



COMMITTEE OF THE WHOLE

Monday, January 6, 2020

6:00 p.m.

Council Chambers

360 Dibble St. W.

Prescott, Ontario

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	Pages
1. CALL TO ORDER	
<i>Chaired by Councillor Mike Ostrander</i>	
2. APPROVAL OF AGENDA	
RECOMMENDATION	
That the agenda be adopted as presented.	
3. DECLARATIONS OF INTEREST	
4. PRESENTATIONS	
4.1 Town of Prescott Official Plan Review - Process	1
5. DELEGATIONS	
6. FINANCE & CORPORATE SERVICES	
<i>Portfolio Chair: Councillor Ray Young</i>	
6.1 Budget 2020 - Library, Tourism, Economic Development Expense Budgets, Fees & Revenue	72

**6.2 Ministry of the Environment. Conservation and Parks Letter re: ED-19  
Landfill**

**RECOMMENDATION**

For information.

**7. OPERATIONS**

*Portfolio Chair: Councillor Gauri Shankar*

**8. ECONOMIC DEVELOPMENT, BUILDING, BY-LAW, PLANNING & HERITAGE**

*Portfolio Chair: Councillor Teresa Jansman*

**9. WATER & WASTEWATER**

*Portfolio Chair: Councillor Lee McConnell*

**10. PROTECTIVE SERVICES & COMMUNITY LIAISON**

*Portfolio Chair: Councillor Mike Ostrander*

**11. CAPITAL & PROJECTS**

*Portfolio Chair: Councillor Leanne Burton*

**12. NEW BUSINESS**

**13. PERIOD FOR MEDIA QUESTIONS**

**14. CLOSED SESSION**

**14.1 Purchase & Sale**

**RECOMMENDATION**

That Committee of the Whole resolve into Council and move into Closed Session at \_\_\_\_\_ to address a matter pertaining to:

**14.1 Purchase & Sale**

- Under Section 239(c) of the *Municipal Act* - a proposed or pending acquisition or disposition of land by the municipality or local board; and

That the CAO/Treasurer, Clerk, Deputy Clerk, and Nadia DeSanti and Anita Sott, Planning Consultants, remain in the room.

15. RISE AND REPORT

16. ADJOURNMENT

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# Town of Prescott Comprehensive Official Plan Review

Council Presentation  
January 6, 2020

Nadia De Santi, MCIP, RPP,  
Senior Project Manager

Anita Sott, MCIP, RPP  
Senior Planner

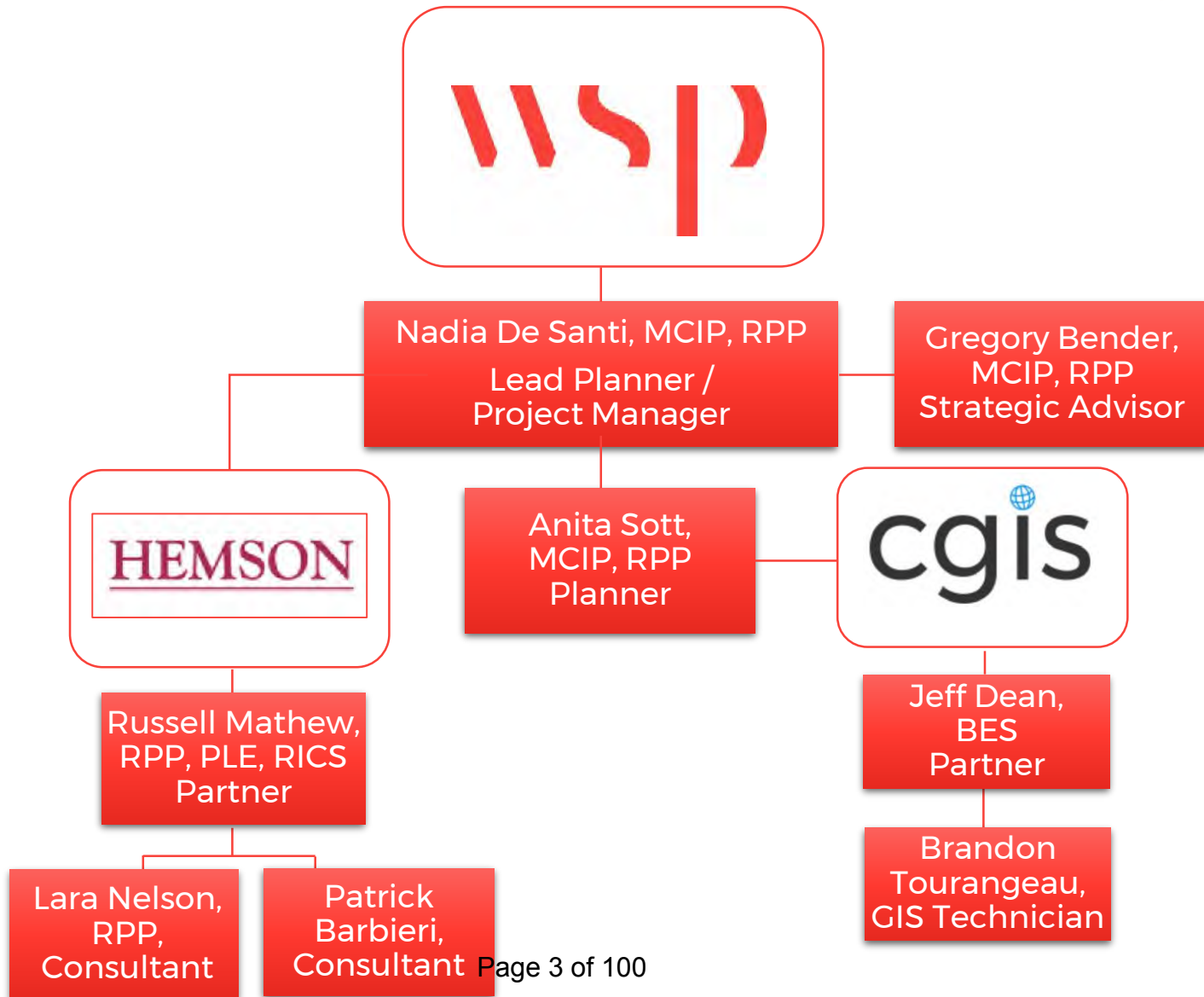


# Presentation Outline

## Comprehensive Official Plan Review

- 1 Project Team
- 2 Need for OP Review and Work Plan
- 3 Growth Management Analysis
- 4 Public Consultation Plan

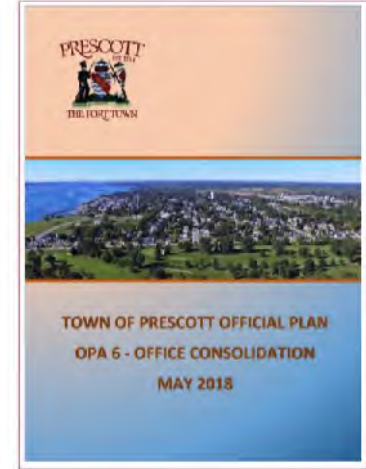
# Our Official Plan Team



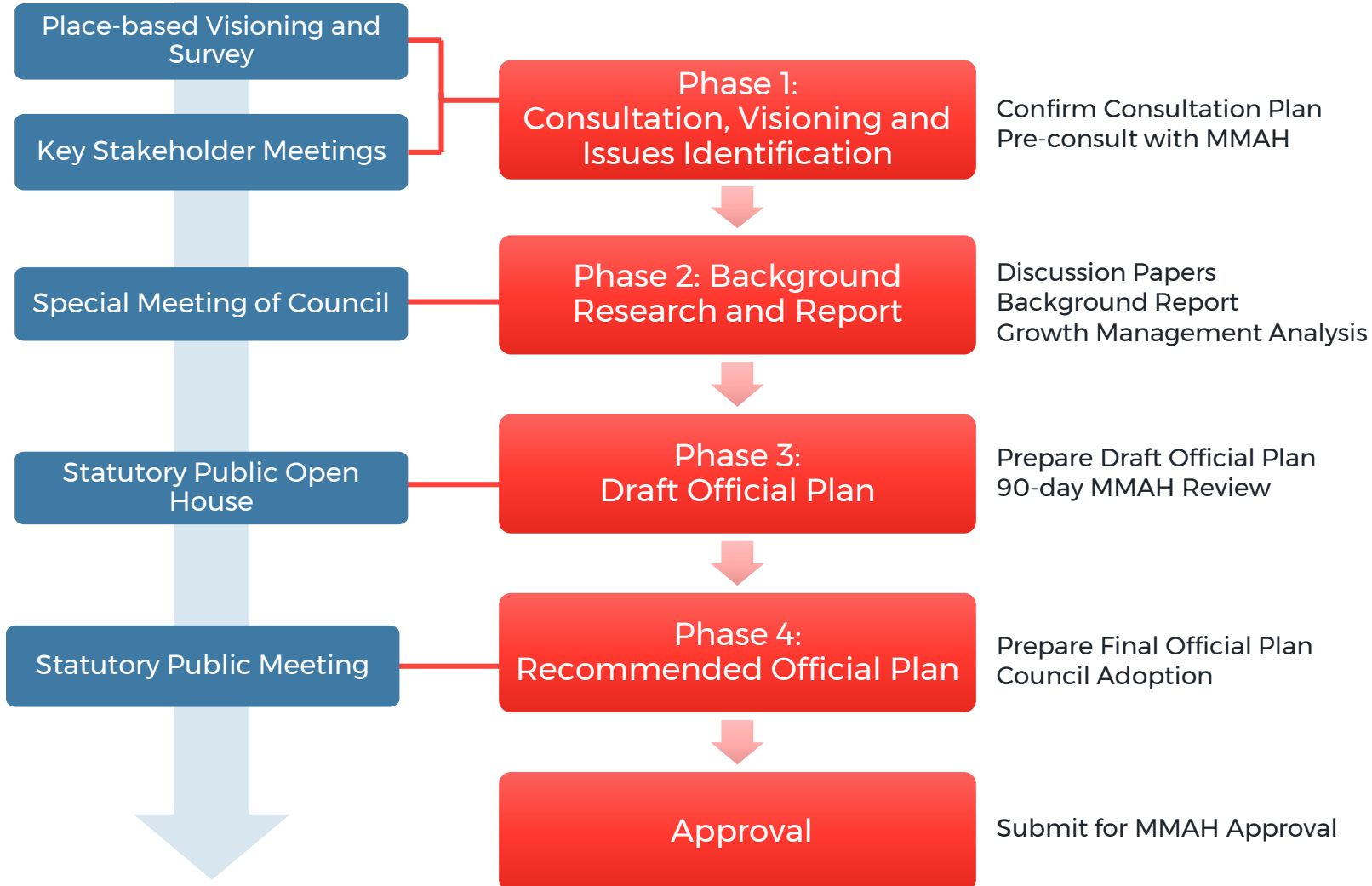
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# Need for Comprehensive Review

- Comprehensive review / update in accordance with Section 26 of the Planning Act and the 2014 Provincial Policy Statement (PPS).
- Comprehensive review will involve ensuring consistency with in-effect Provincial legislation and policy
- Community Engagement and External Agency Process
- After Council adoption, the new Official Plan will be sent to the Ministry of Municipal Affairs and Housing for approval
- New OP would not need to be reviewed for 10 years



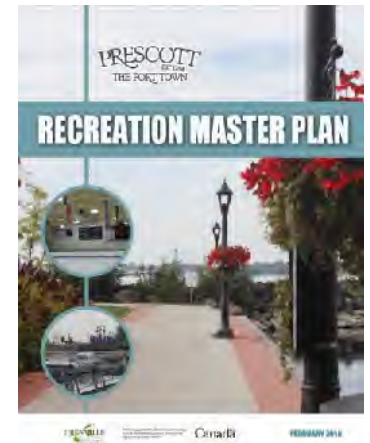
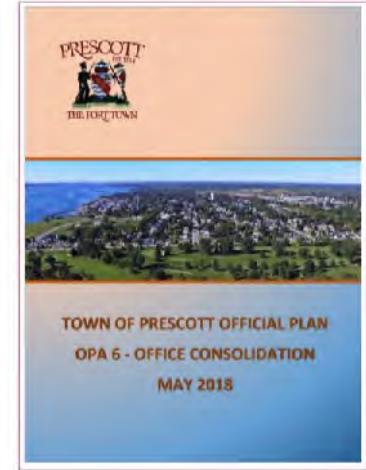
# Work Plan



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# Official Plan Tasks

- Background Review and four (4) Discussion Papers
- Growth Management Analysis, including population, employment, and housing projections (Hemson)
- New and updated policies to reflect, integrate, and/or consider:
  - Town's Recreational Master Plan
  - Town's Asset Management Plan
  - Discussion Paper findings



# Discussion Papers

- Four (4) Discussion Papers on specific policy topics would be prepared, and input sought from the community

## 1 Economic Development

- Underutilized lands in general
- Land uses around Hwy 401 – zoned Industrial; should the Town be considering commercial uses here?
- Should the Town be subdividing these lands into smaller lots – receiving inquiries for 3-5 acres
- Coordination with Augusta and Edwardsburgh Cardinal (neighbouring municipalities)

# Discussion Papers

## 2 Housing / Neighbourhood Design

- Appropriate intensification
- Compatibility between housing types (e.g. single family next to apartments)
- Considerations for developers
- Neighbourhood character and compatibility
- Buffering between residential and commercial land uses

## 3 Cultural Heritage

- Under the Heritage Act, what should be preserved
- How to determine what is valuable / should be preserved
- Demolition of designated properties – Design standards for new development which is replacing dilapidated houses
  - What are the Town's options once a designated heritage property is in a state of disrepair (e.g. places of worship with copper roofs that cannot be replaced with the same material)

## 4 Recreation / Tourism + Wayfinding / Active Transportation

- Potential for multi-purpose recreational facility in the Town – critical community priority
- How to activate existing Town assets
  - e.g. how to utilize existing waterfront which is built out
- Signage / wayfinding to waterfront (e.g. travelling public on Hwy 401 / 416 may not realize Prescott has a waterfront)
- Potential improvements to active transportation facilities

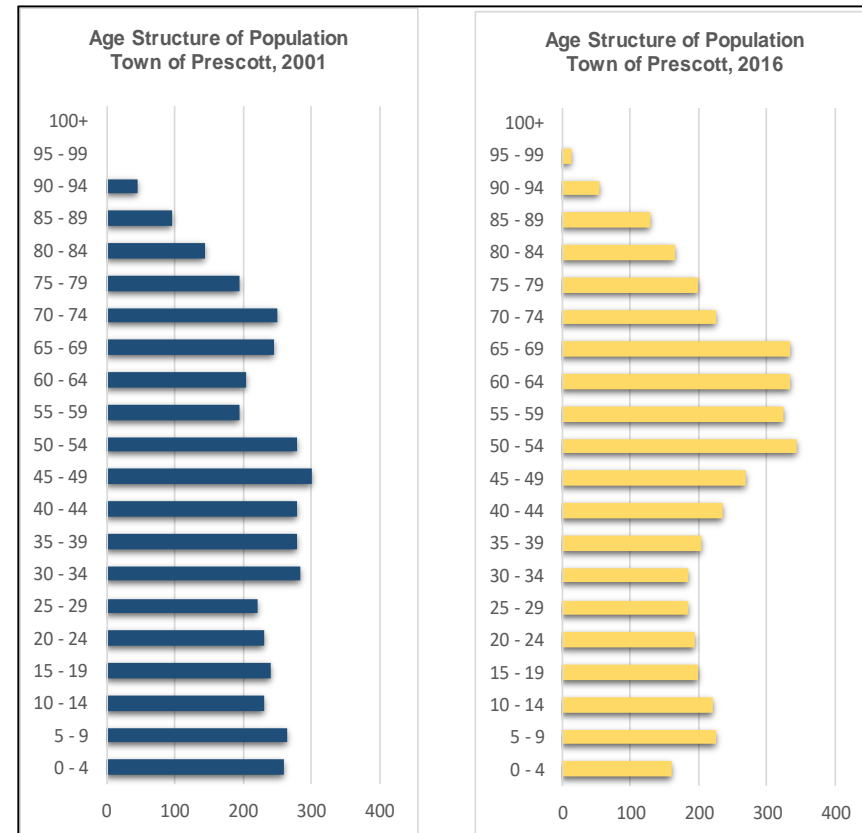
# Growth Management Analysis

- Hemson Consulting Ltd. undertaking Growth Management Analysis as input to the Official Plan Review. This involves:
  - Examination of recent residential and employment growth and change in Prescott, and demographic and economic trends affecting the future growth outlook
  - Preparation of population, housing and employment forecasts to 2041 and for a 2019 to 2039 20-year planning period
  - Assessment of capacity of the Town's identified vacant and underutilized land supply to accommodate projected residential and employment growth

# Growth Management Analysis

## Population Relatively Stable in Prescott since 2001 amidst Moderate Growth in Households and Key Demographic Change

- Prescott continued to have moderate housing growth in recent Census periods within the context of an aging population and declining household size
- Town experienced net growth of 120 households and net decline of 70 residents between 2001 and 2016



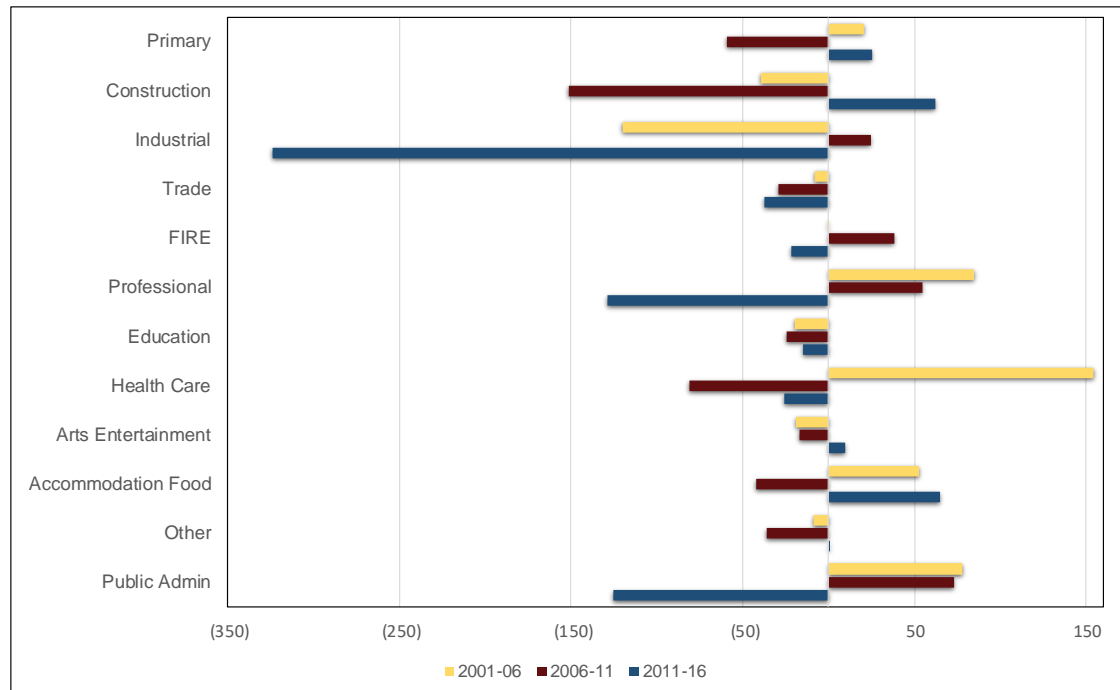
Average Household Size Town of Prescott, 2001 - 2016	
Year	Persons Per Unit (PPU)
2001	2.17
2006	2.16
2011	2.13
2016	2.03

# Growth Management Analysis

## Economic Change and Employment Declines Occurring

- Town experienced net declines in total place of work employment over last two Census periods within context of growth in some sectors and shifting economic base

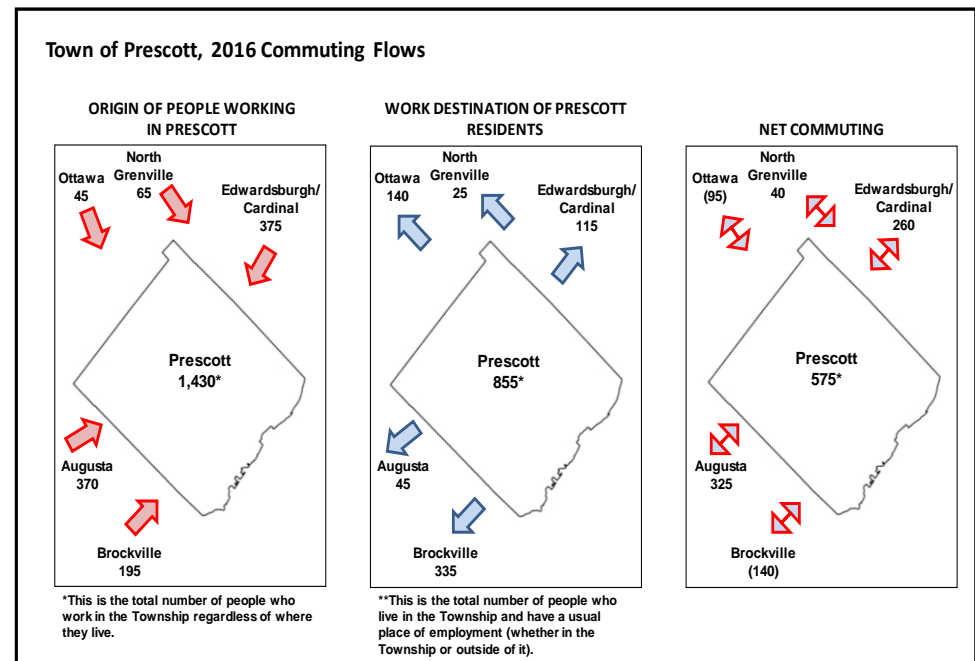
Change in Employment by NAICS\*, Prescott, 2001-2016



# Growth Management Analysis

## Prescott Remains a Key Workplace Destination

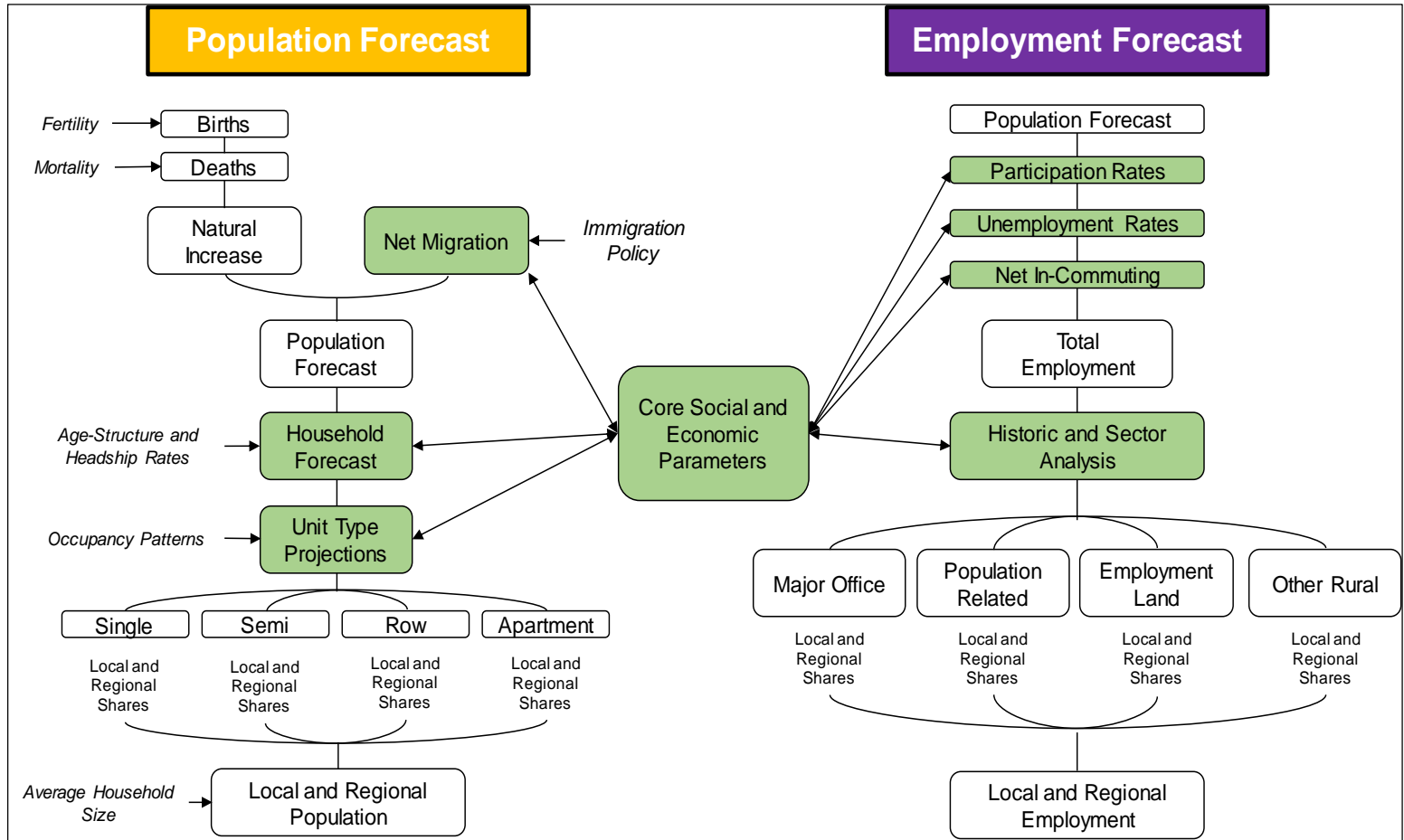
- While many Prescott residents leave the Town to work, primarily in Brockville, the Town provides employment opportunities for residents in surrounding areas, with the most notable commuter in-flows from Edwardsburgh-Cardinal and Augusta
- Town had net in-commuting of 575 employees



Source: Hemson Consulting Ltd. based on Statistics Canada Place of Work and Resident Employment Labour Force data. The graphic illustrates the most significant flows of commuters into and out of the Township. 445 Prescott residents both live and work within the Township. Note: Work at home employment is excluded from the above figures.

# Growth Management Analysis

## Forecasts Based on Well-Established Model

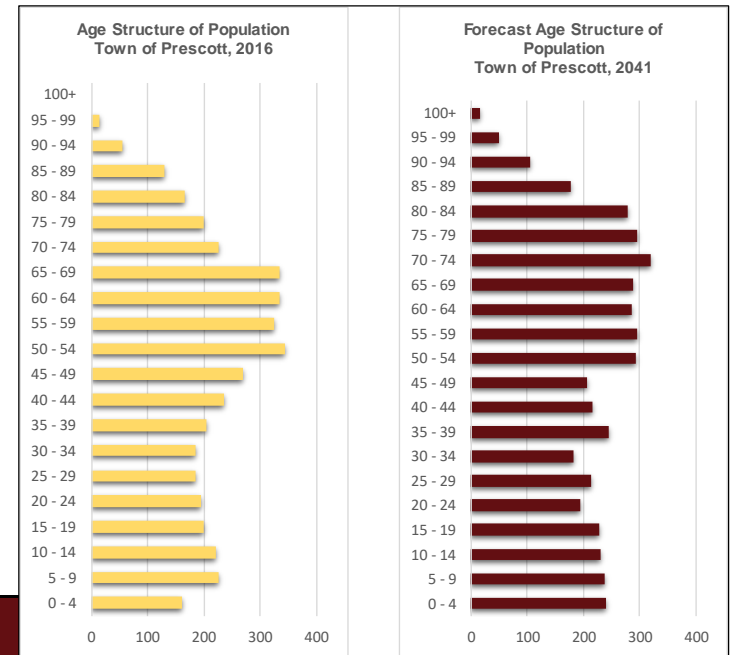


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# Growth Management Analysis

## Moderate Growth Anticipated Over 20-Year Planning Period

- Draft forecasts assume net immigration continued aging population
- 2019 to 2039 growth represents 20-year planning period for updating Official Plan



Forecast Population, Household and Employment Growth  
Town of Prescott, 2019-2039

	2019	2039	Growth	
			Net Change	Compound Annual Growth Rate
Total Population	4,400	4,850	450	0.5%
Households	2,050	2,310	260	0.6%
Employment	2,270	2,450	180	0.4%

# Growth Management Analysis

## Preliminary Land Supply Review Suggests Significant Potential to Accommodate Growth Outlook

- The capacity to accommodate growth tested by applying density assumptions based on direction from the Official Plan and on-the-ground to the identified land supply
- Estimated potential for growth of roughly 1,200 units and 900 jobs was identified
- Land supply inventory and assessment of development potential will be refined working in consultation with WSP and Town staff

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Estimated Development Potential - Vacant & Underutilized Lands Town of Prescott, 2019				
Official Plan Designation	Vacant/Underutilized Land Area (Gross ha)	Vacant/Underutilized Land Area (Net ha)	Test Density (Units / Jobs per net ha)	Estimated Growth Potential (# of Units/Jobs)
Residential	48	31	36	1,116
Downtown Core	2	2	50	78
Employment Area	48	38	20	760
General Commercial	1	1	50	54
Highway Commercial	2	2	50	84

# Public Consultation Plan

## Phase 1: Two (2) Place-based Visioning Workshops

- World Café format
- Would include:
  - A brief presentation on the OP Review process
  - Vision Statement exercise
  - Facilitated, rotating break-out groups on key planning issues



### 1 Economic Development-Focused

- Participants may include Council members, BIA, Chamber of Commerce, Key Business Leaders

### 2 Members of the Public

- Range of planning policy issues will be covered (e.g. some Discussion Paper topics)

# Public Consultation Plan



**The Township of Leeds and the Thousand Islands is reviewing its Official Plan.**

An Official Plan is a policy document that establishes a vision and goals for the Township's future over the next 20 years. The Official Plan will guide how lands in the Township may be used and how each community envisions their future growth, and establishes what important natural, cultural, agricultural, and recreational features and resources should be protected and enhanced, and how community services will be planned for the future, such as roads, infrastructure, housing, and parks.

**MARK YOUR CALENDARS!  
YOU ARE INVITED TO PARTICIPATE IN VISIONING WORKSHOPS!**

**MONDAY, NOVEMBER 20, 2017:**

**LYNDHURST SESSION**

3:00 pm to 5:00 pm  
Location: Lyndhurst Fire Training Centre  
312 Lyndhurst Road, Lyndhurst, ON

**SEELEY'S BAY SESSION**

6:00 pm to 8:00 pm  
Location: Seeley's Bay Community Hall  
151 Main Street, Seeley's Bay, ON

**WEDNESDAY, NOVEMBER 22, 2017:**

**ROCKPORT / IVY LEA SESSION**  
1:00 pm to 3:00 pm

**1000 ISLANDS AREA SESSION**  
3:00 pm to 5:00 pm

**LANSDOWNE SESSION**  
6:00 pm to 8:00 pm

**All sessions on November 22, 2017 will be held at the Lansdowne Community Hall, 1 Jessie Street, Lansdowne, ON**

**Format:** The workshops will consist of a brief presentation by the Township's consultant, WSP, followed by facilitated group visioning discussions on developing a vision for each community and on various topics such as growth management, housing, transportation.  
**Note:** The format and the information presented will be the same at each session.

**THERE WILL BE DOOR PRIZES!  
KIDS ARE WELCOME - THERE WILL BE A COLOURING ZONE!**

Please RSVP to Linda Acres at 613-659-2415 ext. 205, [lacres@townshipleeds.on.ca](mailto:lacres@townshipleeds.on.ca) or **ON-LINE** with your preferred session by **November 17, 2017**. If you are unable to attend, please complete a Visioning survey on the Township's website by **December 1, 2017** at [www.leeds1000islands.ca/officialplanreview](http://www.leeds1000islands.ca/officialplanreview)



# Public Consultation Plan



## Phase 1: Two (2) Key Stakeholder Meetings

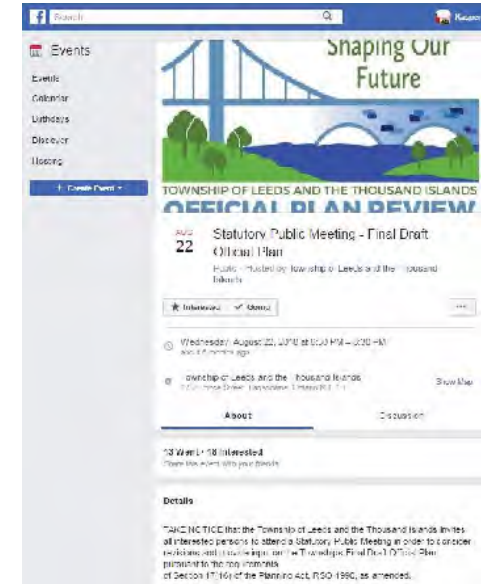
- In-person meetings with key local stakeholders
- Relevant groups will be identified in consultation with Town staff and could include:
  - The building and land development community
  - Downtown business owners (e.g. BIA, Chamber of Commerce)
  - Government agencies and special interest groups (e.g. Parks Canada, Health Unit)

# Public Consultation Plan



## Project Awareness Campaign

- Use of the Town's website and existing social media platforms, an approach used successfully through projects such as the Township of Leeds and the Thousand Islands Official Plan Review
- Newspapers
- Other options include tax bill flyers, radio ads



## Accessibility and Age-friendly

- Viewing all projects through an age-friendly lens, informed by our experience preparing Age-friendly Community Plan
- All of our team members have received training in accordance with the AODA



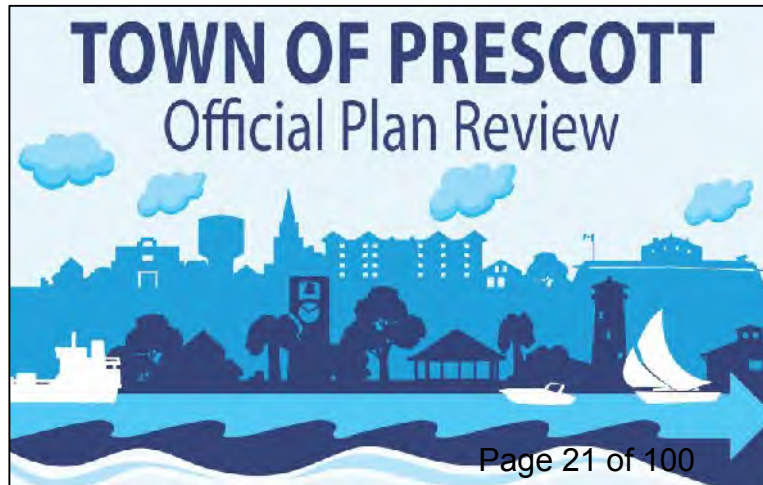
Age-Friendly Community Dimensions  
(WHO, 2007)

# Public Consultation Plan

## Additional Methods of Participation

- Online and Hard Copy Visioning Survey
- Project Webpage, Email, and Mailing List (Maintained by Town)
- Indigenous 'Duty to Consult'
- Project Branding

The screenshot shows a web-based survey interface. At the top left is the Ignace logo with the tagline 'Ignace Our Future 2020'. Below the logo is a blue header bar with the text 'Township of Ignace - Official Plan and Zoning By-law Survey'. The main content area is titled 'Topic 1 - Vision and Goals'. It contains a paragraph explaining that a vision is an aspirational statement that identifies what is important to the community now and in the future. Below this is a question: '1. Describe what you would like Ignace to look like in 20 years? (check all that apply and/or enter text into the "other" field)'. There are several checkboxes for options: 'More employment opportunities', 'A new local care community', 'An educational centre', 'A retirement community', 'A business hub', 'A mining centre / hub for the Ring of Fire', 'More businesses (grocery stores, hardware store, etc.)', 'Work-based local development', and 'Other (please specify)'. There is a text input field for the 'Other' option. Below the checkboxes is another question: '2. Other thoughts / comments / suggestions on this topic?'. There is a text input field for this question. At the bottom right are 'Prev' and 'Next' buttons. At the bottom center is the SurveyMonkey logo with the text 'Powered by SurveyMonkey' and 'See how easy it is to create online surveys'.



# Thank you!

We look forward to  
working with you.

Questions?

# HEMSON

Consulting Ltd.

30 St. Patrick Street, Suite 1000, Toronto, Ontario, Canada M5T 3A3  
Facsimile (416) 595-7144 Telephone (416) 593-5090  
e-mail: hemson@hemson.com

## MEMORANDUM

**To:** Nadia DeSanti and Anita Sott, WSP

**From:** Russell Mathew and Lara Nelson, Hemson Consulting Ltd.

**Date:** December 11, 2019

**Re:** Town of Prescott Official Plan Review – Draft Growth Management Analysis

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The Town of Prescott has engaged a consulting team, led by WSP, to undertake its Official Plan Review. As part of the team, Hemson Consulting Ltd. has been engaged to assist the Town of Prescott with the growth management analysis. The analysis involves examining demographic and economic growth and change in the Town in the context of current demographic and economic trends, serving as the basis for the preparation of population, housing and employment forecasts for the Town from a 2016 base-year to a 2041 horizon. The growth management analysis also gives consideration to the capacity to accommodate growth on identified vacant and underutilized lands within the Town. The analysis relies largely on Census data and the Town's development and land supply information.

The Town of Prescott is a single-tier municipality geographically situated within the United Counties of Leeds Grenville (UCLG). The Town is not part of the County for land use planning or other municipal purposes. The growth management analysis is undertaken within the Provincial policy framework for growth management and land use planning in the *Provincial Policy Statement* (PPS), 2014 and the *Planning Act*

The purpose of this memorandum is to provide the results of the draft growth forecasts and preliminary land supply capacity analysis. The forecasts have been prepared by 5-year intervals corresponding with Census years (2016, 2021, 2026, etc.). For the

purposes of updating the *Town of Prescott Official Plan*, the growth outlook is translated to a 2019 to 2039 twenty-year planning period. Results of the growth management analysis will provide a key input to the current Official Plan Review and provide a basis for a range of planning and growth management initiatives in Prescott.

This memorandum provides the results of the background analysis to date, draft population, housing and employment forecasts, and a preliminary test of development potential on the land supply inventory provided by the Town, for review. The draft forecast and analysis is intended for review by WSP and Town staff in order to assure it has accounted for the larger policy and official plan review context and the vision for the Town over the next 20 years. The results will be refined, as appropriate, taking into account comments received and consultation with Town staff and key stakeholders.

The remainder of this memorandum provides:

- recent residential and employment growth and change in Prescott;
- demographic and economic trends affecting the future growth outlook;
- the results of the draft population, housing and employment forecasts; and
- commentary on the capacity of the Town's identified vacant and underutilized land supply to accommodate residential and employment growth.

## **A. RECENT GROWTH AND CHANGE**

This section provides a brief overview of recent residential and employment growth and change in the Town of Prescott in the context of broader growth and change occurring within Eastern Ontario.

### **1. Population Is Relatively Stable in Prescott, with Moderate Growth in Households and an Aging Population**

Tables 1 and 2 indicate net change in total population and households for the Town of Prescott from 2001 to 2016.

Table 1

Historical Population and Net In-Migration Town of Prescott, 2001 - 2016					
Year	Census Population	Change	Total Population	Change	Net In- Migration
2001	4,230		4,390		
2006	4,180	-50	4,320	-70	20
2011	4,280	100	4,390	70	210
2016	4,220	-60	4,320	-70	10
<b>2001-2016</b>		<b>-10</b>		<b>-70</b>	<b>240</b>

Source: Statistics Canada

Note: Figures are rounded. Total population includes Census net undercoverage. Census net undercoverage applied to Prescott is the Leeds Grenville Census Division rate from Statistics Canada's *Annual Demographic Estimates* (2019). The rate declined from 3.8% in 2001 to 2.4% in 2016, resulting in most of the small decline in total population being the result of the change in the Census net undercoverage rate.

Table 2

Historical Household Growth Town of Prescott, 2001 - 2016			
Year	Households	Change	Compound Annual Growth Rate
2001	1,900		
2006	1,880	-20	-0.2%
2011	1,950	70	0.7%
2016	2,020	70	0.7%
<b>2001-2016</b>		<b>120</b>	

Source: Statistics Canada

Results of the Census indicate that Prescott experienced a very small net decline in population of 10 residents between 2001 and 2016 or, an estimated decline of 70 in total population, when Census net undercoverage is taken into account. Either figure effectively indicates a stable population over the 15 years. During the same period, Prescott experienced moderate household growth since 2001, adding a net 120 households, or 6.3% over 15 years. As of 2016, the Town had 4,100 residents in 2,020 households for an average household size of 2.03. Adding the 120 non-household population (mainly those living in an institutional setting such as a home for the aged) provides the Census population of 4,220. Adding the Census net undercoverage results in the total 2016 population of 4,320.

Similar to much of the rest of Eastern Ontario, households have continued to grow while the population remained stable. This is in large part a result of demographic change underway in the Town, characterized by an aging population and resulting in a gradual decline in average household size. The aging population results in a declining

average household size because older populations generally have more “empty nesters”, fewer households with children at home, and more single people due to divorce and widowhood. The effect is a greater number of housing units is required to house the same population count than if that population were younger. The continued fall in average household size that occurred in Prescott since 2001 is highlighted in Table 3.

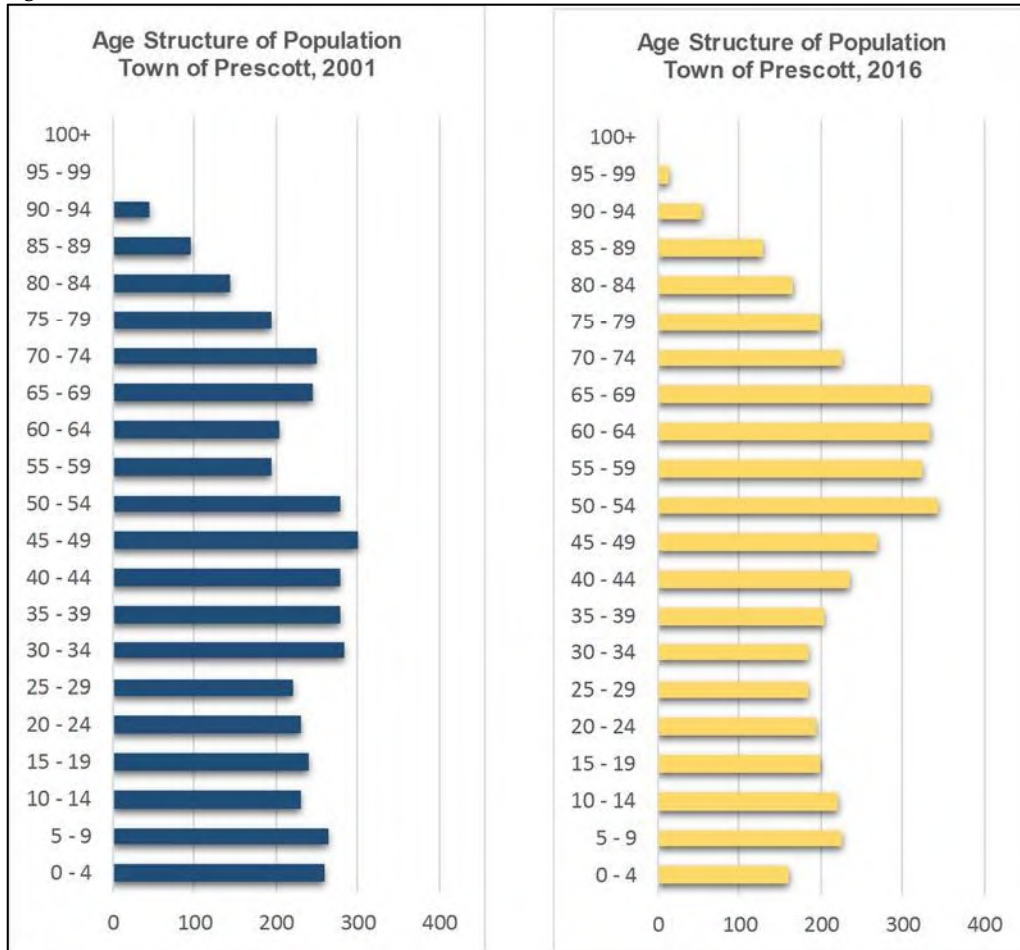
**Table 3**

<b>Average Household Size Town of Prescott, 2001 - 2016</b>	
<b>Year</b>	<b>Persons Per Unit (PPU)</b>
2001	2.17
2006	2.16
2011	2.13
2016	2.03

Source: Statistics Canada Census

Figure 1 on the following page illustrates the change in the age structure of the population in Prescott since 2001. The aging of the population will continue and is a key determining factor for forecasting future growth and change in Prescott’s population, and employment.

Figure 1



Source: Statistics Canada.

The aging of the population since 2001 can be easily traced in the age structure graphics. Every age group under 50 years of age was larger in 2001 than in 2016 and every age group, save for one, over 50 years of age had fewer people in 2001 than by 2016. Specific traceable features of the population include the baby boom population “bulge” that was 45 to 54 years of age in 2001; then aged by 15 years by 2016 to be the population bulge in the 60 to 69 age group. The baby boom echo or millennial population is clearly identifiable as 0 to 9 years in 2001. Fifteen years later this group is not as apparent as 15 to 24 year olds in 2016, largely due to the continued out migration of young adults. One of the effects of this out-migration of young adults is that there are fewer people of child-bearing age, which, in turn, results in the sharply lower number of children of 0-4 years of age in the 2016 population than there were in 2001.

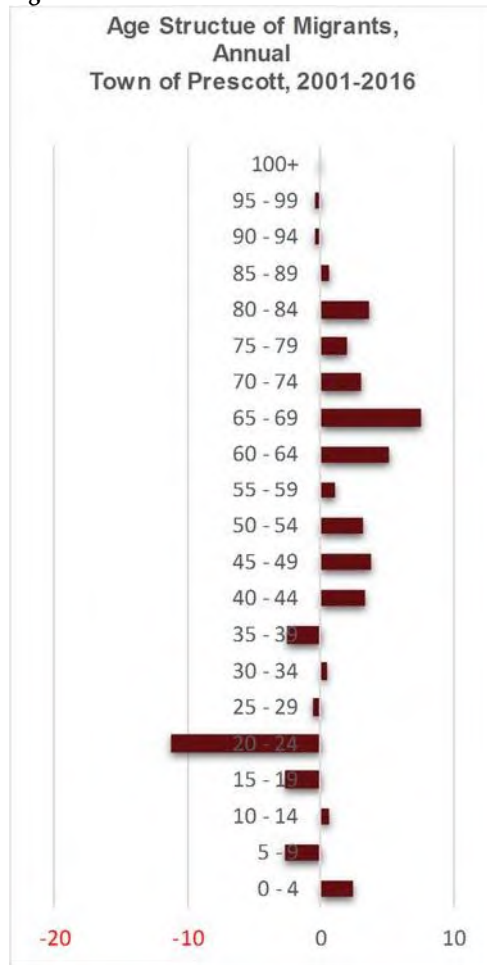
The population would be declining in the absence of in-migration, that is, there is natural decrease in the population with more deaths than births every year. Without in-migration, Prescott's population would have declined by about 300 persons between 2001 and 2016. More than just the total figures, the age-structure of migrants is also a key consideration in understanding recent growth and change in Prescott and assessing the future growth outlook.

Figure 2 indicates average annual net-migrants by age group over the 2006 to 2016 period. There are two significant observations to draw from the age structure of migrants:

- The continued out-migration of young adults is very significant to the Town's current and future demographic make up. The net out-migration of those aged 20 to 24 has averaged about one-quarter of that population age group over the past 15 years, peaking at one-third in the 2006 to 2011 period. Young adults are largely drawn to education and employment opportunities in bigger urban centres. This pattern of young adults leaving for the "big city" is common throughout the province with the recipient communities being mainly Ottawa within Eastern Ontario and the Greater Toronto and Hamilton Area (GTHA).
- The out-bound young adults are compensated for, in part, by in-migration of families led by working age people between 30 and 55 and by retirees in their 60s and 70s. Some of these individuals will be the return of those who left Prescott as young adults.

While the population has remained stable because of the balance between the net in and out migrants, the effect of these two patterns of younger out-bound people and older in-bound migrants is an acceleration of the aging of the population and a reduced number of people of child bearing age and of working age. The reduced numbers of child bearing age will result in fewer and fewer children over time, while the reduced population of working results in a smaller available labour force for local employers.

Figure 2



Source: Estimated based on Statistics Canada data.

## 2. Moderate Housing Growth Mainly Comprised of Apartments

Housing in Prescott is predominately low density ground-oriented units, however the household growth in Table 4 indicated by the Census over the 2006 to 2016 period shows a relatively similar mix of growth in occupied units of about 60% ground related units and 40% apartment units which is not dissimilar from the overall unit count of 70% and 30%, respectively. It is important to note in Prescott that in addition to apartment units in low-rise buildings, that the apartment category includes duplex units (duplexes are two units one above the other such that a house with a basement suite, for example, is counted as two duplex units). Tables 5 shows residential building permit activity over the 2011 to 2016 period and since 2016. The building permit data indicate a similar amount of growth and similar unit types to the growth shown in the Census. .

Table 4

<b>Census-Based Historical Households by Housing Unit Type</b>					
<b>Town of Prescott, 2006 - 2016</b>					
<b>Year</b>	<b>Total Units by Housing Type</b>				
	<b>Single/Semi</b>	<b>Rowhouse</b>	<b>Single/Semi/Row Combined</b>	<b>Apartment</b>	<b>Total</b>
2006	1,210	85	1,295	585	1,880
2011	1,210	135	1,345	605	1,950
2016	1,310	70	1,380	640	2,020
<b>2006-2016</b>			<b>85</b>	<b>55</b>	<b>140</b>
<b>Share by Unit Type</b>					
2006			69%	31%	100%
2011			69%	31%	100%
2016			68%	32%	100%
<b>2006-2016</b>			<b>60.7%</b>	<b>39.3%</b>	<b>100.0%</b>

Source: Statistics Canada Census.

Note: The singles, semis and rows have been combined for the purposes of this table, since the rise and fall in the count of occupied row units is most likely a statistical or definitional matter between the rows and the singles/semis, rather the actual occupancy and vacancy of units. In combination, the ground-related units show in an expected pattern of growth in Prescott.

Table 5

<b>Residential Building Permits by Unit Type</b>					
<b>Town of Prescott, 2011 - 2019</b>					
<b>Census Year</b>	<b>Single/Semi</b>	<b>Rowhouse</b>	<b>Apartment</b>	<b>Total</b>	<b>Average Annual</b>
2011-2016	41	3	8	52	10
Share	79%	6%	15%	100%	
2016-2019	15	0	8	23	6
Share	65%	0%	35%	100%	

Source: Statistics Canada Building Permit Data to 2016 and data directly from the Town of Prescott for 2016 to 2018.

### 3. Economic Change Has Resulted in Employment Declines, but Prescott Remains a Commuting Destination for the Surrounding Area

Prescott experienced net declines in employment during the last two Census periods, relative to moderate growth in the early 2000s, as shown in Table 6. This decline occurred between 2006 and 2011 mainly as a result of the 2008-09 recession. However, employment decline continued during the first half of this decade due to continued economic restructuring. Most the decline was the result of a significant decline in industrial employment of 38% or 320 jobs from 2011 to 2016, as shown in Figure 3.

Other communities in Ontario have had a similar experience with industrial employment during this period, but it was often partly masked by jobs created other sectors as a result of the overall economic expansion. Somewhat alarmingly to the future economic base of Prescott, these significant industrial job losses were spread across most of the Town’s industrial businesses, rather than being the result of a single “one-off” event such as a plant closing.

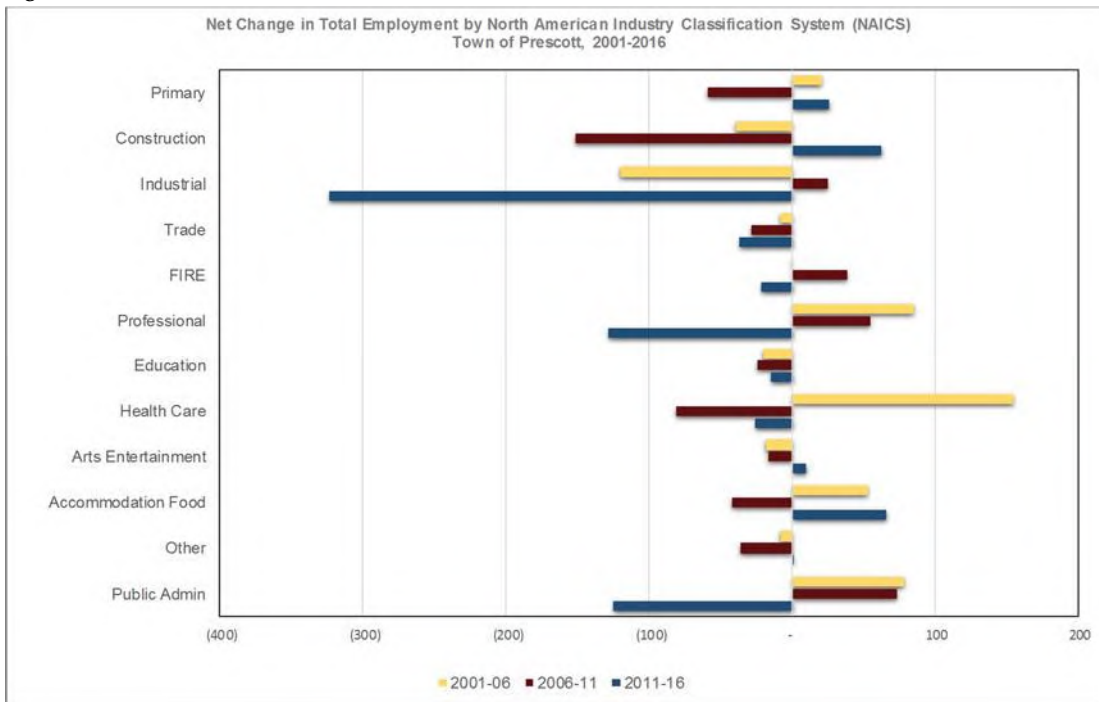
Table 6

Historical Place of Work Employment Town of Prescott, 2001 - 2016				
Year	Employment	Change	Compound Annual Growth Rate	Activity Rate
2001	2,840			67.1%
2006	3,010	170	1.2%	72.0%
2011	2,760	-250	-1.7%	64.5%
2016	2,250	-510	-4.0%	53.3%

Source: Statistics Canada

Note: Place of Work employment data reports the number of jobs in an area, irrespective of where the employee resides;

Figure 3



Source: Hemson Consulting based on Statistics Canada information.

The other sectors of the economy shown in Figure 3 had much less dramatic shifts in employment than the industrial sectors showing a combination of smaller gains and losses. All of these other sectors of the economy are generally providing services to the resident population of Prescott and the surrounding rural communities, as well as to the travelling public on Highway 401.

Notwithstanding the decline in employment that has occurred in Prescott since 2006, the Town's activity rate remains relatively high, as shown in Table 6. The activity rate is the ratio to place of work employment in a community and the population. In general, an activity rates in the range of 50% represents a balance between population and employment, while those well below this level would be considered "bedroom communities" and activity rates well above this level occur in communities with high net in-commuting. The activity rate remains above 50% in Prescott, still demonstrating an attractiveness to employers.

The activity rate is somewhat misleading in Prescott's case. Because of the older population base and fewer young adults, the working age population represents 54.2% of the population compared to Ontario at 60.8%, the number of residents of Prescott employed in 2016 was 1,595 as shown in Table 7. This resident employed labour force is about 38% of the population compared to 49% for Ontario overall.

**Table 7**

<b>Historical Employed Labour Force Town of Prescott, 2001 - 2016</b>			
<b>Year</b>	<b>Employed Labour Force</b>	<b>Change</b>	<b>Compound Annual Growth Rate</b>
2001	1,625		
2006	1,770	145	1.7%
2011	1,650	-120	-1.4%
2016	1,595	-55	-0.7%

Source: Statistics Canada.

The follow on effect of the size of the resident employed labour force is significant net in-commuting. With a 1,595 residents with jobs and 2,250 jobs in Prescott there is net in-commuting of 575 jobs or 26% of jobs. This is a very high rate of net in-commuting by any standard. Commuting is always a two way exchange, however, and many residents of Prescott commute out for work.

The commuting patterns for Prescott are provided in in Table 8 and illustrated in Exhibit 4, which indicate the largest commuting flows to the Town in 2016. Just over half of employed Prescott residents leave the Town to work, primarily in Brockville.

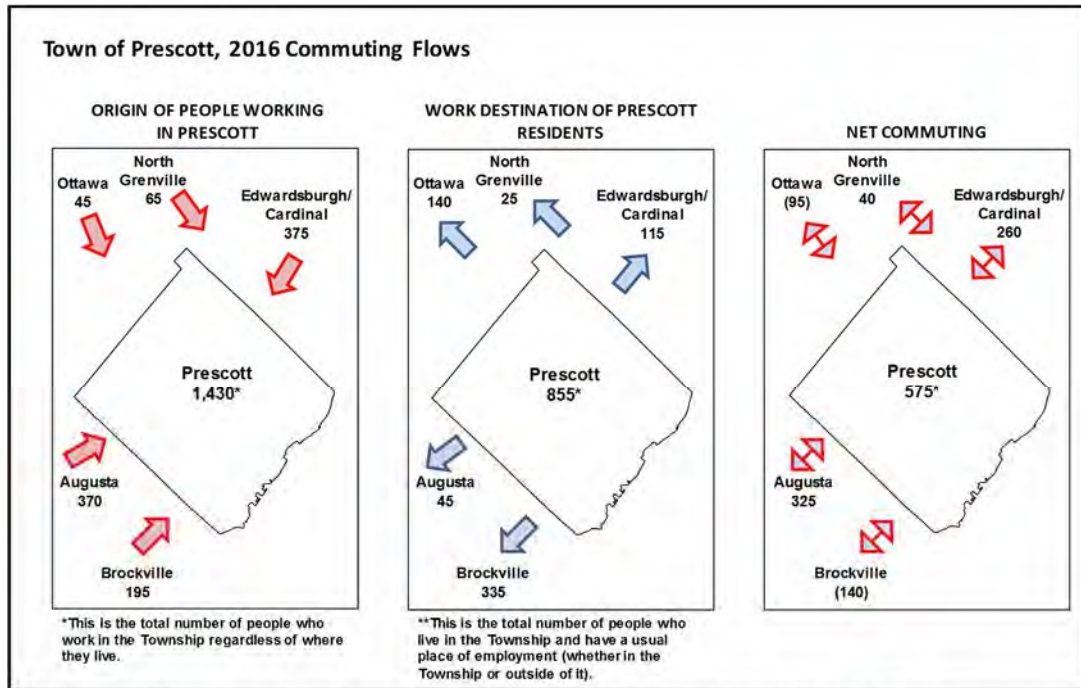
At the same time, the Town provides employment opportunities for residents in surrounding areas, the largest being the commuter in-flows from the adjacent communities of Edwardsburgh-Cardinal and Augusta.

**Table 8**

<b>2016 Commuting Patterns, Town of Prescott</b>			
<b>Area</b>	<b>Number of People Commuting to Prescott for Work</b>	<b>Destination of Prescott Residents for Work</b>	<b>Net Commuting Flow</b>
Brockville	195	335	-140
Ottawa	45	140	-95
Edwardsburgh/Cardinal	375	115	260
Elizabethtown-Kitley	75	65	10
Augusta	370	45	325
North Grenville	65	25	40
South Dundas	80	20	60
Smiths Falls	0	15	-15
Kingston	0	15	-15
Cornwall	20	10	10
All Others	205	70	135
	1,430	855	575

Source: Hemson Consulting based on Statistics Canada information.

Figure 4



Source: Hemson Consulting Ltd. based on Statistics Canada Place of Work and Resident Employment Labour Force data. The graphic illustrates the most significant flows of commuters into and out of the Township. 445 Prescott residents both live and work within the Township. Note: Work at home employment is excluded from the above figures.

This understanding of the characteristics, influences and recent changes in population and employment in Prescott provides the basis for the future outlook for the Town.

## B. DRAFT FORECAST ANTICIPATES PRESCOTT TO EXPERIENCE MODEST GROWTH TO A 2041 FORECAST HORIZON

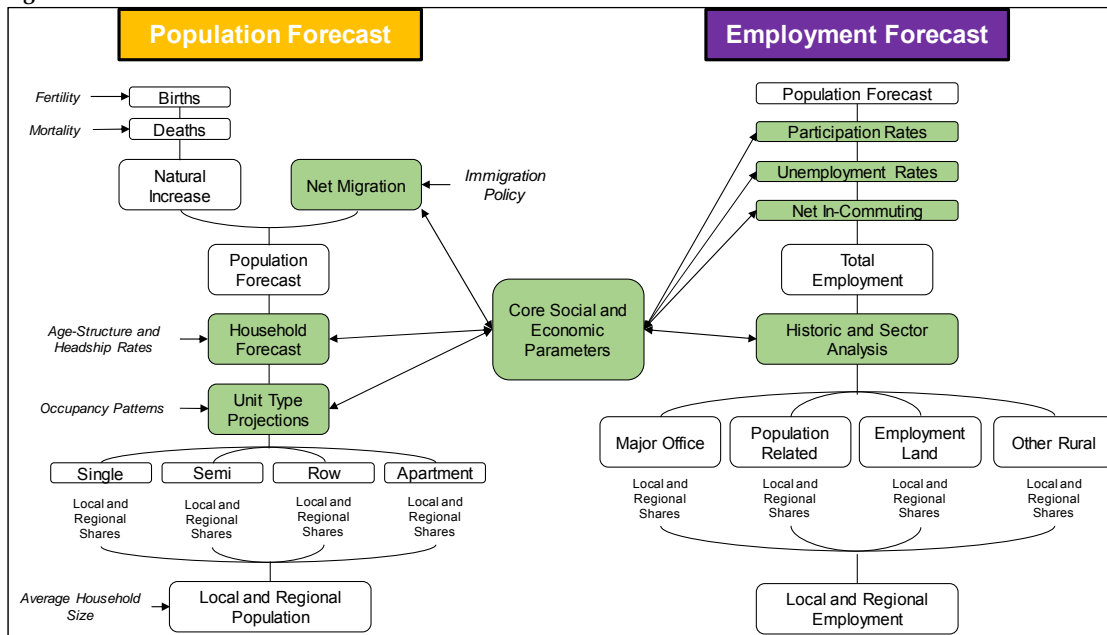
This section sets out the method and key assumptions that were used in the Town of Prescott forecast and provides the results of the population, household and employment forecasts by five-year Census intervals, from a 2016 base to 2041, highlighting a twenty-year planning period growth outlook for 2019 to 2039 for the purposes of updating the *Town of Prescott Official Plan*. The forecasts for Prescott are considered in the larger context of trends influencing growth, change across the economic region, and incorporate currently available data on existing development, population and employment in the Town.

The growth forecasts were prepared using Hemson’s well-established forecast modeling techniques and consistent with Provincial forecasting and planning policy guidelines and rooted in the broader economic and demographic outlook for the Province and Eastern Ontario. This is combined with a locally-based economic and demographic outlook that takes account of local conditions. Taking into account prior forecasts and the role of Prescott within the broader Eastern Ontario region, projections of population, housing and employment growth to a 2041 horizon have been prepared.

**1. Forecast Method and Assumptions**

The forecasts of population, households and employment are based upon the well-established standard cohort-survival forecast model. The forecast method is illustrated in Figure 5.

**Figure 5 Forecast Method**



The forecast approach begins with taking into account national and provincial economic and demographic trends and considers the outlook for Eastern Ontario and Leeds Grenville working to the local Prescott level. The forecasts are prepared by applying a set of principal assumptions within the forecast model related to Ontario’s economic future and its social context. This set of core economic and social parameters include: the broader outlook and composition of the Ontario economy; migration and settlement patterns, such as national immigration policies and increasing

concentration in urban centres; and demographic change, such as aging of the population. The forecasts of Prescott's population, household and employment growth begin with these core economic and social parameters:

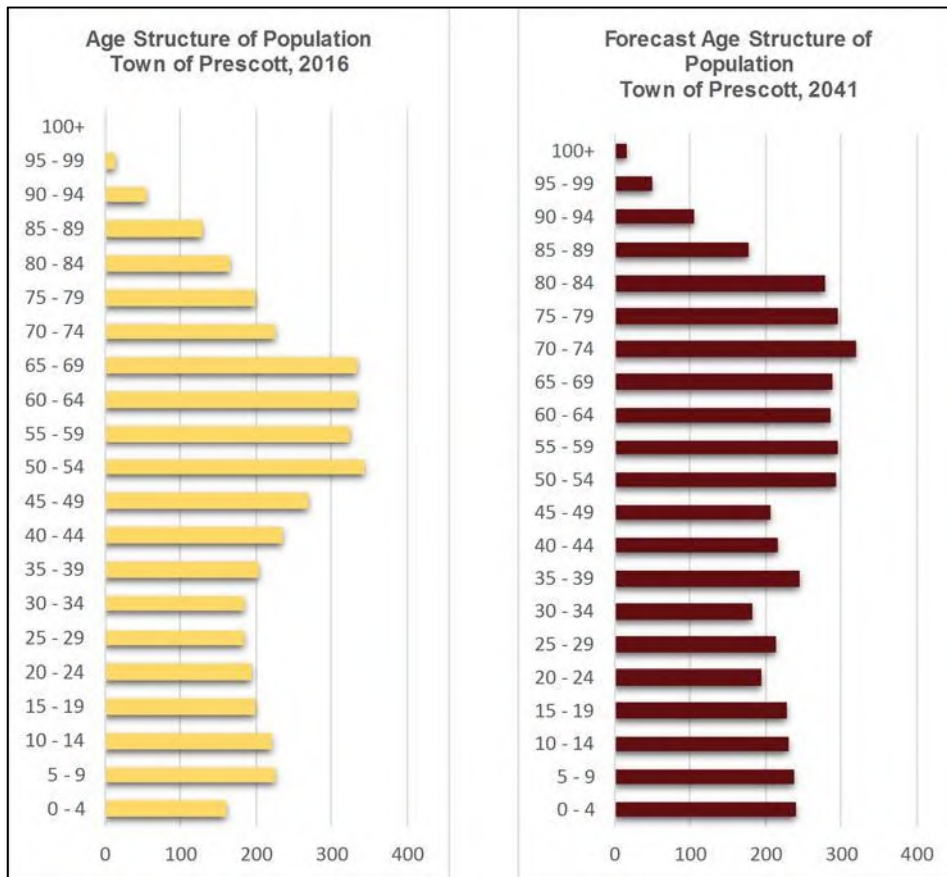
- The current broad economic and demographic trends are expected to continue over the forecast horizon. The Ontario economy is expected to continue to grow at a moderate pace over the coming decades, consistent with average rates of growth over recent decades. This growth will occur within the context of a continued shift towards employment providing services to the local residents (population-related employment) in an ever more service-sector-based economy.
- Migration has come to represent the largest share of population growth throughout Ontario; levels of natural increase continue to decline and in many areas are now negative, including much of Eastern Ontario, as already shown for Prescott. This is due to fertility rates below replacement levels for almost 50 years and the general aging of the population advanced by longer and longer life expectancies.
- As it has already been experience a natural decrease in population, population growth of just stability in Prescott will be entirely dependant on in-migration. Most migration has been and will likely continue to be intra-provincial migration, that is, migration within Ontario, most of which will be from neighbouring communities and other parts of Eastern Ontario. Proximity to Highway 416 allows longer-distance commuting to Ottawa from Prescott; something that has been the source of most of the growth in the communities abutting Ottawa, most notably in Kemptville in North Grenville.
- While Prescott and the broader United Counties of Leeds Grenville (UCLG) surrounding are likely to continue to experience the out-migration of significant numbers of young adults. In-migrants are also likely to continue to be of that age group from other areas and by a large net in-migration of those in their 30s and 40s, seeking (mostly) family-oriented housing. M modest net in-migration is expected to continue over the forecast period.

The forecasts which follow represent a best estimate of future growth and change based on the most current available data and assumptions about past and future economic and demographic conditions. Given an inherent uncertainty in long-term demographic and economic forecasting, regular reviews are prudent and it is recommended that the forecasts be revisited at each five-year official plan review. The forecasts are prepared by five-year intervals corresponding with the Census from a 2016 base to a 2041 horizon. The growth outlook for the 2019 to 2039 period is also

provided in order to identify the twenty-year planning period growth for the purposes of updating the *Town of Prescott Official Plan*. The forecast results indicate moderate growth in population over the period from 2016 to the 2041 planning horizon. Housing growth is anticipated to continue to out-pace population due to declining average household size.

A key consideration in forecasting future growth in Prescott is its aging population. In addition to natural decrease in population, declining average household sizes and a reduced size of working age population, an older population also has important specific implications for municipalities planning for future growth and development. Aging is a key consideration in the forecasts for a number of reasons including: an aging population requires different forms of housing, increases demand for assisted living arrangements and needs for different types of municipal services. The graphic below illustrates the age structure of the population at 2016 and as anticipated at 2041.

Figure 6

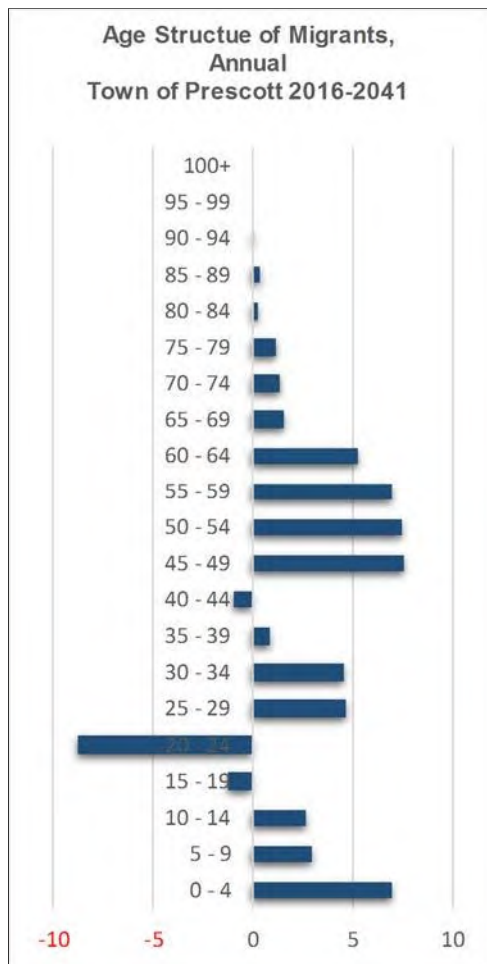


Source: Hemson Consulting Ltd. using data from Statistics Canada Census, 2016; Hemson, forecast.

Like Figure 1, the aging of specific population age groups can be traced in the forecast. The baby boom population can be generalized as those 50 to 69 in 2016 (broadly those born from 1946 to 1966, with the peak in 1959). By 2041, the baby boomers will be 75 to 95, but the drop in population related to sharply rising mortality rates for those over 80.

How does Prescott get to this forecast age structure? It is through a combination of the aging and natural decrease in the population and migration. The expected age structure of current and future migrants has already been described as the combination of losing young adults but gaining some older adults with children and many more retirees. Figure 7 indicates forecast net migration by age cohort over the 2016 to 2041 horizon.

Figure 7



Source: Hemson Consulting forecast.

The draft population, housing, and employment growth forecast results are provided in Tables 9 through 13 below. The results will be refined, as appropriate, taking into account consultation with Town staff and key stakeholders.

**Table 9**

<b>Forecast Population and Net In-Migration Town of Prescott, 2016 - 2041</b>					
<b>Year</b>	<b>Census Population</b>	<b>Net Change</b>	<b>Total Population<sup>1</sup></b>	<b>Net Change</b>	<b>Net In- Migration</b>
2016	4,220		4,320		
2021	4,380	160	4,490	170	236
2026	4,480	100	4,590	100	161
2031	4,590	110	4,700	110	158
2036	4,700	110	4,810	110	189
2041	4,780	80	4,890	80	197
<b>2016-2041</b>		<b>560</b>		<b>570</b>	<b>940</b>

<sup>1</sup>Total population including Census net undercoverage.

Source: Statistics Canada, 2016; Hemson Consulting, forecast.

**Table 10**

<b>Forecast Household Growth Town of Prescott, 2016 - 2041</b>			
<b>Year</b>	<b>Households</b>	<b>Change</b>	<b>Compound Annual</b>
2016	2,020		
2021	2,080	60	0.6%
2026	2,140	60	0.6%
2031	2,210	70	0.6%
2036	2,280	70	0.6%
2041	2,340	60	0.5%
<b>2016-2041</b>		<b>320</b>	

Source: Statistics Canada, 2016; Hemson Consulting, forecast.

Table 11 illustrates the historical and forecast average household size (persons per unit), the declines in which are the result of the aging population

Table 11

<b>Historical and Forecast Average Household Size (PPU) by Unit Type Town of Prescott, 2001-2041</b>	
<b>Year</b>	<b>Persons Per Unit</b>
2001	2.17
2006	2.16
2011	2.13
2016	2.03
2021	2.05
2026	2.03
2031	2.02
2036	2.01
2041	1.99

Table 12

<b>Forecast Total Place of Work Employment Town of Prescott, 2016 - 2041</b>				
<b>Year</b>	<b>Employment</b>	<b>Change</b>	<b>Compound Annual Growth Rate</b>	<b>Activity Rate</b>
2016	2,250			53.3%
2021	2,290	40	0.4%	52.3%
2026	2,335	45	0.4%	52.1%
2031	2,390	55	0.5%	52.1%
2036	2,435	45	0.4%	51.8%
2041	2,470	35	0.3%	51.7%
<b>2016-2041</b>		<b>220</b>		

Source: Statistics Canada, 2016; Hemson Consulting, forecast.

The Town is anticipated to experience moderate growth over the forecast horizon to 2041, reaching a total population of 4,890 residents, in 2,340 households and an employment base of 2,470 jobs over the forecast horizon to 2041. The rate of household growth will continue to out-pace growth in population owing to the decline in average household size, an outcome of the continued aging of the population. Moderate employment growth within the context of a modest decline in activity rate is anticipated over the forecast horizon, in part also affected by the aging population and impact on labour force participation.

Based on the forecasts above, a 2019 to 2039 growth outlook for Prescott has been identified in order to provide a basis for managing growth and land use planning in the Town for a twenty-year planning period and updating the Official Plan, consistent with Provincial policy. The results are shown in Table 14 below.

Table 14

Forecast Population, Household and Employment Growth Town of Prescott, 2019-2039				
	Growth			
	2019	2039	Net Change	Compound Annual Growth Rate
<b>Total Population</b>	4,400	4,850	450	0.5%
<b>Households</b>	2,050	2,310	260	0.6%
<b>Employment</b>	2,270	2,450	180	0.4%

### C. PRELIMINARY LAND SUPPLY REVIEW SUGGESTS SIGNIFICANT POTENTIAL TO ACCOMMODATE GROWTH OUTLOOK

A review and update to the Town's inventory of vacant and underutilized land supply is being undertaken by WSP as input to the *Town of Prescott Official Plan* review. The initial estimates of growth capacity are based on the information as provided. Mapping is shown in the attachment. As part of the growth management analysis, consideration is given to the potential of the inventory to accommodate residential and employment growth, in order to ensure the Town has an appropriate and sufficient designated supply to meet the demand from forecast growth over the twenty-year planning period.

The capacity of the Town to accommodate growth is tested by applying density assumptions based on direction from the Official Plan and on-the-ground to the identified land supply. The preliminary results are provided in Table 15 below, which suggest the Town has a sufficient amount of urban designated lands to meet the growth outlook for residential and non-residential growth to the 2039 horizon.

Table 15

Estimated Development Potential - Vacant & Underutilized Lands Town of Prescott, 2019				
Official Plan Designation	Vacant/Underutilized Land Area (Gross ha)	Vacant/Underutilized Land Area (Net ha)	Test Density (Units / Jobs per net ha)	Estimated Growth Potential (# of Units/Jobs)
Residential	48	31	36	1,116
Downtown Core	2	2	50	78
Employment Area	48	38	20	760
General Commercial	1	1	50	54
Highway Commercial	2	2	50	84

Source: Hemson Consulting based on information received from the Town of Prescott.

An estimated potential for growth of roughly 1,200 units and 900 jobs was identified. The land supply inventory and assessment of development potential will be refined working in consultation with WSP and Town staff.

#### **D. NEXT STEPS**

This memorandum has provided an overview of the growth management analysis undertaken to date and the draft results of the forecasts of population, housing and employment for the Town of Prescott for the 2016 to 2041 and the twenty-year planning period from 2019 to 2039. A preliminary assessment of the identified land supply inventory has also been undertaken, suggesting sufficient capacity to accommodate the growth outlook.

The results will be refined in the next stages of the study, taking into account input received from Town staff and key stakeholders as well as additional analysis related to land supply and servicing capacities at the local level.

**Attachment**  
**Town of Prescott**  
**Vacant / Underutilized Parcel Inventory, 2019**

# Vacant-Underutilized Properties - Satellite Map



Town Properties - T1



ROLL 070801001000603

Waterfront - east of marina



Town Properties - T2



ROLL 070804004500501

950 Sophia St.

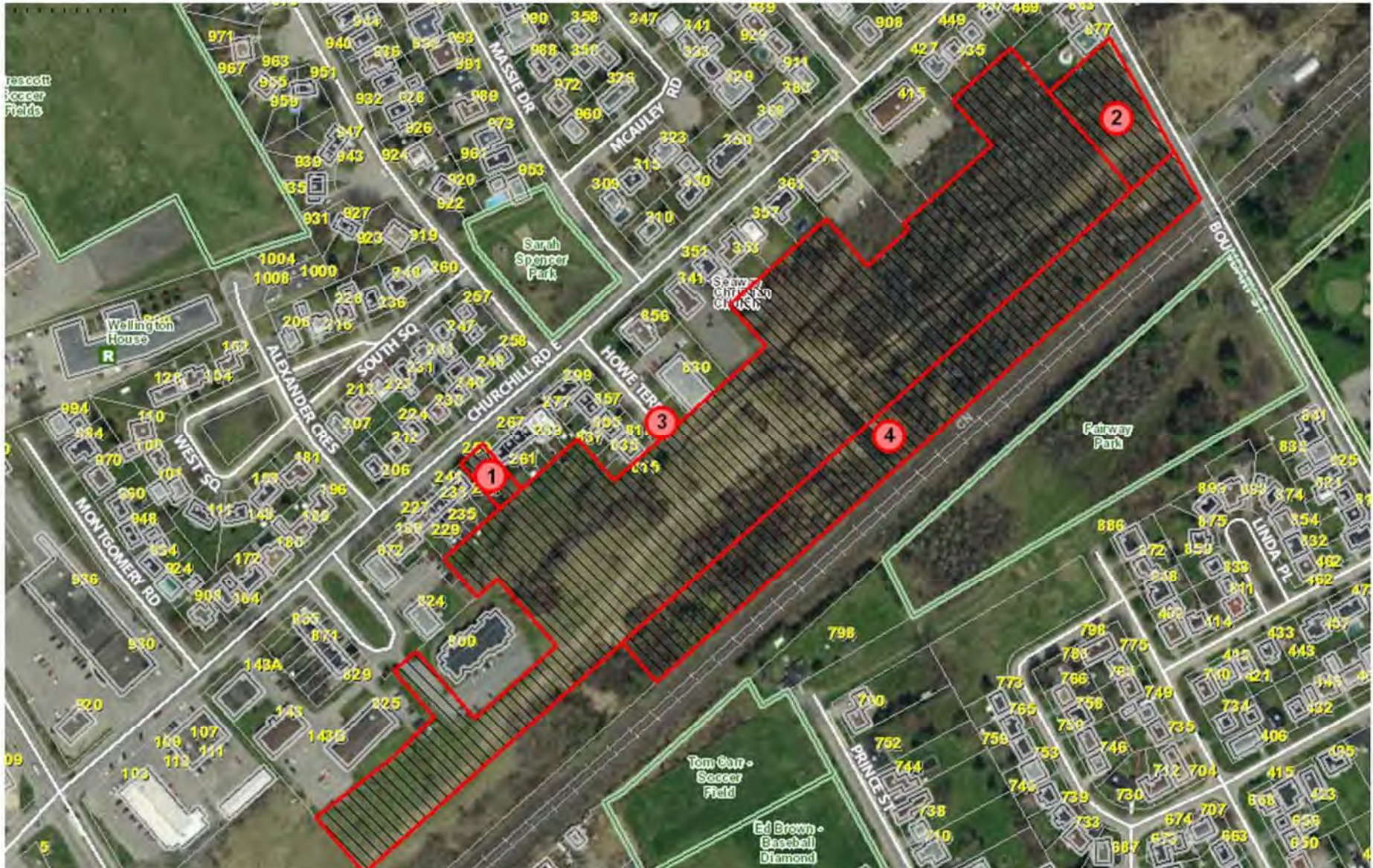


# Town Properties - T3-6



ROLL 070804004002300, 070804004019300, 070804004000401,  
070804004000403

Churchill/Boundary Rd. (Railway Adjacent)



Town Properties - T7



ROLL 070803003013800  
691 Dibble St



Town Properties - T8



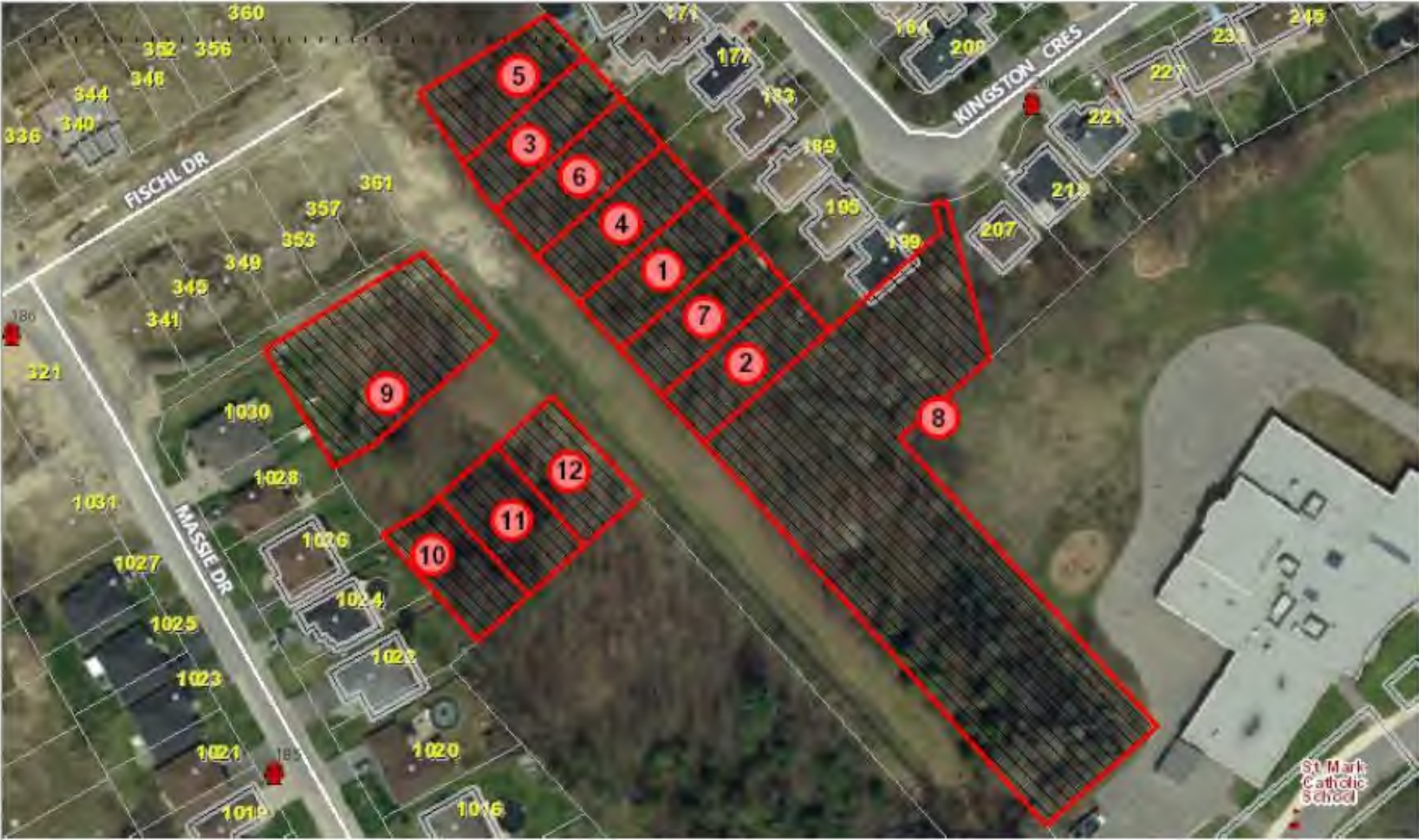
ROLL 070803003000400 - TENNIS COURTS



Town Properties - T9



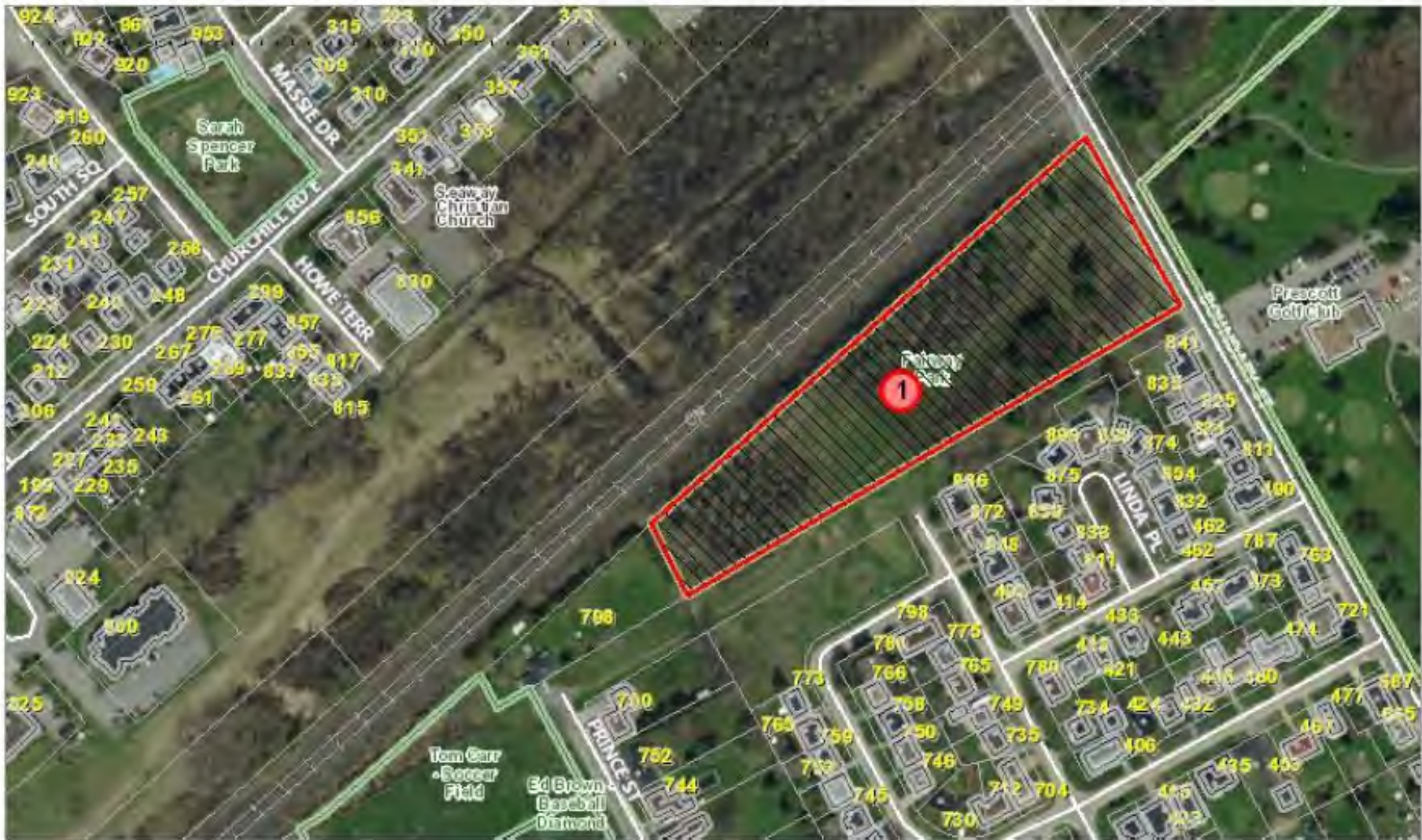
FISCHL/WOODLAND DR - TOWN OWNED PROPERTIES



# Town Properties - T10



ROLL 070801001526600 - FAIRWAY PARK



Map Printed On 2019-02-25 20:51

Town Properties - T11



ROLL 070801001524300 - FAIRWAY PARK ADJACENT



Town Properties - T12



TOWN OF PRESCOTT  
ROLL 070804004510500

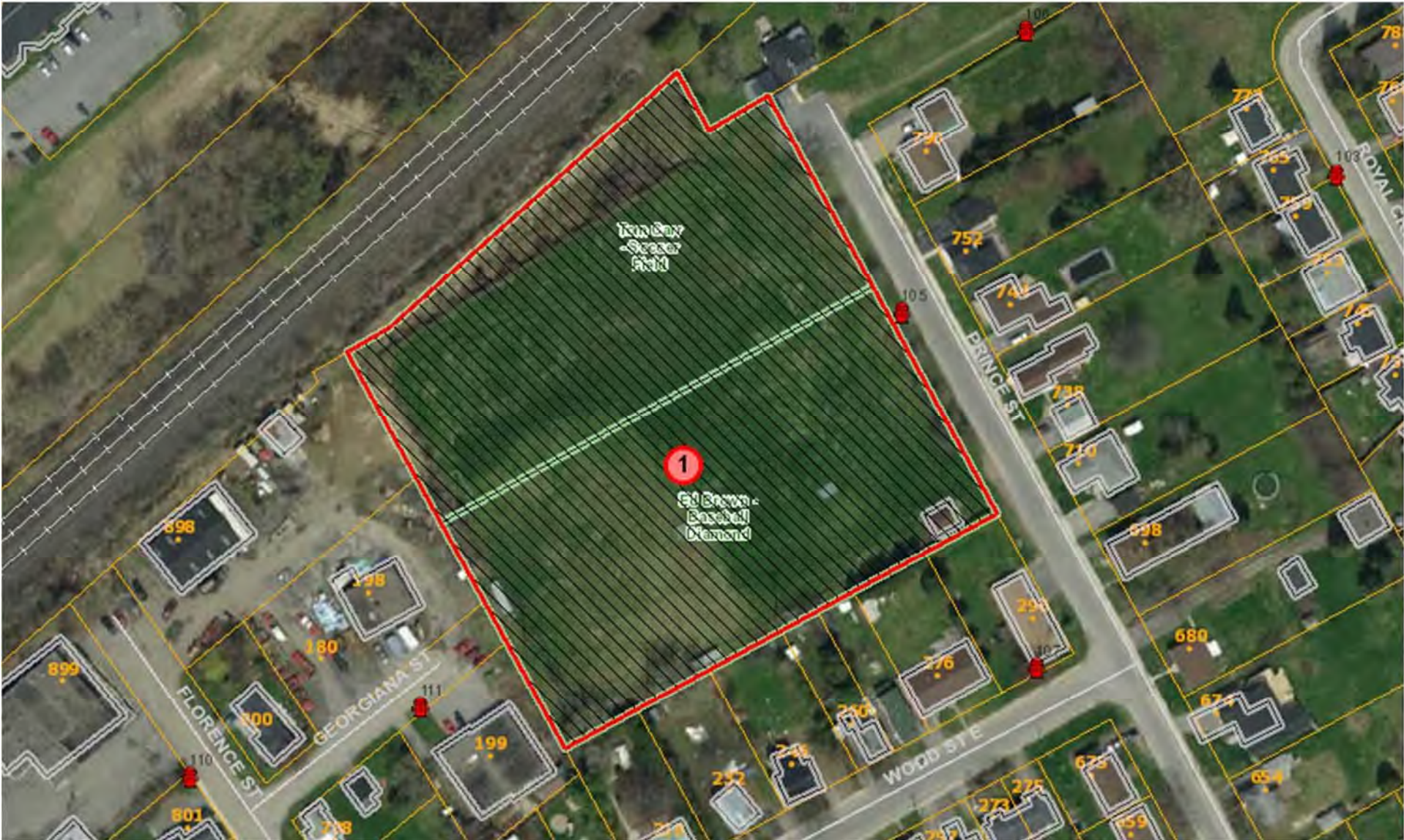


Town Properties - T13



ROLL 070801001519600

Tom Carr Soccer Field/Ed Brown Ball Diamond



# Private Properties - P1



ROLL 070804004509700

Home Hardware Adjacent



# Private Properties - P2



ROLL 070804004017253

South of Canadian Tire



# Private Properties - P3



ROLL 070804004017200

Prescott Centre Dr-Boundary

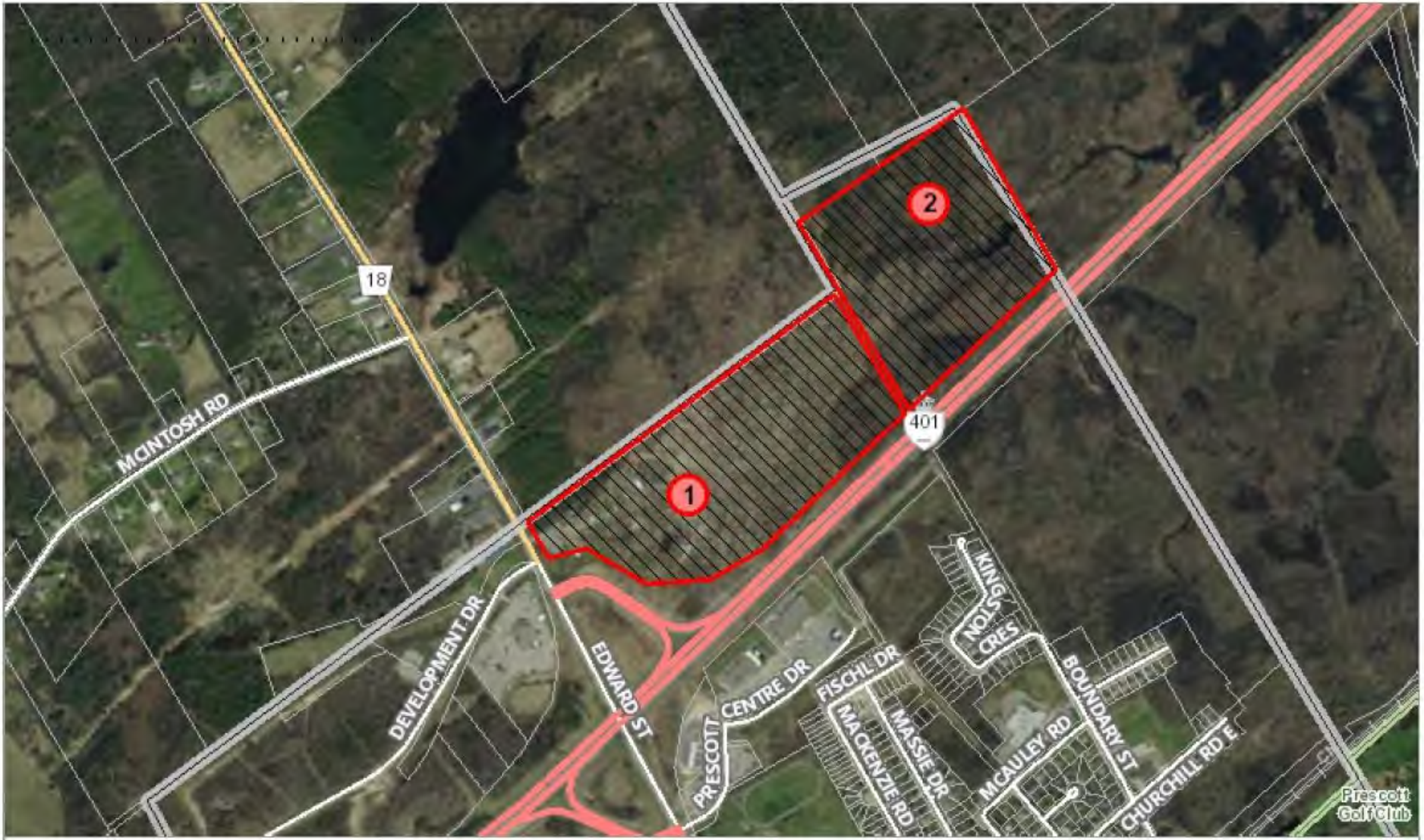


# Private Properties - P4



ROLL 070804004010400

1500 Edward St. N



# Private Properties - P5



ROLL 070804004509900

999 Edward St - Cemetery Adjacent



# Private Properties - P6



ROLL 070801001000600

Fort Wellington Waterfront W



# Private Properties - P7



ROLL 070801001000600

Fort Wellington Waterfront E

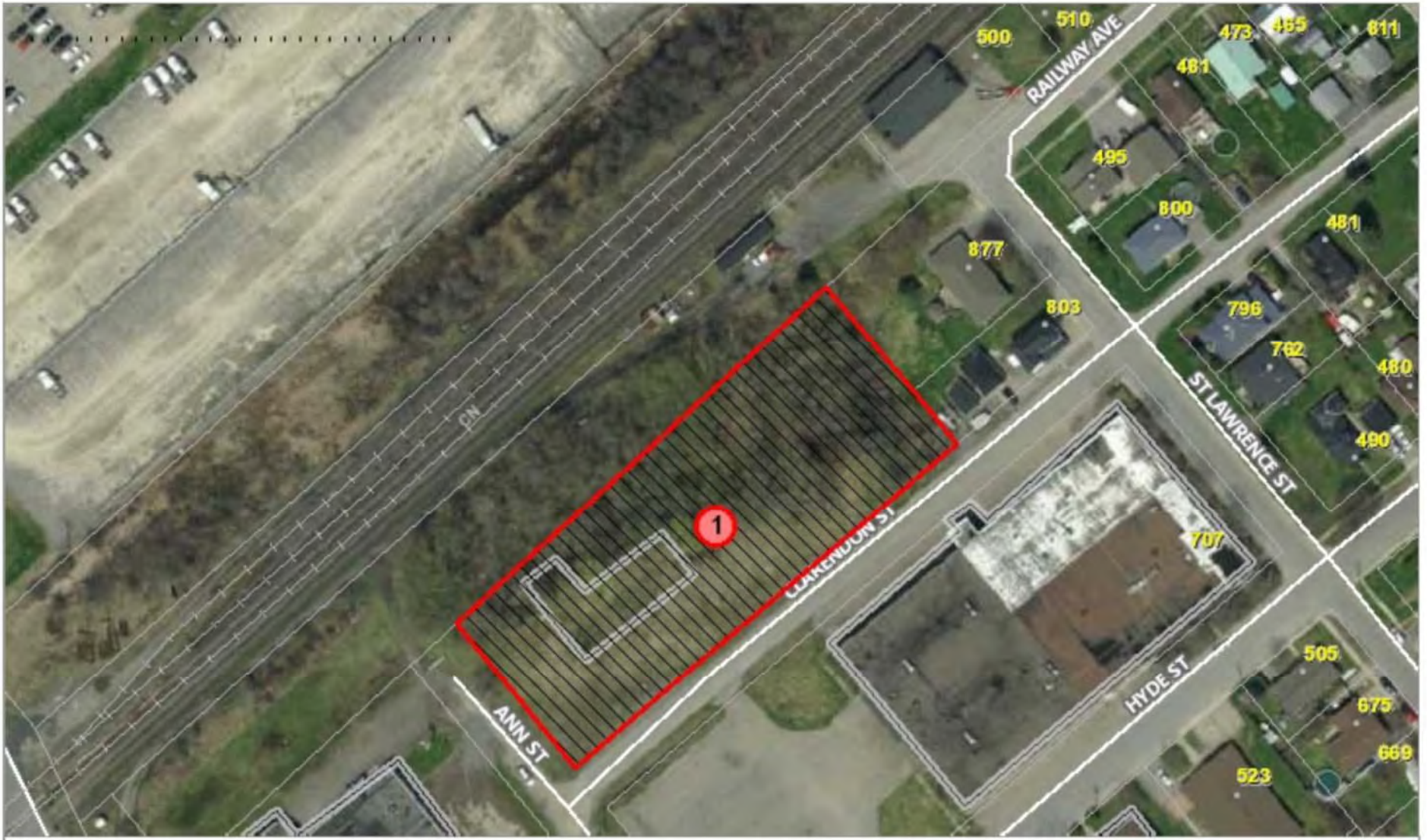


# Private Properties - P8



ROLL 070803003508300

Ann St.-Railway

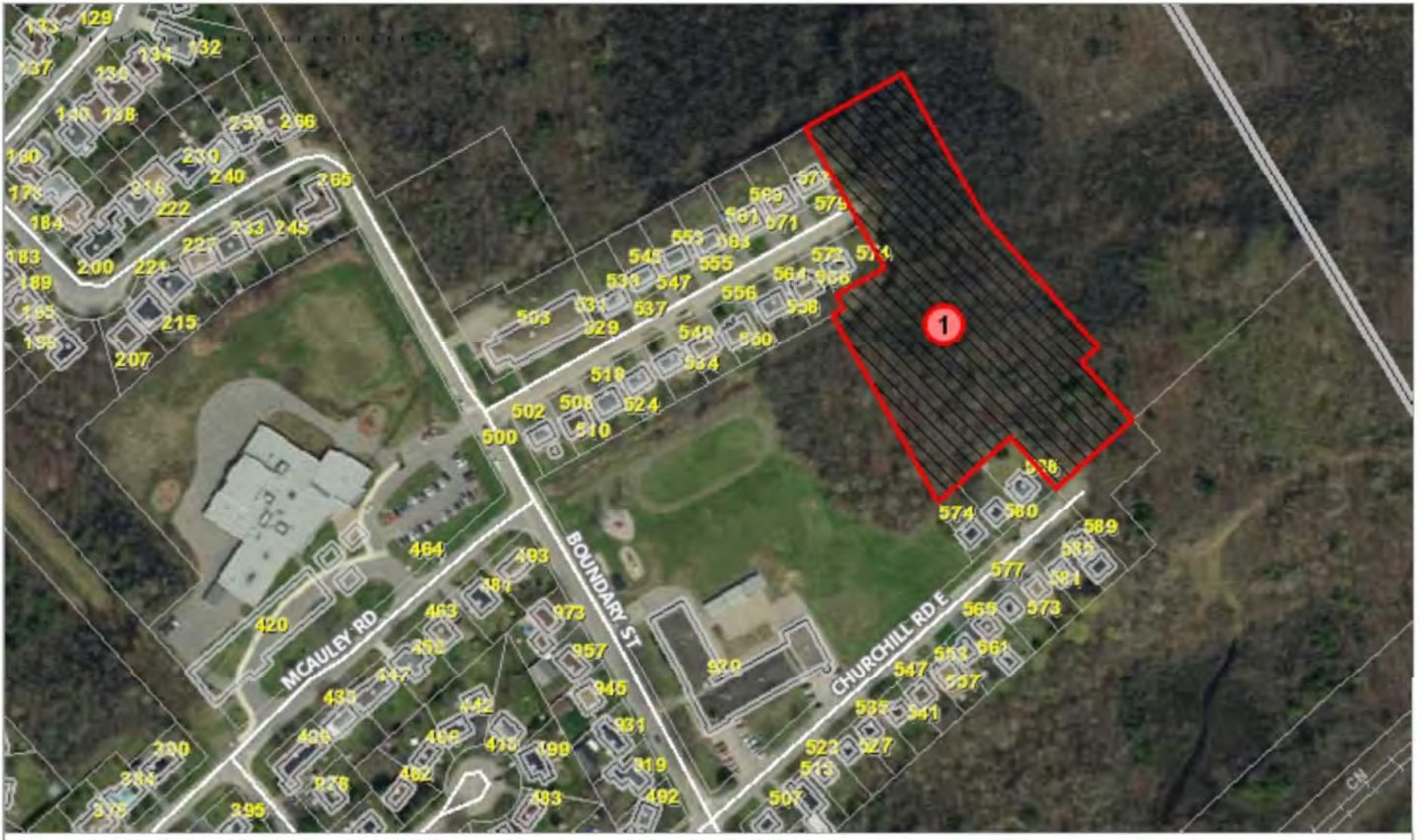


# Private Properties - P9



ROLL 070804004020401

Churchill Rd. E - Leeds-Grenville Cty



# Private Properties - P10



ROLL 070804004020402

Boundary St. E - Leeds-Grenville Cty

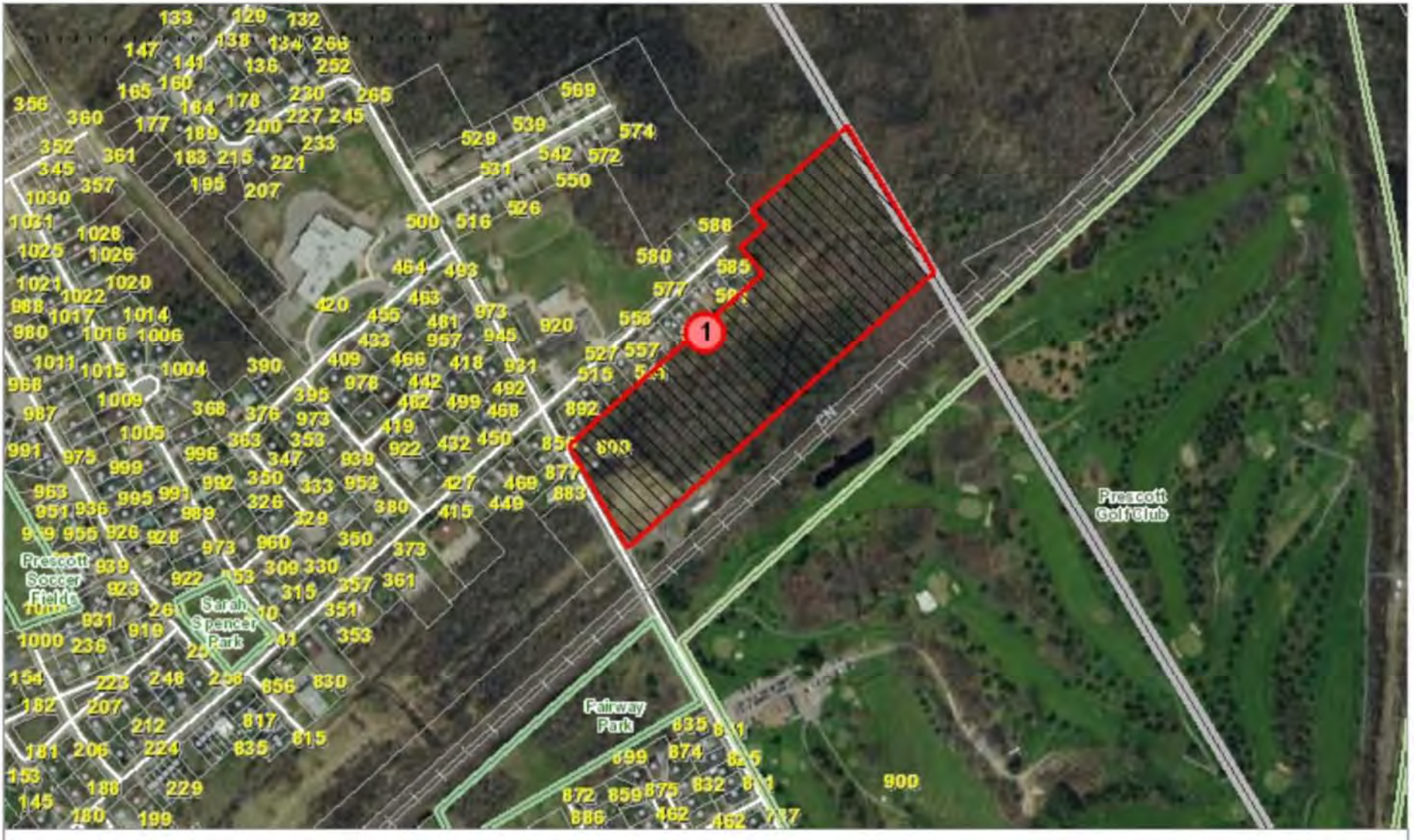


# Private Properties - P11



ROLL 070804004006500

Boundary St. E - Habitat for Humanity

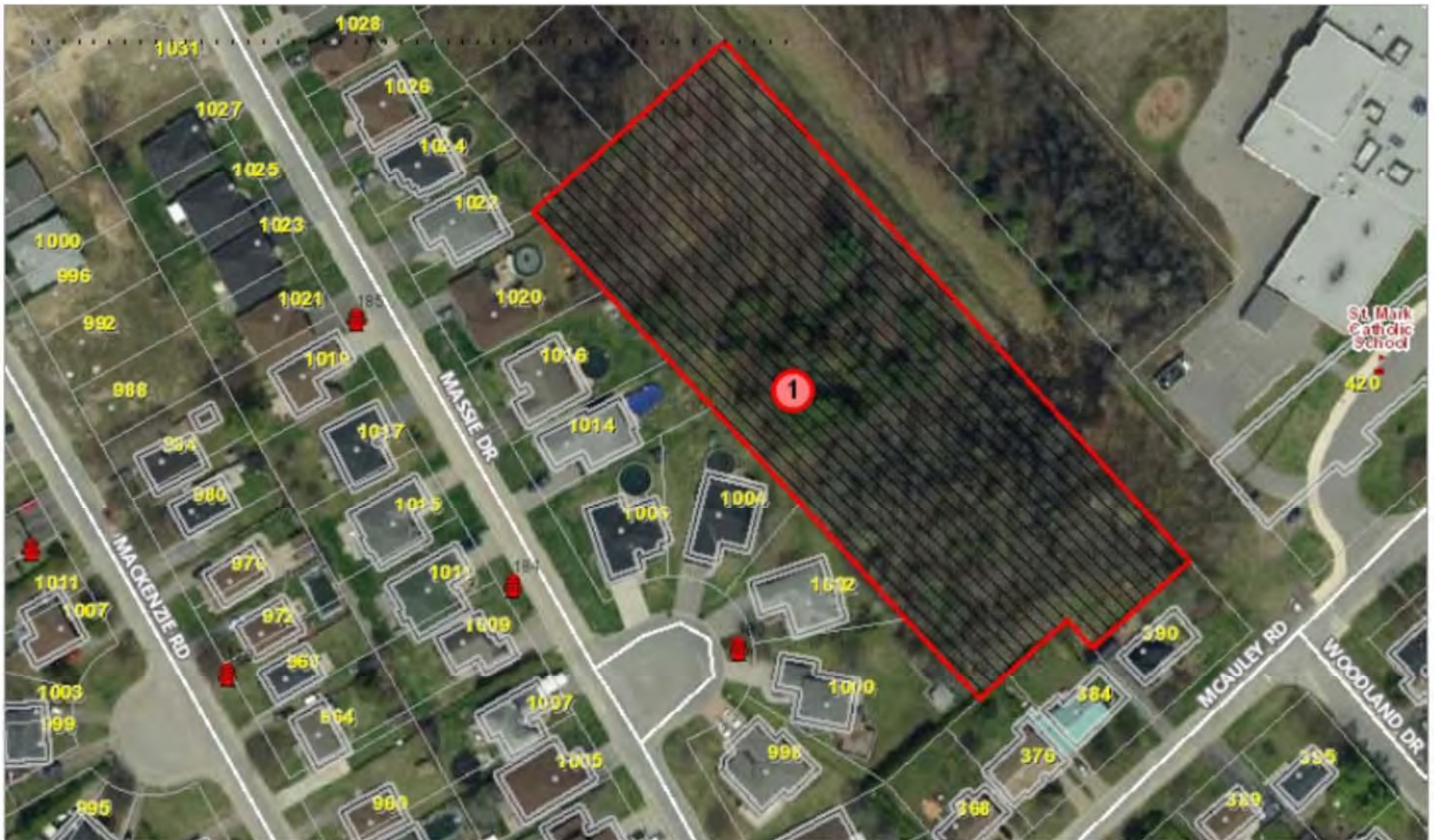


# Private Properties - P12



ROLL 070804004017100 - WOODLAND DR

Owner: Inverwin Developments



# Private Properties - P13



BENSON - 7137796 CANADA INC (DEVELOPMENT DR)

ROLL 070804004510504



# Private Properties - P14



2386983 ONTARIO INC (DEVELOPMENT DR)

ROLL 070804004510503

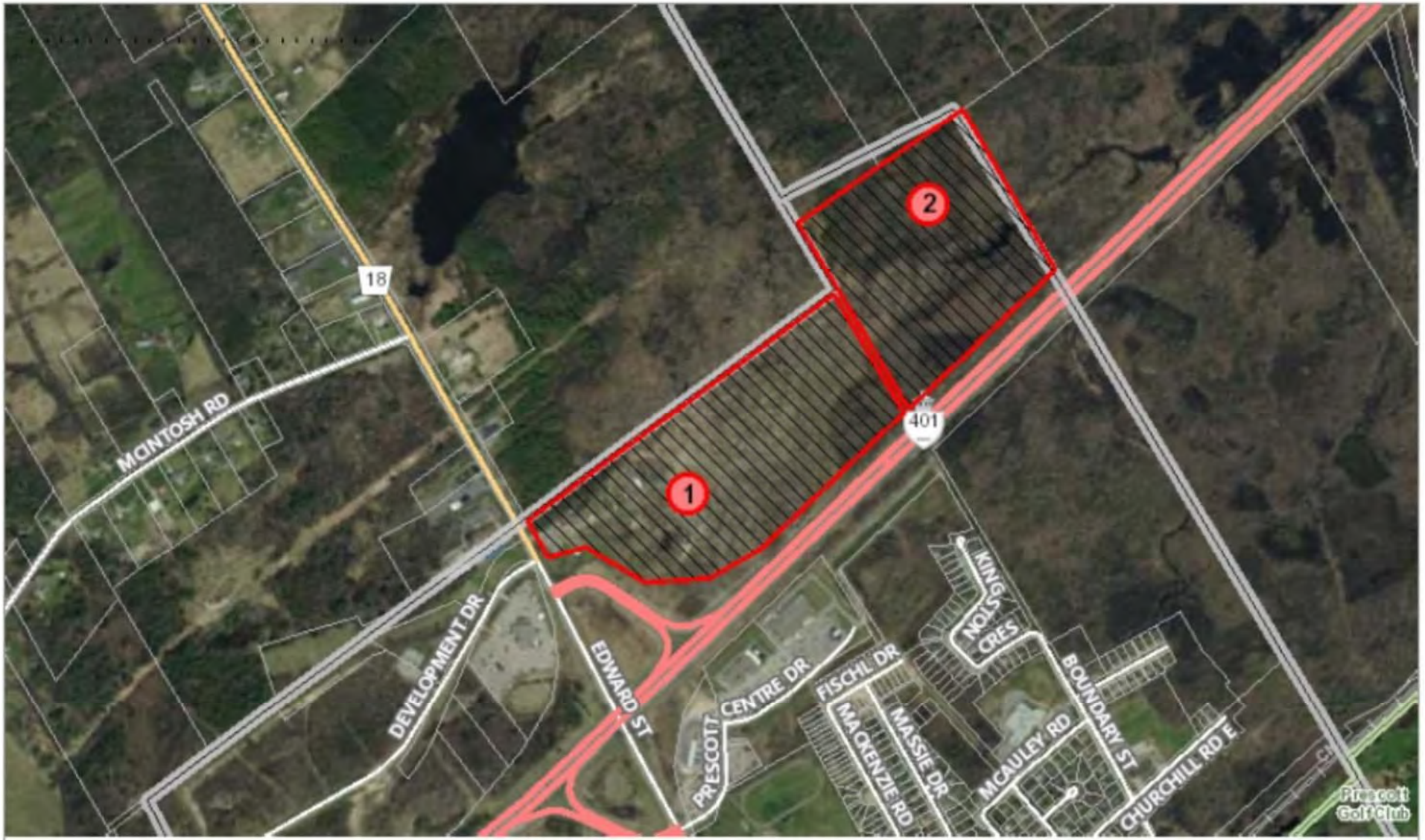


# Private Properties - P15



ROLL 070804004010400

1500 Edward St. N



# Private Properties - P16



ROLL 070804004500505  
Portion of Ball Diamonds

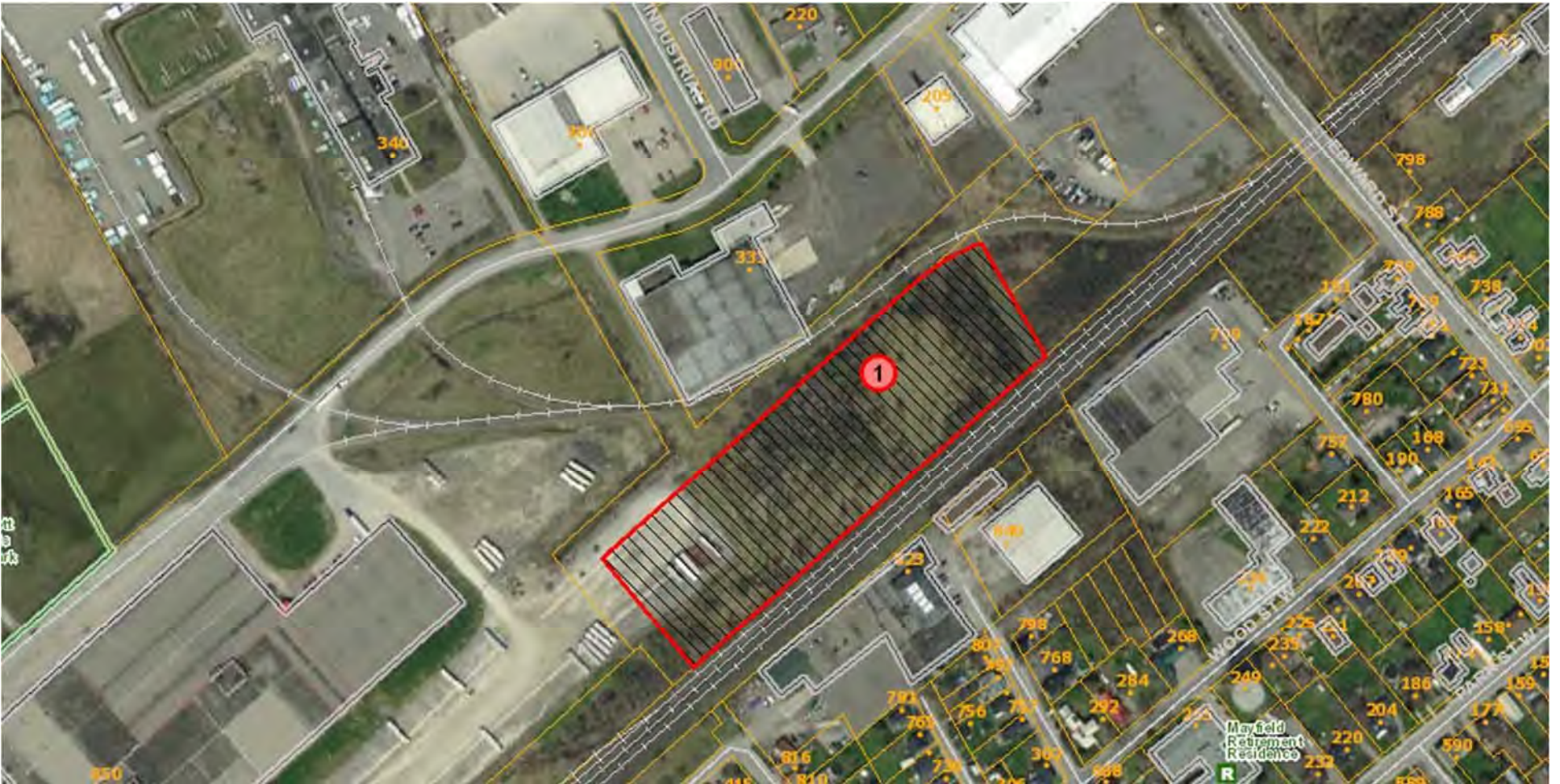


# Private Properties - P17



ROLL 070804004500205

Churchill Rd/Prescott St



# 2020 Operations Budget – January 6, 2020



# Topics

- Budget Timeline
- Library, Tourism, Economic Development Expense Budgets
- Fees & Revenue

# Budget Timeline



# Expense Budgets

- Library
- Economic Development
- Tourism

# Library 1 of 2



## 2020 Budget Library

	Account	Total 2019 Proj	Total 2019 Budget	Total 2020 Budget	Higher / (Lower)	Notes
<b>Expenses</b>						
Salaries & Benefits	0000	144,071	142,645	145,500	2,855	
Training Fees	0000-3020	-	100	100	-	
Membership Fees	0000-3023	100	50	100	50	
Meeting Expenses	0000-3030	105	400	400	-	
Health & Safety Supplies	0000-3040	32	-	30	30	
Insurance	0000-3090	464	480	500	20	
Office Supplies	0000-3100	353	1,500	1,500	-	
Computer Printer Supplies	0000-3110	560	-	-	-	
Postage	0000-3120	425	175	1,500	1,325	
Books	0000-3123	11,081	10,572	12,000	1,428	
Subscriptions	0000-3124	605	450	525	75	
SOLS Pools	0000-3125	390	325	400	75	
Other	0000-3129	212	120	125	5	
Photocopier Maintenance	0000-3131	810	1,500	1,710	210	
Computer	0000-3132	153	1,000	2,000	1,000	
Equipment Maintenance	0000-3134	-	150	-	(150)	

# Library 2 of 2



## 2020 Budget Library

	Account	Total 2019 Proj	Total 2019 Budget	Total 2020 Budget	Higher / (Lower)	Notes
<b>Expenses</b>						
Computer Licenses	0000-3140	4,591	3,630	4,330	700	
Childrens Programs	0000-3153	773	500	500	-	
Maintenance Supplies	0100-3201	-	50	50	-	
Maintenance Contract	0000-3210	1,499	500	500	-	
Cleaning Contracts	0100-3211	-	1,300	2,000	700	
Repairs	0000-3217	2,860	2,500	500	(2,000)	
Other Building Contracts	0000-3219	-	-	-	-	
Telephone	0000-3230	976	1,000	1,100	100	
Internet	0000-3232	1,366	1,300	1,300	-	
Insurance	0100-3290	412	425	500	75	
Bank Charges	0000-5810	44	50	50	-	
<b>Total</b>		<b>171,880</b>	<b>170,722</b>	<b>177,220</b>	<b>6,498</b>	
					3.8%	

# Economic Development 1 of 2



## 2020 Budget Ec Dev

	Total 2019 Proj	Total 2019 Budget	Total 2020 Budget	Higher / (Lower)	Notes
<b>Expenses</b>					
Salaries & Benefits	110,124	110,556	109,313	(1,243)	
Travel Mileage	462	1,500	1,500	-	
Travel Non Mileage	78	500	400	(100)	
Travel Meals	110	300	150	(150)	
Training Mileage	215	-	250	250	
Training Accommodation	-	200	-	(200)	
Training Other	-	200	-	(200)	
Training Materials	1,071	3,000	3,000	-	
Conference Fees	791	1,500	1,500	-	
Membership Fees	1,503	1,600	1,600	-	
Meeting Expenses	30	1,400	1,000	(400)	
Office Supplies	944	1,000	1,000	-	
External Printing Costs	236	2,500	2,500	-	
Other	30,528	30,000	-	(30,000)	Bicycle Ferry Study
Computer	176	650	500	(150)	

# Economic Development 2 of 2



## 2020 Budget Ec Dev

	Total 2019 Proj	Total 2019 Budget	Total 2020 Budget	Higher / (Lower)	Notes
<b>Expenses</b>					
Computer Licenses	585	-	500	500	
Advertising Community	11,232	11,000	10,000	(1,000)	
Promotional Materials	16,069	16,000	13,000	(3,000)	
Public Relations	3,083	500	2,500	2,000	
Community Branding	-	-	5,000	5,000	Moved from Tourism
Fort Town TV Videos	-	-	3,000	3,000	Moved from Tourism
Events	-	-	5,500	5,500	Year-in-review, Ferry Project
Telephone	-	1,000	-	(1,000)	
Cellular	866	1,000	1,000	-	
Data Communications	13,981	12,590	14,000	1,410	EORN Broadband
Data Communications	6,680	8,000	6,680	(1,320)	EORN 5G Cell Project
Clothing	192	500	500	-	
Consulting Services	3,434	5,000	2,500	(2,500)	
Contracted Services	16,888	17,150	17,000	(150)	Economic Corridor
<b>Total</b>	<b>219,277</b>	<b>227,646</b>	<b>203,893</b>	<b>(23,753)</b>	

# Tourism 1 of 3



## 2020 Budget Tourism

	Account	Total 2019 Proj	Total 2019 Budget	Total 2020 Budget	Higher / (Lower)	Notes
<b>Expenses</b>						
Salaries & Benefits	0000	73,090	69,579	70,950	1,371	
Travel Accomodation	0000-3001	-	500	-	(500)	
Travel Non-Mileage	0000-3002	51	300	50	(250)	
Travel Meals	0000-3003	118	300	150	(150)	
Travel Other	0000-3004	-	100	-	(100)	
Training Accomodation	0000-3011	995	350	1,000	650	
Training Non-Mileage	0000-3012	95	100	100	-	
Training Meals	0000-3013	341	100	350	250	
Training Other	0000-3014	40	100	50	(50)	
Training Fees	0000-3020	3,734	3,500	3,500	-	
Conference Fees	0000-3022	80	1,800	500	(1,300)	
Membership Fees	0000-3023	862	3,000	1,500	(1,500)	
Meeting Expenses	0000-3030	-	250	-	(250)	
Office Supplies	0000-3100	534	200	550	350	
External Printing Costs	0000-3111	1,280	5,000	2,000	(3,000)	
Computer Supplies	0000-3110	295	-	300	300	
Subscriptions	0000-3124	824	500	1,000	500	
Other	0000-3129	789	1,000	1,000	-	
Office Equipment	0000-3130	-	250	-	(250)	
Equipment Maintenance	0000-3134	2,442	1,000	1,000	1,250	
Advertising Community	0000-3150	5,880	7,700	6,500	(1,200)	

# Tourism 2 of 3



## 2020 Budget Tourism

	Account	Total 2019 Proj	Total 2019 Budget	Total 2020 Budget	Higher / (Lower)	Notes
<b>Expenses</b>						
Promotional Materials	0000-3152	1,611	2,200	1,500	(700)	
Public Relations	0000-3153	414	4,000	4,000	-	
Community Branding	0301-3153	-	5,000	-	(5,000)	Moved to Economic Development
Fort Town TV Videos	0302-3153	-	3,000	-	(3,000)	Moved to Economic Development
Shakepeares Garden	0303-3153	3,504	3,500	3,500	-	
Communities in Bloom Nation	0304-3153	2,950	5,700	5,500	(200)	CIB Initatives
3rd Party Tourism Grants	0000-6099	49,000	21,400	21,400	-	Shakespeare, Night Run, Zombie Walk
Great Lakes Waterfront Trail -	0307-3153	-	5,000	5,000	-	Bridge for trail
Community Cleanup	0308-3153	65	700	500	(200)	
Memorials and Mon	0309-3153	67	-	500	500	
Lighthouse	0310-3153	10,227	3,500	7,500	4,000	Offsetting Revenue
Lighthouse - internet	0310-3232	348	250	350	100	Offsetting Revenue
Lighthouse - CC charges	0310-5811	150	50	150	100	Offsetting Revenue
Port of Call Upgrades	0311-3153	-	4,000	4,000	-	Tables, Benches, Bins
National Garden Days	0315-3153	-	500	500	-	
Taste of Prescott	0316-3153	8,155	6,500	7,500	1,000	
Movie Nights	0317-3153	1,729	1,500	1,800	300	
Canada Day	0318-3153	8,169	9,500	9,500	-	
Outdoor Easels	0319-3153	458	1,000	500	(500)	
Christmas in July	0320-3153	-	1,000	-	(1,000)	

# Tourism 3 of 3



## 2020 Budget Tourism

	Account	Total 2019 Proj	Total 2019 Budget	Total 2020 Budget	Higher / (Lower)	Notes
<b>Expenses</b>						
Trucking for a Cure	0321-3153	400	1,500	500	(1,000)	
Christmas Decorations	0322-3153	2,598	8,500	8,500	-	
Pumpkin Parade	0323-3153	323	500	500	-	
Christmas Parade	0324-3153	1,023	1,500	1,500	-	
Christmas Messaging	0325-3153	175	1,000	500	(500)	
Tree Lighting Celebration	0328-3153	-	500	500	-	
Founders Day	0326-3153	677	1,000	1,000	-	
Other	0327-3153	1,556	2,500	2,500	-	
Business Fair Expo	0332-3153	-	500	-	(500)	
Fort Town Night Run	0333-3153	-	1,500	-	(1,500)	
Earth Day	0334-3153	-	1,000	500	(500)	
Doors Open	0335-3153	-	300	-	(300)	
Prescott Proud T-Shirts	0336-3153	-	500	500	-	
National Tree Planting Day	9000-3153	-	1,000	500	(500)	
Zoombie Walk	0330-3153	-	1,000	500	(500)	
Hydro	0250-3220	1,311	1,600	1,400	(200)	
Cellular Services	0000-3231	1,314	1,200	1,350	150	
Signage	0000-3232	928	1,000	1,000	-	
Fuel	0000-3301	90	700	500	(200)	
Repairs	0000-3340	350	150	350	200	
Equipment Rental	0000-5030	5,943	6,000	6,000	-	
<b>Total</b>		<b>194,985</b>	<b>207,629</b>	<b>193,800</b>	<b>(13,829)</b>	<b>-6.7%</b>

# Library, Economic Development, Tourism

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	Transfer to Reserves
Library	170,722	171,880	177,220	6,498	5,340		-
Ec Dev	227,646	219,277	203,893	(23,753)	(15,384)		-
Tourism	206,629	194,985	193,800	(12,829)	(1,185)		-
<b>Total</b>	<b>604,997</b>	<b>586,142</b>	<b>574,913</b>	<b>(30,084)</b>	<b>(11,229)</b>		-
<b>% Change</b>				<b>(5.0%)</b>	<b>(1.9%)</b>		

# Summary to Date Expenses

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	Transfer to Reserves
Health Services	361,271	348,722	356,587	(4,684)	7,865		7,800
Social Services	793,912	793,859	823,022	29,110	29,163		-
Administration	1,287,215	1,276,374	1,301,990	14,775	25,616		255,517
Protective Services	2,145,619	2,073,986	2,165,333	19,564	91,347		300,000
Planning	40,570	50,754	66,824	26,254	16,070		-
Transportation	2,235,751	2,219,414	2,261,191	25,440	41,777		24,200
Environmental	303,100	304,594	307,500	4,400	2,906		7,700
Parks & Recreation	1,441,890	1,362,882	1,408,287	(33,753)	45,506		352,550
Library, Ec Dev, Tou	604,997	586,142	574,913	(30,084)	(11,229)		-
<b>Total</b>	<b>9,214,325</b>	<b>9,016,727</b>	<b>9,265,647</b>	<b>51,322</b>	<b>248,920</b>		<b>947,767</b>
<b>% Change</b>				<b>0.6%</b>	<b>2.8%</b>		
<b>Water &amp; Wastewater</b>	<b>2,874,985</b>	<b>2,874,985</b>	<b>2,874,985</b>	<b>-</b>	<b>-</b>		<b>380,915</b>
<b>Modernization</b>	<b>591,400</b>	<b>591,400</b>	<b>-</b>	<b>(591,400)</b>	<b>(591,400)</b>		<b>-</b>

# Fees & Revenue

- Administration
- Protective Services
- Transportation & Environmental
- Health & Social Services
- Parks & Recreation
- Planning & Development

# Administration Revenue

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	From Reserves
OMPF	1,551,100	1,551,100	1,552,300	1,200	1,200	As per notice	
Marriage	5,500	8,600	8,500	3,000	(100)		
Lottery	12,000	5,480	5,500	(6,500)	20		
Admin Fees	13,500	18,753	20,000	4,500	1,247		
Dividends	62,700	57,047	57,100	5,600	53	Dividends and Rebates	
Short Term Int.	100,000	92,174	100,000	-	7,826		
Ceremonies	5,700	6,376	6,400	700	24		
Death Cert.	1,300	1,200	1,200	(100)	-		
Oaths	200	500	500	300	-		
Interest Taxes	131,000	119,548	120,000	(11,000)	452		
Tax Cert.	2,400	1,880	1,900	(500)	20		
<b>Total</b>	<b>1,885,400</b>	<b>1,862,658</b>	<b>1,873,400</b>	<b>(12,000)</b>	<b>10,742</b>		<b>-</b>
<b>Modernization</b>	<b>591,400</b>	<b>591,400</b>	<b>-</b>	<b>(591,400)</b>	<b>(591,400)</b>		

# Protective Services Revenue

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	From Reserves
Fire	68,145	73,892	71,000	2,855	(2,392)	Equipment	30,000
Police	48,500	48,178	37,900	(10,600)	(10,278)	Reduction in Community Policing Grant	-
Protective	14,300	14,698	14,550	250	(148)		-
Building	40,300	22,576	40,300	-	17,724		-
Provincial Off	28,069	28,069	28,069	-	-		-
<b>Total</b>	<b>199,314</b>	<b>187,413</b>	<b>191,819</b>	<b>(7,495)</b>	<b>4,406</b>		<b>30,000</b>

# Transportation & Environmental Services Revenue

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	From Reserves
Operations	-	3,220	-	-	(3,220)	Summer Student Funding	-
Roads - Paved	269,258	268,958	268,958	(300)	-	OCIF & Road Cuts	-
Traffic	200	80	100	(100)	20		-
Parking Lots	4,200	2,619	3,000	(1,200)	381		-
Waste Collect	144,250	154,352	154,350	10,100	(2)		-
Waste Divert	33,750	37,697	37,750	4,000	53		-
<b>Total</b>	<b>451,658</b>	<b>466,926</b>	<b>464,158</b>	<b>12,500</b>	<b>(2,768)</b>		-

# Health & Social Services Revenue

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	From Reserves
Health Centre	25,400	20,628	20,600	(4,800)	(28)		
St. Law Lodge	80,800	80,986	81,000	200	14		
<b>Total</b>	<b>106,200</b>	<b>101,614</b>	<b>101,600</b>	<b>(4,600)</b>	<b>(14)</b>		<b>-</b>

# Parks & Recreation Revenues

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	From Reserves
Walker House	63,500	65,968	65,400	1,900	(568)		-
Rec – Programs	7,000	6,411	6,500	(500)	89		-
Marina	335,340	327,512	355,570	20,230	28,058	Breaking Even	-
Pool	15,949	14,064	14,100	(1,850)	36		-
Community Ctr	5,000	9,808	10,000	5,000	192		-
Library	170,722	170,126	177,220	6,498	7,094		-
<b>Total</b>	<b>597,511</b>	<b>593,889</b>	<b>628,790</b>	<b>31,278</b>	<b>34,901</b>		-

# Planning & Development Revenues

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	From Reserves
Plan & Develop	1,900	3,000	3,000	1,100	-		-
Cmt of Adjust	2,500	3,750	3,750	1,250	-		-
Ec Dev	65,250	65,000	35,000	(30,250)	(30,000)		-
Tourism	14,500	22,933	18,500	4,000	(4,433)	ATOP, Lighthouse	-
<b>Total</b>	<b>84,150</b>	<b>94,683</b>	<b>60,250</b>	<b>(23,900)</b>	<b>(34,433)</b>		-

# Total Operations Revenues not including Property Taxes

	2019 Budget	2019 Projection	2020 Budget	Budget to Budget	Budget to Projection	Notes	From Reserves
Administration	1,885,400	1,862,658	1,873,400	(12,000)	10,742		-
Protective	199,314	187,413	191,819	(7,495)	4,406		30,000
Trans & Enviro	451,658	466,926	464,158	12,500	(2,768)		-
Health & Social	106,200	101,614	101,600	(4,600)	(14)		-
Parks & Rec	597,511	593,889	628,790	31,278	34,901		-
Planning & Dev	84,150	94,683	60,250	(23,900)	(34,433)		-
<b>Total</b>	<b>3,324,233</b>	<b>3,307,183</b>	<b>3,320,017</b>	<b>(4,216)</b>	<b>12,834</b>		<b>30,000</b>
<b>Modernization</b>	<b>591,400</b>	<b>591,400</b>	<b>-</b>	<b>(591,400)</b>	<b>(591,400)</b>		<b>-</b>

# Next Budget Meeting – January 20, 2020

## Topic

- Operations Budget Review
- Taxation
- Projects Review



Ministry of the Environment,  
Conservation and Parks

Ministère de l'Environnement,  
de la Protection de la nature et des  
Parcs

Office of the Minister

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DEC 16 2019

357-2019-2725

Mr. Andy Brown  
Chief Administrative Officer  
The United Counties of Leeds and Grenville  
25 Central Avenue West  
Suite 100  
Brockville ON K6V 4N6

Dear Mr. Brown,

On June 28, 2019, I wrote to you that I had decided that it would be appropriate to exercise my authority under section 11.4 of the *Environmental Assessment Act* (Act) to reconsider the environment assessment approval given to the United Counties of Leeds and Grenville (Counties) in 1998 for the proposed ED-19 Landfill.

Section 11.4 of the Act provides that if there is a change in circumstances or new information concerning an (environmental assessment) application, and if I consider it appropriate to do so, I may reconsider an approval given to proceed with an undertaking. It also states that where I reconsider an approval, that approval may be amended or revoked. No rules or restrictions have been prescribed for the purposes of making this decision.

I have considered the matter and I have decided to revoke the 1998 approval of the environment assessment for the proposed ED-19 landfill. The Counties, or any other person/party who wishes to proceed with the proposed undertaking, will be required to complete a new environmental assessment and obtain any other applicable permits and approvals before the proposed landfill can be constructed and operated.

In coming to my decision, I considered the submissions provided by the Canadian Environmental Law Association (CELA) on behalf of Citizens Against the ED-19 Dump, the Mohawks of Akwesasne, and the Counties. The Counties' information included affidavits prepared for the Environmental Review Tribunal hearing (and the Tribunal's decision) related to the environmental compliance approval for the proposed ED-19 landfill, as well as information about the current status of the proposed landfill.

My decision was based on a review of the environmental assessment, the submissions received from the parties involved, and an evaluation of all of the relevant information by the appropriate ministry technical reviewers and subject-matter experts, including information gathered by ministry staff during a site visit in May 2018. Although the ministry requested new or updated studies from the Counties about the current environmental conditions at the proposed ED-19 landfill site and in relation to the environmental assessment, the ministry did not receive this information.

In particular, consideration was given to whether the issues and concerns raised by the CELA in its submission suggest that the 1998 approval is not sufficiently protective of the environment based on a change in circumstances or new information concerning the environmental assessment. In making this determination, I took into account the purpose of the proposed undertaking, changes to environmental conditions, changes and updates to ministry policies and guidance, and the purpose of the Act (which is the betterment of the people of Ontario by providing for the protection, conservation and wise management in Ontario of the environment) and the public interest. The reasons for my decision are outlined below.

#### *Purpose of the Undertaking*

One of the necessary and substantive elements of an environmental assessment is the requirement to provide a description of the purpose of the undertaking (problem or opportunity) and a rationale for the selection of the alternatives including why an undertaking is the preferable choice among its alternatives. The environmental assessment planning for the proposed ED-19 landfill was carried out more than 20 years ago and the landfill option that was selected as the preferred alternative has not been implemented by the Counties for various reasons.

Population and employment projections and forecasts have not been provided to the ministry (including diversion targets and available waste capacity within the Counties) for the next 20-25 years (2040-2045) to establish the waste capacity or size needed for a landfill. The original planning period for the Counties was to 2020 and is almost expired. Changes to the Counties' population over time, diversion rates, and ownership to a private company could affect the purpose of the proposed undertaking as it is unclear what waste management capacity will be needed and how the municipality will manage its waste.

In addition, the Counties have indicated that they plan to undertake an updated needs assessment as part of a larger waste management strategy. This needs assessment will provide more current information on waste capacity needs for the municipality and how it will be managed.

Allowing the proposed undertaking to proceed on the basis of an environmental assessment that was conducted more than two decades ago would appear to be contrary to the fundamental principles of good environmental planning, especially where it is unclear whether the purpose of the undertaking or the undertaking itself is

changing, or whether the undertaking could be implemented in its currently approved form.

A new environmental assessment would take into account the Counties' current waste management situation in light of the existing natural and socio-economic environment and would avoid a situation where the proposed undertaking is to be implemented in accordance with an out-of-date and potentially unsuitable environmental assessment.

### *Changes to Environmental Conditions*

The Act broadly defines environment to include the natural, social, economic, cultural, and built environments. During the preparation of an environmental assessment, a proponent must consider not only the potential environmental effects on the natural environment, but also the social, economic, cultural, and built environments and how they interrelate for every alternative being considered.

Based on the ministry's review of the materials submitted and the ministry's site visit, as well as discussions with the Ministry of Natural Resources and Forestry, observable changes to the proposed ED-19 landfill site were identified. These include changes to the surface water, hydrology, and natural and socio-economic environmental baseline conditions at or near the site, such as a wetland on the footprint of the proposed landfill site, and the presence of significant sensitive species and wildlife habitat at or adjacent to the site.

These changes could potentially affect the assumptions and conclusions of the environmental assessment, including the identification and selection of the preferred alternative. These changes may also affect the assessment of potential environmental effects and the proposed mitigation measures that may be required, which could also result in changes to the proposed undertaking.

An environmental assessment should contain sufficient information about the potential environmental effects (both positive and negative) of a proposed undertaking in order to demonstrate that a proposed undertaking should proceed. Given the uncertainty in relation to the potential environmental effects of the proposed ED-19 landfill, the identification and description of environmental effects in the approved environmental assessment may no longer be accurate.

A new environmental assessment would allow the Counties to determine all potential positive and negative, and direct and indirect, effects of each alternative and the proposed undertaking on the environment and identify these in the environmental assessment. Any new negative environmental effects can then be minimized, prevented, or avoided through the identification of appropriate impact management measures, and any positive environmental effects associated with the alternatives and the proposed undertaking can be enhanced.

## *Changes and Updates to Ministry Policies and Guidance*

There have been several changes made to ministry policies and guidance since the approval of the environmental assessment in 1998 to better reflect the public interest and ensure the protection of the environment based on current science.

The ministry has developed codes of practice or guidelines which outline the ministry's expectations for environmental assessments. The ministry's *Code of Practice: Preparing and Reviewing Environmental Assessments in Ontario* was issued in 2008 and last updated in 2014. This guideline recommends that a proponent consider and include various components in an environmental assessment, such as:

- how a project and its alternatives may interrelate with components of the environment, including potentially changing climatic conditions over time (i.e. climate change); and
- a compliance strategy, consisting of a monitoring framework that can be used to verify the expected environmental effects of the undertaking and to determine if any additional impact management measures, or adjustments to any measures, are required.

A consideration of the effects of climate change and the development of a compliance monitoring framework are examples of important components of an environmental assessment which have not been factored into the environmental assessment for the proposed ED-19 landfill.

In particular, climate change should be considered in accordance with the ministry's current climate change guide, *Consideration of Climate Change in Environmental Assessment in Ontario, 2017*, as the ministry has observed that the proposed ED-19 landfill site has become wetter over the last two decades.

Further, since May 2017, the ministry has consistently applied expiration dates in the approval of individual environmental assessments. This is to ensure that proposed undertakings are implemented in a timely manner so that they continue to meet the requirements of the Act and current ministry policies/guidance as well as remain in the public interest.

This approach recognizes that changes to circumstances can occur over time which may affect the validity of an environmental assessment approval, including different environmental conditions, new government policies, or changes to engineering standards or technologies for mitigation measures.

Given that more than 20 years have passed since the approval was given for the proposed undertaking and that it has not been implemented to date, a new environmental assessment would be the preferred method to ensure that the current

policy lens, best available data, and sound scientific, engineering, and planning practices are applied to the assessment of the proposed undertaking.

*Purpose of the Act and the Public Interest*

The purpose of the Act is to provide for the protection, conservation and wise management of Ontario's environment. To achieve this purpose, the Act promotes responsible environmental decision-making and ensures that interested persons have an opportunity to comment on proposed undertakings that may affect them.

One element of responsible environmental decision-making is ensuring that those with a potential interest in a proposal are provided with opportunities to contribute to decision-making and to influence decisions where possible. Public consultation protects the public interest and helps ensure that concerns are identified early and addressed where possible.

In 2007, the ministry developed a code of practice for *Consultation in Ontario's Environmental Assessment Process* which was updated in 2014. This guideline outlines the ministry's expectations for appropriate consultation. It also outlines the ministry's expectations with respect to consultation with potentially affected Indigenous communities based on significant developments in case law since 2004 in respect of the Crown's duty to consult obligations.

Significant public interest exists in the proposed ED-19 landfill site. Specifically, there is interest in up-to-date documentation, public consultation on the proposed landfill, and the potential for a private landfill operator to manage waste within the municipality.

A new environmental assessment would be the best approach to address the purpose of the Act, the public interest, and any Crown duty to consult obligations that may arise, by providing for a comprehensive consultation program with sufficient and varied opportunities for the public, government agencies, and Indigenous communities to review and comment on updated and new information. Meaningful consultation is a cornerstone of the environmental assessment process and would promote mutually acceptable and environmentally sound solutions.

*Note re: Ontario Regulation 101/07 (Waste Management Projects)*

Under section 12 of the Act, if a proponent wishes to change an undertaking after receiving approval to proceed with it, the proposed change to the undertaking is deemed to be an undertaking. While the waste management projects regulation (Ontario Regulation 101/07) describes the applicable environmental assessment requirements for proposed changes to a landfill, this proponent-led streamlined Environmental Screening Process is limited to certain specified changes in service area and capacity and is not considered to be an appropriate mechanism in these circumstances for the purposes of updating the environmental assessment.

*Conclusion*

As such, for the reasons set out above, I have decided that revoking the 1998 approval would best fulfill the objectives of the Act (i.e. the protection, conservation and wise management of the environment) and the public interest by minimizing the risk of causing environmental harm. In my opinion, this decision promotes responsible environmental decision-making and will ensure that interested and affected persons have an opportunity to comment on the proposed undertaking.

I encourage the Counties to contact the ministry for further direction on the environmental assessment process if they wish to proceed with preparing a terms of reference and a new environmental assessment.

If you have any questions, please contact Ms. Annamaria Cross, Manager of the Environmental Assessment Services Section of the Environmental Assessment and Permissions Branch, at 416-314-7967 or by email at [annamaria.cross@ontario.ca](mailto:annamaria.cross@ontario.ca).

Sincerely,



Jeff Yurek  
Minister of the Environment, Conservation and Parks

c: Mr. Richard Lindgren, Canadian Environmental Law Association  
Grand Chief Abram Benedict, Mohawk Council of Akwesasne