detail is provided on the drawings or in the Special Provisions.

The Contractor shall clear, brush and stump trees from within the working area that interfere with the installation of the drainage system.

All trees, limbs and brush less than 150mm in diameter shall be mulched. Trees greater than 150mm in diameter shall be cut and neatly stacked in piles designated by the Landowners.

A.32 RESTORATION OF LAWNS

This specification applies to all lawn restoration where no specific detail is provided on the drawings or in the Special Provisions and no allowance for damages has been provided under Section 30 of the Drainage Act RSO 1990 to the affected property.

The Contractor shall supply "high quality grass seed" and the seed shall be broadcast by means of an approved mechanical spreader. All areas on which seed is to be placed shall be loose at the time of broadcast to a depth of 25mm. Seed and fertilizer shall be spread in accordance with the supplier's recommendations unless otherwise directed by the Engineer. Thereafter it will be the responsibility of the Landowner to maintain the area in a manner so as to promote growth.

DIVISION C

SPECIFICATIONS FOR TILE DRAINS

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DIVISION C

SPECIFICATIONS FOR TILE DRAINS

C.1 PIPE MATERIALS

C.1.1 Concrete Tile

Concrete drain tile shall conform to the requirements of the most recent A.S.T.M. specification for Heavy-Duty Extra Quality drain tile. All tile with diameters less than 600mm shall have a pipe strength of 1500D. All tile with diameters 600mm or larger shall have a pipe strength of 2000D.

All tile furnished shall be subject to the approval of the Engineer. All rejected tile are to be immediately removed from the site.

C.1.2 High Density Polyethylene (HDPE) Pipe

All HDPE pipe shall be dual-wall corrugated drainage pipe with a smooth inner wall. HDPE pipe shall have a minimum stiffness of 320 kPa at 5% deflection.

Unless otherwise noted, all sealed HDPE pipe shall have a water tight gasketed bell and spigot joining system meeting the minimum requirements of CSA B182.8. Perforated HDPE pipe shall have a soil tight joining system, and shall be enveloped in non-woven geotextile filter sock.

C.2 ALIGNMENT

The Contractor shall contact the Engineer to establish the course of the drain. Where an existing drain is to be removed and replaced by the new drain, or where the new drain is to be installed parallel to an existing drain, the Contractor shall locate the existing drain (including repairing damaged tile caused by locating) at intervals along the course of the drain. The costs of locating shall be included in the tender price.

The drain shall run in as straight a line as possible throughout its length, except that at intersections of other watercourses or at sharp corners, it shall run on a curve of at least 15 metres radius. The new tile drain shall be constructed at an offset from and parallel with any ditch or defined watercourse in order that fresh backfill in the trench will not be eroded by the flow of surface water.

The Contractor shall exercise care not to disturb any existing tile drain or drains which parallel the course of the new drain, particularly where the new and existing tile act together to provide the necessary capacity. Where any such existing drain is disturbed or damaged, the Contractor shall perform the necessary repair at his expense.

C.3 PROFILE

Benchmarks have been established along the course of the drain which are to govern the elevations of the drain. The location and elevations of the benchmarks are shown on the drawings. Tile is to be installed to the elevation and grade shown on the profiles. Accurate grade control must be maintained by the Contractor at all times.

When installing a drain towards a fixed point such as a bore pipe, the Contractor shall uncover the pipe and confirm the elevation a sufficient distance away from the pipe in order to allow for any necessary minor grade adjustments to be made.

C.4 EXCAVATION

C.4.1 Wheel machine

Unless otherwise specified, all trenching shall be carried out with a wheel machine approved by the Engineer. The wheel machine shall shape the bottom of the trench to conform to the outside diameter of the pipe. The minimum trench width shall be equal to the outside diameter of the pipe plus 100mm on each side of the pipe, unless otherwise specified. The maximum trench width shall be equal to the outside diameter of the pipe plus 300mm on each side of the pipe, unless otherwise specified.

C.4.2 Scalping

Where the depths of cuts in isolated areas along the course of the drain as shown on the profile exceed the capability of the Contractor's wheel machine, he shall lower the surface grade in order that the wheel machine may trench to the correct depth. Topsoil is to be stripped over a sufficient width that no subsoil will be deposited on top of the topsoil. Subsoil will then be removed to the required depth and piled separately. Upon completion, the topsoil will then be replaced to an even depth over the disturbed area. The cost for this work shall be included in his tender price.

C.4.3 Excavator

Where the use of an excavator is used in-lieu of a wheel machine, the topsoil shall be stripped and replaced in accordance with Item C.4.2. All tile shall be installed on 19mm clear crushed stone bedding placed to a minimum depth of 150mm which has been shaped to conform to the bottom of the pipe. The Contractor shall include the costs of this work in his tender price.

C.5 INSTALLATION

C.5.1 Concrete Tile

The tile is to be laid with close joints and in regular grade and alignment in accordance with the drawings. The tiles are to be bevelled, if necessary to ensure close joints. The inside of the tile is to be kept clear when laid. The sides of the tile are to be supported by partial filling of the trench

(blinding) prior to inspection by the Engineer. No tile shall be backfilled until inspected by the Engineer unless otherwise permitted by the Engineer. The tile shall be backfilled such that a sufficient mound of backfill is placed over the trench to ensure that no depression remains after settling occurs in the backfill.

Where a tile connects to a catch basin or similar structure, the Contractor shall include in his tender price for the supply and placement of compacted Granular 'A' bedding or 19mm clear crushed stone under areas backfilled from the underside of the pipe to undisturbed soil. Where a tile drain passes through a bore pit, the Contractor shall include in his tender price for the supply and placement of compacted Granular 'A' bedding or 19mm clear crushed stone from the underside of the pipe down to undisturbed soil with the limits of the bore pit.

The Contractor shall supply and wrap all concrete tile joints with Mirafi 160N geotextile filter material as part of this contract. The width of the filter material should be:

- 300mm wide for tile sizes 150mm diameter to 350mm diameter.
- 400mm wide for tile sizes 400mm diameter to 750mm diameter.
- 500mm wide for tile sizes larger than 750mm diameter.

The filter material shall completely cover the tile joint and shall have a minimum overlap of 300mm. The type of filter material shall be.

C.5.2 HDPE Pipe

HDPE pipe shall be installed using compacted Granular 'A' bedding or 19mm clear crushed stone bedding from 150mm below the pipe to 300mm above the pipe. All granular material shall be compacted using a suitable mechanical vibratory compactor. Granular bedding and backfill shall be placed in lifts not exceeding 300mm and compacted to at least 95% Standard Proctor Maximum Dry Density (SPMDD).

Where a pipe connects to a catch basin or similar structure, the Contractor shall include in his tender price for the supply and placement of compacted Granular 'A' bedding or 19mm clear crushed stone under areas backfilled from the underside of the pipe to undisturbed soil. Where a pipe passes through a bore pit, the Contractor shall include in his tender price for the supply and placement of compacted Granular 'A' bedding or 19mm clear crushed stone from the underside of the pipe down to undisturbed soil with the limits of the bore pit.

As determined by the Engineer, unsuitable backfill material must be hauled off-site by the Contractor and Granular "B" shall be used as replacement backfill material.

C.6 TRENCH CROSSINGS

The Contractor shall not cross the backfilled trench with any construction equipment or vehicles, except by one designated crossing location on each property. The Contractor shall ensure that the bedding and backfill material at this designated crossing location is properly placed and compacted so as to adequately support the equipment and vehicles that may cross the trench.

The Contractor may undertake any other approved work to ensure the integrity of the tile at the crossing location. The Contractor shall ensure that no equipment or vehicles travel along the length of the trench. The Contractor shall be responsible for any damage to the new tile caused by the construction of the drain.

C.7 OUTLET PROTECTION

A tile drain outlet into a ditch shall be either HDPE pipe or corrugated steel pipe and shall include a hinged grate for rodent protection. The maximum spacing between bars on the rodent grate shall be 40mm. All corrugated steel outlet pipes shall be bevelled at the end to generally conform to the slope of the ditch bank.

Quarry stone rock rip-rap protection and geotextile filter material (Mirafi 160N), shall be installed around the outlet pipe and extended downstream a minimum distance of three metres, unless otherwise specified. The protection shall extend to the top of the backfilled trench and below the pipe to 300 mm under the streambed. The protection shall also extend 600mm into undisturbed soil on either side of the backfilled trench. In some locations, rip-rap may be required on the bank opposite the outlet.

Where the outlet occurs at the upper end of an open ditch, the rip-rap protection will extend all around the end of the ditch and to a point 800mm downstream on either side. Where heavy overflow is likely to occur, sufficient additional rip-rap and filter material shall be placed as directed by the Engineer to prevent the water cutting around the protection.

C.8 CATCH BASINS AND JUNCTION BOXES

Unless otherwise noted, catch basins shall be in accordance with OPSD 705.010 and 705.030. The catch basin grate shall be a “Birdcage” type substantial steel grate, removable for cleaning and shall be inset into a recess provided around the top of the structure. The grate shall be fastened to the catch basin with bolts into the concrete. Spacing of bars on grates for use on 600mmX600mm structures shall be 65mm centre to centre. Spacing of bars on grates for use on structures larger than 600mmX600mm shall be 90mm.

All catch basins shall be backfilled with compacted Granular ‘A’ or 19mm clear crushed stone placed to a minimum width of 300mm on all sides. If settling occurs after construction, the Contractor shall supply and place sufficient granular material to maintain the backfill level flush with adjacent ground. The riser sections of the catch basin shall be wrapped with filter cloth.

Quarry stone rip-rap protection shall be placed around all catch basins and shall extend a minimum distance of one (1) metre away from the outer edge of each side of the catch basin, and shall be placed so that the finished surface of the rip-rap is flush with the existing ground.

If there are no existing drains to be connected to the catch basin at the top end of the drain, a plugged tile shall be placed in the upstream wall with the same elevations as the outlet tile.

Junction boxes shall have a minimum cover over the lid of 450mm.

The Contractor shall include in his tender price for the construction of a berm behind all ditch inlet structures. The berm shall be constructed of compacted clay keyed 300mm into undisturbed soil. The top of the spill way of the earth berm shall be the same elevation as the high wall of the ditch inlet catch basin. The earth berm shall be covered with 100mm depth of topsoil and seeded with an approved green seed mixture. The Contractor shall also include for regrading, shaping and seeding of road ditches for a maximum of 15 metres each way from all catch basins.

The Contractor shall clean all catch basin sumps after completion of the drain installation. Catch basin markers shall be placed beside each catch basin.

C.9 TRIBUTARY DRAINS

Any tributary tile encountered in the course of the drain is to be carefully taken up by the Contractor and placed clear of the excavated earth. If the tributary drains encountered are clean or reasonably clean, they shall be connected into the new drain in accordance with the typical tile drain connection detail. Tributary tile drain connections into the new drain shall be made using high density polyethylene agricultural drain tubing installed on and backfilled with 19mm clear crushed stone. All tile drain connections into the new drain shall be either a cored hole with an insert coupler or a manufactured tee.

Where the existing drains are full of sediment, the decision to connect the tributary drain to the new drain shall be left to the Engineer. The Contractor shall be paid for each tributary drain connection as outlined in the Form of Tender and Agreement.

The Contractor shall be responsible for all tributary tile connections for a period of one year from the date of the Completion Certificate. After construction, any missed tile connections required to be made into the new drain shall be paid at the same rate as defined in the Form of Tender and Agreement. The Contractor will have the option to make any subsequent tile connections or have the Municipality make the required connections and have the cost of which deducted from the holdback.

Where an open ditch is being replaced by a new tile drain, existing tile outlets entering the ditch from the side opposite the new drain shall be extended to the new drain.

Where the Contractor is required to connect an existing tile which is not encountered in the course of the drain, the cost of such work shall constitute an extra to the contract.

C.10 CLEARING, GRUBBING AND MULCHING

The Contractor shall clear, brush and stump trees from within the working area.

All trees or limbs 150mm or larger, that is necessary to remove, shall be cut, trimmed and neatly stacked in the working width for the use or disposal by the Landowner. Brush and limbs less than 150mm in diameter shall be mulched.

Clearing, grubbing and mulching shall be carried out as a separate operation from installing the drain, and shall not be completed simultaneously at the same location.

C.11 ROADS AND LANEWAY SUB-SURFACE CROSSINGS

All roads and laneway crossings may be made with an open cut. The Contractor may use original ground as backfill to within 600mm of finished grade only if adequate compaction and if the use of the original ground backfill has been approved beforehand by the Engineer.

C.12 FILLING IN EXISTING DITCHES

The Contractor shall backfill the ditch sufficiently for traversing by farm equipment. If sufficient material is available on-site to fill in the existing ditch, the topsoil shall be stripped and the subsoil shall be bulldozed into the ditch and the topsoil shall then be spread over the backfilled waterway. The Contractor shall ensure sufficient compaction of the backfill and if required, repair excess settlement up to the end of the warranty period.

C.13 CONSTRUCTION OF GRASSED WATERWAYS

Where the Contractor is required to construct a grassed waterway, the existing waterway shall be filled in, regraded, shaped and a seed bed prepared prior to applying the grass seed. The grass seed shall be fresh, clean and new crop seed, meeting the requirements of the MTO.

- 55% Creeping Red Fescue
- 15% Perennial Rye Grass
- 27% Kentucky Bluegrass
- 3% White Clover

Grass seed shall be applied at the rate of 100 kg/ha.

C.14 UNSTABLE SOIL

The Contractor shall immediately contact the Engineer if unstable soil is encountered. The Engineer shall, after consultation with the Contractor, determine the action necessary and a price for additions or deletions shall be agreed upon prior to further drain installation.

C.15 ROCKS

The Contractor shall immediately contact the Engineer if boulders of sufficient size and number are encountered such that the Contractor cannot continue trenching with a wheel machine. The Engineer shall determine the action necessary and a price for additions or deletions shall be agreed upon prior to further drain installation.

If only scattered large stone or boulders are removed on any project, the Contractor shall either excavate a hole to bury same adjacent to the drain, or he shall haul the stones or boulders to a location designated by the Landowner.

C.16 BROKEN OR DAMAGED TILE

The Contractor shall remove and dispose of all broken (existing or new), damaged or excess tile off site.

C.17 RECOMMENDED PRACTICE FOR CONSTRUCTION OF SUBSURFACE DRAINAGE SYSTEMS

Drainage Guide for Ontario, Ministry of Agriculture, Food and Rural Affairs, Publication 29 and its amendments, dealing with the construction of Subsurface Drainage Systems, shall be the guide to all methods and materials to be used in the construction of tile drains except where superseded by other Specifications of the Contract.

DIVISION H

SPECIAL PROVISIONS

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DIVISION H

SPECIAL PROVISIONS

Municipal Drain No. 60 - 2018

Town of Minto

Reference No. 1747

Special provisions means special directions containing requirements particular to the work not adequately provided for by the standard or supplemental Specifications. Special provisions shall take precedence and govern any standard or supplemental Specifications.

H.1 GENERAL

The Contractor shall notify the Landowners, the Township Drainage Superintendent (Mike McIsaac) and the Engineer forty-eight (48) hours prior to construction, and arrange a pre-construction meeting.

The Contractor shall verify the location of the new drainage system with the Engineer prior to construction.

The Contractor shall check and verify all dimensions and elevations and report any discrepancies to the Engineer prior to proceeding with the work.

All objects or obstructions within the construction working area such as signs, mailboxes, fences, property ornamentals, etc., that interfere with the installation of the drain shall be removed and re-erected in the same location or another location satisfactory to the Landowner. Any damages to such objects by the Contractor shall be repaired, replaced, installed and paid for by the Contractor at the discretion of the Engineer.

The Contractor shall be responsible to arrange all traffic control signals, signs and devices that are required for safe and proper traffic management during the installation of the drainage system. The Contractor shall contact the Town of Minto for specified local procedures, guidelines and timelines. Traffic control shall meet the standards of Book 7 of the Ontario Traffic Manual.

The Contractor shall be responsible for notifying the public of any road closures or detours unless otherwise stated by the Town of Minto.

The Contractor must maintain access to all driveways along the route of the drain as well as maintain access for all emergency vehicles at all times during construction.

The Contractor shall be responsible for all trench settlement.

H.2 UTILITIES

All utilities shall be located and uncovered in the affected areas by the Contractor prior to construction.

The Contractor shall arrange to have a representative of the utility owner on site during construction if it is a requirement by the utility owner.

H.3 WORKING AREA AND ACCESS

The working area for construction purposes shall be a width of twenty-five (25) metres. The working area for maintenance purposes shall be a width of ten (10) metres.

For future maintenance purposes, the landowner on whose property the drainage works is to be repaired shall designate access to and from the working area.

H.4 TOPSOIL

The Contractor shall strip the topsoil for a minimum width of 10 metres along the route of the proposed drain.

In areas of deep cuts or in the event of poor soil conditions the Contractor shall strip topsoil wider than 10 metres to ensure no contamination of topsoil with subsoil.

The Contractor shall strip the topsoil for a maximum depth of 0.3 metres. In the event that topsoil is greater in depth than 0.3 metres the contractor shall make every reasonable effort to not mix the topsoil and subsoil during the backfilling of the trench.

The Contractor shall stockpile the topsoil and later spread it over the backfilled trench.

The Contractor shall use a trim dozer to fine grade the topsoil once it has been placed on the backfilled trench.

Under no circumstances will the Contractor attempt to place frozen topsoil over the backfilled trench.

H.5 RIP-RAP

All stone rip-rap material to be used around catch basins shall be quarry stone 150 mm to 300 mm dia. and placed to a depth of 450 mm. All rip-rap material shall be placed on geo-textile filter material (Mirafi 180N).

Under no circumstances shall the Contractor substitute broken concrete for rip-rap.

H.6 EXISTING DRAINS/TILE CONNECTIONS

The Contractor shall uncover the existing drain in several locations prior to the commencement of construction.

The Contractor shall make all tributary tile drain connections in accordance with the Typical Tile Connection Detail on Drawing No. 1.

The Contractor shall be responsible for all tile connections for a period of one year after the issuance of the completion certificate. The tile connections required to be made within this warranty period shall be made at the same rate as defined on the Form of Tender and Agreement. After construction, the Contractor will be given the option to make any subsequent tile connections

or have the Town of Minto make said connections and have the costs of which deducted from the holdback.

All existing drains cut off during the installation of the new drainage system that will be connected to the new drainage system shall be flagged or marked by the Contractor prior to the connection being made.

H.7 EROSION AND SEDIMENT CONTROL

The Contractor shall supply and place a straw bale flow check dam at the outlet of the proposed drainage system into the open ditch of Municipal Drain No. 2 as per Ontario Provincial Standard Drawing (O.P.S.D.) 219.180.

The Contractor shall routinely inspect the condition of the flow check dam during construction and reset the configuration as required to ensure proper functioning of the dam at all times.

H.8 PIPE, INSTALLATION, BEDDING & BACKFILL

H.8.1 Concrete Field Tile

All concrete tile shall meet or exceed the strength of 2400D Heavy-Duty Extra Quality Concrete Drain Tile.

The Contractor may install the concrete field tile by means of an excavator or a wheel trencher, and shall be paid the quoted Contract price for either method of drain installation.

Concrete field tile installed by means of an approved hydraulic excavator shall be installed using 19mm (3/4") crushed stone bedding and backfill from 150mm below the pipe to the spring line of the pipe, as per the detail on Drawing No. 1 (Typical Working Corridor Detail).

In the event of poor soil conditions the tile shall be installed in accordance with the detail on Drawing No. 1 (Typical Drain Installation on Wrapped Stone Bedding Detail).

The 150mm crushed stone bedding shall be wrapped using an approved geotextile filter material.

Approved native material shall be used as backfill from the spring line to the underside of the topsoil. The backfill shall not be compacted but a sufficient mound shall be left over the trench by the Contractor to allow for settlement flush with adjacent lands. The Contractor shall be responsible for all trench settlement.

The Contractor shall supply and wrap all concrete tile joints with geotextile filter material as part of this contract. The width of the filter material should be 400mm wide.

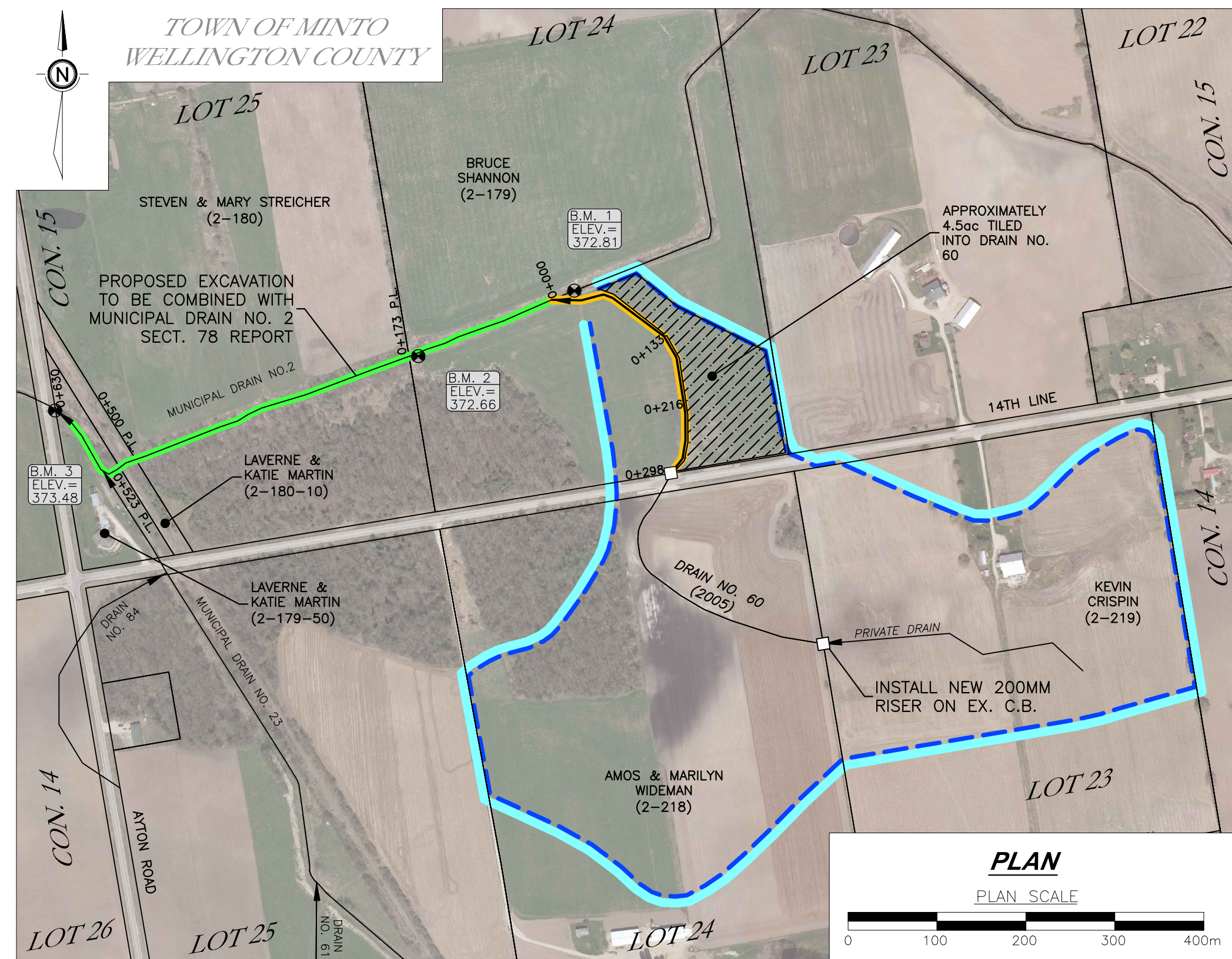
The filter material shall completely cover the tile joint and shall have a minimum overlap of 300mm. The type of filter material shall be Mirafi 140NC for clay or loam soil conditions and Mirafi 160N for sandy or silty soil conditions.

H.8.2 High Density Polyethylene Pipe (H.D.P.E.)

An approved hydraulic excavator shall be used for the installation of all H.D.P.E. pipe.

All H.D.P.E. pipe shall be BOSS 2000 (or equivalent) CSA B182.8/320 KPa.

All H.D.P.E. pipe shall be installed using 19mm (3/4") crushed stone bedding from 150mm below the pipe to the spring line of the pipe. Suitable native material shall be used as backfill from the spring line to the underside of the topsoil.



NOTES:

1. ALL SOLID HIGH DENSITY POLYETHYLENE PIPE SHALL BE BELL & SPIGOT CSA B182.8 UNLESS OTHERWISE NOTED.

BENCHMARK No. 1 **ELEV.=372.81**
 TOP CENTRE D.S.E. OF 1800mm DIA. CMP CULVERT


BENCHMARK No. 2 **ELEV.=372.66**
 NAIL IN DITCH SIDE OF 350mm DIA. TREE


BENCHMARK No. 3 **ELEV.=373.48**
 TOP CENTRE U.S.E. OF CMP CULVERT

LEGEND:

	DRAIN NAME	EXISTING MUNICIPAL DRAIN
		INTERIOR/EXTERIOR WATERSHED BOUNDARY
		PROPERTY BOUNDARY
		LOT OR CONCESSION BOUNDARY
		TOWNSHIP BOUNDARY
		EXISTING CATCH BASIN OR JUNCTION BOX
		EXISTING MANHOLE
	DRAIN NAME	MUNICIPAL DRAIN (AREA OF OPEN WORK)
	DRAIN NAME	MUNICIPAL DRAIN (AREA OF CLOSED WORK)
		WATERSHED BOUNDARY
		PROPOSED CATCH BASIN OR JUNCTION BOX
		PROPOSED MANHOLE
	BENCHMARK LOCATION	
	B.M. 1 ELEV.= 50.00	BENCHMARK No. BENCHMARK ELEVATION

3.	REPORT SUBMISSION	2018-06-05	DEL
2.	INFORMATION MEETING	2018-03-09	DEL
1.	ON-SITE MEETING	2017-10-13	DEL
No.	ISSUES AND REVISIONS	DATE	BY






PROJECT: MUNICIPAL DRAIN NO. 60 - 2018

DRAWING:

Plan & Profile



DIETRICH ENGINEERING LIMITED
CONSULTING ENGINEERS

10 Alpine Court, Kitchener, ON, N2E 2M7

PROJ. MGR: GN	DESIGNED BY: ST	DRAWN BY: ST	CHECKED BY: GN
DRAWING SCALE: AS NOTED	DATE: JUNE 5, 2018	PROJECT No. 1747	DRAWING No. 1 of 1

Date: _____

Honourable Carla Qualtrough
Minister of Public Services and Procurement
11 Laurier Street
Place du Portage III,
Floor 18A1
Gatineau, Quebec, K1A 1C9

Dear Minister Qualtrough:

Subject: Future of Canada Post

The review of Canada Post has now been completed and the Standing Committee on Government Operations and Estimates (OGGO) has tabled its 45 recommendations. On January 24th 2018, you announced the government's vision for renewal at Canada Post. Your announcement partly answered some of the recommendations of OGGO, but left many others unanswered. (WRITE IN THE NAME OF THE MUNICIPALITY OR OF THE ORGANIZATION) would like to provide its views on the recommendations tabled by the Parliamentary Committee.

We are pleased that your government followed the recommendation of the Committee by terminating Canada Post's program of converting door-to-door delivery to community mailboxes. **However, we are asking you to apply this measure to all the households who lost door-to-door delivery, as promised by Liberal MPs.**

Here are some of the Committee's recommendations that, we hope, will be among those your Government will be applying:

- Maintain the moratorium on post office closures and examine how to expand their opening hours;
- Assess how Canada Post could offer more services through its existing retail network;
- Study how to transform post offices into community hubs;
- Study the possibility of using Canada Post to offer wide band Internet services and better cellular phone services in rural areas;
- Develop a specific and rigorous process for collaboration between Canada Post and municipalities.

Surprisingly, even though more than 900 municipalities as well as many organizations adopted resolutions in favour of postal banking services, we have noticed a total lack of reflection and

instructions on this matter in the Parliamentary Committee's report. We would like the Government to seriously study the possibility of offering such services and give a clear mandate to Canada Post to implement it.

We believe that these proposals represent an excellent opportunity to expand the mandate of the Corporation and thereby develop new services that would better respond to citizens' needs and that would reflect what a 21st century post office should look like.

(WRITE IN THE NAME OF THE MUNICIPALITY OR OF THE ORGANIZATION) is also concerned with (INDICATE THE OTHER CONCERNS OF YOUR MUNICIPALITY OR ORGANIZATION, IF APPLICABLE).

We hope you will take our concerns into consideration in drafting your recommendations.

Sincerely yours,

Signature: _____

Name of municipality or organization: _____

Address: _____

Please send copies to:

The Right Honourable Justin Trudeau
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Mike Palecek, President
Canadian Union of Postal Workers
377 Bank Street
Ottawa, Ontario, K2P 1Y3

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HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

THE WAY FORWARD FOR CANADA POST

Report of the Standing Committee on Government Operations and Estimates

**Tom Lukiwski
Chair**

DECEMBER 2016

42nd PARLIAMENT, 1st SESSION

Published under the authority of the Speaker of the House of Commons

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THE WAY FORWARD FOR CANADA POST

Report of the Standing Committee on Government Operations and Estimates

**Tom Lukiwski
Chair**

DECEMBER 2016

42nd PARLIAMENT, 1st SESSION

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THE STANDING COMMITTEE ON GOVERNMENT OPERATIONS AND ESTIMATES

has the honour to present its

FOURTH REPORT

Pursuant to its mandate under Standing Order 108(3)(c), the Committee has studied Canada Post and has agreed to report the following:

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THE WAY FORWARD FOR CANADA POST

1. EXECUTIVE SUMMARY

On 5 May 2016, the Minister of Public Services and Procurement Canada announced the review of the Canada Post Corporation (Canada Post) and created a task force, the Canada Post Corporation Review Task Force (the Task Force), whose mandate was to conduct a review of the Corporation. The Minister also asked the House of Commons Standing Committee on Government Operations and Estimates (the Committee) to examine the results of the Task Force and to consult Canadians on the future of Canada Post.

The Committee accepted to conduct a study on Canada Post and held public consultations across Canada and e-consultations with Canadians and Canadian organizations on the future of the national postal service. During the course of its study, the Committee heard a wide range of viewpoints and often heard conflicting testimony, even within the same community.

This report presents the findings of the Committee's consultations and its observations and recommendations. It also outlines recommendations from briefs submitted to the Committee by members of Parliament who held public consultations in their constituencies, as well as the results of the e-consultations.¹ The report is divided into two parts: the first part summarizes the witness testimony heard by the Committee, and the second part presents an analysis of that testimony that focuses on the following four themes: Canada Post's governance, the value of Canada Post to Canadians, the current service model and the Corporation's challenges and opportunities.

Based on the testimony heard, the Committee has concluded that the Corporation must make significant changes to honour its mandate and provide quality services that meet the needs of Canadians at a reasonable price and on a self-sustaining financial basis. Therefore, the Committee recommends that Canada Post implement several measures including that:

- To ensure better relations between the Corporation and its employees, Canada Post use arbitration and mediation processes effectively to enhance renewed co-operation and trust between Labour and management and provide a venue for discussion of creative ideas from employees.
- The federal government create a formal transparent and accountable, consultation process to ensure stakeholder engagement is significant and undertaken regularly in accordance with the *Canadian Postal Service Charter*.

1 For the full list of briefs submitted, see Appendix D.

- Canada Post and the federal government take steps to modernize Canada Post's defined benefit pension plan so that it can operate on a going-concern basis and no longer be subject to solvency funding requirements, including examining the feasibility of the following options:
 - Adopting a shared-risk model between the employer and plan members;
 - Pursuing joint management between the employer and plan members; and,
 - Incorporating the Canada Post defined benefit pension plan into the Public Service Pension Plan.
- Canada Post maintain its focus on excellence in service in its core competencies in meeting the *Canadian Postal Service Charter* standards and explore additional venues of revenue within those competencies, e.g. e-commerce.
- Canada Post continue the moratorium on community mailboxes conversion, and develop a plan to re-instate door-to-door delivery for communities that were converted after 3 August 2015.

2. INTRODUCTION

Residents of a country as vast as Canada need ways to communicate with each other. Canada Post meets this need by providing a mail delivery service that is known for its reliability and logistical network in covering the second-largest country in the world. Canadians trust their postal service and are proud of it.

Since it was first established in 1868, the postal service has been a part of the Canadian landscape, linking urban centres and rural communities, even in the most remote areas. How Canadians communicate has changed over time. However, Canada Post remains a key part of the national communication network, and it is the only courier service that delivers parcels everywhere in Canada.

2.1 Study on Canada Post

The purpose of the review, to be completed by the end of 2016,² was to engage with Canadians and have an informed discussion on the future of Canada Post so that facts could be established and various options could be considered.

2 Government of Canada, [About the Canada Post Review](#).

The proposed process had two phases:³

Phase 1: Establishing a task force with four members tasked with collecting information and preparing a discussion paper on viable options, costs and related expenses for Canada Post.⁴

Phase 2: Having a parliamentary committee consider the various options proposed by the Task Force by undertaking extensive consultations with Canadians and then, following these consultations, the Committee present its recommendations to the government regarding the future of Canada Post.

On 5 May 2016, the Committee agreed:

That the Committee study the Canada Post Corporation and take note of future reports presented by the Canada Post independent review Task Force.⁵

Following the tabling of the discussion paper by the Task Force on 12 September 2016, the Committee began its consultations with Canadians. In addition to holding 5 meetings in Ottawa, the Committee held 22 public consultations in 21 different communities across Canada⁶. The Committee also held electronic consultations,⁷ through which 5,000 Canadians and Canadian organizations shared their feedback.

2.2 Historical Overview of Canada Post

The first post office in Canadian history was established in 1754 in Halifax, Nova Scotia. The postal service delivered letters on foot and using canoes, horse-drawn carriages and eventually steamboats. Daily mail service began in 1842, and in 1844, the rate of delivery was modified to be determined by weight as well as distance.⁸

In 1851, the postal system administration, managed by the British government, was transferred to the provinces (Province of Canada, New Brunswick, Nova Scotia and Prince Edward Island), which co-operated in providing the mail service forming the Canadian postal service. It became one of the first federal government departments formed after

3 Ibid.

4 The Task Force is chaired by Françoise Bertrand of Quebec. The other three members are Marena McLaughlin of New Brunswick, Krystyna T. Hoeg of Ontario, and Jim Hopson of Saskatchewan. For more information, see: Government of Canada, [Canada Post Review: Task Force](#).

5 House of Commons, Standing Committee on Government Operations and Estimates, [Minutes of Proceedings](#), 1st Session, 42nd Parliament, Meeting No. 11, 5 May 2016.

6 The questionnaire used for the electronic consultation is in Appendix A.

7 The questionnaire used for the electronic consultation is in Appendix B.

8 Canadian Museum of History, [A Chronology of Canadian Postal History](#).

Confederation and took over the postal service through the *Canada Post Office Act, 1867*⁹ on 1 April 1868.¹⁰

From 1854 to 1981, the mail delivery service evolved. Railway mail service was added in 1854 (and removed in 1971), money order services were offered at post office branches in 1855, parcel services began in 1859. The Post Office Savings Bank system was introduced in 1868, mechanical mail sorting began in 1896, and the first free rural mail delivery service¹¹ was offered in 1908. Parcel insurance was introduced in 1921 and Canada's first postal guide¹² was published in 1961 to ensure proper regulation. Postal codes were introduced in 1971, and the priority post was introduced in 1978 to compete with private couriers.¹³

However, a gradual decline in Canadian postal services occurred over the course of the second half of the 20th century. In 1950, Canada's smallest post office in Ocean Park, British Columbia, was closed. In 1951, letter carrier delivery was permanently reduced from two deliveries a day to one delivery a day, and in 1969, the Saturday delivery service was discontinued. In 1968, the Post Office Savings Bank system was also discontinued, and in 1972, the federal government departments' free franking privileges ended. Distribution challenges arose as the nation grew and became more urbanized, and as the type of mail changed.¹⁴

The frequency of labour strikes in the 1960s and 1970s affected the reliability of the postal service. The Post Office Department incurred losses approaching \$500 million in 1980-1981.¹⁵ After many deliberations,¹⁶ Canada Post became a Crown corporation in 1981.¹⁷ Canada Post has been a profitable corporation in almost every year since 1995.¹⁸

Today, Canada Post reports to Parliament through the Minister of Public Services and Procurement.¹⁹

9 The [Canada Post Office Act, 1867](#) provided a uniform postal system throughout the new Dominion effective on 1 April 1868.

10 Canadian Encyclopedia, [Postal System](#).

11 [Free rural mail delivery](#) was long lobbied for and first attempted on a selected Ontarian rural route in 1908.

12 The [Canadian Postal Guide](#) contained all the information concerning the processing of mail as well as regulations. Its precursor was contained on a single sheet of paper compiled by John Dewé in 1863.

13 Canadian Museum of History, [A Chronology of Canadian Postal History](#).

14 Canadian Encyclopedia, [Postal System](#).

15 Canadian Encyclopedia, [Canada Post Corporation](#).

16 Douglas K. Adie, [The Mail Monopoly: Analysing Canadian Postal Service](#), 1990.

17 Canadian Museum of History, [A Chronology of Canadian Postal History](#).

18 The year [2009](#) marked the 15th consecutive year during which Canada Post earned a profit. Since then, Corporation has registered losses only in 2011, 2012 and 2013 according to the [2011](#) and [2015](#) annual reports.

19 Canada Post Corporation (Canada Post), [Annual Report 2015](#), p. 42.

2.3 Canada Post's Future and Challenges

Canada Post's activities have changed significantly in recent years. The Corporation went from having a monopoly on mail delivery to competing with the private sector for delivery services while dealing with a protected postal system in constant decline.

According to Ernst & Young, the firm hired by the Task Force to assess Canada Post's current and future financial situation, under the current operational model, Canada Post is not viable over the long term. It forecasted that by 2026, annual losses of at least \$700 million are anticipated. Ernst & Young also stated that the Corporation's costs will continue to increase because more than 170,000 new addresses are being added to its delivery network each year, while its profits will decline if no other alternatives are adopted.

PART I: WHAT THE COMMITTEE HEARD

In the course of its study of Canada Post, the Committee held meetings in Ottawa and public consultations in 21 communities. It heard from various stakeholders, including members of the Task Force; Canada Post officials; Canada Post unions and employees; representatives from municipalities; civil society organizations; the business community; Aboriginal groups; Canadians; researchers, academics and experts; and members of Parliament.

3. FROM THE TASK FORCE

The Committee began its study by inviting the members of the Task Force to present the key findings of its study on the future of Canada Post. The members were subsequently invited to return at the end of the study to validate some of the testimony the Committee heard during its public consultations.

3.1 Members' Testimony

During their testimony, the members of the Task Force presented the main themes of their discussion paper, entitled [*Canada Post in the Digital Age*](#), which was published on 12 September 2016. They also explained that they did not have a mandate to make recommendations, consider subsidization or privatization of Canada Post.²⁰

In conducting its study, the Task Force noted that it did the following

- It commissioned public opinion researches by EKOS Research Associates, Patterson, Langlois Consultants, and Environics Research that used a representative sample to survey Canadians and businesses on a variety of issues relating to the future of Canada Post;

20 Françoise Bertrand, Chair, Task Force on Canada Post Corporation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 56, 3 November 2016.

- It consulted the various stakeholders, including Canada Post, Canada Post's unions, municipalities, associations representing people with disabilities and seniors, businesses, current and future competitors, and experts.
- It contracted a the firm Ernst & Young , to assess the financial viability of Canada Post.
- It evaluated various options including postal banking with the consulting firm Oliver Wyman.
- It reviewed the Five-point Action Plan as presented by Canada Post and felt that it did not go far enough.

3.1.1 Consultants' Testimony

3.1.1.1 Ernst & Young

The representatives of Ernst & Young stated that they analyzed Canada Post's audited and unaudited financial information and made the following findings in the areas the Task Force asked them to review:

- Canada Post was marginally profitable between 2011 and 2015. Financial projections suggest annual losses reaching \$700 million by 2026;
- The defined benefit pension plan liability is large, in part because the Corporation has been exempted from the obligation to make solvency special payments; and
- The estimate of annual savings from the community mailbox conversion of \$400 million to \$500 million is accurate.²¹

3.1.1.2 Oliver Wyman

The representatives of Oliver Wyman explained that their mandate was to evaluate Canada Post's potential initiatives for revenue generation. Their analysis identified nearly 40 initiatives. Regarding postal banking, the Oliver Wyman representatives said they did not support this option because Canada Post would have to develop new, non-core capabilities and take on significant risk. Moreover, postal banking operations in other countries either received direct government subsidies, have been privatized or have been established for a number of years, or even decades.²²

21 Pierre Lanctôt, Partner, Advisory Services, Ernst & Young; Charles-Antoine St-Jean, Partner, Advisory Services, Ernst & Young; and Uros Karadzic, Partner, People Advisory Services, Ernst & Young, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

22 Bruce Spear, Partner, Transportation Practice, Oliver Wyman, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

3.2 Testimony Regarding the Task Force and Its Consultants

3.2.1 From Canada Post Officials

Deepak Chopra, President and Chief Executive Officer (CEO) of Canada Post Corporation, testified that he is satisfied with the Task Force's work and findings. In particular, he agreed that:

- Canada Post must transform itself since its volume of mail delivery is decreasing. However, its delivery addresses is increasing due to population growth;
- Canadians are satisfied with their postal service and want it to remain strong, without government subsidies;
- While mail delivery will always be important, parcel delivery is the Corporation's future as online purchases continue to increase; and
- "[T]here are no easy solutions. The good news is that Canadians clearly understand that."²³

3.2.2 From Union Representatives and Employees

Union representatives made the following comments on the Task Force and presented their views on the discussion paper:

- The Task Force focused on reducing costs rather than expanding services.²⁴
- The financial forecasts and information on postal banking in the discussion paper should be disregarded, because they are based on:
 - errors respecting labour costs, financial results and parcel revenues;
 - omissions regarding changes made in the new collective agreement with the Canadian Union of Postal Workers, positive financial results from the second quarter of 2016, one-time events that affected the 2011 and 2013 financial results, and the impact of changing discount rates;
 - false statements about the 2012 financial results and Canadians' opinions on postal banking; and

23 Deepak Chopra, President and Chief Executive Officer, Canada Post Corporation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

24 David Millar, President, Oakville District Labour Council, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Brad Pareis, Member, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; and Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

- baseless speculation regarding parcel and ad mail volumes.²⁵
- Canada Post does not have financial problems, because it earned a profit in 19 of the past 21 years. One of the years in which the Corporation did not make a profit was in 2011, when it locked out its workforce.²⁶
- According to the Task Force, 57% of all addresses receive their mail at the door, at a centralized point (such as apartment lobby lockboxes) or from a rural roadside mailbox. While the Task Force differentiated these forms of mail delivery in its discussion paper, they are in fact all forms of home delivery.²⁷
- The options examined and selected would lead to a form of deregulation and privatization of postal services.²⁸
- The conversion of 800 of the highest-volume corporate post offices into franchise postal outlets would result in Canada Post selling off some of the most lucrative parts of its business²⁹.
- To overcome its challenges, “Canada Post could diversify its services, as is being done around the world.”³⁰
- One of the partners at Ernst & Young who contributed to the Task Force’s study appears to have a conflict of interest because he was previously the chief financial officer of Canada Post.³¹

25 Mike Palecek, National President, Canadian Union of Postal Workers; and Geoff Bickerton, Director of Research, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 56, 3 November 2016.

26 Brenda McAuley, National President, Canadian Postmasters and Assistants Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; Daniel Boyer, President, Fédération des travailleurs et travailleuses du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Susan Sitlington, President, Canadian Union of Postal Workers and Derek Richmond, Ontario Region Coordinator, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Alexander Lambrecht, President, Northern Territories Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016; and Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

27 Steve Ferland, National Coordinator, Save Canada Post, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

28 Daniel Boyer, President, Fédération des travailleurs et travailleuses du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; and Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

29 François Paradis, National President, Union of Postal Communications Employees; and Brenda McAuley, National President, Canadian Postmasters and Assistants Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

30 Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

31 Steve Ferland, National Coordinator, Save Canada Post, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

- The methodologies used for the public opinion research and the cost savings estimates provided were not included in the discussion paper.³²
- The postal banking study carried out by Canada Post is not mentioned in the discussion paper.³³

3.2.3 From Researchers, Academics and Experts

Researchers, academics and experts made the following points about the Task Force's discussion paper:

- There was a lack of strategic creativity in the search for possibilities for Canada Post from the Task Force.³⁴
- The Task Force concentrated on reducing costs rather than expanding services.³⁵
- Postal banking was rejected based on research conducted by Yahoo Canada that seems to have been a survey of readers of Yahoo Finance. These readers are not representative of the Canadian population.³⁶
- The arguments against postal banking are not objective.³⁷
- The creation of a postal regulator would reduce federal management and oversight of Canada Post and would be undemocratic.³⁸

32 David Millar, President, Oakville District Labour Council, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

33 Ibid.

34 Carla Lipsig-Mummé, Professor, York University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and David Camfield, Professor, Labour Studies and Sociology, University of Manitoba, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

35 John Anderson, Research Associate, National Office, Canadian Centre for Policy Alternatives, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

36 David Camfield, Professor, Labour Studies and Sociology, University of Manitoba, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

37 Ibid.

38 Ibid.

4. FROM CANADA POST OFFICIALS

4.1 Officials' Testimony

During their appearances before the Committee, Canada Post officials made the following comments, grouped by theme:

Management and labour relations

- Innovation has been at the heart of Canada Post's decision-making for the past five years. For example, in 2013 Canada Post launched its "Delivered Tonight" service, which enables selected merchants to offer their customers the option of receiving their online purchases a few hours after ordering, and "FlexDelivery," which allows customers to have their parcels delivered to the post office of their choice.³⁹
- As part of its [Five-point Action Plan](#) to transform the Canadian postal system and help Canada Post return to financial sustainability by 2019, the number of positions at all levels has been reduced, largely through attrition. In pursuing this transformation, Canada Post has made sure to respect its collective agreements.⁴⁰
- If retirement trends continue, Canada Post expects over 16,000 employees to retire over the next five years.⁴¹
- A team of senior officials is dedicated to management-employee communications.⁴²

Stakeholder engagement

- Canada Post surveyed nearly 1 million households regarding the location of community mailboxes, and nearly 450,000 responded. Based on the information gathered, Canada Post moved about 25% of community mailboxes to the locations preferred by communities. In addition, 45,000 addresses were visited to explain to Canadians the changes to their community mailboxes.⁴³
- Every person whose mail delivery method was to change received communications that included a toll-free number they could call. A team

39 Deepak Chopra, President and Chief Executive Officer, Canada Post Corporation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 55, 2 November 2016.

40 Ibid.

41 Ibid.

42 Ibid., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

43 Ibid.

answered the calls and dealt with each case under Canada Post's accommodation program⁴⁴ and according to individual needs.⁴⁵

Method of delivery

- The community mailbox rollout program focused on safety. Canada Post chose safe locations based on guidelines regarding distances from sidewalks and lighting that were developed and consulted with municipalities.⁴⁶
- Canadians with concerns about their community mailbox can call Canada Post toll free.⁴⁷

Financial situation and main costs

- Canada Post's management accounts for less than 5% of its workforce, and senior management, less than 1%. The cost of management salaries is about \$200 million annually. Management has been subject to a wage freeze for the past 30 months, has a defined contribution pension plan and has decreased in number by 20% since 2008.⁴⁸
- According to Ernst & Young, Canada Post's labour costs are 41% higher than those of its private sector competitors. Given that the average age of its workforce is 49 years, Canada Post could shrink its workforce through attrition.⁴⁹

Postal banking

- Canada Post already offers some financial services, including money transfers through a partnership with MoneyGram; money orders, which have evolved into a digital money transfer system; and prepaid debit cards.⁵⁰

44 Canada Post's accommodation program offers various solutions to improve access to mailboxes. It will be discussed in more detail in Part II: Analysis.

45 Susan Margles, Vice-President, Government Relations and Policy Framework, Canada Post Corporation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

46 Deepak Chopra, President and Chief Executive Officer, Canada Post Corporation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

47 Each community mailbox has a label that provides Canada Post's toll-free customer service number.

48 Deepak Chopra, President and Chief Executive Officer, Canada Post Corporation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

49 Ibid., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 55, 2 November 2016.

50 Ibid., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

4.2 Testimony Regarding Canada Post

4.2.1 From Union Representatives and Employees

Union representatives and employees raised the following points about Canada Post's management, organized by theme:

Management and labour relations

- Canada Post's management structure is top-heavy with a president and CEO and 22 vice-presidents.⁵¹ This structure is inefficient and costly and has a negative impact on Canada Post's business operations.⁵² Major savings could be achieved by restructuring Canada Post's management.⁵³
- The President and CEO and Board of Directors of Canada Post should be replaced, because they are not open to expanding the Corporation's services.⁵⁴
- Canada Post's management does not adequately communicate or consult with its employees, which adversely impacts labour relations. For example, some witnesses stated that employees were not consulted on changes such as the implementation of the Five-point Action Plan, but instead were informed at meetings.⁵⁵ However, the representatives of the Association of Postal Officials of Canada said they were part of a discussion process for the development of this plan⁵⁶ and supported some of the measures, including the increase in the price of stamps.⁵⁷

51 Brad Pareis, Member, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

52 François Paradis, National President, Union of Postal Communications Employees, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

53 Brad Pareis, Member, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

54 Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers; and Daniel Boyer, President, Fédération des travailleurs et travailleuses du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

55 Mike Palecek, National President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Scott Gaudet, Vice-President, Local 129, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; and François Senneville, National Director, Quebec Region, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

56 Guy Dubois, National President, Association of Postal Officials of Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

57 Ibid., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 55, 2 November 2016.

- Labour relations at Canada Post have been tumultuous for the past 11 years because of the approach taken by senior management.⁵⁸
- “[P]art of the biggest problem we have with Canada Post is a lack of transparency.”⁵⁹
- Members of Canada Post management “present themselves as nimble, free-thinking, or whatever, yet when you try to present an idea to them, they don’t want to even look at it.”⁶⁰
- Canada Post’s senior executives collect large bonuses while employees receive minimal wage increases.⁶¹
- Canada Post forces its employees to work overtime rather than hire additional employees, which increases labour costs.⁶²
- Canada Post changed the work schedules of some employees following the community mailbox conversion without consulting them.⁶³
- “The [uncertainty regarding labour strife at Canada Post in the summer of 2016] was created by Canada Post, which sent messages to major mail users indicating that there would probably be a strike. They did not say that there would probably be a lockout, but mentioned a strike. However, we certainly never issued a 72-hour notice concerning a strike mandate.”⁶⁴

58 Michelle Gouthro Johnson, Second Vice-President, Local 630, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

59 Philip Lyons, President, Local 630, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

60 George Opstad, Employee, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.

61 François Paradis, National President, Union of Postal Communications Employees; and Mike Palecek, National President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

62 Craig Dyer, President, Local 126, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.

63 François Senneville, National Director, Quebec Region, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

64 Steve Ferland, National Coordinator, Save Canada Post, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

Stakeholder engagement

- Canada Post failed to consult Canadians regarding changes to mail delivery methods.⁶⁵

Franchise postal outlets versus post offices

- In recent years, Canada Post has been privatizing its services by opening franchise postal outlets near post offices, putting post offices in direct competition with franchise postal outlets, and then gradually reduced the operating hours of its post offices.⁶⁶

4.2.2 From Municipal Officials

Some municipal officials criticized Canada Post for not consulting municipalities or Canadians regarding the community mailbox conversion. Some said they felt as though they were simply informed about decisions that had already been made.⁶⁷ However, others said they were satisfied with their interactions and cooperation with Canada Post.⁶⁸

Some officials also stated that Canada Post did not consult municipalities about the conversion to community mailboxes in a consistent way,⁶⁹ which contributed to problems and disputes.⁷⁰

Lastly, one municipal representative said that Canada Post downloaded the costs of maintaining community mailboxes onto municipalities,⁷¹ while another municipal

65 Derek Richmond, Ontario Region Coordinator, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Craig Dyer, President, Local 126, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; Scott Gaudet, Vice-President, Local 129, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; and François Senneville, National Director, Quebec Region, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

66 Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Kristen MacEachern, Coordinator, Save Canada Post, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016; and Jean-François Simard, Postal Worker, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

67 Lionel Perez, City Councillor, Member of the Executive Committee, City of Montreal; and Marc Demers, Mayor, City of Laval, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Gary McNamara, Mayor, Town of Tecumseh, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

68 Debra Button, President, Saskatchewan Urban Municipalities Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

69 Cecil Clarke, President, Union of Nova Scotia Municipalities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016; Paolo Fongemie, Mayor, Municipality of Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016; and Myron Gulka-Tiechko, City Clerk and Solicitor, City of Moose Jaw, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

70 Myron Gulka-Tiechko, City Clerk and Solicitor, City of Moose Jaw, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

71 Gary McNamara, Mayor, Town of Tecumseh, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

representative explained that Canada Post is responsible for the snow removal around community mailboxes.⁷²

4.2.3 From Civil Society Organizations

Some representatives of civil society groups discussed Canada Post's failure to communicate with Canadians about changes to postal service and proposed that the Corporation work with them on future communication efforts.⁷³ Others said that Canada Post is violating Article 4 of the United Nations Convention on the Rights of People with Disabilities by ending home delivery for people with disabilities.⁷⁴ Finally, some civil society representatives argued that opening franchise postal outlets does not improve Canada Post's financial sustainability.⁷⁵

4.2.4 From Businesses

Some business representatives stated that Canada Post should be more transparent and communicate more with those affected by changes to its services or prices.⁷⁶ However, others believe that the Corporation communicates effectively with businesses to warn them about labour strife and the potential impact on its services.⁷⁷

Additionally, the Committee was told that Canada Post has to deal with a substantial level of bureaucracy.⁷⁸

4.2.5 From Aboriginal Groups

A representative of one Aboriginal community reported that Canada Post is not working cooperatively with the communities it serves and the entire relationship should be improved.⁷⁹

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- 72 Myron Gulka-Tiechko, City Clerk and Solicitor, City of Moose Jaw, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.
- 73 Anne-Marie Gammon, President, Réseau communauté en santé Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.
- 74 Marcia Carroll, Executive Director, The PEI Council of People with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.
- 75 Anne-Marie Gammon, President, Réseau communauté en santé Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.
- 76 John Hinds, President and Chief Executive Officer, Newspapers Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Norm Sutherland, Business owner, Petrolia, Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; and Meghan Mackintosh, Manager, Billing, EPCOR Utilities Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.
- 77 Steven Rosendorff, Vice-President, Business Development, CapieKonsult, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.
- 78 John Barrett, Director of Sales, Marketing and Development, Vesey's Seeds Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.
- 79 Jim Bear, Chief, Brokenhead Ojibway Nation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 49, 21 October 2016.

4.2.6 From Canadians in Urban Areas

One Canadian living in an urban area said he was disappointed to see Canada Post make changes such as reducing services in small communities, lowering its service standards and increasing pickup and delivery times without consulting Canadians. He added that Canada Post executives are not open to proposals to increase revenues and improve service, including postal banking.⁸⁰

4.2.7 From Researchers, Academics and Experts

According to a university professor, during the 2011 negotiations the Canadian Union of Postal Workers proposed that Canada Post conduct an environmental audit of its mid-sized facilities in order to reduce their greenhouse gas emissions and launch a pilot project to green their work. However, Canada Post's management did not take up these proposals.⁸¹

4.2.8 From Members of Parliament

A member of Parliament stated that it is necessary to remember “what the situation was in this country on October 19, [2015], not six days later, because if you decide that we're frozen as of the date of the moratorium six days after the election, you will have validated a defiant, arrogant action on the part of Canada Post that betrayed the voters in this riding, 84% of whom voted for parties that were in favour of saving home mail delivery.”⁸²

5. FROM UNIONS AND EMPLOYEES

5.1 Union Representatives' and Employees' Testimony

The union representatives and employees discussed the following points, grouped by theme:

Objects

- Canada Post has a universal service obligation.⁸³

80 David Bennett, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.

81 Carla Lipsig-Mummé, Professor, York University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

82 Sean Casey, Member of Parliament for Charlottetown, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

83 François Paradis, National President, Union of Postal Communications Employees; and Mike Palecek, National President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

- Canada Post is a public service and should be preserved, even if that means subsidizing it.⁸⁴

Defined benefit pension plan

- Canada Post's defined benefit pension plan should be permanently exempted from the obligation to make solvency payments pursuant to the [Pension Benefits Standards Act, 1985](#), as the plan is fully funded on a going concern basis and the Corporation will not cease operating in the near future.⁸⁵

Method of delivery

- Home mail delivery is the most environmentally friendly way of delivering mail and parcels,⁸⁶ and it should be restored for all households that were converted to community mailboxes under Canada Post's Five-point Action Plan.⁸⁷
- The federal government must keep its promise to stop the conversion to community mailboxes and restore home mail delivery.⁸⁸
- The conversion from home mail delivery to community mailboxes has led to the loss of many well-paid jobs⁸⁹ with good working conditions.⁹⁰
- Community mailboxes have increased traffic congestion in many neighbourhoods, as well as the risk of mail, parcel and identity theft.⁹¹

84 Daniel Boyer, President, Fédération des travailleurs et travailleuses du Québec; Steve Ferland, National Coordinator, Save Canada Post, Canadian Union of Postal Workers; and Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

85 François Paradis, National President, Union of Postal Communications Employees; and Mike Palecek, National President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; and Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

86 Susan Sitlington, President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

87 Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016; and Kevin Rebeck, President, Manitoba Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

88 Derek Richmond, Ontario Region Coordinator, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; and Danny Cavanagh, President, Nova Scotia Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016.

89 Michael Keefe, First Vice-President, Local 096, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016.

90 Daniel Boyer, President, Fédération des travailleurs et travailleuses du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

91 Michael Keefe, First Vice-President, Local 096, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016.

- The locations of some community mailboxes have raised safety concerns,⁹² and they also pose accessibility problems for some people.⁹³
- Unlike community mailboxes, home mail delivery enables postal workers to observe their customers' daily routines and alert the appropriate authorities about anything unusual. Moreover, postal workers can help their customers when they are in danger.⁹⁴

Parcels

- Canada Post should deliver parcels in the morning, in the evening and on weekends including by using a temporary, part-time workforce because the Corporation delivers almost two thirds of all parcels that originate in e-commerce in Canada.⁹⁵

Frequency of delivery

- Alternate-day delivery is a solution to a non-existent problem, as Canada Post's route measurement system already takes fluctuations in mail volume into account.⁹⁶
- Separating mail and parcel delivery would increase operating costs significantly, as two postal workers would need to serve the same neighbourhood on some days.⁹⁷

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- 92 Mike Palecek, National President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; Michelle Gouthro Johnson, Second Vice-President, Local 630, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Craig Dyer, President, Local 126, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; and Jean-François Simard, Postal Worker, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.
- 93 Michael Keefe, First Vice-President, Local 096, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; and Amy Anderson, President, Atlantic Region, Local 12, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.
- 94 Scott Gaudet, Vice-President, Local 129, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; and Frank Goldie, Former employee, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.
- 95 Sylvain Lapointe, National Director, Metro-Montréal, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Derek Richmond, Ontario Region Coordinator, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; and Anna Beale, Former president, Local 710, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.
- 96 Mike Palecek, National President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; and Susan Sitlington, President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.
- 97 Mike Palecek, National President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

- Reducing its delivery frequency would make Canada Post less competitive and cost it revenue.⁹⁸

Mail processing operations

- As part of the postal transformation, local mail sorting was replaced by a centralized, regional model. As a result, mail must sometimes be shipped many kilometres before being sorted and then delivered. This has resulted in slower mail delivery.⁹⁹

Pricing strategy

- Canada Post should not vary its prices based on distance, because this would negatively affect seniors, people with low incomes and Canadians in rural, Northern and Aboriginal communities.¹⁰⁰
- Canada Post's price rises should be tied to inflation and increases in its input costs.¹⁰¹

The 1994 moratorium on the closure of rural post offices

- Despite the 1994 moratorium on the closure of rural post offices, over 350 rural post offices have been shut down.¹⁰²

98 Derek Richmond, Ontario Region Coordinator, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

99 Michelle Gouthro Johnson, Second Vice-President, Local 630, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Mary Aitken, President, Dryden Local, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Jeffrey Callaghan, National Director, Atlantic Region, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; Gordon MacDonald, President, Local 117, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016; Scott Gaudet, Vice-President, Local 129, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; Amy Anderson, President, Atlantic Region, Local 12, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016; Richard St-Onge, President, Quebec City and Chaudière-Appalaches Regional Council, Fédération des travailleurs et travailleuses du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016; and Gord Fisher, National Director, Prairie Region, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

100 Tim Armstrong, National Director, Pacific Region, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 42, 17 October 2016.

101 Ibid.

102 Brenda McAuley, National President, Canadian Postmasters and Assistants Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; Jeffrey Callaghan, National Director, Atlantic Region, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; and Kristen MacEachern, Coordinator, Save Canada Post, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016.

Franchise postal outlets versus post offices

- When a post office is replaced by a franchise postal outlet, the new franchise outlet is very likely to disappear within a few years.¹⁰³
- Post office employees are more knowledgeable and provide higher-quality service than staff at franchise postal outlets.¹⁰⁴

Postal banking

The union representatives and employees supported postal banking for the following reasons.

- Many rural and Aboriginal communities do not have access to local financial services from a bank or credit union.¹⁰⁵
- Many Canadians do not have a bank account.¹⁰⁶
- According to the public opinion survey commissioned by the Task Force, 7% of respondents would certainly use postal banking and 22% would probably use it. Union representatives indicated that even if only a

103 Brenda McAuley, National President, Canadian Postmasters and Assistants Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; and Shelly Krahenbil, President, Saskatchewan Branch, Canadian Postmasters and Assistants Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

104 Lynda Lefrancois, President, Local 858, Yellowknife, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016; and Shelly Krahenbil, President, Saskatchewan Branch, Canadian Postmasters and Assistants Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

105 Mike Palecek, National President, Canadian Union of Postal Workers; Brenda McAuley, National President, Canadian Postmasters and Assistants Association; and Jan Simpson, First National Vice-President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; Susan Sitlington, President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Danny Cavanagh, President, Nova Scotia Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; Kristen MacEachern, Coordinator, Save Canada Post, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016; Michelle Brousseau, Director, Alberta/Northwest Territories/Nunavut, Canadian Postmasters and Assistants Association; and Jacquie Strong, Director, Alberta/ Northwest Territories/Nunavut, Canadian Postmasters and Assistants Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016; Julee Sanderson, President, Saskatoon Local, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016; Shelly Krahenbil, President, Saskatchewan Branch, Canadian Postmasters and Assistants Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016; Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016; and Kevin Rebeck, President, Manitoba Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

106 Mike Palecek, National President, Canadian Union of Postal Workers; Brenda McAuley, National President, Canadian Postmasters and Assistants Association; and Jan Simpson, First National Vice-President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; and Julee Sanderson, President, Saskatoon Local, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

smaller percentage of those interested availed of Canada Post's postal banking services, it would be one of the largest banks in the country.¹⁰⁷

- Canada Post could offer postal banking services by partnering with existing financial institutions.¹⁰⁸
- Canada Post employees already provide some financial services, such as money transfers and money orders. Some believe that Canada Post employees are qualified to provide banking services,¹⁰⁹ while others said that they could probably be trained to deliver complex financial services.¹¹⁰
- Given that bank fees in Canada are some of the highest in the world, more competition would benefit Canadians.¹¹¹
- Postal banking could be an alternative to payday lending.¹¹²
- Over 600 Canadian municipalities have adopted resolutions supporting postal banking.¹¹³

107 Mike Palecek, National President, Canadian Union of Postal Workers; Brenda McAuley, National President, Canadian Postmasters and Assistants Association; and Jan Simpson, First National Vice-President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; and Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

108 Derek Richmond, Ontario Region Coordinator, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

109 Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Craig Dyer, President, Local 126, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; and Anna Beale, Former president, Local 710, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.

110 Mike Palecek, National President, Canadian Union of Postal Workers; Brenda McAuley, National President, Canadian Postmasters and Assistants Association; and Jan Simpson, First National Vice-President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

111 Mike Palecek, National President, Canadian Union of Postal Workers; Brenda McAuley, National President, Canadian Postmasters and Assistants Association; and Jan Simpson, First National Vice-President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; Susan Sitlington, President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Brad Pareis, Member, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Alexander Lambrecht, President, Northern Territories Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016; and Julee Sanderson, President, Saskatoon Local, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

112 Julee Sanderson, President, Saskatoon Local, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016; and Dave Sauer, President, Winnipeg and District Labour Council, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

113 Steve Ferland, National Coordinator, Save Canada Post, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; and Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

- Canada's big six banks made substantial profits over the past year.¹¹⁴
- Canada Post has a well-established infrastructure across Canada, with some 6,300 post offices.¹¹⁵
- Postal services in other countries are making profits from postal banking.¹¹⁶
- Loans to fund renewable energy projects could be offered.¹¹⁷

Community hubs

- Rural post offices should not be closed, but rather transformed into community hubs that offer Canadians a variety of services, because for many communities post offices already play a social role and serve as meeting and gathering places.¹¹⁸

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- 114 Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Susan Sitlington, President, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Craig Dyer, President, Local 126, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; and Julee Sanderson, President, Saskatoon Local, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.
- 115 Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Craig Dyer, President, Local 126, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; Anna Beale, Former president, Local 710, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016; Dave Sauer, President, Winnipeg and District Labour Council and Kevin Rebeck, President, Manitoba Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.
- 116 Magali Giroux, Coordinator, Save Canada Post, Quebec, Canadian Union of Postal Workers; and Daniel Boyer, President, Fédération des travailleurs et travailleuses du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Craig Dyer, President, Local 126, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; Richard St-Onge, President, Quebec City and Chaudière-Appalaches Regional Council, Fédération des travailleurs et travailleuses du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016; Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016; and Kevin Rebeck, President, Manitoba Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.
- 117 Vincent Lambert, Postal Worker, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.
- 118 Mike Palecek, National President, Canadian Union of Postal Workers; and Guy Dubois, National President, Association of Postal Officials of Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016; David Millar, President, Oakville District Labour Council, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Mary Aitken, President, Dryden Local, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Karen Kennedy, Former employee, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016; Frank Goldie, Former employee, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016; and Lynda Lefrancois, President, Local 858, Yellowknife, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016.

Other options for Canada Post:

- Restoring the Food Mail Program, which was replaced by the Nutrition North program;¹¹⁹
- Expanding Canada Post's delivery service to include food and medication;¹²⁰
- Providing an appliance and electronic waste collection service;¹²¹
- Making the postal service greener by:
 - reducing greenhouse gas emissions by expanding home mail delivery and having Canada Post do the last portion of parcel delivery;¹²²
 - installing charging stations for electric vehicles in post office parking lots;¹²³
 - replacing delivery vehicles with electric or hybrid vehicles that are made in Canada;¹²⁴ and
 - providing loans to individuals for measures such as energy efficiency retrofits.¹²⁵

119 Sylvain Lapointe, National Director, Metro-Montréal, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Julee Sanderson, President, Saskatoon Local, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

120 Sylvain Lapointe, National Director, Metro-Montréal, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Scott Gaudet, Vice-President, Local 129, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; and Glenn Bennett, President, Prairie Region, Local 856, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

121 Jean-François Simard, Postal Worker, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

122 Daniel Boyer, President, Fédération des travailleurs et travailleuses du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; David Millar, President, Oakville District Labour Council, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Brad Pareis, Member, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Danny Cavanagh, President, Nova Scotia Federation of Labour, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; and Vincent Lambert, Postal Worker, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

123 Julee Sanderson, President, Saskatoon Local, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016; Donald Lafleur, Executive Vice-President, Canadian Labour Congress, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016; and Glenn Bennett, President, Prairie Region, Local 856, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

124 Julee Sanderson, President, Saskatoon Local, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

125 Vincent Lambert, Postal Worker, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

- Providing Internet access;¹²⁶
- Offering green packaging and a recycling service;¹²⁷
- Providing a marijuana distribution service;¹²⁸
- Offering 3D printing services;¹²⁹ and
- Providing a door-to-door stamp and packaging sales service.¹³⁰

5.2 Testimony Regarding the Unions and Employees

5.2.1 From Businesses and Representatives of the Business Community

The following comments were made from representatives of the business community regarding Canada Post's unions and employees:

- Canada Post has a large union,¹³¹ but the Corporation might operate better if it were not unionized.¹³²
- Businesses appreciate the knowledge and professionalism of Canada Post employees.¹³³
- Owing to its unionized workforce, Canada Post has secure, well-trained employees who can contribute financially to strong communities.¹³⁴

126 David Millar, President, Oakville District Labour Council, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

127 Ibid.

128 Ibid.

129 Anna Beale, Former president, Local 710, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.

130 Glenn Bennett, President, Prairie Region, Local 856, Canadian Union of Postal Workers, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

131 John Barrett, Director of Sales, Marketing and Development, Vesey's Seeds Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

132 Harry Watson, President, Triple 4 Advertising Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

133 Lynda Moffat, President and Chief Executive Officer, St. Albert and District Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

134 Daryl Barnett, Director, Labour Relations, AIL Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

6. FROM MUNICIPAL OFFICIALS

6.1 In Urban Areas

The representatives of urban municipalities raised the following points, organized by theme:

Objects

- Some believe that Canada Post is an essential service,¹³⁵ while others see it as a business as well.¹³⁶
- The [Canada Post Corporation Act](#) and the regulations made pursuant to it should be amended to require Canada Post to consult with municipalities and Canadians before making any decision that affects service delivery, make the results of these consultations public and respect municipal jurisdiction, particularly as regards urban planning and land use.¹³⁷

Stakeholder engagement

- The moratorium on the end of home mail delivery and the community mailbox conversion should be in effect and adhered to until the federal government announces its decision on the future of Canada Post. This would give stakeholders a reasonable amount of time to organize.¹³⁸

135 Lionel Perez, City Councillor, Member of the Executive Committee, City of Montreal; and Marc Demers, Mayor, City of Laval, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Paolo Fongemie, Mayor, Municipality of Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.

136 Mike Nickel, Councillor, City of Edmonton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

137 Lionel Perez, City Councillor, Member of the Executive Committee, City of Montreal; and Marc Demers, Mayor, City of Laval, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Lynn Dollin, President, Association of Municipalities of Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Alexandre Cusson, Mayor, City of Drummondville, Union of Quebec Municipalities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

138 Lionel Perez, City Councillor, Member of the Executive Committee, City of Montreal, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.

Method of delivery

- Home mail delivery is an essential service that should be preserved,¹³⁹ or even restored,¹⁴⁰ as the federal government promised.¹⁴¹
- Home mail delivery should be retained in rural areas.¹⁴²
- Because of their high population density and a lack of space, the downtown cores of large cities cannot accommodate community mailboxes.¹⁴³
- Canada Post should work with municipalities when choosing where to put community mailboxes.¹⁴⁴
- Ending home mail delivery hurts seniors and does not help them remain in their homes.¹⁴⁵
- Ending home mail delivery has cost a lot of jobs.¹⁴⁶
- Canada Post should compensate municipalities financially for the use of their land for community mailboxes, as other Crown corporations do.¹⁴⁷
- Canada Post should provide recycling bins at or near community mailboxes to prevent littering.¹⁴⁸

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- 139 Myron Gulka-Tiechko, City Clerk and Solicitor, City of Moose Jaw, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.
- 140 Lionel Perez, City Councillor, Member of the Executive Committee, City of Montreal; and Marc Demers, Mayor, City of Laval, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Lynn Dollin, President, Association of Municipalities of Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Mike Nickel, Councillor, City of Edmonton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.
- 141 Gary McNamara, Mayor, Town of Tecumseh, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.
- 142 Lynn Dollin, President, Association of Municipalities of Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.
- 143 Lionel Perez, City Councillor, Member of the Executive Committee, City of Montreal; and Marc Demers, Mayor, City of Laval, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.
- 144 Debra Button, President, Saskatchewan Urban Municipalities Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.
- 145 Myron Gulka-Tiechko, City Clerk and Solicitor, City of Moose Jaw, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.
- 146 Marc Demers, Mayor, City of Laval, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.
- 147 Myron Gulka-Tiechko, City Clerk and Solicitor, City of Moose Jaw, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.
- 148 Marc Demers, Mayor, City of Laval, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.

- Community mailboxes have created safety problems.¹⁴⁹ As a result, official from an urban municipality, asked Canada Post to review every community mailbox site with city officials to ensure they meet safety and traffic flow standards.¹⁵⁰
- Residents are contacting their municipal governments instead of Canada Post to complain about inadequate maintenance of community mailboxes.¹⁵¹
- Canada Post is doing a poor job of maintaining community mailboxes.¹⁵² The Corporation should be held responsible for maintaining them and ensuring they are accessible, or it should compensate municipalities for doing that work.¹⁵³
- Some community mailboxes are not in ideal locations. For example, some are located in poorly lit areas or on streets without sidewalks.¹⁵⁴
- Community mailboxes pose accessibility problems for seniors and people with disabilities, and there are questions about who is responsible for their maintenance and upkeep.¹⁵⁵
- Canadians who request accommodations for their mail delivery under Canada Post's accommodation program have to go to considerable lengths to be accommodated. The process for this program needs to be simplified.¹⁵⁶

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- 149 Gary McNamara, Mayor, Town of Tecumseh, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; and Paolo Fongemie, Mayor, Municipality of Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.
- 150 Marc Demers, Mayor, City of Laval, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.
- 151 Gary McNamara, Mayor, Town of Tecumseh, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.
- 152 Paolo Fongemie, Mayor, Municipality of Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.
- 153 Lionel Perez, City Councillor, Member of the Executive Committee, City of Montreal, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Lynn Dollin, President, Association of Municipalities of Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.
- 154 Gayle Jones, Diversity and Accessibility Officer, Corporation of the City of Windsor, Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; and Paolo Fongemie, Mayor, Municipality of Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.
- 155 Lynn Dollin, President, Association of Municipalities of Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Gary McNamara, Mayor, Town of Tecumseh; and Gayle Jones, Diversity and Accessibility Officer, Corporation of the City of Windsor, Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.
- 156 Gayle Jones, Diversity and Accessibility Officer, Corporation of the City of Windsor, Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

Franchise postal outlets versus post offices

- “Explore the option of shuttering assets and replacing with franchise locations. By and large, our residents are not as concerned if a post office is in its own building or if it sits in a corner of the local co-op, Northern store, pharmacy, or even the town office. They just want the Canada Post service they rely on.”¹⁵⁷

Postal banking

- Canada Post should offer postal banking.¹⁵⁸ This service could “remedy some of the difficulties faced by rural, remote and Northern communities, which have limited access to financial institutions.”¹⁵⁹
- If Canada Post were to offer postal banking, it would give the most marginalized Canadians access to banking services and compete with the payday loan industry.¹⁶⁰

Community hubs

- Post offices play a social role, as they serve as meeting and gathering places.¹⁶¹
- Canada Post should also provide government services.¹⁶²

Other options for Canada Post

- One official from an urban municipality suggested that postal workers could use a software application to report potholes or problems with infill housing to municipal authorities.¹⁶³

157 Debra Button, President, Saskatchewan Urban Municipalities Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

158 Paolo Fongemie, Mayor, Municipality of Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.

159 Lynn Dollin, President, Association of Municipalities of Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

160 Matthew Green, Councillor, City of Hamilton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016.

161 Debra Button, President, Saskatchewan Urban Municipalities Association and Randy Dove, Vice-President, Saskatchewan Seniors Mechanism, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

162 Paolo Fongemie, Mayor, Municipality of Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.

163 Mike Nickel, Councillor, City of Edmonton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

6.2 In Rural Areas

The officials from rural municipalities raised the following points, grouped by theme.

Objects

- Mail delivery is an essential public service in both urban and rural communities.¹⁶⁴
- A municipal representative said that if the privatization of Canada Post would allow the Corporation to “deliver efficiently and effectively, in a cost-effective manner, and give great-quality service, [he would] go for it.”¹⁶⁵ Another municipal representative agreed with that statement.¹⁶⁶
- The object of Canada Post is to provide postal services across the country at reasonable prices.¹⁶⁷
- “[W]e created a two-tier mail system. That will be a problem in the future, because people in Toronto are used to a whole different level of service from [people in rural areas].”¹⁶⁸

The value of Canada Post to Canadians

- Canada Post is an integral part of the communications and delivery service network in Canada’s North.¹⁶⁹
- Canadians in rural areas are satisfied with current postal service levels.¹⁷⁰
- Canada Post provides well-paying jobs with good working conditions to many Canadians; these jobs generate economic spinoffs for Canadian communities.¹⁷¹

164 Cecil Clarke, President, Union of Nova Scotia Municipalities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016.

165 Greg Wilson, Mayor, City of Dryden, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

166 Sandy Middleton, Deputy Mayor, Municipality of Red Lake, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

167 Mark Heyck, Mayor, City of Yellowknife, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016.

168 Sandy Middleton, Deputy Mayor, Municipality of Red Lake, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

169 Mark Heyck, Mayor, City of Yellowknife; and Sara Brown, Chief Executive Officer, Northwest Territories Association of Communities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016.

170 Ibid.

171 Charles Pender, Mayor, City of Corner Brook, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 34, 3 October 2016; and Mark Heyck, Mayor, City of Yellowknife, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016.

Method of delivery

- Canada Post should maintain home mail delivery,¹⁷² at least for some Canadians,¹⁷³ as community mailboxes are not suitable for seniors, people with disabilities and certain rural areas because of their geography.¹⁷⁴
- Most Canadians do not need home mail delivery.¹⁷⁵
- End-of-driveway mail delivery is essential for most rural residents, as that is the safest delivery method.¹⁷⁶
- Community mailboxes pose certain challenges, including problems with snow-clearing and access.¹⁷⁷ Some community mailboxes are not in ideal locations. For example, some are located in poorly lit areas or on streets without sidewalks.¹⁷⁸
- Under Canada Post's accommodation program, a health professional must provide a medical certificate for people to have their mail delivered at home or to a post office. Yet many Canadians do not have access to a health professional, and some charge fees for this kind of documentation.¹⁷⁹
- Canada Post should continue the community mailbox conversion.¹⁸⁰

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- 172 Lowell Cormier, Municipal Councillor, District 11, Cape Breton Regional Municipality, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016.
- 173 Hervé Esch, City Manager and Secretary-Treasurer, Municipality of Ristigouche-Sud-Est, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.
- 174 Charles Pender, Mayor, City of Corner Brook, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 34, 3 October 2016.
- 175 Greg Wilson, Mayor, City of Dryden; and Sandy Middleton, Deputy Mayor, Municipality of Red Lake, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.
- 176 Cindy Lunau, Councillor, Town of Milton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016.
- 177 Cindy Lunau, Councillor, Town of Milton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016; Lowell Cormier, Municipal Councillor, District 11, Cape Breton Regional Municipality; and Cecil Clarke, President, Union of Nova Scotia Municipalities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016.
- 178 Lowell Cormier, Municipal Councillor, District 11, Cape Breton Regional Municipality, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016.
- 179 Charles Pender, Mayor, City of Corner Brook, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 34, 3 October 2016.
- 180 Greg Wilson, Mayor, City of Dryden, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; and Maurice Quesnel, Chief Executive Officer, Baie-des-Chaleurs Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

- Canada Post should be held responsible for maintaining its assets and ensuring they are accessible, or it should compensate municipalities for doing that work.¹⁸¹
- People with disabilities or reduced mobility should receive home delivery free of charge or for a premium that is eligible for a tax credit.¹⁸²
- Canada Post should provide recycling bins at or near community mailboxes to prevent littering.¹⁸³

Frequency of delivery

- Canada Post should move to alternate-day delivery.¹⁸⁴
- Canada Post should loosen its delivery standards while offering a faster alternative for a higher price.¹⁸⁵

Mail processing operations

- As part of the postal transformation, local mail sorting was replaced with a centralized, regional model. Mail is sometimes shipped long distances to be sorted before being delivered, which has led to delayed mail delivery.¹⁸⁶

The 1994 moratorium on the closure of rural post offices

- Maintaining post offices in rural regions is essential so that residents have access to Canada Post services.¹⁸⁷

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- 181 Cecil Clarke, President, Union of Nova Scotia Municipalities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016.
- 182 Greg Wilson, Mayor, City of Dryden, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.
- 183 Cindy Lunau, Councillor, Town of Milton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016.
- 184 Greg Wilson, Mayor, City of Dryden; and Sandy Middleton, Deputy Mayor, Municipality of Red Lake, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Cecil Clarke, President, Union of Nova Scotia Municipalities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016; and Maurice Quesnel, Chief Executive Officer, Baie-des-Chaleurs Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.
- 185 Greg Wilson, Mayor, City of Dryden, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.
- 186 Sandy Middleton, Deputy Mayor, Municipality of Red Lake, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.
- 187 Cindy Lunau, Councillor, Town of Milton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016; Maurice Quesnel, Chief Executive Officer, Baie-des-Chaleurs Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016; and Carmen Sterling, Vice-President, Saskatchewan Association of Rural Municipalities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

- Rural post offices fulfill a social role, because they are gathering places in their communities.¹⁸⁸

Franchise postal outlets versus post offices

- Canada Post should convert its highest-volume corporate post offices into franchise postal outlets.¹⁸⁹

Postal banking

- Canada Post should provide postal banking services if they would be profitable.¹⁹⁰
- Canada Post should provide postal banking services because many rural communities do not have bank or credit union branches, and many Canadians do not have access to the financial services they need.¹⁹¹
- Canada Post should provide postal banking services to compete with the payday loan industry.¹⁹²

Community hubs

- Canada Post should provide government services.¹⁹³

Other options for Canada Post

- Some people believe that Canada Post should sell advertising in its retail network,¹⁹⁴ but others disagree.¹⁹⁵

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- 188 Sandy Middleton, Deputy Mayor, Municipality of Red Lake, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Mark Heyck, Mayor, City of Yellowknife and Sara Brown, Chief Executive Officer, Northwest Territories Association of Communities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016.
- 189 Greg Wilson, Mayor, City of Dryden, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.
- 190 Sandy Middleton, Deputy Mayor, Municipality of Red Lake, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Charles Pender, Mayor, City of Corner Brook, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 34, 3 October 2016; and Mark Heyck, Mayor, City of Yellowknife, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016.
- 191 Gary Gosine, Mayor, Town of Wabana, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; and Carson Atkinson, Mayor, Village of Chipman, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.
- 192 Gary Gosine, Mayor, Town of Wabana, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.
- 193 Hervé Esch, Director General and Secretary-Treasurer, Municipality of Ristigouche-sud-Est, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.
- 194 Greg Wilson, Mayor, City of Dryden, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.
- 195 Maurice Quesnel, Chief Executive Officer, Baie-des-Chaleurs Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

- Canada Post should not diversify its services because its workforce is expensive and is not competitive.¹⁹⁶

Other comments

- Canada Post should return to date-stamping mail so that recipients can confirm when financial documents and payments were sent.¹⁹⁷
- Addresses in rural areas do not match municipal boundaries.¹⁹⁸

7. FROM REPRESENTATIVES OF CIVIL SOCIETY ORGANIZATIONS

7.1 From Representatives of Seniors in Urban Areas

Representatives of seniors in urban areas made the following points, grouped by theme:

Objects

- Canada Post is an essential service¹⁹⁹ and should not be privatized.²⁰⁰
- Canada Post is both a service and a business.²⁰¹
- Canada Post is an essential service that the government should subsidize.²⁰²

Canadian Postal Service Charter

- Any change to Canada Post's operations must respect the 2009 *Canadian Postal Service Charter*.²⁰³

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- 196 Greg Wilson, Mayor, City of Dryden, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.
- 197 Carmen Sterling, Vice-President, Saskatchewan Association of Rural Municipalities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.
- 198 Cindy Lunau, Councillor, Town of Milton, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016.
- 199 Anne Corbin, Executive Director, Community Links Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; and Lori Friars, Coordinator, Moose Jaw & District Senior Citizens Association Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.
- 200 Georges Flanagan, President, Association de l'Âge d'Or de Bois-des-Filion, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.
- 201 Hugh Newell, President and Chairman, North Edmonton Seniors Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.
- 202 Sharron Callahan, Chair, St. John's-Avalon Chapter, Canadian Association of Retired Persons, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.
- 203 Lynn Dollin, President, Association of Municipalities of Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

Method of delivery

- Ending home mail delivery is detrimental to seniors and makes it more difficult for them to remain in their homes.²⁰⁴
- Canada Post should eliminate community mailboxes and re-establish home mail delivery.²⁰⁵
- Canada Post should provide home mail delivery for all seniors who request the service, at no extra charge.²⁰⁶
- Canada Post has done a poor job maintaining the community mailboxes, especially as regards snow and ice removal.²⁰⁷
- Unlike mail delivery to community mailboxes, home delivery is reassuring to seniors because mail carriers come by their home every day, can notice unusual behaviour and can alert the appropriate authorities about anything unusual.²⁰⁸
- Seniors feel safer receiving their mail at home than at community mailboxes because of strangers near community mailboxes and winter

204 Georges Flanagan, President, Association de l'Âge d'Or de Bois-des-Filion and Maurice Boisclair, President, Club Lorr "Aînés", [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Anne Corbin, Executive Director, Community Links Association and Bernie LaRusic, Past President, Senior Citizens and Pensioners of Nova Scotia, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; Judith Gagnon, President, Association québécoise de défense des droits des personnes retraitées et préretraitées, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016; Hugh Newell, President and Chairman, North Edmonton Seniors Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016; and Lori Friars, Coordinator, Moose Jaw & District Senior Citizens Association Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

205 Wanda Morris, Chief Operating Officer, Vice-President of Advocacy, Canadian Association of Retired Persons, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Judith Gagnon, President, Association québécoise de défense des droits des personnes retraitées et préretraitées, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

206 Georges Flanagan, President, Association de l'Âge d'Or de Bois-des-Filion, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; and Claude Godbout, Revenue and Tax Committee Representative, Association québécoise de défense des droits des personnes retraitées et préretraitées, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

207 Andrew DeFour, Secretary, Seniors Action Quebec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Maurice Boisclair, President, Club Lorr "Aînés", [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; and Hugh Newell, President and Chairman, North Edmonton Seniors Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

208 Anne Corbin, Executive Director, Community Links Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016.

- conditions.²⁰⁹ Many seniors have trouble accessing community mailboxes, especially in winter.²¹⁰
- Having a third party collect mail from a community mailbox on behalf of seniors increases the risk of fraud and restricts their independence.²¹¹
 - Canada Post's accommodation program should be advertised more, as many people do not know it exists.²¹²
 - Under Canada Post's accommodation program, individuals need a medical certificate to have their mail redirected to a post office or to arrange for home mail delivery. However, many Canadians do not have access to a health care professional, the forms to fill out can be complex and there may be costs associated with getting this documentation, all of which can be problematic for individuals using the accommodation program, as many of them are on a restricted income.²¹³
 - Canada Post's accommodation program does not include any appeal process if Canada Post decides to reject an individual's request to have their mail redirected to a post office or delivered to their home once a week. In addition, Canada Post does not have the social services or medical expertise it needs to determine the accommodations required for people with disabilities or reduced mobility.²¹⁴
 - Canada Post's accommodation program does not adequately meet users' needs, because once-a-week delivery is not enough.²¹⁵

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- 209 Sungee John, City of Windsor Seniors Advisory Committee, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Sharron Callahan, Chair, St. John's-Avalon Chapter, Canadian Association of Retired Persons, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; Anne Corbin, Executive Director, Community Links Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; and Judith Gagnon, President, Association québécoise de défense des droits des personnes retraitées et préretraitées, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.
- 210 Lori Friars, Coordinator, Moose Jaw & District Senior Citizens Association Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016; and Randy Dove, Vice-President, Saskatchewan Seniors Mechanism, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.
- 211 Sharron Callahan, Chair, St. John's-Avalon Chapter, Canadian Association of Retired Persons, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; Anne Corbin, Executive Director, Community Links Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; and Judith Gagnon, President, Association québécoise de défense des droits des personnes retraitées et préretraitées, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.
- 212 Andrew DeFour, Secretary, Seniors Action Quebec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Sharron Callahan, Chair, St. John's-Avalon Chapter, Canadian Association of Retired Persons, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.
- 213 Richard Lavigne, Executive Director, Confédération des organismes de personnes handicapées du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Maurice Boisclair, President, Club Lorr "Aînés", [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.
- 214 Richard Lavigne, Executive Director, Confédération des organismes de personnes handicapées du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.
- 215 Lori Friars, Coordinator, Moose Jaw & District Senior Citizens Association Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

Parcels

- The frequency of parcel delivery should not be reduced, because small- and medium-sized businesses depend on this service.²¹⁶

Frequency of delivery

- Alternate-day mail delivery would be acceptable, as long as the schedule is consistent.²¹⁷

Franchise postal outlets versus post offices

- Service quality is higher in post office locations than in franchise postal outlet locations.²¹⁸

Community hubs

- Turning post offices into community hubs would be more appropriate in rural areas, because customers in urban areas already have a variety of services available.²¹⁹

Other options for Canada Post

- Canada Post should consider expanding its delivery options to include grocery delivery services.²²⁰
- Canada Post should offer a monitoring service for seniors.²²¹

216 Bernie LaRusic, Past President, Senior Citizens and Pensioners of Nova Scotia, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016.

217 Georges Flanagan, President, Association de l'Âge d'Or de Bois-des-Filion and Maurice Boisclair, President, Club Lorr "Aînés", [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Wanda Morris, Chief Operating Officer, Vice-President of Advocacy, Canadian Association of Retired Persons, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Sungee John, City of Windsor Seniors Advisory Committee, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016; Anne Corbin, Executive Director, Community Links Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; Bernie LaRusic, Past President, Senior Citizens and Pensioners of Nova Scotia, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; and Randy Dove, Vice-President, Saskatchewan Seniors Mechanism, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

218 Lori Friars, Coordinator, Moose Jaw & District Senior Citizens Association Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

219 Maurice Boisclair, President, Club Lorr "Aînés", [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

220 Richard Lavigne, Executive Director, Confédération des organismes de personnes handicapées du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.

221 Sungee John, City of Windsor Seniors Advisory Committee, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

7.2 From Representatives of Seniors in Rural Areas

Representatives of seniors in rural areas made the following points, organized by theme:

Objects

- Canada Post is an essential service.²²²

The value of Canada Post to Canadians

- Canada Post is an important means of communication for seniors.²²³
- Post offices are very important in rural communities and have an effect on the community's economy.²²⁴
- Canada Post must develop services for people with reduced mobility, including seniors.²²⁵

Method of delivery

- Not everyone knows about Canada Post's accommodation program.²²⁶

Postal banking

- Canada Post could provide postal banking services by partnering with existing financial institutions.²²⁷

Other options for Canada Post

- Providing a monitoring service for seniors and people with disabilities;²²⁸ and
- Creating a digital Canadian cloud.²²⁹

222 Michael Leduc, General Manager, FADOQ-Région Laurentides, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

223 Jean-Luc Bélanger, Director General, Association acadienne et francophone des aînées et aînés du Nouveau-Brunswick, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.

224 Garry Parkes, President, Vermilion Bay, Happy Go Lucky Seniors Club, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

225 Ibid.

226 Jean-Luc Bélanger, Director General, Association acadienne et francophone des aînées et aînés du Nouveau-Brunswick, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.

227 Michael Leduc, General Manager, FADOQ-Région Laurentides, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

228 Ibid.

229 Ibid.

7.3 From Representatives of People with Disabilities

Representatives of people with disabilities provided the following comments, grouped by theme:

Objects

- Canada Post should not be privatized.²³⁰

Method of delivery

- Home mail delivery includes door-to-door delivery, delivery to a centralized point (e.g., apartment lobby lockboxes) and rural roadside mailbox delivery,²³¹ and maintaining this service is important for people with disabilities.²³²
- A number of safety issues are associated with mailboxes, including the distance travelled to collect mail, winter conditions and mailbox accessibility for certain groups of the population, such as people with disabilities.²³³
- The moratorium on ending home mail delivery and installing community mailboxes should be permanent.²³⁴

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- 230 Carmela Hutchison, President, DisAble Women's Network Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; John Rae, First Vice Chairperson, Council of Canadians with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Kimberly Yetman Dawson, Executive Director, Empower, The Disability Resource Centre, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; and Carlos Sosa, Manitoba League of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.
- 231 Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, and Kimberly Yetman Dawson, Executive Director, Empower, The Disability Resource Centre, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.
- 232 Edward Faruzel, Executive Director, Kitchener Waterloo Access Ability, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016; Terry Gardner, Former Vice-President, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 34, 3 October 2016; Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; and Carlos Sosa, Manitoba League of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.
- 233 Richard Lavigne, Executive Director, Confédération des organismes de personnes handicapées du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Carlos Sosa, Manitoba League of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016; Ann Bilodeau, Executive Director, KW Habilitation and Edward Faruzel, Executive Director, Kitchener Waterloo Access Ability, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016; Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; Marcia Carroll, directrice exécutive, The PEI Council of People with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; and Kimberly Yetman Dawson, Executive Director, Empower, The Disability Resource Centre, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.
- 234 John Rae, First Vice Chairperson, Council of Canadians with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

- Community mailboxes should not clutter sidewalks to the point that people in wheelchairs cannot get by.²³⁵
- Unlike delivery to community mailboxes, home mail delivery is reassuring to people with disabilities and reduced mobility because mail carriers come by their home every day, can notice unusual behaviour and can alert the appropriate authorities about anything unusual.²³⁶
- Having a third party collect mail from a community mailbox on behalf of people with disabilities increases the risk of fraud and restricts their independence.²³⁷ In addition, people with disabilities have a limited number of hours for home care support, and they are intended for tasks such as meal preparation and housework.²³⁸
- Canada Post's accommodation program does not adequately meet users' needs, because once-a-week delivery is not enough, especially for people who receive cheques or medical supplies in the mail.²³⁹
- As part of Canada Post's accommodation program, individuals need a medical certificate to have their mail redirected to a post office or arrange for home mail delivery, but many Canadians do not have access to a health care professional and there may be costs associated with getting this documentation.²⁴⁰

235 Olivier Collomb d'Eyrames, Executive Director, Regroupement des organismes de personnes handicapées de la région 03, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

236 Carmela Hutchison, President, DisAbleD Women's Network Canada, and Ruth Pelletier, Former President, Seniors Action Quebec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Marcia Carroll, Executive Director, The PEI Council of People with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

237 Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; and Marcia Carroll, directrice exécutive, The PEI Council of People with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

238 Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.

239 Carmela Hutchison, President, DisAbleD Women's Network Canada, and Ruth Pelletier, Former President, Seniors Action Quebec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Kimberly Yetman Dawson, Executive Director, Empower, The Disability Resource Centre and Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.

240 Kimberly Yetman Dawson, Executive Director, Empower, The Disability Resource Centre and Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; Marcia Carroll, Executive Director, The PEI Council of People with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; and Marg Friesen, Lead Consultant, Saskatchewan Voice of People with Disabilities Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

- Canada Post's accommodation program should be advertised more, as many people do not know it exists.²⁴¹
- Canada Post should not require individuals to provide a medical certificate to have their mail redirected to a post office or delivered to their home if their disability has already been recognized, particularly as part of the federal Disability Tax Credit. The existing certification should be automatically recognized.²⁴²

Frequency of delivery

- Some witnesses said that alternate-day delivery would be acceptable,²⁴³ while others said that delivery was needed five days a week.²⁴⁴

Franchise postal outlets versus post offices

- People with disabilities have difficulty accessing some post offices.²⁴⁵

241 Kimberly Yetman Dawson, Executive Director, Empower, The Disability Resource Centre, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.

242 Olivier Collomb d'Eyrammes, Executive Director, Regroupement des organismes de personnes handicapées de la région 03, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

243 Richard Lavigne, Executive Director, Confédération des organismes de personnes handicapées du Québec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Carmela Hutchison, President, DisAbled Women's Network Canada, and Ruth Pelletier, Former President, Seniors Action Quebec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; Ann Bilodeau, Executive Director, KW Habilitation and Edward Faruzel, Executive Director, Kitchener Waterloo Access Ability, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016; and Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016.

244 John Rae, First Vice Chairperson, Council of Canadians with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Terry Gardner, Former Vice-President, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 34, 3 October 2016; and Olivier Collomb d'Eyrammes, Executive Director, Regroupement des organismes de personnes handicapées de la région 03, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

245 Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; and Marg Friesen, Lead Consultant, Saskatchewan Voice of People with Disabilities Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

Postal banking

- Canada Post should offer postal banking services as an alternative to payday loans²⁴⁶ and because many rural communities do not have banks or credit unions.²⁴⁷

Community hubs

- Canada Post should turn its post offices into community hubs and offer other government services.²⁴⁸

Other options for Canada Post

- Canada Post's delivery service should be expanded to include medication delivery²⁴⁹ and grocery delivery in Northern regions.²⁵⁰

7.4 From Other Representatives

Other civil society representatives discussed the following points, organized by theme:

Method of delivery

- Home mail delivery includes door-to-door delivery, delivery to a centralized point (e.g., apartment lobby lockboxes) and rural roadside mailbox delivery.²⁵¹
- Given the high population density and a lack of space, community mailboxes cannot be installed in the downtown cores of large cities.²⁵²

246 Carmela Hutchison, President, DisAbleD Women's Network Canada, and Ruth Pelletier, Former President, Seniors Action Quebec, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and John Rae, First Vice Chairperson, Council of Canadians with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

247 Kimberly Yetman Dawson, Executive Director, Empower, The Disability Resource Centre and Emily Christy, Executive Director, Newfoundland and Labrador, Coalition of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 35, 3 October 2016; Marcia Carroll, Executive Director, The PEI Council of People with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; and Carlos Sosa, Manitoba League of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

248 Ann Bilodeau, Executive Director, KW Habilitation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016; and Marcia Carroll, Executive Director, The PEI Council of People with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

249 Olivier Collomb d'Eyrames, Executive Director, Regroupement des organismes de personnes handicapées de la région 03, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

250 Carlos Sosa, Manitoba League of Persons with Disabilities, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

251 Thomas Kozloski, Chair, Board of Directors, Feed Nova Scotia, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016.

252 Dany Harvey, President, Coopérative d'habitation Ludovica, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

- Some people have difficulty accessing community mailboxes,²⁵³ and they are less secure because mail is centralized in one location.²⁵⁴

Pricing strategy

- Canada Post should establish favourable rates for charitable organizations.²⁵⁵

Postal banking

- Canada Post should provide postal banking services as an alternative to payday loans²⁵⁶ to give low- and moderate-income households access to short-term loans²⁵⁷ and should charge lower fees than banks and credit unions.²⁵⁸

Another option for Canada Post

- Providing a monitoring service for seniors and people with disabilities.²⁵⁹

8. FROM BUSINESSES AND REPRESENTATIVES OF THE BUSINESS COMMUNITY

8.1 In Urban Areas

Business people and representatives of the business community in urban areas made the following points, grouped by theme:

Objects

- Canada Post should not be privatized.²⁶⁰

253 Ibid.

254 Ibid.

255 Thomas Kozloski, Chair, Board of Directors, Feed Nova Scotia, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016.

256 Donna Borden, National Representative, ACORN Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Jonethan Brigley, Chair, Dartmouth, ACORN Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016; and Anne-Marie Gammon, President, Réseau communauté en santé Bathurst, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 39, 6 October 2016.

257 Donna Borden, National Representative, ACORN Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016;

258 Jonethan Brigley, Chair, Dartmouth, ACORN Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 36, 4 October 2016.

259 Dany Harvey, President, Coopérative d'habitation Ludovica, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

260 Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

- The federal government may have to subsidize Canada Post in the short term so that it can continue to provide the same level of service to its customers during a transition period.²⁶¹
- Canada Post's primary purpose is to provide a public service to all Canadians, regardless of where they live.²⁶² Canada Post should have new objects for rural and remote areas.²⁶³
- Canada Post is a business that offers two separate services: residential service and commercial service.²⁶⁴

The value of Canada Post to Canadians

- Canada Post is part of the social fabric that brings Canadians together.²⁶⁵
- Canada Post's mail delivery service is very reliable.²⁶⁶
- Canada Post has played a key role in the success of a number of Canadian companies.²⁶⁷
- Given that Canada Post is part of Canada's infrastructure, investments will have to be made in this service to maintain it.²⁶⁸

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- 261 Penny Walsh McGuire, Executive Director, Greater Charlottetown Area Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.
- 262 Matthew Holmes, President and Chief Executive Officer, Magazines Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.
- 263 John Hinds, President and Chief Executive Officer, Newspapers Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.
- 264 Réal Couture, President, Chambre de commerce et d'industrie Thérèse-De-Blainville, Christian Fréchette, President, Association des gens d'affaires de Blainville and Michel Limoges, Member, Chambre de commerce de Bois-des-Filion/Lorraine, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.
- 265 Daryl Barnett, Director, Labour Relations, AIL Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.
- 266 Meghan Mackintosh, Manager, Billing Operations, EPCOR Utilities Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.
- 267 John Barrett, Director of Sales, Marketing and Development, Vesey's Seeds Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; Nelson Leong, chef des opérations, Manitobah Mukluks, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016; and Andrea Stairs, Managing Director, eBay Canada Limited, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.
- 268 Andréa Alacchi, President, L'Encrier and Michel Limoges, Member, Chambre de commerce de Bois-des-Filion/Lorraine, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

Ombudsman at Canada Post and postal regulators

- An independent regulatory body should be established to oversee service standards, activities and postage rates, since the mandate of the Office of the Ombudsman at Canada Post does not cover these areas.²⁶⁹
- There is no way to repeal the sanctions imposed by the Ombudsman at Canada Post.²⁷⁰
- Canada Post establishes its own standards but is not required to respect them.²⁷¹

Building synergies with subsidiaries

- According to one business owner, Canada Post and its subsidiary Purolator already have excellent synergy,²⁷² although another representative said that Canada Post should collaborate more with Purolator, similar to how the United States Postal Service (USPS) has partnered with FedEx to deliver parcels.²⁷³

Management and labour relations

- Labour disputes at Canada Post have negatively affected Canadian businesses and have forced them to find alternative solutions.²⁷⁴ Therefore, Canada Post should enter into agreements with its employees before their collective agreements expire.²⁷⁵

269 John Hinds, President and Chief Executive Officer, Newspapers Canada, Patrick Bartlett, Executive Director, National Association of Major Mail Users, and Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Christina Falcone, Vice-President, Public Affairs, UPS Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

270 Patrick Bartlett, Executive Director, National Association of Major Mail Users, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

271 John Hinds, President and Chief Executive Officer, Newspapers Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

272 Stéphane Ricoul, President, eCOM MTL inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.

273 John Barrett, Director of Sales, Marketing and Development, Vesey's Seeds Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

274 Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

275 John Barrett, Director of Sales, Marketing and Development, Vesey's Seeds Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016; Meghan Mackintosh, Manager, Billing Operations, EPCOR Utilities Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016; and Maureen June Winnicki Lyons, Owner, McQueen and Mo Mater, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

- To reduce its costs, Canada Post should freeze employee salaries, because their pay and benefits are higher than that of their private sector counterparts.²⁷⁶

Defined benefit pension plan

- Canada Post should address the unfunded pension liabilities for its employees' defined benefit pension plan.²⁷⁷

Method of delivery

- Home mail delivery should be maintained because it is a convenient, safe and universal method of delivering mail.²⁷⁸
- Canada Post uses its monopoly over access to mailboxes in multi-family residential units for an unfair competitive advantage over private companies.²⁷⁹
- Concerns were raised that Canada Post is prioritizing flyer delivery over newspaper delivery, is refusing to distribute community newspapers, and is delivering mail inconsistently and late, and that rules are not consistently enforced.²⁸⁰
- Converting to community mailboxes is a good idea,²⁸¹ and mailboxes with compartments large enough for parcels are useful.²⁸²

Parcels

- Parcel tracking should be improved by adding a more affordable option that would provide this service for non-express delivery.²⁸³

276 Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

277 Ibid.

278 Daryl Barnett, Director, Labour Relations, AIL Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016.

279 John Hinds, President and Chief Executive Officer, Newspapers Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

280 Ibid.

281 Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, and Patrick Bartlett, Executive Director, National Association of Major Mail Users, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

282 Stéphane Ricoul, President, eCOM MTL inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.

283 Réal Couture, President, Chambre de commerce et d'industrie Thérèse-De-Blainville, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Maureen June Winnicki Lyons, Owner, McQueen and Mo Mater, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 48, 21 October 2016; and Andrea Stairs, Managing Director, eBay Canada Limited, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

- Canada Post should increase advertising for its FlexDelivery service, which gives users the option of having their parcels delivered to the post office location of their choice.²⁸⁴
- Small- and medium-sized businesses are turning to Canada Post more and more for sending parcels.²⁸⁵
- Canada Post should deliver parcels in the morning, in the evening and on weekends.²⁸⁶
- Alternate-day delivery is acceptable for mail, but not for parcels.²⁸⁷
- The UPS Store Canada would like to establish a partnership with Canada Post to provide Canada Post services at its locations, especially in the parcel sector.²⁸⁸
- Delivery rates should not increase, because many businesses would switch to Canada Post's competitors for parcel delivery.²⁸⁹

Frequency of delivery

- Businesses should continue to receive mail five days a week so that they can remain competitive,²⁹⁰ but mail delivery could be reduced for the

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- 284 Andrea Stairs, Managing Director, eBay Canada Limited, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.
- 285 Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.
- 286 Kristi Kanitz, Board Chair, National Association of Major Mail Users, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Andréa Alacchi, President, L'Encrier, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.
- 287 Stéphane Ricoul, President, eCOM MTL inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Andréa Alacchi, President, L'Encrier, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016..
- 288 David Druker, President, The UPS Store, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.
- 289 John Barrett, Director of Sales, Marketing and Development, Vesey's Seeds Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.
- 290 Christian Fréchette, President, Association des gens d'affaires de Blainville, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; Patrick Bartlett, Executive Director, National Association of Major Mail Users, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Matthew Holmes, President and Chief Executive Officer, Magazines Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Art Sinclair, Vice-President, Greater Kitchener Waterloo Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 31, 27 September 2016; and Bill Mackrell, President, Pitney Bowes Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

residential sector.²⁹¹ Other witnesses were of the opinion that alternate-day delivery would be acceptable.²⁹²

Mail processing operations

- As part of the postal transformation, local mail sorting was replaced with a centralized, regional model. Mail is sometimes shipped long distances to be sorted before being delivered, which has led to delayed mail delivery, especially over the winter.²⁹³

Pricing strategy

- Over the last few years, postage rates have increased at a faster pace than all other business expenses²⁹⁴ and are disproportionately high compared with courier service rates.²⁹⁵
- Canada Post rates must be predictable, stable and affordable.²⁹⁶ Some said that it was normal for them to increase, but that they must increase at a reasonable rate so that businesses are not negatively affected.²⁹⁷
- Raising prices would increase Canada Post revenues in the short term, but in the long term it would encourage users to switch to digital solutions.²⁹⁸
- Canada Post should plan to decrease the difference in price between sending a parcel a short distance and sending a parcel a long distance, and should follow the American model and offer a flat-rate box.²⁹⁹

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- 291 Christian Fréchette, President, Association des gens d'affaires de Blainville, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.
- 292 Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; Anita Huberman, Chief Executive Officer, Surrey Board of Trade, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 42, 17 October 2016; and Meghan Mackintosh, Manager, Billing Operations, EPCOR Utilities Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.
- 293 John Hinds, President and Chief Executive Officer, Newspapers Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Penny Walsh McGuire, Executive Director, Greater Charlottetown Area Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.
- 294 John Hinds, President and Chief Executive Officer, Newspapers Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.
- 295 Harry Watson, President, Triple 4 Advertising Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.
- 296 Bill Mackrell, President, Pitney Bowes Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.
- 297 Hicham Ratnani, Chief Operating Officer and Co-founder, Frank + Oak, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Penny Walsh McGuire, Executive Director, Greater Charlottetown Area Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.
- 298 Matthew Holmes, President and Chief Executive Officer, Magazines Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.
- 299 Andréa Alacchi, President, L'Encrier, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

- Canada Post's price-based strategy, also known as distance-related pricing (DRP), would mean unfair and punitive rates.³⁰⁰
- There is no pricing relief or financial incentive for businesses that sort their parcels themselves before sending them to Canada Post.³⁰¹
- Canadians are at a disadvantage compared with Americans as regards postage rates and delivery time frames.³⁰²
- Under the terms of the Universal Postal Union, when a parcel arrives from abroad, Canada Post must deliver it at a fixed low price determined by the Union, to any location in Canada.³⁰³
- Canada Post can adjust postal rates only for domestic delivery, because prices for packages from abroad are set by the Universal Postal Union, which means Canadian businesses are less competitive.³⁰⁴
- Canada Post should have a coherent policy on customs duties and taxes for imported parcels.³⁰⁵

The 1994 moratorium on the closure of rural post offices

- The 1994 moratorium on closing rural post offices should be updated to better reflect the current situation.³⁰⁶

Franchise postal outlets versus post offices

- Some witnesses believe that Canada Post should turn post offices into franchise postal outlets,³⁰⁷ while others believe that this would encourage businesses to use competitors' services, because the level of service for

300 Matthew Holmes, President and Chief Executive Officer, Magazines Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

301 Ibid.

302 Andréa Alacchi, President, L'Encrier, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016; and Gary Kirk, Owner, A Good Read Bookstore, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

303 Andréa Alacchi, President, L'Encrier, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

304 Ibid.

305 Christina Falcone, Vice-President, Public Affairs, UPS Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

306 Patrick Bartlett, Executive Director, National Association of Major Mail Users, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

307 Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Patrick Bartlett, Executive Director, National Association of Major Mail Users, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

parcel delivery is not the same at franchise postal outlets and traffic is higher.³⁰⁸

Financial situation and main costs

- Canada Post must reduce its operating costs³⁰⁹ and streamline its operations to ensure its long-term survival.³¹⁰
- Canada Post should find new, innovative ways to provide new services instead of eliminating services.³¹¹
- Canada Post should offer its services in other languages to increase their use by the immigrant population.³¹²

Postal banking

- Canada Post should not offer postal banking services;³¹³ rather, it should offer new products that build on its current capabilities.³¹⁴

Another option for Canada Post

- UPS Canada representatives said they supported additional agreements for last-mile delivery for third parties.³¹⁵

Other comments

- Some businesses' postal codes do not match their street addresses, which leads to various problems.³¹⁶

308 Lynda Moffat, President and Chief Executive Officer, St. Albert and District Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

309 Anita Huberman, Chief Executive Officer, Surrey Board of Trade, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 42, 17 October 2016.

310 Penny Walsh McGuire, Executive Director, Greater Charlottetown Area Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

311 Lynda Moffat, President and Chief Executive Officer, St. Albert and District Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

312 Anita Huberman, Chief Executive Officer, Surrey Board of Trade, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 42, 17 October 2016.

313 Daniel Kelly, President, Chief Executive Officer and Chair, Canadian Federation of Independent Business, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016; and Harry Watson, President, Triple 4 Advertising Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

314 Patrick Bartlett, Executive Director, National Association of Major Mail Users, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

315 Christina Falcone, Vice-President, Public Affairs, UPS Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

316 Harry Watson, President, Triple 4 Advertising Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

- Canada Post should do a better job of informing businesses about its marketing products.³¹⁷

8.2 In Rural Areas

Business people and representatives of the business community in rural areas made the following comments, organized by theme:

The value of Canada Post to Canadians

- The service quality offered by Canada Post is exceptional.³¹⁸
- Canada Post is a public service that is essential for small businesses in rural areas.³¹⁹
- Canada Post provides jobs with good working conditions and good pay for many Canadians, which generates economic spinoffs for Canadian communities.³²⁰

Building synergies with subsidiaries

- Canada Post should consider turning to its subsidiaries to meet its financial needs.³²¹

Management and labour relations

- Canada Post should find ways to reach agreements with its unions, because labour disputes that lead to service disruptions will lead Canada Post customers to use competitors' services instead.³²²

Mail processing operations

- As part of the postal transformation, local mail sorting was replaced with a centralized, regional model. Mail is sometimes shipped long distances

317 Christian Fréchette, President, Association des gens d'affaires de Blainville, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 29, 26 September 2016.

318 David Neegan, Owner, Norwest Printing and Publishing Group, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

319 Katharine MacDonald, Owner, Milk & Amber, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

320 Andrew Scribilo, President, Kenora & District Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

321 Norm Sutherland, Business Owner, Petrolia (Ontario), [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

322 David Neegan, Owner, Norwest Printing and Publishing Group, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

to be sorted before being delivered, which has led to delayed mail delivery.³²³

Pricing strategy

- Canadian businesses are not prepared to pay more for the services offered by Canada Post.³²⁴
- It is normal for Canada Post rates to increase, but they must increase at a reasonable rate so that businesses are not negatively affected.³²⁵
- The higher postage rates implemented in 2014 led many companies to switch to digital communication.³²⁶

Community hubs

- Rural post offices fulfill a social role, because they are gathering places in their communities.³²⁷
- Canada Post should turn post offices in rural areas into community hubs.³²⁸

Other comments

- Some rural businesses do not want Canada Post to make changes to the services it currently offers.³²⁹

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- 323 David Neegan, Owner, Norwest Printing and Publishing Group, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; and Katharine MacDonald, Owner, Milk & Amber, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.
- 324 Adrian White, Chief Executive Officer, Sydney and Area Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016.
- 325 Katharine MacDonald, Owner, Milk & Amber, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.
- 326 Adrian White, Chief Executive Officer, Sydney and Area Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 37, 4 October 2016.
- 327 David Neegan, Owner, Norwest Printing and Publishing Group, and Andrew Scribilo, President, Kenora & District Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.
- 328 Norm Sutherland, Business Owner, Petrolia, Ontario, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.
- 329 Andrew Scribilo, President, Kenora & District Chamber of Commerce, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

9. FROM REPRESENTATIVES OF ABORIGINAL GROUPS

9.1 In Rural Areas

Representatives of Aboriginal groups in rural areas made the following comments, grouped by theme:

Objects

- Canada Post should privatize its services if the Corporation could carry out its operations efficiently and effectively while providing great-quality service.³³⁰

Frequency of delivery

- In some Aboriginal communities, mail is delivered only once a week to post office boxes, and it should be more frequent.³³¹

Franchise postal outlets versus post offices

- Post offices are open only a few hours a day, which is not enough to meet the needs of the population.³³²
- The community post office does not provide any financial services such as money orders and has not done so for several decades.³³³
- The post office building does not meet the needs of the community and should be moved to a better location.³³⁴

9.2 In Urban Areas

Representatives of Aboriginal groups in urban areas made the following comments, organized by theme:

330 Clifford Bull, Chief, Lac Seul First Nation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

331 Ibid.

332 Clifford Bull, Chief, Lac Seul First Nation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Jim Bear, Chief, Brokenhead Ojibway Nation; Debbie Chief, Director of Health, Medical Clinic/Pharmacy; Ashleigh Shultz-Bear, Manager, Entertainment Centre; Jackie Pommer, Director of Operations, Brokenhead Ojibway Nation; Angela Petrash, Development Corporation, Brokenhead Ojibway Nation; and Sandra Nault, Housing Clerk [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 49, 21 October 2016.

333 Clifford Bull, Chief, Lac Seul First Nation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016.

334 Clifford Bull, Chief, Lac Seul First Nation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 33, 29 September 2016; Jim Bear, Chief, Brokenhead Ojibway Nation; Debbie Chief, Director of Health, Medical Clinic/Pharmacy; Ashleigh Shultz-Bear, Manager, Entertainment Centre; Jackie Pommer, Director of Operations, Brokenhead Ojibway Nation; Angela Petrash, Development Corporation, Brokenhead Ojibway Nation; and Sandra Nault, Housing Clerk [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 49, 21 October 2016.

Objects

- Canada Post is a service.³³⁵

Method of delivery

- Accessing community mailboxes is an issue for some people.³³⁶
- Community mailboxes are more susceptible to mail fraud, because some keys can open more than one mailbox and mail for various residents is located in one place.³³⁷

Another option for Canada Post

- Canada Post should rent out office space at some of its locations.³³⁸

10. FROM CANADIANS

10.1 In Urban Areas

Canadians in urban areas shared the following comments, grouped by theme:

Objects

- Canada Post is a critically important public service.³³⁹
- Canada Post is both a service and a business.³⁴⁰

The value of Canada Post to Canadians

- Canada Post provides jobs with good working conditions and good pay for many Canadians, which generates economic spinoffs for Canadian communities.³⁴¹

335 Bernice Perkins, Vice-Chair, Wakamow Aboriginal Community Organization, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

336 Ibid.

337 Ibid.

338 Brenda Marshall-Colenutt, Secretary, Wakamow Aboriginal Community Organization, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 46, 20 October 2016.

339 David Bennett, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.

340 Eric Oddleifson, Lawyer, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

341 Ken Lewenza, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

Stakeholder engagement

- Canada Post should consult Canadians and communities more.³⁴²

Method of delivery

- Canada Post should go back to providing door-to-door mail delivery for all households.³⁴³
- Community mailboxes create traffic problems, which puts the safety of mailbox users at risk.³⁴⁴
- Canada Post should cooperate with municipalities to remove community mailboxes and reimburse communities for the costs associated with installing them.³⁴⁵

Another option for Canada Post

- Canada Post should examine the feasibility of establishing a new secure pre-clearance sorting facility in Windsor-Essex for mail and parcels crossing the Canada–United States border.³⁴⁶

11. FROM RESEARCHERS, ACADEMICS AND EXPERTS

Researchers, academics and experts raised the following points, organized by theme:

Objects

- Canada Post's mandate is inherently contradictory, because the Corporation must provide universal service to all Canadians while competing with private, for-profit corporations that provide parcel delivery services, and it must do so without any subsidies.³⁴⁷
- Canada Post and its universal service mandate are essential, and the Corporation should not have to make a profit.³⁴⁸

342 Frank Schiller, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

343 Ibid.

344 David Bennett, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 44, 18 October 2016.

345 Frank Schiller, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 32, 28 September 2016.

346 Ibid.

347 Pamela Stern, Assistant Professor, Department of Sociology and Anthropology, Simon Fraser University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 42, 17 October 2016.

348 Ibid.

The value of Canada Post to Canadians

- Canada Post has symbolic meaning for Canada³⁴⁹ and is part of Canada's national heritage.³⁵⁰
- Canada Post should maintain its existing infrastructure.³⁵¹

Building synergies with subsidiaries

- Purolator has a consistent record of profitability over the last decade and contributes financially to Canada Post by paying roughly \$11 million in dividends every year. However, paying these dividends and increasing the synergy between Purolator and Canada Post is not enough to make Canada Post financially self-sufficient.³⁵²

Defined benefit pension plan

- The federal government regulates pension plans for Crown corporations and private-sector corporations in areas of employment subject to federal jurisdiction (telecommunications, banking and interprovincial transport) under the [Pension Benefits Standards Act, 1985](#). This legislation requires that defined benefit pension plans be funded both on a solvency basis (on the premise that, should the plan be terminated, it would be able to pay out the promised benefits immediately) and on a “going concern” basis (on the premise that the plan will continue its activities indefinitely). However, when there is a solvency funding deficit, the Act provides that the deficit can be funded over a five-year period.³⁵³
- With nearly \$22 billion in plan assets as of 31 December 2015, Canada Post's pension plan is the largest defined benefit plan under federal jurisdiction.³⁵⁴
- In the last decade, the federal government implemented reforms to ease the burden of solvency funding requirements for pension plans under federal jurisdiction. As a result, Canada Post was exempted from

349 Ibid.

350 Debby Kronewitt-Martin, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

351 Carla Lipsig-Mummé, Professor, York University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

352 Stewart Bacon, Chairman of the Board, Purolator Courier Ltd., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

353 Lynn Hemmings, Senior Chief, Payments and Pensions, Financial Sector Policy Branch, Department of Finance, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

354 Ibid.

eliminating its solvency funding deficit for its defined benefit plan between 2014 and 2018.³⁵⁵

- The primary factor affecting the solvency of Canada Post's defined benefit pension plan has been the low interest-rate environment in recent years. Removing the plan's solvency funding requirements will help the plan only in the short term, because significant risks remain over the long term. Representatives from Mercer (Canada) Ltd. proposed making other changes to the pension plan in order to mitigate the long-term risks, including gradually reducing its allocation to riskier assets, providing other types of pension plans, such as a defined contribution plan or a target benefit plan, and establishing joint governance and shared responsibility between plan members and the employer.³⁵⁶
- Canada Post's defined benefit plan should be permanently exempt from the requirement to make solvency payments under the [Pension Benefits Standards Act, 1985](#), because the plan is fully funded on a going concern basis and Canada Post will not be closing its doors in the short term.³⁵⁷
- The Ontario Teachers' Pension Plan has been exempt from solvency funding requirements since 2010 as a result of its joint pension structure, where the employer and plan members are co-responsible for governing and funding the plan.³⁵⁸
- Turning defined benefit plans into defined contribution plans could be expensive, because it would make the management of the current unfunded liability more risky and difficult, and it would significantly increase the cost of delivering a comparable pension benefit.³⁵⁹
- Canada Post's defined benefit plan could be reviewed to include joint sponsorship and governance between plan members and employer, which improves oversight and spreads risks. In addition, the federal government could make a move to exempt jointly sponsored plans from solvency funding requirements, as the Province of Ontario has done. Lastly, a "reformed Canada Post pension could be delivered by an

355 Ibid.

356 Cory Skinner, Actuary, Mercer (Canada) Limited, and Michel St-Germain, Actuary, Mercer (Canada) Limited, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

357 Simon Tremblay-Pépin, Professor and Researcher, Institut de recherche et d'informations socio-économiques, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.

358 Mary Cover, Director, Pension Strategy & Enterprise Risk, Ontario Teachers' Pension Plan Board, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

359 Alex Mazer, Founding Partner, Common Wealth, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

independent fiduciary organization whose sole mandate is to deliver cost-effective retirement security for members.”³⁶⁰

- Canada Post could hire in-house professionals to manage its defined benefit plan for its employees, or it could consider having its assets managed by another public assets manager, such as PSP Investments, which manages assets for most federal public pensions.³⁶¹
- Canada Post could also make indexation for the defined benefit pension plan for its employees contingent on investment performance.³⁶²
- The federal government could establish a process to balance the financial sustainability of the defined benefit pension plan for its employees and the retirement security of its employees.³⁶³

Method of delivery

- Canada Post should continue its plan to switch to community mailboxes.³⁶⁴
- Mail delivery using self-driving technologies on sidewalks should be studied.³⁶⁵

Franchise postal outlets versus post offices

- Canada Post should convert 800 of its highest-volume corporate post offices into franchise postal outlets.³⁶⁶

Financial situation and main costs

- Canada Post’s business model should be reviewed in depth to address the problems associated with its labour costs, the solvency deficit of its defined benefit pension plan for its employees and its long-term financial viability.³⁶⁷

360 Ibid.

361 Ibid.

362 Ibid.

363 Ibid.

364 Benjamin Dachis, Associate Director, Research, C.D. Howe Institute, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

365 Louis Thériault, Vice-President, Public Policy, The Conference Board of Canada, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016.

366 Benjamin Dachis, Associate Director, Research, C.D. Howe Institute, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

367 Ibid.

Postal banking

A researcher and a university professor said they were in favour of postal banking services being provided for the following reasons:

- A number of rural and Aboriginal communities do not have access to financial services through banks or credit unions.
- Many Canadians do not have access to banking services.
- According to the public opinion survey commissioned by the Task Force, 7% of respondents said they would open an account, and 22% said they would probably use postal banking services.
- More than 600 Canadian municipalities have passed resolutions to support postal banking.
- Postal services in other countries generate profits by providing postal banking services.³⁶⁸

However, representatives of banks and credit unions were against post offices providing postal banking services for the following reasons:

- The Canadian financial services sector is highly competitive and well established.³⁶⁹ It would be difficult for Canada Post to enter the well-served banking sector, as the financial services sector is evolving rapidly.³⁷⁰
- Existing banking services are accessible, and 99% of Canadians have a bank account.³⁷¹
- The majority of Canadians, 55%, use the Internet as their preferred means of banking.³⁷²
- The process to establish a financial institution in Canada is very cumbersome in terms of regulations; significant investment is required.³⁷³

368 John Anderson, Research Associate, National Office, Canadian Centre for Policy Alternatives, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 40, 7 October 2016; and Pamela Stern, Assistant Professor, Department of Sociology and Anthropology, Simon Fraser University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 42, 17 October 2016.

369 Darren Hannah, Vice-President, Finance, Risk and Prudential Policy, Canadian Bankers Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

370 Keith Nixon, Chief Executive Officer, Credit Union Central of Saskatchewan, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

371 Darren Hannah, Vice-President, Finance, Risk and Prudential Policy, Canadian Bankers Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

372 Ibid.

373 Bernard Brun, Director, Government Relations, Desjardins Group, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

- The number of credit union branches in rural regions has dropped significantly in recent years, as members are doing more and more of their banking online or through applications on their smartphones.³⁷⁴
- If Canada Post offers postal banking services, it could amount to unfair competition and could force banks and credit unions to go out of business.³⁷⁵

Regarding the payday loan sector, experts raised the following points:

- The interest rates on payday loans are regulated by provincial governments.³⁷⁶
- Profits are quite low, because there is a higher risk that users will default on their payments and are far lower for payday lenders than for banks.³⁷⁷
- Unlike banks, credit unions and trust companies, the payday lending industry is not indemnified by the government for loss due to cashing fraudulent cheques.³⁷⁸
- Loan collection activities are a large part of the business, because about 20% of loans go to enforcement for repayment.³⁷⁹
- Payday loan services are increasingly available online.³⁸⁰
- Credit unions are already offering alternatives to payday loans.³⁸¹

374 Keith Nixon, Chief Executive Officer, Credit Union Central of Saskatchewan, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 47, 20 October 2016.

375 Ibid.

376 Kristina Schinke, Former Vice-President, Cash Money Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

377 Kristina Schinke, Former Vice-President, Cash Money Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016; and Tony Irwin, President, Canadian Consumer Finance Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

378 Tony Irwin, President, Canadian Consumer Finance Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

379 Kristina Schinke, Former Vice-President, Cash Money Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

380 Kristina Schinke, Former Vice-President, Cash Money Inc., [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016; and Tony Irwin, President, Canadian Consumer Finance Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

381 Robert Martin, Senior Policy Advisor, Canadian Credit Union Association, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

Community hubs

- Canada Post should turn its post offices into community service centres. Agreements could be made with other levels of government so that Canada Post could provide government services, such as those offered by Service Canada, through its post office locations,³⁸² in addition to a range of services adapted to the specific needs of each community. This could include providing services for federal programs, such as passport applications and employment insurance claims, as well as partnering with provinces and municipalities to provide services such as drivers' tests, vehicle registration, and marriage and birth certificate applications. Post offices could also have a small-scale business centre with high-speed Internet and all the technological tools that rural businesses, residents and students need.³⁸³
- Canada Post should take on the responsibility of delivering some social programs for the government, as La Poste in France does.³⁸⁴

Other options for Canada Post

- Using the existing delivery network for other purposes, such as delivering prescription medication, following the model of other postal services around the world;³⁸⁵
- Franchising mail collection and delivery;³⁸⁶
- Carrying out environmental audits of all Canada Post facilities;³⁸⁷
- Retrofitting all Canada Post postal facilities for energy conservation and sustainable practices;³⁸⁸
- Replacing Canada Post's fleet of 13,000 vehicles with environmentally friendly vehicles;³⁸⁹

382 Simon Tremblay-Pépin, Professor and Researcher, Institut de recherche et d'informations socio-économiques, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016.

383 Debby Kronewitt-Martin, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 43, 18 October 2016.

384 Carla Lipsig-Mummé, Professor, York University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

385 Simon Tremblay-Pépin, Professor and Researcher, Institut de recherche et d'informations socio-économiques, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 28, 26 September 2016; and Carla Lipsig-Mummé, Professor, York University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

386 Benjamin Dachis, Associate Director, Research, C.D. Howe Institute, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

387 Carla Lipsig-Mummé, Professor, York University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 30, 27 September 2016.

388 Ibid.

389 Ibid.

- Training Canada Post employees in safety monitoring and energy efficiency,³⁹⁰
- Providing a monitoring service for seniors and people with disabilities.³⁹¹

Other comments

- In the years ahead, digitization will continue, which will reduce the volume of mail being shipped.³⁹²
- Canada Post should continue to provide an international money transfer service, but it should use a non-profit model, such as the one provided by the Universal Postal Union.³⁹³

12. FROM MEMBERS OF PARLIAMENT

A number of members of Parliament held town-hall meetings in their ridings in the summer of 2016 to hear what their constituents had to say about Canada Post. Some of these members of Parliament submitted briefs to the Committee with their observations. In addition, as part of the Committee's public consultation process, two members appeared before the Committee. This section outlines the main points raised by these members of Parliament, grouped by theme:

Objects

- Canada Post is an essential service³⁹⁴ whose purpose is not to make a profit,³⁹⁵ but rather to provide a universal service.³⁹⁶

Management and labour relations

- Canada Post should review the size of its board of directors.³⁹⁷
- The current President and CEO should be removed from office.³⁹⁸

390 Ibid.

391 Ibid.

392 David Mourinet, Director, Administrative Services Directorate, Desjardins Group, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 41, 7 October 2016.

393 Pamela Stern, Assistant Professor, Department of Sociology and Anthropology, Simon Fraser University, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 42, 17 October 2016.

394 Brief submitted by Marie-Claude Bibeau, Member of Parliament for Compton — Stanstead.

395 Sean Casey, Member of Parliament for Charlottetown, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

396 Kevin O'Reilly, Member of the Legislative Assembly, Frame Lake, Government of the Northwest Territories, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016.

397 Brief submitted by Raj Saini, Member of Parliament for Kitchener Centre.

398 Brief submitted by Salma Zahid, Member of Parliament for Scarborough Centre.

Stakeholder engagement

- Canada Post should give municipalities the opportunity to participate in the Corporation's decisions that will affect their area,³⁹⁹ and it should communicate more with Canadians.⁴⁰⁰

Method of delivery

- The federal government should fulfill its promise by stopping the installation of community mailboxes and keeping home mail delivery.⁴⁰¹
- A number of safety issues are associated with mailboxes, including the distance travelled to collect mail, winter conditions and mailbox accessibility for certain groups of the population, such as seniors and people with disabilities. In addition, the locks are not secure, because some keys can open more than one mailbox.⁴⁰²

Frequency of delivery

- Mail delivery could be reduced⁴⁰³ and take place on a schedule that takes into account geographic location, demographics and the season,⁴⁰⁴ while parcel delivery should be increased and take place evenings and weekends.⁴⁰⁵

Mail processing operations

- Mail sorting should go back to being done at local post offices.⁴⁰⁶

Pricing strategy

- Postage rates should be universal and fair and vary only based on weight and the number of items to be mailed.⁴⁰⁷

399 Brief submitted by Marie-Claude Bibeau, Member of Parliament for Compton — Stanstead.

400 Brief submitted by Bernadette Jordan, Member of Parliament for South Shore — St. Margarets.

401 Sean Casey, Member of Parliament for Charlottetown, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 38, 5 October 2016.

402 Briefs submitted by Yves Robillard, Member of Parliament for Marc-Aurèle-Fortin; Fayçal El Khoury, Member of Parliament for Laval — Les Îles; and Angelo Iacono, Member of Parliament for Alfred-Pellan.

403 Briefs submitted by Raj Saini, Member of Parliament for Kitchener Centre and Bernadette Jordan, Member of Parliament for South Shore — St. Margarets.

404 Brief submitted by Robert Oliphant, Member of Parliament for Don Valley West.

405 Briefs submitted by Salma Zahid, Member of Parliament for Scarborough Centre and William Amos, Member of Parliament for Pontiac.

406 Briefs submitted by Marie-Claude Bibeau, Member of Parliament for Compton — Stanstead, and Raj Saini, Member of Parliament for Kitchener Centre.

407 Brief submitted by Marie-Claude Bibeau, Member of Parliament for Compton — Stanstead.

Franchise postal outlets versus post offices

Post office business hours should be more flexible and include evening and weekend hours to increase accessibility.⁴⁰⁸

Postal banking

- Many people are in favour of postal banking services and even suggested that these services could be provided at home for some segments of the population.⁴⁰⁹

Community hubs

- Canada Post should determine what services should be offered based on the demographics and the situation in the area.⁴¹⁰
- Canada Post should provide other federal government services.⁴¹¹

Other options for Canada Post

- Providing financial support for philatelic organizations across the country to promote Canada and celebrate its heritage, and participating in international philatelic exhibitions;⁴¹²
- Revitalizing the Nutrition North Program to provide affordable food to Northern communities;⁴¹³
- Providing Internet service in rural regions;⁴¹⁴
- Renting out electric vehicles from a fleet acquired by Canada Post;⁴¹⁵
- Providing insurance services;⁴¹⁶

408 Briefs submitted by Marie-Claude Bibeau, Member of Parliament for Compton — Stanstead, and William Amos, Member of Parliament for Pontiac.

409 Briefs submitted by Salma Zahid, Member of Parliament for Scarborough Centre; Bernadette Jordan, Member of Parliament for South Shore — St. Margarets; Robert Oliphant, Member of Parliament for Don Valley West; William Amos, Member of Parliament for Pontiac; and Karine Trudel, Member of Parliament for Jonquière.

410 Brief submitted by Marie-Claude Bibeau, Member of Parliament for Compton — Stanstead.

411 Brief submitted by Bernadette Jordan, Member of Parliament for South Shore — St. Margarets.

412 Kevin O'Reilly, Member of the Legislative Assembly, Frame Lake, Government of the Northwest Territories, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 45, 19 October 2016.

413 Ibid.

414 Briefs submitted by Raj Saini, Member of Parliament for Kitchener Centre, and William Amos, Member of Parliament for Pontiac.

415 Brief submitted by Raj Saini, Member of Parliament for Kitchener Centre.

416 Brief submitted by William Amos, Member of Parliament for Pontiac.

- Providing tourism services;⁴¹⁷
- Collecting appliances and electronic waste;⁴¹⁸ and
- Providing electric vehicle charging stations.⁴¹⁹

PART II: ANALYSIS

1. CANADA POST'S GOVERNANCE

1.1 *Canada Post Corporation Act*

1.1.1 Background

Currently, Canada Post's activities are subject to the [Canada Post Corporation Act](#), to various regulations made under the Act and to the [Canadian Postal Service Charter](#), which will be discussed in greater detail in the next section.

According to the *Canada Post Corporation Act*,

5(1) The objects of the Corporation are

- (a) to establish and operate a postal service for the collection, transmission and delivery of messages, information, funds and goods both within Canada and between Canada and places outside Canada;
- (b) to manufacture and provide such products and to provide such services as are, in the opinion of the Corporation, necessary or incidental to the postal service provided by the Corporation; and
- (c) to provide to or on behalf of departments and agencies of, and corporations owned, controlled or operated by, the Government of Canada or any provincial, regional or municipal government in Canada or to any person services that, in the opinion of the Corporation, are capable of being conveniently provided in the course of carrying out the other objects of the Corporation.

Idem

(2) While maintaining basic customary postal service, the Corporation, in carrying out its objects, shall have regard to

- (a) the desirability of improving and extending its products and services in the light of developments in the field of communications;

417 Ibid.

418 Brief submitted by Christine Moore, Member of Parliament for Abitibi — Témiscamingue.

419 Briefs submitted by Raj Saini, Member of Parliament for Kitchener Centre and William Amos, Member of Parliament for Pontiac.

(b) the need to conduct its operations on a self-sustaining financial basis while providing a standard of service that will meet the needs of the people of Canada and that is similar with respect to communities of the same size;

(c) the need to conduct its operations in such manner as will best provide for the security of mail;

(d) the desirability of utilizing the human resources of the Corporation in a manner that will both attain the objects of the Corporation and ensure the commitment and dedication of its employees to the attainment of those objects; and

(e) the need to maintain a corporate identity program approved by the Governor in Council that reflects the role of the Corporation as an institution of the Government of Canada.

1.1.2 Consultations

Members of the Task Force and many witnesses agreed that Canada's postal service is and must remain an essential universal service in both rural and urban areas. Therefore, the Corporation should not seek to make a profit. According to some, Canada Post is a public service that should not be privatized and should be maintained by the federal government, even if that means subsidizing it. Others were of the opinion that privatization should be considered if it would mean that the Corporation could carry out its operations effectively and efficiently while providing quality service to Canadians.

Several witnesses said they saw Canada Post as having dual objects, as it is both a public service and a business. These witnesses added that providing postal service at reasonable prices across the country is central to those objects.

According to [Pamela Stern](#), Assistant Professor at Simon Fraser University's Department of Sociology and Anthropology, Canada Post's mandate is inherently contradictory because the Corporation must provide universal service and compete with private for-profit corporations for parcel delivery, and it must do so without subsidies from the federal government.

Lastly, some municipal officials suggested that the *Canada Post Corporation Act* and the regulations made under the Act be amended so that Canada Post is required to consult municipalities and Canadians before making any decisions that would affect service delivery, to make the results of these consultations public and to respect municipal jurisdiction, especially as regards urban planning and land use.

1.1.3 The Committee's Observations and Recommendations

Throughout its consultation process, Committee members heard about the importance of Canada Post. The validation from the Task Force, regarding Canada Post as being an important service was heard over and over again. Canadians are proud of their

postal service and its employees and they want Canada Post to remain a universal service which is sustainable. Witnesses from civil society groups, individuals, small- and medium-sized enterprises (SMEs) reiterated that Canada Post should remain a viable service.

Canadians need access to made and hosted in Canada free digital infrastructure to facilitate trusted communications between themselves and government and with each other. Canada Post could play a pivotal role in providing the basis for a Canadian social network – authentication service, email and block chain authority for the benefit of Canadians.

Therefore, the Committee recommends that:

RECOMMENDATION 1

Canada Post be maintained as a universal public service for all Canadians and conduct its operations on a self-sustaining financial basis while ensuring that profits generated are reinvested within the Corporation.

RECOMMENDATION 2

Canada Post prioritize and concentrate efforts in protecting its core mandate to provide high-quality, affordable letter and parcel delivery services to all Canadians in an innovative manner befitting the 21st century.

RECOMMENDATION 3

The Minister of Public Services and Procurement consider broadening the mandate of Canada Post to include delivering critical digital communications infrastructure to rural Canadians.

1.2 Canadian Postal Service Charter

1.2.1 Background

In September 2009, the federal government established the [*Canadian Postal Service Charter*](#) (the *Charter*), which outlines the government's expectations concerning the service provided by Canada Post.⁴²⁰ The *Charter* addresses various aspects of Canadian postal services to ensure:

- **Universal service:** In 2015, Canada Post served 15.8 million Canadian residential and business addresses.
- **Affordable rates:** The postage rates for letters of similar size and weight to Canadian addresses are uniform, regardless of distance.

420 Canada Post, [Annual Report 2009](#), p. 23.

- **Frequent and reliable delivery:** Letters, parcels and publications should be delivered five days a week (except for statutory holidays) to all Canadian addresses, with the exception of remote areas, where less frequent service may be necessary due to limited access to the community. The delivery standard is two days within a community, three business days within a province and four business days between provinces. In 2015, the standard was met 94.2% of the time.
- **Convenient access to postal services:** This includes a moratorium on the closure of rural post offices and a requirement that a set percentage of the Canadian population be within a certain distance of a post office or a franchise postal outlet. In 2015, 98.8% of Canadians lived within 15 km of a postal outlet, 90.6% within 5 km and 79.2% within 2.5 km.
- **Secure delivery:** Canada Post is subject to the [Privacy Act](#).
- **Community outreach and consultation:** Canada Post provides advance notice to affected customers and conducts extensive consultation before implementing changes.
- **Complaint response:** This response includes a complaint resolution process and the Canada Post Ombudsman.
- **Annual performance reporting.**
- **A five-year review of the *Charter*.**⁴²¹

1.2.2 Consultations

According to the Task Force, the Act, the regulations and the *Charter* do not adequately take Canada Post's current situation into consideration, and they prevent Canada Post from having the flexibility necessary to adapt its activities to a constantly changing environment and to ensure its long-term viability. Therefore, the Task Force believes that the *Charter* and the legislation governing Canada Post should be reviewed and made more flexible. For example, the *Charter* requires:

- that "last mile" delivery for letters, parcels and publications be provided five days a week;
- that the 1994 moratorium on the closure of rural post offices be maintained;
- that uniform postage rates be charged for letters of similar size and weight within Canada, regardless of the distance to reach the recipient; and
- that a set percentage of the Canadian population be within a certain distance of a post office or a franchise postal outlet.

421 Canada Post, [Annual Report 2015](#), pp. 36–39.

[Lynn Dollin](#), President of the Association of Municipalities of Ontario, told the Committee that any changes to Canada Post's operational services would have to respect the *Charter*.

1.2.3 The Committee's Observations and Recommendations

Canadians deserve quality postal services. The *Charter* is an important mechanism to ensuring that Canadians receive the services they expect and need, in a transparent and secure manner. Canada Post provides services to Canadians from coast-to-coast-to-coast who have differing needs. Canada Post should review its current *Charter* to reflect the new realities in the postal environment, to consider alternative service delivery models, ensuring maximum engagement with all stakeholders and partnership with the Corporation's unions.

Therefore, the Committee recommends that:

RECOMMENDATION 4

The *Canadian Postal Service Charter* be reviewed by the Minister of Public Service and Procurement to ensure that it is relevant for the 21st century and onwards.

RECOMMENDATION 5

The review of the *Canadian Postal Service Charter* by the Minister of Public Services and Procurement include a Gender-based analysis Plus.

1.3 Ombudsman at Canada Post and Postal Regulators

1.3.1 Background

1.3.1.1 Ombudsman at Canada Post

The role of the Ombudsman at Canada Post is to independently investigate complaints from Canada Post users that have not been resolved to their satisfaction.⁴²² The Office of the Ombudsman is independent and reports directly to the Chairperson of the Board of Directors.⁴²³ Table 1 shows the number of appeals received and investigations carried out by the Ombudsman at Canada Post in the last five years.

422 Canada Post, [Ombudsman](#).

423 Canada Post, [Annual Report 2015](#), p. 35.

Table 1 – Number of Appeals Received and Investigations Carried Out by the Ombudsman at Canada Post, 2011–2015

	2011	2012	2013	2014	2015
Total number of appeals submitted	9,163	6,482	4,756	4,885	6,092
Number of complaints that were investigated	2,835	2,720	2,436	2,708	2,847
Percentage of complaints that required corrective action	66%	Nearly 66%	60%	58%	48%

Sources: Table prepared using data from the Ombudsman at Canada Post, [Appeals to the Ombudsman in 2011](#), [2012 Annual Report](#), [Appeals to the Ombudsman in 2013](#), [Appeals to the Ombudsman in 2014](#) and [Highlight of the Appeals to the Ombudsman in 2015](#).

1.3.1.2 Postal Regulators

Several countries' postal markets are overseen by an independent regulatory body. For instance, in 1970 the United States established the [Postal Regulatory Commission](#), whose role is to review rate changes for different classes of mail by holding hearings on the rates proposed by the United States' Postal Service (USPS). Australia created the [Australian Competition and Consumer Commission](#) in 1995, and its role in the regulation of postal services is to "assess notifications of proposed price increases for Australia Post's reserved services, inquire into disputes about the terms and conditions on which Australia Post provides bulk mail services, and administer the record keeping rule for Australia Post."⁴²⁴

In the European Union, each of the 28 members has an independent national regulatory authority for its postal sector, and since 2010, the [European Regulators Group for Postal Services \(ERGP\)](#), composed of the 28 independent national regulatory authorities, "serves as a body for reflection, discussion and the provision of advice to the European Commission on postal services."⁴²⁵

According to Philippe De Donder, Research Director at the National Centre for Scientific Research at the Toulouse School of Economics, the introduction of an independent postal regulator in Canada would be beneficial since it would "help ensure that reforms remain compatible with Canada Post's financial viability as well as maintaining a level playing field and separating the influence of politics from decision-making."⁴²⁶

424 Australian Competition and Consumer Commission, [ACCC role in postal services](#).

425 European Commission, [The European Regulators Group for Postal Services](#).

426 Philippe De Donder, [Give Canada Post a Break: Allowing More Pricing Flexibility and Competition Could Help the Corporation Succeed](#), February 2016, p. 3.

1.3.2 Consultations

According to the Task Force, in order to ensure that the interests of the various stakeholders are taken into account, an independent regulator could be established to oversee postal services in Canada, or an existing regulator could take on the role of postal oversight. The regulatory body could determine the exact costs associated with distributing mail and could therefore set reasonable postage rates for various stakeholders and propose amendments to the legislation, as needed.

Business sector representatives criticized the fact that there is no way to appeal the sanctions imposed by the Ombudsman at Canada Post and that Canada Post establishes its own standards but is not required to respect them. According to some representatives, an independent regulatory body to establish service standards, activities and postage rates is needed because the mandate of the Ombudsman at Canada Post does not cover these areas.

However, [David Camfield](#), Professor of Labour Studies and Sociology at the University of Manitoba, is not in favour of creating a regulatory body because he believes a postal regulator would encourage the federal government to withdraw from managing and overseeing Canada Post, and would be undemocratic.

1.3.3 The Committee's Observations and Recommendations

Currently Canada Post has an Ombudsman, to whom SME's that feel unfairly treated can go for resolution. However, there is not a single body whose current function is to resolve issues in the area of standards of operation for mail, parcels, labour standards, complaints. In the current environment there appears to be a disconnect between labour and management and the understanding that both share the market and share the burden of service for all Canadians whether urban, rural, seniors, disabled, etc.

Greater oversight or formal engagement processes for standards of operation for mail, parcels, labour standards, complaints, and price setting is needed. This could be done by empowering Parliament with greater authority for oversight of Canada Post, or some other mechanism.

Therefore, the Committee recommends that:

RECOMMENDATION 6

The Minister of Public Services and Procurement investigate options for greater oversight of Canada Post, to ensure transparency, accountability and good governance through the establishment of a regulator.

1.4 Building Synergies with Subsidiaries

1.4.1 Background

The Canada Post Group of Companies includes Canada Post, which is its largest segment, and the following subsidiaries:

- [Purolator](#), 91% owned by Canada Post,⁴²⁷ provides integrated freight, parcel and courier solutions across the country;
- [SCI Group](#), 99% owned by Canada Post,⁴²⁸ offers “a suite of innovative logistics and transportation management solutions to help companies develop a supply chain that optimizes efficiency and minimizes operating costs”,⁴²⁹ and,
- [Innovapost](#) delivers information technology (IT) services on a cost-recovery basis to the Canada Post Group of Companies.⁴³⁰

Purolator is focused primarily on the business-to-business segment, which nicely complements Canada Post’s expertise in connecting businesses to consumers.⁴³¹ In 2014, this Canada Post subsidiary generated roughly \$1.7 billion in revenue.⁴³²

Canada Post and Purolator have been working together since 2010 to create synergies and reduce operating costs, especially as regards IT systems.

1.4.2 Consultations

According to the Task Force, Canada Post could pursue further synergies with Purolator and could generate annual savings of \$16 million. However, the current corporate structure and certain collective agreements would have to be revised.

Purolator’s Chairman of the Board, [Stewart Bacon](#), explained to the Committee that the organization has been consistently profitable for the past 10 years and contributes financially to Canada Post, delivering roughly \$11 million in dividends every year. However, he believes that these dividend payments and increased synergies between Purolator and Canada Post are not enough to make Canada Post financially self-sufficient.

[Stéphane Ricoul](#), President of eCOM MTL Inc., believes that the synergies between Canada Post and its subsidiary Purolator are already excellent, while [John Barrett](#), Director of Sales, Marketing and Development at Vesey’s Seeds Ltd., believes that

427 Canada Post, [Annual Report 2015](#), p. 47.

428 Ibid.

429 Innovapost, [About – Group of Companies](#).

430 Canada Post, [Annual Report 2015](#), p. 25.

431 Canada Post, [Summary of the 2015 to 2019 Corporate Plan](#), p. 6.

432 Purolator, [Financial highlights](#).

Canada Post should collaborate more with its subsidiary Purolator, following the example set by the American postal service, USPS, which partners with FedEx, a private company, to deliver parcels.

1.4.3 The Committee's Observations and Recommendations

The Committee observed that the various subsidiaries of Canada Post are not properly synergized. The Task Force report observed the same concerns.

Therefore, the Committee recommends that:

RECOMMENDATION 7

Canada Post examine better synergy with Purolator, SCI Group and Innovapost for augmenting revenue and efficiencies.

1.5 Management and Labour Relations

1.5.1 Background

Canada Post's corporate governance structure includes the Board of Directors, the management team, the Minister responsible for Canada Post Corporation, the Minister of Public Services and Procurement.⁴³³ While the Corporation operates at arm's length of the federal government, ministerial approval is necessary for activities such as the capital budget, borrowing activities and regulated rate changes.⁴³⁴

Canada Post's management team is accountable to the Board of Directors for the Corporation's business performance and its strategic objectives, and it provides recommendations to the Board.⁴³⁵ The Board of Directors has eleven members appointed for a term of up to four years by the minister, with the exception of the Chairperson and the President and CEO, who are appointed by the Governor in Council for a term they deem appropriate.⁴³⁶

The Canada Post Group of Companies is one of the largest employers in Canada, employing close to 64,000 people.⁴³⁷ In 2015, about 51,000 employees of the Canada Post segment were covered by collective agreements, and 79% of them were represented by the bargaining agents the Canadian Union of Postal Workers – Urban Postal Operation and the Canadian Union of Postal Workers – Rural and Suburban Mail Carriers.

Table 2 shows the number of full-time and part-time employees represented by the top five unions at Canada Post, as of 31 December 2015, as well as the expiry date of their collective agreement.

433 Canada Post, [Corporate](#).

434 Canada Post, [Summary of the 2015 to 2019 Corporate Plan](#), p. 8.

435 Canada Post, [Annual Report 2015](#), p. 33-34.

436 Canada Post, [Corporate](#).

437 Canada Post, [Annual Report 2015](#), p. 42.

Table 2 – Number of Unionized Employees at Canada Post, by Bargaining Agent, as of 31 December 2015

Bargaining Agent	Type of Employees Represented	Number of represented employees	Expiry Date of the Collective Agreement
Canadian Union of Postal Workers – Urban Postal Operation (CUPW – UPO)	Plant and retail employees, as well as letter carriers and mail service couriers	32,934	31 January 2016 ^a
Canadian Union of Postal Workers – Rural and Suburban Mail Carriers (CUPW – RMSCs)	Mail delivery couriers in rural and suburban areas	7,482	31 December 2015 ^a
Canadian Postmasters and Assistants Association (CPAA)	Rural post office postmasters and assistants	5,381	31 December 2014
Association of Postal Officials of Canada (APOC)	Supervisors and supervisory support groups (trainers, route measurement officers and sales employees)	3,555	31 March 2018
Public Service Alliance of Canada/Union of Postal Communications Employees (PSAC/UPCE)	Administrative employees (call centres, administration, pay and production, control and reporting) and technical employees (finance and engineering)	1,279	31 August 2016
Total		50,631	

Note a: On 30 August 2016, Canada Post reached two-year agreements in principle with the Canadian Union of Postal Workers (CUPW). For more information, see Canada Post, [Canada Post and the Canadian Union of Postal Workers reach two-year agreements](#), 30 August 2016.

Source: Table prepared using data from Canada Post, [Annual Report 2015](#), p. 59.

Since 2004, there has been one major labour disruption at Canada Post. In June 2011, after eight months of collective bargaining negotiations, the Canadian Union of Postal Workers initiated a series of rotating strikes. This was followed by a nationwide lockout. Employees were eventually legislated back to work by the federal government through the adoption of [Bill C-6, An Act to provide for the resumption and continuation of postal services](#), on 26 June 2011.

In 2016, after many months of negotiations between Canada Post and the Canadian Union of Postal Workers, another labour disruption was looming, but was avoided. The main sticking points in the negotiations had been the issue of pension plans for future employees and pay equity for rural letter carriers, most of whom are female. A special mediator was appointed by the Labour Minister, and an agreement was reached after extended bargaining sessions.

However, relations between Canada Post management and the Canadian Union of Postal Workers remain tense. The Canadian Union of Postal Workers and Canada Post's management have different visions about the future of the Crown corporation. For example, Canada Post was planning to scale back home delivery services to reduce its cost of operation, while the Canadian Union of Postal Workers was advocating for expanded services to raise Canada Post's revenues.

1.5.2 Consultations

Various union representatives and employees indicated that the lack of consultation and communication between Canada Post managers and employees did not promote good labour relations. Some said that Canada Post did not consult its employees when it implemented its [Five-point Action Plan](#), although [Guy Dubois](#), National President of the Association of Postal Officials of Canada, said that members of the Association were involved in discussions at the development stage of the plan.

Some union representatives and employees criticized Canada Post's management structure, saying it was very top-heavy, and they suggested that the structure be changed. They thought making changes would generate considerable cost savings.

In addition, some witnesses said that Canada Post managers lack the vision to expand services and find innovative solutions to increase the Corporation's revenues. For example, [Magali Giroux](#), Coordinator for the Save Canada Post campaign in Quebec for the Canadian Union of Postal Workers, said that Canada Post managers' sole vision was "to cut services and the labour force instead of advocating a more positive and proactive solution when it comes to creating new services."

Representatives of the business community confirmed that the labour disputes at Canada Post have had negative effects on some Canadian businesses and have forced them to find alternative solutions and use competitors' services. They suggested that Canada Post sign agreements with its workers before their collective agreements expire.

[Sean Casey](#), Member of Parliament for Charlottetown, asserted that "a defiant, arrogant action on the part of Canada Post" was done when the Corporation chose to continue the conversion of community mailboxes, after the 2015 federal election, despite the elected government's promise to save home mail delivery.

1.5.3 The Committee's Observations and Recommendations

Canada Post and its tens of thousands of employees work hard to provide valuable services to Canadians from coast-to-coast-to-coast. As a Crown corporation, the federal government expects Canada Post management and employees to work collaboratively for the success of the Corporation.

The threat of strike and labour disruption was identified by many Canadians outside the labour process as a threat to Canada Post's market share and revenue, and also to their own ability to carry on business. As such, mandating that Canada Post's services be classified as essential services would protect Canada Post revenue and also satisfy an

essential business need of SMEs. Much like Air Canada, the higher salaries paid to Canada Post employees already compensates them for properly designating their service as essential. Unions and management should be working in partnership to ensure the success of the Corporation and to provide the services Canadians deserve.

It is the normal practice of government departments, agencies and Crown corporations to enter care taker mode when the writ is dropped so that they do not bind any new government policy which is inconsistent with the promises it had made during the election. This care taker rule applied to Canada Post and should have been followed by its management, who should have halted any projects which were implicated in the political debate of the election. The rollout of the community mailbox conversion program was a hotly contested election issue, and it was incumbent on Canada Post to treat it as such. The program should have been put on hold on the first business day following the drop of the writ – i.e. 3 August 2015.

Therefore, the Committee recommends that:

RECOMMENDATION 8

To ensure better relations between the Corporation and its employees, Canada Post use arbitration and mediation processes effectively to enhance renewed co-operation and trust between Labour and management and provide a venue for discussion of creative ideas from employees.

RECOMMENDATION 9

Canada Post appoint a labour representative to the Canada Post Board and that they meet regularly.

RECOMMENDATION 10

The Minister of Public Services and Procurement establish a tripartite advisory council composed of the federal government, the various unions representing Canada Post employees and Canada Post Corporation for the expansion and implementation of new service offerings at the Corporation. The council's goal would be to develop a more proactive, collaborative relationship between employees and management, anchored by specific governance reforms that formalize this partnership.

1.6 Stakeholder Engagement

1.6.1 Background

Stakeholders can be affected by or can affect an organisation's activities. The level of stakeholder engagement shows how responsive a company is to the needs and concerns of its stakeholders. As such, stakeholder engagement is "the process used by an organisation to engage relevant stakeholders for a purpose to achieve accepted

outcomes.”⁴³⁸ As a national institution and as reflected in the testimony received by the Committee, all Canadians have a legitimate stake in the future of Canada Post.

Among other things, effective stakeholder engagement must focus on issues that are important to the organization, create opportunities for dialogue and be transparent, flexible and responsive. The value of the stakeholder engagement process can be greatly enhanced by implementing a formal stakeholder engagement policy.

Canada Post has many stakeholders, including the general public, municipalities, elected officials, businesses, Canada Post employees and Aboriginal people. The Task Force recognized that, with complex challenges in the future, the partnership between Canada Post and its stakeholders will be essential to finding ideal solutions. In its [*Summary of the 2015 to 2019 Corporate Plan*](#) (p. 3), Canada Post recognizes that stakeholder engagement is essential.

For instance, this was the case when Canada Post went ahead with converting one third of addresses receiving door-to-door delivery to community mailboxes under its Five-point Action Plan. Canada Post did engage with stakeholders by working with municipalities and gathering feedback and preferences from transitioning households through online surveys and face-to-face meetings with its customers, as outlined in its [*Summary of the 2015 to 2019 Corporate Plan*](#) (p. 3), but many Canada Post stakeholders criticized the level of transparency, lack of communication and lack of consultation regarding that particular initiative. In short, Canadians voiced their concerns, that the consultations undertaken by Canada Post were not meaningful.

1.6.2 Consultations

A number of witnesses criticized the fact that Canada Post did not inform them or consult them about recent changes to its services, especially as regards the community mailbox conversion under the Five-point Action Plan. A few members of Parliament pointed out in briefs to the Committee that Canada Post should give municipalities the opportunity to participate in decisions that have an effect on land use and should communicate more with Canadians.

Moreover, [Françoise Bertrand](#), Chair of the Task Force on Canada Post Corporation, as well as a variety of union representatives and employees, confirmed that Canada Post did not hold meaningful consultations with Canadians about the decision to convert to community mailboxes. Similarly, some municipal officials criticized the lack of consultation and said they felt they had simply been informed of decisions that had already been made, which led to the community mailboxes being placed in problematic locations. However, other municipal officials said they were satisfied with their interactions with Canada Post and the way it had worked with them over the course of the conversion process.

438 AccountAbility, [*AA1000 Stakeholder Engagement Standard 2011*](#), p. 6.

Representatives from civil society organizations mentioned that Canada Post did not communicate enough with Canadians about changes to postal service and suggested that the Corporation collaborate with them on future communications.

In addition, some business people said that Canada Post should be more transparent and should communicate more with stakeholders when it is making changes to its service or its rates. However, [Steven Rosendorff](#), Vice-President of Business Development at CapieKonsult, said that the Corporation is good at alerting businesses about labour disputes and the potential effects they will have on its services.

Lastly, Aboriginal representative [Jim Bear](#), Chief for the Brokenhead Ojibway Nation, said that Canada Post does not work with the communities it serves and that the entire relationship needs to be improved.

1.6.3 The Committee's Observations and Recommendations

In its dealings with key stakeholders, Canada Post should comply with the *Charter* by providing meaningful consultations prior to making firm decisions affecting the jurisdiction of such stakeholders. Stakeholders need a process by which they can raise issues of *Charter* breach, such as through the recourse of an ombudsman.

Therefore, the Committee recommends that:

RECOMMENDATION 11

Canada Post develop a defined and rigorous collaborative process with municipalities, respecting their fundamental jurisdiction over land use and planning, in order to reach agreements with them, and avoid litigation, regarding conditions for the installation of equipment as it is already the case in the telecommunications sector.

RECOMMENDATION 12

The federal government create a formal, transparent and accountable, consultation process to ensure stakeholder engagement is significant and undertaken regularly in accordance with the *Canadian Postal Service Charter*.

1.7 Defined Benefit Pension Plan

1.7.1 Background

The federal government regulates pension plans for Crown corporations and for private-sector corporations in areas of employment subject to federal jurisdiction (telecommunications, banking and interprovincial transport) under the [Pension Benefits Standards Act, 1985](#). This legislation requires that defined benefit plans be funded both on a solvency basis (on the premise that, if the plan were terminated, it would be able to pay out the pension benefits immediately) and on a “going concern” basis (on the premise that

the plan will continue its activities indefinitely). When a pension plan has a solvency funding deficit, the Act provides that the deficit can be funded over a five-year period.

In the last decade, reforms were implemented by the federal government to ease the burden of solvency funding requirements for pension plans under federal jurisdiction. As part of these reforms, Canada Post was exempted from paying its solvency funding deficit for its defined benefit plan from 2014 to 2018.⁴³⁹

As of 31 December 2015, Canada Post's pension plan, which is the largest defined benefit plan under federal jurisdiction with nearly \$22 billion in plan assets, had a solvency funding deficit of \$5.9 billion, compared with a surplus of roughly \$1.2 billion if it was calculated on a going concern basis.⁴⁴⁰ That means that the pension plan would be in deficit if the plan immediately terminated its activities, but it would be profitable if it continued in the long term.

Given its solvency funding deficit, Canada Post will have to make special payments in the coming years. However, according to Ernst & Young, Canada Post does not generate enough profits to meet its financial obligations.

1.7.2 Consultations

[Ms. Bertrand](#) explained that Canada Post's defined benefit plan currently has a solvency deficit that is estimated to be \$8.1 billion. Since the federal government approved temporary relief measures, Canada Post was able to defer payments of \$1.4 billion in 2015. She also confirmed that Canada Post would not have enough cash to fund its operations when it resumes making solvency payments unless interest rates improve significantly.

[Krystyna Hoeg](#), Member of the Task Force on Canada Post Corporation, added that Canada Post must look to attrition as a way to solve its pension solvency deficit. She reported that, since Canada Post has competitors in the private sector, parcel delivery businesses want to ensure that the rules are fair and, as a result, they do not agree with Canada Post being exempt from solvency requirements. In addition, these competitors said that Canada Post should be subject to the same measures as other Crown corporations.

Some union representatives and Canada Post employees, as well as [Simon Tremblay-Pépin](#), Professor and Researcher at the Institut de recherche et d'informations socio-économiques, believe that Canada Post's defined benefit pension plan should be permanently exempt from the obligation to make solvency payments under the *Pension Benefits Standards Act, 1985*, as the plan is fully funded on the going concern basis and Canada Post will not be terminating its activities in the short term.

439 Lynn Hemmings, Senior Chief, Payments and Pensions, Financial Sector Policy Branch, Department of Finance, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

440 Ibid.

According to [representatives from Mercer \(Canada\) Limited](#), the actuarial firm responsible for the valuations of Canada Post's defined benefit pension plan, the primary factor affecting the solvency of Canada Post's defined benefit pension plan has been the low interest rates in recent years. In addition, they said that removing the solvency requirements would not help the pension plan beyond the short term because significant risks would still be present in the long term. Therefore, they proposed that other changes be made to the pension plan to address the long-term risks, including the gradual reduction of volatile assets, offering other types of pension plans, such as defined contribution plans or target benefit plans, and establishing a joint governance structure where responsibility is shared between plan members and the employer.

With regard to joint governance and shared responsibility for the pension plan, [Mary Cover](#), Director of Pension Strategy and Enterprise Risk for the Ontario Teachers' Pension Plan Board, explained that the Ontario Teachers' Pension Plan Board has been exempt from solvency funding since 2010. This exemption was granted due to its joint pension structure, where the employer and plan members are co-responsible for governing and funding the plan.

[Alex Mazer](#), Founding Partner of Common Wealth, a company that focuses on expanding access to pensions, also suggested that Canada Post's defined benefit plan be reviewed to include the principles of joint sponsorship and governance between plan members and the employer, which improves oversight and spreads risks. In his opinion, the federal government should also consider exempting jointly sponsored plans from solvency funding requirements, as the Government of Ontario has done. In addition, Mr. Mazer said that "[a] reformed Canada Post pension could be delivered by an independent fiduciary organization whose sole mandate is to deliver cost-effective retirement security for members."

Lastly, [Mr. Mazer](#) suggested making indexation for Canada Post's defined benefit plan contingent on investment performance.

1.7.3 The Committee's Observations and Recommendations

Canada Post employs thousands of Canadians in good, middle-class jobs. Helping its employees prepare for a secure and predictable retirement is an important part of the compensation package Canada Post offers. All the financial experts have advised the Minister of Public Services and Procurement that the solvency aspect of the defined benefit pension plan is untenable.

Therefore, the Committee recommends that:

RECOMMENDATION 13

Canada Post and the federal government take steps to modernize Canada Post's defined benefit pension plan so that it can operate on a going-concern basis and no longer be subject to solvency funding requirements, including examining the feasibility of the following options:

- **Adopting a shared-risk model between the employer and plan members;**
- **Pursuing joint management between the employer and plan members; and,**
- **Incorporating the Canada Post defined benefit pension plan into the Public Service Pension Plan.**

2. THE VALUE OF CANADA POST TO CANADIANS

2.1 Core Principles

In light of the testimony heard, the Committee identified several principles that Canada Post should consider:

- **Good communication:** maintaining transparent and constant communication between Canada Post and its employees, customers and stakeholders is essential because they can help the Corporation make the best choices about planned changes to its services. In addition, a lack of communication often leads to misinformation and problems that could have been prevented. According to its [2015 to 2019 Corporate Plan](#) (p. 3), Canada Post “has pursued a robust consultation and communication process” as part of its Five-point Action Plan.
- **Reliable service:** reliable service is definitely one of the most important principles for postal service users. Having a standard/consistent, accurate and reliable service encourages loyalty among users. In its [Annual Report 2015](#) (p. 61), Canada Post indicated it had invested in its facilities and in mail processing equipment, which has increased the accuracy and reliability of mail processing.
- **Mail security:** Canadians are concerned about protecting their personal information, and some believe that community mailboxes increase the risk of mail fraud, especially among seniors and people with disabilities. In its [Annual Report 2015](#) (p. 66), Canada Post said that it has “invested heavily in physical and electronic security, the protection of employee and customer data and the avoidance of fraudulent use of its products

and services.” In addition, the Corporation regularly conducts threat and risk assessments regarding security and privacy interests.

- **Infrastructure safety:** Canadians believe that Canada Post locations must be safe and secure, especially for seniors and people with disabilities or reduced mobility. Canada Post union representatives and employees agreed.
- **Unique infrastructure:** Canada Post has a well-established communication infrastructure and has a presence in most Canadian communities, with roughly 6,300 post offices across Canada.⁴⁴¹

Every day, millions of Canadians use various Canada Post services to send and receive mail and parcels. However, Canadians do not all have the same needs: their requirements vary greatly based on several factors, in particular their location, age, health, mobility, job and ties to the Corporation. In the Committee’s opinion, this means that it is very important for Canada Post to understand the various needs of its users and to adapt its services to meet those needs. For example, with the emergence of digital technologies, communication methods have diversified. Young people and technologically savvy people have a tendency to prefer digital means of communication, while on the other end of the spectrum, seniors and residents in rural or remote areas where Internet access is more limited rely more on the postal system.

In addition, some Canadians see Canada Post as an essential service, while others believe it is a symbol of national unity that is part of our national heritage, bringing together the many regions within Canada.

2.1.1 The Committee’s Observations and Recommendations

Canada Post provides quality services at a reasonable price to Canadians, no matter where they live. Through this review, the Committee has heard directly from Canadians on the future of their Canada Post. Through its public consultations, the message the Committee heard is clear: Canada Post is a critical communications infrastructure, and a pillar of communities.

Canada Post provides valuable services to Canadian citizens and businesses across the country. As the postal needs of Canadians change, Canada Post should be equipped to deliver dynamic and responsive services. Canadians expect Canada Post to operate by the core principles of ensuring reliable and secure delivery of mail and parcels from coast-to-coast-to-coast, ensuring nation-wide and the last mile delivery of mail, which are important to Canadians.

Therefore, the Committee recommends that:

441 Canada Post, [Summary of the 2015 to 2019 Corporate Plan](#), p. 22.

RECOMMENDATION 14

Canada Post maintain its focus on excellence in service in its core competencies in meeting the *Canadian Postal Service Charter* standards and explore additional venues of revenue within those competencies, e.g. e-commerce.

2.2 Rural Communities Versus Urban Communities

As previously discussed, a number of witnesses believe that Canada's postal service is and must remain an essential universal service, both in rural and urban areas.

Witnesses from rural and remote areas told the Committee that Canada Post services play a crucial role in their daily lives. Some witnesses said that the delivery service was important because it gave them a way to maintain personal and business ties with cities. In addition, some witnesses pointed out that remote regions rely heavily on Canada Post for mail and parcel delivery, because no courier services have a presence in these areas. For example, [Mark Heyck](#), Mayor of the City of Yellowknife, said that "Canada Post has long been an integral part of the communications and delivery service network throughout northern Canada."

According to some witnesses, Canada Post also contributes to the local economy through the wages and benefits it pays its employees.

The Committee also heard that Canadians in rural and remote areas place a high value on their post offices, seeing them as serving a community function and acting as a social gathering place. These same Canadians said they were satisfied overall with Canada Post's services and have a strong desire to keep their local post offices.

On the other end of the spectrum, many Canadians in urban areas do not feel the need to have access to a post office. They are satisfied overall with the services they receive from various franchise postal outlets, which are more common in cities.

2.2.1 The Committee's Observations and Recommendations

The committee clearly heard about the rural/urban divide with regards to service delivery. Many of the rural and remote areas do not have access to essential services including banking. The local post office is their only economic and social hub for many of these underserved areas. In order for the middle-class to grow and to ensure a social and economic cohesion across Canada, Canada Post should take into account both qualitative and quantitative data when implementing strategies, e.g. rural postal box, rural hubs, closing of post offices etc. Canadians expect a reliable secure, cost-efficient mail and parcel delivery services, whether in urban, rural or remote areas, and in a manner appropriate to the needs of the population. On the urban side, one of the main challenges is the urban planning required for the mailbox implementation. Canada Post should understand that a one-size fits all is not the approach they should use.

Therefore, the Committee recommends that:

RECOMMENDATION 15

Canada Post continue investing in the growth of its parcel/e-commerce services, which provide needed infrastructure for Canadian businesses.

RECOMMENDATION 16

Canada Post look to other industry leaders that have successfully adopted innovative service models, to develop a more innovative growth agenda to expand its services, without marginalizing rural and remote areas.

2.3 Seniors and People with Disabilities or Reduced Mobility

In general, seniors and people with disabilities or reduced mobility use Canada Post's various services, and they view the Corporation as an important means of communication. They greatly appreciate home mail delivery and depend on this service to meet their needs.

The Committee heard that Canadians in this group are not in favour of community mailboxes. They fear for their safety and their security, and some of them think this service is ill-suited to their situation. In addition, many representatives of seniors and people with disabilities said that home mail delivery is reassuring to them because a mail carrier comes to their house every day, can notice unusual behaviour and can alert the appropriate authorities about anything unusual.

A number of representatives of seniors and people with disabilities reported that they did not know Canada Post had an accommodation program and therefore suggested that it be better publicized. However, [Susan Margles](#), Vice-President, Government Relations and Policy Framework, at Canada Post Corporation, explained that "[e]very person who was being converted received a number of communications that had a toll-free number that they could call" and that a team was answering these calls and dealing with each case based on individual needs.

Yet, few of the representatives of seniors and people with disabilities said that the program adequately meets the needs of its target audience, and many believe it should be simplified. For example, some witnesses criticized the requirement that a health professional provide a medical certificate for mail to be forwarded to a post office or delivered at home. In particular, they noted that many Canadians do not have access to a health professional, that these forms can be complicated and that fees may be charged for such documentation even though the program's beneficiaries often have limited incomes. According to [Richard Lavigne](#), Executive Director of the Confédération des organismes de personnes handicapées du Québec, Canada Post's decisions to grant or deny people's requests to have their mail delivered to a post office or to their home once a week cannot be appealed. He also questioned whether Canada Post has the necessary social services and medical expertise to determine what accommodations people with disabilities or reduced mobility need.

In addition, [Olivier Collomb d'Eyramès](#), Executive Director of the Regroupement des organismes de personnes handicapées de la région 03, said that existing verification methods should be automatically applied to this program so that Canada Post does not have to ask people for documentation from a health professional if their disabilities are already recognized as part of programs such as the federal Disability Tax Credit.

Finally, many argued that weekly home mail delivery is insufficient, especially for those who receive cheques by mail.

2.3.1 The Committee's Observations and Recommendations

The ad hoc processes by which Canada Post provides accommodation to persons with disabilities who have difficulty accessing their community mailboxes or post offices should be formalized within the *Charter*, with a process for complaints to be resolved and applications to be managed in a way which preserves the dignity and privacy of applicants. Currently community mailboxes are not conveniently located for people with accessibility issues. There are safety concerns as well as the question of their dignity. Canada Post is obliged to provide accessible service to all Canadians and ensure that seniors and people with disabilities and reduced mobility have easy access to their mail.

Moreover, the Committee recommends that:

RECOMMENDATION 17

Canada Post consult with stakeholders on placement and accessibility of the community mailboxes as well as door-to-door delivery to meet the needs of seniors and people with disabilities and reduced mobility.

RECOMMENDATION 18

Canada Post communicate options available to seniors and people with disabilities and reduced mobility.

2.4 Businesses

Business people and business community representatives who appeared before the Committee expressed their high level of satisfaction with Canada Post services. They said that the quality of services offered is excellent and that Canada Post was an essential service for the Canadian business community. [Andréa Alacchi](#), President of L'Encrier, said that "Canada Post is the only carrier that covers every household in Canada. It's the only carrier that will take our parcels throughout the country. Canada Post is therefore a vital infrastructure that drives the e-commerce industry." Some business people even said that Canada Post played an essential role in the success of certain Canadian businesses.

Business people and business community representatives said it is essential to their operations to have mail delivered five days a week so that they can meet their delivery standards and receive important mail without delay. Some of them proposed that Canada Post could deliver parcels in the morning, in the evening and on weekends so that Canadians could receive their parcels as soon as possible.

Canada Post was identified as a key part of the business plans of certain SMEs. For example, [Nelson Leong](#), Chief Operating Officer, Manitobah Mukluks, said that the e-commerce business of his company has grown significantly over the last four years. He added: “We have been very successful because we have been able to reach out and have our products delivered in the most rural areas where no one else would deliver – not Purolator, not FedEx, and not UPS. Canada Post has provided us with commendable delivery execution to our customers.”

2.4.1 The Committee’s Observations and Recommendations

Canadian business, especially SMEs, rely on the communications infrastructure that Canada Post provides. The Committee’s overall impression of the management practices of the Corporation over the last seven years is one of a retraction of the service offering and a reduction in overall service levels, the impact of which is not reported or measured in the annual reports. In order to assess Canada Post’s performance going forward, the Corporation should report on revenue sources and market shares based on delivery to persons served by the different modes of delivery (door-to-door, community mailboxes, common area of multiple dwelling units, rural delivery to mailbox on lane way, and to post office delivery). By abandoning the highest level of service to a third of Canadians, there is a concern that Canada Post has lost a disproportionate amount of market share from the community mailboxes households as compared to other forms of delivery. If this is the case, the future of Canada Post may actually reside in a restoration of door-to-door delivery so as to best preserve market share in the parcels market.

Therefore, the Committee recommends that:

RECOMMENDATION 19

Canada Post focus on expanding services to the small- and medium-sized enterprises and provide excellence in service so that businesses have confidence in Canada Post’s service delivery model.

RECOMMENDATION 20

Canada Post review the impact on efficiency of delivery before implementing strategies, e.g. local processing versus centralized processing.

2.5 Canada Post Employees

Canada Post employees said that they want the Corporation to succeed. They also said that they are proud of the important role they play in their communities and feel that they make a difference in the lives of their customers, because customers tell them that they appreciate their interactions. The employees are also proud to represent Canada Post, as they consider it to be an essential service that all Canadians should have access to and that should not be privatized.

In addition, Canada Post employees believe that the financial viability of the Corporation can be ensured by diversifying its activities. To that end, they proposed a

variety of new services that Canada Post could offer, which will be addressed in the upcoming sections.

2.5.1 The Committee's Observations and Recommendations

Canada Post and its tens of thousands of employees work hard to provide valuable services to Canadians from coast-to-coast-to-coast. As a Crown corporation, the federal government expects Canada Post's management and employees to work in tandem towards a common goal. That goal should be excellence in service, and sustainability for the benefit of the Corporation and employees. Labour unions should adopt a more open attitude to changes from management. Labour needs to be part of the solution to the challenges facing Canada Post – it is a shared obligation. While Labour can be considered the most important asset of Canada Post, the position of Labour must be cooperative for future success. Labour cannot have "opposition to management" as its objective. In order to protect the ability of the Corporation to deliver the service, the pension entitlements of past, present and future employees, and to meet the future needs of Canadians, organized Labour needs to be open to technological and logistics changes.

Therefore, the Committee recommends that:

RECOMMENDATION 21

Canada Post provide training on different aspects of business to its employees as the Corporation moves into newer areas.

RECOMMENDATION 22

Canada Post align the interests of employees with those of the Corporation by including labour representatives at the design stage of any change management project and not simply at the implementation stage.

3. THE CURRENT SERVICE MODEL

3.1 Method of Delivery

3.1.1 Background

Canada Post operates five types of letter mail service to Canadians which were analyzed by the Task Force as shown in Table 3, which also presents the number of addresses served, by mail delivery method and the average annual cost per address.

Table 3 – Number of Addresses Served by Canada Post by Delivery Method and Average Annual Cost per Address, as of 31 December 2015

Delivery Method	Number of Addresses	Percentage of Total Addresses	Average Cost per Address (\$)
Door-to-door	4,255,742	27	286
Centralized point (e.g., apartment lobby lockbox)	4,033,516	26	121
Group mailbox, community mailbox, kiosk	5,060,871	32	127
Delivery facility (postal box, general delivery)	1,754,973	11	72
Rural mailbox	708,909	4	196
All methods	15,814,011	100	170

Source: Table prepared using data obtained from Canada Post, *Annual Report 2015*, p. 39.

As part of its [Five-point Action Plan](#), released in 2013, Canada Post indicated it would transition from home mail delivery to community mailboxes for 5 million additional addresses (approximately 32% of all addresses served) by 2019.⁴⁴² The Task Force indicated that this project would involve significant investments up front, but would lead to annual cost savings of \$400 million to \$450 million at most. A number of factors would reduce the potential savings including accommodation measures and fewer synergies in urban environments.

According to the figures published by Canada Post, home mail delivery costs an average of \$286 a year, compared with \$127 for centralized delivery to mailboxes.⁴⁴³ Most witnesses considered door-to-door mail delivery, delivery to a centralized point, and delivery to a rural mailbox to the end of a laneway, to be equivalent to door-to-door delivery, and so the average delivery costs noted above are skewed.

To date, only 830,000 addresses have been converted, which will result in annual savings of \$80 million. The project was suspended in October 2015 so that the government could determine “the best path forward given the ongoing challenges faced by the Canadian postal system.”⁴⁴⁴

442 Centralized mail delivery has been around for approximately 30 years in Canada, mostly in new residential developments that must adopt centralized mail delivery, pursuant to Canada Post’s [Delivery Planning Standards Manual for Builders and Developers](#). As of 31 December 2015, Canada Post was using 193,722 group and community mailbox sites, according to its [Annual Report 2015](#) (p. 60).

443 Canada Post, [Annual Report 2015](#), p. 39.

444 Canada Post, [Statement from Canada Post regarding community mailbox program](#).

3.1.1.1 Accommodation Program

To make it easier for seniors and people with disabilities or reduced mobility to access their mailboxes, Canada Post implemented an accommodation program, which provides a variety of solutions. Accommodations include installing a sliding tray to make it easier to get mail from their mailbox; providing customers with a compartment at the height or in the section of the mailbox they deem appropriate; providing a key-turning aid to assist in inserting, turning and pulling out the key; providing braille tags for keys to the parcel compartments; redirecting mail to a post office or a trusted person they designate; and collecting mail from the compartment and delivering it to their door one day a week. The last two options require a medical certificate from a health care professional (occupational therapist, nurse practitioner, doctor, ophthalmologist, optometrist, physiotherapist, or a psychologist or therapist certified in vocational rehabilitation).⁴⁴⁵

All of these accommodation measures are provided free of charge to those who need them, and they can be offered permanently or temporarily, such as during the winter.⁴⁴⁶

3.1.2 Consultations

According to the Task Force, approximately 800,000 of the targeted addresses are in high-density areas and, given the challenges this represents and the lower cost savings that would result (\$32 million per year), they should be excluded from the community mailbox conversion program.

The Committee heard that while most Canadians would be satisfied to receive their mail through community mailboxes, they would prefer door-to-door delivery in all three forms noted above. [Jim Hopson](#), Member of the Task Force on Canada Post Corporation, said that most people are very satisfied receiving their mail at a community mailbox. [Mr. Chopra](#) said that the satisfaction rate for community mailboxes was between 86% and 91%. Some witnesses, such as [Stéphane Ricoul](#), President of eCOM MTL inc., said that they were in favour of community mailboxes that have compartments large enough for parcels.

However, according to [Ms. Bertrand](#) and some municipal officials, large Canadian cities such as Toronto, Montreal and Vancouver do not want community mailboxes in their downtown areas because of high population density and a lack of space.

3.1.2.1 Home Mail Delivery

Many witnesses said they thought home mail delivery was an essential service, and therefore, they wanted to see it maintained or re-established as a delivery method. Other witnesses said that home delivery should be maintained for seniors and people with disabilities because stopping home mail delivery makes it more difficult for them to stay in their homes.

445 Canada Post, *Accommodation for Seniors and Persons with Disabilities or Reduced Mobility* [not available online].

446 Canada Post, [Canada Post's Five-point Action Plan: Our progress to date, March 2015, p. 7.](#)

According to the Task Force, 57% of Canadian addresses receive their mail at their door, at a centralized point (e.g., apartment lobby lockboxes) or from rural roadside mailboxes. According to the witnesses questioned, these three delivery methods are considered home mail delivery.

Some representatives of rural municipalities and [Benjamin Dachis](#), Associate Director of Research at the C.D. Howe Institute, stated that Canada Post should continue its community mailbox conversion plan.

Several witnesses, including those representing seniors and people with disabilities, addressed the safety aspect of home mail delivery. Having a mail carrier come to their home every day reassures these individuals because the mail carrier can notice unusual behaviour and alert the appropriate authorities about anything unusual. Some union representatives and employees confirmed that they help their clients when they are in danger.

According to [Marcia Carroll](#), Executive Director for The PEI Council of People with Disabilities, Canada Post is contravening Article 4 of the United Nations [Convention on the Rights of Persons with Disabilities](#) by eliminating home mail delivery for people with disabilities.

3.1.2.2 Community Mailboxes and their Upkeep

According to municipal officials, Canada Post should work in collaboration with municipalities to determine where community mailboxes should go, because some mailboxes have not been installed in the optimal locations. For example, some are located in areas where there is not enough lighting or there are no sidewalks. [Ms. Bertrand](#) believes that planning the location of community mailboxes with input from communities would make the initiative more successful.

Canada Post is responsible for maintaining community mailboxes, including snow and ice removal. A number of municipal officials said that the community mailboxes have not been maintained properly and that residents contact them frequently to complain.

Some witnesses said that litter accumulates near the community mailboxes. They suggested that Canada Post provide recycling bins either at or near the community mailboxes to address this issue.

A number of witnesses also said that the mailboxes are a safety hazard, whether in terms of the distance traveled to collect their mail, winter conditions or accessibility for some segments of the population, such as seniors and people with disabilities. [Marc Demers](#), Mayor of the City of Laval, asked that Canada Post systematically review each of the community mailbox locations with city officials to ensure that they meet safety requirements and do not impede traffic.

[Mr. Chopra](#) explained that the safety and security of mail and mail users was a very important part of the community mailbox rollout program and that Canada Post ensured it chose the safest locations using guidelines for distance from sidewalks and lighting.

He added that these guidelines were developed in consultation with municipalities and that, if there is a concern, Canadians can contact Canada Post by calling a toll-free number.⁴⁴⁷ The Committee heard conflicting testimony in this regard, and it should be noted that while some communities were satisfied, many were not. Among communities abruptly transitioned throughout the community mailbox implementation project including the 2015 federal general election, such as the northeast Avalon, Newfoundland and Labrador, and Charlottetown, Prince Edward Island, there was a concern that changes were rushed through despite legitimate complaints made to Canada Post as to the safety of community mailbox location.

3.1.3 The Committee's Observations and Recommendations

Canada Post provides valuable services to Canadian citizens and businesses across the country. As the postal needs of Canadians change, Canada Post should be equipped to deliver dynamic and responsive services. There appears to be a failure on Canada Post's part in maintaining its service standards.

The financial information provided by the Corporation and the Task Force was weak, especially comparative costs between the five different methods of delivery and the cost of the accommodation program for seniors, people with disabilities and reduced mobility receiving special services in order to facilitate access to community mailboxes. There may be other revenue opportunities in connection with a door-to-door service which do not exist in service areas covered by community mailboxes delivery. In order to assess the differential impact that the community mailboxes conversion program may have on the demand for Canada Post services in the parcels market, other lost opportunity costs, and the true value of any savings of community mailboxes conversion need to be assessed.

Legitimate community concerns regarding safety and security need to be taken seriously by the Corporation and used in relocating community mailboxes.

Therefore, the Committee recommends that:

RECOMMENDATION 23

Canada Post continue the moratorium on community mailboxes conversion, and develop a plan to re-instate door-to-door delivery for communities that were converted after 3 August 2015.

RECOMMENDATION 24

Canada Post consider greening its operation through addition of recycling containers and garbage containers at community mailboxes.

447 Each community mailbox has a sticker with Canada's toll-free number printed on it.

3.2 Parcels

3.2.1 Background

E-commerce is growing around the world, and Canada is no exception. Increasing numbers of consumers are making purchases on the Internet, and experts predict that online retail sales will rise further in the near term. As a result, parcel deliveries are increasing since retailers are shipping their products to their customers.

Canada Post plays an important role in e-commerce, as it delivers nearly two thirds of all parcels originating in online sales, despite being in competition with global companies such as UPS, FedEx and DHL.⁴⁴⁸ In its [2015–2019 Corporate Plan](#) (p. 22), Canada Post indicated that it has made investments in recent years to develop its products, services and operations to take advantage of the growth in e-commerce. For example, as noted above, Canada Post launched its Delivered Tonight service in 2013 and its FlexDelivery service in 2015.

3.2.2 Consultations

The testimony on market demand for different levels of service was mixed. [Mr. Hopson](#) believes that Canadians want parcels to continue to be delivered five days a week in a fast, reliable and cost-effective manner. In addition, some business people and representatives of the business community, as well as union representatives and employees, suggested that the Corporation deliver parcels more frequently by offering this service in the morning, in the evening and on weekends. According to the union representatives and employees, this increase in delivery frequency could be implemented using a temporary, part-time workforce.

[Andrea Stairs](#), Managing Director of eBay Canada Limited, suggested better publicizing Canada Post's FlexDelivery service, which enables customers to have their parcels delivered to the post office of their choice. [Christina Falcone](#), Vice-President, Public Affairs, UPS Canada, stated that "increasingly, consumers are ordering parcels, and increasingly, couriers, including UPS...our final delivery is made to residential areas. This infrastructure could also support acceptance of courier packages, parcel packages, as it is doing today for Canada Post. Canada Post has an opportunity to open up to private couriers to access that infrastructure for final-mile delivery, making it more accessible for consumers to retrieve their parcels regardless of who is carrying the shipment."

[Ms. Bertrand](#) informed the Committee that Canada Post currently uses the same system to deliver both mail and parcels. She believes the Corporation should study the possibility of delivering these items using two separate systems. However, according to [Mike Palecek](#), National President of the Canadian Union of Postal Workers, dividing mail and parcel delivery would raise operating costs substantially because two postal workers would have to visit the same neighbourhood on some days.

448 Deepak Chopra, President and Chief Executive Officer, Canada Post Corporation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

Some businesses spend considerable amounts each year to ship parcels and are required to use a parcel tracking service to ensure their customers receive their products and to find delayed or lost parcels. Yet the only parcel tracking service that Canada Post offers is linked to express delivery. Some business people asked for better parcel tracking services, including an option that allows them to track parcels without having to pay for express delivery.

Lastly, [John Barrett](#), Director of Sales, Marketing and Development at Vesey's Seeds Ltd., said that parcel delivery prices should not increase, as many will switch to Canada Post's competitors if that occurs.

3.2.3 The Committee's Observations and Recommendations

Demand for parcel delivery from Canada Post has been growing. Canada Post should continue investing in the growth of its parcel/e-commerce services, which provide needed infrastructure for Canadian businesses. Some businesses' representatives highlighted the market need for a low cost tracking option on all parcels and mail.

Therefore, the Committee recommends that:

RECOMMENDATION 25

Canada Post continue to focus on growing its share of the parcel market through new and innovative services to meet market and customer expectations.

3.3 Frequency of Delivery

3.3.1 Background

As previously discussed, under the *Charter*, Canada Post must deliver "letters, parcels and publications five days a week (except for statutory holidays) to every Canadian address, except in remote areas where less frequent service may be necessary due to limited access to the community." In addition, Canada Post must deliver letters within a community within two business days, within a province within three business days and between provinces within four business days.

However, the volume of mail being delivered by Canada Post has been declining for several years, and with the development of new information and communications technologies, this trend is expected to continue. Between 2007 and 2015, the average number of letters that Canada Post delivered per address decreased by 38.7%.⁴⁴⁹

In light of the above, one of the options the Task Force proposed was alternate-day mail delivery. Parcels would still be delivered five days a week, however. The Task Force pointed out that this option posed certain challenges: the *Charter* would need to be revised to change the provisions relating to mail delivery five days a week and possibly those

449 Canada Post, [Annual Report 2015](#), p. 5.

pertaining to delivery times; letter carrier routes would need to be combined; some collective agreements would need to be renegotiated; and a different delivery method would need to be used for parcels.

While the Task Force asserted that this option would enable Canada Post to save up to \$74 million per year and reduce the environmental impact of its vehicle fleet, the Corporation and its unions felt that the impact on revenues and the complexity of operations would outweigh any cost savings. This option is also supported by 73% of Canadians, according to the Task Force's survey results.

3.3.2 Consultations

According to [Mr. Hopson](#), Canadians are, overall, extremely satisfied with the services that Canada Post provides and would remain satisfied if the Corporation changed its mail delivery schedule to once every two days. Some municipal officials, seniors, people with disabilities, business people and representatives of the business community said they supported alternate-day delivery. However, some seniors need regular mail delivery. One member of Parliament suggested in a brief to the Committee that mail delivery frequency be based on geographic location, demographics and season.

Conversely, many witnesses were opposed to a reduction in delivery frequency. Some union representatives and employees argued that alternate-day delivery is a solution looking for a problem, as the route measurement system already takes mail volume fluctuations into account and this option would make Canada Post less competitive and lead to a loss of revenue.

Moreover, some business people and representatives of the business community stated that businesses should have their mail delivered five days a week in order to keep operating efficiently and stay competitive.

Finally, [Clifford Bull](#), Chief of the Lac Seul First Nation, explained to the Committee that, in some Aboriginal communities, mail is delivered only once a week into post office boxes at the post office. He asked that this frequency be increased.

3.3.3 The Committee's Observations and Recommendations

Canada Post should continue to manage mail delivery on a dynamic basis, and in a manner to meet the service levels established by its business plans. It should be noted that reducing service standards may accelerate the decline in lettermail demand. Although Canadians are open to the change as recipients of mail, reducing the frequency of delivery does not fit the business models of either Canada Post or its paying customers.

Therefore, the Committee recommends that:

RECOMMENDATION 26

Canada Post work with businesses to ensure that it maintains a level of service commensurate with business and Canadian needs when looking at frequency of delivery.

3.4 Mail Processing Operations

3.4.1 Background

Since 2008, Canada Post has gone to great lengths to modernize its mail processing facilities, automate manual parcel sorting and centralize its processing operations in large facilities to achieve economies of scale. According to information that Canada Post provided to the Committee, the Corporation invested \$1.8 billion between 2008 and 2014 in this postal transformation program and reduced its workforce by nearly 3,400 full-time employees, primarily through attrition.

As part of this program, Canada Post built two new processing plants, one in Winnipeg and one for the Pacific region in Vancouver, which some Committee members were able to visit. Canada Post currently has 21 processing plants and 485 depots across the country.

3.4.2 Consultations

According to the Task Force, Canada Post could achieve additional savings worth \$66 million per year by reducing the number of processing plants and depots and by optimizing and simplifying its processing operations.

Numerous witnesses, including some union representatives and employees, business people and representatives of the business community, explained to the Committee that the postal transformation replaced local mail sorting with a centralized, regional model. As a result, mail must sometimes be shipped many kilometres to be sorted before being delivered, which many said has caused delays in mail delivery, especially in the winter. Some suggested returning mail sorting to local post offices.

3.4.3 The Committee's Observations and Recommendations

There is insufficient transparency around how service delivery rationalization may have disproportionately affected Canadians in smaller population areas of the country. In order to properly evaluate the impact of processing consolidation, for instance, the performance of Canada Post against the *Charter* obligations should be reported in a way that evaluates rural service areas, communities more than 50 km away, from a sortation centre, and communities within 50 km of a sortation centre separately.

Therefore, the Committee recommends that:

RECOMMENDATION 27

Canada Post look at ways to make its processing more efficient, while maintaining its delivery standards, especially in rural areas, where depot rationalization may have negatively impacted service standards.

RECOMMENDATION 28

Canada Post be transparent about the service-level impact of processing plan rationalization on different communities.

RECOMMENDATION 29

Canada Post examine ways to provide more services and meet service level commitments in all types of communities using its existing retail network.

3.5 Pricing Strategy

3.5.1 Domestic Pricing

3.5.1.1 Background

Under the *Charter*, Canada Post must charge “uniform postage rates for letters of similar size and weight, so that letters to Canadian addresses will require the same postage, regardless of the distance to reach the recipient.” In addition, Canada Post must charge rates that are fair and reasonable and that enable it to cover the costs of its operations.

In 2013, Canada Post released its Five-point Action Plan, which included a new price structure. The price of stamps in booklets or coils increased from 63¢ to 85¢ on 31 March 2014, while the price of single stamps rose to \$1.00.

On 9 July 2015, Canada Post proposed raising postage rates again. The price of stamps in booklets and coils was to increase from 85¢ to 90¢ as of 11 January 2016.⁴⁵⁰ Owing to the federal government’s current review of Canada Post, the proposed rate changes were not implemented.⁴⁵¹

Despite these large increases, postage rates in Canada remain relatively low compared with those in other countries, while delivery costs are higher because of Canada’s low population density, vast area, remote regions and occasionally extreme weather.

450 Canada Post, “[2016 postage rates proposed](#),” 9 July 2015.

451 Canada Post, [Annual Report 2015](#), p. 36.

The *Canada Post Corporation Act* sets out a process for changing regulated prices that takes nearly an entire year.⁴⁵²

3.5.1.2 Consultations

Canada Post's rates elicited a great deal of discussion among business people and representatives of the business community because, for some, these rates have a major impact on their operating costs.

According to the Task Force, Canada Post should consider varying its rates for mail with distance and speed of service, as it does for parcels. However, this would require changes to the *Charter*. Some witnesses were opposed to this strategy. [Tim Armstrong](#), National Director for the Pacific Region at the Canadian Union of Postal Workers, argued that it would negatively affect seniors, people with low incomes and Canadians in rural, Northern and Aboriginal communities. [Matthew Holmes](#), President and CEO of Magazines Canada, said that "distance-related pricing" results in punitive and needless rates.

The Task Force also found that annual increases that reflect the increasing cost of the service should be considered. According to the survey results obtained by the Task Force, only 34% of Canadians support a large increase in stamp prices. However, 76% support the creation of a graduated rate structure that enables people to pay more for faster delivery. [Ms. Bertrand](#) believes that Canadians would accept having stamp prices indexed. Likewise, [Mr. Armstrong](#) stated that rate hikes should be tied to inflation and increases in the Corporation's costs.

Some feel that rate increases are acceptable, while others do not. For example, [Hicham Ratnani](#), Chief Operating Officer and Co-founder of Frank + Oak, [Katharine MacDonald](#), Owner of Milk & Amber, and [Penny Walsh McGuire](#), Executive Director of the Greater Charlottetown Area Chamber of Commerce, stated that it was normal for postage to rise. However, it should rise in a reasonable way so that it does not hurt businesses.

According to [John Hinds](#), President and CEO of Newspapers Canada, postal rates have increased more rapidly than all other business expenses over the past few years. [Harry Watson](#), President of Triple 4 Advertising Ltd., added that postal rates are excessive when compared with those of courier services.

452 The process begins with the proposed rate changes being submitted to the Corporation's Board of Directors in the spring of each year for internal approval. Second, the Minister of Public Services and Procurement is informally informed of the proposed regulated rates. Third, a 30-day consultation period begins once the rate increases are published in the *Canada Gazette*, Part I, along with a news release, a Regulatory Impact Analysis Statement (RIAS) and an explanation of the consultation procedure. The Corporation may adjust its proposal based on the comments submitted by interested parties. Fourth, the final version of the rate increases and a report summarizing the comments gathered during the consultation period are provided to the Board of Directors. Once approved by the Board, the rate changes are deemed to have been made by the Corporation. Fifth, the Governor in Council is given 60 days to study the draft regulations once the Board of Directors provides them to the Clerk. Finally, the approved regulations and the RIAS are published in the *Canada Gazette*, Part II, two weeks later, generally in December, and the new rates take effect on the second Monday following 3 January. Source: Information provided by Canada Post, *Rate-Setting at Canada Post Corporation*.

Furthermore, [Mr. Holmes](#) believes that a rate increase would benefit digital alternatives.

Finally, a few business people commented on the differences in pricing between Canada and the United States and explained that postage is cheaper in the latter. [Andréa Alacchi](#), President of L'Encrier, suggested reducing the difference between the rates for delivering parcels over short and long distances.

3.5.1.3 The Committee's Observations and Recommendations

Postal rates should be allowed to rise with inflation. The cost of providing the letter mail service may need to be subsidized by Canada Post profits in parcel delivery and other services, or through regulation of the parcel market, which requires all market participants to subsidize the lettermail service. However, Canada Post should not improperly subsidize its competitive parcel services using revenue from its monopoly lettermail service when setting postal rates.

Therefore, the Committee recommends that:

RECOMMENDATION 30

Canada Post be permitted to raise postal rates based on the rate of inflation, while maintaining a single price for lettermail delivery across Canada.

RECOMMENDATION 31

Canada Post work at being competitive in the parcel delivery area and utilize its distribution network and last mile delivery services to its advantage, when working with its competitors, e.g. UPS, FedEx, DHL, etc.

3.5.2 International Pricing

3.5.2.1 Background

The quality of international mail services depends primarily on a functional communication platform and significant cooperation between countries. The Universal Postal Union, a United Nations Specialized Agency, is the organization which offers, monitors and regulates this universal network spanning 192 member countries, including Canada.⁴⁵³

Since 1969, terminal dues, the remuneration given to an international destination for the processing and delivery of mail, and transit charges, the costs of delivery covered by the country of origin, make up the overall postal charges for international mail. In 2004, the process for determining terminal dues has changed to account for the quality of

453 Universal Postal Union, [The UPU](#).

services provided and actual mail processing costs.⁴⁵⁴ During the 24th Congress of the Universal Postal Union in 2008, the classification of countries based on their gross national income per capita, fixed costs (e.g., percentage of the population with home delivery, surface area and other country characteristics) and variable costs (e.g., the number of letter-post items) was approved.⁴⁵⁵ The classification methodology was reviewed in 2012, and terminal dues are now calculated using appropriate business rules for countries under the target system and the transitional system to allow developing countries to better integrate into the market by allowing them to pay fixed terminal dues per kilogram.^{456,457}

According to information Canada Post provided to the Committee, this methodology for determining terminal dues is inadequate, as it does not address ease of processing, which is affected by the format and dimension of an item in the mail stream, nor the cost of delivery. This view is supported by the American postal service, USPS, which also finds itself at a disadvantage, especially when it comes to small parcels originating in China, as the same e-commerce parcel could cost much more to send within the United States than it does from Beijing.⁴⁵⁸

At the 2016 Universal Postal Congress, Universal Postal Union member countries agreed that, beginning in 2018, bulky letters and small parcels will be priced differently from other letter-post formats to better reflect the cost of processing and delivering such items from all countries.⁴⁵⁹ In addition, according to information Canada Post provided to the Committee, the Universal Postal Union will be phasing in higher levels of compensation for registered mail items that many countries use for international e-commerce items, including China, starting in 2018.

3.5.2.2 Consultations

A few business people commented on international pricing. In particular, [Mr. Alacchi](#) lamented the fact that, under the Universal Postal Union rules, when a parcel enters Canada from another country, Canada Post must deliver it at a fixed low price established by the Union, no matter where it arrives in Canada. In his view, because Canada Post may adjust only domestic prices, it has to raise them to compensate for the losses incurred in delivering mail from other countries, and this hurts the competitiveness of Canadian businesses.

454 Universal Postal Union, [About terminal dues and transit charges](#).

455 Universal Postal Union, [Country classification methodology for the future terminal dues system](#).

456 Universal Postal Union 25th Congress, [UPU terminal dues system for the period 2014-2017](#).

457 Copenhagen Economics, [The Economics of Terminal Dues](#), 30 September 2014, p. 21.

458 Bill McAllister, [UPU seeks to address international rates that put USPS at a disadvantage](#), 20 September 2016.

459 Universal Postal Union, [Member countries adopt new terminal dues system](#), 29 September 2016.

3.5.2.3 The Committee's Observations and Recommendations

In some sense, the agreements reached under the Universal Postal Union to assist developing countries are an indirect type of foreign aid. Global Affairs Canada is responsible for negotiating the rates and should take this downloading of the costs on Canada Post into account.

Therefore, the Committee recommends that:

RECOMMENDATION 32

Canada Post work with Global Affairs Canada officials to ensure either:

- **that international postal rates from other countries reflect the true delivery cost; or**
- **that Global Affairs Canada compensate Canada Post for the cost of delivering mail at a lower cost, which is offered to other countries as a form of development assistance.**

3.6 The 1994 Moratorium on the Closure of Rural Post Offices

3.6.1 Background

In 1994, the federal government adopted a [moratorium on the closure of rural post offices](#). This moratorium prevents Canada Post from closing or franchising nearly 3,600 post offices that were identified as being in rural areas in 1994. This moratorium was incorporated into the *Charter*.

3.6.2 Consultations

[Ms. Bertrand](#) explained to the Committee that some communities that were considered rural when the moratorium was established in 1994 are not rural today. As a result, she and [Patrick Bartlett](#), Executive Director of the National Association of Major Mail Users, believe that the moratorium should be reviewed to more closely reflect the current situation.

However, a number of officials from rural municipalities asserted that retaining rural post offices is essential in order for their residents to have access to Canada Post's services. They added that these post offices play a social role, as they serve as meeting places.

Lastly, some union representatives and employees pointed out that, despite the moratorium, over 350 rural post offices have been closed since 1994.

3.6.3 The Committee's Observations and Recommendations

The management decision to severely restrict and eliminate service levels at rural post offices accelerated the decline of rural Canada and the perception that they do not deserve a level of service comparable to more densely populated areas. The Committee believes that the detrimental reduction of rural service was an inappropriate action by the Corporation to circumvent the moratorium on the closure of rural post offices by attrition. These actions disproportionately affected women. The moratorium on the closure of rural post offices needs to be reviewed in light of the changing population growth. However, the Committee heard time and again that the moratorium on the closure of rural post offices is beneficial for social and economic cohesion of rural and remote areas.

Therefore, the Committee recommends that:

RECOMMENDATION 33

Canada Post undertake a demographic analysis to ensure rural areas are truly protected and reflected in the moratorium on the closure of rural post offices.

RECOMMENDATION 34

Canada Post examine ways to increase the hours of operations in rural post offices, and perform more regional sortation of mail and packages so that rural customers can access their local market easily.

3.7 Franchise Postal Outlets Versus Post Offices

3.7.1 Background

The Task Force found that Canada's postal network consists of over 6,200 post offices. Canada Post manages 3,700 of these offices, and the remainder, about 40% of the total, are franchise postal outlets managed by authorized dealers. Canada Post operates 880 post offices in urban areas and 2,860 in rural areas.

The operating costs of post offices managed by Canada Post are significantly higher – between \$30,000 and \$140,000 more per year – regardless of the number of transactions. Accordingly, the Task Force concluded that converting the 800 highest-volume post offices into franchise postal outlets would save Canada Post on the order of \$177 million per year and potentially provide better service to Canadians.

However, Canada Post must comply with the requirements of the *Charter*, which provides that 98% of Canadians must have a franchise postal outlet within 15 km, 88% within 5 km and 78% within 2.5 km.

3.7.2 Consultations

The Task Force reported that franchise postal outlets are generally viewed favourably by Canada Post's customers, as they offer extended operating hours and are generally well-located.

Some witnesses supported the conversion of 800 of the highest-volume post offices into franchise postal outlets, including certain municipal officials, business people and representatives of the business community, as well as [Benjamin Dachis](#), Associate Director of Research at the C.D. Howe Institute.

However, the union representatives oppose this conversion because they believe it will cost Canada Post some of the most lucrative parts of its business. Some union representatives argued that, when a post office is replaced by a franchise postal outlet, the new franchise outlet is highly likely to disappear after a few years. Furthermore, some employees explained that in recent years Canada Post has been privatizing its services by opening franchise postal outlets near post offices, putting post offices in direct competition with franchise postal outlets, and then gradually reduced the operating hours of the post offices.

Certain union representatives and [Lori Friars](#), Coordinator at the Moose Jaw & District Senior Citizens Association Inc., also noted that the quality of service provided by post offices is in their view higher than that offered by franchise postal outlets. [Lynda Moffat](#), President and CEO at the St. Albert and District Chamber of Commerce, added that the level of parcel delivery service provided at franchise postal outlets is inconsistent and franchise postal outlets are busier than post offices.

Finally, some representatives of Aboriginal groups expressed disappointment with the operating hours of their post offices, and some representatives of people with disabilities reported that certain post offices are not fully accessible.

3.7.3 The Committee's Observations and Recommendations

Whether offered at corporate locations or on other business models in partnership with local communities, the goal of creating community hubs in small communities centred around a collection of services which include the post office is a laudable proposal to create social cohesion. As the Committee heard from those communities where this type of community hub might be a priority, in fact, the communities see this as an opportunity to create revenue for the community and improve the level of service from Canada Post.

The Committee recognizes that post offices as core components of communities and important gathering place that are an integral part of communities' identity.

As heard repeatedly during the consultations, Canadians are satisfied with the services and professionalism of Canada Post employees.

Therefore, the Committee recommends that:

RECOMMENDATION 35

Canada Post develop synergistic partnerships for increasing revenue at each location and optimize usage of its real estate in areas where there are multiple post offices.

RECOMMENDATION 36

Canada Post preserve its post offices, along with the associated moratorium on the closure of rural post offices, even in areas where there are franchise postal outlets.

4. CHALLENGES AND OPPORTUNITIES

4.1 Financial Situation and Main Costs

4.1.1 Background

Pursuant to the [Canada Post Corporation Act](#), Canada Post has a mandate to operate the postal service on a self-sustaining financial basis while providing postal services to all Canadians.

Canada Post is also responsible for providing certain federal government programs, such as parliamentary mail⁴⁶⁰ and postage-free materials for the blind.⁴⁶¹ In return, the Corporation receives a little over \$22 million in annual funding from the federal government.⁴⁶² Finally, Canada Post provides reduced rates for certain eligible library materials circulated between a library and its patrons; it receives no appropriation or compensation from the federal government for offering this service.⁴⁶³

Canada Post's unions contend that the Corporation's financial situation is sound, as it has earned a profit in 19 of the past 21 years. However, the past is no guarantee of the future, and the analyses of Canada Post's financial situation forecast a drop in revenues and higher costs in the years ahead.

According to Ernst & Young, Canada Post's current model is not viable in the long run without increased revenues or significant cost reductions. Annual losses of more than \$700 million by 2026 are forecast. Ernst & Young asserts that, in addition to the decline in direct marketing and transaction mail volumes, in part because of the use of electronic communications that are hurting Canada Post's revenue, the Corporation's costs are

460 Parliamentary mail includes free mailing of letters between Canadians and the Governor General, members of Parliament, the speakers of the Senate and House of Commons, the Parliamentary Librarian and the Ethics Commissioner. In addition, pursuant to the [Canada Post Corporation Act](#), Members of the House of Commons may send up to four free householder mailings (unaddressed ad mail) to their constituents in any calendar year. For more information, see Treasury Board Secretariat, [2016–17 Estimates](#), pp. II-19–20.

461 Canadians with visual impairments and many libraries across the country, including that of the Canadian National Institute for the Blind, may send audio books and other materials free of charge. For more information, see Treasury Board Secretariat, [2016–17 Estimates](#), pp. II-19–20.

462 Treasury Board Secretariat, [2016–17 Estimates](#), pp. II-19–20.

463 Canada Post, [Annual Report 2015](#), p. 39.

continually rising, owing to the roughly 170,000 new addresses being added to its delivery network each year, its elevated labour costs and its burdensome retail network.

Labour is Canada Post's main expenditure item, accounting for nearly 70% of its total operating costs.⁴⁶⁴ According to Ernst & Young, Canada Post's labour costs are 41% higher than those of comparable private sector organizations, such as UPS and DHL. Canada Post's benefit costs are 60% higher than those of its competitors, and the difference is mainly due to the cost of its defined benefit pension plan, which is showing a solvency deficit, as discussed above. Ernst & Young's assessment shows that Canada Post is not generating enough profit to fulfil its obligations under this pension plan.

4.1.2 Consultations

[Marena McLaughlin](#), Member of the Task Force on Canada Post Corporation, explained that Canada Post derives most of its revenue from mail and related transactions. Yet, over the past 10 years, the volume of mail has declined by 33%, and she believes this decline will continue, as people increasingly turn to digital communications. Ms. McLaughlin added that 70% of Canada Post's operating costs are labour costs and that the time is ripe for the unions, the Corporation and stakeholders to study the situation and make changes, as nearly 70% of the Corporation's employees will be retiring within the next decade.

[Ms. McLaughlin](#) also noted that delivering direct marketing mail requires a lot of employees but brings in very little revenue.

Regarding labour costs, [Mr. Chopra](#) noted that Canada Post's management, which accounts for less than 5% of its workforce and about \$200 million in salaries per year, has been subject to a wage freeze for the past 30 months, has a defined contribution pension plan and has decreased in number by 20% since 2008.

Some business people and representatives of the business community stated that Canada Post should reduce its operating costs and streamline its operations to ensure its long-term survival. According to [Ms. Moffat](#), rather than eliminate some services, Canada Post should focus on providing new services. Moreover, [Anita Huberman](#), CEO of the Surrey Board of Trade, suggested that Canada Post services be provided in more languages to increase their use by immigrants.

Finally, according to [Mr. Dachis](#), Canada Post's business model should be overhauled to address the problems relating to labour costs, the solvency deficit in its defined benefit pension plan and its long-term financial viability.

464 Ibid., p. 101.

4.1.3 The Committee's Observations and Recommendations

As a critical communications infrastructure and pillar of communities, Canada Post should look at ways to grow the business and increase its revenue streams, without compromising its core business. This could include partnerships or through more aggressive e-commerce strategies. Recognizing that Canada Post needs to manage mail volume reductions by managing labour in accordance with the existing agreements and by growing other revenue sources in the parcels market, logistics market and revenue growth from partnerships such as one with The UPS Store.

Therefore, the Committee recommends that:

RECOMMENDATION 37

Canada Post focus on investing in growth in parcel services, e-commerce and exploring partnerships to remain competitive, without sacrificing its core business.

4.2 Postal Banking

4.2.1 Background

Over 60 countries around the world use postal banking. The services provided vary from nation to nation and are generally profitable. Canada previously had a postal bank, which offered savings accounts and operated from 1869 to 1969.⁴⁶⁵ Today, Canada Post offers secure funds transfers and bill payment through MoneyGram and money orders.⁴⁶⁶ It also sells prepaid debit cards.⁴⁶⁷

The Canadian application process for establishing a federally regulated financial institution is rigorous and comprises a number of phases.⁴⁶⁸

465 Canadian Museum of History, [A Chronology of Canadian Postal History](#).

466 Canada Post, [MoneyGram and Money Orders](#).

467 Deepak Chopra, President and Chief Executive Officer, Canada Post Corporation, [Evidence](#), 1st Session, 42nd Parliament, Meeting No. 27, 21 September 2016.

468 The *Guide for Incorporating Banks and Federally Regulated Trust and Loan Companies* published by the Office of the Superintendent of Financial Institutions (OSFI) outlines the three phases (Pre-Application, Letters Patent and Order) of the process to establish a federally regulated financial institution under the *Bank Act* or the *Trust and Loan Company Act*. The first phase, Pre-Application, includes the submission of information regarding ownership and financial strength, a business plan and other information, such as trading and investment strategies and an exit strategy. The second phase, Letters Patent, requires further information regarding the business, such as the sources of initial and future capital, and calculations of risk-based capital ratios, as well as details concerning hiring and the staff complement, risk management policies and procedures, information technology and much more. The final phase, Order, consists of a review of the entire application to ensure that it complies with legislation, but does not include provincial requirements or Canada Deposit Insurance Corporation (CDIC) and Canadian Payments Association (CPA) applications, which must be made separately by the applicant. CDIC offers insurance against losses of up to \$100,000 per account per bank and is mandatory for any applicant who wishes to accept deposits of less than \$150,000. All Canadian banks are automatically members of the CPA, membership of which is necessary to obtain an institution number in order to process electronic payment transactions and cheques. For more information, see OSFI, [Guide for Incorporating Banks and Federally Regulated Trust and Loan Companies](#).

According to the Task Force, the only viable postal banking model for Canada Post would be a partnership with three or five large banks or credit unions to provide a low-cost extension of their branch network in less profitable areas. The Task Force determined that the other options studied – developing a low-cost proprietary product offering similar to the Italian postal banking model, providing a lower-cost alternative to payday lenders and partnering with a single large bank or credit union to provide a low-cost extension of its branch network in less profitable areas – would not be viable.

The vast majority of the experts the Task Force consulted agree and believe that a Canadian postal bank would not produce significant revenue for Canada Post and would carry significant financial risks.

Lastly, according to the Task Force's survey results, less than 50% of Canadians believe that new banking products or services and cheque cashing would be a good fit for Canada Post. In all, 29% of Canadians would certainly (7%) or probably (22%) use Canada Post's banking services.

4.2.2 Consultations

[Ms. Hoeg](#) explained that banking services today are a matter of risk management, which is not Canada Post's strength. To address this challenge, Canada Post could partner with a group of banks or a credit union. However, the benefits of providing postal banking services would be small compared with the operating costs. As a result, Ms. Hoeg does not see it as a viable solution.

[Ms. Bertrand](#) added that the Task Force consulted other postal services that offer banking services, including those of France and the United Kingdom. The conclusions were clear: establishing postal banking is complex and costly because of regulatory compliance requirements, the need to provide advanced IT security and the skills required. According to [Bernard Brun](#), Director of Government Relations at Desjardins Group, the process for establishing a financial institution in Canada is complex from a regulatory standpoint and requires substantial investments.

[Bruce Spear](#), Partner in the Transportation Practice at Oliver Wyman, said he did not support this option because Canada Post would have to develop a number of new, non-core capabilities and take on substantial risk. He also noted that the postal banking services provided in other countries are directly subsidized by the government or have been established for a number of years, or even decades.

On the other hand, the union representatives, the employees who appeared, some municipal officials, [John Anderson](#), Research Associate at the National Office of the Canadian Centre for Policy Alternatives, and [Pamela Stern](#), Assistant Professor in the Department of Sociology and Anthropology at Simon Fraser University, support postal banking because many rural and Aboriginal communities do not have access to financial services from banks or credit unions. For example, [Lynn Dollin](#), President of the Association of Municipalities of Ontario, said that these services could "remedy some of the difficulties faced by rural, remote and Northern communities, which have limited

access to financial institutions.” However, a number of witnesses made it clear that postal banking should be offered only if it would be profitable.

Union representatives, Canada Post employees, Mr. Anderson and Ms. Stern added that over 600 Canadian municipalities have adopted resolutions supporting the creation of a postal bank, other countries’ postal services have profitable postal banking operations and many Canadians do not have access to banking services. However, according to [Darren Hannah](#), Vice-President of Finance, Risk and Prudential Policy at the Canadian Bankers Association, existing banking services are accessible: 99% of Canadians have a bank account, and a majority (55%) use the Internet to do most of their banking. This is consistent with the information provided by [Keith Nixon](#), CEO of Credit Union Central of Saskatchewan, who stated that the number of credit union members who use their branches in rural areas has dropped significantly in recent years as more and more of them conduct their financial transactions online or using smartphone applications.

Union representatives and employees, as well as some representatives of civil society organizations, believe that postal banking would provide an alternative to payday loans. But [Kristina Schinke](#), former vice-president of Cash Money Inc., and [Tony Irwin](#), President of the Canadian Consumer Finance Association, explained that profits on payday loans are quite modest because of the high risk of default and are far lower than bank profits. Moreover, Ms. Schinke noted that Cash Money Inc. does a great deal of loan recovery work, as about 20% of the loans it issues go to collections. Finally, according to [Robert Martin](#), Senior Policy Advisor at the Canadian Credit Union Association, credit unions are already offering alternatives to payday loans.

Some business people and representatives of the business community and some bank and credit union officials expressed their opposition to postal banking. In their view, the Canadian financial services market is highly competitive and well-established, and it would be difficult for Canada Post to enter this market, already well-served by financial institutions, as it is a rapidly evolving sector.

4.2.3 The Committee’s Observations and Recommendations

Rural Canadians are interested in better access to competitive banking services on the same basis as offered in more urban areas. Although Canada Post does have a large retail network, many locations in rural Canada are actually operated out of homes, or small shacks, not appropriate for the provision of a physical banking location. The market need for banking services would be immediately met in a competitive way by improving the broadband Internet access to rural communities so broadly needed, and to facilitate the trust network needed to authenticate identities on the Internet for the purposes of engaging in financial transactions. Canada Post can play a meaningful role in both of those areas (without engaging in the large capital expense of starting a bank) by enabling the critical digital infrastructure our rural communities so desperately need. It is in its core areas of expertise in logistics, communications and trust, and not in the field of banking where it has limited expertise – that Canada Post can play a transformative role.

The Committee heard evidence on a regular basis about Canada Post moving into the postal banking business to increase its revenue. Witnesses cited the examples of other countries like U.K., Ireland, France, Italy, Switzerland, Japan, New Zealand and Australia where the postal system faced similar issues as Canada Post. The Committee also heard from a number of witnesses who thought Canada Post should stick to its core business and not venture into banking including representatives from the Canadian Federation of Independent Business, National Association of Major Mail Users, Pitney Bowes and eBay Canada.

The Committee repeatedly heard from the unions about the 900 page Access to Information release which included reports commissioned by Canada Post on the issue of postal banking. The witnesses stated that the reports had been redacted and that the government of the day had decided not to follow through with it, despite its advantage. The Centre for Policy Alternatives also reported about the possibility of pursuing this option as did the Task Force.

Committee members reviewed all evidence and requested Canada Post to make available to Committee members an unredacted copy of the report. Members of the committee were given an opportunity to review the reports in full, in camera, in order to maintain the confidentiality of these documents, which contain commercially sensitive information.

Having reviewed it, Committee members concluded that Canada Post did its due diligence in reviewing the possibility of postal banking and that their conclusion to not pursue it further, but focus on its core competencies was a reasonable decision.

Therefore, the Committee recommends that:

RECOMMENDATION 38

Canada Post focus on its core competencies to help Canada meet the challenges of the 21st century.

4.3 Community Hubs

4.3.1 Background

Many rural and remote communities have limited access to government services. Canada Post could use its vast network of post offices to deliver these services. The services offered could include Internet access, online access to government services, document downloading and printing, training, and even community event posting. Canada Post could also enter into agreements with provincial and territorial governments to provide services relating to drivers' licences and hunting and fishing licences, among others. This would result in more activity at post offices and justify the existence of a vast network that includes locations in a number of remote communities. According to the Task Force's survey results, 75% of Canadians support this option.

4.3.2 Consultations

Numerous witnesses, including some union representatives, employees, as well as municipal officials, business people and representatives of the business community in rural areas, underscored the fact that post offices in rural areas play a social role and serve as meeting and gathering places. Many of these witnesses suggested turning rural post offices into community hubs.

Some municipal officials and representatives of people with disabilities proposed that post offices provide government services. [Simon Tremblay-Pépin](#), Professor and Researcher at the Institut de recherche et d'informations socio-économiques, suggested that Canada Post reach agreements with other levels of government to deliver government services, such as those provided by Service Canada, through its post offices.

Moreover, [Debby Kronewitt-Martin](#), a change management expert who appeared as an individual, suggested that Canada Post offer at its post offices a variety of other services that are tailored to the specific needs of each community. For example, they could provide a range of services for federal programs such as passports and employment insurance, and provincial and municipal services such as drivers' tests, vehicle registration, marriage forms and birth certificate applications by partnering with municipalities and the provinces and territories. She also proposed that Canada Post create small-scale business centres that provide high-speed Internet access and other technologies that rural students, residents and businesses need.

4.3.2.1 Federal Departments and Agencies

The Committee asked federal departments and agencies whether they believed they needed to or could use Canada Post's network to deliver programs and services in urban, suburban, rural and remote areas. Among the responses received, several departments and agencies, including the Department of Justice, stated that they did not envision using Canada Post's services to deliver their programs. In addition, the Canada Revenue Agency indicated that it was already using over 6,000 Canada Post retail locations to make tax forms and guides available to Canadians. Lastly, Environment Canada informed the Committee that the Canadian Wildlife Service "uses Canada Post's vast network delivery to undertake surveys in support of program and service delivery," and Parks Canada "has an administrative agreement with Canada Post for the distribution of Parks Canada's annual Discovery passes, merchandise and other promotional material."⁴⁶⁹

4.3.3 The Committee's Observations and Recommendations

Canada Post should also explore location-specific opportunities for post offices to act as community hubs and respond to the local needs of its surrounding community through pilot projects of the community hub model for franchise postal outlets in a representative sample of urban, suburban, rural and remote post offices. Canada Post

469 Letter sent to the Committee by Michael Martin, Deputy Minister, Environment Canada, on 22 November 2016.

should look at ways to partner with other levels of government to offer services such as Internet access, social insurance number kits, employment insurance applications, Canada Pension Plan and Quebec Pension Plan applications, Old Age Security applications, passports, specialized or general income tax forms, student loans paperwork, motor vehicle registration, insurance renewal, fishing, hunting and marriage licenses, among others. Partnership with private sector entities, such as banks, should also be explored to deliver additional services in a mutually beneficial way.

Therefore, the Committee recommends that:

RECOMMENDATION 39

Canada Post explore location-specific opportunities for post offices to act as community hubs and respond to the local needs of its surrounding community.

RECOMMENDATION 40

Canada Post leverage its reputation and extensive network to identify customized solutions that its post offices can offer as community hubs.

RECOMMENDATION 41

Canada Post explore partnering with government departments and agencies at all levels, to provide services and enhance the use of post offices as economic hubs.

RECOMMENDATION 42

Canada Post pilot the community hub model for franchise postal outlets in a representative sample of urban, suburban, rural and remote rural post offices, operating on both a corporate and franchised service model, with a view to increasing profitability.

4.4 Broadband Internet Services

4.4.1 Background

According to the Canadian Radio-television and Telecommunications Commission's *Communications Monitoring Report 2016*,⁴⁷⁰ 98% of Canadian households have access to broadband service of at least 5 megabits per second (Mbps);⁴⁷¹ however, this availability can vary depending on their province or territory of residence.⁴⁷² For example, some regions do not have access to fixed broadband (i.e., cable, digital subscriber line [DSL] or

470 Canadian Radio-television and Telecommunications Commission (CRTC), [Communications Monitoring Report 2016](#), Telecommunications Sector, Sector Overview.

471 According to the CRTC, broadband Internet service is defined as any service that provides a 1.5 Mbps or greater download speed. That is a speed sufficient to accommodate Internet email services.

472 The statistic accounts for each province separately, and the northern territories are grouped into one category.

fiber-optic transmission to the home) and must instead rely upon cellular connectivity; this is the case in Newfoundland and Labrador, where 12% of the population does not have access to fixed broadband.⁴⁷³

The monthly cost of broadband Internet can also vary from one region to another. For 5 Mbps service, prices range from \$25 to \$85 per month. Furthermore, in rural areas, residential broadband Internet is generally more expensive, at \$30 to \$85 per month.⁴⁷⁴ Lastly, it should be noted that in Iqaluit, prices range from \$80 to \$180 per month.⁴⁷⁵

4.4.2 Consultations

During the study, some witnesses suggested that Canada Post could offer broadband Internet service in Canada's rural and remote communities, including in areas where this service is not currently available. Some argued that this would allow Canada Post to diversify its operations to become an Internet service provider through its post offices.

4.4.3 The Committee's Observations and Recommendations

The Committee recommends that:

RECOMMENDATION 43

The federal government examine, with the Minister of Innovation, Science and Economic Development Canada and the Canadian Radio-television and Telecommunications Commission, the possible delivery of broadband Internet and improved cellular service to rural Canada using Canada Post real estate to house servers and offer retail services to customers.

4.5 Other Options

4.5.1 Background

As discussed above, Canada Post's financial situation was described by Ernst & Young as not being viable over the long term. To address the problem, the Corporation must make changes to either reduce operating costs or increase revenues, or to achieve some combination of the two. Introducing new services could be one way for Canada Post to generate more revenue.

Among the other options proposed, the Task Force suggested that Canada Post:

- sell advertising at its retail outlets and on its delivery trucks to generate additional revenues of some \$19 million per year. However, this would

473 CRTC, [Communications Monitoring Report 2016](#), Figure 5.3.10.

474 Ibid, Figures 5.3.3 and 5.3.4.

475 Qiniq, Services, [New Internet Plans](#).

- involve some risks and challenges, such as risks to Canada Post's brand and reputation and the need to obtain permission for outdoor advertising;
- enter into additional "last-mile" delivery agreements with third parties by expanding the scope of the agreements, which cover less than 30% of the Canadian population and primarily rural remote regions, to other areas, including the suburbs of Canada's large cities.⁴⁷⁶ Through these agreements Canada Post could deliver an additional 1.4 million parcels annually, worth some \$10 million. However, this strategy has risks, as it could foster the emergence of new competitors that take advantage of densely populated markets, which are generally more lucrative, and leave the costlier and less attractive ones to Canada Post; and
 - deliver a significant portion of recreational marijuana shipments if this drug is legalized in Canada.

4.5.2 Consultations

Numerous witnesses proposed options for Canada Post to consider.

- [Ms. Hoeg](#) suggested selling off some of Canada Post's fixed assets.
- Some union representatives, employees and seniors' representatives and [Carla Lipsig-Mummé](#), Professor at York University, proposed that postal workers be trained to monitor the seniors and people with disabilities.
- Some union representatives and employees suggested restoring the Food Mail Program, which was replaced by the Nutrition North program, while [Kevin O'Reilly](#), Member of the Legislative Assembly for Frame Lake and the Government of the Northwest Territories, proposed revitalizing the Nutrition North program by providing affordable food to Northern communities.
- Some union representatives, employees, representatives of people with disabilities and university professors proposed expanding Canada Post's delivery service to include food and medication.
- [Jean-François Simard](#), a postal worker, and Christine Moore, Member of Parliament, in her brief, suggested establishing an appliance and electronic waste collection service.
- Some union representatives and employees suggested greening the postal service by:

476 Under existing agreements, Canada Post sometimes delivers parcels and courier products on behalf of other companies, such as FedEx and Purolator. These businesses use Canada Post mainly to cover the last few kilometres in rural and remote areas that are costly to serve, especially when delivery volumes are small.

- reducing greenhouse gas emissions by expanding home mail delivery and allowing Canada Post to perform the last portion of parcel delivery;
 - installing charging stations for electric vehicles in post office parking lots; and
 - replacing delivery vehicles with electric or hybrid vehicles.
- [Mike Nickel](#), Councillor for the City of Edmonton, proposed that postal workers use a software application to report potholes and problems with infill housing to municipal authorities.
 - [Mr. O'Reilly](#) suggested that Canada Post provide financial support to Canadian philatelic organizations to promote Canada and celebrate its heritage, and take part in international stamp shows.

However, [Greg Wilson](#), Mayor of the City of Dryden, argued that Canada Post should not diversify its services because its workforce is too costly and uncompetitive.

4.5.3 The Committee's Observations and Recommendations

Canadians from coast-to-coast-to-coast shared their views during this study and in the last election. The message was clear: Canadians want Canada Post to continue to serve communities, now and in the future. In order to do so, Canada Post needs an innovative agenda that meets the needs of all Canadians.

Therefore, the Committee recommends that:

RECOMMENDATION 44

Canada Post look at new revenue streams from government customers such as expanding the Nutrition North Program.

RECOMMENDATION 45

Canada Post explore the possibility of partnering with e-commerce companies to expand the footprint and synergize services that add value and revenue.

5. CONCLUSION

Canada Post is an essential public service that Canadians across the country rely on to communicate with each other and with various levels of government. The Committee believes that, by implementing the recommendations outlined in this report, Canada Post will be able to better meet the needs and expectations of Canadians by providing quality services while ensuring the Corporation is financially self-sufficient over the long term.

In the Committee's opinion, Canada Post's priority must continue to be providing quality mail and parcel delivery services at affordable prices. To accomplish this, the Corporation should focus on the following five themes:

- Align the interests of management and Labour;
- Update the *Canadian Postal Service Charter* to meet the demands of the 21st century;
- Modernize Canada Post's defined benefit pension plan;
- Focus on excellence on its core competencies and generate additional revenue in the digital markets; and,
- Continue the moratorium on community mailbox conversion and reinstate home mail delivery services.

Canada Post is important to Canadians. The Committee is of the opinion that it is essential for Canada Post to maintain good communication with its employees, clients and stakeholders. In addition, the Corporation should focus its activities and decisions on maintaining reliable service, on mail security, on infrastructure safety and on its unique, well-established communication infrastructure that extends across Canada. Furthermore, Canadians' needs are affected by where they live, how old they are, their state of health, their mobility, and their ties to Canada Post. As a result, Canada Post cannot use a one-size-fits-all approach; it must adapt its services to the specific needs of its clients, offering solutions tailored to rural communities and businesses, as well as seniors and people with disabilities or reduced mobility. The Corporation's success depends on its employees, as they are its most valuable resource.

With regard to the current service model, the many witnesses who appeared as part of this study made it clear that delivering mail to community mailboxes was not acceptable to everyone, and that certain changes will have to be made due to the various issues associated with the community mailbox conversion plan. In addition, given its well-established infrastructure, Canada Post is in a position to build on and profit from providing parcel delivery services to meet the increased demand. The Committee believes that the current five-day-a-week delivery schedule should be maintained, because cutting delivery frequency could accelerate the decline of mail volume. Furthermore, service standards must be maintained and must be taken into consideration when the Corporation consolidates its processing activities, and postage rates should increase based on the rate

of inflation. Moreover, the Committee believes that the 1994 moratorium on closing rural post offices should be updated to reflect demographic changes, and that it would be beneficial to make the best use of the Corporation's real property holdings, such as its post offices.

Lastly, with regards to the Corporation's challenges and opportunities, the Committee believes that Canada Post must find ways to increase its revenues without jeopardizing its core business by exploring private-sector partnerships, as well as focus its activities on its areas of expertise, explore the possibility of converting some post offices into community hubs, and consider the possibility of providing broadband Internet services and cellular services.

LIST OF RECOMMENDATIONS

RECOMMENDATION 1

Canada Post be maintained as a universal public service for all Canadians and conduct its operations on a self-sustaining financial basis while ensuring that profits generated are reinvested within the Corporation..... 66

RECOMMENDATION 2

Canada Post prioritize and concentrate efforts in protecting its core mandate to provide high-quality, affordable letter and parcel delivery services to all Canadians in an innovative manner befitting the 21st century. 66

RECOMMENDATION 3

The Minister of Public Services and Procurement consider broadening the mandate of Canada Post to include delivering critical digital communications infrastructure to rural Canadians..... 66

RECOMMENDATION 4

The *Canadian Postal Service Charter* be reviewed by the Minister of Public Service and Procurement to ensure that it is relevant for the 21st century and onwards. 68

RECOMMENDATION 5

The review of the *Canadian Postal Service Charter* by the Minister of Public Services and Procurement include a Gender-based analysis Plus..... 68

RECOMMENDATION 6

The Minister of Public Services and Procurement investigate options for greater oversight of Canada Post, to ensure transparency, accountability and good governance through the establishment of a regulator..... 70

RECOMMENDATION 7

Canada Post examine better synergy with Purolator, SCI Group and Innovapost for augmenting revenue and efficiencies..... 72

RECOMMENDATION 8

To ensure better relations between the Corporation and its employees, Canada Post use arbitration and mediation processes effectively to enhance renewed co-operation and trust between Labour and management and provide a venue for discussion of creative ideas from employees. 75

RECOMMENDATION 9

Canada Post appoint a labour representative to the Canada Post Board and that they meet regularly. 75

RECOMMENDATION 10

The Minister of Public Services and Procurement establish a tripartite advisory council composed of the federal government, the various unions representing Canada Post employees and Canada Post Corporation for the expansion and implementation of new service offerings at the Corporation. The council's goal would be to develop a more proactive, collaborative relationship between employees and management, anchored by specific governance reforms that formalize this partnership. 75

RECOMMENDATION 11

Canada Post develop a defined and rigorous collaborative process with municipalities, respecting their fundamental jurisdiction over land use and planning, in order to reach agreements with them, and avoid litigation, regarding conditions for the installation of equipment as it is already the case in the telecommunications sector. 77

RECOMMENDATION 12

The federal government create a formal, transparent and accountable, consultation process to ensure stakeholder engagement is significant and undertaken regularly in accordance with the *Canadian Postal Service Charter*. 77

RECOMMENDATION 13

Canada Post and the federal government take steps to modernize Canada Post's defined benefit pension plan so that it can operate on a going-concern basis and no longer be subject to solvency funding requirements, including examining the feasibility of the following options:

- Adopting a shared-risk model between the employer and plan members;**
- Pursuing joint management between the employer and plan members; and,**
- Incorporating the Canada Post defined benefit pension plan into the Public Service Pension Plan. 80**

RECOMMENDATION 14

Canada Post maintain its focus on excellence in service in its core competencies in meeting the *Canadian Postal Service Charter* standards and explore additional venues of revenue within those competencies, e.g. e-commerce. 82

RECOMMENDATION 15

Canada Post continue investing in the growth of its parcel/e-commerce services, which provide needed infrastructure for Canadian businesses. 83

RECOMMENDATION 16

Canada Post look to other industry leaders that have successfully adopted innovative service models, to develop a more innovative growth agenda to expand its services, without marginalizing rural and remote areas. 83

RECOMMENDATION 17

Canada Post consult with stakeholders on placement and accessibility of the community mailboxes as well as door-to-door delivery to meet the needs of seniors and people with disabilities and reduced mobility. 84

RECOMMENDATION 18

Canada Post communicate options available to seniors and people with disabilities and reduced mobility. 84

RECOMMENDATION 19

Canada Post focus on expanding services to the small- and medium-sized enterprises and provide excellence in service so that businesses have confidence in Canada Post's service delivery model..... 85

RECOMMENDATION 20

Canada Post review the impact on efficiency of delivery before implementing strategies, e.g. local processing versus centralized processing. 85

RECOMMENDATION 21

Canada Post provide training on different aspects of business to its employees as the Corporation moves into newer areas..... 86

RECOMMENDATION 22

Canada Post align the interests of employees with those of the Corporation by including labour representatives at the design stage of any change management project and not simply at the implementation stage..... 86

RECOMMENDATION 23

Canada Post continue the moratorium on community mailboxes conversion, and develop a plan to re-instate door-to-door delivery for communities that were converted after 3 August 2015..... 90

RECOMMENDATION 24

Canada Post consider greening its operation through addition of recycling containers and garbage containers at community mailboxes..... 90

RECOMMENDATION 25

Canada Post continue to focus on growing its share of the parcel market through new and innovative services to meet market and customer expectations. 92

RECOMMENDATION 26

Canada Post work with businesses to ensure that it maintains a level of service commensurate with business and Canadian needs when looking at frequency of delivery..... 94

RECOMMENDATION 27

Canada Post look at ways to make its processing more efficient, while maintaining its delivery standards, especially in rural areas, where depot rationalization may have negatively impacted service standards. 95

RECOMMENDATION 28

Canada Post be transparent about the service-level impact of processing plan rationalization on different communities. 95

RECOMMENDATION 29

Canada Post examine ways to provide more services and meet service level commitments in all types of communities using its existing retail network..... 95

RECOMMENDATION 30

Canada Post be permitted to raise postal rates based on the rate of inflation, while maintaining a single price for lettermail delivery across Canada..... 97

RECOMMENDATION 31

Canada Post work at being competitive in the parcel delivery area and utilize its distribution network and last mile delivery services to its advantage, when working with its competitors, e.g. UPS, FedEx, DHL, etc..... 97

RECOMMENDATION 32

Canada Post work with Global Affairs Canada officials to ensure either:

- that international postal rates from other countries reflect the true delivery cost; or**
- that Global Affairs Canada compensate Canada Post for the cost of delivering mail at a lower cost, which is offered to other countries as a form of development assistance. 99**

RECOMMENDATION 33

Canada Post undertake a demographic analysis to ensure rural areas are truly protected and reflected in the moratorium on the closure of rural post offices. 100

RECOMMENDATION 34

Canada Post examine ways to increase the hours of operations in rural post offices, and perform more regional sortation of mail and packages so that rural customers can access their local market easily. 100

RECOMMENDATION 35

Canada Post develop synergistic partnerships for increasing revenue at each location and optimize usage of its real estate in areas where there are multiple post offices. 102

RECOMMENDATION 36

Canada Post preserve its post offices, along with the associated moratorium on the closure of rural post offices, even in areas where there are franchise postal outlets. 102

RECOMMENDATION 37

Canada Post focus on investing in growth in parcel services, e-commerce and exploring partnerships to remain competitive, without sacrificing its core business. 104

RECOMMENDATION 38

Canada Post focus on its core competencies to help Canada meet the challenges of the 21st century. 107

RECOMMENDATION 39

Canada Post explore location-specific opportunities for post offices to act as community hubs and respond to the local needs of its surrounding community. 109

RECOMMENDATION 40

Canada Post leverage its reputation and extensive network to identify customized solutions that its post offices can offer as community hubs. 109

RECOMMENDATION 41

Canada Post explore partnering with government departments and agencies at all levels, to provide services and enhance the use of post offices as economic hubs. 109

RECOMMENDATION 42

Canada Post pilot the community hub model for franchise postal outlets in a representative sample of urban, suburban, rural and remote rural post offices, operating on both a corporate and franchised service model, with a view to increasing profitability. 109

RECOMMENDATION 43

The federal government examine, with the Minister of Innovation, Science and Economic Development Canada and the Canadian Radio-television and Telecommunications Commission, the possible delivery of broadband Internet and improved cellular service to rural Canada using Canada Post real estate to house servers and offer retail services to customers. 110

RECOMMENDATION 44

Canada Post look at new revenue streams from government customers such as expanding the Nutrition North Program..... 112

RECOMMENDATION 45

Canada Post explore the possibility of partnering with e-commerce companies to expand the footprint and synergize services that add value and revenue. 112

APPENDIX A

PUBLIC CONSULTATIONS

The Committee held 22 meetings in 21 different Canadian communities between 26 September and 21 October 2016. Table A.1 provides a list of the communities the Committee visited in order to hear directly from individuals and organizations regarding the future of Canada Post.

Table A.1 — Canadian Communities Visited

Date	Community and Province
26 September 2016	Blainville, Quebec
26 September 2016	Montreal, Quebec
27 September 2016	Toronto, Ontario
27 September 2016	Kitchener, Ontario
28 September 2016	Windsor, Ontario
29 September 2016	Dryden, Ontario
3 October 2016	Corner Brook, Newfoundland and Labrador
3 October 2016	St. John's, Newfoundland and Labrador
4 October 2016	Sydney, Nova Scotia
4 October 2016	Halifax, Nova Scotia
5 October 2016	Charlottetown, Prince Edward Island
6 October 2016	Bathurst, New Brunswick
7 October 2016	Lévis, Quebec
7 October 2016	Quebec City, Quebec
17 October 2016	Surrey, British Columbia
18 October 2016	Edmonton, Alberta
18 October 2016	Edmonton, Alberta
19 October 2016	Yellowknife, Northwest Territories
20 October 2016	Regina, Saskatchewan
20 October 2016	Moose Jaw, Saskatchewan
21 October 2016	Winnipeg, Manitoba
21 October 2016	Brokenhead Ojibway Nation, Manitoba

APPENDIX B

E-CONSULTATIONS

A. Highlights of the Canada Post E-Consultation Results

Canadians were invited to participate in the Committee's study of Canada Post through e-consultations between 26 September and 21 October 2016. It should be noted that e-consultations are not scientifically designed surveys, and as such do not provide a representative sample of the Canadian population.

This appendix presents the main findings of the e-consultation and focuses on three issues: method of mail delivery, federal subsidies and pricing strategies. It also provides a brief overview of the characteristics of individual and organizational respondents.

1. Characteristics of Respondents

A total of 5,332 individuals¹ responded to the e-consultation on Canada Post. About 50% of respondents have indicated that they or a member of their family have worked for Canada Post or one of its subsidiaries or competitors. About 55% of the respondents were female and 45% were male (20 respondents identified as other). About 73% of respondents were from urban areas (see Table B.1).

Overall, 195 organizations² responded to the e-consultation on Canada Post. About 70% of these respondents were from rural areas. The great majority of organizations had between 1 and 49 employees and are from rural areas. Larger organisations were mainly from urban areas (see Table B.2).

2. Methods of mail delivery

About 60% of individual respondents indicated that they prefer door-to-door delivery of their mail. That percentage falls to 35% for individuals living in rural areas. Almost 75% of both women and men with reduced mobility prefer door-to-door delivery of their mail. Overall, 34% of individuals living in rural areas prefer to receive their mail in a post office box (PO box). Overall, there are not a lot of differences between the preferences of women and men except for that related to PO boxes: About 14% of women prefer to receive their mail in a PO box compared with 6% of men (see Table B.3).

Overall, about 52% of organizational respondents have indicated that they prefer PO box delivery of their mail while 30% have indicated that they prefer door-to-door. In rural areas, 70% of organizations of 1 to 49 employees have indicated that they prefer PO box delivery, whereas 66% of urban organizations of the same size have indicated that

1 After treatment of incomplete questionnaires.

2 Ibid.

they prefer door-to-door. Most organizations of 500 employees or more prefer door-to-door delivery of their mail whether or not they are located in a rural or urban area (see Table B.4).

3. Federal subsidies

About 63% of both rural and urban individual respondents agree or strongly agree that the federal government should subsidize the delivery of mail to maintain the existing level of service. That percentage is slightly lower for respondents who have indicated that they or a member of their family have worked for Canada Post or one of its subsidiaries or competitors. Seventy percent of women who have indicated that they or a member of their family have not worked for Canada Post or one of its subsidiaries or competitors agree or strongly agree that the federal government should subsidize the delivery of mail to maintain the existing level of service (see Table B.5).

About 68% of organizational respondents agree or strongly agree that the federal government should subsidize the delivery of mail to maintain the existing level of service. That percentage is not significantly different between rural and urban organizations. Organizations with 500 employees or more are more in favor of federal subsidies to maintain the existing level of service (see Table B.6).

4. Pricing strategies

About 48% of individual respondents strongly disagree or disagree with an increase in the price of stamps to better reflect the cost of services while 30% of respondents neither agree nor disagree. The percentage of men that agree or strongly agree with an increase in the price of stamps is almost double the percentage of women (30% and 17% respectively). The data does not show significant differences between rural and urban respondents (see Table B.7) in this regard.

About 50% of organizational respondents strongly disagree or disagree with an increase in the price of stamps to better reflect the cost of services while 32% of respondents neither agree nor disagree with such a proposed change. That percentage is not significantly different between rural and urban organizations (see Table B.8).

When asked if Canada Post should determine the price of mail delivery depending on the destination, as it does with parcels, about 54% of individual respondents strongly disagree or disagree; 33% of men and 24% of women agree or strongly agree with this proposal. The data does not show significant differences between rural and urban respondents (see Table B.9).

About 43% of organizational respondents strongly disagree or disagree with the price of mail delivery being based on the destination, as it is with parcels. But opinions on this issue appear to be not one-sided: 30% of respondents agree or strongly agree and 27% of respondents neither agree nor disagree with the price of mail delivery being dependent on the destination. Opinions are also split among organizations with 500 employees or more, wherein 33% of respondents are found in all three levels of breakdown (see Table B.10).

When asked if Canada Post should reduce the frequency of mail delivery to every other day to improve its financial sustainability, about 60% of individual respondents strongly disagree or disagree. This figure is higher, standing at about 77%, among respondents who have indicated that they or a member of their family have worked for Canada Post or one of its subsidiaries or competitors. Although 27% of both men and women agree or strongly agree with reducing the frequency of mail delivery to every other day, that figure is higher among men (43%) and women (38%) who have indicated that neither they nor a member of their families have a professional connection to Canada Post. The data does not show significant differences between rural and urban respondents in this regard (see Table B.11).

About 50% of organizational respondents strongly disagree or disagree with reducing the frequency of mail delivery to every other day to improve the financial sustainability of Canada Post, and organizations with over 500 employees are more against it than other organizations. That percentage is not significantly different for rural and urban organizations in this regard (see Table B.12).

When asked if persons wishing to obtain mail delivery at home should pay additional costs of service, about 71% of individual respondents strongly disagree or disagree. The data show significant differences between rural and urban respondents on this issue. Urban respondents (77%) are more likely to strongly disagree or disagree than rural respondents (55%). The highest percentage of respondents who agree and strongly agree with paying additional costs for door-to-door delivery is among men in rural areas who have indicated that have no professional connection to Canada Post (42%) (see Table B.13).

About 51% of organizational respondents strongly disagree or disagree with persons paying additional cost for door-to-door delivery. The data shows significant differences between rural and urban respondents on this issue. Urban respondents (70%) are more likely to strongly disagree or disagree than rural respondents (43%). Overall, 40% of rural respondents also agree and strongly agree with additional costs being charged for door-to-door delivery (see Table B.14).

Table B.1 – Characteristics of Individual Respondents to the Canada Post E-Consultation, percentage of grand total, 2016

	No working relationship with Canada Post			Working relationship with Canada Post			Grand Total
	Rural	Urban	Total	Rural	Urban	Total	
Female	10.86%	17.80%	28.66%	6.70%	19.37%	26.07%	54.73%
Female with reduced mobility	1.11%	3.30%	4.41%	0.66%	1.91%	2.57%	6.98%
Male	5.23%	13.90%	19.13%	3.71%	22.06%	25.77%	44.90%
Male with reduced mobility	0.58%	1.39%	1.97%	0.38%	1.48%	1.86%	3.83%
Other	0.08%	0.21%	0.28%	0.00%	0.09%	0.09%	0.38%
Other with reduced mobility	0.04%	0.06%	0.09%	0.00%	0.04%	0.04%	0.13%
Grand total	16.17%	31.90%	48.07%	10.41%	41.52%	51.93%	100.00%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.2 – Characteristics of Organizational Respondents to the Canada Post E-Consultation, percentage of grand total, 2016

Number of full-time equivalent employees	Rural	Urban	Grand Total
Between 1 and 49	67.69%	23.59%	91.28%
Between 50 and 99	0.51%	2.56%	3.08%
Between 100 and 499	0.51%	2.05%	2.56%
500 or more	0.51%	2.56%	3.08%
Grand total	69.23%	30.77%	100.00%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.3 – Preferred Methods of Letter Mail Delivery for Individuals, 2016

	Centralized point within building (e.g. lock boxes found in lobbies of buildings)			Community, group or kiosk mailboxes			Door-to-door delivery			No preference			Other			Post Office box		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Female	3%	8%	6%	17%	17%	17%	32%	70%	58%	4%	3%	3%	5%	1%	2%	39%	2%	14%
Female with reduced mobility	1%	10%	8%	10%	8%	9%	56%	77%	72%	0%	2%	2%	5%	1%	2%	28%	1%	8%
Male	1%	8%	7%	21%	18%	19%	42%	69%	64%	4%	3%	3%	5%	0%	1%	26%	1%	6%
Male with reduced mobility	6%	9%	8%	6%	5%	5%	45%	85%	75%	4%	1%	1%	16%	0%	4%	24%	1%	6%
Other	0%	6%	5%	0%	0%	0%	75%	88%	85%	25%	0%	5%	0%	6%	5%	0%	0%	0%
Other with reduced mobility	0%	0%	0%	0%	0%	0%	100%	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grand total	2%	8%	6%	18%	17%	18%	35%	70%	60%	4%	3%	3%	5%	1%	2%	34%	2%	10%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.4 – Preferred Methods of Letter Mail Delivery for Organisations, 2016

Number of full-time equivalent employees	Centralized point within building (e.g. lock boxes found in lobbies of buildings)			Community, group or kiosk mailboxes			Door-to-door delivery			No preference			Other			Post Office box		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Between 1 and 49	6%	2%	5%	4%	6%	4%	14%	66%	29%	4%	4%	4%	3%	0%	2%	70%	14%	56%
Between 50 and 99	0%	20%	17%	0%	0%	0%	0%	60%	50%	0%	20%	17%	0%	0%	0%	100%	0%	17%
Between 100 and 499	0%	75%	60%	0%	0%	0%	0%	0%	0%	0%	25%	20%	0%	0%	0%	100%	0%	20%
500 or more	0%	20%	17%	0%	0%	0%	100%	80%	83%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grand total	6%	9%	7%	4%	5%	4%	14%	63%	30%	4%	6%	5%	3%	0%	2%	70%	11%	52%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.5 – Opinion of individuals on federal government subsidies to Canada Post to maintain the existing level of service

	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Female	12%	15%	14%	5%	5%	5%	17%	16%	17%	17%	14%	15%	49%	49%	49%
Female with no working relationship with Canada Post	7%	9%	8%	6%	5%	5%	16%	15%	16%	17%	17%	17%	54%	54%	54%
Female with a working relationship with Canada Post	19%	21%	20%	4%	6%	6%	18%	17%	18%	17%	12%	13%	41%	44%	43%
Male	22%	18%	19%	8%	6%	6%	12%	14%	13%	13%	13%	13%	46%	50%	49%
Male with no working relationship with Canada Post	18%	13%	15%	8%	6%	7%	14%	12%	13%	11%	15%	14%	50%	53%	52%
Male with a working relationship with Canada Post	26%	21%	21%	8%	5%	6%	10%	15%	14%	15%	12%	13%	40%	47%	46%
Other	0%	6%	5%	0%	0%	0%	0%	13%	10%	50%	19%	25%	50%	63%	60%
Other with no working relationship with Canada Post	0%	9%	7%	0%	0%	0%	0%	18%	13%	50%	18%	27%	50%	55%	53%
Other with a working relationship with Canada Post	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	20%	20%	0%	80%	80%
Grand total	15%	16%	16%	6%	5%	6%	15%	15%	15%	16%	14%	14%	48%	49%	49%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

**Table B.6 – Opinion of organizations on federal government subsidies to Canada Post
to maintain the existing level of service**

Number of full-time equivalent employees	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Between 1 and 49	6%	9%	7%	7%	2%	6%	21%	13%	19%	17%	24%	19%	49%	52%	50%
Between 50 and 99	0%	20%	17%	0%	0%	0%	0%	40%	33%	0%	20%	17%	100%	20%	33%
Between 100 and 499	100%	50%	60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%	40%
500 or more	0%	20%	17%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	80%	83%
Grand total	7%	13%	9%	7%	2%	5%	21%	13%	18%	16%	20%	17%	50%	52%	50%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.7 – Opinion of individuals on price of stamps increase to better reflect the cost of services

	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Female	38%	35%	36%	18%	19%	19%	31%	28%	29%	10%	12%	11%	3%	6%	5%
Female with no working relationship with Canada Post	39%	32%	34%	20%	21%	20%	28%	28%	28%	11%	13%	12%	2%	6%	5%
Female with a working relationship with Canada Post	35%	39%	38%	15%	17%	17%	35%	27%	29%	10%	11%	10%	5%	6%	6%
Male	26%	24%	24%	16%	15%	15%	31%	31%	31%	15%	18%	17%	13%	13%	13%
Male with no working relationship with Canada Post	29%	25%	26%	15%	14%	15%	28%	28%	28%	14%	19%	18%	14%	13%	13%
Male with a working relationship with Canada Post	21%	23%	23%	16%	15%	15%	35%	32%	33%	17%	17%	17%	12%	12%	12%
Other	50%	31%	35%	0%	13%	10%	25%	6%	10%	25%	31%	30%	0%	19%	15%
Other with no working relationship with Canada Post	50%	27%	33%	0%	9%	7%	25%	9%	13%	25%	36%	33%	0%	18%	13%
Other with a working relationship with Canada Post	0%	40%	40%	0%	20%	20%	0%	0%	0%	0%	20%	20%	0%	20%	20%
Grand total	34%	30%	31%	17%	17%	17%	31%	29%	30%	12%	15%	14%	7%	9%	9%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.8 – Opinion of organizations on price of stamps increase to better reflect the cost of services

Number of full-time equivalent employees	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Between 1 and 49	32%	28%	31%	20%	17%	20%	34%	30%	33%	10%	20%	12%	4%	4%	4%
Between 50 and 99	0%	0%	0%	0%	0%	0%	0%	20%	17%	0%	60%	50%	100%	20%	33%
Between 100 and 499	0%	75%	60%	0%	0%	0%	0%	25%	20%	100%	0%	20%	0%	0%	0%
500 or more	0%	20%	17%	100%	40%	50%	0%	20%	17%	0%	20%	17%	0%	0%	0%
Grand total	31%	28%	30%	21%	17%	19%	33%	28%	32%	10%	22%	14%	4%	5%	5%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.9 – Opinion of individuals on the price of mail delivery being dependent on the destination

	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Female	41%	41%	41%	16%	15%	16%	18%	19%	19%	15%	14%	14%	9%	10%	10%
Female with no working relationship with Canada Post	40%	38%	39%	16%	18%	18%	21%	20%	20%	14%	15%	14%	9%	10%	9%
Female with a working relationship with Canada Post	44%	45%	44%	17%	13%	14%	13%	18%	17%	16%	13%	14%	10%	11%	11%
Male	35%	35%	35%	17%	14%	14%	16%	18%	18%	20%	17%	18%	13%	16%	15%
Male with no working relationship with Canada Post	35%	33%	34%	15%	16%	16%	14%	18%	17%	24%	17%	19%	12%	16%	15%
Male with a working relationship with Canada Post	34%	36%	36%	19%	12%	13%	18%	18%	18%	15%	18%	18%	14%	16%	16%
Other	75%	44%	50%	0%	6%	5%	0%	19%	15%	25%	25%	25%	0%	6%	5%
Other with no working relationship with Canada Post	75%	45%	53%	0%	0%	0%	0%	18%	13%	25%	36%	33%	0%	0%	0%
Other with a working relationship with Canada Post	0%	40%	40%	0%	20%	20%	0%	20%	20%	0%	0%	0%	0%	20%	20%
Grand total	39%	38%	39%	17%	14%	15%	17%	18%	18%	17%	16%	16%	11%	13%	12%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.10 – Opinion of organizations on the price of mail delivery being dependent on the destination

Number of full-time equivalent employees	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Between 1 and 49	30%	39%	33%	13%	4%	11%	30%	24%	28%	17%	22%	19%	10%	11%	10%
Between 50 and 99	0%	40%	33%	0%	20%	17%	0%	0%	0%	0%	20%	17%	100%	20%	33%
Between 100 and 499	0%	50%	40%	0%	0%	0%	0%	0%	0%	100%	50%	60%	0%	0%	0%
500 or more	0%	0%	0%	0%	40%	33%	0%	40%	33%	100%	0%	17%	0%	20%	17%
Grand total	30%	37%	32%	13%	8%	11%	29%	22%	27%	19%	22%	19%	10%	12%	11%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.11 – Opinion of individuals on the reduction of mail delivery frequency to every other day to improve Canada Post financial sustainability

	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Female	47%	50%	49%	10%	10%	10%	17%	13%	14%	13%	12%	12%	13%	16%	15%
Female with no working relationship with Canada Post	34%	31%	32%	11%	11%	11%	21%	17%	19%	16%	17%	16%	19%	24%	22%
Female with a working relationship with Canada Post	70%	68%	68%	8%	9%	8%	10%	8%	9%	9%	6%	7%	4%	9%	7%
Male	45%	56%	54%	10%	8%	8%	13%	10%	11%	14%	10%	11%	18%	15%	16%
Male with no working relationship with Canada Post	30%	35%	34%	9%	9%	9%	16%	14%	15%	21%	17%	18%	24%	24%	24%
Male with a working relationship with Canada Post	66%	69%	68%	11%	7%	8%	8%	8%	8%	5%	6%	6%	10%	10%	10%
Other	25%	38%	35%	0%	6%	5%	50%	19%	25%	25%	25%	25%	0%	13%	10%
Other with no working relationship with Canada Post	25%	36%	33%	0%	9%	7%	50%	18%	27%	25%	27%	27%	0%	9%	7%
Other with a working relationship with Canada Post	0%	40%	40%	0%	0%	0%	0%	20%	20%	0%	20%	20%	0%	20%	20%
Grand total	47%	53%	51%	10%	9%	9%	15%	11%	13%	13%	11%	12%	15%	16%	15%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.12 – Opinion of organizations on the reduction of mail delivery frequency to every other day to improve Canada Post financial sustainability

Number of full-time equivalent employees	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Between 1 and 49	29%	39%	31%	20%	4%	16%	27%	17%	25%	17%	20%	17%	7%	20%	10%
Between 50 and 99	100%	40%	50%	0%	20%	17%	0%	0%	0%	0%	0%	0%	0%	40%	33%
Between 100 and 499	100%	75%	80%	0%	0%	0%	0%	0%	0%	0%	25%	20%	0%	0%	0%
500 or more	0%	40%	33%	0%	20%	17%	0%	20%	17%	0%	20%	17%	100%	0%	17%
Grand total	30%	42%	33%	20%	7%	16%	27%	15%	23%	16%	18%	17%	7%	18%	11%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.13 – Opinion of individuals on paying additional costs to obtain home mail delivery

	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Female	46%	72%	63%	9%	8%	8%	15%	6%	9%	9%	6%	7%	21%	9%	12%
Female with no working relationship with Canada Post	40%	68%	57%	11%	9%	10%	18%	7%	11%	11%	6%	8%	22%	9%	14%
Female with a working relationship with Canada Post	56%	75%	70%	7%	6%	6%	11%	5%	7%	7%	6%	6%	19%	8%	11%
Male	43%	66%	62%	10%	8%	8%	11%	7%	8%	10%	6%	7%	25%	13%	15%
Male with no working relationship with Canada Post	35%	65%	57%	11%	8%	9%	12%	7%	9%	13%	7%	8%	29%	13%	17%
Male with a working relationship with Canada Post	55%	67%	65%	9%	7%	7%	11%	7%	8%	6%	6%	6%	20%	13%	14%
Other	75%	81%	80%	0%	6%	5%	0%	13%	10%	25%	0%	5%	0%	0%	0%
Other with no working relationship with Canada Post	75%	82%	80%	0%	9%	7%	0%	9%	7%	25%	0%	7%	0%	0%	0%
Other with a working relationship with Canada Post	0%	80%	80%	0%	0%	0%	0%	20%	20%	0%	0%	0%	0%	0%	0%
Grand total	45%	69%	63%	10%	8%	8%	14%	7%	9%	9%	6%	7%	22%	11%	14%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

Table B.14 – Opinion of organizations on paying additional costs to obtain door-to-door mail delivery

Number of full-time equivalent employees	Strongly disagree			Disagree			Neither agree nor disagree			Agree			Strongly agree		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Between 1 and 49	34%	59%	40%	8%	11%	9%	17%	22%	19%	15%	2%	12%	25%	7%	20%
Between 50 and 99	0%	60%	50%	0%	0%	0%	0%	20%	17%	0%	0%	0%	100%	20%	33%
Between 100 and 499	100%	50%	60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%	40%
500 or more	100%	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grand total	35%	62%	43%	8%	8%	8%	17%	18%	17%	15%	2%	11%	25%	10%	21%

Source: Table prepared using data obtained from the Canada Post E-Consultation results, 2016.

B. Comments Received

Many individuals and representatives of organizations added comments to their electronic questionnaires. The most frequent comments were as follows, organized by theme.

Objects

- A number of respondents said that the postal service is a public service that should not need to be profitable or financially self-sufficient.
- One individual suggested splitting Canada Post in two. The public part would deliver letters, while a privatized part would carry out the remaining activities.

Management and labour relations

- A number of respondents criticized the current president and chief executive officer and vice-presidents of Canada Post.
- The unions and management should work together more effectively to eliminate problems such as the payment of large amounts of overtime, which some believe has become the norm; an excessive number of managers; a lack of accountability; and an inability to restructure duties according to needs. An audit team could even be hired to assess the situation.
- The structure for awarding bonuses to senior management should be reviewed.
- Many union members would like their union to be more transparent, flexible and honest during negotiations.

Stakeholder engagement

- Canada Post should solicit more feedback from its customers, using a meaningful, rigorous and scientific process.

Method of delivery

- A number of respondents said they liked community mailboxes and agreed with the conversion initiative. However, they said that these mailboxes must be located and maintained appropriately. They noted that this mail delivery method does not work in all circumstances.
- Numerous Canada Post employees said that community mailboxes save them time and prevent many workplace accidents.

Frequency of delivery

- A number of respondents said that alternate-day delivery would be a good compromise if it enables them to save home mail delivery.

Financial situation and main costs

- Numerous respondents believe that Canada Post is in a solid financial position, as the Corporation has run deficits only a few times since it was created in 1981.
- Various statutes and regulations prevent Canada Post from having the flexibility it needs to ensure its long-term financial viability.

Postal banking and other options for Canada Post

- Among the options proposed to help Canada Post become financially viable in the long run were postal banking (the option mentioned most frequently), the provision of broadband Internet service (another common suggestion), the restoration of the Food Mail Program that was replaced by the Nutrition North program and the provision of a three-dimensional printing service.

Other comments

- A number of respondents expressed the view that the questions posed in the e-consultation were biased, while others added that the Committee did not adequately announce or publicize the consultation.
- Numerous respondents said they were opposed to direct marketing and believe that Canada Post should abandon this service.
- One respondent noted that Canada Post's customers are those who send mail, not those who receive it.

C. Questionnaire Used for the E-Consultation

The House of Commons Standing Committee on Government Operations and Estimates is conducting a study on the Canada Post Corporation. Individuals and organizations are invited to participate by sharing their needs for postal services and opinions on Canada Post in the following questionnaire.

Please note that the information collected is confidential and will not be used for other purposes.

The online questionnaire must be completed by 23:59 EDT on October 21, 2016.

Paper copies of the questionnaire can also be completed and must be received by October 21, 2016. To obtain a paper copy, please print the online questionnaire, email OGGO@parl.gc.ca, or send a request by mail to the address below. Completed questionnaires can be sent by mail to:

Standing Committee on Government Operations and Estimates
House of Commons
6th Floor, 131 Queen St.
Ottawa, ON K1A 0A6

Questionnaire

The following two bullet types will be used:

- ☐ Respondents can select several options.
- ☒ Respondents can select only one option.

Question 1: Are you answering this questionnaire as an individual or as an organization?

- ☒ Individual (Go to “Section A. Questions for Individuals”)
- ☒ Organization (Go to “Section B. Questions for Organizations”)

a. Questions for Individuals

Question 2: Please provide the following information*.

First Name:	<input type="text"/>
Last Name:	<input type="text"/>
Email address:	<input type="text"/>

**Please note that this information is confidential and is only requested to ensure that a person answers the questionnaire once.*

Question 3: What is the postal code of your primary residence?

Question 4: Do you or a member of your family work or have worked for Canada Post or one of its subsidiaries or competitors?

- ☒ Yes
- ☒ No

Question 5: What is your age?

- ☒ Under 18
- ☒ 18 to 29
- ☒ 30 to 49
- ☒ 50 to 64
- ☒ 65 or older

Question 6: What is your sex?

- ☐ Male
- ☐ Female
- ☐ Other

Question 7: Do you have reduced mobility*?

- ☐ Yes
- ☐ No

** A person, whether with or without disabilities, is deemed to experience reduced mobility if he/she encounters obstacles when moving about and/or using transportation.*

Question 8: What Canada Post services have you used in the last 12 months?

Check all that apply:

- ☐ Letter mail
- ☐ Parcels
- ☐ Money orders
- ☐ Other products (e.g., retail purchases of collectable stamps, coins, mail and shipping supplies, etc.)
- ☐ None

Question 9: How do you currently receive your letter mail at your primary residence?

- ☐ Door-to-door delivery
- ☐ Centralized point within building (e.g. lock boxes found in lobbies of buildings)
- ☐ Community, group or kiosk mailboxes
- ☐ Post Office Box
- ☐ Other, please specify:

Question 10: How would you like to receive your letter mail at your primary residence?

- ☐ Door-to-door delivery
- ☐ Centralized point within building (e.g. lock boxes found in lobbies of buildings)
- ☐ Community, group or kiosk mailboxes
- ☐ Post Office Box
- ☐ Other, please specify:
- ☐ No preference

Question 11: Do you agree or disagree with the following statement: *The federal government should subsidize the delivery of mail to maintain the existing level of service?*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 12: How often have you gone to a Canada Post office or franchise (e.g., a postal outlet in a drug store) in the last 12 months?

- ☐ At least once per week
- ☐ At least once per month
- ☐ Every few months
- ☐ Once
- ☐ Never

Question 13: If your local Canada Post office or franchise (e.g., a postal outlet in a drug store) closed, how would it impact you?

Check all that apply:

- ☐ Use the services of the nearest Canada Post office or franchise still open
- ☐ Use less letter mail services from Canada Post
- ☐ Use less parcel services from Canada Post
- ☐ Use less money order services from Canada Post
- ☐ Use less retail purchases of collectable stamps, coins, mail and shipping supplies from Canada Post
- ☐ Use the services of a private courier (e.g., FedEx, DHL, UPS)
- ☐ Other, please specify:
- ☒ There is no local Canada Post office or franchise where I live

Question 14: How satisfied or dissatisfied are you with Canada Post services?

- ☒ Very satisfied (Go to Question 16)
- ☒ Satisfied (Go to Question 16)
- ☒ Neither satisfied nor dissatisfied (Go to Question 16)
- ☒ Dissatisfied
- ☒ Very dissatisfied

Question 15: What are the reasons why you are dissatisfied?

Check all that apply:

- ☐ Costs of services
- ☐ Reliability of services
- ☐ Availability of services
- ☐ Accessibility of services
- ☐ Hours of operation
- ☐ Customer service
- ☐ Other, please specify:

Question 16: Do you agree or disagree with the following statement: *Canada Post should increase the price of stamps to better reflect the cost of services?*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 17: Do you agree or disagree with the following statement: *Canada Post should determine the price of mail delivery depending on the destination, as it does with packages?*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 18: Do you agree or disagree with the following statement: *Canada Post should reduce the frequency of mail delivery to every other day to improve its financial sustainability?*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 19: Do you agree or disagree with the following statement: *Persons wishing to obtain mail delivery at home should pay the additional costs of service?*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

**Question 20: Do you have any other comments you would like to share with us?
(Maximum of 500 words)**

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b. Questions for Organizations

Question 2: Please provide the following information*.

First Name:	<table border="1"><tr><td></td></tr></table>	
Last Name:	<table border="1"><tr><td></td></tr></table>	
Email address:	<table border="1"><tr><td></td></tr></table>	

**Please note that this information is confidential and is only requested to ensure that a person answers the questionnaire once.*

Question 3: What is your organization's postal code?

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Question 4: Is your organization a competitor or a supplier of Canada Post or of one of its subsidiaries?

- ☐ Yes
- ☐ No

Question 5: How many full-time equivalent (FTE) employees does your organization employ?

- ☒ Between 1 and 49
- ☒ Between 50 and 99
- ☒ Between 100 and 499
- ☒ 500 or more

Question 6: What Canada Post services has your organization used in the last 12 months?

Check all that apply:

- ☐ Letter mail
- ☐ Parcels
- ☐ Money orders
- ☐ Direct marketing
- ☐ Logistics and supply chain services
- ☐ Other products (e.g., retail purchases of collectable stamps, coins, mail and shipping supplies, etc.)
- ☒ None

Question 7: How does your organization currently receive its letter mail?

Check all that apply:

- ☐ Door-to-door delivery
- ☐ Centralized point within building (e.g. lock boxes found in lobbies of buildings)
- ☐ Community, group or kiosk mailboxes
- ☐ Post Office Box
- ☐ Other, please specify:

Question 8: How would your organization like to receive its letter mail?

- ☒ Door-to-door delivery
- ☒ Centralized point within building (e.g. lock boxes found in lobbies of buildings)
- ☒ Community, group or kiosk mailboxes
- ☒ Post Office Box
- ☒ Other, please specify:
- ☒ No preference

Question 9: Do you agree or disagree with the following statement: *The federal government should subsidize the delivery of mail to maintain the existing level of service?*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 10: How often has someone in your organization gone to a Canada Post office or franchise (e.g., a postal outlet in a drug store) in the last 12 months?

- ☐ At least once per week
- ☐ At least once per month
- ☐ Every few months
- ☐ Once
- ☐ Never

Question 11: If the local Canada Post office or franchise (e.g., a postal outlet in a drug store) closed, how would it impact your organization?

Check all that apply:

- ☐ Use the services of the nearest Canada Post office or franchise still open
- ☐ Use less letter mail services from Canada Post
- ☐ Use less parcel services from Canada Post
- ☐ Use less money order services from Canada Post
- ☐ Use less direct marketing from Canada Post
- ☐ Use less retail purchases of collectable stamps, coins, mail and shipping supplies from Canada Post
- ☐ Use the services of a private courier (e.g., FedEx, DHL, UPS)
- ☐ Other, please specify:
- ☒ There is no local Canada Post office or franchise where my organization is located

Question 12: How satisfied or dissatisfied is your organization with Canada Post's services?

- ☐ Very satisfied (Go to Question 14)
- ☐ Satisfied (Go to Question 14)
- ☐ Neither satisfied nor dissatisfied (Go to Question 14)
- ☐ Dissatisfied
- ☐ Very dissatisfied

Question 13: What are the reasons why your organization is dissatisfied?

Check all that apply:

- ☐ Costs of services
- ☐ Reliability of services
- ☐ Availability of services
- ☐ Accessibility of services
- ☐ Hours of operation
- ☐ Customer service
- ☐ Other, please specify:

Question 14: Do you agree or disagree with the following statement: Canada Post should increase the price of stamps to better reflect the cost of services?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 15: Do you agree or disagree with the following statement: Canada Post should determine the price of mail delivery depending on the destination, as it does with packages?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 16: Do you agree or disagree with the following statement: *Canada Post should reduce the frequency of mail delivery to every other day to improve its financial sustainability?*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 17: Do you agree or disagree with the following statement: *Persons wishing to obtain mail delivery at home should pay the additional costs of service?*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Question 18: Does your organization have any other comments it would like to share with us? (Maximum of 500 words)

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APPENDIX C LIST OF WITNESSES

Organizations and Individuals	Date	Meeting
Task Force on Canada Post Corporation	2016/09/20	26
Françoise Bertrand, President		
Krystyna T. Hoeg, Member		
Jim Hopson, Member		
Marena McLaughlin, Member		
Association of Postal Officials of Canada	2016/09/21	27
Guy Dubois, National President		
Michael Ling, First Vice-President		
Canada Post Corporation		
Deepak Chopra, President and Chief Executive Officer		
Susan Margles, Vice-President Government Relations and Policy Framework		
Wayne Cheeseman, Chief Financial Officer		
Canadian Postmasters and Assistants Association		
Brenda McAuley, National President		
Daniel Maheux, National Vice-President		
Canadian Union of Postal Workers		
Mike Palecek, National President		
Jan Simpson, First National Vice-President		
Union of Postal Communications Employees		
François Paradis, National President		
Public Service Alliance of Canada		
Howie West, Work Re-Organization Officer National Programs Section		
Canadian Union of Postal Workers	2016/09/26	28
Sylvain Lapointe, National Director Metro-Montréal		
City of Laval		
Marc Demers, Mayor		
Martin Gratton, Professional Advisor Planning and Land Management		
City of Montreal		
Lionel Perez, City Councillor Member of the Executive Committee		

Organizations and Individuals	Date	Meeting
Confédération des organismes de personnes handicapées du Québec Richard Lavigne, Director General DisAbled Women's Network Canada Carmela Hutchison, President eCOM MTL inc. Stéphane Ricoul, President Frank + Oak Hicham Ratnani, Chief Operating Officer and Co-Founder Seniors Action Quebec Andrew DeFour, Secretary Ruth Keathly Pelletier, Former President As individuals Alain Duguay, Former President Canadian Union of Postal Workers, Metro-Montréal Simon Tremblay-Pepin, Professor and Researcher Institut de recherche et d'informations socio-économiques	2016/09/26	28
Association de l'Âge d'Or de Bois-des-Filion Georges Flanagan, President Association des gens d'affaires de Blainville Christian Fréchette, President Canadian Union of Postal Workers Steve Ferland, National Coordinator Save Canada Post Magali Giroux, Coordinator Save Canada Post, Quebec Chambre de Commerce de Bois-des-Filion / Lorraine Michel Limoges, Former Co-President Chambre de commerce et d'industrie Thérèse-De-Blainville Réal Couture, President Club Lorr« Aînés » Maurice Boisclair, President FADOQ-Région Laurentides Michael Leduc, General Manager Fédération des travailleurs et travailleuses du Québec Daniel Boyer, President	2016/09/26	29

Organizations and Individuals	Date	Meeting
L'Encrier André Alacchi, President	2016/09/26	29
ACORN Canada Donna Borden, National Representative	2016/09/27	30
Association of Municipalities of Ontario Lynn Dollin, President		
C.D. Howe Institute Benjamin Dachis, Associate Director Research		
Canadian Association of Retired Persons Wanda Morris, Chief Operating Officer Vice-President of Advocacy		
Canadian Federation of Independent Business Daniel Kelly, President Chief Executive Officer and Chair		
Common Wealth Alex Mazer, Founding Partner		
Council of Canadians with Disabilities John Rae, Second Vice-Chairperson Chairperson of Social Policy Committee		
Magazines Canada Matthew Holmes, President and Chief Executive Officer		
National Association of Major Mail Users Kristi Kanitz, Board Chair Patrick Bartlett, Executive Director		
Newspapers Canada John Hinds, President and Chief Executive Officer		
Oakville District Labour Council David Millar, President		
As individuals Gary Kirk, Owner A Good Read Bookstore Carla Lipsig-Mummé, Professor York University		
City of Hamilton Matthew Green, Councillor	2016/09/27	31

Organizations and Individuals	Date	Meeting
Greater Kitchener Waterloo Chamber of Commerce Art Sinclair, Vice-President Kitchener Waterloo Access Ability Edward Faruzel, Executive Director KW Habilitation Ann Bilodeau, Executive Director Town of Milton Cindy Lunau, Councillor	2016/09/27	31
Canadian Union of Postal Workers Susan Sitlington, President Derek Richmond, Ontario Region Coordinator Philip Lyons, President Local 630 Michelle Gouthro Johnson, Second Vice-President Local 630 City of Windsor Seniors Advisory Committee Sungee John Corporation of the City of Windsor (Ontario) Gayle Jones, Diversity and Accessibility Officer Town of Tecumseh Gary McNamara, Mayor As individuals Ken Lewenza, Vice-President of the Windsor and District Labour Council Frank Schiller, Business owner Norm Sutherland, Business owner Petrolia, Ontario	2016/09/28	32
City of Dryden Greg Wilson, Mayor Happy Go Lucky Seniors Club Garry Parkes, President Vermilion Bay Kenora & District Chamber of Commerce Andrew Scribilo, President Lac Seul First Nation Clifford Bull, Chief	2016/09/29	33

Organizations and Individuals	Date	Meeting
Municipality of Red Lake Sandy Middleton, Deputy Mayor	2016/09/29	33
Norwest Printing and Publishing Group David Neegan, Owner		
As individuals Mary Aitken, President Dryden Local, Canadian Union of Postal Workers Brad Pareis, Member Canadian Union of Postal Workers		
City of Corner Brook Charles Pender, Mayor	2016/10/03	34
Coalition of Persons with Disabilities Terry Gardner, Former Vice-President Newfoundland and Labrador		
Canadian Association of Retired Persons Sharron Callahan, Chair St. John's Avalon Chapter	2016/10/03	35
Canadian Union of Postal Workers Craig Dyer, President Local 126		
Coalition of Persons with Disabilities Emily Christy, Executive Director Newfoundland and Labrador		
Empower, The Disability Resource Centre Kimberly Yetman Dawson, Executive Director		
Town of Wabana Gary Gosine, Mayor		
ACORN Canada Jonethan Brigley, Chair Dartmouth	2016/10/04	36
Canadian Union of Postal Workers Jeffrey Callaghan, National Director Atlantic Region Michael Keefe, First Vice-President Local 096		
Community Links Association Anne Corbin, Executive Director		

Organizations and Individuals	Date	Meeting
Feed Nova Scotia Thomas Kozloski, Chair Board of Directors	2016/10/04	36
Nova Scotia Federation of Labour Danny Cavanagh, President		
Senior Citizens and Pensioners of Nova Scotia Bernie LaRusic, Former President		
Canadian Union of Postal Workers Gordon MacDonald, President Local 117 Kristen MacEachern, Coordinator Save Canada Post Campaign	2016/10/04	37
Cape Breton Regional Municipality Lowell Cormier, Municipal Councillor District 11		
Sydney and Area Chamber of Commerce Adrian White, Chief Executive Officer		
Union of Nova Scotia Municipalities Cecil P. Clarke, President Sean Casey, Member of Parliament Charlottetown	2016/10/05	38
Canadian Union of Postal Workers Scott Gaudet, Vice-President Local 129		
Greater Charlottetown Area Chamber of Commerce Penny Walsh McGuire, Executive Director		
Milk & Amber Katharine MacDonald, Owner		
The PEI Council of People with Disabilities Marcia Carroll, Executive Director		
Vesey's Seeds Ltd. John Barrett, Director of Sales Marketing & Development		
Association acadienne et francophone des aînées et aînés du Nouveau-Brunswick Jean-Luc Bélanger, Director General	2016/10/06	39

Organizations and Individuals	Date	Meeting
Canadian Union of Postal Workers Amy Anderson, President Atlantic Region, Local 12	2016/10/06	39
Municipality of Bathurst Paolo Fongemie, Mayor		
Réseau communauté en santé Bathurst Anne-Marie Gammon, President		
Union of Municipalities of New Brunswick Tracy Culligan, First Vice-President		
Village of Chipman Carson Atkinson, Mayor		
Association québécoise de défense des droits des personnes retraitées et préretraitées Judith Gagnon, President Claude Godbout, Revenue and Tax Committee Representative	2016/10/07	40
Canadian Centre for Policy Alternatives John Anderson, Research Associate National Office		
Comité d'action des personnes vivant des situations de handicap Simon April, Project Manager and Communications Officer		
Municipalité de Ristigouche-Sud-Est Hervé Esch, Director General and Secretary-Treasurer		
Regroupement des organismes de personnes handicapées de la région 03 Olivier Collomb d'Eyrammes, Director General		
The Conference Board of Canada Louis Thériault, Vice-President Public Policy		
Union of Quebec Municipalities Alexandre Cusson, Mayor City of Drummondville		
Canadian Union of Postal Workers François Senneville, National Director Quebec Region	2016/10/07	41
Chambre de commerce Baie-des-Chaleurs Maurice Quesnel, Director General		

Organizations and Individuals	Date	Meeting
Coopérative d'habitation Ludovica Dany Harvey, President	2016/10/07	41
Desjardins Group Bernard Brun, Director Government Relations David Mourinet, Director Administrative Services Directorate		
Fédération des travailleurs et travailleuses du Québec Richard St-Onge, President Regional Council		
As individuals Vincent Lambert, Postal Worker Jean-François Simard, Postal Worker		
Canadian Union of Postal Workers Tim Armstrong, National Director Pacific Region	2016/10/17	42
Simon Fraser University Pamela Stern, Assistant Professor Department of Sociology and Anthropology		
Surrey Board of Trade Anita Huberman, Chief Executive Officer		
City of Edmonton Mike Nickel, Councillor	2016/10/18	43
EPCOR Utilities Inc. Meghan Mackintosh, Manager Billing Operations		
North Edmonton Seniors Association Hugh Newell, President and Chairman		
St. Albert Chamber of Commerce Lynda Moffat, President and Chief Executive Officer		
As individuals Karen Kennedy, Retired Postal Worker Debby Kronewitt-Martin, Consultant Change Management Eric Oddleifson, Lawyer Kristina Schinke, Former Vice-President Cash Money Cheque Cashing		

Organizations and Individuals	Date	Meeting
Canadian Postmasters and Assistants Association Michelle Brousseau, Director Alberta/Northwest Territories/Nunavut Jacquie Strong, Director Alberta/Northwest Territories/Nunavut	2016/10/18	44
Canadian Union of Postal Workers Anna Beale, Former President Local 710		
CapieKonsult Steven Rosendorff, Vice-President Business Development		
As individuals David Bennett, Retired Postal Worker Frank Goldie, Retired Postal Worker George Opstad, Postal Worker		
Kevin O'Reilly, Member of the Legislative Assembly Frame Lake, Government of the Northwest Territories	2016/10/19	45
Canadian Union of Postal Workers Lynda Lefrancois, President Local 858, Yellowknife		
City of Yellowknife Mark Heyck, Mayor		
Northern Territories Federation of Labour Alexander Lambrecht, President		
Northwest Territories Association of Communities Sara Brown, Chief Executive Officer		
Canadian Postmasters and Assistants Association Shelly Krahenbil, President Saskatchewan Branch	2016/10/20	46
Canadian Union of Postal Workers Julee Sanderson, President Saskatoon Local		
City of Moose Jaw Myron Gulka-Tiechko, City Clerk and Solicitor Michelle Sanson, Director of Planning and Development Services		
Moose Jaw & District Senior Citizens Association Inc. Wayne McGregor, President Lori Friars, Coordinator		

Organizations and Individuals	Date	Meeting
Triple 4 Advertising Ltd. Harry Watson, President Wakamow Aboriginal Community Organization Bernice Perkins, Vice-Chair Brenda Marshall-Colenutt, Secretary	2016/10/20	46
Canadian Labour Congress Donald Lafleur, Executive Vice-President Credit Union Central of Saskatchewan Keith Nixon, Chief Executive Officer Leslie Trobak, Manager Government Relations Saskatchewan Association of Rural Municipalities Carmen Sterling, Vice-President Shelley Kilbride, Director Policy and Research Saskatchewan Seniors Mechanism Randy Dove, Vice-President Holly Schick, Executive Director Saskatchewan Urban Municipalities Association Debra Button, President Sean McEachern, Director Policy and Communications Saskatchewan Voice of People with Disabilities Inc. Marg Friesen, Lead Consultant	2016/10/20	47
AIL Canada Daryl Barnett, Director Labour Relations Canadian Union of Postal Workers Glenn Bennett, President Prairie Region, Local 856 Manitoba Federation of Labour Kevin Rebeck, President Manitoba League of Persons with Disabilities Carlos Sosa, Member and Former Co-Chair Manitobah Mukluks Nelson Leong, Chief Operating Officer	2016/10/21	48

Organizations and Individuals	Date	Meeting
McQueen and Mo Mater Maureen June Winnicki Lyons, Owner Winnipeg & District Labour Council Dave Sauer, President As an individual David Camfield, Professor Labour Studies and Sociology, University of Manitoba	2016/10/21	48
Brokenhead Ojibway Nation Jim Bear, Chief Angela Petrash, Development Corporation Jackie Pommer, Director of Operations As individuals Debbie Chief, Director of Health Medical Clinic/Pharmacy Sandra Nault, Housing Clerk Ashleigh Shultz-Bear, Manager Entertainment Centre	2016/10/21	49
Canadian Bankers Association Darren Hannah, Vice-President Finance, Risk and Prudential Policy Canadian Consumer Finance Association Tony Irwin, President Canadian Credit Union Association Robert Martin, Senior Policy Advisor Department of Finance Lisa Pezzack, Director Financial Systems Division, Financial Sector Policy Branch Lynn Hemmings, Senior Chief Payments and Pensions, Financial Sector Policy Branch eBay Canada Limited Andrea Stairs, Managing Director Ernst & Young Uros Karadzic, Partner People Advisory Services Pierre Lanctôt, Partner Advisory Services Charles-Antoine St-Jean, Partner Advisory Services	2016/10/31	53

Organizations and Individuals	Date	Meeting
Mercer (Canada) Limited Cory Skinner, Actuary Michel St-Germain, Actuary Oliver Wyman Bruce Spear, Partner Transportation Practice Ontario Teachers' Pension Plan Board Mary Cover, Director Pension Strategy & Enterprise Risk Pitney Bowes Canada Bill Mackrell, President Purolator Courier Limited Stewart Bacon, Chairman of the Board The UPS Store David Druker, President UPS Canada Cristina Falcone, Vice-President Public Affairs	2016/10/31	53
Association of Postal Officials of Canada Guy Dubois, National President Michael Ling, First Vice-President Canada Post Corporation Deepak Chopra, President and Chief Executive Officer Susan Margles, Vice-President Government Relations and Policy Framework Wayne Cheeseman, Chief Financial Officer Canadian Postmasters and Assistants Association Brenda McAuley, National President Daniel Maheux, National Vice-President Public Service Alliance of Canada Howie West, Work Re-Organization Officer National Programs Section Union of Postal Communications Employees François Paradis, National President	2016/11/02	55
Canadian Union of Postal Workers Mike Palecek, National President Geoff Bickerton, Director of Research	2016/11/03	56

Organizations and Individuals	Date	Meeting
Task Force on Canada Post Corporation	2016/11/03	56
Françoise Bertrand, President		
Jim Hopson, Member		
Marena McLaughlin, Member		

APPENDIX D LIST OF BRIEFS

Organizations and Individuals

Amos, William, MP, Pontiac

Anderson, John

Association des gens d'affaires de Blainville

Association québécoise de défense des droits des personnes retraitées et préretraitées

Bibeau, Marie-Claude, Honourable, MP, Compton — Stanstead

Camfield, David

Canada Deposit Insurance Company

Canadian Credit Union Association

Canadian Labour Congress

Canadian Marketing Association

Canadian Postmasters and Assistants Association

Canadian Union of Postal Workers

Chambre de commerce Baie-des-Chaleurs

Chambre de Commerce de Bois-des-Filion / Lorraine

Chambre de commerce et d'industrie Thérèse-De-Blainville

City of Montreal

City of Moose Jaw

City of Toronto

Coalition of Persons with Disabilities

DisAbled Women's Network Canada

Federation of Canadian Municipalities

Jordan, Bernadette, MP, South Shore — St. Margarets

Organizations and Individuals

L'Encrier

Lipsig-Mummé, Carla

McQueen and Mo Mater

Moore, Christine, MP, Abitibi — Témiscamingue

Oakville District Labour Council

Oliphant, Robert, MP, Don Valley West

Opstad, George

Robillard, Yves, MP, Marc-Aurèle-Fortin

Saini, Raj, MP, Kitchener Centre

Saskatchewan Association of Rural Municipalities

Saskatchewan Seniors Mechanism

Schinke, Kristina

Syndicat de la fonction publique et parapublique du Québec

The UPS Store

Town of Wabana

Trudel, Karine, MP, Jonquière

Union of Postal Communications Employees

Union of Quebec Municipalities

Village of Chipman

Zahid, Salma, MP, Scarborough Centre

REQUEST FOR GOVERNMENT RESPONSE

Pursuant to Standing Order 109, the Committee requests that the government table a comprehensive response to this Report.

A copy of the relevant Minutes of Proceedings ([Meetings Nos. 26 to 49, 53 to 57, 61, 63, 65 and 66](#)) is tabled.

Respectfully submitted,

Tom Lukiwski
Chair

Conservative Dissenting Report

Preamble and Summary

The House of Commons Standing Committee on Government Operations and Estimates (the Committee) began its study of the Canada Post Corporation (CPC) in fall 2016, following the release of the Canada Post Task Force report. The purpose of the Committee's study was to conduct a discussion, grounded in the Task Force Discussion Paper, to clearly lay out the facts and viable options for the future of Canada Post.¹ The mandate of the Committee's study was to hear the views of Canadians and other stakeholders on the future of the CPC, and submit its recommendations to the Government of Canada by the end of 2016. The reason for this dissenting report is that it is the conviction of the Conservative members of the Committee that the majority report does not adequately reflect the testimony received by the Committee nor does it lay out viable options for the future success of the CPC; on the contrary, the majority report simply presents a wish-list of incoherent proposals, and ignores credible recommendations that would help the CPC create a sustainable business model, grounded in the evolving demand for the products they offer. The Committee has a responsibility to accurately report on what was heard in its consultations, and to recommend what it sees as the most effective ways to provide well as a fiduciary responsibility to fulfill the mandate of the study, and lay out facts and viable options for a sustainable future for the CPC.

The Committee heard clear testimony that Canadians value the CPC as a postal institution. Canadians believe that the CPC should both continue to deliver their mail and should work to ensure the sustainability of its future.² Canadians also clearly indicated, however, that they do not support government subsidies, underwritten by tax dollars or higher taxes, to support the CPC's operations. Further, Canadians do not want the CPC to pursue avenues of revenue that do not fit within the mandate of a postal delivery corporation.³ We are troubled by the fact that the majority report dismisses the practical solutions that the CPC had implemented or begun implementing, to secure its future simply because of poorly thought out campaign promises by the Liberal Party of Canada. The majority report is a fantasy example of political damage control that will not benefit the position of the CPC, nor secure its future. The Conservative Members of the Committee, therefore, feel compelled to offer the following reasonable, responsible recommendations to help ensure the future of an institution greatly valued by the vast majority of Canadians.

Canada Post Consultations by the Numbers

Over the course of fall 2016, the Committee heard from 190 witnesses, of whom roughly one-quarter were women, fewer than 10 were Indigenous Canadians, and almost one-third were representatives from organized labour.⁴ This summary does not mean that

¹ Government of Canada, *About the Canada Post Review*.

² Francoise Bertrand, Chair, Task Force on Canada Post Corporation, *Evidence*, 1st Session, 42nd Parliament, Meeting No. 26, 20 September 2016.

³ Ibid.

⁴ For a full list of public consultations, see Appendix A of the Committee's full report.

the testimony given by those who appeared before the Committee is not valid; rather, that it is neither a balanced representation of all stakeholders, nor proportional to the Canadians who have a vested interest in the CPC's success. In comparison, the Task Force Discussion Paper's public opinion research includes the following:

"The views of Canadians living in urban, suburban, rural, and remote communities were gathered through a national telephone survey conducted with 2,246 randomly selected Canadians with an over-sampling of autonomous seniors, cell phone only users, youth 18 to 34, people with mobility issues, rural Canadians, and Canadians living in the North. Overall survey results are considered accurate within a margin of error of plus/minus 2.0% at the 95% confidence interval.

"The views of Indigenous peoples living on- and off-reserve across Canada were gathered through a national telephone survey with a random sample of 401 Indigenous peoples. The margin of error for the total sample is plus/minus 4.9%, and for the on- and off-reserve samples is plus/minus 6.9%, both at the 95% confidence level.

"Finally, the views and opinions of small, medium, and large businesses in the private, public, and not-for-profit sectors across Canada were gathered through a national telephone survey conducted with 1,202 randomly selected businesses. Overall survey results are considered accurate within a margin of error of plus/minus 2.8% at the 95% confidence interval."⁵

It is therefore important to contextualize the Committee's recommendations within both the broad sampling of Canadians conducted by the Task Force, representing 35 million Canadians, as well as the more focused testimony of the witnesses who appeared before the Committee, to generate comprehensive recommendations regarding the future of the CPC.

General Overview

Canadians are highly satisfied with the performance of the CPC; however, most Canadians recognize that they use letter mail much less frequently than they used to, given increasingly easy access to electronic mail services. Canadians accept that the CPC faces significant financial pressures that threaten its long-term viability, and that operational changes to the CPC are necessary to increase its sustainability.⁶ The Task Force's survey on recommendations, as well as testimony provided by witnesses before the Committee, demonstrate that there was a clear consensus that the CPC should be open to adapting its services, hours, and costs, especially if this adaptability ensures that Canadians do not pay higher taxes or higher stamp prices for core CPC services.⁷ This view is evident in the opinion that everyone in urban and suburban areas should switch to a community mailbox (agreed to by 67% of those surveyed by the Task Force); that the CPC could reduce delivery to every other day (agreed to by 73% of those surveyed); and that the CPC could add a day or two to the time it takes for a letter

⁵ Bertrand, Francoise, Ksystyna T. Hoeg, Jim Hopson, and Marena McLaughlin. 2016. "Canada Post in the Digital Age." Discussion Paper.

⁶ Ibid.

⁷ Ibid.

to get to its destination (agreed to by 65% of those surveyed).⁸ These measures do not require taxpayer financing, and Canadians are supportive of more adaptability in place of higher taxes.

From a financial perspective, without a comprehensive overhaul of its existing structure, the CPC faces serious fiscal pressures in the years ahead. In public testimony heard by the Committee in late-October, representatives from Ernst & Young, the firm retained by the Task Force to conduct an audit and provide a 10-year financial projection of the CPC, said the following:

“Looking ahead, the financial position’s projection to 2026 paints an unsustainable future, with over \$700 million per year of ground-rate loss. Drivers for these negative results are multiple, but include the continuing mail erosion driven by electronic communication; inflationary cost pressures; the network growth linked to the Canadian population increase; competition, including new service providers, lower cost service providers, and disruptive technologies; and the funding requirements of the pension plan. **Our analysis leads us to believe that Canada Post’s projected loss is at the optimistic end of the acceptable range of estimates; it could be higher.**”⁹ (emphasis added)

This financial outlook grounded the Task Force’s report, and is shared by the CPC’s own fiscal projections.¹⁰ This negative financial view was not, however, shared by the Canadian Union of Postal Workers who noted that the CPC generated profits in 17 of the last 20 years, and must not, therefore, be facing serious financial challenges. However, the Committee in general, and its Conservative members specifically, agree that unless operational costs are contained, severe financial shortfalls are inevitable. With declining demand for high-profit letter mail, the CPC’s current model is not sustainable in the short- or long-term.

The Majority Report

The Conservative Members of the Committee cannot in good conscience endorse the opinion put forward by the majority of the Committee, as it does not seriously address the financial shortfall that the CPC faces. The majority opinion rejects several initiatives that would tangibly improve Canada Post’s financial position, and includes many value statements that are inconsistent with meaningful recommendations, mostly redundant, and, in some cases, completely unrelated to the ensuing recommendation. Conservative Members of the Committee do not reject every recommendation of the majority opinion; however, it would be irresponsible to endorse a document so out of touch with the harsh realities facing the CPC.

That said, Conservative Members of the Committee agree with and fully endorse the following majority opinion recommendations:

⁸ Ibid.

⁹ Pierre Lanctot, Partner, Advisory Services, Ernst & Young; Charles-Antoine St-Jean, Partner, Advisory Services, Ernst & Young; and Uros Karadzic, Partner, People Advisory Services, Ernst & Young, *Evidence*, 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

¹⁰ Bertrand, Francoise, Ksystyna T. Hoeg, Jim Hopson, and Marena McLaughlin. 2016. "Canada Post in the Digital Age." Discussion Paper.

Recommendation 1: Canada Post be maintained as a universal public service for all Canadians and conduct its operations on a self-sustaining financial basis while ensuring that profits generated are reinvested within the Corporation.

Recommendation 2: Canada Post prioritize and concentrate efforts in protecting its core mandate to provide high-quality, affordable letter and parcel delivery services to all Canadians in an innovative manner befitting the 21st century.

The Task Force evaluated options using three criteria: potential to increase operating income, market dynamics, and fit within the CPC's existing capabilities.¹¹ Two more important criteria were included when drafting this dissenting report: potential to increase savings, and whether or not the option is desired by Canadians. The two recommendations noted above are the only ones contained within the majority opinion that fit within this evaluative structure. There are several value statements throughout the majority opinion that are reasonable, but they are already existing practice within the CPC and not substantive recommendations worthy of including in this report. Unfortunately, most of the recommendations in the majority opinion ignore the costed financial projections for the future of the CPC, and, therefore, do not have a meaningful chance of helping improve (let alone stabilize) the CPC's fiscal fortunes. The analysis of the Task Force report, Ernst & Young, and public opinion suggests that the CPC should end the moratorium on conversion from door-to-door mail delivery to community mailboxes (CMB). This directly contradicts the majority report, which unreasonably and irresponsibly assumes that the majority's other recommendations will more than make up the significant savings shortfall that CMB installations would have realized. The majority report justifies continuing the CMB moratorium through flawed analysis in the preambles to recommendations 19 and 23, which assumes that the future of the CPC may actually reside in a restoration of door-to-door delivery to preserve market share and recoup lost revenue. The Committee heard no credible evidence that the CPC has *lost* revenue because of ending door-to-door delivery, and the majority's assertions otherwise indicates a blind disregard for the financial facts.

The majority opinion then advocates utilizing the CPC's network of post offices to provide broadband and wireless cellular services to rural and remote locations. On the face of the recommendation, using the CPC's broad network of post offices is not objectively irresponsible. However, the Committee did not hear substantive testimony to indicate that there is a widely-held desire for, or financially sustainable means of providing such services. The technical possibility of this proposal is also questionable. This is another example of a recommendation that is untested, uncoded, and lacks clear supporting information to make the case for such services.

The final contentious recommendation in the majority opinion worth mentioning is regarding the CPC's pension plan, which faces a significant funding shortfall in order to

¹¹ Ibid

fulfill its solvency requirement. The majority opinion recommends both ending the solvency requirement, as well as incorporating the CPC pension plan into the Public Service Pension Plan. Notwithstanding the fact that it would be an unfair competitive advantage for the CPC to be exempt from solvency requirements, where its direct private competitors are not, neither of these recommendations provides for any sustainability for the fund as a whole.

The majority opinion seems intent on providing recommendations to advise the Minister of Public Services and Procurement Canada, who oversees the CPC, to use the opportunity of this consultation to restructure the administration and mandate of the CPC. However, it was not the purpose of the study to direct or advise the Minister to make structural changes, and if the Minister or the Government wishes to pursue a restructuring of the CPC or redefine its mandate, they should simply do so. Providing a recommendation to legitimize a decision that is not otherwise supported by Canadians as a whole is not part of the Committee's mandate.

Recommendations

Background to Recommendations 1 and 2: Traditional Services

Canadians have clearly voiced their opinion that there is a continued need for a public letter-mail and parcel delivery provider in Canada, and that the CPC should specifically ensure the financial sustainability of its core services prior to engaging in anything that exceeds its mandate. The CPC should focus its efforts on protecting its traditional services, and recognize the importance of rural post offices for small-towns and communities. During rural consultations, the message from the witnesses who testified was consistent with a desire to maintain traditional postal services. There is a divide between the desires of urban and rural Canadians on the future of the CPC; while urban Canadians have access to hundreds of postal outlets and franchises within a short distance, rural Canadians regularly travel a substantial distance to the single post office in the region. This dissenting report therefore reiterates the need for the CPC to protect and maintain its position in rural and remote areas of Canada. Given that the CPC provides, in some cases, the only link between these communities and the rest of the country, it is important that initiatives implemented regarding the CPC's future focus on protecting postal delivery in rural Canada.

It is also important to note that the CPC is an independent Crown corporation. It was separated in 1981, after previously operating as a department within the Government of Canada. One of the primary motivations underpinning Crown corporations is to ensure the corporation is free to make decisions that are in the best interest of the corporation itself and not at the direction of the political interests of the Government of the day. As previously pointed out, it is troubling that the current Government is attempting to impose a specific, politically-motivated direction on the CPC. It is very important that the CPC remain independent.

Recommendation 1: Canada Post is an independent crown corporation, and the Government of Canada ought to refrain from limiting the autonomy of a crown corporation in its affairs and the direction it chooses for conducting its business.

Recommendation 2: That Canada Post focus on its traditional purpose, to provide high-quality, affordable postal delivery services to all Canadians.

Background to Recommendation 3: Innovation and Sustainability

The Committee heard an extensive amount of testimony from the CPC regarding its initiatives to raise revenues. Many of these initiatives were generated by employees of the CPC, which is why a recommendation to simplify communication between employees and employers regarding innovation is reasonable. However, witnesses that testified before the Committee demonstrated a disconnect in ideas of innovation, with postal banking repeatedly mentioned as something worth exploring given that countries similar to Canada with national postal services have postal banking regimes. Conversely, other witnesses, including those from the Canadian Federation of Independent Business, national banking associations, and various credit unions expressed skepticism toward the idea of postal banking, and recommended that the CPC focus on its core business model.¹²

The CPC provided postal banking services from 1869 to 1968, which were ended under then Prime Minister Pierre Trudeau. Legislation enacted in 1968 prevents the re-establishment of a postal bank, as it would contravene the *Bank Act*, the *Trust and Loan Companies Act*, and the *Financial Administration Act*. The CPC examined postal banking options that would not contravene these Acts, which include partnering with either one financial institution exclusively, or as a service provider for a plurality of financial institutions. The Committee saw evidence of a push to form relationships between the CPC and financial institutions in 2010, but this was not met with enthusiasm by the banking sector. This sentiment was expressed clearly by the banking representatives when they testified before the Committee. The studies conducted by the CPC regarding postal banking contain commercially sensitive information, and cannot be reproduced in this report. However, it is worth noting that documented public support for postal banking is weak, as those surveyed were uncomfortable with the CPC making a foray into an industry wholly separate from mail. After reviewing extensive research conducted by the CPC in the late 2000s, including several pilot programs, as well as consulting research conducted by Oliver Wyman regarding postal banking, it is clear that Canada Post has all the relevant information regarding the potential benefits of it pursuing postal banking. This dissenting report agrees with the findings of the CPC and the Task Force, in that postal banking is not a silver bullet idea that will save Canada Post and put it on secure footing for decades to come; rather, it is a flawed utopian idea that, at best, might be revenue neutral if structured correctly. Most likely, however, postal banking would be financially risky for taxpayers.

¹² Krystyna Hoeg, Member, Task Force on Canada Post Corporation, *Evidence*, 1st Session, 42nd Parliament, Meeting No. 26, 20 September 2016.

The Committee also heard testimony regarding the possibility of incorporating other types of Government services into the CPC's operations to generate revenue by capitalizing on the CPC's extensive retail network. Indeed, this large-scale network is what is often cited as the CPC's primary advantage as a Corporation (after name recognition), and much of the innovation-related testimony focused exploiting the CPC's significant retail footprint. However, there was not widespread interest on part of Canadians to conduct more Government business out of a CPC location, as it detracts from the CPC's traditional business framework.¹³

It is also relevant to note a few findings regarding leveraging the CPC's retail network to conduct Government services out of Canada Post locations in rural and remote areas. Conservative Members on the Committee are not opposed to the CPC providing basic capabilities, such as a computer and printer, at rural and remote locations to facilitate access to online Government services. However, it is important to note that the Committee surveyed every Government Ministry, of whom many expressed no interest whatsoever in conducting Government business out of a CPC outlet, save for one. The CPC ran a pilot program providing passport services, but decided to abandon the program due to lack of demand; Canadians had easier and less expensive online access to fulfill the same function. Further, workers told the Committee that providing additional services on behalf of the Government would require more staffing and training at a cost to the CPC, despite the relative sporadic use of such services. It makes little sense for the majority to expect that new services offered by the CPC on behalf of the Government would be used any more than they have been in the past, to expect that these services would generate meaningful revenue without cost, or to expect that Government ministries would pay the CPC for the ability to use CPC real estate. This idea would not generate revenue. Therefore, given the innovation already shown by the CPC, as well as the hesitation demonstrated by Canadians toward initiatives that fundamentally redefine or, in some cases, are entirely inconsistent with, the CPC's traditional business activities, this report reaches its third recommendation:

Recommendation 3: That Canada Post find innovative, yet reliable, ways to remain sustainable, while staying true to its traditional, core mandate.

Background to Recommendation 4: Sustainable Operations

The Committee heard testimony from several individuals who spoke about the cascading fiscal shortfall that the CPC faces over the next decade. These individuals are experts from inside and outside of the CPC, including the witnesses from Ernst & Young. In addition to the Committee's testimony, the Task Force report enumerated several proposals that have received serious study, offer tangible solutions, and are properly costed, audited, and verified. The Task Force is clear, however, in admitting that these proposals do not address the entire projected shortfall, but constitute a meaningful start. The Task Force report notes that continuing CMB conversions will have a revised an-

¹³ Bertrand, Francoise, Ksystyna T. Hoeg, Jim Hopson, and Marena McLaughlin. 2016. "Canada Post in the Digital Age." Discussion Paper.

nual savings target of \$400 to \$450 million by the time the CPC reaches a steady state after door-to-door delivery has ended.¹⁴ This number has been revised, because of unanticipated reactions to the initial CMB installations, which forced the CPC to adjust its savings target. Ernst & Young assessed the revised target to be reasonable. The Task Force report is clear that ending the CMB conversions would necessitate that the CPC find an additional \$370 million in projected savings per year, given that CMB conversions to date have already saved \$90 million over 2014-2015.¹⁵

However, some of the testimony the Committee heard noted that CMBs were not a welcome addition to the CPC delivery model, and some witnesses expressed a preference to return to door-to-door delivery. In contrast to the testimony from these witnesses, public opinion and the Task Force demonstrate that two-thirds of Canadians are in favour of continuing CMB conversions, particularly if it positively impacts the CPC's fiscal future.¹⁶ Considering the fiscal opportunity created by the CMBs, as demonstrated through the analysis heard by the Committee, it is difficult to reconcile the majority's recommendation to continue the moratorium on CMB conversion. It is important to recognize, however, that there are Canadians who cannot access CMBs, and the CPC ought to continue its door-to-door accommodation programs for elderly and disabled Canadians, and for those who are otherwise unable to access CMBs. The CPC should also better communicate accommodation options, as the Committee heard testimony that suggests the CPC did not adequately communicate the options available to seniors or persons with disabilities, who cannot easily access a CMB.

In addition to analysis regarding CMB conversions, the Task Force report reviewed converting corporate post offices into franchise post offices in recommended regions. Financial analysis provided to the Committee showed that corporate outlets are needlessly expensive, particularly when the same services can be provided in franchised outlets.¹⁷ Canadians surveyed indicated that they were marginally less satisfied with service from a franchise outlet than a corporate outlet, though the difference is not substantially meaningful to warrant outright disregard of the idea. In fact, CPC customer satisfaction surveys demonstrated that urban franchised post offices have equal satisfaction to corporate stores, and get higher praise for their longer operating hours. In addition to corporate office conversions, the Task Force report and witnesses from the CPC proposed streamlining the CPC's processing centres, to make its business more efficient, and to account for continued, and necessary, growth in parcel delivery. The Task Force's recommendations are reasonable, and should therefore be considered. Most importantly, however, the Task Force report conducted widespread consultations representing the diversity of Canadians, while the committee only surveyed a narrower subsection of individuals highly interested in the CPC. Because the Task Force's recommendations more accurately represent the views of Canadians, their analysis is more consistent with what Canadians want. This leads to the fourth recommendation:

¹⁴ Bertrand, Francoise, Ksystyna T. Hoeg, Jim Hopson, and Marena McLaughlin. 2016. "Canada Post in the Digital Age." Discussion Paper.

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid.

Recommendation 4: That Canada Post considers implementing the sustainable operation measures proposed in the Task Force report.

Background to Recommendation 5: Protecting Taxpayers

The Committee heard that the CPC's primary area of growth is in parcel delivery; however, competition within this industry is fierce and growing, and the margins are much slimmer than with letter mail.¹⁸ To remain competitive in the parcel delivery sector, the CPC must continuously focus on eliminating waste and pursuing efficiencies, and would be unwise to expect or rely on Government subsidies. The Committee heard repeated testimony demonstrating that Canadians are not interested in paying higher taxes or substantially higher stamp prices to subsidize the CPC's operations. Excess profit should be reinvested within the CPC itself for needed capital improvements and efficiencies, and to keep stamp prices at a reasonable rate, as those who are still required to mail a letter should not be gouged when doing so if the CPC is profitable.

The CPC must also take steps to address its looming pension problem, in a manner that does not make taxpayers ultimately responsible. The Committee heard testimony from financial experts external to the CPC, as well as experts from within the CPC, that the pension solvency deficit continues to hamper the CPC's financial position.¹⁹ Steps need to be taken to mitigate this risk. Conservative Committee members do not accept the testimony from some individuals who argue that the CPC ought to disregard this solvency gap, given that it only becomes pertinent if the CPC must pay out its pension obligations at once. This financial leniency is not consistently applied in the private sector, meaning the CPC would have an unfair advantage in labour costs when compared to its competitors should it be exempt from pension solvency requirement. As well, the majority report's recommendation 13 states that the CPC pension plan should be incorporated into the Public Service Pension Plan. This recommendation is unwise, given that there are roughly 50 existing federal Crown corporations, with dozens of subsidiaries, each with its own unique pension plans. It would set a dangerous and expensive precedent to include the CPC pension plan in the Public Service Pension Plan, and open the possibility that every Crown corporation should be incorporated into the Public Service plan. Given that Crown corporations are fundamentally supposed to operate independent of the Federal Government, the majority's recommendation is poorly chosen. In light of the existing pension shortfall, however, the CPC could look at stabilizing its pension plan by considering a shared-risk model, or a defined contribution plan for new employees.

Recommendation 5: That Canada Post ensure that any steps it takes to modernize its operations remain revenue neutral for the sake of taxpayers.

¹⁸ Pierre Lanctot, Partner, Advisory Services, Ernst & Young; Charles-Antoine St-Jean, Partner, Advisory Services, Ernst & Young; and Uros Karadzic, Partner, People Advisory Services, Ernst & Young, *Evidence*, 1st Session, 42nd Parliament, Meeting No. 53, 31 October 2016.

¹⁹ Ibid.

Conclusion

The Committee heard from fewer than two hundred individuals, over the course of several weeks of consultations. The Committee visited fifteen Liberal ridings, five Conservative ridings, and two NDP ridings. It had one stop in British Columbia, and one stop in Alberta, representing a constituent base of nearly nine million Canadians, compared to two in Nova Scotia, two in Newfoundland, and one in Prince Edward Island representing a constituent base of less than two million Canadians. The testimony received is valuable, and we appreciate the work of the Committee and witnesses; however, as already mentioned, the testimony should not be viewed as entirely representative of what Canadians truly think and want from the CPC. The Committee's findings must be taken in concert with the findings within the Task Force report, which contacted and surveyed a much broader and more representative section of Canadians. There is a large disconnect between what witnesses of the Committee gave in testimony for what they believe the future holds for the CPC, as well as the surveyed views of Canadians, and the fiscal reality that faces the CPC. After hearing significant and studied testimony, the Conservative Members, are secure in the financial analysis completed for the Task Force, as well as analysis completed for the CPC itself in its ongoing studies of its own future. This analysis does not predict a stable, fiscally sound future for the CPC if no significant changes are undertaken.

The sensible recommendations listed in this report, the recommendations from the majority opinion of the Committee study highlighted in this report, and the extensive consultative analysis prepared by the Task Force report provide an acceptable beginning for the CPC to continue to seek innovative new ways to strengthen its finances. It is not evident that a strong subsection of Canadians desire that the CPC should reinvent itself, change its traditional mandate, or provide services unrelated to postal delivery. As well, it is not the mandate of the Committee (or our right) to dictate what courses the CPC pursue. It is the Committee's mandate to provide feedback to the Government as to the desires of Canadians, and the Conservative Members of the committee are confident that this dissenting report encompasses the most commonly heard opinions of all Canadians. It cannot be stressed enough that evidence-based decisions are what will ultimately provide fiscal strength to the CPC and ensure that it will continue providing Canadians from coast-to-coast with the ability to send and receive mail.

Dissenting Report by the New Democratic Party of Canada

Canada Post Review: A Service-Oriented Approach

Background

On May 5, 2016, the government launched a review of Canada Post. This review was undertaken in response to Canadians' dissatisfaction with the Five-point Action Plan announced in 2013 by the Canada Post Corporation.

The Liberal government missed a great opportunity to fulfill its campaign promises by reinstating home mail delivery. It seems obvious that people voted for MPs and a Prime Minister who had said very clearly they would reinstate door-to-door mail delivery.

It is important to note that the NDP made a commitment to reinstate home mail delivery. It is a simple matter of fairness. Eliminating this service affects seniors and people with disabilities the most. For them, door-to-door mail delivery is an essential service.

The NDP firmly believes in the public nature of Canada Post's services. We want Canada Post to continue offering quality services at reasonable prices. In addition, with its existing network of post offices, Canada Post should explore offering new services.

A number of options were presented, but very few were examined in depth. The government rejected postal banking services outright even before the Committee had seen the secret studies carried out by Canada Post. The NDP remains convinced that postal banking would be a valuable service for Canadians.

Process

The discussion paper entitled *Canada Post in the Digital Age*, published by the government's Task Force, was submitted to the OGGO Committee in late September. The discussion paper referenced a number of studies and analyses by consultants, as well as opinion surveys, without identifying their sources. The Committee was not given access to some of these sources. Therefore, there was no way of verifying the accuracy of the results and conclusions presented by the Task Force.

In addition, the approach taken was to reduce operating costs rather than to increase revenues. Focusing on using franchise locations and converting from

home mail delivery to community mailboxes would eliminate many good jobs in favour of precarious work at much lower salaries. Potential new services were mentioned in the Task Force's discussion paper, but were not closely examined.

It is very unfortunate that the Committee did not receive access to the various secret studies carried out by Canada Post regarding postal banking until very late in the review process. In addition, these documents were submitted in English only.

Our Findings

During the consultations, the unions representing Canada Post employees made it clear that Canada Post is a Crown corporation, and that the government has no intention of privatizing it. Therefore, the Canada Post pension fund should be treated as a public pension and should not be subject to the solvency funding requirements applied to private-sector pensions. We are pleased to note that the report recommends this change to the Canada Post employees' pension plan.

The report proposes to restore door-to-door mail delivery, which is welcome. However, we are disappointed to note that this return to home mail delivery will be limited to communities where the conversion to community boxes took place after August 3, 2015.

We are also pleased to note that the government seems open to the idea of establishing a tripartite advisory council to improve communication between the itself, the unions representing Canada Post employees and the Canada Post Corporation.

What is Missing

We are quite disappointed that neither the Liberal Party nor the Conservative Party were open to pursuing postal banking services. This option was summarily rejected by both parties at the beginning of the consultation period. They were not willing to change their minds, even when a survey showed that a significant number of Canadians would be interested. According to a survey carried out by the Task Force, 7% of respondents said that they would certainly use postal banking services. Another 22% of respondents said that would probably use postal banking. We believe that the 29% of Canadians who are interested in this service represent a fairly significant market share.

Postal banking is especially appealing since the six largest banks in Canada made nearly \$35 billion in profits in 2015, which leaves plenty of room for competition. Brenda McAuley, the National President of the Canadian

Postmasters and Assistants Association, mentioned during the consultations that a study of 3,260 rural communities showed that 1,200 did not have a bank or credit union. Of 615 Aboriginal communities, only 54 (or only 9% of the total) had a bank or a credit union. Therefore, we are disappointed that postal banking was not studied further.

Conclusion

The report's recommendations lack direction. The report gives the Minister of Public Services and Procurement too much discretionary power in interpreting these recommendations. It is nearly impossible to predict with any certainty how these changes will be applied.

We sincerely hope that the Minister of Public Services and Procurement will be vigilant in her approach. We would also like to emphasize once again that the NDP firmly believes in the public nature of Canada Post's services. It is important for Canada Post to continue offering quality services at reasonable prices. With regard to being financially viable over the long term, postal banking should have been considered more seriously.

Clarington

If this information is required in an alternate format, please contact the Accessibility Co-ordinator at 905-623-3379 ext. 2131

March 20, 2018

The Right Honourable Justin Trudeau,
Prime Minister of Canada
Via Email: justin.trudeau@parl.gc.ca

Dear Prime Minister:

Re: Postal Banking

File Number: GR.04.02 Postal Banking

At a meeting held on March 19, 2018, the Council of the Municipality of Clarington approved the following Resolution #GG-155-18:

Whereas the Federal Government's Canada Post Review did conclude, in 2017, with the government announcing decisions on the future of Canada Post;

Whereas this review did not seriously consider postal banking even though the Minister responsible for Canada Post promised that all options would be considered;

Whereas there is an urgent need for this service because thousands of rural towns and villages do not have a bank and nearly two million Canadians desperately need alternatives to payday lenders;

Whereas postal banking helps keep post offices viable and financial services accessible in many parts of the world;

Whereas postal banking has the support of over 600 municipalities and close to two-thirds of Canadians;

Whereas the small rural community of Orono, Ontario is losing its bank September 21, 2018 and is a community largely populated by seniors who do not drive or have bus services, and nearest financial institution will be 10 km away;

Be it resolved that the Municipality of Clarington supports the addition of postal banking at Canada Post, with a mandate for financial inclusion with the possibility of the Orono Post Office as its Pilot Project;

That the Municipality of Clarington call on the Federal Government to ensure that a serious examination of postal banking is part of the government's response to the Canada Post Review; and

That Council direct staff to forward this resolution, requesting favourable considerations of this resolution to the Federation of Canadian Municipalities, AMO, Prime Minister Justin Trudeau, Premier Kathleen Wynn, Durham MP's and MPP's, MP's and MPP's from Northumberland Peterborough South and the Honourable Carla Qualtrough of Public Services and Procurement.

Accordingly, the Municipality of Clarington would ask that you consider the above proposal a part of the Canada Post Review process.

Yours truly,



June Gallagher, B.A.
Deputy Clerk

JG/lp

- c. Honourable Kathleen Wynne, Premier
Honourable Carla Qualtrough, Minister of Public Services and Procurement
Jenny Gerbasi, President, Federation of Canadian Municipalities
AMO
Jamie Schmale, MP Kawartha Lakes – Brock
Celina Caesar-Chavannes, MP Whitby
Colin Carrie, MP Oshawa
Erin O'Toole, MP Durham
Jennifer O'Connell, MP Pickering – Uxbridge
Mark Holland, MP Ajax
Granville Anderson, MPP Durham
Jennifer French, MPP Oshawa
Lorne Coe, MPP Whitby
Joe Dickson, MPP Ajax-Pickering
Kim Rudd, MP Northumberland Peterborough South
Lou Rinaldi, MPP North-Quinte West

Rural Route Reassurance



**Free to Seniors
60+**

What is Rural Route Reassurance?

Your rural mail carrier keeps a watchful eye on your home and mailbox. They let us know if anything is amiss. Community Care for Seniors will follow up.

Who organizes this service?

The Prince Edward County Community Care for Seniors Association, the Canadian Union of Postal Workers and Canada Post together offer this service.

What do I need to do?

Please call us to register or find out more information:

613-476-7493

You can also fill out and mail the attached form.

When will the service start?

Once you are registered, Community Care will call Canada Post and your rural mail carrier will start the service in a few days.





Phone: 613 476-7493
Email: info@communitycareforseniors.org
Online: www.communitycareforseniors.org
Address: The Prince Edward County
Community Care for Seniors Association
74 A King Street • Picton ON • K0K 2T0

We also offer many other services that help seniors live at home:

- Meals on Wheels
- Seniors Luncheon Social
- Escorted transportation
- Footcare clinics
- Caregiver support
- Home maintenance
- Social and recreational programs

...and more!

Please call or fill out and mail the attached form for details.

Call for help!

Let us help you live at home

- Caring volunteers
- Knowledgeable staff
- Feel safer at home
- Flexible support services

Volunteer

Give us a few hours a week

Find a volunteer position that is right for you. Start the conversation. **Call today!**



Canadian Union of Postal Workers

CUPW supports the Rural Route Reassurance Program

Our members in Prince Edward County drive down most roads five days a week, and we care about our neighbours and families.

Postal workers across Canada are a watchful presence on our streets, sidewalks and in all our communities.

Please clip, fill-out and mail to:

Rural Route Reassurance Program

Prince Edward County Community Care for Seniors
74 A King Street • Picton ON • K0K 2T0



Rural Route Reassurance

YES

, I would like to know more about the **free** Rural Route Reassurance Program! Please call me.

Name: _____

Phone number: (_ _ _) _ _ _ - _ _ _

Best time to contact you: ☐ Mornings ☐ Afternoons

BEN RYZEBOL, Director of Public Works
PUBLIC WORKS TELEPHONE: (519) 941-1065
FAX: (519) 941-1802
email: bryzebol@amaranth-eastgary.ca



SUSAN M. STONE, C.A.O./Clerk-Treasurer
TELEPHONE: (519) 941-1007
FAX: (519) 941-1802
email: suestone@amaranth-eastgary.ca

October 24, 2017

The Right Honourable Justin Trudeau
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Dear Prime Minister:

Re: Future of Canada Post

The review of Canada Post has now been completed and the Standing Committee on Government Operations and Estimates (OGGO) has tabled its 45 recommendations. We are now expecting the Government's decision on the future of Canada Post. Council of the Township of Amaranth would like to provide its views on the recommendations tabled by the Parliamentary Committee.

We are pleased that the Committee would like to see the moratorium on conversion to community mail boxes (CMBs) maintained and that it recommends the restoration of door-to-door delivery, however, we are asking you to apply this measure to all the households who lost door-to-door delivery, as promised by you and Liberal MPs.

Here are some of the Committee's recommendations that, we hope, will be among those of your Government:

- Maintain Canada Post's moratorium on CMB conversion and restore door-to-door delivery for all households who lost it;
- Maintain the moratorium on post office closures and examine how to expand their opening hours;
- Assess how Canada Post could offer more services through its existing retail network;
- Study how to transform post offices into community hubs;
- Study the possibility of using Canada Post to offer wide band Internet services and better cellular phone services in rural areas;
- Develop a specific and rigorous process for collaboration between Canada Post and municipalities.

Surprisingly, even though more than 600 municipalities as well as many organizations adopted resolutions in favour of postal banking services, we have noticed a total lack of reflection and instructions on this matter in the Parliamentary Committee's report. We would like the

Government to seriously study the possibility of offering such services when it tables its reply to the Parliamentary Committee's report.

We believe that these proposals represent an excellent opportunity to expand the mandate of the Corporation and thereby develop new services that would better respond to citizens' needs and that would reflect what a 21st century post office should look like.

Council of the Township of Amaranth is also concerned with addresses being changed, which leads to unnecessary costs for individuals, as lettermail is not always returned to sender. Council is also concerned about the fact that our mail is shipped out to larger centres for processing, rather than being sorted locally, increasing the time it takes for the mail to reach its final destination.

We hope you will take our concerns into consideration in drafting your recommendations.

Yours truly,



for Susan M. Stone, A.M.C.T.
CAO/Clerk-Treasurer
Township of Amaranth

/kjp

TOM MUENCH Councillor, Ward 2



SAVE CANADA POST CAMPAIGN

April 10, 2017



Good day,

Thank you for signing the petition asking the government of Canada to continue your mail delivery service. Your opinion, combined with over 2,100 others in our community, was a major influence on saving your door-to-door mail delivery the past 18 months. Others who participated in the Saving Door to Door efforts included over 600 Municipalities (including the Town of Richmond Hill) who steadfastly opposed the downloading of costs that force tax increases and contribute to job and service loss in the community.

As one of the community leaders involved in spearheading the Save Door to Door campaign, I wanted to provide you with an update. The Standing Committee on Government Operations and Estimates (OGGO) has presented its recommendations following its 2016 public consultations on the future of Canada Post.

Notwithstanding some concerns, it is believed that many of the recommendations could have a positive impact on continued service in Richmond Hill and the rest of Canada.

It is pleasing that the Committee would like to see door-to-door delivery restored to many households, though unfortunately only to addresses converted after August 3, 2015.

Among the 45 recommendations of the Parliamentary committee, below are some that are encouraged to be among those submitted by Minister Foote between April and June 2017.

- Maintain the moratorium on post office closures.
- Study how to transform post offices into community hubs.
- Assess how Canada Post could offer more services through its existing retail network.
- Maintain Canada Post's moratorium on community mailboxes (CMBs) conversion and develop a plan to restore door-to-door delivery for communities where conversion took place after August 3, 2015.
- Study the possibility of using Canada Post to offer broadband Internet services and better cellular phone services in rural areas.

These proposals represent an opportunity to expand the mandate of Canada Post, which functions as a Crown Corporation.

(Please turn to the other side of this letter)



Town of Richmond Hill
225 East Beaver Creek Road
Richmond Hill
Ontario L4B 3P4

Tel: 905.771.2549
Fax: 905.771.2500
Cell: 647.444.9024
Tom.Muench@richmondhill.ca

TOM MUENCH

Councillor, Ward 2

Richmond Hill



On the other hand, it remains a concern that there is a total lack of initiative on additional value added services such as postal banking. It would be prudent for the Government of Canada to study the possibility of offering such services when it tables its response to the Parliamentary committee. The Government expects to make a decision between April and June 2017. In preparation of the decision, for those of us that wish to Save Door to Door service while working to ensure the long term profitability of Canada Post, it is especially encouraging that:

1. The moratorium on the conversion to community mailboxes (CMBs) is maintained.
2. Door-to-door delivery (as recommended by the Parliamentary committee) is re-established.

It is my belief that these measure should apply to all households who lost their door-to-door delivery, as promised by the Prime Minister and Liberal MPs.

I hope that you will be able to make your voice heard by Minister Foote so as to ensure we in Richmond Hill -as well as all Canadians- continue to enjoy a public and universal postal service. A proximity service we all consider to be very important. You will find below the contact information for Minister Foote as well as a template letter to which you may refer for inspiration or send as is to the Minister.

I will be happy to send this letter to Minister Foote on your behalf (**but please sign the enclosed letter**) or if you wish to send it directly, I would appreciate if you would let me know. I may re-introduce the Save Door to Door sign campaign and would like to hear your opinion on this.

The contact information for Ms. Foot is:

The Honourable Judy M. Foote,
Minister of Public Services and Procurement
11 Laurier Street, Suite 18A1
Phase III, Place du Portage
Gatineau, Quebec K1A 0S5
Telephone: 819-997-5421
Facsimile: 819-956-8382
Email: minister@pwgsc.ca

Feel free to contact me should you have any further questions, but please provide feedback.

Best Regards

Tom Muench - Councillor Ward 2



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225 East Beaver Creek Road
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Tel: 905.771.2549
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2021 Division Road North
Kingsville, Ontario N9Y 2Y9
Phone: (519) 733-2305
www.kingsville.ca
kingsvilleworks@kingsville.ca

SENT VIA EMAIL

January 10, 2018

The Right Honourable Justin Trudeau
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Dear Prime Minister Trudeau:

RE: FUTURE OF CANADA POST

The review of Canada Post has now been completed and the Standing Committee on Government Operations and Estimates (OGGO) has tabled its 45 recommendations. We are now expecting the Government's decision on the future of Canada Post. The Town of Kingsville would like to provide its views on the recommendations tabled by the Parliamentary Committee.

We are pleased that the Committee would like to see the moratorium on conversion to community mail boxes (CMBs) maintained and that it recommends the restoration of door-to-door delivery, **however, we are asking you to apply this measure to all the households who lost door-to-door delivery, as promised by Liberal MPs.**

Here are some of the Committee's recommendations that, we hope, will be among those of your Government:

- Maintain Canada Post's moratorium on CMB conversion and restore door-to-door delivery for all households who lost it;
- Maintain the moratorium on post office closures and examine how to expand their opening hours;
- Assess how Canada Post could offer more services through its existing retail network;
- Study how to transform post offices into community hubs;

- Study the possibility of using Canada Post to offer wide band Internet services and better cellular phone services in rural areas;
- Develop a specific and rigorous process for collaboration between Canada Post and municipalities.

Surprisingly, even though more than 600 municipalities as well as many organizations adopted resolutions in favour of postal banking services, we have noticed a total lack of reflection and instructions on this matter in the Parliamentary Committee's report. We would like the Government to seriously study the possibility of offering such services when it tables its reply to the Parliamentary Committee's report.

We believe that these proposals represent an excellent opportunity to expand the mandate of the Corporation and thereby develop new services that would better respond to citizens' needs and that would reflect what a 21st century post office should look like.

We hope you will take our concerns into consideration in drafting your recommendations.

Yours very truly,



Jennifer Astrologo, B.H.K. (Hons), LL.B.
Director of Corporate Services/Clerk
Corporate Services Department
jastrologo@kingsville.ca

cc: Tracey Ramsey, MP – Essex
cc: Taras Natyshak, MPP – Essex
cc: Mike Palecek, President, Canadian Union of Postal Workers
cc: Diane Mitchell, National Coordinator, Save Canada Post Campaign



ASSOCIATION OF ONTARIO ROAD SUPERVISORS

PROMOTING **KNOWLEDGE**. PURSUING **EXCELLENCE**.

RECEIVED MAY 30 2018

May 11, 2018

Town of Minto
Mayor George Bridge
5941 Hwy. 89
Harriston, ON N0G 1Z0

Attention: Mayor George Bridge and Council Members

Re: AORS Public Works Leadership Development Program

Dear Mayor Bridge and Council Members:

On behalf of the Association of Ontario Road Supervisors (AORS), I would like to congratulate your employee, Mike McIsaac, for successfully completing the Public Works Leadership Development Program. As well, we would like to acknowledge the support of your Municipal Council and administration for AORS training and professional development programs.

AORS Education Committee and our training partners realize that local municipal operations require experienced, highly trained professional managers who can efficiently execute the corporate blueprint. Strong, committed leadership at all organizational levels ensures the focused development and delivery of essential community services. For your information the program was developed exclusively for AORS by Ainslie Wood (Wood-Sloan Inc.) and her team of knowledgeable instructors. The main module topics included local government, leadership, communications, process and talent management, financial planning, customer service and continuous improvement.

We received very positive feedback about the program and therefore we have integrated the modules into our Certified Road Supervisor (CRS) Professional Development Program, effective March 4, 2013. In 1996 AORS was granted – by Provincial Legislation – the exclusive right to use the designation 'Certified Road Supervisor' (CRS). The four levels of Certification – Associate, CRS, Intermediate and Senior – have mandatory experience and education criteria established by the AORS Education Committee and Certification Board. Certified individuals may publicize their credential by using initials after their names and displaying their certificate and Code of Ethics.

Certification is important for your municipality because it increases corporate 'professionalism', accountability and morale. Certified Road Supervisors use their broad base of knowledge to make confident decisions and therefore serve Council, staff and the public more effectively.

Thank you again for your continued support of our educational programs.

Yours truly,

John Maheu, M.A.Sc., P.Eng.
Executive Director

cc. Mike McIsaac

P.O. BOX 129, THORNDALE, ON N0M 2P0 TEL: (519)461-1271 FAX: (519)461-1343 www.aors.on.ca



Guide to CRS Levels

ELIGIBILITY:

The CRS program is widely recognized and highly successful. Over 1300 designations have been awarded to Road Supervisors throughout Ontario. A combination of education, experience, and continuing professional development is required to earn the credential.

If you are an employee within the public sector hired to supervise core infrastructure/road related duties, you may make application to the AORS Certification Board for the CRS designation.

Eligibility for the CRS certification program has been broadened from municipal employees to public sector employees or contracted individuals (i.e. area maintenance contractors) who supervise road-related duties. This change acknowledges the alternative core infrastructure service delivery approaches taken by municipalities, the province and related government agencies.

A QUICK GUIDE TO CRS LEVELS

1. Associate Road Supervisor has:

Successfully completed T.J. Mahony Road School courses (Construction & Maintenance) OR
Three (3) years of significant roads related supervisory experience but has not completed T.J. Mahony Road School courses.

2. Certified Road Supervisor (CRS) has:

Successfully completed both sections of T.J. Mahony Road School (Construction & Maintenance) OR successfully taken the challenge exam through AORS; AND
Successfully completed the PWLDP modules (minimum passing grade 70%) - Local Government, Leadership & Customer Service (or approved equivalent modules); AND A minimum of three (3) years significant roads related supervisory experience.

3. Certified Road Supervisor - Intermediate (CRS-I) has:

Satisfied the CRS requirements; AND
Successfully completed two mandatory C.S. Anderson School Courses – Managing Human Resources OR Effective Management AND successfully completed Municipal Health and Safety or approved equivalent program; AND
Successfully completed one approved specialized course of your choice; AND
Successfully completed the PWLDP modules (minimum passing grade 70%) – Financial Management & Talent Management (or approved equivalent program modules); AND
A minimum of five (5) years significant roads related supervisory experience.

4. Certified Road Supervisor – Senior (CRS-S) has:

Satisfied the CRS and CRS-I requirements; AND
Successfully completed mandatory course – Basic Report Writing & Presentation Skills (C.S. Anderson Road School) (or an approved equivalent); AND
Successfully completed the PWLDP modules (minimum passing grade 70%) - Process Management, Continuous Improvement & Communications (or approved equivalent program modules); AND Successfully completed two other approved Technical/Management courses of your choice; AND
A minimum of seven (7) years significant roads related supervisory experience.

THE CHALLENGE EXAM

If you possess a minimum three years of roads related supervisory experience and have the specified theoretical knowledge (but not the T.J. Mahony courses), you may apply to the Certification Board to write the challenge exam.

FEES: New Certification Application for an AORS Member - \$300 plus HST
New Certification Application for a Non-Member - \$325 plus HST
Reclassification Application Fee - \$115 plus HST
Challenge Exam - \$425 plus HST
Certificate Replacement - \$85 plus HST
Certification Reinstatement Fee - \$600 plus HST

REINSTATEMENT POLICY: For those who cancelled their membership within one to three years, there is a reinstatement fee of \$678 (\$600 + \$78 HST). For those who have been removed from the program for over three years, the candidate must reapply in the Certification Program.



AORS

PROMOTING KNOWLEDGE. PURSUING EXCELLENCE.

PUBLIC WORKS LEADERSHIP DEVELOPMENT PROGRAM

The Public Works Leadership Development Program is the premier program in Ontario designed to recharge your thinking and enhance individual management and leadership skills. It provides actionable learning that will translate into personal and professional growth and sustainable corporate results. The program consists of eight (8) modules. A maximum of 20 participants in each session fosters optimal intellectual, interactive adult learning environment.

The following modules are mandatory for Certified Road Supervisor (CRS) professional designations as noted:

LOCAL GOVERNMENT (CRS course)

March 13, 2018 (Mississauga); April 23, 2018 (Mississauga)

The Municipal Framework

- History of municipal government
- Government structure & legal framework
- Roles and responsibilities of the public works manager
- Council and CAO expectations
- Professional conduct and ethics
- Emerging trends in local government

LEADERSHIP (CRS course)

March 14, 2018 (Mississauga); April 24, 2018 (Mississauga)

Interacting with Impact

- Understand your preferred approach
- Flex your style to best fit the situation
- Increase your influence as a leader
- Lead "up" in your organization

FINANCIAL MANAGEMENT (CRS-I course)

April 4, 2018 (Mississauga)

Resourcing and Stewardship

- Planning
- Operating and Capital budgets
- Managing the money - financial controls

TALENT MANAGEMENT (CRS-I course)

April 3, 2018 (Mississauga)

People Resourcing for the Future

- Labour and workforce demographics
- Talent assessment and succession planning
- Hiring, retention, and exit strategies
- Organizational and work design

PROCESS MANAGEMENT (CRS-S course)

March 26, 2018 (Mississauga)

Service Delivery Analytics & Problem-Solving

- Process mapping and documentation
- Measurement and data presentation
- Managing the work
- How to solve problems

CONTINUOUS IMPROVEMENT (CRS-S course)

(prerequisite is Process Management)

March 27, 2018 (Mississauga)

Quality & Change Management

- Change management
- Tools for improvement
- Improving processes
- Benchmarking and best practices
- Creating an improvement culture

CUSTOMER SERVICE (CRS course)

March 15, 2018 (Mississauga); April 25, 2018 (Mississauga)

In Service To Others

- Foundations for customer service excellence
- Customer service in public works
- Valuing & handling customer complaints
- Time management

COMMUNICATIONS (CRS-S course)

March 28, 2018 (Mississauga)

Consultation and Reporting -

Making Your Point and Hearing Others

- Report writing to council
- Making a presentation to Council
- Dealing with the media
- Community stakeholder consultation

Check the AORS website for registration forms and new dates and locations.

Waterloo Wellington LHIN

LHIN NEWS

For Health Professionals



The Waterloo Wellington LHIN's news for health professionals provides the latest updates from across the local health system as we work together to deliver high-quality, integrated, and patient-centred care for local residents.



Improving the quality of life for patients with mobility challenges

For the last eight years, since an accident that resulted in a spinal cord injury, Jeremy Howcroft relies on a wheelchair for mobility. He is one of the patients of the Mobility Clinic at the Centre for Family Medicine in Waterloo where an inter-professional team provides care for patients with health conditions such as amyotrophic lateral sclerosis (ALS), multiple sclerosis

(MS), Parkinson's disease, stroke, severe arthritis, and spinal cord injuries.

Jeremy credits the Mobility Clinic for being an important source of information. "Consuming knowledge made my situation less frightening," he says. In fact, Jeremy attributes the education he received to making the challenges he was facing "manageable."

According to Jeremy, the main benefit of going to the Mobility Clinic is having easy access to a team of knowledgeable professionals who understand the complex aspects of his health care. Instead of waiting for a referral to a specialist, he has access to a physician, nurse, chiropractor, occupational therapist, social worker, and pharmacist who understand spinal cord injuries as well as other chronic health conditions that impact mobility.

[Read more here.](#)



FACES of the Waterloo Wellington LHIN brings you closer to the people behind your health system – learn about their motivations, their experiences, and perhaps even more about your own health journey. Click on the image above to learn more about Deb and check [FACES](#) weekly for new stories.

MEET MICHAEL



Michael was born at just 24 weeks old. Due to his premature development, he developed an infection and required **three blood transfusions**. Today, Michael is a happy and healthy 5 year old - all thanks to the blood donor who saved his life.



WWLHIN

Partner News

Health Quality Ontario [May 2018 Newsletter](#)

Superhero Run for Kidsability

[Sunday, June 17](#)

[Exhibition Park, Guelph](#)

Canadian Mental Health Association Waterloo

Wellington

[Applied Suicide Intervention Skills Training \(June 23-24\)](#)

More blood donors needed during the summer months

Michael Leyva, a Kitchener resident, would not be here today if it were not for the generous blood donors who saved his life. Michael was born extremely premature and needed blood donations to fight off infection. Without blood donors he would not have celebrated birthdays, nor started school this year.

Blood donors are needed constantly, but this need is increased in the summer months. Canadian Blood Services is asking everyone eligible to donate blood and help save lives like Michael's.

If you have never donated before make sure to drink lots of water before attending a clinic, and bring a friend with you; donating with someone else can really alleviate those first-time nerves.

To book an individual appointment, visit blood.ca or call 1-888-2-DONATE. To book a group blood donation appointment of 3+ appointments together please contact Tara Gutscher tara.gutscher@blood.ca or 519-884-5646 ext. 4883.



House of Friendship expands counselling services

Beginning in June, House of Friendship will provide additional counselling for individuals, families and groups with addiction or substance-use concerns, as well as gambling, problem internet use and gaming.

Formerly offered by St. Mary's Counselling Services, this voluntary integration of counselling services was supported by the Waterloo Wellington Local Health Integration Network at a board meeting in March.

For more information visit www.houseoffriendship.org.
For counselling, contact HERE 24/7 at
1-844-437-3247.

Wellington hospitals seek feedback from residents

The hospitals in the Wellington Health Care Alliance are asking residents to complete a survey that will help the hospitals better serve their patients.

Groves Memorial Hospital in Fergus, Louise Marshall Hospital in Mount Forest, and Palmerston and District Hospital will use the feedback in a new strategic plan that will provide direction to their organizations for the next five years.

The survey is available [online](#).

Help end summer hunger

According to Food Banks Canada, four million Canadians are food insecure and struggle to put enough food on the table.



To help those in need, food banks across Canada are coming together to participate in a campaign with an inspiring goal: to fill the plate of every hungry Canadian this summer.

During the summer months, donations to food banks decline but the need for food support does not. This campaign brings together local food banks, businesses and Canadians to ensure none of our neighbours go hungry this summer.

[Read more here.](#)

We want to hear from you! As a recipient of the Waterloo Wellington LHIN newsletter, your opinion will help shape what we publish each month. Click below to fill out a quick survey.

Button



Waterloo Wellington LHIN
141 Weber Street South
Waterloo, ON N2J 2A9

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**Ontario
Provincial
Police**

**Police
provinciale
de l'Ontario**



**Municipal Policing Bureau
Bureau des services policiers des municipalités**

**777 Memorial Ave.
Orillia ON L3V 7V3**

**777, ave Memorial
Orillia (ON) L3V 7V3**

Tel: (705) 329-6200

Fax: (705) 330-4191

File number/Référence: 612-20

June 8, 2018

Mayor/Reeve and Clerk/CAO,

As one of my primary goals is to keep you informed of the latest initiatives relevant to OPP municipal policing.

Please note that:

- The Safer Ontario Act, 2018, which creates, among other legislations, a new Police Services Act, 2018 (PSA 2018), received Royal Assent on March 8, 2018. Before the legislation becomes law, a collection of supporting regulations must be developed, so the Act can be ready for proclamation by the Lieutenant Governor. Until the PSA 2018 is proclaimed by the Lieutenant Governor, the existing PSA 1990 continues to apply.
- As of July 1st, 2018, Motor Vehicle Accident Reports (MVAR) to third party requestors (such as Insurance Services Bureau Canada) are to be directed to the Ministry of Transportation (MTO). The traffic reports are MTO documents that MTO is responsible to provide to third party requestors; the OPP is just assisting with completing them. As such, when the OPP created our internal collision reporting system the decision was made to return the responsibility for providing the requests to third party requestors back to MTO. As a result, the OPP Detachment administrative staff will resume fulfilling their main responsibilities of assisting officers, municipalities and civilian governance structures. This change in process will result in a reduction of the total revenue collected by the detachments on behalf of municipalities as these requests will no longer be processed by the OPP. Paper MVAR unit 4 and 5 provided basic information for the driver, which is now the "driver's " portion of the report. It can either be printed or emailed on eCRS to drivers involved in collisions at their request. Please direct further questions on this initiative to Inspector Luis Mendoza by phone at 416-553-7601 or by email at luis.mendoza@opp.ca

The OPP continues to promote community policing model, where the focus is on community needs and public trust. Recent initiatives such as Fraud prevention month and OPP Gun Amnesty combined with our ongoing community mobilization situation tables showcase the proactive form of law enforcement based on education and community effort adopted to improve community relationships and prevent crime before it happens. Implementation of these recent projects and initiatives demonstrates once again our commitment to decreasing crime through reducing the number of calls for services and making our communities safer.

Between now and the end of this year our bureau will continue develop innovative solutions designed to further streamline our operations and enhance municipal policing services

offered to all OPP-policed municipalities. In fact, I believe that our ongoing efforts to continuously improve our services will be a never-ending quest.

In addition to the ongoing and organic growth of our current projects, the OPP Municipal Policing Bureau recently sought your input on a quick survey which will help us assess your communication needs moving forward. We had some great input and suggestions from survey respondents. We plan on implementing some of them right away and look at others for medium-term implementation. Thank you once again for your time responding to the survey.

Please visit our website at www.OPP.ca/billingmodel Resource section to review the 2018 OPP municipal policing costs, documents on the current billing model and property counts. We update our website regularly with information that may be of assistance to you.

As usual, our Bureau will have a booth at the upcoming Association of Municipalities of Ontario (AMO) Conference, which will be held August 19-22 in Ottawa. Drop in at our booth and speak to our analysts directly or should you like to have a more formal discussion during the conference, please contact us directly at opp.municipalpolicing@opp.ca and we will set up a time to meet you the day following the Minister's delegation meetings.

Thanks for your and your community's help as we continue to make steady and encouraging progress towards our community safety target.

Thank you again.

Sincerely,



M.M. (Marc) Bedard
Superintendent
Commander,
Municipal Policing Bureau

Email OPP.MunicipalPolicing@opp.ca

Twitter [@OPP_Mun_Pol](https://twitter.com/OPP_Mun_Pol)

/nv



TOWN OF MINTO

DATE: June 12 2018

REPORT TO: Mayor and Council

FROM: Bill White, CAO/Clerk

SUBJECT: Delegations 2018 AMO Conference; Charting a New Provincial Municipal Relationship

STRATEGIC PLAN

5.1 Actively and professionally seek out Federal and Provincial grants and revenue-sharing programs, and promote sustainable and equitable funding programs that require a minimal amount of reporting and promote local accountability.

BACKGROUND:

The 2018 AMO Conference is August 19-22 in Ottawa. In the last two terms of Council the Town had 12 delegations at the major municipal conferences as follows:

- February 2011 OGRA/ROMA Minister of Infrastructure Bob Chiarelli access to Provincial Gas Tax
- August 2011 AMO Rick Bartolucci Ministry of Municipal Affairs downtown incentives
- February 2012 OGRA/ROMA then Minister of Municipal Affairs Kathleen Wynn Source Water Protection integration with Provincial Policy; Attorney General John Gerretson Joint and Several Liabilities
- August 2012 AMO Minister of Environment James Bradley Source Water Protection Implementation
- February 2013 OGRA/ROMA Minister of Environment James Bradley Source Water Protection Implementation, Town of Minto Resolution; Minister of Transportation Glen Murray Connecting Link Funding
- August 2013 delegation Parliamentary Assistant to Minister of Transportation jointly with Wellington North and North Perth regarding restoration of the connecting link program
- February 2014 Minister of Municipal Affairs Linda Jeffrey Streamlining Municipal Reporting
- August 2014 Parliamentary Assistant to Minister of Municipal Affairs regarding streamlining reporting and Public Sector and MPP Accountability and Transparency Act; Deputy Premier Deborah Matthews Public Sector and MPP Accountability and Transparency Act; Minister of Agriculture Jeff Leal Rural Ontario Municipalities Economic Development Update; Minister infrastructure Sustainable Infrastructure Funding Model
- February 2015 Minister of Municipal Affairs Ted McMeekin Streamlining Municipal Reporting; Associate Minister of Health with responsibility for Long-Term Care Hon. Dipika Damerla, Strong Health Care Options Rural Ontario
- February 2016 Minister of Environment and Climate Change Glen Murray Regarding Infrastructure Resiliency, Climate Change Funding ("cap and trade")

- August 2016, Yvan Baker, Parliamentary Assistant to Minister of Finance, Tax Rebate Municipal Act Section 364; Yasir Naqvi, Attorney General, Harriston Lawn Bowling Transfer
- February 2018 Ministry of Agriculture and Rural Affairs, Municipal Drain Approvals and Delays due to Department of Fisheries

The 2018 AMO conference will be the first for delegations before a Conservative Government in 15 years. Since 2011 Minto has expressed concerns with some of the previous government's legislative initiatives. The foundation of these concerns is ever increasing regulatory and reporting obligations on municipalities. There are still significant new mandates from that government that extend into this next term. Hopefully some initiatives can be repealed or postponed and a new Provincial-Municipal relationship formed.

COMMENTS

This report identifies key policy concerns out of the last several years where the Province substantially increased municipal legislative and bureaucratic obligations. None of these policy areas will be a surprise to the Province since Minto has commented directly on all six of them over the years.

The six areas identified below are by no means complete. Changes to the Municipal Elections Act, the Green Energy Act, Source Water Protection and others along with firefighter certification or asset management planning have also increased Town costs, causing increased need for staff and consultants to fulfill new mandates. The issue of joint and several liability received some support as a result of an initiative of our MPP Randy Pettapiece back in 2014 before the previous Premier abruptly ended any reform.

Now is an opportunity for the Province to recognize municipalities as a mature level of government able to make decisions that sustain and improve the community so long as funding tools are in place. Council is aware municipalities have 80% of the services, two thirds of the infrastructure and only 9 cents on every taxpayer dollar. Along with sustained and responsible funding, municipalities need relief from the ever increasing burden of reporting and monitoring imposed by the Province. The new government may be willing to look at these issues and the others summarized below:

1. *Bill 148 Fair Workplaces, Better Jobs Act*

Council had expressed concerns with added reporting, flexibility around winter snow removal staff, part time worker obligations, and potential rule changes around frustrated employment, notice and termination without cause. This law was supposed to address "vulnerable employees". Few municipal employees would be classified as "vulnerable" when compared to many workers in the private sector.

The Province already had to reverse the legislative requirement on pay for statutory holidays. One of the largest financial concerns is minimum three hour call in periods as it pertained to

volunteer firefighters and public works staff. This could be a huge cost to Minto in the future depending on how the law is interpreted.

Recommended delegation request:

Minister of Municipal Affairs to obtain an immediate exemption for all municipal workers and volunteer firefighters from obligations under Bill 148

2. *Bill 68 Modernizing Municipal Legislation*

During its review of this wide ranging legislation Council supported elements that streamlined or reduced costs, clarified rights and decreased bureaucracy such as shortening the tax sale process, increasing municipal investment options, allowing electronic meeting participation, election timing matters, and parental/pregnancy leave for councillors.

Council did not oppose parts of Bill 68 imposing climate change mandates and tree planting policies since Minto is well positioned in these areas, but objected to decreased local autonomy and increased oversight, reporting and bureaucracy brought on by requiring an integrity commissioner be hired, and granting that position authority and responsibility already incumbent upon staff, all members of Council and local boards, Ministry of Municipal Affairs staff and the Ombudsman.

As of March 1, 2019 new requirements are imposed regarding codes of conduct, integrity commissioner, conflict of interest, mandatory policies and other provisions. This includes the requirement for a policy regarding the relationship between members of council and the officers and employees of the municipality. There is an opportunity to eliminate or postpone the new mandates pending further review.

Recommended delegation request:

Minister of Municipal Affairs to postpone March 19, 2019 implementation of provisions of Bill 68 for at least two years until the Province repeals sections that decrease municipal autonomy and increase Provincial reporting, oversight and bureaucracy

3. *Ontario Municipal Partnership Fund (OMPF), Ontario Community Investment Fund (OCIF), Connecting Link Fund, Provincial Gas Tax and others.*

AMO identified a 10 year shortfall between revenues and expenses for municipal operations across the Province. Even though infrastructure spending increased \$2 billion between 2003 and 2013, \$4.9 billion more is needed between 2016 and 2025. Without another revenue source property taxes will need to increase 8.35% annually to meet the shortfall.

Despite a decrease of over \$172,000 in OMPF funding, Minto still receives \$1.63 million in annual operating funds from the Province. Rural municipalities rely heavily on OMPF to support provincially mandated programs and other operations. The Province should not permit further reductions in OMPF funding for the next five years, and allow for an annual cost of living increase so that funding levels do not slip.

The Town was successful securing grant funding under Connecting Link and OCIF “merit based” programs. However significant staff and consultant costs are imposed on municipalities to apply for and administer “merit based” grants. This does not include Provincial costs to review, award and monitor these grants.

The Town consistently supported eliminating “merit based” funding in favour of sustained “formula based” funding. The Province should consider making the Connecting Link program entirely formula based, and distributing all future funds in the OCIF “merit based” program to a sustained and increased “formula based program”. In Minto “formula based” funding will grow to \$506,543 by 2020. If that could grow to \$1 million annually and be sustained by the Province at that level, Minto could better plan for long term capital needs.

While Minto receives \$260,000 in Federal Gas Tax annually, rural municipalities do not have access to Provincial Gas Tax as this fund is targeted to transit initiatives. The Province could add to the “formula based” funding for rural municipalities by opening the Provincial Gas Tax to non-transit projects. If the Province matched the Federal Gas Tax amount, and the same limited oversight and reporting applied, Minto could better plan in the long term to meet its capital needs as upwards of \$2 million sustained funding would be available.

Recommended delegation request:

Minister of Municipal Affairs or Minister of Finance to request 2018 OMPF be set as the base amount increasing by cost of living over the next five years, that OCIF and Connecting Link programs be entirely “formula based” and supplemented by Provincial dollars in the “merit based” fund, and that rural municipalities have access to Provincial Gas tax for non-transit activities at the same amount and reporting obligation as the Federal Gas Tax.

4. Building Code Amendments Energy Efficiency, Climate Change

The Ministry of Municipal Affairs has been increasing building code requirements for several years, which consistently drove up construction costs in Ontario. More changes are proposed as the Province drives its climate change agenda. No longer is the Building Code a document to ensure buildings are safe and secure, the Province is dictating costly upgrades to enforce changes in National Energy Policy.

Beginning in January 2019 energy efficiency requirements will apply to renovations. Electric vehicle charging stations are required for apartment buildings, while green roofs, grey-water re-use, solar ready roofs, and hurricane straps are proposed. In 2020 increased insulation and window specifications apply, while in 2022 a 20% decrease in energy use in homes and large building is directed by “mandatory air tightness testing without concern for results”. The Town has seen energy efficiency savings quickly absorbed by higher electricity prices. The cost-benefit of more changes to the Code on top of those already imposed is not proven.

Recommended delegation request:

Ministry of Municipal Affairs to postpone or delay further amendments to the Building Code for at least five years until the cost benefit of imposed energy requirements is re-assessed.

5. Growth Plan for the Greater Golden Horseshoe 2017 and Provincial Planning Policy

Town staff has commented at length to Council about the impact of the Growth Plan for the Greater Golden Horseshoe on local planning as of July 2017. Council is aware that the process to expand Palmerston's urban area is now the same as for Mississauga, Guelph or other large municipalities. Urban boundaries are frozen at current levels until the County completes a comprehensive review of growth needs including a hierarchy of settlement areas and many other studies during its five year review of their Official Plan. This will see small communities across Wellington County competing for a fair share of growth.

Council is also aware that the Growth Plan applies in Wellington County but not in areas north and west. This means Provincial planning rules are different from one side of the highway to another. The Growth Plan of 2017 should be repealed as Provincial Policy and considered a guideline only. The Provincial Planning Policy Statement of 2014 would return as the governing document for local planning matters, creating a level playing field across Ontario. That 2014 document had already been significantly enhanced from previous versions to increase central planning control.

If the Province still sees fit to keep the Growth Plan as policy for that specific section of Ontario, municipalities under 10,000 in population more than 50 km from an urban center over 50,000 people should be exempt.

Recommended delegation request:

Ministry of Municipal Affairs to request the Growth Plan for the Greater Golden Horseshoe be declared a guideline and that the Provincial Policy Statement of 2014 be applicable across the Province to maintain a level playing field.

6. *Drainage Act of Ontario, Municipal Drains, Department of Fisheries*

Minto has 115 consecutively named municipal drains and 30 - 40 named drains. Many were damaged by the June 23, 2017 flood. Council received a number of complaints about how long municipal drains take to go through the Drainage Act process. The reasons for these delays are changing, unreliable or unreasonable comments from some agencies, in particular the Department of Fisheries.

At a delegation with the Ontario Ministry of Agriculture their staff was apparently unaware of the major delays caused by some agencies. Other branches of the Ministry are valued advocates and support the Drainage Act which for decades has allowed for practical and reasonable agricultural drainage solutions for farmers.

Minto Council has asked for expedited commenting on municipal drains from Department of Fisheries and other agencies. Now is the time to exempt municipal drains from DFO approval and allow good engineering to ensure appropriate drainage is installed. The Drainage Act has public processes that have stood the test of decades for projects and that ensure landowners and Council have input into the process.

Recommended delegation request:

Ontario Ministry of Agriculture to exempt municipal drains from Department of Fisheries review or approval.

FINANCIAL CONSIDERATION:

Delegations are at no additional cost to the Town. Deadline for requests is July 3.

RECOMMENDATION:

THAT Council receives the June 12, 2018 report from the C.A.O. Clerk regarding delegation requests 2018 AMO Conference Charting a New Provincial Municipal Relationship, and that Council provides direction on issues of concern that may warrant a delegation request.

Bill White, C.A.O. Clerk



TOWN OF MINTO

DATE: June 14, 2018

REPORT TO: Mayor and Council

FROM: Bill White, C.A.O. Clerk

SUBJECT: Servicing Agreement 565 Lowe Street Palmerston

STRATEGIC PLAN

Ensure growth and development in Clifford, Palmerston and Harriston makes cost effective and efficient use of municipal services, and development in rural and urban areas is well planned, reflects community interests, is attractive in design and layout, and is consistent with applicable County and Provincial Policies.

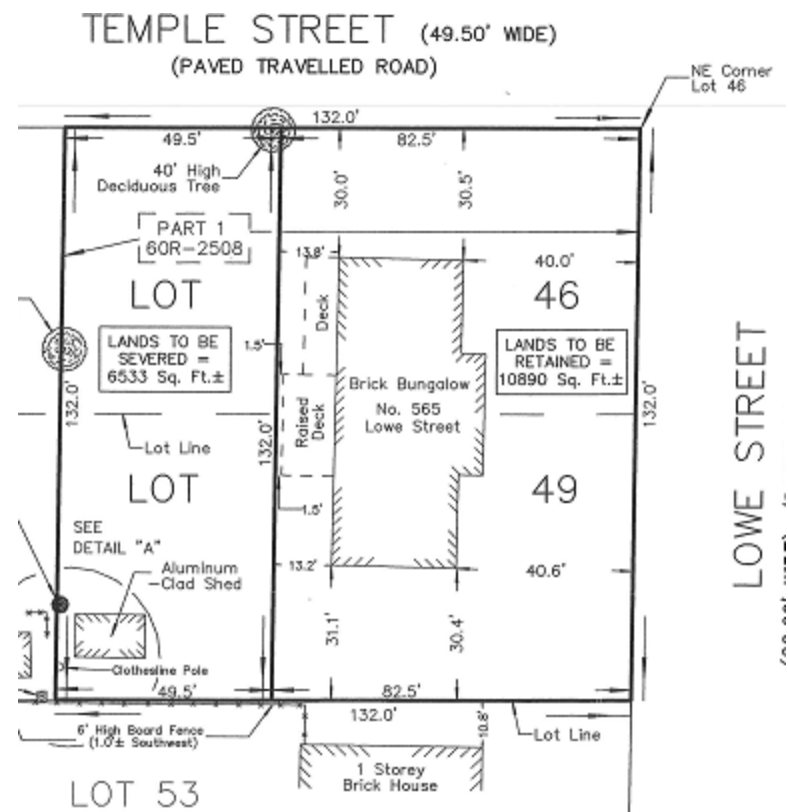
BACKGROUND

Last year Council provided comments to Wellington County regarding severance application B51/17 for the subject lands at the corner of Lowe and Temple Street in Palmerston. The severed parcel has access to an existing sewer main on Temple Street, but the closest water main is on the east side of Lowe Street. Arrangements are needed to extend a water line westerly 40 metres to the frontage of the severed lot. Standard conditions in relation to servicing and frontage fees were included in the County approval.

The owner had the option of paying the Town \$10,000 to install the water service up front, or execute a servicing agreement with the Town to secure the water extension. An agreement similar to that used for Galaxy Construction for Elora Street in Harriston is proposed. The servicing agreement would provide for a Town contractor to perform the water line installation and road/boulevard restoration. The \$10,000 estimate was prepared by Triton Engineering.

Owners Fred and Cheryl Donkersgoed request a servicing agreement with the following terms:

1. Owner responsible for severance or other planning applications and approvals that are needed for the development to proceed.



2. Owner to approve the engineering design for the water line extension from the existing main on Lowe Street westerly about 40 metres to the proposed severed lot outlined in File B51/17.
3. Owner agrees to provide a \$2,000 deposit so that the Town can proceed to tender the work estimated at up to \$10,000.
4. Once tendered price is obtained the Owner decides whether project proceeds by providing \$10,000 cash or security to cover the tendered price for the work.
5. Frontage fees would be payable for storm and sanitary sewer by the Owner only under normal Town policy.
6. Owner to provide all easements that might be needed for the work.

COMMENT

It is suggested the Town arrange to complete the waterline work using a servicing agreement so that the condition of severance can be met. One issue with the Galaxy Construction work on Elora Street was finding a contractor to do the work. In this case the job is much smaller and Town staff may be able to install the water line.

As previously indicated to Council, staff and Triton Engineering are working on forms and standard agreements that Town requirements clear for connecting to municipal services, particularly where pre-servicing occurs such as the Clifford Elora Street project north of James Street. A report intended for a May Council meeting is delayed as staff obtains feedback on handling these servicing requests. The intent is to improve the process to make it clearer to developers and contractors how access to municipal services is to be obtained.

FINANCIAL CONSIDERATIONS

The landowners will provide the deposit and eventually pay the full cost of the waterline. If the tendered amount is too high, the work cannot be finished or the Donkersgoeds' choose not to proceed the Town can deduct its expenses from the \$2,000 deposit. The servicing agreement would bind current and future owners and satisfy conditions of severance.

RECOMMENDATION

That Council receives the report Servicing Agreement 565 Lowe Street Palmerston and considers a bylaw in open session authorizing the Mayor and C.A.O. Clerk to sign the requested servicing agreement.

Bill White, C.A.O. Clerk



TOWN OF MINTO

DATE: June 14, 2018

REPORT TO: Mayor and Council

FROM: Bill White, CAO

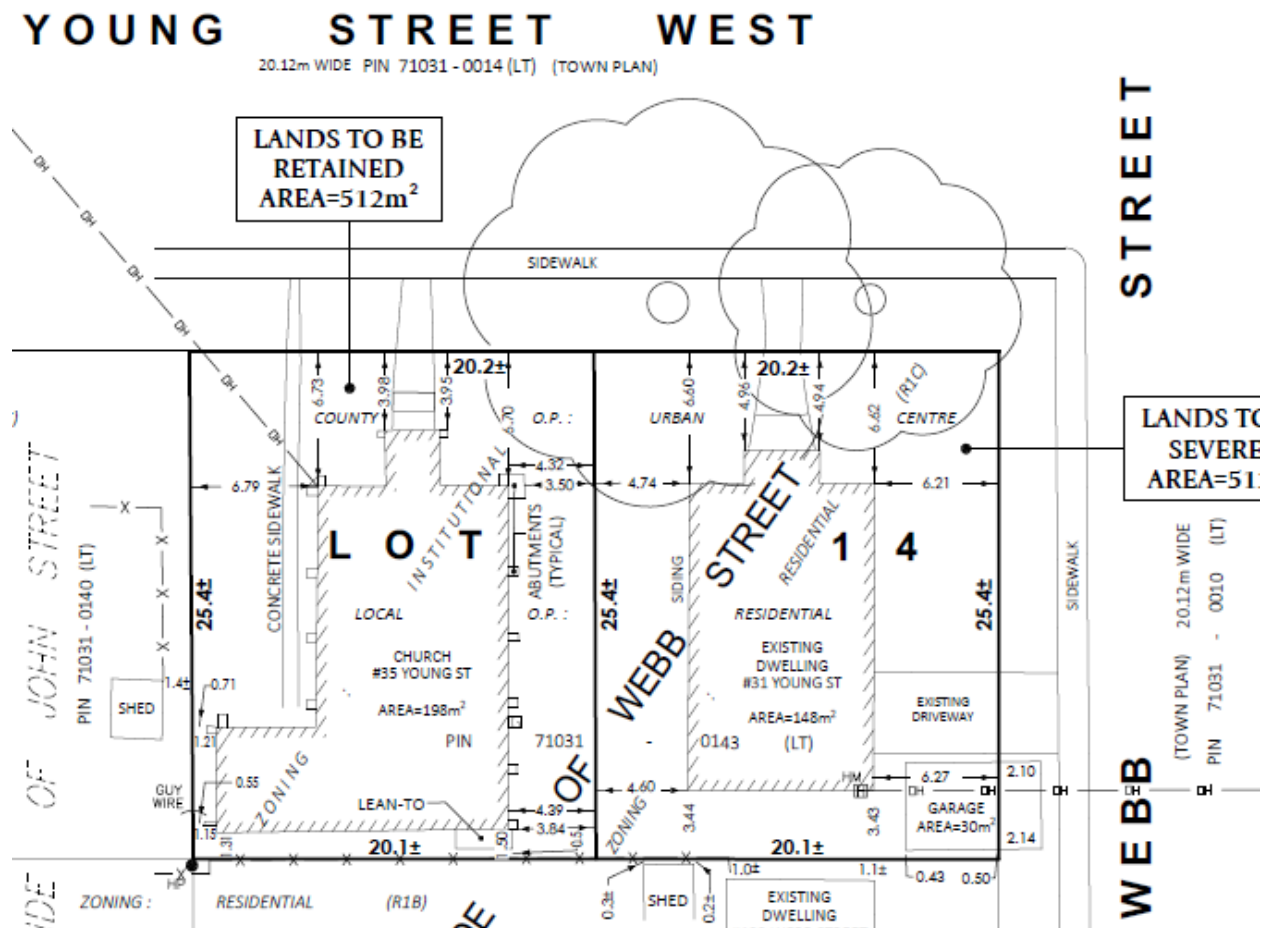
SUBJECT: Diocese of Huron Proposed encroachment agreement,
31 Young Street Harriston

STRATEGIC PLAN

9.1 Establish and maintain streamlined planning approval processes that use innovative and cost effective tools to protect Town and public interest and ensure development proceeds quickly and affordably

BACKGROUND

Earlier this year the Diocese of Huron received condition severance approval (B7/18) from the County to split the Church at 35 Young Street in Harriston from a residential dwelling on a corner lot at 31 Young Street. At the time it was noted the detached garage for the residence encroached 2.14 metres on to Webb Street as shown on the survey below.



One of the severance conditions requires an encroachment agreement be signed to ensure the detached garage is recognized legally by the Town. This encroachment has existed for many years and is relatively common in older communities where homes were often l



aid out on lots without surveys. Municipalities address the issue by signing an encroachment agreement that can be registered on title. The attached encroachment agreement contains the following terms:

1. The detached garage can stay in its present location for so long as the building now on the property continues to stand.
2. The Owner does not acquire any rights to the parts of Webb Street where the garage encroaches.
3. Any existing municipal or private service located within the Webb Street Road to be replaced or repaired by the Town without disturbing the encroachment if possible, but if the service cannot be repaired without removing the encroachment the owner must remove at his/her own expense upon written notice by the Town.
4. Owner notifies the Town of any change of ownership.
5. The Owner releases the Town from liability and obligation for any and all loss, and covenants and agrees to indemnify and save harmless the Town from any costs, causes of action and damage that may arise from granting the encroachment.
6. No claim can be made against the Town arising from snow removal, road maintenance, or similar activities of employees or contractors on said street.

COMMENTS

The encroachment agreement legally addresses a long standing encroachment so that a property transaction can occur and conditions of consent can be met.

FINANCIAL CONSIDERATIONS

Financial costs are minimal. A similar agreement was used in 2012 in Minto.

RECOMMENDATION

That Council authorizes the Mayor and Clerk to sign an encroachment agreement dated June 14, 2018 with Incorporated Synod of the Diocese of Huron respecting a 2.14 metre garage encroachment on to Webb Street respecting the existing residence located at 31 Young Street, Harriston, and Town of Minto.

Bill White, C.A.O. Clerk

**TOWN OF MINTO****DATE:** June 11, 2018**REPORT TO:** Mayor and Council**FROM:** Bill White, C.A.O. Clerk, Mike McIsaac Roads & Drainage Foreman**SUBJECT:** Minto Cemeteries Master Plan

STRATEGIC PLAN:

7.8 Establish cemetery management plans to assist with long term capital planning, increase visual appeal, enhance interment options, and increase cemetery use as a place to learn about the people, stories and history of the community.

BACKGROUND

At the May 22, 2018 meeting Council discussed cemetery maintenance issues raised by members of the public. Complaints received were mainly timing and quality of grass cutting and trimming, clean up and restoration of grave sites from early spring interments and grass clippings sticking to a number of headstones. There were other operational concerns expressed that staff has investigated.

The 2013 strategic plan calls for preparation of cemetery management plans. Attached is a proposed draft master plan that addresses operational, capital and maintenance issues for all three active Minto cemeteries. This draft document was prepared internally to help guide the service for the next five to ten years. The intent is to review the document with community members in the funeral services business over the summer, integrate recommendations from the landscape architect's designs for cremated remains (currently out for RFP) and hold a public meeting in the fall. By making cemetery operations more public and obtaining feedback from business and citizens, the master plan will give staff and Council more direction towards improving the service.

COMMENTS

It has been a difficult spring getting started on cemetery maintenance. The first of 25 interments in less than 2 months was in mid-April followed by an ice storm later in April and a wind storm May 4th. With the master plan the public can review the Town's cemetery maintenance program and provide feedback before the document returns to Council for approval. Recommendations in the master plan can be written into the cemetery operations bylaw to more clearly set operational responsibilities, programs and standards, and bring more transparency to the service.

FINANCIAL CONSIDERATIONS:

The 2018 cemeteries budget includes \$90,000 of maintenance costs set against about \$70,000 in revenue, which means \$20,000 in property tax supports the annual operation.

In 2018 there is \$55,000 in capital for Minto cemeteries. The Town's five year project plan for the cemeteries anticipates \$50,000 expenditures per year from 2019 to 2021. The master plan has been prepared in house and will be circulated and updated by staff. The cost of the design work for options to inter cremated remains will be confirmed once bids are received from landscape architects.

RECOMMENDATION:

That Council receive the C.A.O. Clerk and Road & Drainage Foreman's June 11, 2018 report Minto Cemeteries Master Plan and that staff proceed as outlined in the report with review of the draft Cemeteries Master Plan by local businesses in funeral services, integration of consulting designs this summer into the plan and scheduling a public meeting on the document this fall.

Mike McIsaac Roads & Drainage Foreman

Bill White, C.A.O. Clerk

Town of Minto Cemeteries Master Plan

First Draft June 2018



Background

The Town of Minto currently has about 35 acres of cemetery land within three main facilities. Minto cemeteries are located within or close by the urban centers of Palmerston, Harriston and Clifford.

Within the limits of the Town of Minto there are six pioneer cemeteries spread in various rural areas of the municipality.

The Town's three operating cemeteries support 50 to 70 interments in total per year. Annual maintenance costs of around \$90,000 are funded roughly by 62% from burial fees and services, 15% interest from care and maintenance and 23% from property tax. This breakdown of revenue sources has varied a few percentage points depending on demand.

Using round numbers the Town can typically expect annual burial and service fees of \$55,000, \$13,000 operating interest from the Care and Maintenance Fund of \$480,000 and \$20,000 of property tax to fund the operation. The chart below shows the percentage of the operating budget typically spent on key cemetery functions as well as the 2018 approved operating budget.

	Typical % of budget	2018 budget
Staff wage & benefit allocation	20%	\$18,720 (20.8%)
Equipment Allocation	10%	\$ 8,800 (9.8%)
Grounds Maintenance	50%	\$45,350 (50.4%)
Contractor Payment	7.5%	\$ 7,000 (7.8%)
Insurance	5%	\$ 3,900 (4.3%)
Repairs, materials etc.	7.5%	\$ 6,250 (6.9%)
Total	100%	\$90,020

Strategic Plan

Cemetery care and maintenance is assigned to the Public Works Department of the Town of Minto under the strategic direction to "maintain and enhance infrastructure to protect public health and safety, prevent property damage, maintain high quality of life, and effectively manage financial resources to ensure Minto is an attractive and viable community for family living and business investment".

Action 7.8 in the Strategic Plan directs the Town to "establish cemetery management plans to assist with long term capital planning, increase visual appeal, enhance interment options, and increase cemetery use as a place to learn about the people, stories and history of the community".

The Public Works Department is responsible for cemeteries through the Roads & Drainage Foreman who is a trained horticulturalist. Reporting to him is a Lead Hand who provides day

to day supervision to five operators. All staff operators in the Roads and Drainage Section have a wide range of maintenance responsibilities outside cemeteries. The TLC Coordinator also reports to the Foreman and has two seasonal staff to care for the many planting beds and baskets throughout the Town including plantings in the cemeteries.

The current Public Works structure does not dedicate any one staff person only to cemeteries. Grass cutting is contracted out for one cut per week, and trimming once every two weeks. Other services such as tree trimming or interment preparation are contracted out if staff is dedicated to other assignments in the municipality. The Lead Hand or Supervisor will oversee the burial process.

The Town's Treasury Department manages the financial side of cemeteries including plot sales, payables and receivables according to the strategic direction to "manage Town finances in a transparent and fiscally responsible manner using a wide variety of accepted methods such as maintaining healthy reserves, investing conservatively, sensible user fees, property tax control, and responsible borrowing." The Cemeteries By-law and Provincial legislation govern use and retention of these funds.

Legislation

The main Provincial Law affecting cemeteries is the Funeral, Burial and Cremation Services Act, 2002. The Act contains a classification of cemeteries as Active, Inactive and Abandoned. All three active cemeteries in Minto accept new interments. Pioneer cemeteries do not accept interments. Under the Act, Cemeteries must be managed by an operator(s), church community or designated Cemetery board, but in cases where a designated individual or group cannot be found, the municipality within the geographic boundary is responsible.

A Cemetery can be "turned over" to a municipality to maintain which is the case in Clifford as the cemetery is actually geographically located in Howick Township. Pioneer cemeteries are considered Abandoned in that they have been long "deserted" with no operator or volunteer board. This means the municipality is the owner and assumes responsibility.

The Act requires: "Every Cemetery operator who sells, assigns or transfers Interment Rights or Scattering Rights or who permits the Interment of human remains or the scattering of cremated remains in the Cemetery shall have a care and maintenance fund or if the regulations so permit, a care and maintenance account". The amount reported in the 2018 budget is about \$480,000 of which about \$12,000 in interest is applied to operations. There are no such funds known for the Pioneer cemeteries.

The act also requires municipalities maintain and enforce by-laws relating to cemetery operations. The amalgamated Town's first by-law in 1999 was reviewed and replaced in

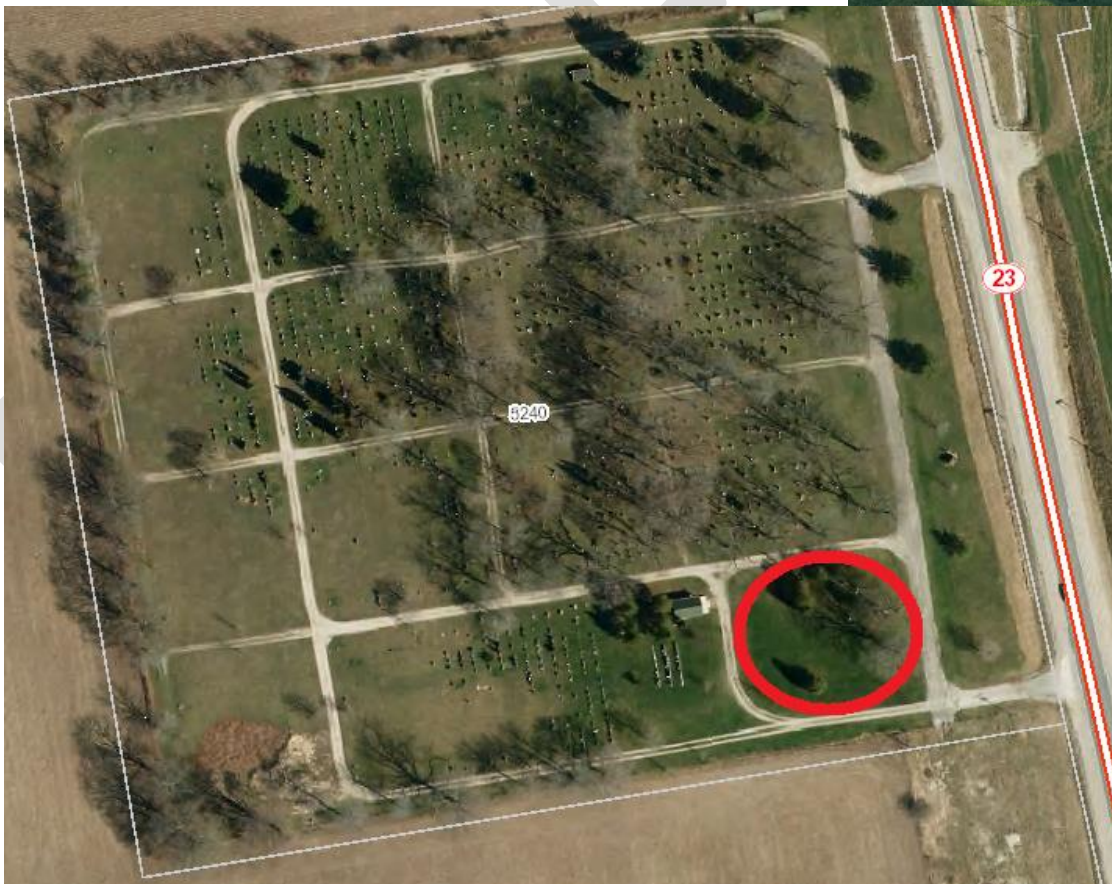
November of 2012 including new fees and charges. The 2012 bylaw is in need of review based on a public process initiated through this master plan.

Current Active Cemetery Resources

Palmerston Cemetery

This cemetery is about 11.2 acres in area with two entrances off Highway 23, a gravel ring road, and a modified grid pattern internal road network. If this cemetery were a perfect grid pattern it would roughly consist of 16 half acre sections enclosed by a ring road with three internal gravel roads running north/south and three internal roads running east/west providing access.

The original layout did not include a north/south access road on the south quarter where the chapel is located, while the most southeast section of the site is slightly smaller than a typical section in the



cemetery. There is no designated parking lot within the cemetery. Typically during a service people park on the gravel access roads or on the grass beside the roadway. Flower beds are planted by the Town and maintained by TLC staff spring through fall including weekly watering of beds and “urns” and hanging baskets within the facilities.



Tree cover consists of a mix of deciduous and coniferous species most of which were planted years ago within the original nine sections of the cemetery. Some cedar plantings by families around individual plots or crypts have over grown. In 2017 much of the undergrowth was trimmed in the facility. There is a chapel building on-site which had exterior repairs to the roof and cladding about 2012-13. The building's interior has had little maintenance, and there is no heat source or hydro which was disconnected shortly after amalgamation. There an old mechanism to lower caskets to the basement that has not been used in years and is unsafe. The basement is not suited for storage due to limited access, lack of power and shelving.

The cemetery layout provides about 8 acres of space for the estimated 7,300 total number of plots. In older areas of the cemetery there are some family plots which have been purchased and have room for future interments. There are currently no specific options to inter cremated remains in the Palmerston Cemetery other than in traditional plots. Of the 8 acres of usable space roughly 28% or about 2030 plots are available for sale not including the southeasterly section (see red circle above) across from the chapel building. This area has about 0.4 acres of usable space and has been identified by the Town as a potential location for cremated remains.



Harriston Cemetery

This is the largest cemetery in the Town with about 15 acres of area within a 45 acre parcel. The cemetery is accessed from a single entrance off Jessie Street and includes a length of



the Greenway Trail. There is a cremation garden adjacent to the chapel which is just off the Jessie Street entrance. The original cemetery is just over 9 acres bordered by a ring access road with a central circular access from which irregularly radiating gravel roadways emerge.

There is a small gravel parking lot at the chapel building near the entrance to the cemetery. During a burial service people park beside access roads or on the grass along the roadway.



Near the chapel and cremation garden, flower beds are planted and maintained by TLC staff spring through fall. This includes weekly watering of beds and “urns” within the facility.

Tree cover consists of a mix of deciduous and coniferous species most of which were planted years ago within the original cemetery. The Maitland River runs through wooded Town owned lands adjacent to the property which stretches around the cemetery including the Jessie Street entrance. Portions of the cemetery near the chapel were flooded during the 1:100 year event in 2017. There is a mixture of coniferous and deciduous growth in the woodlot. The woodlot at the entrance is low lying so it frequently is swampy such that high water levels have killed some trees. There is significant deadfall in this area due to wind and ice storms which has been cleared where possible 10 metres or so away from the road. Much of the tree undergrowth is in need of trimming.



The chapel building is one storey with a concrete floor and also has no heat or hydro source. The building had some exterior repairs including new main doors and roof in 2015, but the building's interior has had little maintenance and is primarily used for storage. The building has been used for temporary storage of remains during the winter for spring interment. Adjacent to the chapel and cremation garden is just over an acre of land set aside for additional plots. Town staff set a new ring road and prepared this adjacent to the chapel for future expansion, but proper grass cover is not established.



The Town has identified the cremation garden and chapel area as a possible site for a columbarium or similar feature as another option to inter cremated remains.

The oldest section of the cemetery has very little space remaining. There are some family plots which have been purchased and have room for future interments. Currently staff is selling plots from a section of about 289 of which 45% are occupied. Including remaining space in these two areas and the expansion underway, the Harriston cemetery can likely accommodate over 2,000 more plots plus space within the cremation garden and a potential columbarium or niche.

Clifford Cemetery

The Clifford cemetery is about 6.5 acres in area with two entrances off Highway 9 and a single entrance off County Road 1. The cemetery is roughly the shape of a right angled triangle creating three distinct triangular areas and two rectangular sections. A gravel through road links Highway 9 and County Road 1 and there is a rectangular interior access road. A small columbarium was built to the south of the chapel within the last five years.



The brick chapel building has been maintained in reasonable condition. This is a one storey brick building with a concrete floor and no heat or hydro source. There is a small gravel parking area adjacent to the chapel building which is primarily used for storage including temporary care of cremated remains pending spring interment. In 2013 the Town had the cemetery surveyed with ground penetrating radar to identify gravesites and stones throughout the facility. Inaccuracies in the original cemetery map led to site specific interments that did not match records. Staff uses mapping to assist with locating plots in the older sections of the cemetery.



Tree cover is a mix of deciduous and coniferous species most of which were planted along the main access road years ago within the original cemetery. The northwest boundary of the cemetery has the heaviest planting although there are some trees along Highway 9 that provide screening from the roadway.

There are about 3,000 plots in the Clifford cemetery. In older areas of the cemetery there are some family plots which have been purchased and have room for future interments. There are about 1900 plots available in the newer part, while the columbarium has 72 niches of which roughly 20% are sold.



Pioneer Cemeteries

There are several Pioneer Cemeteries in Minto including South Salem Pioneer Cemetery on the 3rd Line, the Salem Methodist Cemetery on the Minto Normanby Townline, the St. Thomas Roman Catholic cemetery on the 12th Line across from the former Town gravel pit, the Jerusalem Cemetery on Ayton Road near Newman Lane, the Drew Anglican Cemetery on the 16th Line and the Darroch Family Plot near Teviotdale. The grass contractor cuts the cemetery on 12th Line twice a year, while the remaining Pioneer cemeteries are maintained by nearby landowners or volunteers.



Cemetery Need Projection

Many assumptions are made to project need in cemeteries. The intent is to get a rough idea of how much space might be needed in the next 25 years. This can be done by comparing population growth, death rates and the percentage of families that might choose a Minto cemetery for their loved one.

Minto's population grew 4% between 2011 and 2016, while Ontario's population grew 4.6% in the same period. The number of deaths in Ontario increased about 10% in the same time period reflective of an aging population. Between 2011 and 2016 the percentage of deaths per total Ontario population increased 0.12%. Applying these estimates to Minto suggests about 40% of the deaths within Town boundaries are buried in one of three cemeteries. This is not an exact figure as not all interments are people who live here at this time having come from rural areas outside Minto or brought home from other places in the Country.

To get a sense of future need, applying some of these percentages to Minto cemeteries suggests the number of interments in Minto could grow from 60 or so per year in 2018 to over 100 per year in 2042. In that 25 year period Minto could expect in the range of 1800 to 2500 interments. This could consist of about 650 interments in Palmerston, 1200 in Harriston and 320 interments in Clifford.

Based on current projected demand all three cemeteries have sufficient space to accommodate well over 2500 intements in the next 25 years . Clifford has adequate capacity in its current grounds and columbarium for well beyond 25 years. Adding cremation options in Palmerston and Harriston will increase choice for consumers, slow down the need for further expansion and help control maintenance costs over time.

Minto's current initiative to have landscape architects develop design options for interring creamated remains in each of its cemeteries should go a long way toward addressing need beyond 25 years.

Capital Planning

Minto cemeteries do not generate sufficient revenues to cover the cost of any capital work. The columbarium in Clifford for example was built from donated funds. A capital plan will be developed for any new installments in Harriston or Palmerston to inter cremated remains. There is no specific five year capital plan for the cemeteries.

In the last five years capital dollars have been allocated in annual budgets for columbarium and other niche installments. Some funds had to be allocated to major ice storm cleanups in 2013 and 2015. The Town invested in the roadway in the Harriston expansion. Other funds were spent removing dated and deteriorating structures in Harriston and Palmerston.

Capital funds have not been planned or allocated for any of the chapels in either cemetery. The use of these buildings has changed considerably over many years. They are rarely used for any sort of service. The chapels in Harriston and Clifford can function for winter storage, but the building in Palmerston is not suited to this use. Without a capital plan and clear use for the chapels, deterioration is a concern.

In 2018 the Town is obtaining consulting advice to identify interment options for cremated remains that might be suited to each of the three cemeteries. The Clifford columbarium has had some use so far, while there is interest in the Harriston Cremation Garden. Recommendations and design options from the landscape architects will be reviewed with the public before being brought forward for Council approval. This work will be integrated into the cemetery master plan.

This master plan should also include a preliminary capital plan the Town could follow over the next five to ten years.

Cemetery Business

Town staff work very closely with local funeral directors to ensure each service meets the needs of grieving families. From the Town perspective this begins with acquisition of plots sometimes years before burial, preparing the gravesite for interment, providing for stone placement and restoration, and maintaining the location in perpetuity.

The Town has accommodated a few “green” interments in the past. “Green” interments or funerals have many forms. Green burials may involve such options as non-toxic embalming fluids, “biodegradable, nontoxic, and of sustainable material” shrouds or caskets, and flat rocks, plants or trees as grave markers instead of traditional cemeteries. Sections of a cemetery can be set aside for such burials where no herbicides, pesticides or irrigation is used for maintenance of the cemetery grounds. A natural or green cemetery can feature sustainable design and naturalization.

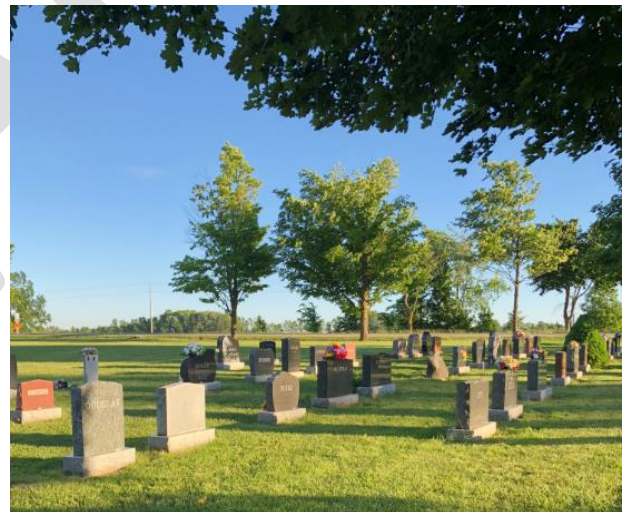
The Town has accommodated winter interments in special circumstances where there is reasonable and safe access that does not damage nearby headstones. Similarly with early spring or late fall interment the potential for damage to adjoining plots is high. When these services are requested there is added cost to the municipality which is at least in part passed on to the customer. Staff works with funeral providers and families to determine if circumstances allow a winter or early/late season burial. The Town cannot always accommodate winter burials depending on plot location snow depth and other factors.

Funeral homes have expertise and customer contact that would be beneficial to Town staff to ensure the municipal role is properly directed. Like any business or municipal operation obligations and liabilities have increased in complexity. There is regular contact between Town staff and funeral home operators, but at least one joint annual meeting could be considered.

Operational Issues

Three cemeteries in three different locations in one small rural municipality is a maintenance challenge. In the last few years concerns have been expressed by the public about issues such as the following:

- Grass cutting, trimming, clipping control
- Dressing of new interments;
- Spring settlement and groundskeeping
- Tree care and Woodlot maintenance
- Chapel Building(s) Use and Maintenance
- Monument care, trim damage, shrub and tree growth impacting stones
- Access roadway conditions
- Signage
- Mapping and technology



Families have typically not expressed concern with their interactions with staff beginning with plot purchase, billing or during interment. These interactions with staff occur at the most difficult time for many who have lost loved ones. Staff makes every effort to ensure needs are met and burials occur without incident or upset.

Almost all issues arise with cemeteries after a burial. This can include soil disruption to the gravesite during grass cutting, grass that does not grow properly, delayed maintenance after spring settlement has occurred, or poor grass cutting or trimming particularly during the spring growing season. The Town contracted out grass cutting over five years ago.

The current contract calls for one cut per week and trimming every two weeks in all three cemeteries. Often this is not enough in the spring when grass grows quickly or when rain delays contractor response. Grass care is the most visible aspect of operations. If it is done right it allows staff more time to address spring settlement, chapel maintenance and plan for future.

The cemetery master plan will make recommendations toward work plans at a standard that is affordable and acceptable to ratepayers.

Cultural Heritage and Volunteerism

Cemeteries are vestiges of the stories of the community. Many cemeteries are public spaces where people can enjoy the peace and quiet of the natural setting and contemplate their loved ones who rest there. There is a small section in Harriston outlining the resting place of community pioneers, but there has not been an organized effort to locate community leaders within the cemeteries and attempt to tell Minto's story through the history afforded in the Town's cemeteries.

The Town has made some progress bringing people to the cemeteries primarily with the Greenway Trail is one opportunity to move people through the cemetery. There are other options to be explored such as walking tours, virtual tours or genealogical work which is becoming more popular.

Many rural cemeteries are maintained by local people with a love for the community and the facility. Some cemeteries are maintained by churches or cemetery boards. It may be some maintenance issues and struggles could be helped in part by volunteerism. Volunteers could help conduct some of the historical research to bring some of Minto's stories out from the cemeteries.

Volunteers might consider adopting a cemetery or part thereof to provided added grass cutting beyond that afforded by the Town grass cutting contract. Volunteers could be organized to do an annual spring walk through to help identify maintenance issues. Cemeteries are large and complex facilities to maintain, and the eyes of the public can be very helpful directing staff to problem areas that cannot always be anticipated.

Chapel buildings no longer used for services could be a community resource offering interpretation or other public use to augment Minto's cultural heritage.

Needs and Opportunities

With three physically separate and well established cemeteries, Minto is challenged to address some of the maintenance demands from an increasingly interested public.

This section identifies some actions to help the Town plan for its cemeteries and address public concern about maintenance and long term care.

Cemetery Expansion

Action #1

Pursue the landscape architect's recommendations to inter cremated remains in the Palmerston and Harriston cemeteries to increase burial options available to the public, to make efficient use of land and to improve the design and appearance of all three cemeteries including the link between the Clifford chapel building and columbarium.

Action #2

Monitor the need and plan for in the range of 3,000 interments in the next 25 years to accommodate anticipated demand with roughly 30% of interments in Palmerston, 55% in Harriston and 15% in Clifford, and that all three facilities are maintained to continue to offer choice in Minto cemeteries.

Action #3

Identify sections of each cemetery that might be suited for more natural burial or spreading of ashes in locations with non-traditional markers, naturalized ground cover and similar environmentally friendly interments depending on customer need and appropriate design.

Operations

Action #4

Continue to contract grass cutting and trimming and if possible increase service to three cuts every two weeks in the spring season and weekly trimming as needed, and if that cannot be supplied by a contractor that the Town seek out other ways of augmenting current standards of one cut per week and trimming every two weeks.

Action #5

Host an annual round table meeting with funeral service providers each winter to discuss and respond to changing preferences in funeral and burial options, review operational issues from the previous year and plan for the next year's activities.

Action #6

Work with a qualified contractor to assess the chapel buildings in each cemetery, provide an estimate on repairs needed to retain structures in a safe and attractive fashion, and update the annual capital plan to include funding for chapel maintenance, or building removal where maintenance costs are prohibitive and no reasonable use can be determined.

Action #7

Provided repair and maintenance of chapel buildings can be reasonably accommodated in the Town's budget and there is a demonstrated demand, consider alternative uses for chapel buildings that allow for interpretation or genealogical research, storage or other such activities that ensure the buildings add value to the cemetery.

Action #8

Complete a tree inventory in the cemeteries to identify species to be retained or removed, trimmed or re-planted to minimize impact on plot layout and design, and that a regular tree trimming program is implemented to maintain tree canopy for shade with reasonable light and air to assist with cemetery maintenance.

Action #9

Continue to naturalize the woodlots on either side of Jessie Street leading to the Harriston cemetery with sufficient maintenance to minimize tree fall on the roadway, and that exterior woodlots in Clifford and Palmerston are similarly naturalized.

Action #10

That TLC staff integrate watering of new interment sites to assist with grass restoration and that the option of hydro seed is explored as a value added cost.

Action #11

That the Town review its policy for public planting and monument decoration to ensure that adjacent plots are not impacted by overgrowth, grass cutting is not made more difficult and that all families and friends have a positive experience when visiting gravesites.

Action #12

That the Town immediately replace dated signs with more appropriate and attractive signs and that a signage plan be followed to ensure signs are consistent and attractive.

Action #13

Implement a spring maintenance plan beginning with repairing previous year's interments, removal of limbs and debris, levelling, filling and dressing settled areas and access roadway repairs where possible and subject to weather conditions prior to Mother's Day, and that a cemetery spring clean-up is scheduled during spring maintenance with the public invited to walk cemeteries and help staff identify areas where specific attention may be needed.

Action #14

Provide upgraded information about cemeteries on the Town website and a link to help members of the public report maintenance issues, and that staff respond within two business days to public requests filed.

Action #15

Continue to apply asphalt millings to improve main roadways in each of the three cemeteries where material becomes available nearby so that trucking costs are minimal.

Volunteerism Heritage, Technology

Action #16

Pursue accurate digital mapping of all three cemeteries for the purposes of long term expansion planning, and where possible integrate cemetery booking documents with new technology to facilitate planning, interment and cemetery maintenance.

Action #17

Develop an “adopt a cemetery program” to assess the level of public support to assist in contributing to enhanced maintenance such as grass cutting or trimming with the Town covering such items as fuel costs and insurance.

Action #18

Work with local historical societies, community groups or organizations to develop walking or virtual tours of the cemeteries to celebrate Minto stories, pioneers, local heroes and other persons of interest buried within the three cemeteries.

Action #19

In consultation with funeral services providers and the public, update the Town cemetery by-law regarding the control, management and regulation of the Town’s three cemeteries to clarify and improve municipal and contractor responsibilities, visitor and users rights and responsibilities, standards of care, distribution of proceeds from sales and similar requirements to guide current and future staff and Council.

Action #20

Develop a program encouraging donations and benevolence toward cemeteries to help fund new columbarium, niches or other features, chapel upgrades or similar improvements

Action #21

That Minto Pioneer Cemeteries be documented, identified on the Treasures of Minto website and maintained through volunteerism where possible.

Action #22

Review the Minto Cemetery Master Plan every five years including a public meeting and consultation process involving member of the funeral services business.

Implementation

The chart below provides a tentative schedule for proceeding actions under this plan:

Action #	Notes	Priority (Low, Medium, High)	Estimated Time	Potential Cost
1	Landscape Architect Design	High	2018-19	
2	Plan for +-3,000 interments	Low	2028	
3	Naturalized environmental burials	Low	2030	
4	Increase grass cut & trim frequency	High	2019 spring	
5	Winter meeting funeral providers	High	2018 winter	
6	Chapel condition assessment	High	2019	
7	Budget to improve/remove chapels	Medium	2020-2022	
8	Tree inventory & scheduled trimming	Medium	2021	
9	Naturalize Jesse St & other woodlots	Medium	2020	
10	TLC watering and hydro seed options	High, Medium	2019	
11	Evaluate planting/decorating policy	Medium	2020	
12	Signage replacement, enhancement	High	2018	
13	Yearly spring repair before Mother's Day	High	2019 spring	
14	Electronic complaint link; 2 day response	High	2018 fall	
15	Asphalt milling internal roads	Medium	2020	
16	Digital mapping and booking	Medium	2021	
17	Adopt a cemetery program	Medium	2021	
18	Volunteer group walking/virtual tour	Low	2022	
19	Cemetery Operating Bylaw	High	2019	
20	Donation/benevolence program	Medium	2023	
21	Pioneer Cemetery Documentation	Medium/Low	2025	
22	Plan public meeting & 5 year review	High	2018 fall	



TOWN OF MINTO

DATE: June 15, 2018

REPORT TO: Mayor and Council

FROM: Mike McIsaac, Roads & Drainage Foreman

SUBJECT: Semi-annual Municipal Drain Update

STRATEGIC PLAN:

- 9.7 Promote environmentally friendly development through subdivision and site plan control such as naturalized stormwater management, low maintenance landscaping using native species, and energy and water preservation techniques that enhance design and improve the cosmetics of the community.
- 10.0 Support programs that maintain Minto's strong agricultural identity, enhance agricultural work, and protect and restore the natural environment given Minto's location in the heartland of Ontario surrounded by farmland and acknowledging that farming and a healthy natural environment are inextricably linked,

BACKGROUND:

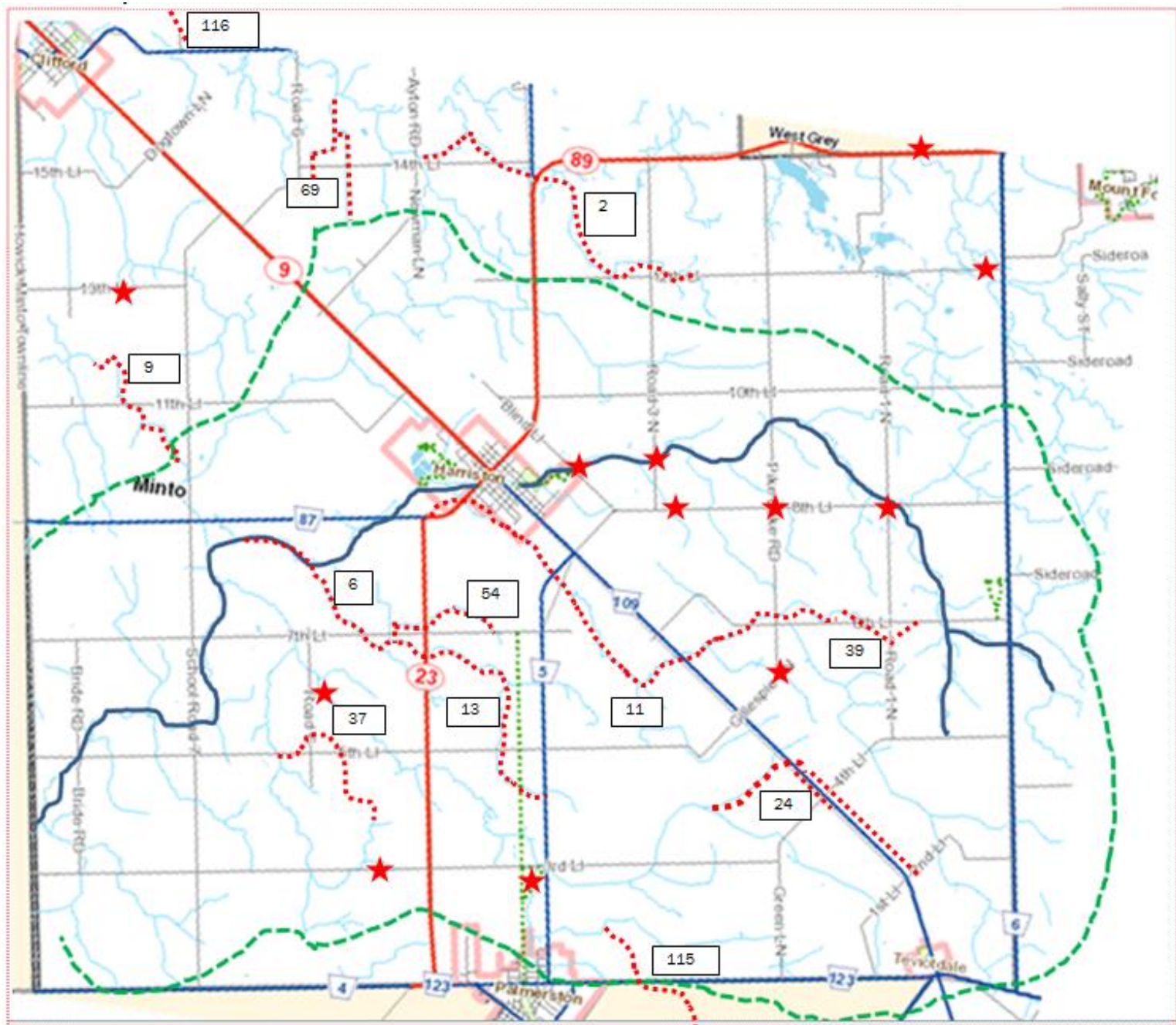
- August 1, 2017 was the first municipal drain update to Council. A resolution was passed receiving the update and approving an application under the National Disaster Mitigation Program to complete mapping and mitigation planning analysis for the entire Maitland watershed.
- December 19, 2017 a second municipal drain update was provide and the following resolution passed:

MOTION: COW 2017-308

That Council receive the Road and Drainage Foreman and C.A.O. Clerk's December 13, 2017 report Municipal Drain Update as information, that the Town pursue Federal and Provincial authorities to ensure approvals from Department of Fisheries and other agencies are expedited for municipal drains and request delegations at future conferences on this topic, that Council request Dietrich Engineering and staff to move forward in 2018 with any drain work that can be accommodated and report back to Council every six (6) months on drain status.

- February 25, 2018 Mayor, Council representatives, staff and Dietrich Engineering delegation with Ministry of Agriculture officials about delayed municipal drain approvals.
- April 2018 Dietrich Engineering meets with various officials about municipal drain approvals across this area
- June 19, 2018 Public Meeting and Reports on Municipal Drain 39 and also on Municipal Drain 60.

This report is the semi-annual update to Council on municipal drain status. The map below shows the location of most of the municipal drains in process.



COMMENTS:

The Drainage Act is one of the oldest laws in Ontario. Municipal Drains are not owned by the Town, but are owned by landowners' subject to a drain assessment which is predetermined in each individual Drain Report. When maintenance or repairs are needed, the Drainage Act is designed to bring this forward in a fair way allowing input by owners who pay for the work. Agencies like the Conservation Authority and Department of Fisheries also have permit and approvals processes to be followed. The Town is required to follow procedures set in the Act, and to abide by the advice of its Engineer.

The following summarizes the status of current active municipal drains in Minto with an updated status in red:

- **Drain 11/Fischer Drain (Dredge Creek and Maitland River south of Harriston)** This project has previously been put on hold due to major improvements required at the bottom end (Maitland River) of Drain 11. The required improvements to the lower end of Drain 11 should be coordinated with the Harriston Flood Investigation project. Improvements to the river (Drain 11) “below” Harriston that are beyond the scope of normal drain maintenance could help move significant amounts of water out of Harriston sooner. However, this work cannot occur without a full understanding of the impact on downstream properties. These improvements to the “bottom end” of Drain 11 will help performance of the upper part of the drain.

Pending the results of the flood plain mapping staff suggests going ahead with the new branch of Drain 11 that will service Fischer, Tarr, Gray and MTO properties making them aware the new system will not function properly until the “bottom end is corrected”. The decision as whether the upper part of the system is improved first, before the “bottom end” should be left up to the property owners. If the landowners agree the branch would be tendered and constructed in 2017, leaving the “bottom end” on its own with a possibility of funding through National Disaster Mitigation funding or other sources.

The drainage engineer has not proceeded with the report. NDMP funding is approved and the LIDAR mapping has been flown. The LIDAR provides a very accurate base map for the Conservation Authority to map flood plains for the entire Maitland River Watershed, and for the drainage engineer to model improvements for this drain which is downstream of Harriston. Improvements to this municipal drain will likely help water move more quickly out of Harriston. The Conservation Authority will work with the Town and drainage engineer on this municipal drain.

- **Drain 24 (CR 109 2nd Line to 4th Line and beyond)** petition submitted March 2012, and last information meeting held June 10, 2014. Changes to the preliminary design were requested at this meeting and ongoing conversations with property owners have taken place. Edits to the design are underway and an information meeting will be needed this year to update landowners with costs and design.
The drainage engineer advises Municipal Drain No. 24 report is expected to be filed with the Clerk by June 15, 2018.
- **Drain 69 (13th and 14th Concessions; from Ayton Road to Road 6 North)** The draft design was submitted for review on November 17, 2017 to the Department of Fisheries and Oceans Canada and to the Ministry of Natural Resources and Forestry on November 22, 2017. The draft report is complete – pending DFO and MNRF response.

The drainage engineer’s staff met with DFO biologists on June 6 to evaluate habitat in the drain and survey the existing fish communities. The drainage engineer is awaiting written

response regarding information collected during the site visit from the DFO. MNRF has been contacted and direction provided – activities are eligible for registration under Ontario Reg 242/08, s. 23.9.

- **Drain 39 (6th Line at Road 1N)** Onsite meeting was held on November 4, 2016 with impacted landowners. A survey of the drain was completed spring of 2017 and preliminary design is started. An information meeting will be held in early 2018.
Report was filed by the drainage engineer with the Town June 8 and will be considered by Council June 19.
- **Drain 116 (Part Lot 23, Concession 18)** Construction of the Drain was completed in the fall of 2017. After the final costs have been received, the engineer will complete a final actual assessment schedule for the Town as well as a grant application to be signed by the treasurer and send it to OMAFRA.
Deficiencies have been fixed by contractor. Completion certificate to be issued in June 2018. Final assessments and grant application to be completed by engineer June 2018.
- **Drain 2 (Road 3 North, 12th Line to 12th Line, Ayton Road)** A survey of the drain was completed in the summer/fall of 2017 and a preliminary design is started. An information meeting will be held early in 2018.
Drainage engineer's staff met with DFO biologists on June 6 to evaluate habitat in the drain and survey the existing fish communities. The drainage engineer is awaiting written response regarding information collected during the site visit from the DFO. MNRF has been contacted and direction provided – activities are eligible for registration under Ontario Reg 242/08, s. 23.9.
- **Drains 6, 13 and 54 (County Road 5 to School Road 7; 7th Line to County Road 87):** A public meeting was held summer 2017 after the decision was made to proceed with a Section 78 report rather than do works under the maintenance program. This will better address current issues and ensure a fair assessment of the costs for such works. It was stated at the meeting a field survey was needed in the fall once the leaves had come off the trees as there are sections that go through bush land. Despite waiting until the leaves had come off the trees, parts of drain 13 and 54 require brushing and clearing before they can be surveyed. This clearing will occur before the end of 2017. Drain 6 survey is complete.
The clearing has been completed as of the week of June 3-8, 2018. The survey is partially complete. Final areas will be surveyed in the summer of 2018.
- **Drain 9 (Dietrich reference number 1718):** Onsite meeting was held May 4, 2017 with landowners. A survey of the drain will be completed in the winter of 2017 or spring of 2018, pending clearing of parts of the bush along the drain. A preliminary design and information meeting will follow.
The clearing and survey of this drain is complete. Design is in the drafting phase.

- **Drain 52/Shannon Drain:** Onsite meeting was held on November 13, 2015 with the affected landowners. A survey was completed in August 2016 after cleanout of the ditch in June 2016. A preliminary design is underway. An information meeting will be held in the early summer of 2018.
There is no further update at this time.
 - **Drain 117/20:** Onsite meeting held May 19, 2017 with landowners. This project will include a new branch, a clean out of an existing drain, incorporation of a crossing, and multiple apportionments as a result of a developed subdivision in the upper part of the Drain 20 watershed. A survey of the proposed drain and the existing drain will be completed in the winter of 2017 or the spring of 2018, pending clearing of parts of the bush along the drain. A preliminary design and information meeting will follow.
The clearing has been completed as of the week of June 3-8, 2018. The survey is partially complete. Final areas will be surveyed in the Summer of 2018.
 - **Drain 23** -An onsite meeting was held on October 13, 2017 with the affected landowners. A survey was completed in November 2017. A preliminary design is underway. An information meeting will be held in the summer of 2018.
The drainage engineer's staff met with DFO biologists on June 6 to evaluate habitat in the drain and survey the existing fish communities. The drainage engineer is awaiting written response regarding information collected during the site visit from the DFO. MNR has been contacted and direction provided – activities are eligible for registration under Ontario Reg 242/08, s. 23.9.
 - **Drain 60** - An onsite meeting was held on October 13, 2017 with the affected landowners. A survey was completed in October 2017. A preliminary design is underway. An information meeting will be held in the summer of 2018.
The drainage engineer's staff met with DFO biologists on June 6 to evaluate habitat in the drain and survey the existing fish communities. The drainage engineer is awaiting written response regarding information collected during the site visit from the DFO. MNR has been contacted and direction provided – activities are eligible for registration under Ontario Reg 242/08, s. 23.9.
- Report was filed by the drainage engineer with the Town June 8 and will be considered by Council June 19.
- **Harriston Flooding Investigation** - Survey has been completed for approximately 15.5 km of the upper end of the watercourse, data from the 17 level loggers has been obtained that were installed in various locations of the watershed. A hydrologic model is in progress for this watershed using PCSWM (Personal Computer Storm Water Management).

The next step is to calibrate it to the storm event of June 23rd. A summary report is being prepared. A meeting with Dietrich Engineering, Minto Staff and Maitland River Conservation Authority is recommended in the New Year. This information will be presented to the public and would tie in with the flood plain mapping grant request through the National Disaster Mitigation Program.

Photomap Limited flew LIDAR over the area. The drainage engineer is waiting for the data – should be available at the end of June 2018. Steve Brickman has completed a model and calibrated the storm event of June 23. A draft summary report is partially complete.

The following is a new section on Drain Maintenance which occurs under Section 74 of the Drainage Act. Previous reports had not specifically noted maintenance work.

- Drain 46 is scheduled to be cleaned/brushed in Summer 2018 (between July 15 to October 1). DART forms have been completed and permitting/authorizations have been received.
- Drain 64 will be leveled this year – no timing window restrictions. DART forms have been completed and permitting/authorizations have been received.
- Drain 93 has a Letter of Advice from the DFO, scheduled for cleaning/brushing in Summer 2018. DART forms have been completed; waiting for SVCA permit.
- Drain 115 is scheduled for leveling (earth moving) this year – no timing window restrictions.
- Drain 6 has had CCTV, been surveyed, and has had roots removed. Open ditch cleanout is proposed for this summer. DART forms and letters to landowners are in draft stage.
- Drain 51 will be maintained Summer 2018. DART forms have been completed and CA permit has been received. Awaiting DFO permit/authorization/LOA.

FINANCIAL CONSIDERATIONS:

The 2018 operating budget is \$33,306. The level of activity in this area is the highest in the last seven years as per service measures below:

Service Measures	2011	2012	2013	2014	2015	2016	2017
Tile repairs	10	6	4	7	9	9	11
Ditch repairs, clean out	7	5	2	1	3	4	9
New petitioned drains	3	4	2	2	3	2	7
Totals	23	15	8	10	13	15	27

RECOMMENDATION:

That Council receives as information the Roads and Drainage Foreman's June 15, 2018 report Semi-Annual Municipal Drain Update.

Mike McIsaac Roads & Drainage Foreman

**TOWN OF MINTO****DATE:** June 11, 2018**REPORT TO:** Mayor and Council**FROM:** Gordon Duff, Treasurer; Mike McIsaac, Roads & Drainage Foreman**SUBJECT:** Ontario Community Infrastructure Fund (OCIF) Application Based Component – Top-Up

STRATEGIC PLAN:

5.1 Actively seek out Federal and Provincial grants and revenue-sharing programs, and promote sustainable and equitable funding programs that require a minimal amount of reporting and promote local autonomy.

5.3 Ensure financial plans to include a blend of capital financing methods including long term debt, user fees, grants, internal reserves and taxation, and maintain reserves to the point where Minto reduces reliance on borrowing or tax increases to finance major capital expenditures.

BACKGROUND:

Another round of the Ontario Community Infrastructure Fund – Top-Up applications is open until August 28, 2018. Last fall the Town submitted an application under this program for upgrades to Queen Street South in Palmerston. Unfortunately, this application was unsuccessful as it failed to meet the criteria of a vital health and safety issue.

The Town's Asset Management Plan is in the process of being updated and this will help improve chances of successful grant applications. With the OCIF Top Up, the maximum amount of funding is determined in advance so the Town is eligible for \$1,017,314 which represents up to 90% funding of eligible costs for approved projects.

In this intake "joint projects between multiple applicants are encouraged" and given additional consideration. Staff has included a joint project as one of the options to consider for this round. Decisions regarding the success of the applications will be announced in January 2019, with project completion due by December 31, 2020.

COMMENTS:

Staff met with the Public Works Director and Treasurer of West Grey to explore interest in submitting a joint application for reconstruction of a portion of the Minto-Normanby Townline including safety upgrades to culverts located on this stretch of roadway. These assets have been listed as required infrastructure replacements of both municipalities for a many years. There are several options for the detailed road base and surface materials to use as well as the repairs to the culverts.

In a joint application, the two participants pool approved allocations up to 90% of the eligible cost. West Grey's allocation is approximately \$1,089,000 so combined with Minto's allocation a project cost of \$2,340,000 could be 90% funded. Should Council wish to proceed with this application, staff and engineers from both municipalities would further investigate preferred construction options and refine cost estimates. If this joint application is approved, a Project Partnership Agreement between the Town of Minto and the Municipality of West Grey would be required under the terms of the OCIF guidelines.

There are at least two other projects that Minto could consider for this round of OCIF funding. A bridge listed as Structure N located on Brunswick Street in Palmerston is due for replacement. Council was advised this structure requires semi-annual inspections due to unknown structural integrity. The estimated cost of this project is \$800,000. A larger wastewater project in this neighbourhood was previously rejected for funding under a different program. This bridge is in the most critical condition of the infrastructure assets located in this vicinity.

The 12th Line west of County Road 6 has badly deteriorated. Patching of the worst spots was finished this spring. Council is considering a speed limit reduction from 80 km/h to 60 km/h., which helps reduce the overall project cost. Repairs to this part of the roadway could be completed at a cost of approximately \$650,000. The cost estimate has been reduced from earlier projections due to the reduced speed limit.

Both the bridge and the 12th line do not take full advantage of potential available funding. For example, the 12th Line project would leave \$432,000 in potential OCIF funding unutilized. This amount is not available for carryover to a subsequent year and cannot be bundled with another project.

FINANCIAL CONSIDERATIONS:

The 2018 budget five year capital project plan listed the Minto Normanby Townline project as potentially funded at \$250,000 per year starting in 2019. The 2018 budget has \$250,000 in the 12th Line this year and \$700,000 through 2019 and 2020 based on a complete project with an 80 km/hr speed limit. Work on Brunswick and Nelson was set at \$750,000 starting in 2020 with \$2.5 million total by 2022. None of the projects identified in the five year capital project plan are committed to beyond 2018.

Town has the potential to receive \$1,017,314 in capital funding for a priority project under OCIF Top Up. Any costs in excess of this amount and any other capital contributions are the Town's responsibility. With decisions on the success of any application being made in early 2019, the potential projects need to be included in the 2019 and/or 2020 capital budgets.

RECOMMENDATION:

That Council receives the Treasurer and Public Works Foreman's report dated June 11, 2018 and direct staff to prepare an application under the Ontario Community Infrastructure Fund (OCIF) program for a particular project chosen by Council.

Gordon Duff, CPA, CGA, Treasurer

Mike McIsaac, Public Works Foreman

**TOWN OF MINTO**

DATE: June 13, 2018
REPORT TO: Mayor and Council
FROM: Gordon Duff, Treasurer
SUBJECT: 2008 Debenture Refinancing

STRATEGIC PLAN:

Manage Town finances in a transparent and fiscally responsible manner using a wide variety of accepted methods such as maintaining healthy reserves, investing conservatively, sensible user fees, property tax control, and responsible borrowing.

BACKGROUND:

In 2008, the Town borrowed \$2,125,000 through the County of Wellington and its financial agent, National Bank Financial through the passage of By-Law 08-42. The proceeds of this part of the debenture was used to assist in the financing of sewer and water service installations on Arthur Street, Harriston, and a Connecting Link project and watermain replacement in Clifford. The loan was divided into two terms – ten year and twenty year. The ten year portion of the debenture is paid off in 2018, but the balance of \$557,000 for the twenty year term must be refinanced. This requires the Town ask the County of to issue a new debenture on our behalf. It also passage of an Application By-Law by the Town of Minto and a Debenture By-Law by the County of Wellington.

COMMENTS:

With this type of debenture structure, there is an inherent interest rate risk in that the rate at the time of refinancing could be higher than the original debenture rate. Fortunately in this case, long term interest rates are now lower than they were in 2008. The original debenture was issued a rate of 4.84%. The rate for the new debenture will be approximately 3.067%, thus reducing debt servicing costs over the next ten years.

Staff checked with our local bank but as often is the case for long-term borrowing, it is difficult for commercial banks to compete in the municipal lending sector as their best rate would be over half a point higher than a County debenture. Appropriate documentation to support this borrowing was forwarded to our financial solicitors, WeirFoulds, LLP and has been reviewed and accepted. The closing date for this transaction is July 3, 2018.

The recent \$2,100,000 debenture issued in May 2018 includes a portion of the issue over a twenty year term, but there is no such refinancing requirement after ten years.

FINANCIAL CONSIDERATIONS:

There will be certain legal and financial expenses, which will be covered in lower debt payments by the first installment. The first semi-annual payment on this new serial debenture will be due in mid 2019.

RECOMMENDATION:

THAT Council accepts the Treasurer's June 13th 2018 report regarding 2008 Debenture Refinancing and considers passage of the related By-law in Regular Session.

Gordon Duff
Treasurer

**TOWN OF MINTO****DATE:** June 15, 2018**REPORT TO:** Mayor and Council**FROM:** Gordon Duff, Treasurer**SUBJECT:** Approval of Accounts

STRATEGIC PLAN:

Manage Town finances in a transparent and fiscally responsible manner using a wide variety of accepted methods such as maintaining healthy reserves, investing conservatively, sensible user fees, property tax control, and responsible borrowing.

BACKGROUND

The following is a summary of accounts by Department paid for May 31, 2018:

Administration	\$ 265,543.19
People & Property	
Health & Safety	
Health Services	
Building	2,438.00
Economic Development	11,884.42
Incubator	882.11
Tourism	
Fire	8,786.21
Drains	
Roads	286,655.76
Cemetery	
Waste Water	29,825.89
Streetlights	1,539.15
Water	18,977.63
Town Landscaping Care	1,301.64
Recreation	5,538.22
Clifford	7,954.43
Harriston	6,071.27
Palmerston	26,182.10
Norgan	<u>4,752.10</u>
	\$ 678,332.12

The following is a summary of accounts by Department paid for June 15, 2018:

Administration	\$ 2,897,928.13
People & Property	23,076.45

Health & Safety	
Health Services	
Building	
Economic Development	16,903.93
Incubator	1,139.81
Tourism	1,404.14
Fire	1,300.13
Drains	
Roads	176,660.16
Cemetery	
Waste Water	28,815.36
Streetlights	1,686.91
Water	11,796.30
Town Landscaping Care	151.33
Recreation	595.26
Clifford	1,828.83
Harriston	16,604.40
Palmerston	19,290.05
Norgan	<u>1,005.76</u>
	\$ 3,200,186.95

COMMENTS:

The above information is provided to provide an update on monthly spending by Department as public information. Council also receives three budget update reports per year outlining the status of budget to actual for the capital plan and operating budgets.

Council receives by email a detailed summary of accounts including personal information about identifiable individuals that is protected under the Municipal Freedom of Information Act. The auditor supports Council approving the accounts in this fashion.

FINANCIAL CONSIDERATIONS:

Council's approval of the accounts increases transparency by disclosing monthly spending by Department.

RECOMMENDATION:

That Council of the Town of Minto receives the Treasurer's report dated June 15, 2018 regarding Approval of Accounts, and approves the Town of Minto accounts by Department for April/May and June 2018.

Gordon Duff, Treasurer

The Corporation of the Town of Minto
By-law Number 2018-43
to amend Zoning for 6280 Highway 89 Minto from Agricultural
to Agricultural Exception to permit a Dog Kennel

WHEREAS, the Council of the Corporation of the Town of Minto deems it necessary to amend By-law Number 01-86; as amended pursuant to Section 34 of The Planning Act, R.S.O. 1990, as amended.

NOW THEREFORE the Council of the Corporation of the Town of Minto enacts as follows:

1. THAT Schedule “A” - Map 1 of the Town of Minto Zoning By-law 01-86 is amended by rezoning Part Lots 18 & 19, Concession 15 (Minto), 6280 Highway 89, as shown on Schedule “A” attached to and forming part of this By-law, from:
 - Agricultural (A) to “Agricultural Exception (A-120)
2. THAT Section 36, Rural Area Exception Zones, is hereby amended by adding the following new exception:

36.120 Con 15, PT LT 18 & 19 6280 HWY 89 Bearinger	A-120	In addition to the uses permitted in Section 8.1, the lands zoned A-120 shall also permit a kennel, subject to the following regulation: a) That the kennel operate in accordance with the regulations of the Town of Minto Dog and Dog Kennel Licensing and Regulation By-law No. 2016-31, as amended.
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3. THAT except as amended by this By-law, the land shall be subject to all applicable regulations of Zoning By-law 01-86, as amended.
4. THAT this By-law shall come into effect upon the final passing thereof pursuant to Section 34(21) and Section 34(22) of The Planning Act, R.S.O., 1990, as amended, or where applicable, pursuant to Sections 34 (30) and (31) of the Planning Act, R.S.O., 1990, as amended.
5. Read a first, second, third time and passed in open Council this 19th day of June, 2018

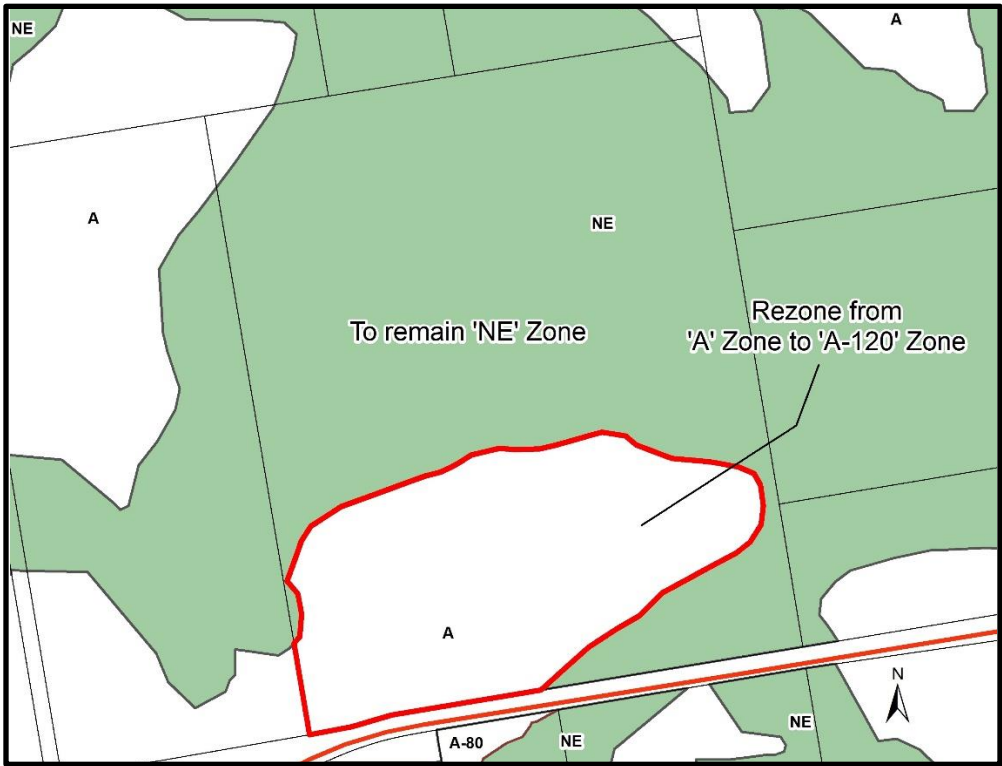
Mayor George A. Bridge

C.A.O. Clerk Bill White

THE TOWN OF MINTO

BY-LAW NO 2018-43

Schedule "A"



Rezone from Agricultural (A) to Agricultural Exception (A-120)

Passed this 19th day of June_2018

Mayor

C.A.O. Clerk

EXPLANATORY NOTE

BY-LAW NUMBER 2018-43

THE LOCATION being rezoned is Part Lot 18 & 19, Concession 15, with a civic address of 6280 Highway 89. The lands subject to the amendment is 79.36 ha (196 ac) in size and is currently zoned Agriculture (A) and Natural Environment (NE).

THE PURPOSE AND EFFECT of the amendment is to rezone the subject lands to permit a Dog Kennel to operate on the subject lands.

The Corporation of the Town of Minto
By-law No. 2018-44
to authorize an Agreement with Guy Giorno (Fasken Martineau Dumoulin
LLP) as Integrity Commissioner

WHEREAS Section 9 of the Municipal Act, S.O. 2001, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 5 (3) of the Municipal Act, S.O. 2001, as amended, provides that a municipal power, including a municipality's capacity, rights, powers and privileges shall be exercised by By-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS On March 1, 2019, the date proclaimed by the Lieutenant Governor, Section 223.3 of the Municipal Act is repealed and a new Section 223.3 of the Act authorizes the municipality to appoint an Integrity Commissioner who reports to council;

AND WHEREAS the Council of the Corporation of the Town of Minto is desirous to enter into an Agreement with Fasken Martineau Dumoulin LLP to begin March 1, 2019;

NOW THEREFORE the Council of the Corporation of the Town of Minto enacts as follows:

1. That the Mayor and C.A.O. Clerk are hereby authorized to sign and execute a Partners Agreement attached hereto as Schedule "A"
2. That this By-law shall come into force and take effect on the date of final passing thereof.

Read a first, second, third time and passed in open Council this 19th day of June, 2018

Mayor George A. Bridge

C.A.O. Clerk Bill White

INTEGRITY COMMISSIONER AGREEMENT

THIS AGREEMENT dated the day of , 2018

BETWEEN:

THE CORPORATION OF THE TOWN OF MINTO
(hereinafter referred to as the "Municipality")

- AND -

FASKEN MARTINEAU DUMOULIN LLP
(hereinafter referred to as the "Consultant")

WHEREAS:

- (A) On March 1, 2019, the date proclaimed by the Lieutenant Governor, Section 223.2 of the *Municipal Act, 2001*, as amended (the "Act"), is repealed and a new Section 223.2 substituted which provides that a municipality shall establish codes of conduct for members of the council of the municipality and of its local boards;
- (B) On March 1, 2019, the date proclaimed by the Lieutenant Governor, Section 223.3 of the Act is repealed and a new Section 223.3 of the Act authorizes the municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all the following:
 - 1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
 - 2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
 - 3. The application of sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act* to members of council and of local boards.
 - 4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
 - 5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
 - 6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
 - 7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act*.

- (C) The Municipality is satisfied that the Consultant has the skills and ability to meet the foregoing criteria and deems it desirable to appoint Guy Giorno ("Giorno"), a partner in the Consultant, as the Integrity Commissioner to provide the services of "Integrity Commissioner for the County of Wellington", in accordance with Section 223.3 of the *Municipal Act*, and to investigate requests received by the Municipality pursuant to the Act respecting an alleged contravention of the Municipality's Code of Conduct for Members of Council;

NOW THEREFORE, the parties agree as follows:

1. Services: The Municipality hereby appoints Giorno as Integrity Commissioner and retains the Consultant to provide Integrity Commissioner services for the purposes of the new Section 223.3 of the *Act* and the Consultant agrees to provide such services for and at the request of the Municipality and accepts such retainer. The parties acknowledge that the Municipality has appointed Giorno as Integrity Commissioner and that, unless the Municipality by resolution approves, the Consultant has no right to replace him.
2. Duties: The duties of the Consultant shall be to perform in an independent manner any functions assigned by the municipality with respect to any or all of the areas identified in Recital B above in accordance with the provisions of the Act. In performing such duties, the Consultant shall have the powers set out in the new Sections 223.3 and 223.4 of the *Act*.
3. Fees:
Hourly Rate: The Consultant shall be paid a fee of THREE HUNDRED DOLLARS (\$300.00) per hour plus applicable taxes during such time as the Consultant is performing services under this Agreement. Provided always that if the Consultant is providing services as Legal Counsel in court proceedings, the Consultant's hourly rate to be negotiated between the parties will apply. The Consultant agrees such rate shall be charged only for such time that the Consultant is actively providing services and preparing and presenting the Integrity Commissioner's report with respect thereto. The Consultant would be entitled to be reimbursed other reasonable receipted expenses related to his duties, including food, hotel and travel costs.
4. Term: The term of this Agreement (the "Term") is for a four (4) year term commencing March 1, 2019 and ending on the fourth anniversary date thereof unless renewed and/or extended by agreement of all the parties. The Consultant or the Municipality shall give at least 30 days written notice prior to the end of the Term of their intent not to renew this Agreement if such renewal were to be available.
5. Termination: Either party, without liability, cost or penalty may terminate this Agreement for any reason and at any time without penalty upon giving (30) days written notice.
6. Taxes: All amounts payable to the Consultant shall be paid without deduction. The Consultant shall be responsible for any contributions imposed or required under employment insurance, health tax, social insurance, income tax laws, Worker's Compensation (if elected to enrol), pension with respect to any amounts paid to the

Consultant. The Municipality assumes no obligation or liability as between the parties to this Agreement to deduct or remit any statutory or government remittances.

7. Independent Contractor: The Consultant is a contractor independent of the Municipality. Nothing herein shall be interpreted to create a relationship of employer/employee, partnership, franchise, agency or joint venture or other like arrangement.
8. Delegation:
 - a. Delegation inside the Consultant: In the event more than one investigation is required at any one time, Giorno may determine that it is necessary to delegate some or all of his powers and duties, then he may do so in writing to any person employed by the Consultant. Such person shall always be under the supervision and direction of Giorno. Such delegation shall not be a member of council or staff of any Municipality and shall not result in any additional costs or fees to the Municipality. Invoices shall be rendered by the Consultant and payments made to the Consultant and the Consultant shall otherwise be responsible for the fees and disbursements of any of his delegates.
 - b. Delegation outside the Consultant: If due to recusal to avoid a perceived conflict of interest or for other reasonable cause for recusal, Giorno delegates powers or duties to an individual who does not belong to Consultant then Giorno shall make best efforts to identify a delegate who will agree to discharge the powers or duties for the fees set out in section 3 of this Agreement and agree in writing to accept the terms and conditions of this Agreement. Consistent with the recusal, such delegate shall report directly to the Municipality and Council and invoice the Municipality directly.
 - c. Approval: Consistent with the statutory independence of the Integrity Commissioner, for a delegation under subsection 223.3(3) of the *Municipal Act* the Municipality's approval is not required.
9. Confidentiality: The Consultant shall at all times be responsible for keeping confidential, any files, data and other forms of information belonging to the Municipality that is encountered while fulfilling work within this Agreement. The Consultant shall take all necessary measures to guard any such information to ensure that it is kept secure at all times. The foregoing obligations shall not apply to information which (i) shall have otherwise become publicly available other than as a result of disclosure by the Consultant in breach hereof, (ii) was disclosed to the Consultant on a non-confidential basis from a source other than the Municipality, which is not prohibited from disclosing such information as a result of an obligation in favor of the Municipality, (iii) is developed by the Consultant independently of, or was known by the Consultant prior to, any disclosure of such information made by the Municipality, or (iv) is disclosed with the written consent of the Municipality.

A receiving party also may disclose confidential information to the extent required by an order of a court of competent jurisdiction, administrative agency or governmental body, or by any law, rule or regulation, or by subpoena, summons or other administrative or legal process, or by applicable regulatory or professional standards, or in connection with

any judicial or other proceeding involving the Consultant and the Municipality relating to the Consultant's services for the Municipality or this Agreement.

Should it be necessary to remove information, or systems which contain information, from County premises, the Consultant will take additional precautions during transportation and at the Consultant's premises to make certain that the information is not accessed by or transmitted to a third party, either directly or indirectly. The Consultant, employees of the Consultant and shall not view information contained on any system that is not absolutely necessary in order to complete the task assigned. Further they shall not copy, share or transmit any of the Municipality's information, without seeking the written consent of the Municipality.

This clause shall not limit the right of the Municipality or other party to seek remedy via any municipal, provincial or federal legislation guarding against the release of private or sensitive information.

10. Transparency: The Municipality shall make Giorno's reports to Council publicly available and easily accessible on its Website. The Municipality shall also post Giorno's contact information on the same section of its Website.
11. Legal Services, Independence and Conflict of Interest
 - a. The parties confirm that the services covered by this agreement, except as lawfully delegated under subsection 223.3(3) of the *Municipal Act*, will be provided by the Consultant through Giorno in his capacity as a lawyer and other professionals within the Consultant working under his supervision.
 - b. The Consultant and Giorno will, inside the Consultant law firm, create a "confidentiality wall" so that only the those professionals within the firm working the Municipality's Integrity Commissioner files have access to such information related to the Municipality.
 - c. The Municipality confirms, agrees and consents that the appointment of Giorno and this Agreement with the Consultant do not prohibit Giorno from acting as Integrity Commissioner for other municipalities both inside and outside the County of Wellington.
 - d. The Municipality understands, agrees and confirms that Giorno is not the Municipality's lawyer and the Consultant is not the Municipality's law firm.
 - e. The Municipality understands that an Integrity Commissioner must exercise functions independently of the Municipality and of Council. Giorno is appointed and the Consultant is engaged only to provide integrity commissioner services under the *Municipal Act* and the Code of Conduct. The Municipality understands and accepts the Giorno and the Consultant do not represent the Municipality or the Council, and Giorno and the Consultant do not represent and do not advance the interests of the Municipality and the Council.
 - f. The Municipality confirms, agrees and consents that the appointment of Giorno and this Agreement with Consultant do not prohibit the Consultant from accepting from

another client a mandate that is adverse to the interests of the Municipality, provided that all of the following conditions are satisfied: Giorno does not act in the other mandate; no one else providing services under this agreement acts in the other mandate; the other mandate is unrelated to Integrity Commissioner services; and Consultant possesses no confidential information obtained in the course of providing services under this Agreement that is relevant to the other mandate.

g. A mandate that satisfies the conditions in paragraph f, above, does not constitute a conflict of interest, either actual or potential, and does not require notice to the Municipality or provide cause to terminate the appointment or this agreement.

12. Binding: This Agreement shall enure to the benefit of and bind the parties and their respective heirs, successors and permitted assigns.
13. Indemnification: The Municipality agrees to indemnify and save harmless the Consultant, its agents and assigns, from and against any and all liabilities, losses, suits, claims, demands, damages, expenses, costs (including all legal costs), fines and actions of any kind or nature whatsoever arising out of or in connection with the Consultant's provision of services and carrying out of its duties including, but not limited to, any alleged breach of this agreement, any procedural defect or other breach of relevant statutory provisions.
14. Applicable Laws: This Agreement shall be construed and enforced in accordance with, and the rights of the parties shall be governed by, the laws of the Province of Ontario.
15. Entire Agreement: This Agreement contains the entire agreement between the parties and supersedes all previous negotiations, understandings and agreements, verbal or written with respect to any matters referred to in this agreement.
16. Notices: Any notice required to be given by the parties to each other under this Agreement will be sufficiently given if delivered or if sent by prepaid registered mail as follows:

The Municipality: The Corporation of the Town of Minto
 RR1 Harriston ON N0G 1Z0

The Consultant: Fasken Martineau DuMoulin LLP
 333 Bay Street, Suite 2400
 Toronto, ON M5H 2T6

or to such other address as any of them may indicate in writing.

Any notice given hereunder by prepaid registered mail will be deemed to have been received on the 5th day after depositing such notice with a post office.

17. Assignment: A party shall not assign this Agreement without the prior written consent of the other parties, which consent may be withheld in their absolute discretion. A delegation of powers or duties by Giorno under the *Municipal Act* does not constitute an assignment of this Agreement.
18. Counterparts: This Agreement may be executed in counterparts, each of which shall be deemed to be an original and all of which taken together shall be deemed to constitute one and the same instrument. Counterparts may be executed either in original or faxed form and the parties adopt any signatures received by receiving fax machine as original signatures of the parties.

IN WITNESS HEREOF each of the parties hereto have set its hand and seal as of this ____ day of _____, 2018.

THE CORPORATION OF THE TOWN OF
MINTO

George Bridge, Mayor

Bill White, Clerk/CAO

The Consultant hereby accepts and agrees to the terms and conditions herein contained.

DATED: _____, 2018

WITNESS:

Consultant

The Corporation of the Town of Minto
By-law Number 2018-45

Being A By-law to authorize the Mayor and C.A.O. Clerk
to execute a Site Servicing Agreement between
the Corporation of the Town of Minto
and Frederick Donkersgoed and Cheryl Donkersgoed
for Lands located at 565 Lowe Street Palmerston

WHEREAS under Sections 8 and 9 of the Municipal Act, S.O., 2001, c. 25, the Corporation of the Town of Minto has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS the Corporation of the Town of Minto agrees to enter into Site Servicing Agreement with Frederick Donkersgoed and Cheryl Donkersgoed for subject property located at 565 Lowe Street, former Town of Palmerston now Town of Minto.

NOW THEREFORE the Council of the Corporation of the Town of Minto enacts as follows:

1. THAT the Mayor and C.A.O. Clerk are hereby authorized and directed to execute a Site Servicing Agreement for subject property located at 565 Lowe Street, Former Town of Palmerston, Town of Minto attached hereto as Schedule “A” and forming part of this By-law.
2. THAT the C.A.O. Clerk is hereby instructed to affix the Corporate Seal hereto.

Read a first, second, third time and finally passed in open Council this 19th day of June, 2018.

Mayor George A. Bridge

C.A.O. Clerk Bill White

SITE-SERVICING AGREEMENT

THIS AGREEMENT made as of this 14th day of June, 2018

B E T W E E N:

Frederick Donkersgoed and Cheryl Donkersgoed
(hereinafter called the "Owners")
OF THE FIRST PART

- and -

The Town of Minto (hereinafter called the "Town")
OF THE SECOND PART

WHEREAS the Owners own the lands in the Town of Minto, in the County of Wellington, described in Schedule "A" hereto (the "Lands") which are lands located at the corner of Lowe and Temple Streets in Palmerston;

AND WHEREAS the Owners has conditional approval from the County of Wellington to sever the subject lands under file B51/17 to create one lot fronting on Temple Street that does not currently have access to water services and requires a servicing agreement to provide for servicing the lot by extending a waterline about 40 metres westerly from Lowe Street to service the severed lot;

AND WHEREAS the Parties hereto have entered into this Site-Servicing Agreement for the purpose of defining the terms and conditions upon which the waterline for the vacant severed lot on Temple Street shall be installed to the satisfaction of the Town of Minto;

AND WHEREAS the Owners acknowledges final written approval from the Town is required to confirm that certain servicing conditions of severance are met respecting file B51/17 and that the Owners:

NOW THEREFORE, this Agreement witnesseth that in consideration of the covenants herein contained, and other good and valuable consideration, the Parties hereto covenant and agree as follows:

1. OWNERSHIP AND APPROVALS

- a) The Owners is the registered Owners of Part of Lots 46 and 49 West Side of Lowe Street, Grain's Survey, Part 1 Plan 60R-2508 Former Town of Palmerston, Town of Minto, County of Wellington (hereinafter called "the lands").
- b) The Owners applied to the County of Wellington Planning and Land Division Committee (File B51/17) for consent to sever the lands pursuant to Section 53 of the Planning Act to create a building lot and wish to fulfil certain conditions of that approval respecting servicing.
- c) The Owners acknowledges that signing this agreement does not imply or provide approval for any future Planning Act application, and that the Owners shall be responsible for obtaining all such Planning Act approvals and meet all applicable conditions to such approval at its sole cost and expense.

- d) The Owners has received a preliminary estimate of \$10,000 prepared by Triton Engineering to install a waterline from the watermain on Lowe Street approximately 40 metres westerly to provide a connection at the lot line for the proposed severed lot, and rather than provide the full amount with the Town to construct the watermain at this time, the Owners wish to provide a deposit and sign a servicing agreement so that they, or a future Owner, pay the full cost to construct the waterline when it is required to build on the lot created by File B51/18.
- e) Upon execution of this agreement the Owners shall provide a \$2,000 deposit to the Town which shall be held until the waterline is to be constructed from the watermain on Lowe Street to a shut off at the lot line so to provide a service to the proposed lot created by File B51/18. The \$2,000 shall continue to be held by the Town through any sale of the lands by the current Owners, and this agreement shall be binding upon future owners
- f) When the current Owners, or a subsequent owner, choose to proceed with the development of the lands a written notice shall be forwarded to the Town outlining the Owners wish to proceed. The Town shall arrange for the waterline to be installed and the current or future Owner shall pay the full amount of the installation upon completion of the work less the \$2,000 deposit held by the Town pursuant to this agreement.
- g) The Town shall complete the requested work with no less than six months of receiving the written request under section f) of this agreement and the current or future owner as the case may be shall provide as much notice as possible to the Town in advance of requiring the waterline.
- h) The Town shall maintain sufficient cash security to ensure completion of the works in accordance with the terms of this Agreement, and shall refund any remaining cash security, including contingency upon acceptance of the required works by the Town Public Works Department and Wellington County.

2. CHANGE IN COST ESTIMATES

- a) The Owners acknowledge and agree that any changes or revisions to the engineering design drawings and plans to construct the required works shall be made at the Owners' at its sole cost and expense to the satisfaction of the Town.

3. PROFESSIONAL ENGINEER

- a) The Town covenants and agrees to retain a consulting Triton Engineering skilled and experienced in municipal work, to design, supervise, layout, inspect and certify installation of the required works to be provided and remedy any defects, and to be responsible to the Town for the design, supervision, layout, inspection, maintenance and remedies until the time of completion of such works.

4. DEPOSITS FOR REVIEWING PLANS AND SPECIFICATIONS

- a) The Owners agree to pay the Town and/or its agent any additional costs in accordance with Town policy established from time to time for legal, planning, administrative, public works and engineering costs for reviewing Planning Act applications that may come forward on the subject lands. This payment may be taken by the Town in the form of a deposit in an amount determined by Town policy and shall be above and beyond any accounts that may be owing under this agreement.
- b) Every provision of this Agreement by which the Owners are obligated in any way is

deemed to include the words "at the expense of the Owners and to the Town's satisfaction", unless specifically stated otherwise.

5. CONNECTION TO MUNICIPAL SERVICES

- a) The Owners expressly covenant and agree not to activate any of the connections to municipal sewer or municipal water until such times as appropriate permits and approvals have been received by the Town.

6. FRONTAGE FEES

The Owners agree to pay frontage fees for stormwater and sewer mains in the amount set by current Town policy, if applicable, prior to the Town waiving the financial condition of approval for the relevant severance applications.

7. NO WORK ON LANDS NOT OWNED BY OWNERS WITHOUT WRITTEN CONSENT

- a) The Owners acknowledge and agree that no work shall be carried out on the subject lands without approval from the Town.
- b) Where an easement shall be established on the subject lands or any abutting or nearby lands privately owned for any reasons the Owners agree to provide any necessary full and final release allowing for the said easement on the subject lands and shall be responsible for obtaining such a final release from an abutting or nearby Owners as may be required.

8. OTHER APPROVALS

- a) The Owners agree that it shall forthwith obtain any and all other governmental approvals necessary for the development of their lands and that it shall submit to the Town all the normal and usual plans and documents that may be required to execute the required works under this Servicing Agreement.
- b) The Owners shall not remove any trees required for the installation of municipal servicing works comprising underground services, until final written approval of the Town has been received and construction of the works is proceeding.

9. NOTICE

- a) Where this Agreement requires notice to be given by one party to the other, such notice shall be in writing and delivered either personally or by facsimile transmission by one party to the other party at their addresses and facsimile numbers noted below. Such notice shall be deemed to have been given, if by personal delivery, on the date of delivery, and if by facsimile transmission or e-mail, on date of delivery of electronic confirmation of receipt obtained:

The Town of Minto
5941 Highway 89,
Harriston ON, NOG 1Z0
Attention: Bill White CAO/Clerk
Phone: (519) 338-2511 Ext 222
Fax: (519) 338-2005

To the Owners:
Frederick and Cheryl Donkersgoed
P.O. Box 794
Palmerston ON NOG 2P0

10. OTHER PROVISIONS

- (a) The Owners agree to indemnify and save harmless the Town, its agents

or servants against all actions, causes of action of any kind including causes of action of negligence, suits, claims and demands whatsoever in tort, contract or otherwise which may arise either directly or indirectly by reason of the Owners executing this pre-servicing agreement.

- (b) If any of the provisions of this Agreement are found by a court of competent jurisdiction to be unenforceable it shall not affect the enforceability of each and every other clause contained herein.
- (c) This Agreement shall be binding on the Parties hereto and the Owners consent to its registration by the Town such that it shall ensure to the benefit of their successors and assigns.
- (d) The Owners shall provide to the Town of Minto at her sole cost and expense free of any encumbrances and lands, easement or rights of way over the subject lands for the purpose of the Town assuming maintenance of the storm water management pond, storm sewer lines, and outlets necessary to implement the plan as described herein.

11. SCHEDULES

- a) The following schedules attached hereto form an integral part of this Agreement:
 - 1. Schedule "A" – Legal Description of the Lands.

IN WITNESS WHEREOF the parties have executed this Agreement.

THE CORPORATION OF THE TOWN OF MINTO

Per: _____
Mayor George Bridge

Per: _____
C.A.O. Clerk Bill White

We have authority to bind the Corporation.

OWNERS:

Witness

Per: _____
Frederick Donkersgoed

Witness

Per: _____
Cheryl Donkersgoed

.

Part of Lots 46 and 49 West Side of Lowe Street, Grain's Survey, Part 1 Plan 60R-2508
Former Town of Palmerston, Town of Minto, County of Wellington as shown on the survey
below:



The Corporation of the Town of Minto
By-law No. 2018-46

to authorize the Mayor and CAO Clerk to execute an Encroachment Agreement between the Corporation of the Town of Minto and the Incorporated Synod of the Diocese of Huron, 31 Young Street, Harriston

WHEREAS Section 9 of the Municipal Act, S.O. 2001, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 5 (3) of the Municipal Act, S.O. 2001, as amended, provides that municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS the Owner of the 31 Young Street at the corner of Young Street and Webb Street, Town of Minto (former Town of Harriston), County of Wellington wishes to to keep the one storey detached garage in its present location, encroaching onto Young Street;

AND WHEREAS the Town agrees to grant such permission for certain encroachments and conditions set out in the Agreement attached hereto as Schedule A forming a part of this By-law.

NOW THEREFORE the Parties agree as follows:

1. That the Mayor and C.A.O. Clerk are hereby authorized to sign and execute the Encroachment Agreement attached hereto as Schedule "A".
2. That this By-law shall come into force and take effect on the date of final passing thereof.

Read a first, second, third time and passed in open Council this 19th day of June, 2018.

Mayor George A. Bridge

C.A.O. Clerk Bill White

THIS ENCROACHMENT AGREEMENT made this 14th day of June 2018

BETWEEN:

THE CORPORATION OF THE TOWN OF MINTO

Hereinafter called the "Town" of the first part,

- AND -

Incorporated Synod of the Diocese of Huron

Hereinafter called the "Owner" of the second part.

WHEREAS incorporated Synod of the Diocese of Huron is the owner of the lands described as Lot 14 Southwest Side of Webb Street Town of Harriston now the Town of Minto, in the County of Wellington, assigned Property Identifier Number 71031- 0143 LT, situated municipally at Young Street and Webb Street

WHEREAS a portion of a garage presently erected on the Owner's property encroaches onto Young Street and

WHEREAS the Owner has made application to the Town for the right and licence to maintain said encroachment during the time of the encroachment.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants and agreements hereinafter contained, the Town and the Owner mutually covenant and agree as follows:

1. That the Owner shall have the right and licence to keep the one storey detached garage in its present location, encroaching onto Young Street, said lands described Lot 14 Southwest Side of Webb Street in the former Town of Harriston now Town of Minto, in the County of Wellington, Property Identifier Number 71031- 0143 LT, as shown on the print of an undated survey dated prepared by Van Harten Surveying Inc. attached hereto as Schedule "A", PROVIDED THAT this right and licence shall apply only for so long as the building now on the property continues to stand.
2. That other than the right and licence referred to in Paragraph 1 hereof, the Owner shall not, pursuant to this agreement acquire any easement or other rights in and to those portions of Young Street onto which the detached garage encroaches.
3. That in the event any existing municipal or private service located within the Young Street Road allowance near or on the subject property has to be repaired or replaced by the Town, the Town shall be responsible for the repair or replacement of said service to within a reasonable distance from the encroachment so that the encroachment will not be damaged by the work done by the Town, and the Owner shall be responsible for the continuation of the repair or replacement work from that point. In the event the municipal or private service cannot be repaired or replaced without removal of the encroachment, then the Owner shall remove the shed at his/her sole cost and expense upon receipt in writing the Town's request to do so. In the event the encroachment is not removed, and written notice has been given, the Town may remove the encroachment and charge the cost of same against the lands for recovery in a like manner to taxes.

4. That the Owner shall notify the Town in writing of any change of ownership of any part or all of the lands more particularly described in Clause 1 hereof.
5. That the Owner hereby releases the Town from any and all liability and obligation for any and all loss, damage or injury, including death to persons, that happens as a result of or rises out of the Town granting this licence to the Owner.
6. That the Owner hereby covenants and agrees to indemnify and save harmless the Town from any and all liability, costs, causes of action and damage whatsoever arising out of the Town granting this licence to the Owner.
7. That the Owner shall make no claim against the Town in respect of damage to said encroachments, arising from snow removal, road maintenance, or other such similar activities of the Town's employees or contractors on said street.
8. This Agreement shall enure to the benefit of and be binding upon the parties hereto, their heirs, executors, successors and assigns, respectively, as owners from time to time of all or any part of the lands more particularly described in Schedule "A" and Clause 1 hereof.

IN WITNESS WHEREOF the parties have hereunto set their hands and seal this 14th day of June 2018.

)
) Incorporated Synod of the Diocese of Huron
) Per:
)
)
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)
)
)
) THE CORPORATION OF THE TOWN OF MINTO
) Per:
)
)
)
) Mayor, George Bridge
)
)
)
) CAO/Clerk, Bill White
)
) We have authority to bind the corporation

The Corporation of the Town of Minto
By-law No. 2018-47

To authorize an application by the Corporation of the Town of Minto (The
“Applicant Municipality”) to the Corporation of the County of Wellington
requesting the Corporation of the County of Wellington to incur Debt and
issue Refinancing Debentures in respect of Capital Works of the Applicant
Municipality

WHEREAS subsection 401(1) of the *Municipal Act, 2001*, as amended (the “Act”) provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 401(2)(a) of the Act provides that the municipal purposes referred to in subsection 401(1) include, among other purposes, in the case of an upper-tier municipality, the purposes or joint purposes of one or more of its lower-tier municipalities;

AND WHEREAS subsection 404(1) of the Act provides that a municipality may incur debt and issue debentures for another municipality under subsection 401(2)(a) only if the other municipality applies to the municipality and the municipality agrees;

AND WHEREAS subsection 408(2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS subsection 408(4) of the Act provides that a debenture by-law, (a) shall provide for raising in each year as part of the general upper-tier levy the amounts of principal and interest payable in each year under the by-law to the extent that the amounts have not been provided for by other taxes or by fees or charges imposed on persons or property by a by-law of any municipality; and (b) shall provide for repayment of the principal in annual instalments and payment of the interest on the unpaid balance in one or more instalments in each year; and subsection 408(5) of the Act further provides that the total amount of principal and interest that must be raised in a year under clause 408(4)(a) of the Act does not include any outstanding amount of principal specified as payable on the maturity date of a debenture if one or more refinancing debentures are issued by the municipality on or before the maturity date in respect of the outstanding principal;

AND WHEREAS on July 2, 2008 pursuant to By-law Number 5012-2008, the Council of The Corporation of the County of Wellington (the “**Upper-tier Municipality**”) authorized the issue of 10 year instalment debentures amortized over 20 years for the capital work of the Applicant Municipality described as “Capital costs in connection with the Arthur Street, Harriston connecting link project” in Schedule “A” (the “**Capital Work**”) in the principal amount of \$2,125,000.00 on the basis that \$557,000.00 of the principal amount of such debentures payable in the year 2018 shall be raised by the Upper-tier Municipality by the issue of refinancing debentures on or before July 2, 2018 (over a further term not to exceed 10 years - 20 years being the maximum period of years for the repayment of the debt for the Capital Work) pursuant to the provisions of the Act;

AND WHEREAS the Upper-tier Municipality, has indicated that it is prepared to incur debt and issue refinancing debentures in respect of the Capital Work on behalf of the Applicant Municipality on July 3 ,2018;

AND WHEREAS July 2, 2018 is a holiday pursuant to the provisions of the Legislation Act, 2006 (the “Legislation Act”) and whereas in accordance with the Legislation Act, time limits that would otherwise expire on a holiday are extended to include the next day that is not a holiday and the refinancing debentures to be issued in respect of the Capital Work will be issued on July 3, 2018 instead of on July 2, 2018.

AND WHEREAS the Applicant Municipality deems it to be expedient to apply to the Council of the Upper-tier Municipality pursuant to section 404 of the Act requesting the Upper-tier Municipality to incur debt and issue refinancing debentures of the Upper-tier Municipality in respect of the Capital Work to be long-term financed through the issue of refinancing debentures;

AND WHEREAS before authorizing the Capital Work, and before authorizing any additional cost amount and any additional debenture authority in respect thereof, the Council of the Applicant Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs in accordance with the applicable regulation. Prior to the Council of the Applicant Municipality exercising its powers in respect of the Capital Work, each such additional cost amount and each such additional debenture authority, the Treasurer determined that the estimated annual amount payable in respect of the Capital Work, each such additional cost amount and each such additional debenture authority would not cause the Applicant Municipality to exceed its updated limit and that the approval of the Capital Work, each such additional cost amount and each such additional debenture authority by the Local Planning Appeal Tribunal pursuant to such regulation was not required;

NOW THEREFORE THE CORPORATION OF THE CORPORATION OF THE TOWN OF MINTO
ENACTS AS FOLLOWS:

1. The application to the Council of the Upper-tier Municipality requesting the Council of the Upper-tier Municipality to incur debt and issue refinancing debentures for the Applicant Municipality in respect of the Capital Work on July 3, 2018 in the principal amount of \$557,000.00 (the “**Debentures**”) is hereby approved and this By-law constitutes such application.
2. The Treasurer of the Upper-tier Municipality is hereby authorized to negotiate and settle, on the Applicant Municipality’s behalf the terms and conditions in respect of the Debentures, including, without limitation, the applicable rate(s) of interest, the type(s) of debentures and any other aspect relating to the pricing of the Debentures, all as such Treasurer considers appropriate and expedient.

Read a first, second, third time and passed in open Council this 19th day of June 2018.

Mayor George A. Bridge

C.A.O. Clerk Bill White

The Corporation of the Town of Minto
By-law No. 2018-48

To confirm actions of the Council of the
Corporation of the Town of Minto
Respecting a meeting held June 19, 2018

WHEREAS the Council of the Town of Minto met on June 19, 2018 and such proceedings were conducted in accordance with the Town's approved Procedural By-law.

NOW THEREFORE the Council of the Corporation of the Town of Minto hereby enacts as follows:

1. That the actions of the Council at its Committee of the Whole/Council meeting held on June 19, 2018 in respect to each report, motion, resolution or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate By-law.
2. That the Mayor and the proper officers of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action, or obtain approvals, where required, and, except where otherwise provided, the Mayor and the C.A.O. Clerk are hereby directed to execute all documents necessary in that behalf and to affix the Corporate Seal of the Town to all such documents.
3. This By-law shall come into force and takes effect on the date of its final passing.

Read a first, second, third time and passed in open Council this 19th day of June, 2018.

Mayor George A. Bridge

C.A.O. Clerk Bill White