

**AGENDA FOR THE COUNCIL MEETING OF
THE CORPORATION OF THE TOWNSHIP OF RED ROCK
FOR THE 921th REGULAR MEETING OF MARCH 1ST, 2021 AT 7:00PM**

<u>ITEM</u>	<u>ACTION TAKEN</u>
1. Additions to Agenda	
2. Disclosure of Interest	
3. Presentation	
None	
4. Minutes of Previous Council Meeting	
a) Monday, February 16 st , 2021	RES
5. By-Laws	
None.	
6. Correspondence	
a) Letter from Ministry of the Environment, Conservation and Parks. RE: Red Rock Drinking Water System.	
b) Letter from AMCTO. RE: An Open Letter to OMC	
c) Minutes. RE: Thunder Bay District Municipal League	
d) Limestone. Project Charter: Full Cycle ED Services	
7. Reports of Municipal Officers	
a) Chief Administrative Officer Payment Vouchers	RES
8. Reports of Committees	
None.	
9. Unfinished Business	
a) 2021 Great Lakes Areas Request for CHS Survey	RES
b) Letter: Closure of the Ontario Fire College in Gravenhurst	RES
c) Letter: SNEMS	RES
10. New Business	
a) Pride Event: Town Host events-walk, run, hike, bar-b-que	RES
b)	RES
c)	RES
11. In-Camera	
12. Out of In-Camera	
13. Report from In-Camera	
14. Adjournment	RES

THE CORPORATION OF THE TOWNSHIP OF RED ROCK

919th REGULAR MEETING OF COUNCIL

FEBRUARY 16st, 2021

Present:	Mayor:	D. Robinson
	Councillors:	G. Muir
		S. Park
		C. Todesco
		M. McDonald
	Chief Administrative Officer:	A. Headrick

Mayor Robinson called the meeting to order at 7:00 p.m.

ADDITIONS TO THE AGENDA

- a) EMS-Resolution-City of Thunder Bay Proposed Paramedic Master Plan
- b) Re-opening of Ontario Act

DISCLOSURES OF INTEREST

None

PRESENTATION

None.

MINUTES OF PREVIOUS COUNCIL MEETING

The minutes of the February 1, 2021 regular meeting of Council were approved as presented.

BY-LAWS

The following by-law received three readings and was adopted as presented:

By-law #2021-1225 being a by-law to adopt a policy for sale and other disposition of land.

RESOLUTIONS

Res. #1: Moved by G. Muri, seconded by S. Park
Be it resolved that the Minutes of Monday February 1, 2021 regular meeting of Council be approved as presented.

Carried

Res. #2: Moved by C. Todesco, seconded by G. Muir
Be it resolved that Council By-law #2021-1225 being a by-law to adopt a policy for sale and other disposition of land, be read a first and second time, numbered 2021-1225.

Carried

Res. #3: Moved by S. Park, seconded by m. McDonald
By-law #2021-1225 being a by-law to adopt a policy for sale and other disposition of land, be approved as presented

Carried

Res. #4: Moved by C. Todesco. Park seconded by S. Park
Be it resolved that the following payments be approved:

PAYMENT DATE	CHEQUE NOS.	AMOUNT
2/04/ - 2/06, 2021	4049 - 4108	\$ 72,498.90
		\$ 72,498.90
TOTAL PAYMENTS		<u>\$ 72,498.90</u>

PAYROLL OMITTED FROM DEC. 07/20 VOUCHERS

11/19	11686 - 11703	\$ 19,863.54
11/19 (Missed hours)	11704 - 11705	\$ 275.42

PAYROLL OMITTED FROM DEC. 21/20 VOUCHERS

12/03	11706 - 11727	\$ 24,587.52
12/17	11728 - 11743	\$ 18,656.61

PAYROLL OMITTED FROM JAN. 18, 2021 VOUCHERS

12/31	11744 - 11761	\$ 20,798.48
01/14	11762 - 11784	\$ 21,090.23

PAYROLL OMITTED FROM FEB. 01, 2021 VOUCHERS

01/28	Direct Deposit	\$ 16,794.49
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Carried

Res. #5: Moved by G. Muir, seconded by M. McDonald
Be it resolved that the Municipality of Red Rock pay the extra water cost to the households of Danny Saunders and Percy Stevenson in the amount of \$178.30 for flooding of the outdoor rink.

Carried

Res. #6: Moved by C. Todesco, seconded by M. McDonald
Be it resolved that Council approves the 2020 Reserve Budget allocation of \$245,498.00 to be dispersed into the Eight Reserve Funds identified CAO Report-Reserve Fund Allocation, dated Tuesday February 16, 2021.

Carried

Res. #7: Moved by G. Muri, seconded by C. Todesco
Be it resolved that Council approves the sale of the residential subdivision vacant property known as Lots 2 and 3 RP 55R 10890 (18.22 acres) with an assessment value of \$34,500.00 and an independent market value price of \$88,500.00, based on conditions identified.

Carried

Res. #8: Moved by G. Muri, seconded by S. Park
Be it resolved that Council approves the purchase of the vacant LCBO property located at 53 Salls Street, Roll #58410000009700 for \$9,500, and conditions thereof.

Carried

Res. #9: Moved by S. Park, seconded by C. Todesco
Be it resolved that Council supports the Municipality of Greenstone's Resolution #21-11 regarding the City of Thunder Bay proposed 2021-2030 Paramedic Service Master Plan.

Carried

Res. #10 Moved by S. Park, seconded by M. McDonald
Be it resolved that Council moved In-Camera at 7:58 p.m. in order to address a matter pertaining to receiving the advice that is subject to solicitor/client privilege, including communications necessary for that purpose.

Carried

Res. #11 Moved by G. Muri, seconded by M. McDonald
Be it resolved that Council come out of In-Camera at 8:23 p.m.

Carried

CORRESPONDENCE

Mayor Robinson reviewed Thank you correspondence from the Red Rock Legion Ladies Auxiliary, confirming their Christmas Cheer fund helped 18 families, which included 16 children.

Mayor Robinson reviewed correspondence from the COVID-19 Vaccine Distribution Task Force. This correspondence outlines the delays in vaccine shipments, that they have updated their goal of completing first doses to residents in long-term care, high risk retirement home and First Nations elder care home. In addition, they reported that the vaccination team will be distributing the vaccine in 31 First Nation fly in communities in the north, and continue to collaborate with municipal and health care partners.

Mayor Robinson reviewed correspondence from the Ministry of Natural Resources and Forestry regarding the Forest Management Plan.

No other business arose from the above correspondence.

REPORTS OF OFFICERS

The Public Works Superintendent reviewed his written report with Council.

The Public Works Superintendent's reported that the QMS DWS, the Red Rock Drinking Water System Compliance Inspection Report has been released. He advised that there are three issues of non-compliance that require Action, which are to be resolved and reported to the Inspector by March 12, 2021.

He advised on the following:

- a) That there was a repair to the furnace, and new thermostats were installed at the water tower building.
- b) The weekly water samples were sent to ALS laboratories, and there were no adverse tests results.
- c) Fire hydrants were checked and completed on February 1, 2021
- d) Water meters reading for January were done on February 5, 2021.

- e) He discussed the removal of the C-can from the Public Works parking area as the provincial program was discontinued, but replace with a new program run under the Electronic Product Recycling Association. The new containers are small plastic cubicles on pallets. There were some general questions regarding these containers.

At the end of the Report, Mayor Robinson addressed the issue of the Snow Gate that Ignace has purchased. She asked the Public Works Superintendent what he and his crew thought of this for Red Rock, and if it would be beneficial to have a representative travel to Ignace to look at the Snow Gate grader system and obtain additional information regarding the Snow Gate. He advised he was unsure if this would be beneficial for Red Rock, but that it would be good to look into it further.

REPORTS OF COMMITTEES

Red Rock Public Library provided a copy of their Minutes from the Regular Meeting held on January 12, 2021. Mayor Robinson advised the upcoming amalgamation of OLSN and SOLS Boards, which will have openings for two people on the Board. She advises that Red Rock Library has submitted their name and interest on sitting on the Board.

The Library continues with curb-side service, and there was some discussion on potentially re-opening sometime in March.

UNFINISHED BUSINESS

West End Nipigon Bay Lake Trout Re-Stocking update: Councillor Todesco reported that the Committee is awaiting a response from Adam Biloski with the Deputy Policy Division, which they expect to receive in two to four weeks.

Acknowledgement of Volunteers for Community Rink: Councillor Muir advised Council that the outdoor rink is fully operational thanks to the dedicated group of volunteers. He advised that the Saunders' and Stevenson's family have provided the water for the flooding of the rink. It was discussed that the Saunders and Stevenson families would be credited in the amount of \$178.30 for the water consumption. Councillor Muir further advised Council that this was an enormous project undertaken by the Weldon, McDonald, and Sobush family. Additional assistance was provided by the Red Rock Township Work Crew and Red Rock Fire Department, which is greatly appreciated. Mayor Robinson also wanted to acknowledge and thank all other volunteers who assisted with the success of the out-door rink.

NEW BUSINESS

2020 Reserve Fund Allocation: The CAO discussed with Council the 2020 Reserve Fund Allocation. He advised that the 2020 Reserve Budget Allocation is in the amount of \$245,498.00. This is to be dispersed into the Eight Reserve Funds, which were identified in the CAO Report-Reserve Fund Allocation. Councillor Muir asked if some of these accounts could be amalgamated, so there are fewer accounts to manage. The CAO advised that this could be reviewed for the next budget of 2021.

Purchase of LCBO Property: The CAO discussed the purchasing of this property for future commercial sale. Council briefly discussed that there has been interest from the community to purchase the property for potential future retail opportunities.

Municipality of Greenstone: The CAO and Mayor Robinson discuss the Resolution provided to Council from the Municipality of Greenstone regarding closure of the Emergency Medical Services (EMS) throughout the District. Council discussed this information and agreed that the Township of Red Rock needed to support such a Resolution in an effort to maintain the EMS services, not only in Greenstone, but in our own community, and all communities in our District.

IN-CAMERA

Council went In-Cameral at 7:58 p.m.

REPORT FROM IN-CAMERA

Council will seek further legal direction.

ADJOURNMENT

Res. #12 Moved by S. Park, seconded by G. Muri
Be it resolved that the Council meeting be adjourned at 8:24 p.m.

Carried

Mayor

Chief Administrative Officer/Clerk

DRAFT

January 28, 2021

Albert Headrick
Chief Administrative Officer
The Corporation of the Township of Red Rock
42 Salls Street, P.O. Box 447
Red Rock, ON P0T 2P0

Dear Mr. Headrick,

**RE: Red Rock Drinking Water System
2020-2021 Compliance Inspection Report 1-P1BDN**

Please find attached the Ministry of the Environment's inspection report for the above facility. The report details the findings of the inspection that began on October 15, 2020.

Two sections of the report, namely "***Actions Required***" and "***Best Practice Issues and Recommendations***", require the submission of information or plans to my attention. Please forward your Action Plan and/or response to the undersigned Provincial Officer by ***March 12, 2021***.

Please note that "***Actions Required***" are linked to incidents of non-compliance with regulatory requirements contained within an Act, a Regulation, or site-specific approvals, licenses, permits, orders, or instructions. Failure to provide a response satisfactory to the ministry could result in the issuance of mandatory abatement instruments including Orders, tickets, penalties, or referrals to the Ministry's Investigations and Enforcement Branch.

Appendix B of the document contains the Inspection Report Rating report based on the non-compliance items identified during the inspection.

Please note, you will find in the report that bullets are shown in bold print and are the consistent and standard responses to the information gathered during the inspection. Statements shown in regular font provide additional site-specific details.

Thank you for the assistance afforded to me during the conduct of the compliance assessment. Please do not hesitate to contact me (705-768-0423) or Ms. Paula Spencer, Supervisor, Thunder Bay District Office (807-707-6346), should you have any questions or concerns regarding the above.

Yours truly,



Viktoria Light
Provincial Officer
Drinking Water Program Inspector
Eastern Region
Ministry of Environment, Conservation and Parks
Enclosure (1)

c: Blair Westerman, Public Works Superintendent
Bob Edmond, Drinking Water System Operator
Abby Mackie, Senior Public Health Inspector, Thunder Bay District Health Unit
Chris Magee, District Manager, Ministry of Natural Resources and Forestry
Office File



Ministry of the Environment, Conservation and Parks

**RED ROCK DRINKING WATER SYSTEM
Inspection Report**

Site Number:	220000193
Inspection Number:	1-P1BDN
Date of Inspection:	Oct 15, 2020
Inspected By:	Viktorija Light



TABLE OF CONTENTS

1. Drinking Water System Owner Information
2. Drinking Water System Inspection Report

Appendix:

- A. Stakeholders Appendix**
- B. Inspection Rating Record**

OWNER INFORMATION:

Company Name:	RED ROCK, THE CORPORATION OF THE TOWNSHIP OF	Unit Identifier:	
Street Number:	42		
Street Name:	SALLS St		
City:	RED ROCK		
Province:	ON	Postal Code:	P0T 2P0

CONTACT INFORMATION

Type:	Main Contact	Name:	Blair Westerman
Phone:	(807) 886-2524	Fax:	(807) 886-2793
Email:	redrockwtp@shaw.ca		
Title:	(A) Public Works Superintendent / ORO		

Type:	Operator	Name:	Bob Edmond
Phone:	(807) 886-2227	Fax:	(807) 886-2793
Email:	redrockwtp@shaw.ca		
Title:	Operator / OIC		

Type:	Thunder Bay District HU	Name:	Abby Mackie
Phone:	(807) 625-5933	Fax:	(807) 625-4822
Email:	abby.mackie@tbdhu.com		
Title:	Senior Public Health Inspector, Thunder Bay District Health Unit		

Type:	Ministry of Natural Resources	Name:	Chris Magee
Phone:	(807) 887-5013	Fax:	(807) 887-2993
Email:	chris.magee@ontario.ca		
Title:	District Manager, Nipigon District		

INSPECTION DETAILS:

Site Name:	RED ROCK DRINKING WATER SYSTEM
Site Address:	20 BAKER Road RED ROCK ON P0T 2P0
County/District:	RED ROCK
MECP District/Area Office:	Thunder Bay District
Health Unit:	THUNDER BAY DISTRICT HEALTH UNIT
Conservation Authority:	
MNR Office:	
Category:	Large Municipal Residential
Site Number:	220000193
Inspection Type:	Announced
Inspection Number:	1-P1BDN
Date of Inspection:	Oct 15, 2020
Date of Previous Inspection:	Jan 28, 2020

COMPONENTS DESCRIPTION

Site (Name): RAW WATER - LAKE SUPERIOR
Type: Source **Sub Type:** Surface Water

Comments:
 The source water for the Red Rock drinking water system is Nipigon Bay of Lake Superior. The raw water intake structure is located approximately 730 metres off the shore in approximately 10 metres of water.

Raw water from Nipigon Bay flows by gravity to a raw water reservoir located under the low-lift pump station. Raw water is then pumped to the treatment plant by two low-lift pumps, located on the main floor of the pump station. Raw water flow meter and turbidity analyzer are installed at the common raw water discharge line.

Site (Name): TREATED WATER
Type: Treated Water POE **Sub Type:** Treatment Facility

Comments:
 Water then enters the centre well of the square up-flow solids contact clarifier, where aluminum sulphate, non-ionic polyelectrolyte and bentonite are added to promote coagulation and flocculation. Raw water is continuously pre-chlorinated prior to entering the clarifier.

The clarified water flows into a launder box, then to steel piping which directs the flow out of the clarifier building. This flow is controlled by a pneumatic valve which opens while the low lift pump is operating.

Sodium carbonate (soda ash) is added to the water within the launder box to raise the pH. The flow is then split with each half directed to one of two compartments of a dual media (sand and anthracite) gravity filter. Two units are available for use, each containing two filters; the older unit contains what are referred to as Filter A and Filter B, and the newer unit contains Filters C and D.

Backwash of each filter is typically performed every second day, or when the head loss across the filter exceeds a pre-set value. Backwash is performed by gravity flow from a filtered water storage reservoir on top of each filter.

A chlorine gas injection point is located within the filter well of each tank to provide chlorination disinfection and to maintain residual chlorine for the distribution system. Water from the filtered water reservoir overflows into a weir box and is directed through a UV unit to the clear well.

Treated water is sent to the town distribution system and water tower from the clear well using two high-lift pumps (only one in operation at a time).

Equipment Description:

Low Lift Pump House

- 900mm intake extending 775 m into Nipigon Bay on Lake Superior;
- 14,000 litres raw water wet well;
- two low lift pumps each rated at 37.85 l/s at 24.4m TDH;
- one 200 kW diesel engine standby power generator set complete with spill containment and fuel tanks (located in separate building)

Water Treatment Plant

- chlorination - three (3) chlorine gas injection systems; one for pre-chlorination and two for post-chlorination; one (1) backup chlorinator for use for both pre/post-chlorination; dedicated chlorine storage room;
- solids contact clarifier with a surface area of 73 m² with a total volume of 363,000 litres;
- one flocculator with a design flow of 31.5 l/s to be used when clarifier is not in-service;
- alum feed system with one (1) chemical feed pump and one (1) solution tank;

- polymer feed system with one (1) chemical feed pump and one (1) solution tank;
- bentonite feed system with one (1) chemical feed pump and one (1) solution tank;
- soda ash feed system with one (1) chemical feed pump and one (1) solution tank;
- dual media filtration system consisting of a two filter units, each with two filtration compartments. Each filter with a design flow total of 31.5 l/s;
- UV Disinfection - two (2) UV units, each rated at 33.3 L/s (one duty, one standby) capable of supplying a minimum dose of 40 mJ/cm² at a designed flow rate of 2000 L/minute;
- two (2) high-lift pumps, each rated at 30.8 L/s at 60m TDH and a 20,000 litre treated water clear well.

Site (Name): DISTRIBUTION WATER
Type: Other **Sub Type:** Other
Comments:

The Red Rock distribution system provides water to a population of approximately 800. From the high lift pumping station, water is pumped to the water distribution system and a 380,000 litre elevated steel water storage reservoir.

The Red Rock distribution system was installed 40-50 years ago. It has approximately 355 residential service connections, 1 industrial connection, 11 commercial connections and 3 institutional connections. There are approximately 8,400 metres of various sized piping comprised of ductile iron and cast iron piping. One section of watermain, approximately 80 metres was replaced with PVC pipe.

There are a total of 59 fire hydrants located throughout the distribution system.

Site (Name): DISTRIBUTION WATER _ ELEVATED STORAGE TANK
Type: Other **Sub Type:** Reservoir
Comments:

The Township's water distribution system also has a 380,000 litre elevated steel water storage reservoir located at 3 Baker Road, which is equipped with:

- a sodium hypochlorite feed system consisting of the chemical contained in a pail on a scale with one chemical metering pump,
- a 150 mm reduced pressure, backflow preventer, and
- a bubbler system to keep water from freezing during winter months.

Site (Name): MOE DWS Mapping
Type: DWS Mapping Point **Sub Type:**

INSPECTION SUMMARY:

Introduction

- The primary focus of this inspection is to confirm compliance with Ministry of the Environment, Conservation and Parks (MECP) legislation as well as evaluating conformance with ministry drinking water related policies and guidelines during the inspection period. The ministry utilizes a comprehensive, multi-barrier approach in the inspection of water systems that focuses on the source, treatment and distribution components as well as management practices.

This drinking water system is subject to the legislative requirements of the Safe Drinking Water Act, 2002 (SDWA) and regulations made therein, including Ontario Regulation 170/03, "Drinking Water Systems" (O.Reg. 170/03). This inspection has been conducted pursuant to Section 81 of the SDWA.

This report is based on a "focused" inspection of the system. Although the inspection involved fewer activities than those normally undertaken in a detailed inspection, it contained critical elements required to assess key compliance issues. This system was chosen for a focused inspection because the system's performance met the ministry's criteria, most importantly that there were no deficiencies as identified in O.Reg. 172/03 over the past 3 years. The undertaking of a focused inspection at this drinking water system does not ensure that a similar type of inspection will be conducted at any point in the future.

This inspection report does not suggest that all applicable legislation and regulations were evaluated. It remains the responsibility of the owner to ensure compliance with all applicable legislative and regulatory requirements.

On October 15, 2020, Provincial Officer Viktoria Light commenced an announced inspection of the Red Rock Drinking Water System (DWS).

The Corporation of the Township of Red Rock, the owner and operator of the drinking water system, were notified of the inspection on October 8, 2020.

Please note that all references to the "inspection review period" refer to the elapsed time since the previous Ministry Compliance Inspection was completed. In this inspection report, "inspection review period" refers to the period of time between January 1, 2020 and September 30, 2020.

During the inspection review period, the Red Rock DWS operated under authority of the following control documents:

- Permit to Take Water (PTTW) Number 8361-AEWL5U (issued November 2, 2016),
- Drinking Water Works Permit (DWWP) Number 297-201, Issue Number 2 (issued March 10, 2016), and
- Municipal Drinking Water Licence (MDWL) Number 297-101, Issue Number 2 (issued March 11, 2016).

The drinking-water system inspection included a visual inspection of the source, treatment facility, distribution storage tank, document review and an operator interview.

No audit samples were collected during the inspection.

Source

- The owner had a harmful algal bloom monitoring plan in place.

A written procedure entitled 'Algal Blooms' was provided during the inspection.

The procedure indicates that, historically, no algae blooms have been observed in the Nipigon Bay. The procedure recommends visual inspection of the intake area but does not contain frequency of visual inspection or sampling requirements in the event that an algae bloom is observed.

It was reported that the procedure has not been standardized and formally adopted in the Operations Manual.

Capacity Assessment

- **There was sufficient monitoring of flow as required by the Municipal Drinking Water Licence or Drinking Water Works Permit issued under Part V of the SDWA.**

Magnetic flow meters are installed at the common raw water and treated water discharge lines.

Raw and treated water flow meters were calibrated on September 8, 2020, by Lakeside Process Controls Ltd. The previous calibration of flow meters was carried out on October 16, 2019.

- **The owner was in compliance with the conditions associated with maximum flow rate or the rated capacity conditions in the Municipal Drinking Water Licence issued under Part V of the SDWA.**

Part 1.0 of Schedule C of the current Municipal Drinking Water Licence limits the maximum daily volume of treated water that flows from the treatment system to the distribution system to 2,722 m³/day.

In addition, the current Permit To Take Water limits water takings from Lake Superior to 3,080 L/minute and 2,954,900 L/day.

The instantaneous treated water flows, recorded at 2-minute intervals, and monthly log sheets were reviewed for the inspection period.

The rated capacity for the flow into the distribution system has not been exceeded during the inspection period.

The maximum daily volume of treated water entering the distribution system of 467.46 m³/day was recorded on January 22, 2020.

Daily water takings from Nipigon Bay were not exceeded since the last inspection in January 2020. The maximum daily taking was recorded on July 3, 2020, at 474,470 L/d.

Treatment Processes

- **The owner had ensured that all equipment was installed in accordance with Schedule A and Schedule C of the Drinking Water Works Permit.**

Visual inspection of the treatment system confirmed that all equipment available at the Red Rock DWS is installed in accordance with Schedule A of the current DWWP.

- **The owner/operating authority was not in compliance with the requirement to prepare Form 1 documents as required by their Drinking Water Works Permit during the inspection period.**

A new watermain to service the new wastewater treatment plant was installed in October 2019. The watermain was tested and commissioned in June 2020.

Form 1 for the new watermain installation was not completed prior to watermain addition, contrary to section 3.3 of Schedule B of the current DWWP.

- **Records indicated that the treatment equipment was operated in a manner that achieved the design capabilities required under Ontario Regulation 170/03 or a Drinking Water Works Permit and/or Municipal Drinking Water Licence issued under Part V of the SDWA at all times that water was being supplied to consumers.**

The Red Rock DWS obtains water from a surface water source, Lake Superior. The treatment system must be capable of achieving an overall performance that provides, at a minimum, a 4-log removal or inactivation of viruses, 3-log removal or inactivation of Giardia cysts and a 2-log removal or inactivation of Cryptosporidium oocysts.

The treatment system at the Red Rock DWS consists of chemically assisted direct filtration, UV and chlorine disinfection. In addition, pH adjustment is used to control corrosion and lead leaching in the distribution system.

Secondary disinfection is provided utilizing the primary disinfection chlorine feed system.

The Red Rock DWS must achieve a 2-log inactivation of viruses through chlorine disinfection process, according to the current MDWL.

The primary disinfection free chlorine residual is continuously measured downstream of the clearwell, before treated water leaves the plant.

The minimum chlorine residual required to achieve primary disinfection ranges between 0.13 mg/L (at 20°C and 4 filters in service) and 1.36 mg/L (at 0.5°C and 2 filters in service), depending on a raw water temperature and number of filters being used.

Treatment Processes

The minimum alarm set at the on-line chlorine analyzer, monitoring primary disinfection process, is adjusted according to the CT calculations for various conditions and is always set 0.1 mg/L higher than the minimum required chlorine residual.

The daily reports, continuous chlorine residual trends and 2-minute data reports were reviewed for the period between January 1, 2020 and September 30, 2020. During this period, the average primary disinfection free chlorine residual was 1.63 mg/L.

The minimum chlorine residual of 0.59 mg/L measured at the end of chlorine contact simulator was recorded on August 12, 2020, which was above the minimum required concentration of 0.35 mg/L for that time of the year.

In order to achieve a 2-log removal or inactivation of viruses, 3-log removal or inactivation of Giardia cysts and a 2-log removal or inactivation of Cryptosporidium oocysts the UV disinfection units must provide a continuous minimum pass-through UV dose of 40 mJ/cm².

It was reported during the inspection that UV units are equipped with a minimum UV alarm set at 40 mL/cm², which would trigger a treatment system shutdown.

UV doses for unit #1 and unit #2 and raw water flows are measured and recorded every 2 minutes. The review of the monthly UV alarm summary reports confirmed that, except for brief UV dose drops (less than two minutes), the UV disinfection equipment provided the required level of treatment.

In order to meet or exceed a 2.0-log Giardia cyst removal, 2.0-log Cryptosporidium oocyst removal and a 1.0-log virus removal credit, the direct filtration process must meet the following criteria:

- use a chemical coagulant at all times when the treatment plant is in operation;
- monitor and adjust chemical dosages in response to variations in raw water quality;
- maintain effective backwash procedures, including filter-to-waste or an equivalent procedure during filter ripening to ensure that the effluent turbidity requirements are met at all times;
- continuously monitor filtrate turbidity from each filter; and,
- meet the performance criterion for filtered water turbidity of less than or equal to 0.3 NTU in 95% of the measurements each month.

The continuous filter effluent turbidity readings, recorded at 2-minute intervals, and raw water flows were reviewed for the inspection period.

During this period, the filter effluent turbidities briefly (less than 3 minutes) exceeded 1.0 NTU as a result of filter backwash activities carried out on other filter(s).

The review of continuous data confirmed the compliance with monthly filter performance criterion during the inspection period. The coagulant feed system consists of two chemical feed pumps (alum and polymer) equipped with a flow switch which would alert operators of a coagulant loss and trigger an automatic plant shutdown.

Coagulant feed pumps are not flow paced and require manual adjustment when raw water flow increases.

It was reported that a polymer feed system failure alarm was initiated on August 11, 2020, which resulted in plant shutdown. No coagulant feed outage occurred during the inspection period.

During the inspection period the Red Rock DWS provided the required minimum level of treatment with chlorine disinfection and chemically assisted direct filtration.

- **Records confirmed that the water treatment equipment which provides chlorination or chloramination for secondary disinfection purposes was operated so that at all times and all locations in the distribution system the chlorine residual was never less than 0.05 mg/l free or 0.25 mg/l combined.**

The Red Rock DWS is classified as a large municipal drinking water system and the owner and the operating authority for the system must ensure that at least seven distribution samples are taken each week in accordance with subsection (4) and are tested immediately for free chlorine residual, in accordance with subsection 7-2(3) of O.Reg.170/03.

Distribution chlorine residuals are measured by operation staff twice each week at the prescribed number of locations using a hand-held chlorine analyzer and recorded in distribution sample log.

Since the last inspection, the minimum distribution free chlorine residual of 0.09 mg/L was measured and recorded on July 3, 2020 at the Bell building.

In addition, distribution chlorine residuals are measured continuously by an on-line analyzer located at the Red Rock elevated water tower and recorded at 2-minute frequency.

Treatment Processes

The minimum distribution free chlorine residual of 0.0 mg/L was measured and recorded by an on-line analyzer on June 25/26, 2020 as a result of analyzer failure. Operation staff responded to the alarm and took corrective actions to restore the analyzer.

- **Where an activity has occurred that could introduce contamination, all parts of the drinking water system were disinfected in accordance with Schedule B, Condition 2.3 of the Drinking Water Works Permit.**

A new watermain connection to the newly constructed wastewater treatment plant was installed in October 2020. The watermain was pressurized and disinfected in accordance with ministry standards. Two sets of bacteriological samples were collected from the watermain on June 4 and 5, 2020, following the watermain disinfection.

- **The primary disinfection equipment was not equipped with alarms or shut-off mechanisms that satisfied the standards described in Section 1-6 (1) of Schedule 1 of Ontario Regulation 170/03.**

Primary disinfection at the Red Rock DWS is achieved with chlorine disinfection and UV irradiation. It was reported during the inspection that UV alarm is triggered when dose is less than 40mJ/cm². First stage of alarm is triggered after 45 seconds, which is a low UV dose major alarm, which ramps up power to compensate for low dose. The second stage alarm is triggered after 8 minutes, which is a low UV dose critical alarm. This alarm shuts valve feeding UV units and stops flow to the clearwell. It was reported that the alarms will show on PLC, but no call-out alarm will be triggered with a major and critical alarms.

Treatment Process Monitoring

- **Primary disinfection chlorine monitoring was conducted at a location approved by Municipal Drinking Water Licence and/or Drinking Water Works Permit issued under Part V of the SDWA, or at/near a location where the intended CT has just been achieved.**

The primary disinfection free chlorine residual was measured at the discharge from chlorine contact clearwell.

- **Continuous monitoring of each filter effluent line was being performed for turbidity.**

Filter effluent turbidity is measured at each of four (4) filter effluent lines using an on-line filter turbidity analyzer. Filter effluent turbidities are recorded at 2-minute frequency.

- **The secondary disinfectant residual was measured as required for the distribution system.**

Distribution system chlorine residuals are measured continuously at the Red Rock elevated water tower using an on-line chlorine analyzer, as well as through grab sampling carried out by the system operators twice each week at four and three different locations, respectively.

- **Operators were examining continuous monitoring test results and they were examining the results within 72 hours of the test.**

Operation staff visits the facility each weekday. The review of data recorder is documented in the logbook, but no specifics of the review are being recorded (i.e. the type of parameters reviewed and observation of results below or above the alarm limits). The monthly log sheets contain various operational parameter readings recorded by the duty operator each weekday, including daily raw and treated water volumes, chemical consumptions and dosages, raw water pump hours, treated water free and total chlorine residuals, UV transmittance, raw and treated water temperature, turbidity and pH.

- **All continuous monitoring equipment utilized for sampling and testing required by O. Reg.170/03, or Municipal Drinking Water Licence or Drinking Water Works Permit or order, were equipped with alarms or shut-off mechanisms that satisfy the standards described in Schedule 6.**

The minimum alarm set at the on-line chlorine analyzer monitoring primary disinfection process, is adjusted by the

Treatment Process Monitoring

operation staff in accordance with CT calculations developed for varying raw water temperatures and number of filters being used. The minimum chlorine alarms and is always set 0.1 mg/L higher than the minimum required chlorine residual prescribed by CT calculations.

The maximum turbidity alarm at four (4) on-line filter effluent turbidity analyzers is set at 0.5 NTU. This alarm will trigger an automatic filter shutdown.

The on-line chlorine analyzer installed at the Red Rock elevated water tower, monitoring free chlorine residual in the distribution system, is set with a minimum alarm of 1.1 mg/L. This alarm initiates a start of a booster chlorination system.

- **Continuous monitoring equipment that was being utilized to fulfill O. Reg. 170/03 requirements was performing tests for the parameters with at least the minimum frequency specified in the Table in Schedule 6 of O. Reg. 170/03 and recording data with the prescribed format.**
- **The owner and operating authority ensured that the primary disinfection equipment had a recording device that continuously recorded the performance of the disinfection equipment.**
Schedule C, section 1.6.2 of the current MDWL prescribes that the ultraviolet light disinfection equipment test UV dose and flow rate once every five (5) minutes or less and record the test data at a recording frequency of once every four (4) hours or less.
Furthermore, section 1.6.3 requires that if there is a UV disinfection equipment alarm, UV dose and flow rate are recorded at a frequency of once every five (5) minutes or less until the alarm condition has been corrected.
The UV dose of UV irradiation units 1 and 2, and raw water flow, are recorded at a frequency of every 2 minutes, with the exception of the time when raw water pumps are not in operation, causing loss of raw water flow signal due to reversed raw water flow as a result of leaky check valves.
The operating authority for the Red Rock DWS should ensure that the low lift pump check valves are functioning properly, not causing loss of raw water flow signal.
- **All continuous analysers were calibrated, maintained, and operated, in accordance with the manufacturer's instructions or the regulation.**
All continuous chlorine and turbidity analyzers were calibrated on August 4, 2020 by ClearTech Inc.
Pocket colourimeter and portable turbidimeter were calibrated on July 23, 2019 and August 4, 2020, respectively.
- **All UV sensors were checked and calibrated as required.**
Schedule E of the current MDWL requires monthly UV sensor checks against a reference UV sensor.
The UV sensor verification records were reviewed for the inspection period. The records confirmed that UV sensor verifications prescribed by Trojan UV reference sensor procedure are being performed monthly by operation staff.
Calibration ratio of monthly UV verifications complied with MDWL conditions.

Operations Manuals

- **The operations and maintenance manuals contained plans, drawings and process descriptions sufficient for the safe and efficient operation of the system.**
The Red Rock DWS Operational Plan, revised in April 2019, contains treatment system description.
An up-to-date process flow diagram is included in the plan.
'Water Distribution Map' for the Township of Red Rock, prepared by Geoma in 2010, depicts location of fire hydrants, distribution valves, curb stops and the size of watermains. The map is available at the facility.
- **The operations and maintenance manuals met the requirements of the Drinking Water Works Permit and Municipal Drinking Water Licence issued under Part V of the SDWA.**
Section 16.2 of Schedule B of the current Municipal Drinking Water Licence (MDWL) requires that the operations manual includes, at a minimum, the requirements of the licence and associated procedures; the requirements of the

Operations Manuals

drinking water works permit for the drinking water system; procedures for the monitoring and recording of in-process parameters necessary for the control of any treatment subsystem and for assessing the performance of the drinking water system; procedures for the operation and maintenance of monitoring equipment; contingency plans and procedures for the provision of adequate equipment and material to deal with emergencies, upset and equipment breakdown; and procedures for the dealing with complaints related to the drinking-water system. Operating procedures are maintained electronically at the plant. They include:

- Critical Control Point SOPs for primary disinfection, secondary disinfection, high filter effluent turbidity, high or loss of turbidity signal, loss of filter media, thermal turnover in source water and emergency/contingency reporting.
- Routine SOPs for filling lab results, water quality complaints, essential supply services, switching to direct filtration, extended high flows, standby generator, creation and backup and storage of documents and records, checking filter headloss switches, creating and scheduling work orders, backwash water handling, alum handling, handling chlorine cylinders, safety – NSDS, backup post-chlorination with sodium hypochlorite, clay handling, soda ash handling, poly electrolyte handling, confined space entry, algal blooms.
- Emergency SOPs for source contamination, indicators of adverse water quality and reporting, loss of supply, loss of raw water supply (source or treated), loss of raw water supply – fire truck, critical shortage of staff, watermain repair, CCG contact list and emergency contact numbers.

Logbooks

- **Records or other record keeping mechanisms confirmed that operational testing not performed by continuous monitoring equipment was being done by a certified operator, water quality analyst, or person who suffices the requirements of O. Reg. 170/03 7-5.**

Treated and distribution system chlorine residuals, measured by a hand-held unit, are documented in the facility logbook and/or laboratory chain of custody.

Chemical dosing calculations, chemical consumption, UV transmittance of grab samples and treated water chlorine residuals are recorded in monthly logsheets along with operator's initials.

The Red Rock DWS is classified as Water Treatment Subsystem Class 2 and Water Distribution Subsystem Class 1 facility.

All operators working at the Red Rock DWS are appropriately certified to conduct operational tests.

Security

- **The owner had provided security measures to protect components of the drinking water system.**

Properties around the low lift pimping station and standby generator building are not fenced. The area behind the water treatment plant is fenced preventing an entry to the on-site wastewater lagoon.

All entry doors are locked. 'Chlorine Danger' signs are posted on the entry doors to the water treatment plant.

The property surrounding the Red Rock elevated storage tank is not fenced. The elevated tank entry door is locked.

Certification and Training

- **The overall responsible operator had been designated for each subsystem.**

The Red Rock DWS is classified as a Water Treatment Subsystem Class 2 and Water Distribution Subsystem Class 1 facility.

The DWS is operated by the Township of Red Rock.

The Township of Red Rock has placed the responsibility for the overall operation of the Red Rock DWS with Blair Westerman and designated him as the Overall Responsible Operator (ORO). Mr. Westerman holds a valid Class 2 Water Treatment Subsystem (WTS) certificate and a Class 1 Water Distribution Subsystem (WDS) certificate.

In the event of Mr. Westerman's absence, Trevor Appelkvist would assume the ORO responsibilities. He holds valid WTS Class 2 and WDS Class 2 certificates.

Certification and Training

The ORO designation is recorded in the facility logbook.

- **Operators-in-charge had been designated for all subsystems which comprised the drinking water system.**

The following water treatment operators are designated as Operators-in-Charge (OIC) and are credited OIC experience for every working hour:

- Trevor Appelkvist (WTS Class 2, WTD Class 2)
- Bobby Edmond (WTS Class 1)

The Operator-in-Charge designation is recorded in the facility logbook.

- **All operators possessed the required certification.**
- **Only certified operators made adjustments to the treatment equipment.**

Water Quality Monitoring

- **All microbiological water quality monitoring requirements for distribution samples were being met.**

The Red Rock distribution system serves a population of approximately 800 residents. The system is classified as a large municipal residential system, and the owner and operating authority for the system is required to collect at a minimum eight (8) distribution samples each month, with at least one of the samples being taken in each week, and have them tested for the prescribed bacteriological parameters.

Between January 1, 2020 and September 30, 2020, the operation staff collected, at a minimum, two (2) distribution samples each week, averaging 9.7 distribution samples each month, for total coliform and E. coli analysis. Free and total chlorine residuals were measured at the time of sampling.

50 % of all distribution samples were tested for heterotrophic plate count bacteria.

- **All microbiological water quality monitoring requirements for treated samples were being met.**

The Red Rock DWS is classified as a large municipal residential system, and the owner and operating authority for the system must collect one treated water sample at least once each week for bacteriological analysis.

It was confirmed that during the inspection period the treated water samples were collected from a designated treated water tap at the plant on a weekly basis and tested for total coliforms, E. coli and heterotrophic plate count bacteria.

In addition, it was confirmed that raw water samples were taken from a designated raw water sample tap at the plant on a weekly basis and analyzed for total coliform and E. coli bacteria.

- **All inorganic water quality monitoring requirements prescribed by legislation were conducted within the required frequency.**

The Red Rock DWS is classified as a surface water system. The owner and the operating authority for the system must take at least one treated water sample every 12 months and have it tested for each parameter set out in Schedule 23 of O.Reg. 170/03.

No treated water samples were taken for inorganic analysis during the inspection period.

In the previous year, the treated water samples were collected and tested for inorganic parameters listed in Schedule 23 on October 22, 2019.

- **All organic water quality monitoring requirements prescribed by legislation were conducted within the required frequency.**

Treated water samples must be collected and tested for organic parameters listed in Schedule 24 every 12 months, in accordance with Schedule 13-4 of O.Reg.170/03.

No treated water samples were taken for organic analysis during the inspection period.

Water Quality Monitoring

In the previous year, the treated water samples were collected and tested for organic parameters listed in Schedule 24 on October 22, 2019.

- **All haloacetic acid water quality monitoring requirements prescribed by legislation are being conducted within the required frequency and at the required location.**

The owner of the Red Rock DWS must ensure that at least one distribution sample is taken in each calendar quarter, from a point in the drinking water system's distribution system or plumbing that is connected to the drinking water system, that is likely to have an elevated potential for the formation of haloacetic acids (HAA) and is tested for haloacetic acids.

Since the last ministry inspection, haloacetic acid samples were collected at Atlas apartments on February 18, 2020 (47.8 µg/L); May 19, 2020 (44.4 µg/L) and September 1, 2020 (27.0 µg/L).

The running annual average concentration of haloacetic acids in the past four quarterly samples was 45.22 µg/L, which is below the Ontario Drinking Water Quality Standard of 80 µg/L.

- **All trihalomethane water quality monitoring requirements prescribed by legislation were conducted within the required frequency and at the required location.**

The owner of the Red Rock DWS must ensure that at least one distribution sample is taken in each calendar quarter, from a point in the drinking water system's distribution system or plumbing that is connected to the drinking water system, that is likely to have an elevated potential for the formation of trihalomethanes (THM) and is tested for THMs.

Since the last ministry inspection, THM samples were collected at Atlas Apartments at 10 Frost Street on February 18, 2020 (40.5 µg/L); May 19, 2020 (43.2 µg/L) and September 1, 2020 (54.4 µg/L).

The running annual average concentration of the THMS in the past four quarterly samples was 44.82 µg/L, which is below the current Ontario Drinking Water Quality Standard of 100 µg/L.

- **All nitrate/nitrite water quality monitoring requirements prescribed by legislation were conducted within the required frequency for the DWS.**

Nitrate and nitrite samples were collected at a water treatment plant on February 18, 2020; May 19, 2020 and September 1, 2020. The concentration of nitrates and nitrites in all collected samples was below the ODWQ standards for nitrate and nitrite (10 mg/L and 1 mg/L, respectively).

- **All sodium water quality monitoring requirements prescribed by legislation were conducted within the required frequency.**

The owner of the drinking water system and the operating authority for the system must ensure that at least one water sample is taken every 60 months and is tested for sodium.

No treated water samples were collected for sodium analysis during the inspection period.

A treated water sample was last collected on October 18, 2016 for sodium analysis, yielding sodium concentration of 10.4 mg/L.

The next sodium sampling is scheduled for 2021.

- **All fluoride water quality monitoring requirements prescribed by legislation were conducted within the required frequency.**

If a drinking water system does not provide fluoridation, the owner of the system and the operating facility for the system must ensure that a treated water sample is taken at least once every 60 months and is tested for fluoride, in accordance with Schedule 13-9 of O.Reg.170/03.

The last fluoride sample was collected on October 18, 2016. The concentration of fluoride in this drinking water sample was below the method detection limit of 0.20 mg/L.

Sampling for fluoride is not required until 2021.

- **Records confirmed that chlorine residual tests were being conducted at the same time and at the same location that microbiological samples were obtained.**

Water Quality Monitoring

Free and total chlorine residuals measured in the distribution system and at the treated water tap at the time of microbiological sampling were recorded in the laboratory chain of custody.

Water Quality Assessment

- **Records showed that all water sample results taken during the inspection review period did not exceed the values of tables 1, 2 and 3 of the Ontario Drinking Water Quality Standards (O.Reg. 169/03).**

The review of the laboratory certificates of analysis confirmed that all drinking water samples collected at the Red Rock DWS during the inspection period were below the applicable Ontario Drinking Water Quality Standards.

Reporting & Corrective Actions

- **Where required continuous monitoring equipment used for the monitoring of chlorine residual and/or turbidity triggered an alarm or an automatic shut-off, a qualified person responded in a timely manner and took appropriate actions.**

Operations staff responded to incident of low distribution chlorine residual alarm on June 25, 2020 in a timely fashion and took appropriate corrective actions, which included verifying chlorine residual levels with a hand-held analyzer and restoring the on-line chlorine analyzer.

Other Inspection Findings

- **The following instance(s) of non-compliance were also noted during the inspection:**

1. Verification of the continuous chlorine analyzers are performed using a hand-held unit each workday and test results are recorded in the logsheets. It was noted during the inspection that necessary analyzer adjustments are not being recorded in the logbook when the margin of the error between the on-line analyzer and hand-held test result is greater than the margin of error permitted by Schedule 6-5 of O.Reg.170/03.

2. Section 1.6.4 of Schedule C of MDWL Number 297-101 requires that a monthly summary report is be prepared at the end of each calendar month which sets out the time, date and duration of each UV equipment alarm, the volume of water treated during each alarm period and the actions taken by the operating authority to correct the alarm situation.

It was noted during the inspection that the operating authority have not been generating monthly UV alarm reports containing the prescribed information. It was reported that the alarm summaries are displayed on the UV control panel interface, but not all required information is provided in this format.

3. It was noted during logbook review that on August 11, 2020 at 20:40 the polymer feed pump failed and initiated a plant shutdown, but the alarm did to generate operator call-out.

4. It was noted during the document review that the Red Rock DWS Operations Manual lacks a number of contingency procedures required to deal with emergencies, upset conditions and equipment breakdown.

NON-COMPLIANCE WITH REGULATORY REQUIREMENTS AND ACTIONS REQUIRED

This section provides a summary of all non-compliance with regulatory requirements identified during the inspection period, as well as actions required to address these issues. Further details pertaining to these items can be found in the body of the inspection report.

- 1. The owner/operating authority was not in compliance with the requirement to prepare Form 1 documents as required by their Drinking Water Works Permit during the inspection period.**

A new watermain to service the new wastewater treatment plant was installed in October 2019. The watermain was tested and commissioned in June 2020. Form 1 for the new watermain installation was not completed prior to watermain addition, contrary to section 3.3 of Schedule B of the current DWWP.

Action(s) Required:

Form 1 for the replacement of the existing ductile iron watermain feed servicing the water pollution control plant with a new 150mm diameter PVC watermain was completed on January 21, 2021. No further actions are required at this point.

- 2. The primary disinfection equipment was not equipped with alarms or shut-off mechanisms that satisfied the standards described in Section 1-6 (1) of Schedule 1 of Ontario Regulation 170/03.**

Primary disinfection at the Red Rock DWS is achieved with chlorine disinfection and UV irradiation. It was reported during the inspection that UV alarm is triggered when dose is less than 40mJ/cm². First stage of alarm is triggered after 45 seconds, which is a low UV dose major alarm, which ramps up power to compensate for low dose. The second stage alarm is triggered after 8 minutes, which is a low UV dose critical alarm. This alarm shuts valve feeding UV units and stops flow to the clearwell. It was reported that the alarms will show on PLC, but no call-out alarm will be triggered with a major and critical alarms.

Action(s) Required:

A. The Corporation of the Township of Red Rock shall ensure that the UV disinfection equipment has a feature that causes an alarm to signal immediately if the disinfection equipment malfunctions, loses power or ceases to provide the appropriate level of disinfection, or, that the UV disinfection equipment has a feature that ensures that no water is directed to users of water treated by the equipment in the event that the equipment malfunctions, loses power or ceases to provide the appropriate level of disinfection, in accordance with with Schedule 1-6 of O.Reg.170/03. By March 12, 2021, the Corporation of the Township of Red Rock shall eliminate any delays for the low UV dose alarms. By March 12, 2021, a copy of the written and visual confirmation of the alarm delay adjustment shall be submitted to the undersigned Provincial Officer.

B. By March 12, 2021, the Corporation of the Township of Red Rock shall ensure that the UV disinfection equipment have a feature that causes an alarm to signal immediately at the following locations if the disinfection equipment malfunctions, loses power or ceases to provide the appropriate level of disinfection:

- The building or structure where the disinfection equipment is installed.
- A location where a person is present, if a person is not always present at the building or structure where the disinfection equipment is installed.

The Corporation of the Township of Red Rock must ensure that, if a low UV dose alarm signals, a certified operator who is at the building or structure where the disinfection equipment is installed takes appropriate action or, if no certified operator is at that location, a certified operator is promptly dispatched to that location to take appropriate action.

By March 12, 2021, the Corporation of the Township of Red Rock shall submit to the undersigned Provincial Officer

a written and visual documentation confirming that the low UV dose alarms trigger immediate call-out to the duty operator, which initiates a prompt response to the location where UV disinfection equipment is located.

3. The following instance(s) of non-compliance were also noted during the inspection:

1. Verification of the continuous chlorine analyzers are performed using a hand-held unit each workday and test results are recorded in the logsheets. It was noted during the inspection that necessary analyzer adjustments are not being recorded in the logbook when the margin of the error between the on-line analyzer and hand-held test result is greater than the margin of error permitted by Schedule 6-5 of O.Reg.170/03.

2. Section 1.6.4 of Schedule C of MDWL Number 297-101 requires that a monthly summary report is be prepared at the end of each calendar month which sets out the time, date and duration of each UV equipment alarm, the volume of water treated during each alarm period and the actions taken by the operating authority to correct the alarm situation.

It was noted during the inspection that the operating authority have not been generating monthly UV alarm reports containing the prescribed information. It was reported that the alarm summaries are displayed on the UV control panel interface, but not all required information is provided in this format.

3. It was noted during logbook review that on August 11, 2020 at 20:40 the polymer feed pump failed and initiated a plant shutdown, but the alarm did to generate operator call-out.

4. It was noted during the document review that the Red Rock DWS Operations Manual lacks a number of contingency procedures required to deal with emergencies, upset conditions and equipment breakdown.

Action(s) Required:

1. The Corporation of the Township of Red Rock shall ensure that the continuous chlorine analyzer monitoring performance of primary disinfection at the Red Rock DWS is checked and calibrated as often as necessary to ensure that test results are within the 5% margin of error, in accordance with Schedule 6-5(1) of O.Reg.170/03. By March 12, 2021, the Corporation of the Township of Red Rock shall develop and implement an operating procedure for verification checks of the on-line chlorine analyzer monitoring primary disinfection process, which includes documenting the time of verification checks, test results of the on-line and hand-held analyzers, all necessary adjustments as well as any corrective actions taken.

By March 12, 2021, a copy of the procedure and a verification logs for January and February 2021 shall be submitted to the undersigned Provincial Officer for review.

2. By March 12, 2021, the Corporation of the Township of Red Rock shall develop and implement a monthly UV alarm summary template for the Red Rock DWS which will document the time, date and duration of each UV equipment alarm, the volume of water treated during each alarm period and the actions taken by the operating authority to correct the alarm situation, in accordance with Section 1.6.4 of Schedule C of the Municipal Drinking Water Licence Number 297-101.

By March 12, 2021, a copy of the monthly UV alarm summary template shall be submitted to the undersigned Provincial Officer for review.

3. By March 12, 2021, the Corporation of the Township of Red Rock shall develop and implement a procedure for regular tests of coagulant (alum and polymer) feed system failure alarms (pump failure and loss of flow) at the Red Rock DWS to ensure the functionality of the alarm and operator call-out system.

By March 12, 2021, a copy of the coagulant feed system failure alarm testing procedure shall be submitted to the undersigned Provincial Officer for review.

4. By March 12, 2021, the Corporation of the Township of Red Rock shall develop and implement the following procedures for the Red Rock DWS and ensures that all procedures are included in the Operations Manual:

- Primary disinfection chlorine analyzer failure
- Loss of alum or polymer feed
- Disinfection of new watermain installations
- 72-hour data review specifics and recording of observations
- Proactive maintenance of the on-line turbidity and chlorine analyzers
- ORO and OIC designation
- Manual filter backwash
- Daily monitoring and recording of in-process parameters

- Corrective actions for adverse water quality incidents

By March 12, 2021, copies of the procedures prescribed above shall be submitted to the undersigned Provincial Officer for review.

SUMMARY OF RECOMMENDATIONS AND BEST PRACTICE ISSUES

This section provides a summary of all recommendations and best practice issues identified during the inspection period. Details pertaining to these items can be found in the body of the inspection report. In the interest of continuous improvement in the interim, it is recommended that owners and operators develop an awareness of the following issues and consider measures to address them.

Not Applicable

SIGNATURES

Inspected By:

Viktoria Light

Signature: (Provincial Officer)



Reviewed & Approved By:

Paula Spencer

Signature: (Supervisor)



Review & Approval Date: 28/01/2021

Note: This inspection does not in any way suggest that there is or has been compliance with applicable legislation and regulations as they apply or may apply to this facility. It is, and remains, the responsibility of the owner and/or operating authority to ensure compliance with all applicable legislative and regulatory requirements.



APPENDIX A
STAKEHOLDER APPENDIX

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Key Reference and Guidance Material for Municipal Residential Drinking Water Systems

Many useful materials are available to help you operate your drinking water system. Below is a list of key materials owners and operators of municipal residential drinking water systems frequently use.

To access these materials online click on their titles in the table below or use your web browser to search for their titles. Contact the Ministry if you need assistance or have questions at 1-866-793-2588 or waterforms@ontario.ca.

For more information on Ontario's drinking water visit www.ontario.ca/drinkingwater



PUBLICATION TITLE	PUBLICATION NUMBER
FORMS: Drinking Water System Profile Information Laboratory Services Notification Adverse Test Result Notification	012-2149E 012-2148E 012-4444E
Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils	Website
Procedure for Disinfection of Drinking Water in Ontario	Website
Strategies for Minimizing the Disinfection Products Trihalomethanes and Haloacetic Acids	Website
Filtration Processes Technical Bulletin	Website
Ultraviolet Disinfection Technical Bulletin	Website
Guide for Applying for Drinking Water Works Permit Amendments, & License Amendments	Website
Certification Guide for Operators and Water Quality Analysts	Website
Guide to Drinking Water Operator Training Requirements	9802E
Community Sampling and Testing for Lead: Standard and Reduced Sampling and Eligibility for Exemption	Website
Drinking Water System Contact List	7128E01
Ontario's Drinking Water Quality Management Standard - Pocket Guide	Website
Watermain Disinfection Procedure	Website
List of Licensed Laboratories	Website

Principaux guides et documents de référence sur les réseaux résidentiels municipaux d'eau potable

De nombreux documents utiles peuvent vous aider à exploiter votre réseau d'eau potable. Vous trouverez ci-après une liste de documents que les propriétaires et exploitants de réseaux résidentiels municipaux d'eau potable utilisent fréquemment. Pour accéder à ces documents en ligne, cliquez sur leur titre dans le tableau ci-dessous ou faites une recherche à l'aide de votre navigateur Web. Communiquez avec le ministère au 1-866-793-2588, ou encore à waterforms@ontario.ca si vous avez des questions ou besoin d'aide.



Pour plus de renseignements sur l'eau potable en Ontario, consultez le site www.ontario.ca/eaupotable

TITRE DE LA PUBLICATION	NUMÉRO DE PUBLICATION
Renseignements sur le profil du réseau d'eau potable	012-2149F
Avis de demande de services de laboratoire	012-2148F
Avis de résultats d'analyse insatisfaisants et de règlement des problèmes	012-4444F
Prendre soin de votre eau potable - Un guide destiné aux membres des conseils municipaux	Site Web
Marche à suivre pour désinfecter l'eau potable en Ontario	Site Web
Stratégies pour minimiser les trihalométhanes et les acides haloacétiques de sous-produits de désinfection	Site Web
Filtration Processes Technical Bulletin (en anglais seulement)	Site Web
Ultraviolet Disinfection Technical Bulletin (en anglais seulement)	Site Web
Guide de présentation d'une demande de modification du permis d'aménagement de station de production d'eau potable	Site Web
Guide sur l'accréditation des exploitants de réseaux d'eau potable et des analystes de la qualité de l'eau de réseaux d'eau potable	Site Web
Guide sur les exigences relatives à la formation des exploitants de réseaux d'eau potable	9802F
Échantillonnage et analyse du plomb dans les collectivités : échantillonnage normalisé ou réduit et admissibilité à l'exemption	Site Web
Liste des personnes-ressources du réseau d'eau potable	Site Web
L'eau potable en Ontario - Norme de gestion de la qualité - Guide de poche	Site Web
Procédure de désinfection des conduites principales	Site Web
Laboratoires autorisés	Site Web



APPENDIX B
INSPECTION RATING RECORD

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Ministry of the Environment - Inspection Summary Rating Record (Reporting Year - 2020-2021)

DWS Name:	RED ROCK DRINKING WATER SYSTEM
DWS Number:	220000193
DWS Owner:	Red Rock, The Corporation Of The Township Of
Municipal Location:	Red Rock
Regulation:	O.REG 170/03
Category:	Large Municipal Residential System
Type Of Inspection:	Focused
Inspection Date:	October 15, 2020
Ministry Office:	Thunder Bay District

Maximum Question Rating: 500

Inspection Module	Non-Compliance Rating
Capacity Assessment	0 / 30
Treatment Processes	25 / 102
Operations Manuals	0 / 28
Logbooks	0 / 14
Certification and Training	0 / 42
Water Quality Monitoring	0 / 112
Reporting & Corrective Actions	0 / 21
Other Inspection Findings	0 / 0
Treatment Process Monitoring	0 / 151
TOTAL	25 / 500

Inspection Risk Rating	5.00%
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FINAL INSPECTION RATING:	95.00%
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Inspection Rating Record Generated On 28-JAN-21 (Inspection ID: 1-P1BDN).

Ministry of the Environment - Detailed Inspection Rating Record (Reporting Year - 2020-2021)

DWS Name: RED ROCK DRINKING WATER SYSTEM
DWS Number: 220000193
DWS Owner: Red Rock, The Corporation Of The Township Of
Municipal Location: Red Rock

Regulation: O.REG 170/03
Category: Large Municipal Residential System
Type Of Inspection: Focused
Inspection Date: October 15, 2020
Ministry Office: Thunder Bay District

Non-compliant Question(s)	Question Rating
Other Inspection Findings	
In the event that an issue of non-compliance outside the scope of this inspection protocol is identified, a "No" response may be used if further actions are deemed necessary (and approved by the DW Supervisor) to facilitate compliance.	0
Treatment Processes	
If primary disinfection equipment that does not use chlorination or chloramination is provided, is the equipment equipped with alarms or shut-off mechanisms that satisfy the standards described in Section 1-6 (1) of Schedule 1 of Ontario Regulation 170/03?	21
Is the owner/operating authority able to demonstrate that, when required during the inspection period, Form 1 documents were prepared in accordance with their Drinking Water Works Permit?	4
TOTAL QUESTION RATING	25

Maximum Question Rating: 500

Inspection Risk Rating	5.00%
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FINAL INSPECTION RATING:	95.00%
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Liisa Poyhola

From: Albert Headrick <cao@shawbiz.ca>
Sent: February 18, 2021 8:29 AM
To: 'Liisa Poyhola'
Subject: FW: An Open Letter to Ontario Municipal Councils

Please print for the next council meeting.

Thank you

From: AMCTO President <president@amcto.com>
Sent: Thursday, February 18, 2021 8:23 AM
To: cao@shawbiz.ca
Subject: An Open Letter to Ontario Municipal Councils

Dear Albert Headrick,

We would appreciate your support in sharing the below open letter and for this letter to be included on your municipal council agenda:

February 18, 2021



AN OPEN LETTER TO ONTARIO MUNICIPAL COUNCILS

Dear Council,

As a vital municipal association with membership roots that reach deep into each and every part of Ontario, we know the challenges you have faced in continuing to provide essential municipal services within your community during the COVID-19 pandemic.

As elected officials, we know that you recognize the contribution made by your municipal staff, many of whom are members of AMCTO. Municipal professionals across this entire province have been at the forefront of service delivery, applying their knowledge and skills to innovate processes and procedures to meet the evolving needs of residents and businesses.

One key point that is often overlooked in this pandemic is that many municipal staff were prepared to act and innovate **BECAUSE** of the professional municipal training and development they receive from organizations like AMCTO. The leadership skills, education and technical training prepare your staff in getting ahead of immediate community needs, reacting and responding to new challenges brought on by COVID-19. This

unique and sought-after skillset has allowed your staff to provide council with options and solutions for keeping your municipality running.

In these challenging financial times, there will be temptation to divert operational funding away from staff training budgets. Now more than ever, it is crucial that municipalities continue to invest in your most valuable resource – your staff.

In addition to increased levels of employee retention, engagement and empowerment, investments in staff professional development strengthens your council's ability to provide reliable, effective and efficient services to your community, both today and in the future. The question is no longer "if" you innovate but "when". Innovation comes with knowledge, training, and exposing municipal staff to new opportunities to grow and develop professionally.

On behalf of AMCTO and its over 2,200 members, please accept my heartfelt thank you for your service during these difficult times. As "Municipal Experts", AMCTO will continue to be at your service to help you and your staff meet the needs of your community.

Sincerely,



Robert Tremblay, MPA, CMO, AOMC
President
AMCTO

CC: Graydon Smith, President, AMO

###

Robert Tremblay, MPA, CMO, AOMC
President



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Mississauga, ON L4W 5L6

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Thunder Bay District Municipal League
Minutes of the Meeting
Saturday, February 13, 2021

1. Introductions and Municipal Updates

2. Call to Order

The meeting was held via Zoom conferencing and was called to order at 12:13 by the President, R. Dumas.

Present:

Rick Dumas	Mayor	Town of Marathon	
Rodney Swarek	Councillor	Township of White River	By phone
Wendy Landry	Mayor	Municipality of Shuniah	
Rebecca Johnson	Councillor	City of Thunder Bay	
Claudette Trottier	Councillor	Municipality of Greenstone	
Erwin Butikofer	Mayor	Municipality of Neebing	
Bernie Kamphof	Councillor	Municipality of Oliver Paipoonge	
Meghan Chomut	Councillor	Municipality of Shuniah	
Grant Arnold	Councillor	Township of Conmee	
Bob Beatty	Reeve	Township of Dorion	
Elizabeth Jones	Councillor	Township of Gillies	
Jon Peroff	Councillor	Township of Hornepayne	
John MacEachern	Mayor	Township of Manitouwadge	
Richard Harvey	Mayor	Township of Nipigon	
Wendy Handy	Councillor	Township of O'Connor	
Darquise Robinson	Mayor	Township of Red Rock	
Dave Hamilton	Mayor	Township of Schreiber	
Bert Johnson	Councillor	Township of Terrace Bay	

Regrets

Wendy Wright Reeve Township of Gillies

3. Approval of the Agenda

MOTION:

Made by: Rodney Swarek

Seconded by: Rebecca Johnson

That the agenda be approved.

CARRIED

4. Minutes of Board meeting held November 20, 2020 via Zoom Conferencing

MOTION:

Made by: Rodney Swarek

Seconded by: Rebecca Johnson

That the minutes of the Thunder Bay District Municipal League Board meeting held November 20, 2020 via zoom conferencing be approved as corrected.

CARRIED

5. Business Arising from the Minutes

(a) **DSSAB levy**

Thunder Bay District Municipal League

Minutes of the Meeting

Saturday, February 13, 2021

Information had been sent earlier via email from Rebecca Johnson and was included in the agenda package. Rick Dumas noted that the difficulties faced by many municipalities dealing with increased levies has been discussed at NOMA and it is hoped that NOMA will take the issue on further.

6. Financial Matters

(a) Financial Statements as of January 31, 2021

MOTION:

Made by: Dave Hamilton

Seconded by: John MacEachern

That the financial reports including the Balance Sheet and Report of Revenue and Expenses as of January 31, 2021 be received

CARRIED

(b) Levy for 2021

MOTION:

Made by: Wendy Landry

Seconded by: Elizabeth Jones

That the 2021 Thunder Bay District Municipal League levy remain at the same rate of \$0.05/person on the most recent MPAC population report.

CARRIED

7. Ongoing Business

a) **AGM scheduled for March 13, 2021**

There was discussion about the appointment of NOMA representatives, the timing of which does not synchronize with NOMA board appointments. TBDML elections are scheduled for the fall of 2022.

Background information:

- With the reduction to one meeting a year, the fall timing was chosen to reduce the amount of travel required in the spring to attend numerous annual meetings
- NOMA representatives chosen at the fall meeting to not attend NOMA meetings until the spring, and their representation continues 6 months or so past the NOMA board timing.

b) **Financial policies**

Meghan Chomut will join the Finance committee who will be working on financial policies, particularly an investment policy required for One Fund.

8. New Business

(a) **EMS Consultation**

Rebecca Johnson noted that the consultants report has been received by Council and a plan for implementation is expected shortly.

Municipalities reported on action being taken. There was considerable discussion about the lack of consultation with municipalities and First Nations communities, as well as examples of real-life situations that did/could easily mean life or death.

All members were encouraged to make sure a resolution focusing on the fact that there was no consultation and the importance of consultation before any plan is implemented, is forwarded to each member of the City of Thunder Bay Council.

Wendy Landry will be forwarding a letter developed by a group of Mayors and Reeves and Chiefs in the area, including the Leadership of First Nation Communities within the Robinson Superior Treaty area. Rick Dumas encouraged members to ensure that all our communities pass a resolution supporting this letter and have it sent to all city council members, individually.

Thunder Bay District Municipal League
Minutes of the Meeting
Saturday, February 13, 2021

Richard Harvey noted that although your individual community may not be particularly impacted, the changes will affect our region.

Rebecca Johnson will follow up with the Superior North Emergency Medical Services (City of Thunder) expressing the concerns discussed and she encouraged each member to ensure that their Municipality advocates with each city council member.

9. Correspondence

Municipality of Oliver Paipoonge Reform to the Municipal Insurance Act

10. Committee Reports

None.

11. Discussions

(a) Health Board Levy increase

Rebecca Johnson reported that she now sits on the Health Board. She explained that with the 3-year Provincial plan to download costs to the Municipalities, it is expected there will be a huge impact on upcoming levies.

(b) Recycling in Marathon

Rick Dumas provided an overview of the cancellation of the recycling contract with Green for Life due to a major increase in costs. Since the cancellation, a more reasonable contract has been reached with resumption of recycling service.

12. Next meeting: AGM March 13, 2021

To include:

- Discussion on timing of Annual General Meetings
- NOMA representative appointment
- Possibility of \$50 honorarium for auditor
- Representative from the District Health Unit to explain the download process and the impact on municipalities.

13. Adjourn

MOTION:

Made by: Bob Beattie

Seconded by: Erwin Butikofer

That we do now adjourned at 1:27 p.m.

Liisa Poyhola

Next Council Meeting

From: drobinson@redrocktownship.com
Sent: February 17, 2021 8:14 AM
To: redrockadmin@shaw.ca
Subject: FW: Draft minutes
Attachments: Minutes of the TBDML meeting Feb 13 2021.docx

From: bstewart@tbaytel.net <bstewart@tbaytel.net>

Sent: February 16, 2021 4:23 PM

To: mayor@marathon.ca; rs-crockerlk@shaw.ca; Reevewrightgillies@gmail.com; landry@tbaytel.net; rebecca.johnson@thunderbay.ca; claudette.trottier@greenstone.ca; mayor@neebing.org; bernie@kamdale.com; mchomut@shuniah.org; garnold@conmee.com; bbeatty@doriontownship.ca; gilliescouncillorjones@gmail.com; peroff.hpayne@bellnet.ca; bkistemaker.hpayne@bellnet.ca; Jmaceachern@manitouwadge.ca; mayor@nipigon.net; jamesfoulds@nipigon.net; wendy.handy@hotmail.com; drobinson@redrocktownship.com; b.johnson@terracebay.ca
Cc: Wayne.hanchard@oliverpaipoonge.on.ca; pgreenwood@shuniah.org; cao@marathon.ca; mavis@doriontownship.ca; gilliesclerktreasurer@gmail.com; jaremy.hpayne@bellnet.ca; owen@manitouwadge.ca; info@nipigon.net; twpoconn@tbaytel.net; cao@shawbiz.ca; clerk@schreiber.ca; cao@terracebay.ca; info@whiteriver.ca; conmee@tbaytel.net; neebing@neebing.org

Subject: Draft minutes

Beth Stewart
Executive Director
Thunder Bay District Municipal League
343 Parker Rd (Gillies Twp)
RR 1
Kakabeka Falls ON POT 1W0
(807) 628-7654

Project Charter: Full-Cycle Economic Development Services

PREPARED BY:

Limestone
PARTNERS

LITTLE CURRENT | THUNDER BAY

LimestonePartners.ca



RED ROCK
a superior treasure

Photo Credit: Limestone Thunder Bay, February 8, 2021: Red Rock, ON

PROJECT BACKGROUND AND PURPOSE

Background

Red Rock is a beautiful community of just under 900, located one hour from the City of Thunder Bay, Ontario, Canada. Formerly a hub for pulp and paper, Red Rock has been without a major industry for fifteen years. With major advances in the tourism and remote work economy, the conditions are prime for strategic economic development in the region.

Project Purpose or Justification

The purpose of this project is to compile the relevant research, in order to develop effective marketing tools and tactics, to attract new entrepreneurs, tourists, and residents. The current guiding document for economic development, "*Adjusting our Sails*", was published in August 2007, by the Township of Red Rock, but it has now lost much of its relevance. New strategies now need to be based on data, and evidence, to identify innovative opportunities that include a strong understanding of the locale, and the particulars that drive competitive advantage, not on strategies that build on common themes.

At the same time, there are some key drivers of change in the local economy to be considered, including:

- **Remote Workers:** Many business firms are now working almost fully remotely, resulting in an increasing number of people that have begun moving from Ottawa and Toronto, to places like Thunder Bay. This poses as an opportunity, with some infrastructure development, to market Red Rock as being an exciting destination for remote workers.
- **Higher Educated Population:** The census data in Thunder Bay, Ontario, shows one of the strongest areas of growth in the northern region, when compared to other provinces. Hundreds of mid-career professionals are moving to this region, in pursuit of entrepreneurial opportunities. This presents an opportunity to Red Rock to attract these entrepreneurs, who are looking for affordable options, to start in a smaller, supportive community.
- **Northern Newcomers Pilot Program:** Red Rock's employment rate has declined significantly in recent years, due in part, to an aging population. Whether from elsewhere in Canada, or around the world, communities in northern Ontario, like Red Rock, have the opportunity to welcome outside investment from first-generation immigrants, or those looking for a quieter lifestyle.

Through a well-defined methodology to be used throughout the course of this project, the opportunities for Red Rock will be examined, analysed, developed, and effectively implemented, including a complementary communication program that supports the development enhancements.



OBJECTIVES

The overall objectives of this project are to position Red Rock as a welcoming, world-class destination, where new businesses, tourists, and residents can grow and prosper.

This includes:

- **Development of Evidence-based Strategies:** Evidence-based data is needed to drive strategic development. Potential entrepreneurs, the Municipal government, and government funding partners need this data, in order to approve business cases that are sound, and add value to the community. Accordingly, the creation of a new, strategic, economic development plan is a necessity in Red Rock, as the current plan is over fifteen years old. To be current with the times, this new plan must include new digital, and research-based strategies, to support the business cases, and funding.
- **Support Potential Infrastructure Development:** Subject to a strong business case, infrastructure enhancements would include the development of better internet, or a work-hub, to facilitate remote workers and their communications needs, support the requirements of a hotel and conference centre, promote the growing market for special events in the Thunder Bay District, including Red Rock, and the development of light industrial land, including the deep seaport.
- **Development of Innovative, Inclusive Marketing Campaigns:** New marketing campaigns would be designed to target specific market segments that include tourists, and new entrepreneurs and residents, by building on upcoming trends, which includes promoting affordability, a supportive community, and a better work-life balance, that is more achievable in Red Rock.

Specific, Measurable Objectives:

- **March 8, 2021** - First of several targeted, data-driven marketing brochures to be completed, to support outreach efforts to new entrepreneurs in a variety of sectors, with activities to be reported each quarter.
- **March 31, 2021** - New community profile to be completed, featuring all relevant community statistics.
- **April 2021 to January 2022** - New marketing campaigns to be initiated, targeting investment, tourism, and residents, to be reported quarterly, building on the tools identified above.
- **April 2021 to January 2022** - Ongoing research to support ongoing government relations, community consultation, financial analysis, communications, developer liaison, and funding applications, related to development, to be reported quarterly, build on the above activities.
- **July 31, 2021** - New, evidence-based, economic development strategy to be completed

“Economic Development is about enhancing the quality of life of a Municipality, and its residents.”

This project will ideally result in economic developments that will:

- Attract new residents and businesses to Red Rock,
- Increase the working population of Red Rock, through the creation of new jobs,
- Bolster the tax base, to lessen the tax burden on current rate payers, and provide more services,
- Enhance of the quality of life for all residents of Red Rock,
- Support an economically productive lifestyle, and community resiliency,
- Attract new economic investments from entrepreneurs, tourists, residents, and government,
- Support current jobs, and the growth of existing local businesses.

SCOPE

The scope of this project is to provide a continuous cycle, full-service economic development program, as depicted below.

This includes the following areas of coverage and competency, for the period of one year, from February 1, 2021, to January 31, 2022.



Out of Scope:

- Formal Marketing and Business Plans for specific, private businesses.
- Activities pertaining to other development projects, not defined in the above scope.
- Studies for examination of the efficiencies at the municipal office.
- Third-party feasibility studies for the RV park.

DELIVERABLES

The deliverables for this project are as follows:

1. Updated Economic Development Strategy

An economic development strategy is a document that is based in evidence, which will include strategies to grow and develop the economy in Red Rock. Currently, the guiding strategy is over a decade old, and while well-written, does not adapt to the changes in the modern economy, new technologies, nor does it suggest relevant areas of re-directed focus. A sound strategy examines relevant market data, to pinpoint key areas of focus for economic development, that are optimal for a Municipality to pursue. They are often used to support further funding applications, and are used by the municipality to guide actions.

The new strategy to be developed will start with a thorough situational analysis of the macro-environment, to examine trends in the regional economy. This analysis will include the political, economic, social, technological, legal, and environmental drivers of change in the marketplace. Research will focus on the economies of Canada, Ontario, the Thunder Bay District, and the Nipigon-Red Rock region. After the identification of the key drivers of change, selected focus industries will then be brought into the analysis, by using Porter's Five Forces, to examine industry attractiveness. This model examines the levels of competition in an industry, and identifies key success factors required in order for a Municipality to compete.

The industrial analysis will be summarized using a GE-McKinsey Matrix, which will compare industry attractiveness, with market strength, as applied to the Red Rock region. This analysis will expose those industries where investment should be grown, held or maintained, or divested. Special consideration will be given to the growth or decline within an existing area of business, at the mezzo (business cluster) level, and accordingly, a list of high-potential industries will be targeted, where they may be poised for growth.

GE-McKinsey Matrix

		LOW	HIGH	
Industry Attractiveness	HIGH	Improve or ally	Maintain and improve	Invest / Grow
	(Medium)	Consider improvements	Selectively participate	Maintain position
	LOW	Harvest or divest	Consider transitioning out	Benefit while it lasts
		LOW	HIGH	
		Level of Competitive Strength		

Following the GE-McKinsey analysis, a thorough internal analysis will be undertaken in the form of a VRIO analysis, which examines competitive advantage of Red Rock's resources, over the long-term. Cumulatively, the data is then synthesized into a TOWS matrix, to provide actionable strategies that can be used to guide economic development. Ideally, all viable strategies will flow directly from the analysis.

TOWS Matrix

	Opportunities	Threats
Strengths	Strategies that leverage strengths, to capture opportunities	Strategies that leverage strengths, to defend against threats
Weaknesses	Strategies that mitigate weaknesses, to capture opportunities	Strategies that work on underperforming areas needed to be developed, for defense against strength

Community consultations will be used extensively during these analysis processes, to ensure all recommendations are guided by the community vision for economic development.

2. Community Development Profile, and Package

The community development profile provides a data package, and related plan, to potential investors, to provide an objective analysis of the key statistics and trends in the Red Rock region. Key statistics are important for many generic business decisions, such as gauging employment rates, and average income.

In addition, new material will be developed that is targeted towards new entrepreneurs, in a wide range of industries, to showcase the relevant market data, and related statistics, relevant to the community. As an example, the tourism strategy recently developed, shows a solid business case for further the development of an accommodation strategy, given that the highway corridor from Marathon to Thunder Bay has the highest hotel occupancy rate in the province, and a higher than average nightly rate in the top three of eighteen regions in the province. As such, some categories of focus would be accommodation development, and the attraction of light industry and small business. Red Rock would be a solid alternative for these expansion opportunities, given that the highest tax rates in the province of Ontario are seen one hour away, in Thunder Bay, which allows for a lower cost of living and working in the region, and access to a relatively underserved local population.

3. Marketing Campaign Development

Marketing campaigns promote the community to tourists, and new entrepreneurs and residents. Accordingly, a range of digital products will be created, and B2B and B2C strategies developed, in order to target, reach, and convert individuals considering Red Rock as a business or residential destination.

4. Strategic Developer Identification, Establishment of Relations, and Management

This stage is important, as it allows for the significant capital and expertise required to develop the strategies related to infrastructure expansion. Building on the identified strategies, developers will be identified, and engaged. All stages of communications will be considered, from target marketing, raising their awareness, consideration, negotiation, and conversion.

5. Financial and Economic Analysis of Projects

Financial and economic analysis will confirm the feasibility of any specific strategy, and ensure that resources are optimized, to build a strong business case for presentation to government. All analysis will be specific to Red Rock, with accurate projections and modelling of any new activity, in terms of spin-off labour, GDP effects, and jobs gained and lost in the region. This provides objective data on the economic costs and benefits for any project, and is highly specialized, especially in the context of northern Ontario.

6. Government Relations and Community Consultation

Using the significant contacts and expertise of the Limestone partners, government relations will be ongoing, throughout the course of the project, to investigate and establish new opportunities for funding, at both the provincial and federal levels, to accelerate the probability of project success.

Community consultations will be expansive, to ensure all activities support the overall community vision.

PROJECT MANAGEMENT

Accountability

A presentation will be given on a quarterly basis to the Council of the Township of Red Rock, to update the Council on progress made on all economic development initiatives.

A detailed list of tasks will be provided to the CAO quarterly, and progress on those tasks will be presented during any meetings of Council.

Communication

As and when required or requested, Limestone will maintain regular communication with the CAO, Council, and all interested stakeholders, as to the status of the engagement.



Process Management

Limestone will monitor the overall progress of the project, from initiation to reporting, through a defined process of updates with the Project Authority, to review the results of the project to date, and address any issues that may impact the quality or timing of the deliverables. Our quality assurance processes are based on the proper and timely alignment of resources, combined with the implementation of an active system of oversight, which guides our engagement team throughout each phase of the project, as per the best practice methods developed by the **Project Management Institute** (PMI).

For interviews, we will follow guidelines from the **Social Sciences and Humanities Research Council (SSHRC)**, including anonymizing data where appropriate, informing participants of the reason for their interview. Responses are saved on a secure USB drive, and stored in a locked drawer, at the office of **Limestone Partners Canada Inc.**, for a period of two years.

All deliverables such as draft reports or analyses, will be thoroughly reviewed by our team, prior to their release to the Project Authority, or the Council of the Township of Red Rock.

As part of any project, Limestone supports a formal project closeout process. This allows us to self-assess our experiences encountered throughout the project, by highlighting areas that worked well, as well as areas where there could have been some improvement. Limestone is also committed to receiving input from the Township, including their views related the project process, the outcomes, and the performance of the Limestone engagement team. This post-project feedback will then be summarized, and included in our quality assurance files for future reference and evaluation. We will also have a formal meeting with the Project Authority, to discuss pros and cons encountered throughout the project, and finalize any administrative activities at the conclusion of the project. Provided the Project Authority, Township staff, and the Council of the Township of Red Rock are fully satisfied with the services provided by Limestone, throughout the course of this project, Limestone would hope to receive a positive recommendation from the Township.

Communications Management

Limestone believes in keeping an open channel of communication between all stakeholders, that acts as a control mechanism, to ensure engaged participation, and a full understanding by all parties, with respect to the scope and mandate of the project. This also ensures that all interactions and communications are respectful, effective, and add value at all times.

Project Governance and Conflict

We embrace conflict as an opportunity for innovative problem solving. Accordingly, we will deal with contentious issues as soon as they become evident, as we want to build our relationship with Red Rock, based on trust and transparency. If conflict develops, we believe it is better to address it head on, and we will then facilitate an open discussion, with all concerned parties, to arrive at a resolution.

SCHEDULING PROCEDURES

Scope Management

The Lead Engagement Partner is responsible for adhering to the scope of the project, as defined by the Agreement, and the Project Charter. Any changes to the scope must be made through a written change request, preferably made via email, subject to the approval of the Project Authority.

The project schedule is an important document, and if used properly, defines all aspects of the planning, execution, monitoring, and communications related to the project, with the primary object being to deliver the resulting recommendations to the Project Authority, and Council, on time. In this regard, Limestone manages this process through the use of a scheduling chart that provides all of the details of the project elements, with milestones, task assignments, and timelines included.

Time Management

The lead engagement partner will also be responsible for managing and reporting on the timeliness of each aspect of the project. Where it is determined that a deliverable may be required to be provided late to the Township, where the increase in any time requirement is one day or greater, the Project Authority will be notified. This would be communicated through a change request, initiated by the lead engagement partner. Project timing updates will be provided on a bi-weekly basis, or sooner, if needed.

The entire project team will be responsible for validating the time commitments to the project, and for any changes made to the schedule, although the Project Authority must review and approve the final schedule for it to become the baseline for evaluation, and again each time it changes by one day or greater.

Integration Management

The lead engagement partner will manage all inter-related processes, to ensure the project plan is consistent and coherent, and to ensure the appropriate allocation of resources, coordination of dates, and completion of all assigned tasks. Should there be changes of any kind, these would be appropriately communicated to all parties, to ensure these are considered by all team members, and are entered into the project scope worksheet.

An activity will be considered complete, only after sign-off by the Project Authority, and the lead engagement partner.

Responsibilities in the Schedule Control Processes:

	Stakeholder relations, and Project management	Developer liaison, and Communications	Economic and strategic research and development	Financial analysis	Approving direction, and providing support where required
Jib Turner	Primary	Support	Secondment	Support	Secondment
Tom Ondrejicka	Secondment	Primary	Support	Support	N/A
Andrew Ault	Support	Support	Primary	Secondment	N/A
Dan Shepherdson	Support	Support	Secondment	Primary	N/A
Project Authority	Support	Support	Support	Support	Primary

RISKS

Overview of Potential Risks and Mitigation Strategy

During the course of the completion of this project for the Township of Red Rock, through 2021, and into 2022, the following assumptions have been made related to various risks that may arise, in terms of accomplishing the requirements of the project, within any time deadlines defined:

Potential Risk	Risk Level	Mitigation Strategies
COVID-19 may physically affect one or more members of either the Township, or the Limestone project team	Moderate	All participants will only travel under strict protective guidelines, and any possible outside interactions will be limited to those allowed by Government directives. The Project Authority, and Limestone, will assign alternate contacts, if necessary.
COVID-19 may influence the level of stakeholder participation	Moderate	Province is currently limiting group gatherings, and this may influence participation. Limestone will coordinate alternate meetings or other forms of contact, including conference calls, as needed.
Travel to Red Rock for on-site visits may be restricted, due to COVID-19	Moderate	To mitigate these risk concerns, Limestone will use Zoom, or other electronic meeting servers to the fullest extent possible, and will only travel under strict health directives, based on any regulations issued by any level of government. Consideration would be given for the use of drones or other video services for on-site viewings.
Data may become unavailable, or delayed	Low	Throughout the project, any data necessary to complete the project will be identified to the fullest extent possible. Effective project management plans contain clear and timely parameters, as well as key communication component, and all parties will be kept up-to-date as necessary regarding issues with data availability.
Team members may not be able to continue, in case of emergency or other family circumstance	Low	We have a team of four capable consultants with complementary and overlapping knowledge, skills, and other abilities in various proficiencies (ie: research, finance, strategy, stakeholder engagement, and project management). In the case where a team member is no longer available for the project, we will reassign our responsibilities to an alternate consultant, or consider engaging an outside consultant, with the approval of the Project Authority.
Information could be inaccurate, and result in incorrect analysis	Low	We use objective and reliable sources of data. If data is found to be less than reliable, the project team will fully assess any impacts, and provide additional disclosures of the source, to contextualize the data. If inaccurate data is found, we will adjust the analysis accordingly, within a timely fashion.
Access to stakeholders, government officials, or development partners may be affected by restrictive legislation issued, as it relates to COVID-19, or any other matter	Moderate	Limestone partners make every effort to remain current and informed on all relevant directives or policy changes made by government, as it relates to COVID-19, and if changes are discovered, our team will react, and alter the proposed solutions to fit within any new or revised guidelines.

To further mitigate these risks, should it be required, any suspected delay experienced as a result of the noted risks, or any other, Limestone will ensure there is a plan for full and transparent disclosure and communication to the Project Authority, and the Township. Further discussion with all parties will then establish proposed solutions, methodologies to accommodate, and procedures to move the project forward.

There are no risks associated with going over budget with this project, as Limestone has quoted a single, all inclusive price.

To mitigate these risk concerns, Limestone will consult with all stakeholders, throughout the course of the entire project, in order to ensure their safety, and their level of comfort with the project processes.

BUDGET

The budget for the ongoing requirements, and the completion of this project have been set and established through the execution of the Consulting Services Agreement, signed on February 1, 2021.

APPROVAL AND AUTHORITY TO PROCEED

In conjunction with the prior presentation documents, the Contract Services Agreement executed on February 1, 2021, we agree and acknowledge the requirements as specified in this Project Charter, and approve the project as described herein, and authorized Limestone to proceed as noted herein.

Name	Title	Date
Byron Turner	President Limestone Partners Canada Inc.	February 11, 2020
Albert Headrick, CAO	CAO Corporation of the Township of Red Rock	February 11, 2021

Approved By:

BYRON TURNER



Date: February 11, 2021

Approved By:

ALBERT HEADRICK, CAO

Date: February 11, 2021



Chief Administrative Officer Report

Period: Feb 1, to March 1, 2021

ACTION FROM PREVIOUS MINUTES:

Two letters sent out on behalf of Council, Fire College Closure and SNEMS.

GENERAL INFORMATION

- a) Bruce O'Hare from Lakeshore Excursions has provided the finalized **technical document** as part of an application to attract funding for updated soundings in Northern Ontario Great Lakes Ports. Council has received this confidential draft before, and this is the finalized document too make available for public view. It is included under new business for your review and then posting on our web site. They will follow-up to request a letter of support in the very near future.
- b) We are a little behind on our web site up-grade and will request an extension due to COVID-19 from Northern Western Ontario Innovation Centre.
- c) The purchase of the LCBO property on Sal's street will be completed on March 15, 2021.
- d) The design is well under way for the new SCADA system by HATCH for the upgrade of the water treatment plant. The funding required will be funded by both levels of government and obtained from the existing budget.
- e) Cascades have submitted the final agreement for the transfer of certain parcels of land to the Township of Red Rock. We have forward to our legal counsel to finalize with Cascade and then register on our behalf.
- f) Wendy Ferris of Castle Home Realty will be providing an estimate on market value for the sale of the CANOP building and old Texaco property. There will also be conditions identified.

- g) Municipal staff are working collectively and diligently on the many priorities. They are thanked for their dedicated efforts.
- h) The 2021 budget preparation is well underway and pre-budget consultation will occur shortly with a final acceptance if all goes well by the end of March 2021. We may need a special meeting of council.
- i) Again, we have been advised that we should hear by the end of February and or early March 2021 on our Asset Management application of level 2 & 3 from FCM.
- j) Our RV Business Study, Strategic Plan application is at the director's level through NOHFC being reviewed for consideration. We should be advised shortly.
- l) Reminder 2021 Interim Tax Bill will be sent out by March 4, 2021 in February with a due date of March 25, 2021. Future water and tax bills will also be available to be sent VIA email for those who are interested. Residents can contact the Municipal Office at 807 886-2245 to get set up for automatic emails.
- m) Director of Operations. Mr. Blair Westerman has accepted the new contract and will moved into this role March 1, 2021.
- n) OCWA will assume the management and operations on our Water Waste/ water facilities March 1, 2021.
- o) Will be connecting with a phone service provider to conduct a study on our present phone usage systems and annual associated costing. The Deputy Clerk and I feel, there could be some efficiencies' and cost saving in this area.
- p) Will be applying for a new \$200,000 Rural Enhancement funding stream through NOHFC Heritage. 90% funded. Still researching what is eligible.
- q) Forward a letter from Mayor and Council to the President of Association of Municipalities of Ontario on the closure of the Ontario Fire College and cc to local MPP and Minister of the Community Safety and Correctional Services.
- r) The contract between the Subdivision developer and The Township of Red Rock has been concluded. The next process is for the developer to conduct a level 1 and 2 environmental assessment. This activity will occur in June of this year or sooner pending snow and frost level.
- s) Administration staff working collectively with auditors in relation to the 2021 BDO municipal audit. Every effort will be made to ensure we meet the deadline.

- t) The property tax sale for 19 Rankin and 5 Crutchfield will occur March 25, 2021. Particulars for submissions advertised in Nipigon/Red Rock Gazette, the Ontario Gazette and Township Web Site. Open tenders to the public will be announced prior.
- u) Participated in joint meeting # 5 with Federal and Provincial counterparts on Waste/Water facility construction.
- v) Have begun to identify infill residential properties that can be sold for development and construction to begin within one year of purchase.
- w) Township letter sent to Administration and Thunder Bay Council on proposed changes to SEMS servicing to the Communities in the District of Thunder Bay.
- x) All preparations are in order for the two ICIP grants once formal joint communication is finalized.
- y) Preparations are being finalize for the accessibility \$49,000.00 accessibility grant received for the upgrades to the municipal office.
- z) We will be applying for the Ontario Summer Jobs. Applications were made available February 25, 2021.

"Success is not final; failure is not fatal: It is the courage to continue that counts."

Winston S. Churchill

Albert Headrick
CAO/Clerk
Township of Red Rock

2021 GREAT LAKES WATER AREAS REQUESTED FOR CHS SURVEY

Ontario defined areas requested for surveying by the Canadian Hydrographic Service Marine Surveyors at Parry Sound, Little Current, Killarney, Sault Ste. Marie, Rosspport And Red Rock/Nipigon area.

Areas recommended and specified by the Great Lakes Pilotage Authority, The Great Lakes Cruise Association, Lakeshore Excursions and the Town of Parry Sound, The Village of Killarney, the Town Northeast Manitoulin and the Islands, the City of Sault Ste Marie, the township of Rosspport [Thunder Bay District], Ontario tourism districts.

Document written for 2021 FEDNOR Application.

Capt. Seann O'Donoghue, Great Lakes Pilotage Authority
Great Lakes Pilotage Authority
Tel: 519-375-1003
sodonoghue@glpa-apgl.com



Lakeshore
Excursions

TABLE OF CONTENTS:

1. Glossary of terms
2. Identifying the need for surveys and existing data
3. Port and communities requiring updated marine soundings
4. Current technology impact to safe navigation
5. Recreational boating economic impact
6. Commercial shipping economic impact
7. Passenger ship economic impact, evolution of expedition cruising
8. Timeline to complete
9. APPENDIX

1. Glossary of terms

Hydrographic Surveys: Hydrographic surveys capture water depths, geographical features, hazards to navigation, man-made and natural features that aid navigation, tides, currents and water levels, and sea bottom characteristics.

Canadian Hydrographic Service (CHS): The CHS is administratively part of Fisheries and Oceans Canada's Oceans and Ecosystems Science Sector. According to mandated obligations of the Oceans Act and the Canada Shipping Act, the CHS is led by the Hydrographer General of Canada who is responsible for gathering, managing, transforming and disseminating bathymetric, hydrographic and nautical data and information into paper and electronic nautical charts. Communications with the Hydrographic Service has been with the Director of Hydrography for Ontario, Prairie and Arctic. The local office located at the Centre for Inland Waters, located in Burlington, Ontario.

Bathymetric Charts: A bathymetric chart is a type of map that depicts the submerged topography and physiographic features of ocean and sea bottoms.[1] Their primary purpose is to provide detailed depth contours of ocean topography as well as provide the size, shape and distribution of underwater features. Topographic maps display elevation above ground and are complementary to bathymetric charts.

Great Lakes Pilotage Authority: Marine transportation faces serious navigational challenges every day: dangerous weather, treacherous wind and currents, underwater hazards, congested waterways, and narrow channels. Marine pilots are seasoned mariners who use their knowledge of local waters to safely guide vessels to their destination. When pilotage services are required, marine pilots are dispatched to meet and board vessels as they enter designated compulsory pilotage areas. According to the Pilotage Act, no person shall have the conduct of a vessel within a compulsory pilotage area unless that person is a licensed pilot or holds a pilotage certificate allowing him to operate in that area.

2. Identifying the need for the surveys and existing data

The initial discussion related to this application began in June 2018. Great Lakes marine pilot Captain Seann O'Donoghue, and the Great Lakes Pilotage Authority identified the lack of accurate and updated soundings data for several Ontario Great Lakes ports. This lack of important marine navigation information was an impediment to the continued safe expansion of the cruise industry on the Great Lakes. This same lack of updated sounding data was also identified as similar issue for commercial shipping and recreational boating on the waters of the Great Lakes. Existing sounding data is in some cases more than 100 years old. Updated soundings have been carried out in some of the ports relevant to this application. In those cases, the new data has yet to be released to the shipping industry.

Updating marine sounding data is the responsibility of the Canadian Hydrographic Service on the Great Lakes, Canadian Arctic region and both the Atlantic and Pacific coasts. Today the focus of CHS is primarily in the Canadian Arctic. Fisheries and Oceans Canada is the federal Ministry the CHS works within, as does the Canadian Coast Guard. Updated sounding are done on a cost recovery basis.

3. Port and communities requiring updated marine soundings

1. **Parry Sound** is a successful port in attracting cruise ships to its community. This port has recently had some sounding work carried out by CHS, but the data has again not been released. Like many Great Lakes communities, the existing municipal dock in Parry Sound is not large enough to accommodate the new Seawaymax sized expedition ships that will be visiting the Great Lakes in the near future. The requirement in Parry Sound, is for additional soundings for the Salt Dock and approaches as both alternative larger passenger ship docking locations and potential anchor locations. Image in the appendix.
2. **The Port of Little Current** currently including the eastern and western approaches if the Little Current channel to the town dock. Sounding data is from 1960. Over 10 years ago the port of Little Current undertook a major expansion of the municipal waterfront. Each year approximately 30 passenger ships visit Manitoulin Island via the port of Little Current. The sounding data from the chart number 2205 was completed in 1985. Water depth along the current municipal pier is unknown. Chart number 2286 Georgian Bay to Clapperton Island is based on data from a survey in 1885. Image in the appendix.

There are two anchorage locations to the east and two additional anchor locations to the west of the Port of Little Current that require updated sounding. To the east of the port of Little Current is the commercial dock located at Fisher Harbor that requires updated soundings, since current soundings date back over 40 years to the 1980's. Image in the appendix.

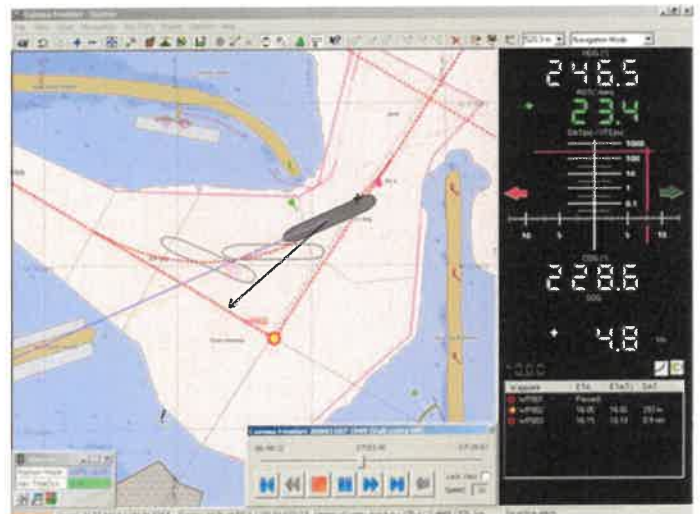
3. **The Village of Killarney** will be hosting passenger ships beginning in 2022. This will mark the first time in over 70 years this community has hosted a passenger ship and marks an important development for the municipality tourism sector. Viking Expeditions and Hapag Lloyd, a division of TUI Travel, are planning to bring new expedition ships to this community. Lindblad Expeditions / National Geographic are also planning to visit Killarney in 2022. All these ships will be required to anchor and tender their passengers to shore. Updated sounding of the east and west anchorages are required for this operation to operate safely. Image in the appendix.

4. **Sault Ste. Marie Ont.** is located on the St. Marys River and at the eastern most point of Lake Superior. Each year more than 7,000 commercial ships pass through the “SOO” locks annually, are raised between the river and lake, a height difference of 21 feet. Each year passenger ships visit Sault Ste. Marie Ont to see local attractions, docking at the municipal Roberta Bondar Marina. There are depth issues at Roberta Bondar that have been a concern to commercial shipping. This region was surveyed recently, but the data has not been released. Updated sounding in this port area will have a positive effect on the future development of the cruise ship visits to the port and to the commercial port at Algoma Steel.

5. **The Northshore of Lake Superior** has excellent potential to grow as a cruise ship destination in the coming years. The focus of expedition ships is wilderness cruising off the beaten path and away from urban centres. The communities of **Red Rock, Marathon, Rossport and Terrace Bay** are well positioned to benefit from this new focus on the natural attributes of this region. All of these communities will require ships to anchor and tender passengers to shore. All of these areas require updated sounding information to allow itinerary planners and marine agents to plan safe ship navigation in the waters off each community.

4. Impact of Current Technology for Safe Navigation

Today all commercial vessels and many recreational boats use a form of chart plotter to assist in the safe navigation of their vessel. This technology relies on data provided by the CHS in Canada. This advancement in technology has made for safer and more reliable passage making for all forms of marine transport. The current survey data has not kept up with the advances in onboard technology. For this reason, it is imperative that the ports identified in this funding request are able to update their information for the shipping industry. The growth of the cruise industry depends upon accurate updated sounding data.



5. Economic Impact / Recreational Boating

Updated sounding will provide a positive economic impact across the marine industry and those ports sounded. Today most recreational boats carry GPS chart plotters as standard onboard navigational equipment. These electronic chart plotters rely on sounding information from CHS. There are no economic impact statistics available for the specific ports involved in this funding application, but the Ontario statistics are available from Ontario Boating. Recreational boating in Ontario is big business. The information below is from 2016. Recreational boating supports over 30,000 jobs in Ontario.

Ontario's Contribution

	National	Ontario	Share
Revenue(Millions)	\$10,015.50	\$4,032.10	40.20%
GDP (Millions)	\$5,598.20	\$2,296.30	41.00%
Wages & Salaries (Millions)	\$2,906.60	\$1,177.1	40.50%
Taxes (Millions)	\$868.40	\$378.30	43.60%
Employment	75,434	30,591	40.60%

6. Economic Impact Cruise ships, current and Forecast

The growth of Great Lakes Cruising has been steady and consistent of the past ten years. Several small capacity cruise ships now make the Great Lakes their annual home and their presence and frequency is expected to increase. Most of the inventory averages 200 guest capacity plus crew and this is expected to rise to approximately 350 guest capacity plus crew as new cruise lines move into the Great Lakes cruise trade.

As the Great Lakes trade increases, the variety of the cruise fleet will increase. Each firm has a different approach to planning as it strives to fulfil its brand promise and often differentiate themselves from existing players in the field. Currently (2021) we would have eight ships which should be offering Great Lakes service in non-pandemic times. It is expected this will increase to 15 ships by 2028 with a commensurate increase in guest capacity and revenue generated ashore.

Recently, Viking Cruise based in Basel, Switzerland announced they will enter Great Lakes service in 2022 with a new ship being designed and built for this trade. These new ships will be "ice class" and will sandwich Great Lakes cruising between their Arctic and Antarctic trading. The announcement by Viking Cruises has not passed unnoticed by the world wide cruise industry and we expect others to follow in the wake of the Viking fleet.

The uncertainty of the current channel approach depths and depths-alongside mooring walls is a deterrent to future growth. Questions about these navigational aspects are often left unanswered or at best they are answered with current dated surveys. Updated surveys will be a valuable component in the growth of Great Lakes cruising.

Revenue ashore from ship's visits include a wide variety of expenditures by the cruise line, guests and crew. These include port fees, chartering of motorcoaches and drivers, guides,

attractions fees, food while ashore, guest and crew shopping in local stores. Often a variety of marine related expenditures can include bulk resupply of food, fuel, fresh water and the disposal of waste water and dry garbage – all of which contribute toward the local economy ashore.



Viking Octantis coming to Great Lakes in 2022 and sister ship **Viking Polaris** in 2023, visiting the Canadian Ports of Parry Sound, Little Current, Killarney, Sault Ste. Marie and Thunder Bay.

7. Economic Impact / Commercial Shipping

Commercial cargo shipping in big business on the Great Lakes. According to the Chamber of Marine Commerce, commercial shipping on the Great Lakes creates annual economic activity in excess of \$59.2 billion annually and over 328,000 jobs in Canada and the United States. North American farmers, steel producers, construction firms, food manufacturers, power generators and Canadian households depend on the 230 million metric tons of raw materials and finished goods that are delivered by Great Lakes-St. Lawrence River ships every year. This cargo is valued at over CDN\$100.5 billion. The ports discussed in this funding application are all involved to some degree in commercial shipping. Updating sounding data is very relevant to this key mode of transportation and integral part of the North American economy, particularly with Parry Sound, Little Current, Fisher Harbour, Killarney and Sault Ste. Marie East and West.



8. Project Completion Expected Timeline

In February of 2021, the Canadian Hydrographic Service is completing a detailed timeline, and survey/production cost estimate on the feasibility of surveying the areas that we are asking for and the production of published material. The timeline is expected to be released by mid-March 2021. The recent influx of cruise ships, continued growth and projected growth has caught the attention of the CHS, and completing these surveys has been added to their list of projects. Once the Timeline is released by the CHS it will be shared with all parties.

9. APPENDIX

DETAILED SUMMARY OF REQUESTED SURVEY AREAS:

The following ports and locations have been identified as those that future cruise ships have intentions of bookings for visiting scheduled starting 2022.

All of these locations are also identified as requiring up to date bathymetric soundings, and in some cases, horizontal datum correction. Until recently there has been no large commercial traffic into many of these ports in over 50 years.

With the Cruise Ships interest in more remote areas on the Great Lakes and due the fact that in most cases no large marine traffic has been transiting or visiting these ports and areas for over half a century, there has been no need for updated charts until now.

While Cruise ship traffic is expected to be zero in 2021, Viking Cruise Lines, Hapag Lloyd Cruises, Ponant Cruises, Victory Cruise Lines, Pearl Seas Cruises, and Plantours plan to operate 9 cruise ship on the Great Lakes in 2022. In 2023, Ritz-Carlton Cruises, is planning to introduce a new ship, and Viking cruise will introduce a second ship, thus totalling 11 ships.

These defined survey polygon areas will be sent to the CHS in a “.kmz” file format as specified by them.

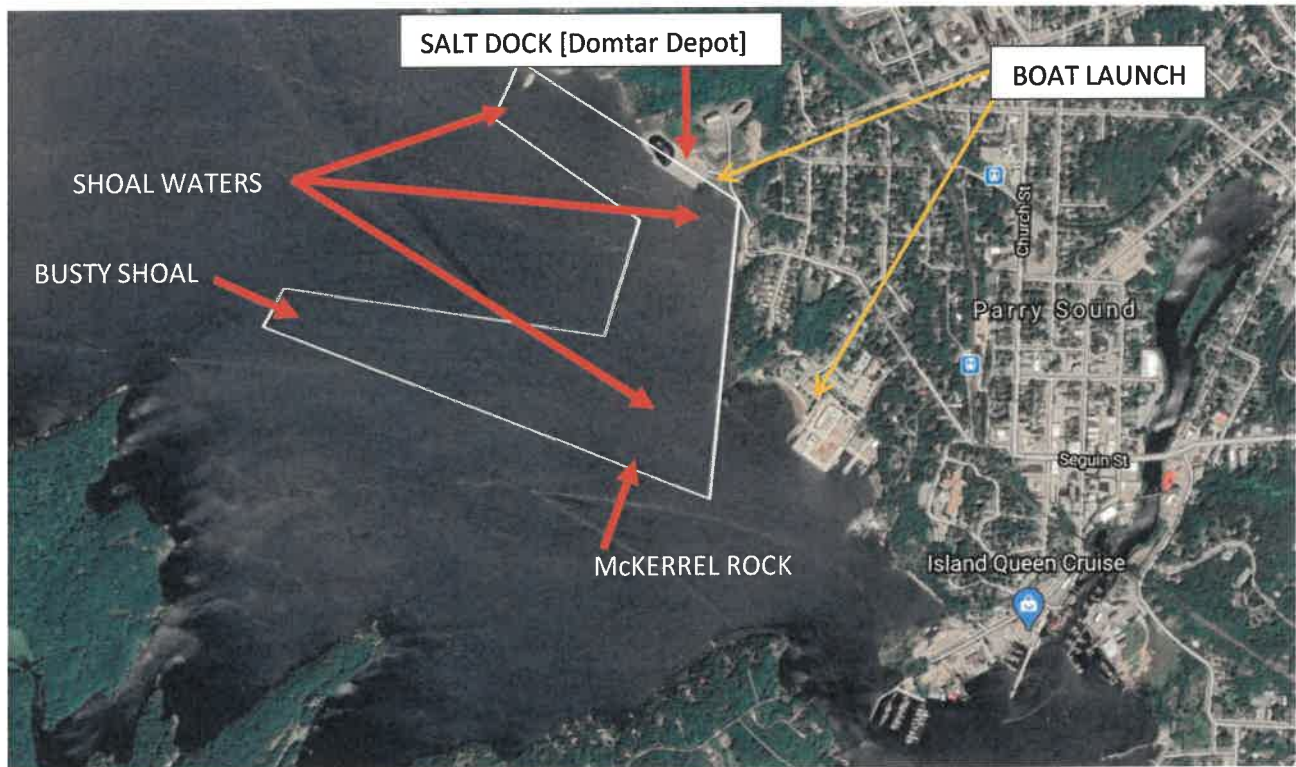
PRIORITY OF SURVEYING ON LAKE HURON

1. PARRY SOUND SALT DOCK AREA
2. LITTLE CURRENT MAIN CHANNEL
3. FISHER HARBOUR [FISHER-WAVY DOCK]
4. KILLARNEY AREA POLYGONS
5. SAULT STE. MARIE HARBOUR EAST
6. SAULT STE. MARIE HARBOUR WEST

PRIORITY OF SURVEYING ON LAKE SUPERIOR

7. ROSSPORT AND AREA
8. VICTORIA ISLAND CHANNEL
9. NIPIGON STRAIT

1. PARRY SOUND: SALT [Domtar Depot] DOCK AND APPROACHES,
North of McKerrel Rock and Busty Shoal, including shoreline shoals in the vicinity of the Salt Dock.



The Salt Dock [Domtar Depot] used by commercial traffic, and is a potential outer berth for cruise ships that are too large to transit the Parry Sound North Entrance Channel or to berth at the Parry Sound Town Dock, having better access to the port in inclement weather.

Viking Cruise Lines, Ponant Cruise Lines, Victory Cruises, Pearl Seas Cruise's and Hapag Lloyd Cruises plan to visit Parry Sound in 2022.

2. LITTLE CURRENT MAIN CHANNEL: FROM STRAWBERRY ISLAND TO NARROW ISLAND.



LITTLE CURRENT: The polygon area defining the survey area for Little Current has been tightened up to include just the significant through navigation areas and fringe areas of concern.

There is no recent digital data on Little Current at all in the records. The last survey of note in the Picnic Island Channel was completed 1962.

The polygons have been defined to dovetail to the more recent survey data west of Long/Narrow Island.

Little Current is a good base of operations for this area and could be the survey operating area for Little Current, Killarney, and Fisher Harbour.

Viking Cruise Lines, Ponant Cruise Lines, Victory Cruises, Pearl Seas Cruises, National Geographic and Hapag Lloyd Cruises plan to visit Little Current in 2022.

3. FISHER HARBOUR:



FISHER HARBOUR: The data is older, and the contours require updating, not having been surveyed since the early 1980's.

The fish farm at Dinner Point has grown in size over the years and now encroaches on a ship's approach to the dock, with the area needing to be updated.

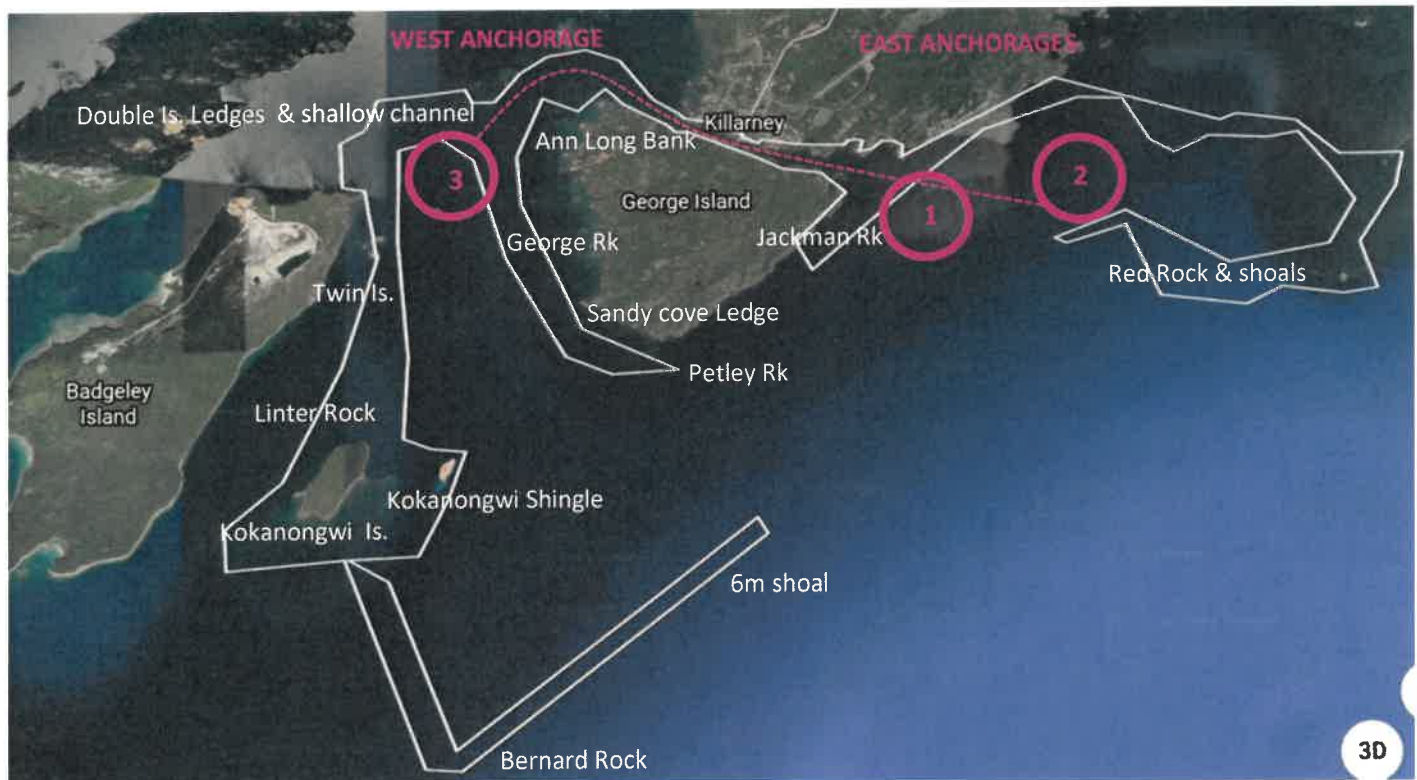
Approximately 10 Lake Freighters deliver several hundred thousand metric tonnes of road salt and aggregate to this dock annually.

4. KILLARNEY AND ANCHORAGE AREAS

The survey area of Killarney is defined as the following:

The centre area is the Killarney channel, which is located on at least four overlapping digital charts. The expected landing locations for Cruise ship tenders are at the Government dock [charted], and the new Killarney Mountain Lodge dock [Not charted].

To the West of the Killarney Channel is the Western Anchorage [No.3] and approaches. Areas of concern are Bernard Rock and the 6m Shoal [unmarked], the extent of shoaling to the West and South of Kokanongwi Island and Shingle, Linter Rock [unmarked], Twin Island, Badgeley Rocks, George Rock [unmarked], Sandy Cove Ledge, Petley Rock, Ann Long Bank, Double Island Ledges, and the shallow entrance channel.

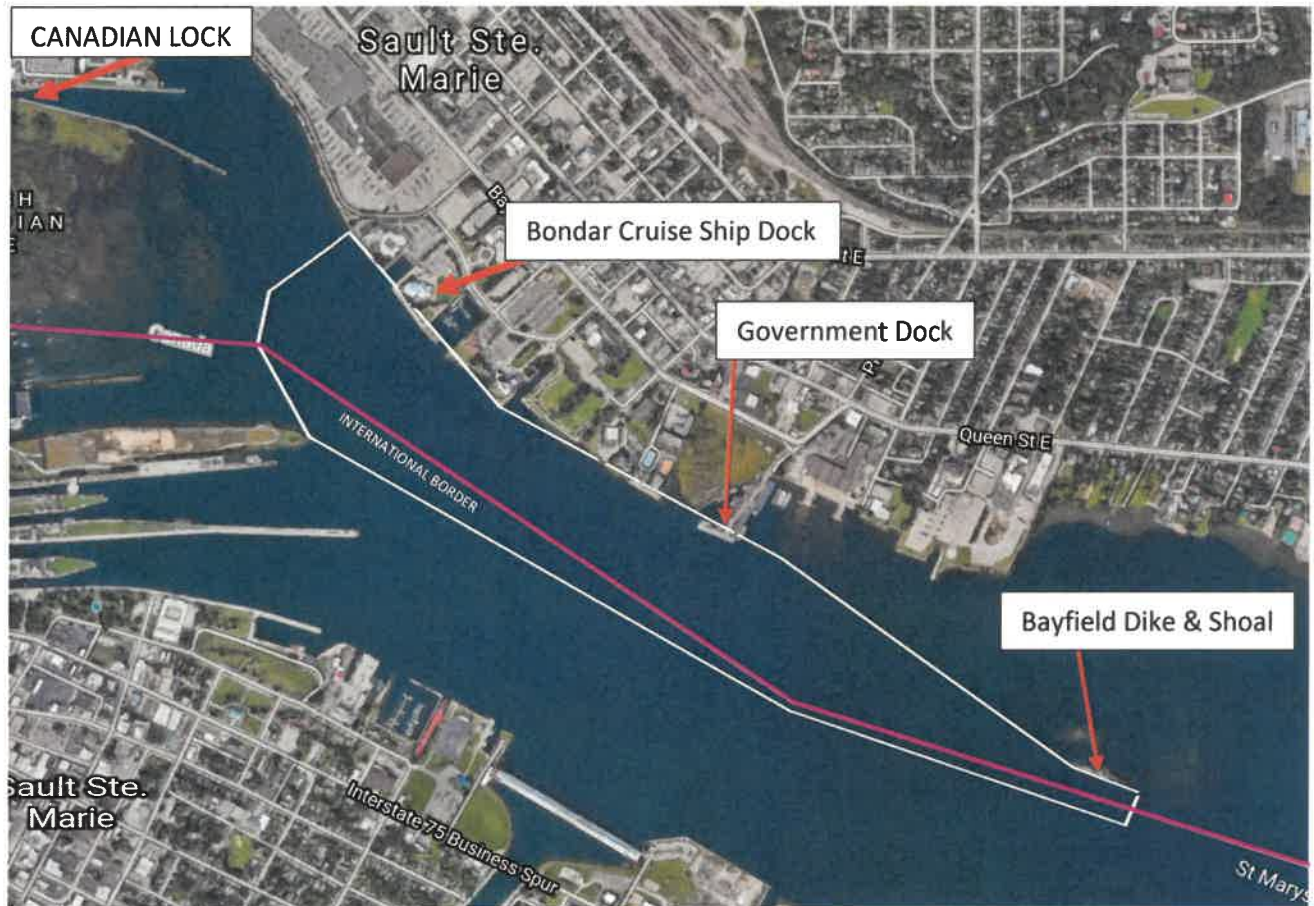


To the East of the Killarney Channel are the two Eastern Anchorages [No.1 & 2]. Areas of concern are Jackman rock and the entrance to the channel, Red Rock and the surrounding unmarked shoals.

The defined submission for Killarney is a series of tight polygons to include all of the shoal waters and spots of concern around Killarney that would be hazardous to large cruise ships. The ships will have a North West and a South East anchorage off of Killarney depending on weather and wind directions. The ships will anchor off of Killarney, and the passengers would be tendered ashore through the Killarney channel to town. The ships are expected to have a draft of 5.9m [19.5 ft].

Viking Cruise Lines, Ponant Cruise Lines, National Geographic and Hapag Lloyd Cruises plan to visit Killarney in 2022.

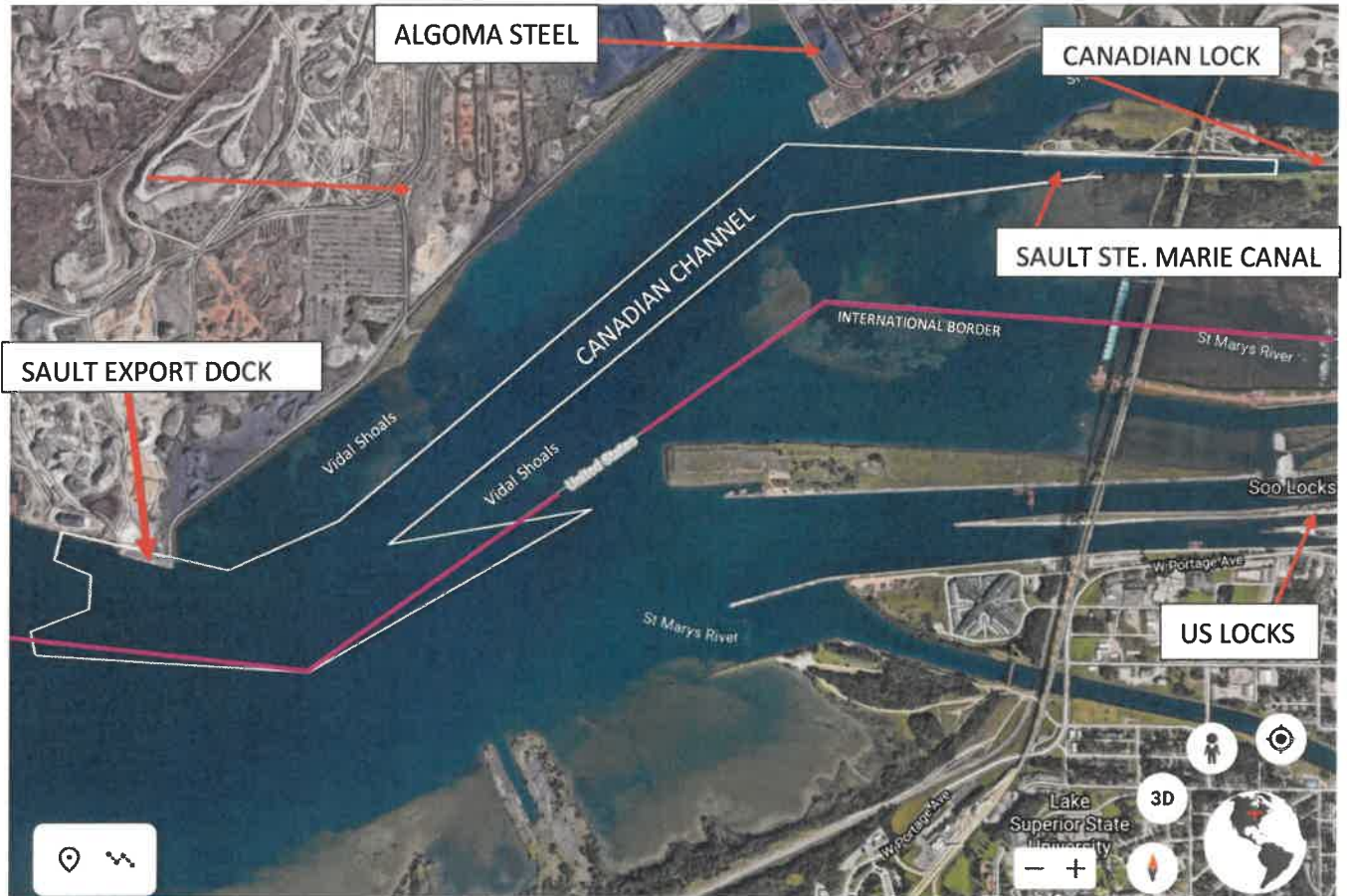
5. SAULT STE. MARIE, Ontario, East of the Locks



Areas of concern: Canadian Channel upstream from the Bayfield Dike, towards the Canadian Government Dock, and the shoal waters [less than Seaway Depth] north of the International border, upstream toward the Bondar [Cruise Ship] Dock and upstream toward the Canadian Lock located in the , Sault Ste. Marie Canal, and obtaining the necessary information to update the Canadian soundings for chart 14883, 14884 and supplying it to NOAA for publishing.

Ponant Cruise Lines, Pearl Seas Cruises, Victory Cruises, National Geographic and Hapag Lloyd Cruises plan to visit Sault Ste. Marie in 2022.

6. SAULT STE. MARIE, Ontario, West of the Locks



Areas of concern: Sault Export Dock and approaches, Canadian Channel, Sault Ste. Marie Canal and obtaining the necessary information to update the Canadian soundings for chart 14883 14884 and supplying it to NOAA for updating/publishing.

Viking Cruise Lines, Ponant Cruise Lines, Victory Cruises, National Geographic and Hapag Lloyd Cruises will transit these waters in 2022.

LAKE SUPERIOR AND THE INSIDE PASSAGE



The Great Lakes Cruise Association is marketing the Passage for the Expedition class cruise ships. National Geographic Cruises will explore the area in 2022, with Viking, Hapag Lloyd and Ponant Expedition Cruises expressing interest in the future passage.



7. ROSSPORT AND APPROACHES FROM THE SCHREIBER CHANNEL



ROSSPORT AND SCHREIBER CHANNEL: The Horizontal datum is off. Magnetic compasses in the area are inaccurate due to Magnetic variation from 1 to 7 degrees.

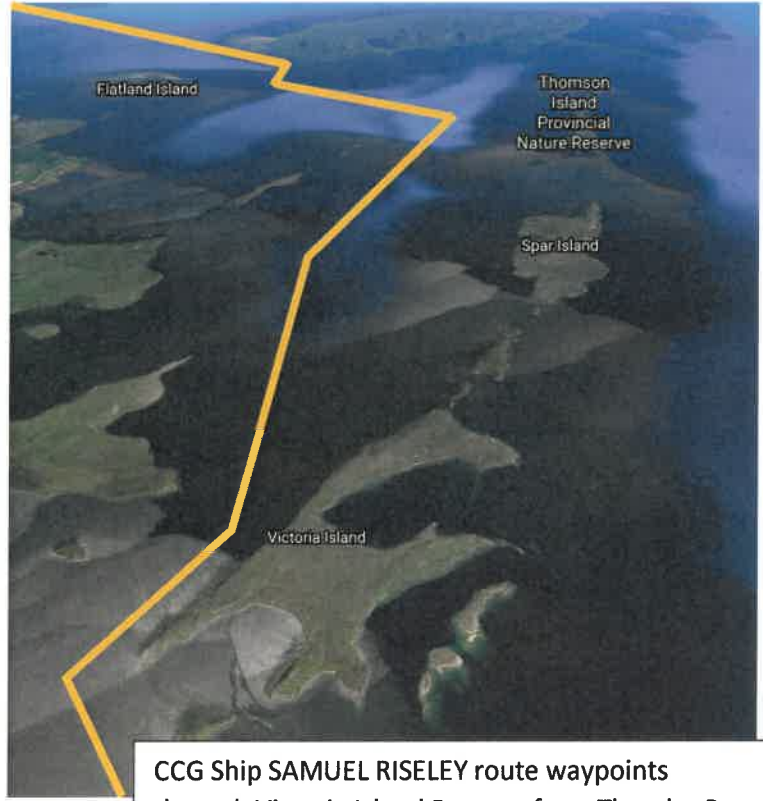
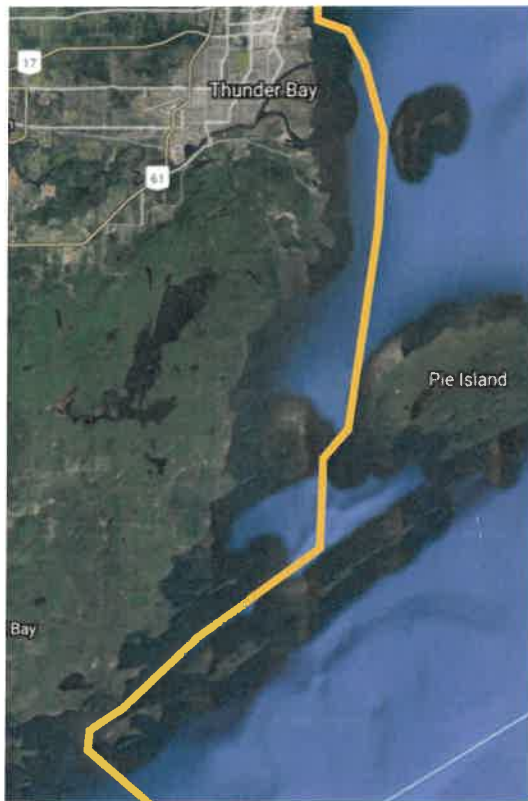
National Geographic is looking at an exploration of the North shore in 2022, which would include berthing at the Rossport Dock to disembark passengers and take on fuel and supplies.



8. THUNDER BAY, VICTORIA ISLAND CHANNEL

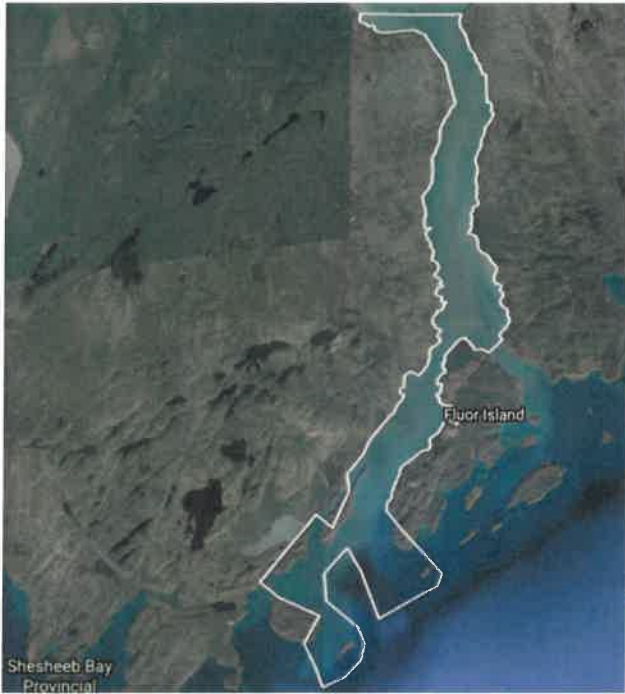


Thunder Bay, Victoria Island channel: With the growing Cruise ship industry, the Passage between Duluth and Thunder Bay will be opened up as cruise ships will be making international voyages. There is sufficient sea room and water depth to make this passage, but it was last surveyed in 1903-1905.



CCG Ship SAMUEL RISELEY route waypoints through Victoria Island Passage from Thunder Bay.

NIPIGON STRAIT: The strait is a 12-mile passage This has not been surveyed since between 1906 and 1916. The Horizontal datum is uncorrected.





February 23, 2021

Mr. Graydon Smith, President
The Association of Municipalities of Ontario
200 University Ave., Suite 801
Toronto, Ontario. M5H 3C6

Dear Mr. Smith:

Re: Closure of the Ontario Fire College in Gravenhurst

The Township of Red Rock recently reviewed correspondence dated January 14, 2021, from the Office of the Fire Marshal regarding the pending closure of the Ontario Fire College in Gravenhurst, Ontario.

The Ontario Fire College has been a key component in providing fire service training to hundreds of municipal fire departments, who do not have the capacity or resources to provide their own in-house practical and academic training for specialized programs.

Should the Office of the Fire Marshal continue to develop fire service training curriculum, municipalities will now bear the cost for its use and delivery. The alternative use of Regional Training Centers, although appreciated for practical and academic training, will be at a significant cost to municipal fire departments, including room and boarding expenses.

With the closure of the Ontario Fire College and the lack of provincial or federal funding for volunteer fire departments for much needed and required training, it puts municipalities at greater risk. The Township of Red Rock ask that reconsideration be given to the closure of the Ontario Fire College, at the very least, until a plan is in place to support municipalities with the resources and funding that is necessary to adequately train and support its fire services throughout the Province of Ontario.

Thank you for your sincere consideration on this matter.

Respectfully,

A handwritten signature in black ink, appearing to read "D. Robinson", written over a horizontal line.

Mayor D. Robinson
Township of Red Rock

cc. The Hon. Sylvia Jones, Minister of Community Safety and Correctional Services
MPP Michael Gravelle, Thunder Bay-Superior North.



THE CORPORATION OF THE TOWNSHIP OF RED ROCK

February 22, 2021

Dear Mayor and Council of Thunder Bay:

RE: Discussions on proposed changes to SNEMS servicing to the Communities in the District of Thunder Bay

We are writing to you today to express our deepest concerns of the recent report submitted by Performance Concepts Consulting with regards to the proposed changes to the SNEMS services to our Communities surround the City of Thunder Bay. **THE COMMUNITIES THAT WILL BE AFFECTED BY THESE PROPOSED CHANGES WERE NOT CONSULTED!! WE ARE TALKING ABOUT LIVES!!**

IT should be noted that the report references discussions with NAN territories; however there is no mention of Consultation with the First Nations within the Robinson Superior Treaty area for which the SNEMS serve. We as a Region cannot express enough how we are disappointed that the communities that will be affected were not consulted with a partner approach (we contribute financially to this service). The presentation we attended was an information session and we feel there was no attempt or intention of consultation on how these changes would affect our communities prior to being presented to the City of Thunder Bay. We as a group of concerned leaders in the District including the Leadership of our First Nation Communities in the Robinson Superior Treaty area, have many questions and are jointly sending this letter to express our desire to revisit this proposed plan through meaningful and thorough consultation process.

ACTION: We respectfully request a pause on any decisions or changes to the services of SNEMS until a meaningful, full consultation process has been conducted with all communities. It would be helpful to include a presentation of data, and a clear explanation of how proposed changes will meet the needs of our communities.

Yours truly,

A handwritten signature in black ink, appearing to read "A. Hedrick", written over a horizontal line.

Albert Hedrick, CAO
Township of Red Rock

P.O. Box 447, 42 Salls Street
Red Rock, ON P0T 2P0
Phone: 807-886-2245
Fax: 807-886-2793
Email: cao@shawbiz.ca

Liisa Poyhola

From: cao@shawbiz.ca
Sent: February 24, 2021 3:01 PM
To: redrockadmin@shaw.ca
Subject: Fwd: Gay Pride

Importance: High

Put this under general business. (2021 Pride Events)

Thank you

Albert

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

Subject: Gay Pride
Date: Wed, 24 Feb 2021 14:51:36 -0500
From: Darquise Robinson <drobinson@redrocktownship.com>
To: Sara Park <spark@sgdsb.on.ca>, Gord Muir Muir <gord.muir@thunderbay.ca>, Cam Todesco <camtodesco@hotmail.com>, melissamcd2016@outlook.com, Albert Headrick <cao@shawbiz.ca>

Hi everyone I have been in discussion with a few people who would like to see the town host a couple of . Example- a walk or run, bbq, hike etc.

With Covid it obviously wouldn't be much but a start. I believe our town would be supportive of this action and would like to include it to the upcoming council meeting for discussion. I have no intention this year using township money for any events. We would not start up a committee this year but could in the future if enough support from the residence.

Just giving you a heads up on the possible discussion during council meeting.

Darquise.

Sent from my iPhone



