

Municipality of Marmora and Lake
12 Bursthall Street
P.O Box 459
Marmora, ON K0K 2M0

February 11, 2022

Dear Mayor O'Neill, and Members of Council,

Having reviewed the 2022 draft budget document and the capital schedule for asset maintenance and upgrades I am disappointed to note that the roof and fire alarm system for the Marmora and Area Curling Club are nowhere to be seen. As the building owner we look to you to ensure that the Curling Club is safe and leak free.

Could you please include these upgrade/maintenance items in your forecasted capital schedule if not in the budget.

Sincerely,

Lin Walker
President Marmora and Area Curling Club
1845 Cordova Road, Marmora, ON K0K 2M0

Municipality of Marmora and Lake
12 Bursthall Street
P.O Box 459
Marmora, ON K0K 2M0

February 14, 2022

Dear Mayor O'Neill, and members of Council,

In 2021 a number of us wrote to you and asked that the Municipality abort the outsourcing of Building Services. It was clear to us that from a Financial, Service and Control perspective there was nothing to be gained by outsourcing.

While the budget section (Pgs 18-20) for Building Services is confusing, my estimate, based also on previous information gathered, is that our Building Official (BO) salary, benefits, Building Services materials and supplies, and contract services would, had we continued, have cost approximately \$115K/yr. With the increased price of permits and fees, the projected 2022 gross revenue is expected to be \$150K. Had the Municipality continued with a BO the net revenue would have been \$35K/yr. With the contribution to BISB of \$119K over two years, and two years of net revenue 2(\$35K), we are looking at \$189K in lost revenue to the municipality. My personal expectation is that net revenue will be closer to \$50K a year with a steady increase going forward.

There is every reason to believe that construction and renovation in our Municipality will continue to grow. The financial risk of not being able to sustain our own Building Services Department could not be lower. Opportunities to improve the service and to encourage investment in our Community can only be leveraged through full control of this service, control that is not currently ours due to the decision to outsource.

I encourage Council to seriously consider dropping BISB and hiring a fulltime building official that will be available to the community fulltime, that will provide the full list (ideally a rationalized list) of services that were previously provided by our last Building Official, and hire a support staff for this role since all of this, as evidenced by the numbers in this budget, can be accomplished for less than the related revenue to this department.

To be blunt, outsourcing a subset of the responsibilities of our Building Services has proven to be a very bad decision. We, the voters of Marmora and Lake, elected you to make decisions that are in the best interests of our community and we expect you to recognize when a mistake has been made and to rectify it.

Sincerely,

Richard Langley
332 Milk Run Rd
Marmora ON K0K2M0



February 14th, 2022

17 Cedar Court
Marmora, ON K0K 2M0

Municipality of Marmora & Lake
12 Bursthall Street
Marmora, Ontario
K0K 2M0

Attention: Jennifer Bennett, Deputy Clerk

VIA EMAIL

To: CAO/Clerk, Mayor & Members of Council

In April 2021, Marmora Council voted 3-2 to eliminate the full-time position of Chief Building Official (CBO) and buy membership into the Building Inspection Service Board (BISB). I believe that Council should reconsider this decision given the following information:

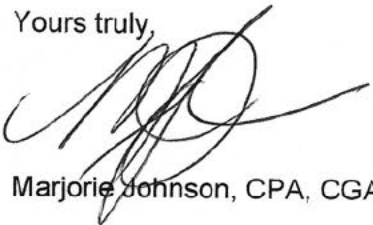
1. The 2022 Building Services Department Budget shows an estimated increase in revenue for building permits to \$150,000. This is the amount that Marmora & Lake would then remit to the BISB. If the \$150,000 stayed within Marmora and Lake, the net budget would realize an increase of \$61,000 year over year with a full-time complement. In addition, the BISB report that was just added to the agenda, shows the 2021 estimated building permit revenues to be \$500,000 however actual building permit revenues received topped more than \$1.13 Million with almost half (11 of the 26) permits issued in December 2021 being issued in Marmora & Lake.
2. The BISB provides an extremely reduced service level to both existing and potential residents and commercial projects. The CBO is now only available 4 hours per week in the Marmora office and is nearly impossible to be reached directly by phone or email. As per Pages 2 – 3 of the attached report written by Tonia Bennett, CAO/Municipal Clerk dated April 6th, 2021, the full-time complement offered 14 in-house services whereas the BISB only offers 3.
3. The recently released Ontario Housing Affordability Task Force report has proposed that 1.5 million new homes are needed to be built in the next 10 years to meet demand and address the affordability crises. I'm sure we all concur with their statement that "Housing has become too expensive for rental units and it has become too expensive in rural communities and small towns." And we can all see the impact that is having on our community first-hand. In order to increase housing starts, Marmora needs less barriers in obtaining building permits, not more. The report also recommends that financial support be given to municipalities that build more housing.
4. The Economic Development position has been increased from part-time to full-time. One of the main objectives of this position is to help sustain and expand existing businesses while sourcing and bringing new/additional economic opportunities and development projects to Marmora. This is the old question of which came first, the

chicken or the egg? If Economic Development is able to bring residential and commercial projects to the area, but there is no full-time CBO involved to partner on the building side, how will these projects come to fruition? Both of these departments need to be full-time if we are serious about bringing short and long term jobs to the area and increasing both the residential and commercial tax bases. Without having to go back and review all of the previous Minutes, it appears all of the large residential and commercial projects that were to take place in Marmora have now disappeared given the For Sale signs on those properties.

In closing, I do not believe that remaining in the BISB will benefit existing and future residents of Marmora over restoring a full-time CBO. Given the 2022 Budget, the increasing building permit revenues would continue to increase the net budget of a full-time Building Department, would allow the department to resume and achieve a much higher service standard for current and future residential and commercial stakeholders and align with and provide better support to the objectives of the full-time Economic Development Department.

If you have any questions or require any further information, please do not hesitate to contact me at [REDACTED] Thank you for your time and consideration.

Yours truly,

A handwritten signature in black ink, appearing to be 'MJ', written over a white background.

Marjorie Johnson, CPA, CGA



Staff Report

Strategic Priority:

- Communication and Transparency
- Finance and Service Improvement
- Data Supported Planning

To: Members of Council
From: Tonia Bennett, CAO/Municipal Clerk
Meeting Date: April 6, 2021
Subject: Chief Building Official Vacancy

Purpose:

To provide information on options available in filling the recent vacancy for the Chief Building/Bylaw Enforcement Officer Position.

Recommendation:

OPTION 1

That Council directs the COA to hire a full-time CBO/Bylaw Enforcement Officer in order to maintain the current levels of service being provided to the public.

OPTION 2

That Council does not hire a full-time CBO/Bylaw Enforcement Officer and that Council advises the BISB that they would like to opt-in at a cost of \$119,500.00.

Background Information:

Recently the resignation was received from the Chief Building/Bylaw Enforcement Officer, leaving a vacancy in that position. Council directed staff to contact the Building Services Inspection Board to gather information on that service and provide a report back to council for consideration.

The Building Inspection Services Board (BISB) was formed in 2005 by the Town of Deseronto, Municipality of Tweed, Township of Tyendinaga and Stirling-Rawdon and in 2011/2012 Madoc Township joined. There is an agreement among the municipalities that establishes the protocols and Stirling Rawdon is the administrator of the BISB. Stirling Rawdon employs the CBO and Building Inspector, however, the hiring is per the direction of the BISB.

Each municipality passes a by-law to establish the fees as recommended by the Board and these fees pay for all costs for the BISB (wages, benefits, trucks, office supplies, computers, training, conferences, etc.) Therefore, no cost through the Municipal Levy. If you purchase a permit, then you pay for this service. All permit fees are paid over to Stirling-Rawdon and Stirling-Rawdon keeps a separate ledger to reflect the permit dollars collected less all expenses for the BISB. We also maintain monthly spreadsheets for each municipality, and they are forwarded monthly.

Each municipality receives office hours and has established days for these hours. Inspections are completed as called in and the staff try to accommodate footing inspections as quickly as possible. However, there are no set times for inspections. Stirling-Rawdon takes all inspection calls and sends them to the CBO and Building Inspector. However, the municipal staff is required to assist the CBO and Building Inspector in their respective municipalities. Zoning and building letters are completed by municipal staff and all zoning calls are dealt with in their own municipality as well.

Each Municipality receives an administration fee back at year-end and in 2021 the dollar amount has been set at \$15,000. The administration fee varies year to year based on budget and the recommendation from the Board.

At the present time, there is approximately \$717,000 in the reserve for the BISB. These dollars are used to offset the shortfalls in any year, to purchase trucks or equipment.

The BISB is open to accepting more municipalities into the Board and based on the reserve balance the one-time buy-in would be \$119,500. If Marmora and Lake choose to join the BISB everything going forward would be split 6 ways.

Analysis:

The council, before making its decision, should also consider the current service levels provided by an in-house Chief Building Official/Bylaw Enforcement Officer compared to the service level of the BISB.



Services Offered In-House Currently:

BEFORE BISB

1. Issuance of building permits based on complete applications.
2. Conducts statutory inspections.
3. Issues stop-work orders.
4. Reviewing building plans with property owners or contractors prior to issuing building permits.
5. Alternate Chief Emergency Management Coordinator (CEMC).
6. Livestock evaluation (Animal Kills-OMAFRA).
7. Assisting realtors, lawyers, and builders with zoning enquiries.
8. Performs back-up duties as needed on Cemetery committee in absence of regular committee members

9. Prepares new, and revises existing bylaws.
10. Prepares public notices to educate the public on the existence, content, and intent of new and existing bylaws.
11. Bylaw compliance including:
 - o mediating areas of minor conflict
 - o advising citizens of specific violations of a bylaw
 - o issue formal written or verbal warning of a bylaw violation
 - o issue tickets or order for compliance.
12. All paperwork necessary for compliance including:
 - o forms
 - o liaison with Municipal Court personnel
 - o serving ticket/order
 - o maintenance of all records
13. Court appearances and prosecutions
14. Prepares monthly and annual reports as well as department reports

 **Services Offered by BISB:**

1. Issuance of building permits based on complete applications.
2. Conducts statutory inspections.
3. Issues stop-work orders.

As outlined and passed in the Strategic Plan the Municipality strives to enhance customer service and responsiveness. Goals set under H1, H2 and H3 promote building on our customer service and improving bylaw enforcement. Should Council choose to opt into the BISB, the current level of service will be reduced.

Since the CBO departure front office staff have found it difficult to keep up with the increased number of calls from realtors, lawyers and the public with relation to building permit and zoning questions. The Acting CBO, on loan from the BISB, indicated he had received 27 calls on a Friday alone.

Consideration should be given to how the service level would be maintained if Council opts-in to the BISB. Options could include hiring a part-time planner as well as a livestock evaluator and increasing the current part-time contract for bylaw enforcement.

Financial Impact:

Department Costs:

The building department budget in 2020 was \$77,000 revenue and \$107,400 cost = net \$30,400 cost to the tax levy. The building department's actual results in 2020 saw revenue of \$101,050.68 and costs of \$99,939.02, a net surplus of \$1,111.66. Typically the budgeted tax levy support is transferred to the building department reserve along with the actual surplus from the department (\$1,111.66). The reserve would therefore increase in 2020 by \$31,511.66 (\$30,400 + \$1,111.66). The opening balance of the reserve in 2020 was \$29,605.20, meaning the ending balance of the reserve in 2020 would be \$61,116.86 (unaudited).

2020 Budgeted Revenue = \$77,000

2020 Budgeted Expenses = \$107,400

- \$30,400 cost to tax levy

2020 Actual Revenue = \$101,050.68

2020 Actual Expenses = \$99,939.02

- \$1,111.66 surplus

Current Building Department Reserve Total:

2020 opening balance of the reserve = \$29,605.20

2020 actual balance of reserve = \$30,400 + 1,111.66 = \$31,511.66 (end of 2020)

- \$61,116.86 (unaudited)

OPTION 1

That Council directs the COA to hire a full-time CBO/Bylaw Enforcement Officer in order to maintain the current levels of service being provided to the public.

- Cost of \$63,146 to \$75,174 not including any revenue to offset the department.

OPTION 2

That Council does not hire a full-time CBO/Bylaw Enforcement Officer and that Council advises the BISB that they would like to opt-in at a cost of \$119,500.00.

- The taxpayer "saves" the \$30,400.
- One-time buy in fee of \$119,500 minus the reserve (\$61,116.86) = \$53,383
- The municipality also receives the year-end administration payment from the BISB (\$15,000 for 2021).
- Consideration should be given to whether a part-time planner is needed, and an increase in bylaw hours to maintain service levels.

Impacting Legislation:

Building Code
Planning Act
Municipal Act
OMAFRA
Official Plan

Policy Implications:

Provincial Policy Statement
Comprehensive Zoning Bylaw

February 9, 2022

Municipality of Marmora and Lake
Attn: Jennifer Bennett
12 Bursthall Street, P.O. Box 459
Marmora, ON K0K 2M0

RE: 2022 Municipal Budget Reduction Suggestions

Dear Members of the Municipality and Council,

I would like to suggest two areas for reduction in the budget: Waste and recycling collection and winter salting/sanding on residential sidewalks.

The municipality confirmed for me that transitioning waste pickups to bi weekly instead of weekly has been proposed in the past. The response to this idea was that additional trucks would be required, negating the proposed cost savings. It was also shared that there is an assumption that placing limits on number of garbage bags allowed would result in extra bags being tossed in ditches or public garbage cans. I'm unsure if this is an assumption or fact. Large changes are not immediate and I hope to find a solution that makes this transition possible over time. Can the path of least resistance be taken by pulling together data on the average number of bags picked up per household to begin with? If we know our baseline, perhaps it's more feasible than expected. With education and tips circulated to residents, we could work together to achieve a reduction in waste overall over time. Collaborations with local businesses for this effort could be implemented such as reducing/eliminating the use of plastic bags and single use packaging for food to minimize the garbage that accumulates in the first place. The easier we can make it for residents, the more likely we are to succeed. The benefits would be twofold in cost savings as well as environmental.

I also spoke to the municipality about the use of salt vs. sand during winter months. While research shows that salt/sand mix is more effective and similar in cost to sand for roads due to the additional sand required, I suggest using only sand for residential sidewalks. I understand that businesses on Forsyth prefer not to have sand on sidewalks for cleanliness sake, but sand would be suitable for the sidewalks on residential streets. The long term cost savings using this approach would add up and save in maintenance costs in the future. With the large number of dogs in Marmora, this would also save their paws.

Thank you for considering my suggestions.

Sincerely,

Christine McLean

Jennifer Bennett

From: Tonia Bennett
Sent: January 11, 2022 4:01 PM
To: Jennifer Bennett
Subject: FW: Budget Consideration 2022

Expires: April 11, 2022 12:00 AM

-----Original Message-----

From: Cheryle Leonard [REDACTED]
Sent: Tuesday, January 11, 2022 3:39 PM
To: Tonia Bennett <tbennett@marmoraandlake.ca>
Cc: Mike Stevens <mstevens@marmoraandlake.ca>; Bernie Donaldson <bdonaldson@marmoraandlake.ca>; Jason Carman <jcarman@marmoraandlake.ca>; Ron Derry <rderry@marmoraandlake.ca>; Jan O'Neill <joneill@marmoraandlake.ca>
Subject: Budget Consideration 2022

Booster Park....There should be a winter storage fee for trailers. Other area parks charge \$250.00 for storage. There should be a monthly sewer fee. The municipality should be looking after park once manager contract is finished. The fees would recover some of the \$400,000. 00 plus cost.

Like Dickey Lake we have many roads that need resurfacing.

Cemetery ...Cremation Wall

Money put aside to cover the cost of extending urban boundary

Christmas Decorations.. You will be borrowing money so add a few thousand dollars to whatever you are borrowing. Tax payers should have to fund raise.

Sidewalks... Money for sidewalk repair. Wasn't there money in last years budget?

Street Lights ...Some streets need more lights.

Flowers Boxes... Need new ones or repair old ones.

Swimming Lessons... Hope money budgeted for them.

Cheryle Leonard

Sent from my iPad

Jennifer Bennett

From: Richard Rotherham [REDACTED]
Sent: January 26, 2022 11:54 AM
To: Jennifer Bennett; Steve Szczepaniak
Subject: Draft 2022 Budget

On the final page of the draft budget, three items are listed as "essential items worth consideration", but "not included in the budget". Clearly a contradiction of terms.

The first two items clearly identify safety hazards that can potentially result in injury. Federal law (Bill C-45) is clear. Employers have a duty of care, and if a worker is injured or killed as a result of the employers neglect, criminal charges can be laid resulting in significant fines and/or imprisonment.

From a civil liability standpoint, if someone is injured as a result of either of these two items not being addressed, it would be impossible to mount a successful defense. The fact that the budget document identifies the issues is all the evidence a plaintiff would require to prevail.

So in my view, these two are essential items that have to be addressed as soon as possible to minimize the liability exposure of not just Council and the CAO, but of the community as a whole.

The third item, the roof of the Memorial Building, should also be addressed. Council has a duty to adequately protect and maintain the township's infrastructure. Temporary 'bandaid' repairs are not an appropriate way of dealing with the risk to an important and historic community asset. I do note that this is shown as proposed to be addressed in 2023. If the temporary repair is projected to adequately protect the building until 2023, then of course this can be deferred. If not, then it should be addressed now,

My final comments relate to proposed road resurfacing costs and projects. Very little is proposed for 2022 when compared to the years 2023 through 2031. Indeed this years proposed expenditure is almost half that of the lowest of any of the other years shown. The roads in our township overall are not in good shape. This was identified as an issue by many residents in the recent survey. Council needs to ensure that it commits the necessary resources to appropriately maintain our infrastructure, and not keep deferring it to future years.

Respectfully submitted,

Richard Rotherham

87 River Garden Road, Mamora

February 14th, 2022

Attn: Jennifer Bennett 12 Bursthall Street, P.O. Box 459
Marmora, ON
K0K 2M0

RE: 2022 BSIB evaluation

I have followed this decision by council carefully. I honestly believe this was a bad decision from the start. The draft budget plan clearly shows this idea is costing us \$4784.00 a year. While this might not seem like a lot of money, look at the fact we are losing \$165.000 a year in revenue. We now have no building department and must rely on an inspector from Stirling being in the office 2 days a week for a total of 4 hours. I tried for 6 weeks to reach someone. We have no planning department either. We could hire a competent, experienced building inspector and save money and still be able to provide a service to our residents.

Marmora is growing; we need to be able to accommodate this growth while keeping the work and revenue in our community.

Please consider re-evaluating this poor decision.

Susan Keetch
15 Greensides Lane,
Marmora

Service/Department: Building Services
 Function: Building Inspection Service Board



| Financial Information | 2021 Budget | 2022 Budget | Y:Y Change |
|------------------------------|--------------------|--------------------|-------------------|
| Wages and Benefits | 97,100 | 15,000 | - 82,100 |
| Materials and Supplies | 15,000 | 65,000 | 50,000 |
| Contracted Services | 4,116 | 150,000 | 145,884 |
| Unfinanced Capital | - | - 25,000 | - 25,000 |
| Revenue | - 89,000 | - 165,000 | - 76,000 |
| Transfer from Reserves | - | - 8,000 | - 8,000 |
| Total | 27,216 | 32,000 | 4,784 |

Items Affecting Change in Taxation Requirement:

In April 2021, the municipality joined the Building Inspection Service Board (BISB). The year-to-year comparison is more complicated than other departments as we move from an internal department to a joint service.

Here are the details of the financial transitions noted in the above chart.

Wages and Benefits

In 2021 the municipality budgeted \$97,100 to cover the costs of the internal department. When the municipality switched to the BISB, the agreement included an annual payment to the municipality for administration support; in 2022, that payment will be \$15,000. The \$15,000 is reflected in Wages and Benefits and offset in the Revenue line, meaning the wages and benefits of \$15,000 are paid through the BISB and not taxpayer dollars.

Service/Department: Building Services
 Function: Building Inspection Service Board



Materials and Supplies

For the internal department, the 2021 budget for materials and supplies, of \$15,000, covered costs for a clothing allowance, printing, computer, other materials, training, memberships, mileage, phone, etc.

The 2022 budget for materials and supplies includes \$58,500 for the remaining membership fee and \$6,500 for computers and software.

The membership fee to buy into the BISB was \$119,500

- \$61,000 was paid in 2021 using the department reserves
- \$58,500 will be paid to the BISB in 2022
 - \$25,500 levied in the 2022 budget
 - \$8,000 pulled from leftover Building reserve account
 - \$25,000 levied in the 2023 budget

Contracted Services

In 2021, the Contracted Service's budget would cover inspection requirements with large developments/buildings that could not be completed in-house.

The 2022 budget for Contracted Services increases as the municipality pays BISB the money collected for building permits. The 2022 budgeted amount of \$150,000 is shown as a cost in the Contracted Services line. The building permit expense is offset by the same amount in the revenue line.

(continued on page 20)

Service/Department: Building Services

Function: Building Inspection Service Board



Unfinanced Capital

The membership fee to the BISB was \$119,500. As we noted in the breakdown previously, the municipality owes \$58,500 to the BISB in 2022. The municipality will use \$25,000 from general reserves and \$33,500 from the tax levy to make that payment. In 2023 the municipality will levy \$25,000 to restore the general reserve account. This process, though complicated, saves the taxpayers from having to pay for the entire \$58,500 in 2022.

Revenue

The 2022 Revenue budget reflects two sources of revenue:

- \$150,000 collected for building permits (used for contracted services to pay the BISB)
- 15,000 collected from the BISB (used in wages and benefits to offset staffing costs)

Transfer From Reserves

There is \$8,000 remaining in the Building Reserve account, which we will use as part of the payment for the membership fee.