

The Corporation of the Township of South Algonquin

Regular Council Meeting March 1, 2023

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CORPORATION OF THE TOWNSHIP OF SOUTH ALGONQUIN

AGENDA

REGULAR COUNCIL MEETING

Wednesday, March 1, 2023 9:00 a.m.

Council Chambers
Municipal Office
7 Third Avenue
Whitney, Ontario

And ZOOM and You Tube Channel: South Algonquin Council

1. Open Meeting/Call to order – 9:00 a.m.
2. Roll Call
3. Land Acknowledgement

We acknowledge that we are gathered on the unceded Traditional Territory of the Algonquin Anishinaabeg people, specifically the Matouweskarini (people of the Madawaska River). We further acknowledge that the Algonquin People have been stewards of this land since time immemorial and we strive to treat the land along with the flora and fauna it supports, the people, their customs and traditions, with honour and respect. Today, this area is home to people of all walks of life, and we acknowledge the shared opportunities and responsibilities to live, work and survive within this beautiful territory.

Chi-miigwetch, All my relations

4. Additions / Amendments to the Agenda
5. Adoption of the Agenda

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin adopts the Agenda as circulated for the Regular Council Meeting of March 1, 2023.

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried

Defeated

6. Disclosure of Pecuniary Interest
7. Petitions, Delegations and/or Presentations
8. Minutes of Previous Meetings (s)
 - Adopt the Minutes of the Regular Council Meeting of February 1, 2023

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin adopts the minutes of the Regular Council Meeting of February 1, 2023 as circulated.

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried

Defeated

9. Public Meeting for Zoning By-Law Amendment, ZBA-2023-01 – Boldt, 145 and 161 Algonquin St.
10. Committee, Staff and/or Councillor Reports
11. Business Arising from the Minutes
12. Unfinished Business
13. Correspondence – Action Items
14. Correspondence – Information Items
15. New Business
 - Schedule Committee Meeting Dates
16. Motions of Council

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin accepts the recommendation of the Recreation Committee and approves the application received from Fiona Girouard to join the M&L Parks and Recreation Committee, subject to a favourable police record check.

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried

Defeated

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin accepts the recommendation of the Recreation Committee and approves the applications received from Kelsey Fuller, Ken Reed and Kensley Cannon to join the Whitney Recreation Committee, subject to a favourable police record check.

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried
Defeated

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin accepts the recommendation of the Recreation Committee and approves the applications received from Amanda Whyte, Laurie Siydock and Joan Kuiack to join the Whitney Recreation Committee.

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried
Defeated

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin approves the annual Operating Grant donation of \$2500.00 to the Flying Feathers Archery Club.

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried
Defeated

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin award the Tender received from Winslow-Gerolamy for the purchase of New Tandem Axle Plow Truck in the amount of \$334,512.00 +HST.

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried
 Defeated

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin agrees to hire SHS Consulting to undertake a comprehensive housing needs assessment for the Township in accordance with the proposal provided.

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried
 Defeated

Notice of Motions

17. By-Laws

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT

- 1) By-Law 2023-740, Deeming By-Law
- 2) By-Law 2023-741, Zoning By-Law Amendment
- 3) By-Law 2023-742, Confirm the Proceedings of Council

BE READ A FIRST TIME AND BE DEEMED READ A SECOND TIME

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried

March 1, 2023

Resolution #

MOVED BY: Councillor

SECONDED BY: Councillor

THAT

- 1) By-Law 2023-740, Deeming By-Law
- 2) By-Law 2023-741, Zoning By-Law Amendment
- 3) By-Law 2023-742, Confirm the Proceedings of Council

BE DEEMED READ A THIRD TIME AND PASSED

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried

Defeated

18. Resolution to Move into a “Closed Session”

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin move into a closed session in accordance with Ontario Municipal Act, Part VI, S.239 (2);(b) personal matters about an identifiable individual, including municipal or local board employees; Personnel Matters at .

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried

Defeated

19. Adjournment

March 1, 2023

MOVED BY: Councillor

SECONDED BY: Councillor

THAT: Council for the Corporation of the Township of South Algonquin adjourns the Regular Council Meeting of March 1, 2023 at

| YES | | NO |
|-----|--------------------|----|
| | MAYOR LAVALLEY | |
| | COUNCILLOR COLLINS | |
| | COUNCILLOR FLORENT | |

| | | |
|--|--------------------|--|
| | COUNCILLOR KUIACK | |
| | COUNCILLOR PIGEON | |
| | COUNCILLOR RODNICK | |
| | COUNCILLOR SIYDOCK | |
| | TOTALS | |

Carried
Defeated

February 1, 2023

COUNCIL MEETING – MINUTES

On Wednesday, February 1, 2023, the Council for the Corporation of the Township of South Algonquin held an Regular Hybrid Council Meeting via Zoom Meeting and in Chambers, which was streamed to YouTube.

In Chambers:

Mayor Ethel LaValley
Councillor Joe Florent
Councillor Joan Kuiack
Councillor Laurie Siydock

Staff-

Carla Gatley, Deputy Clerk, *Recording Secretary*
Tracy Cannon, Planning & Bldg. Administrator
Jennifer Baragar, Deputy Treasurer
Fire Chief Ian Collins

Via Zoom:

Councillor Sandra Collins
Councillor Bill Rodnick
Councillor Shawn Pigeon
Brian Ackney, Operations Foreman

1. OPEN MEETING/CALL MEETING TO ORDER:

Mayor LaValley called the meeting to order at 9:15 a.m.

2. ROLL CALL

3. LAND ACKNOWLEDEMENT

4. ADDITIONS/AMENDMENTS TO THE AGENDA:

- Item Under New Business should state DNSSAB Update not Cassellholme Update

5. ADOPTION OF THE AGENDA

Moved by: Councillor Florent Seconded by: Councillor Kuiack Res. # 23-168

THAT: Council for the Corporation of the Township of South Algonquin adopts the Agenda as circulated and amended for the Regular Council Meeting of February 1, 2023.

-Carried-

6. DISCLOSURE OF PECUNIARY INTEREST: None

7. PETITIONS, DELEGATIONS and/or PRESENTATIONS: None

8. MINUTES OF PREVIOUS MEETING

Moved by: Councillor Siydock Seconded by: Councillor Collins Res # 23-169

THAT: Council for the Corporation of the Township of South Algonquin adopts the minutes of the Regular Council Meeting of January 11, 2023 as circulated.

-Carried-

9. COMMITTEE REPORTS, STAFF AND/OR COUNCILLOR REPORTS:

Works Department

Public Works Foreman Brian Ackney verbally reported:

- Welk Electric has done the necessary repairs at the Works Yard pertaining to the defect notice issued by the Electrical Safety Authority; the fuel pumps are operational.
- There was a power outage for two hours at the Works Yard yesterday; reason unknown.
- Three tandem trucks are in service.
- Unit #7 was in for service last week.
- Unit #24 was out of service for two days last week.
- Unit #34 had engine troubles and was fixed under warranty; problems still existed and unit was sent back to Madoc for service.
- The snowblower in Madawaska was out of service for one day.
- The loader needed a new windshield and a sight glass fixed.
- Tender for new plow truck closes on February 13th.
- Jacob Klentz has completed this term of his co-op placement.
- Snow removal is in progress.
- Three vehicles were towed from the Whitney Fire Hall.
- The Madawaska Rink Attendant has been working at the Whitney Landfill on a trail basis.

Councillor Florent stated that the section of Major Lake Road that is in the village is rutted and suggested that the grader be sent to that location on the first mild day.

Mayor LaValley mentioned that some snowbanks are getting quite high and there are concerns about sightline. T. Cannon will call the Supervisor at Fowlers regarding the intersection at Galeairy Lake Road and Highway 60.

B. Ackney left the meeting.

Fire Report

A written report was provided in the council package by Fire Chief Ian Collins.

Chief Collins reviewed his report with council. Discussion on:

-Motor Vehicle Accident on January 20th at Lake of Two Rivers in Algonquin Park; some errors were made by the call taker and dispatch. Chief Collins informed council of the details and the steps that have been taken to prevent future issues.

-An acknowledgement letter will be prepared for retiring Deputy Chief Stubbs.

-Potential new candidate for the Deputy Chief position.

Fire Chief Collins left the meeting.

Library Report

A written report was provided in the council package by Chief Librarian Charlene Alexander.

Councillor Siydock reported that she attended the meeting via Zoom.

Mayor LaValley reported that the presentation done by Christine Luckasavitch McRae on the Algonquin History was very well done and there was a great turnout. There will be a second session on March 6th.

Staff Report - Shore Road Allowance

A written report was provided in the council package by Planning and Building Administrator Tracy Cannon.

Discussion on current fee that is charged for Shore Road Allowance sales; will be reviewed when the Schedule of Fees By-Law is updated.

Staff Report – 2022 Year End Reserve Transfers

A written report was provided in the council package by Deputy Treasurer Jennifer Baragar.

Verbally reported:

-Proposed Budget Meeting of February 15th has been postponed to March 15th; there will still be a Committee of Adjustment Meeting on February 15th.

-Gave an overview of the Interim Billing By-Law process.

M&L

The Chair's Annual report was provided in the council package. Councillor Florent verbally reported.

-There was a great turnout for the snowmobile trail ribbon cutting event last week.

-The Recreation Committee is getting a quote for painting for the budget.

Whitney Recreation

Councillor Kuiack verbally reported:

-The Recreation Committee met in mid January and will be meeting again next week.

-Councillors Kuiack and Siydock will have a meeting on February 16th in regards to downtown beautification.

10. BUSINESS ARISING FROM THE MINUTES: None

11. UNFINISHED BUSINESS: Discussion pertaining to filling the Public Works Supervisor position; the CAO/Clerk-Treasurer will take the lead on that when he returns from vacation.

12. CORRESPONDENCE-Action

No Action Items

13. CORRESPONDENCE-Information

No Action Items

14. NEW BUSINESS:

-Councillor Kuiack proposed that the four older signs at the borders of the township be changed to match the new signs and new logo. Approximate cost would be \$5,000.00. Consensus of Council was to add this item to the Budget.

Councillor Collins stated that the Fire Chief will be adding burn indicator signs that can be placed with the new signs to the Fire Budget.

-Councillor Kuiack stated that she would like to discuss a Property Standards By-Law and update the Strategic Plan. An Administration/Human Resources/Public Relations meeting will be scheduled to discuss these topics.

-Councillor Kuiack stated that she would like to schedule an Emergency Management Meeting to discuss an Emergency Power Outage Plan.

-Discussion on the possibility of using the funds raised for the Raise the Roof project for other projects needed at the Lester Smith Building.

-Mayor LaValley informed council that she met with the new chair of DNSSAB, Mark King and he indicated that DNSSAB would be willing to help with a Needs Assessment pertaining to the housing shortage.

-Mayor LaValley informed council that she would like to put the Township Council minutes in the newspaper monthly. We will get a quote from the Valley Gazette and the Bancroft This Week.

15. MOTIONS OF COUNCIL:

Moved by: Councillor Rodnick Seconded by: Councillor Florent Res. # 23-170

THAT: Council for the Corporation of the Township of South Algonquin authorizes the CAO/Clerk-Treasurer effective December 31, 2022 to make the following reserve transfers:

1. \$375,770.72 from General Reserve
2. \$13,729.00 from Elections Reserve
3. \$25,109.89 from Fire Facilities/Equipment Reserve
4. \$167,477.67 from Gas Tax Reserve
5. \$136,352.83 from Roads Reserve (OCIF Grant)
6. \$33,041.62 from Recreation Facility/Equipment/Programming Reserve
7. \$21,760.00 from Planning Reserve
8. \$74.56 from Recreation Committee Reserve (WRec)
9. \$2,466.13 to Gas Tax Reserve
10. \$3,861.36 to Recreation Committee Reserve (M&L Rec)
11. \$5,000.00 to Recreation Facility/Equipment/Programming Reserve
12. Transfer remaining surplus to General Reserve. Upon determination transferred surplus will be reassigned to the appropriate reserve accounts.

AND THAT the aforementioned transfer be completed following auditor review.

-Carried-

16. NOTICE OF MOTIONS: None

17. BY-LAWS:

Moved by: Councillor Siydock Seconded by: Councillor Collins Res. # 23-171

THAT:

- 1) By-Law 2023-737, Shore Road Allowance, Aylen Lake
- 2) By-Law 2023-738, Interim Tax Billing
- 3) By-Law 2023-739, Confirm the Proceedings of Council

BE READ A FIRST TIME AND BE DEEMED READ A SECOND TIME

-Carried-

Moved by: Councillor Rodnick Seconded by: Councillor Kuiack Res. # 23-172

THAT:

- 1) By-Law 2023-737, Shore Road Allowance, Aylen Lake
- 2) By-Law 2023-738, Interim Tax Billing
- 3) By-Law 2023-739, Confirm the Proceedings of Council

BE DEEMED READ A THIRD TIME AND PASSED.

-Carried-

18. CLOSED SESSION: None

19. ADJOURNMENT:

Moved by: Councillor Kuiack Seconded by: Councillor Pigeon Res. # 23-173

THAT: Council for the Corporation of the Township of South Algonquin adjourns the Regular

Council Meeting of February 1, 2023 at 10:54 a.m.

-Carried-

The next council meeting is scheduled for Wednesday, March 1, 2023 at 9:00 a.m.

Mayor Ethel LaValley

CAO/Clerk-Treasurer Bryan Martin

Deputy Clerk Carla Gatley
Recording Secretary

DRAFT

PLANNING REPORT



Meeting Date: March 1, 2023
Agency: Township of South Algonquin
Staff Contact: Tracy Cannon, Planning & Building Administrator
Agenda Title: ZBA. 2023-01 – Boldt, 145 and 161 Algonquin Street
Agenda Action: Approve Zoning By-law Amendment

Recommendation

That Council for the Township of South Algonquin approve Zoning By-law Amendment application No. ZBA. 2023-01 to rezone the properties municipally known as 145 and 161 Algonquin Street from Settlement Area Residential (R1) to Settlement Area Residential Exception (R1-EX) as follows:

| Zone | Property | Purpose |
|---|----------------------|--|
| Settlement Area Residential Exception Four (R1-4) | 145 Algonquin Street | <ul style="list-style-type: none"> • Reduce minimum lot area from 1 hectare to 0.23 hectares; and • Reduce minimum lot frontage from 60 metres to 56 metres. |
| Settlement Area Residential Exception Five (R1-5) | 161 Algonquin Street | <ul style="list-style-type: none"> • Reduce minimum lot area from 1 hectare to 0.15 hectares; and • Reduce minimum lot frontage from 60 metres to 52 metres. |

Background

The Township has received a Zoning By-law Amendment (ZBA) application from Andrew Boldt, agent on behalf of the owners, for the lands municipally known as 145 and 161 Algonquin Street in the village of Whitney. The subject lands are currently zoned Settlement Area Residential (R1) under Township of South Algonquin Zoning By-law No. 2017-527. The lands were subject to an application for consent (SEV.2021-04) and the current application for ZBA has been submitted to fulfill a condition included in the provisional consent approval to recognize the reduced lot areas and frontages. Both the severed and retained lots contain existing dwellings. The property at 145 Algonquin Street also contains a garage whereas the property at 161 Algonquin Street also contains two sheds.

A draft survey plan to establish the severed and retained lots is attached hereto as Appendix A. A sketch provided by the applicant, showing the location of the existing structures on both lots is attached as Appendix B. It should be noted that the draft survey plan shows a shed that straddles the property line between 145 Algonquin Street and the neighbouring property (not part of this application) at 13 Algonquin Crescent.

The purpose of the aforementioned consent application was to separate both existing dwellings on to their own lots. The purpose of the current ZBA application is to bring both lots into

conformity with Zoning By-law No. 2017-527 by reducing the required lot area and lot frontage for each lot. For the lot at 145 Algonquin Street, the required lot area would be reduced from one hectare to 0.23 hectares and the frontage would be reduced from the 60 metres to 56 metres. For the lot at 161 Algonquin Street, the required lot area would be reduced from one hectare to 0.15 hectares and the frontage would be reduced from the required 60 metres to 52 metres.

Provincial Policy Statement, 2020

The Provincial Policy Statement, 2020 (PPS) provides policy direction on matters of provincial interest related to land use planning to provide for appropriate development, while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environment. All planning decisions must be consistent with the PPS.

The subject lands are within a “Settlement Area,” which is defined by the PPS as: “urban areas and rural Settlement Areas, and include cities, towns, villages and hamlets”. The PPS further explains that Settlement Areas vary significantly in terms of size, density, population, economic activity, diversity and intensity of land uses, service levels, and types of infrastructure available. PPS policy 1.1.3.1 states that Settlement Areas shall be the focus of growth and development.

South Algonquin Official Plan

The Township of South Algonquin Official Plan designates the subject property as Hamlets. Section 3 of the Official Plan contains the policies applicable to the Hamlets areas. Policy 3.1.1 states that “... in keeping with provincial planning policies, and in the interest of efficient land use planning, new development will be especially encouraged within these settings.” Permitted uses in the Hamlets include residential uses, such as those that exist on the subject lands.

Section 11 of the Official Plan contains the land division policies and Policy 11.1.6 states that the minimum size of all new lots shall be one hectare.

South Algonquin Zoning By-law 2017-527

The subject property is zoned Settlement Area Residential (R1) under South Algonquin Zoning By-law No. 2017-527. The R1 zone permits the existing detached dwellings and accessory structures. As noted above, the minimum lot area in the R1 zone is one hectare and the minimum lot frontage is 60 metres.

Planning Analysis

The proposed ZBA would implement a condition of consent to permit the creation of a new residential lot. As noted above, both the new lot and the retained lot are currently occupied by existing dwellings. The configuration of the new lot and the retained has been drawn to ensure that the existing septic system at 161 Algonquin Street is adequately set back from the new property line dividing the two lots.

The residential dwellings are contemplated within the settlement area setting in the municipality and it can therefore be concluded that the rezoning is consistent with the PPS. Recognizing that there are two existing dwellings on the subject lot, and no development or new construction is proposed at this time, it can be concluded that the proposed ZBA conforms to the policies of the South Algonquin Official Plan.

Ministry of Transportation

The Ministry of Transportation (MTO) was circulated on the ZBA and provided comments which are summarized as follows:

- The subject lands are located within the Ministry of Transportation's (MTO) permit control area;
- The MTO supports the application, however, no new access will be granted to either the severed or retained lot from Highway 60 (all access is to be maintained from Algonquin Street); and
- Any future development on the severed and retained lot will require proper permits from the MTO such as a building and land use permit and meet set back requirements.

While the dwellings and structures on the subject lands are existing, MTO indicated that their comments pertain to any future construction and/or demolition of any buildings and/or structures.

Conclusion and Recommendation

It is concluded that the proposed Zoning By-law Amendment is consistent with the PPS and conforms to the Township of South Algonquin Official Plan. It is further concluded that the application is appropriate for the subject lands, that it represents good land use planning and should be approved.

Respectfully,

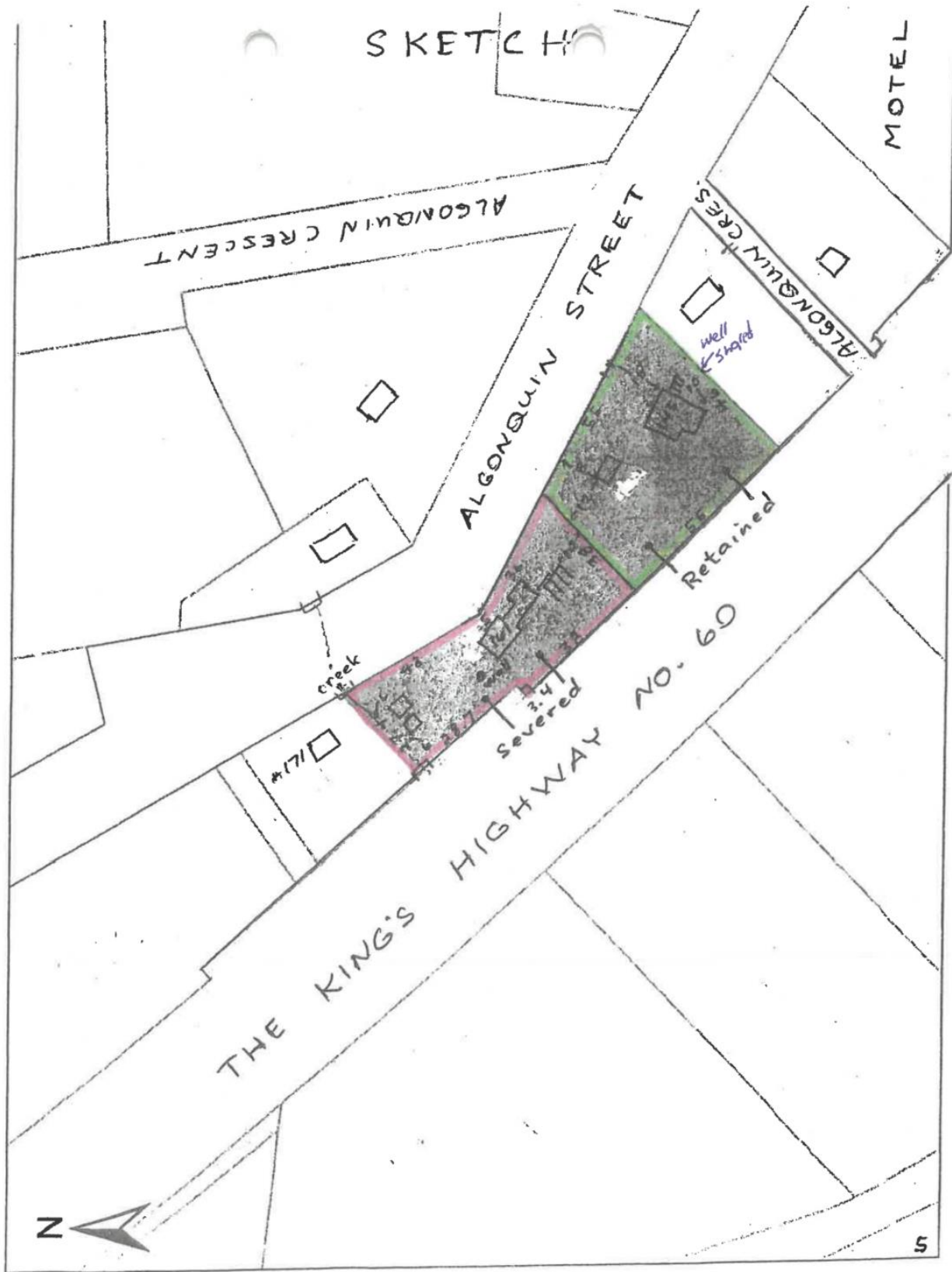
Jp2g Consultants Inc.
Engineers • Planners • Project Managers

Prepared By:



Anthony Hommik, MCIP, RPP
Senior Planner | Planning Services

Appendix B: Applicant's Submitted Sketch



COUNCIL MEETING

March 1, 2023

COMMITTEE/STAFF REPORTS:

- 1) Works Department Report - Oral
- 2) Fire Report
- 3) CAO Reports
 - 2023 Plow Tender
 - Flying Feathers
 - Housing Needs
- 4) South Algonquin Public Library, RE: Report and Minutes of Nov. 15, 2022
- 5) M&L Parks and Recreation, RE: Minutes of January 10, 2023

MONTHLY FIRE REPORT TO COUNCIL

Reporting Date: 19th February 2023

Training / Courses

- 9th FF Girouard starts his instructor's course.
- 14th February. Madawaska training night cancelled (I have a kind heart)
- 21st February. Whitney training night. DC Stubbs retiring.

Calls / Responses

- 2nd February - Madawaska, Snowmobile Trail MLSS 175 SW of Cross Lake. 2 stranded snowmobilers, Request from OPP to assist as they were unable due to lack of trained staff. This was the night temperatures dropped. They had been stranded for 4 hours and no one had passed them. Had we not responded I believe they would have frozen to death.

Complaints / Concerns

- 15th February - After the completion of the air compressor service, I attended later that day to charge SCBA tanks. I found great difficulty in completing the process and complained to our engineers (SPI). The next day (16th) their senior service manager attended Whitney and found that whilst everything was working correctly, delivery of air to the tanks was exceedingly slow (not part of the service schedule) . Parts have been replaced and additional parts ordered to bring our equipment up to the best that can be achieved. Compressor is old but fully functioning as is the fill station.
- 19th February. Madawaska paged to attend a CO alarm 'Sunny Hill Road, Barry's Bay'. Issue of wrong department being called out raised with Northern 911. Reply awaits.

Upcoming Events

- Fire Chief on vacation 22nd February – 12th march

Correspondence / Other

- 31st January FF Pinto resigns. New job – leaving the area.
- 1st February. DC Thom and myself met with AFFES / MNRF staff to discuss renewing our fire agreement with them. Invited to attend AFFES HQ in March to review our joint operations.
- 13th February. FF Wannamaker resigns. New job – leaving the area.
- 13th February. I appointed Marvin Siydock as Deputy Chief with responsibility for the Whitney Fire Hall upon the retirement of DC Stubbs.

STAFF REPORT

Meeting Date: March 1, 2023

Agency: Township of South Algonquin

Staff Contact: Bryan Martin CAO



Agenda Title: 2023 Plow Tender

Agenda Action: Resolution

Recommendation That council accept the Tender from Windslow Gerolomy for the purchase of New Tandem Axle Plow Truck in the amount of \$334,512.00 +HST

Background Staff prepared and issued a tender for a new plow truck. The tender was issued directly to known suppliers as well as listed on MERX website which, is a government tendering site. The tenders were closed on the 17th of February and only one tender was received.

Analysis The tender we received is consistent with current submissions in other municipalities I have spoken with. The tender is based on 2023 pricing for a vehicle. The Tandem is not expected to be built until 3rd or 4th quarter 2024 and may even be 1st quarter 2025. In April they will update the prices with the 2024 price sheet and should the truck slip to 2025 they will again update the price. We will have the option when the price is revised to decide not to purchase the truck although from an operational perspective this would not likely be a possibility.

Alternatives 1) Do nothing
2) Implement the recommendation of in this report

Strategic Plan This recommendation is part of good asset management planning which ensures our ability to meet our objective of improving our Road maintenance within the Strategic Plan.

Fiscal Impact Will affect reserve and reserve transfers for 2024 or 2025 years and will involve replacement of those reserves in future years as part of the comprehensive asset management plan and financial plan council will receive later this year.

Consultations Jennifer Baragar – Deputy Treasurer, Brian Ackney – Acting Public Works Superintendent.

Attachments

STAFF REPORT

Meeting Date:

Agency: Township of South Algonquin

Staff Contact: Bryan Martin CAO



Agenda Title: Flying Feathers

Agenda Action: Resolution

Recommendation That the Flying Feather annual budget of \$2,500 be approved.

Background Before Amalgamation the Archery Club was part of the Local Services Board in Madawaska under the Recreation program. As a participant in the Board, half of all the expenses of the Club, {insurance, LUP, snowplowing, etc} was paid by the Board. After Amalgamation as per the Restructuring Notice, filed on Oct 22 1997, the new Corporation {Township of South Algonquin} was responsible for all the assets and liabilities of the old Corporations. {LSBs, LRBs and Township of Airy}. In an agreement between the Township and the Club, it was agreed that instead of keeping track of and submitting the bills for payment, that a lump sum of \$2500 would be paid annually to the Club as an “ Operating Grant”.

Analysis This grant has been paid as part of annual budget since amalgamation and staff recommends that it continue for 2023 and provides a recreational program to continue within the Township without the Township needing to directly deliver the programming.

Alternatives

- 1) Do nothing
- 2) Implement the recommendation of in this report
- 3) Recommend changes to the recommendation.

Strategic Plan Recreation and Culture “To promote a balanced, safe, healthy and age friendly environment throughout South Algonquin.”

Fiscal Impact \$2,500 to current year budget.

Consultations Jennifer Baragar – Deputy Treasurer

Attachments

STAFF REPORT

Meeting Date: March 1, 2023

Agency: Township of South Algonquin

Staff Contact: Bryan Martin CAO



Agenda Title: Comprehensive Housing Needs Assessment

Agenda Action: Resolution

Recommendation That the SHS Consulting be hired to undertake a comprehensive housing needs assessment for the Township in accordance with the proposal provided.

Background The Township of South Algonquin has no public housing delivered by DNSSAB and only a couple of units provided by the Aboriginal Housing Association. Affordable housing is near nonexistent. Rental availability is near 0 %. Short term rentals appear to have taken over some of the previously available housing units. Businesses have expressed concern that they can't hire and keep staff as they cannot find accommodation locally and the cost of travelling to work has become prohibitive for some. We have a large seasonal workforce that cater to the needs of our tourism sectors and Algonquin Park. The Township supports a Long-Term care facility located more than 2 hours from our Township residents. We have an ageing population within our community without any supportive or assisted living.

Analysis Staff and council have heard from our residents and businesses that there is a need for more housing locally. In order to support applications to either the provincial and federal governments for funding there is a need to understand what our needs truly are. The applications require this as a prerequisite for consideration of available dollars. Of 13 municipalities who have DNSSAB as a service delivery agent for public housing only the City of North Bay has undertaken this review. This will also exhibit for DNSSAB the local need and will put us in the top 2 when housing needs are being reviewed as only 2 municipalities in the group will have completed the necessary reports to support the types of housing we need. Developers also can also access funding and this study may help to make the business case for them to consider local development. If housing development is a priority this study is a must to assist us in moving forward.

Alternatives

- 1) Do nothing
- 2) Implement the recommendation of in this report
- 3) Recommend changes to the recommendation.

Strategic Plan Social and Family Services. To promote activities and quality-of-life services that support people of all ages and abilities.”

Goal # 1 Make it possible for people to stay in the community throughout their life,

Goal # 2 A more age diverse population in South Algonquin

Fiscal Impact \$73,465 from reserves in the current fiscal year.

Consultations

Jennifer Baragar – Deputy Treasurer

Attachments

Response to Request for Proposals

Township of South Algonquin
***Consulting Services for:
A Comprehensive Housing Needs
Assessment and Housing Actions and
Implementation Plan***

Response to Request for Proposals
Proposal Submission

February 22, 2023

Submitted by:

SHS Inc.

operating as SHS Consulting

77 Bloor St. West, Suite 600

Toronto, ON, M5S 1M2

Phone: +1 (905) 763-7555 ext. 106

Email: cpacini@shs-inc.ca





February 22nd, 2023

To: Bryan Martin, CMMIII
CAO/Clerk Treasurer
Township of South Algonquin
clerk@southalgonquin.ca

Re: Comprehensive Housing Needs Assessment and Housing Actions and Implementation Plan for the Township of South Algonquin

Dear Bryan Martin,

We were pleased to receive your request to provide a proposal to undertake the development of a Comprehensive Housing Needs Assessment and Housing Actions and Implementation Plan for the Township of South Algonquin.

SHS Consulting is an independent Canadian consulting firm specializing in housing policy and research, affordable housing development, and business model innovation. SHS was incorporated in 1999 through the merger of Christine Pacini & Associates and The Starr Group, two firms with extensive background in the housing field. Operating out of offices in the Greater Toronto Area, the firm possesses a core team of eighteen consulting professionals assisted by specialist associates brought together on a project-by-project basis as required.

We feel our firm is uniquely positioned to take on this work because of our pan-Canadian experience conducting municipal housing needs assessments and developing affordable housing strategies, extensive experience in affordable housing development which complements our housing policy experience, and proven track record working with clients that include all orders of government, the non-profit and private sector. Our unique combination of subject matter and process expertise yields project products that are thorough, grounded in evidence, and that *fit* in the housing sector. More information about our relevant experience is provided in our company profile below.

Based on our initial conversation with you, we have prepared the below proposal and scope of work. Within our proposed methodology, we have presented several items as optional for consideration and discussion including a series of tasks related to assessing the impact of short-term rentals, obtaining custom data, and conducting in-person engagements and



presentations. We would be pleased to make modifications and additions to our proposed methodology to create a scope that fully meets your needs. Within our proposal, we have also included a modest budget for honorariums to support consultation with Township residents. We would be happy to make any amendments required here to ensure this aligns with your current practices and/or that the amount proposed is appropriate.

We wish to thank you again for the opportunity to present this proposal for your consideration and look forward to your response.

Sincerely,

Christine Pacini

Partner, *SHS Consulting*

77 Bloor St. West, Suite 600
Toronto ON M5S 1M2
Phone: 905-763-7555 ext. 106
Email: cpacini@shs-inc.ca
Website: www.shs-inc.ca

cc. *Helen Harris, Principal, Housing Policy & Research and Project Manager*

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COMPANY PROFILE



SHS CONSULTING

SHS Consulting is an independent Canadian consulting firm specializing in housing policy and research, affordable and attainable housing development, and business model innovation. SHS was incorporated in 1999 through the merger of Christine Pacini & Associates and The Starr Group, two firms with extensive background in the housing field. Operating out of offices in the Greater Toronto Area, the firm possesses a core team of eighteen consulting professionals assisted by specialist associates brought together on a project-by-project basis as required.

The two founding partners of SHS Consulting, Ed Starr and Christine Pacini, together possess over seventy years of professional experience in a wide range of housing-related studies and development projects aimed at addressing the housing needs of communities across Canada. In general, our work can be separated into three practice areas: policy and research, affordable/attainable housing development consulting and business model innovation.

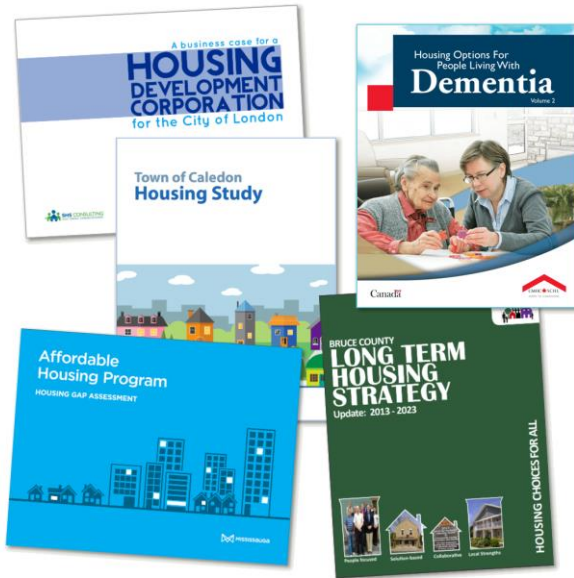
POLICY AND RESEARCH

SHS Consulting is one of Canada's leading firms in developing housing policy for communities across Canada.

This work includes the preparation of **more than 250** housing needs assessments, housing strategies, action plans, blueprints, program design and evaluations, business cases, feasibility studies, and other studies for the federal government (e.g., CMHC, Service Canada), provincial governments, and more than 50 municipalities across Canada on issues addressing the full range of needs across the housing continuum.

A particular specialty of SHS is the preparation of comprehensive municipal housing strategies which include a comprehensive analysis of housing

demand and supply and the identification of policies, programs, and strategies for addressing the gaps in supply identified by the analysis.



SHS has also undertaken program evaluations, operational reviews, surveys, housing portfolio strategies, financial analysis, end of operating agreement reviews, studies on vulnerable populations, research on seniors housing issues, and program design. A major feature of all work carried out at SHS is a strong commitment to community engagement to ensure all voices are heard in the development of policies and programs.

AFFORDABLE AND ATTAINABLE HOUSING DEVELOPMENT

Since our inception, SHS Consulting has been actively involved in the **development of affordable housing projects** for a wide range of population groups including youth, seniors, families, Indigenous people, and persons with disabilities. Ed Starr and Christine Pacini, co-founders and partners of SHS, have managed the development of more than 100 projects containing over 5,000 units and housing more than 10,000 persons in need of affordable housing. These projects have ranged from developments as small as a three-unit transitional housing project for victims of domestic violence to major projects of 350 units serving a diverse group of residents. This work has fully familiarized us with the **costs involved** in the development of affordable housing and the **types of incentives** effective in meeting the affordability needs of vulnerable populations, as well as the affordable housing planning and development process.

BUSINESS MODEL INNOVATION

SHS Consulting creates **collaborative environments** to help our clients navigate change and envision a new future for their organization.

For almost a decade SHS Consulting has been working with housing providers and others involved in the housing sector to modernize their approach to housing delivery including developing new business models (e.g. housing development corporation), service delivery models (e.g. enterprise approach), programs (e.g. choice-based leasing), and other solutions that address the changing economic and social environment facing Canadians.

SHS has carried out this work for a number of local and national agencies across Canada, representing a range of target populations in need of innovative housing solutions. In all these examples a new business model, service delivery model or solution was co-created, prototyped and tested. Most of these innovations have led to a new way of creating and delivering attainable and affordable housing in Canada.

In addition, our firm was selected by CMHC as one of five firms across the country to be a Solutions Lab Consultant. Our work to date has involved working with CMHC and five provinces and territories on Solutions Labs for the Canada Housing Benefit, including British Columbia (mini Lab), Yukon, Saskatchewan, Nova Scotia, and Newfoundland. We have completed Solution Labs on healthy quality housing with the Wellesley Institute, engaged citizens in the design and development process with the Toronto Council on Aging, ignited creative seniors housing options with the Region of Peel, and studied community housing for the future with the Ontario Non-Profit Housing Corporation. We are currently working on number of other Solutions Labs covering a wide range of housing issues, including the right to housing with the National Housing Council.

KNOWLEDGE, SKILLS, AND EXPERTISE

PAN-CANADIAN EXPERIENCE PREPARING HOUSING STRATEGIES

SHS has been at the forefront of the development of comprehensive **municipal housing strategies**, which include a comprehensive analysis of housing demand and supply (needs assessment), the identification of policies, programs, and strategies for addressing the gaps identified by the analysis, and the development of annual housing targets to support the recommended strategies. A major feature of all work carried out by SHS is a strong commitment to community engagement. We have conducted extensive consultations on housing issues at the national, provincial, and local scale, both virtually and in person, and possess an in-depth understanding of effective approaches and techniques for ensuring that all voices can be heard in the development of a housing strategy.

SHS also prepared the guidebook, *Municipal Role in Meeting Ontario's Affordable Housing Needs – A Handbook for Preparing a Community Strategy for Affordable Housing and an Environmental Scan of Municipal Initiatives and Practices*, Ontario Professional Planners Institute (OPPI) (2000). The study development a strategic planning framework through which municipalities could prepare affordable housing strategies. Since 2000, SHS Consulting has continued to build on and improve the approach to undertaking housing needs assessments and housing strategies that was outlined in the OPPI guidebook.

We have prepared dozens of these reports in municipalities throughout the country, making us one of the most experienced firms in Canada in this field. Some of our most recently completed work includes comprehensive needs assessments and housing strategies and implementation plans for municipalities of all sizes including Clare (NS), Moncton and Dieppe (NB), Lanark County (ON), Northern Bruce Peninsula (ON), North Grenville (ON), Hearst (ON), Kawartha Lakes (ON), Haliburton (ON), Richmond Hill (ON), City of Markham (ON), City of Ottawa (ON), the City of Medicine Hat (AB), the County of Northumberland (ON), Prince Edward County (ON), Bruce County (ON) the Region of Peel (ON),

Haldimand Norfolk County (ON), and the City of Lethbridge (AB). Relatedly, we have also completed a study for CMHC focused on the Housing Needs of Low-Income People in Rural Areas.

EXPERIENCE WORKING WITH CLIENTS THAT INCLUDE ALL ORDERS OF GOVERNMENT, NON-PROFITS, AND PRIVATE SECTOR

SHS has been retained by **more than 50 municipalities** across Canada to provide consulting services on a range of housing-related topics. In addition, SHS has been retained by a host of federal and provincial agencies such as Canada Mortgage and Housing Corporation, Canadian Forces Housing Agency, Service Canada, Ontario Ministry of Municipal Affairs and Housing, Housing Services Corporation, Alberta Ministry of Seniors and Housing, and the Manitoba Housing and Renewal Corporation. SHS has also been retained by over 50 non-profit and private housing providers, as well as community-based organizations and agencies providing supports to women and children fleeing domestic violence, persons living with physical disabilities, developmental disabilities, and mental health and addictions.

AWARD WINNING TRACK RECORD

The quality and readability of our work in local housing policy has been **recognized nationally**, including the 2010 and 2014 Canadian Institute of Planners (CIP) National Award for Excellence in Social Planning, as well as the Ontario Municipal Social Services Administration (OMSSA) Municipal Champion Award in 2017.

EXPERIENCE WITH PROJECT MANAGEMENT

Since the firm's inception, SHS Consulting has been committed to conducting research that is well-informed and supported, responds directly to the needs and interests of our clients, is fully relevant to the issues involved, performed at the highest technical as well as

professional quality and meets the time and resource requirements of our clients. We have developed project management systems that are effective in ensuring the success of projects, yet flexible enough to allow for responsiveness and changes when needed. The SHS team works together in mutually supportive teams to ensure full understanding of the task at hand by all involved.

Our project management approach has four main objectives:

- Completion of technical work of the highest quality
- Meeting the time and budget requirements
- Efficient assignment of individuals to meet the needs of both the project and our professional team
- Maintenance of effective internal and external communication channels.

For this project, overall responsibility will rest with the Project Director who is responsible for meeting these four project management goals. The Project Director will ensure all deliverables are provided to the project administrator at the highest quality, on-time, and on-budget.

Working closely with the Project Director is the Project Manager. This individual will conduct regular meetings with the Project Director and other team members to review work progress, discuss any concerns, plan strategies for ongoing and future tasks, and ensure project requirements are met. The Project Manager tracks all project time and budget allocations to ensure the project is fully on track.

As the Project Director, **Christine Pacini** will provide supervision to all phases of the project and participate on the project team. In a professional career of over 35 years, Christine has developed a wide reputation for her professional skills in housing research and policy analysis and development as well as her capabilities in project management and organization. Christine has managed numerous complex studies and affordable housing development projects and is highly skilled in ensuring all project requirements are met. Christine has directed a wide range of national, provincial, and municipal housing studies, and is the partner-in-charge of SHS Consulting's work on CMHC Solution Labs which are focused on finding solutions to our country's most complex housing needs. Christine will play a particularly important role in ensuring quality control of all deliverables.

The Project Manager for this study will be **Helen Harris**. Helen is Principal, Housing Policy and Research with SHS Consulting. In this role, Helen project manages interdisciplinary teams on a diverse range of housing policy and research projects, and plays a key role in developing and shaping strategic directions, intent and desired impact to support housing opportunities across Canada. Helen has ten years of experience in the housing research and policy sector. Prior to joining SHS, Helen was a senior manager overseeing policy, research and education programs with the Ontario Non-Profit Housing Association (ONPHA). Before that, Helen held a variety of frontline tenant support and administration roles with non-profit housing providers in both urban and rural settings.

Christine and Helen will be available through all phases of the work. Christine will provide overall direction for the team and Helen will manage the project plan and provide status updates.

In view of the firm's years of experience, we have found that the greatest factor in ensuring quality control is to ensure project teams are comprised of fully qualified professionals who take a great deal of personal pride in their work. With the proposed team for this project, we believe we have achieved that objective.

We have also found it important to ensure that responsibility is set over the course of the study for ensuring all work is carried out to the highest professional standard and all deliverables meet or exceed client expectations. To carry out this mandate, **Christine Pacini** as Project Director and **Helen Harris** as Project Manager will be responsible for quality control on this project. They will review and edit all deliverables, ensure all revisions are completed as required and ensure that the contract administrator or any other Township staff are fully satisfied that all terms of the engagement have been met to the highest standard.

2.0

PROPOSED PROJECT TEAM

The team members who will be assigned to this project possess the full range of skills and experience required to undertake all aspects of this study. Their qualifications and experience are outlined below, and detailed resumes can be found in the Appendix.



CHRISTINE PACINI, PARTNER

PROJECT DIRECTOR

Christine is one of the two founding Partners of SHS Consulting. Christine completed a Bachelor of Arts specialized honours degree in public policy and administration at York University and graduate courses at Carleton University's School of Public Administration. She is an associate member of the Canadian Institute of Planners and the Ontario Professional Planners Institute. Christine also served on the Board of Directors of Habitat for Humanity Greater Toronto Area from 2010 to 2022 including as Chair for two years. She has recently joined the Habitat for Humanity Canada national board of directors. Christine is also a Coralus (formerly SheEO) Activator, supporting women entrepreneurs across Canada.

Christine possesses over 35 years of professional experience in all aspects of the firm's consulting work as well as direct public sector experience. During her four years with the Ontario Ministry of Municipal Affairs and Housing, Christine worked in program development as a policy advisor and in program delivery as a program coordinator responsible for the delivery of affordable housing developments. Christine also provided housing advice to a City of Toronto Councillor on issues related to the devolution of social housing to municipal service managers as well as matters being considered by the Board of Directors of the Ontario Housing Corporation, Toronto Housing Company and the City of Toronto's Capital Revolving Fund Advisory Committee.

Christine has directed a wide range of housing needs assessments, market analyses, strategies and other housing-related studies in Ontario (e.g. Kawartha Lakes, Haliburton, London, Richmond Hill, Caledon, Hearst,

Markham, Northumberland, Peel) and elsewhere in Canada (e.g. Clare, Halifax, Fredericton, Moncton, Strathcona). She has worked with service managers, upper tier and local municipalities on identify key housing needs and strategies to address these needs. Christine was the co-author of A Guide to the Preparation of Community Affordable Housing Strategies prepared in 2000 for the Ontario Professional Planners Institute. Christine also has extensive experience as a development consultant providing advice on a wide range of affordable housing developments: from shelters to transitional housing to supportive housing to seniors housing and family housing. This experience provides her with a deep understanding of the strategies and tools that are the most effective in addressing housing gaps.

Christine is the lead partner involved in SHS Consulting's work on CMHC Solution Labs, an initiative of the National Housing Strategy. The first five Solutions Labs undertaken by SHS Consulting were directly for CMHC in collaboration with five provinces / territories. Other solutions labs Christine has been involved in focused on healthy housing, innovative housing solutions for seniors, and citizen involvement in development of affordable housing. Most recently, she has been involved in SHS's work for the National Housing Council on the right to adequate housing.

Christine is a highly accomplished communicator and has spoken at various conferences including annual conferences and forums sponsored by the Canadian Institute of Planners, the Ontario Professional Planners Institute, Ontario Municipal Services Association, Ontario Non-Profit Housing Association, Housing Services Corporation, Ontario Ministry of Municipal Affairs and Housing, as well as various other community-based forums and workshops. Christine is a skilled facilitator and has extensive experience facilitating public and key stakeholder consultations and meetings, including consultations with vulnerable groups such as persons who are homeless and persons with mental health issues, as well as high level government officials, developers, and others in the private sector.



HELEN HARRIS, PRINCIPAL, HOUSING POLICY AND RESEARCH

PROJECT MANAGER

As a Principal, Housing Policy and Research at SHS, Helen project manages interdisciplinary teams on a diverse range of housing policy and research projects, and plays a key role in developing and shaping strategic directions, intent and desired impact to support housing opportunities across Canada. Helen holds a Bachelor of Arts degree in psychology from Wilfrid Laurier University, a Master of Social Work degree from the University of Toronto and a Master of Arts degree in public policy and administration from Ryerson University. Helen has also completed the Chartered Housing Professional Designation through the Chartered Institute of Housing Canada.

Helen has ten years of experience in housing policy and program delivery. Before joining SHS, Helen spent over five years working in progressive roles at the Ontario Non-Profit Housing Association (ONPHA). She began as a Policy and Research Advisor where she led the organization's policy analysis work and developed recommendations to respond to a diverse range of housing issues. Most recently she held the role of Senior Manager, Policy, Research and Education where she led organizational priorities and provided strategic direction through major sectoral shifts. During her tenure with ONPHA, Helen led a number of key initiatives and projects including: ONPHA's rapid response to support community housing providers through Covid-19; the development of an Affordable Housing Plan for Ontario; the development of an Urban and Rural Indigenous Housing Plan for Ontario along with a subsequent Implementation Plan; education courses in rent-geared-to-income administration; and a Solutions Lab (delivered with SHS Consulting) focused on Community Housing for the Future.



MATT PIPE, SENIOR ANALYST, HOUSING POLICY AND RESEARCH

PROJECT TEAM MEMBER

Matt joined SHS as a Housing Policy and Research Analyst after over five years working professionally in the civil engineering and consulting field. He has recently been promoted to a Senior Housing Policy and Research Analyst. Matt earned a degree in Applied Science and Engineering, with a major in Civil Engineering, and earned his Professional Engineer designation through the Professional Engineers of Ontario. Prior to joining SHS, Matt returned to school to study urban and regional planning and development at Toronto Metropolitan University (formerly Ryerson University) and graduated with distinction in 2021.

At SHS, Matt's work is primarily focused on synthesizing need and demand assessments for housing strategies, developing housing targets, research for policy analysis, and assisting in planning and feasibility studies. This work includes analyzing demographic and market analysis for geographies across Canada. During his time at SHS, Matt has developed programs and tools to for the SHS team to instantaneously analyze large data sets of community profiles and provide key housing indicators for housing needs assessments. With this tool, Matt utilizes locally focused, data-driven methodologies to provide insight on current housing supply, future housing demand, and projected housing development projections. These programs consider various household indicators, housing stock conditions, and current market and development trends.

Matt possesses extensive training in data analysis, developing housing strategies, and project administration. Matt has significant experience analyzing large data sets for needs assessments and feasibility studies as well as experience managing projects, preparing technical submissions, technical report writing, and background research in planning and policy settings. He recently worked on several housing studies, including municipal housing strategies for the City of Burlington, City of Saint John, Town of Arnprior, and Lanark County. Matt has developed the knowledge and skills to review, analyze, and interpret provincial and municipal

legislation and develop policy considerations and draft municipal official plan policies that meet the housing objectives of the community.



ALEXA VOLKOV, ANALYST, HOUSING POLICY AND RESEARCH

PROJECT TEAM MEMBER

Alexa recently joined SHS as a Research Analyst, Housing Policy. Prior to joining SHS, she worked as a Junior Planner, supporting residential, commercial, and industrial development in Southern Ontario. She further brings her background in student life engagement and research in Housing Economics and Psychology.

As a Research Analyst at SHS, Alexa conducts literature reviews and environmental scans to draw out and communicate key insights, identifies, gathers, and analyzes demographic, economic, financial, market or industry data or information required to inform or evaluate public policy initiatives.

She also conducts complex analysis, conducts trend analysis, and examines relationships between social, economic, and demographic trends. She presents key trends impacting residential real estate, blending SHS' proprietary data with relevant data from industry, government, and business sources.

3.0

PROPOSED WORKPLAN

In this section we describe how we will complete the proposed project components and deliverables. We have the ability and understanding to meet the target completion dates as shown in the proposed schedule.

CONTEXT

The Township of South Algonquin is the southernmost municipality within the District of Nipissing. The Township is surrounded to the north and west by Algonquin Provincial Park, and borders Haliburton Country to the west, Hastings County to the south, and Renfrew County to the east. The Township is located within the Canadian Shield, and Crown lands make up 80% of it's land base. The hamlets of Whitney and Madawaska contain the majority of the Township's population, commercial activity, and municipal services.

The Township has seen a gradual decline in population down to 1,055 in 2021, which represents a 3.7% decrease from 2016 (1,096) and 12.9% decrease since 2011 (1,211). This is in contrast to growth in the broader District, which saw a 1.9% increase in population from 2016 to 2021. The Township's Official Plan (2012) attributes this population decline largely to the out-migration of youth, who tend to leave South Algonquin after high school graduation. These trends appear to be continuing: the population of seniors aged 65 and older has grown by 12.3% between 2016 and 2021 (+40), and currently makes up 34.6% of the Township's population, while all other age groups saw decline over the same time period. These changing demographics will require appropriate housing to match.

The Township is currently undertaking a review and update of its Official Plan in accordance with the *Planning Act*. To support this review, the Township has undergone consultation through meetings with the public, and interviews with staff and council, who have identified the need for more affordable and rental housing options. Several concerns were cited, including the impact of short-term rentals on housing supply, and a lack

of options for seniors, who must move away in order to find retirement or assisted living.

Housing growth has been negligible in the Township in recent years. According to Statistics Canada, the number of occupied private dwellings remained consistent at 530 between 2006 and 2021. Rental options are limited, as rental households made up 12.4% of private households in 2021, and saw only a marginal increase from 60 in 2016 to 65 in 2021. As for ownership, affordability appears increasingly strained. Between the 2016 and 2021 censuses, the average owner-estimated value of dwellings increased by 54.5%, while average household income increased by only 17.9%. Further, 16.0% of households in South Algonquin were in core housing need¹ in 2021, compared to 12.1% of households across Ontario. As per additional conversations with Township staff, we understand that non-market options in the town are limited. There are no non-profit housing options aside from a few homes provided through Ontario Aboriginal Housing Services. Additionally, there are limited options for seniors in need of assisted living or long-term care (LTC) to remain in or close to their community. While the closest private LTC home is located nearby in Barry's Bay, the municipally supported LTC home is in North Bay, more than two hours away. Township residents in need of LTC are more apt to choose the nearby home as an option, which means that most residents are not benefiting from the municipal investments being made towards LTC. Threatening to further exacerbate this issue, Township staff have shared that the local LTC home is experiencing challenges raising the funds needed to rehabilitate and meet new requirements, while there is a new home being built in North Bay.

Further, housing is tied to employment opportunities. The Township's Official Plan (2012) outlines a relatively high unemployment rate and reliance on seasonal work in the Township, with the majority of employment being concentrated in the forestry, tourism, and retail sectors. During consultations for the current Official Plan Review, stakeholders expressed desire for an expanded tourism and forestry/logging industry, however noted that the lack of housing

¹ Core housing need refers to whether a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability, or suitability, and would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds).

impedes employers' ability to attract workers, including for the two local mills. Staff have further informed us that finding housing for seasonal workers associated with the Provincial Park and broader tourism industry is a challenge, citing the example of a resort that had to build staff housing to retain workers.



OUR UNDERSTANDING OF THE PROJECT PURPOSE AND OBJECTIVES

We understand that the Township's primary goal with this project is to gain a deeper understanding of housing need and opportunities, and to develop a Housing Action and Implementation Plan focused on addressing gaps and increasing housing affordability.

The objectives the Township hopes to achieve through this project include, but may not be limited, to:

- 1. Identifying the current and projected needs for affordable housing within the Township.**
- 2. Understanding the impacts of short-term rentals within the Township.**
- 3. Undertaking a robust public engagement strategy to collect input from a variety of stakeholders including residents and major employers to better understand the needs, challenges, and priorities of the community, as well as potential opportunities for partnerships and solutions.**
- 4. Exploring appropriate models for the delivery of affordable housing, including engagement with the Nipissing District Social Services and Administration Board (DSSAB) about potential opportunities and partnerships.**
- 5. Identifying an action plan to addressing the housing needs, challenges, and priorities of the community**

6. Identifying costed solutions to help address the housing challenges currently facing the Township.

PROPOSED WORK PLAN

The following is our proposed work plan.



COMPONENT 1: PROJECT MANAGEMENT

1. Project start-up meeting

A project start-up meeting will be undertaken with the Project Steering Committee to confirm project expectations, reporting protocols, and information needs. It is anticipated that this meeting will be undertaken virtually.

2. Finalize work plan and project schedule

Based on the discussion during the start-up meeting, and in consultation with the Project Steering Committee, we will refine the work plan and project schedule.

Deliverable: Updated workplan

3. Ongoing project management

3.1 Monthly progress meetings

We will host monthly project meetings with the Project Steering Committee to report and consult on the project, status, and deliverables. We anticipate these meetings will be held virtually.

4. Develop information request

In consultation with the Project Steering Committee, we will prepare and submit an information request identifying data to be provided by the municipality, and the DSSAB. This request will include, but is not limited to, demographic data, data about both market and non-market housing (i.e. municipally or non-profit owned housing units), residential development, and municipal data. It would also be helpful to gather any information related to previous community consultation that has been conducted with regard to community priorities and preferences (i.e., consultation that has been undertaken as part of the current Official Plan Review).

Deliverable: Information request



COMPONENT 2: HOUSING NEEDS ASSESSMENT

5. Develop proposed outline/format

We will provide a proposed report outline/format which will show the sections to be included in the Housing Needs Assessment Report and the Housing Actions and Implementation Plan for the Project Steering Committee to review. This will be submitted by email, and it is our assumption that consolidated comments will be provided by email within two-week timeframe.

Deliverable: Report outline

6. Develop draft definition of affordable housing

We will work to confirm the definition of affordable based on discussions with the Project Steering Committee and the Township's, DSSAB's and Province's definitions of affordable housing to ensure this definition is meaningful for the Township of South Algonquin's context. This will include a definition of affordable ownership and affordable rental housing.

Deliverable: Draft definition of affordable ownership and affordable rental housing

7. Review relevant federal, provincial and municipal policies, strategies and programs

We will conduct a scan of relevant federal, provincial, and municipal policies, strategies, and programs to identify opportunities, incentives, and barriers to the development of housing, and affordable housing more specifically. This scan will support the development of strategies to improve municipal access to programs and/or funding for the development of affordable housing that will be built into the Housing Actions and Implementation Plan.

8. Research effective models of affordable housing and best practices across other municipal jurisdictions

We will undertake an environmental scan to identify effective models of affordable housing and best practices across other comparable municipal jurisdictions. The scan will include, but is not limited to, how other municipalities are using secondary dwelling housing, coach houses, redevelopment, and mixed housing in new developments. We will work with the Project Steering Committee to determine all the areas of exploration.

9. Collect data and analyze information

Data and information will be gathered and analyzed to identify the current and projected housing need along the entire housing continuum in the Township of South Algonquin. This analysis will be based on readily available data from Statistics Canada, and other sources. Additional data and information may be collected from the Town, Province, the realtors' association, and other key informants. A point-in-time scan may also be undertaken to identify the average asking prices of new housing units and/or average rents in the secondary rental market.

The following indicators will be examined as part of this analysis:

Housing Need

- Population (current and projected)
- Total number of households and number of households, average household size, household tenure.
- Average and median household income of households overall and by tenure (i.e., renters and owners) and average and median household incomes
- Unemployment, employment, labour force and participation rate

Housing Supply

- Dwellings by type
- Ownership and rental market trends
- Number of subsidized housing units, co-operative units, and number of non-profit housing units
- Average house price

Housing Affordability

- Households in core housing need by tenure (i.e., renters and owners)

It is our assumption that the Project Steering Committee will assist us by providing key contacts who can assist with some of the data and information we require.

Custom data:

We will support the Township in obtaining custom tabulation data from Statistics Canada to have a deeper understanding of housing affordability issues in the Township. While readily available data from Statistics Canada and CMHC can provide a picture of core housing need and the proportion of households spending 30% or more on housing costs, custom data from Statistics Canada provides additional information by household income deciles and can provide a more detailed and contextual analysis of the household data. This data considers the Township of South Algonquin context as the data is based on Township household income deciles. There will be a modest cost associated with obtaining this data, and an estimate of this cost has been built into the proposed budget as a disbursement.

10. Undertake an online survey of residents

We will undertake an online survey to research a broad group of Township residents. We propose using Survey Monkey to undertake these surveys. We will use the surveys to gather, among other things, information to support the development of the community profile and information to support deepening understanding of community experiences and priorities related to housing.

It is anticipated that the Project Steering Committee will support in identifying key contacts and strategies for dissemination of the survey, and with the promotion of the survey through Township websites and channels.

11. Conduct stakeholder focus groups (4)

We will conduct four (4) focus groups with stakeholders to obtain a deeper understanding of the current housing needs and gaps, anticipated future challenges, and potential solutions and partnership opportunities. The information garnered through the focus groups will help inform the analysis of current housing options and will also serve to inform the projection of future needs for the community.

We have built in budget for two members of our team to travel to the Township of South Algonquin to conduct these focus groups in person. If preferred, we would also be open to conducting these sessions virtually. We are also open to conducting some of them virtually and some in person.

Each session will be 2.5-hours in length and will include up to ten (10) participants. Based on initial conversations with staff, we anticipate that these focus groups might include all-season employers, seasonal employers (including the Provincial Park), developers, service providers, municipal staff/officials, or DSSAB staff. We also anticipate that some of these focus groups would include residents of the Township and these could be broken out further into sub-population groups including seniors or seasonal employees.

We will determine the ultimate list of focus group participants and key stakeholder groups to engage in collaboration with the Project Steering Committee. For budgeting purposes, we have assumed that 50% of the participants (up to 20 individuals total) will be engaged as residents of the Township. For those individuals who would be engaged in a personal rather than professional capacity, we have budgeted for a \$50 honorarium per person to support participation.

12. Conduct key informant interviews (5)

We will conduct up to five (5) key informant interviews to develop a better understanding of the housing needs and opportunities in the Township and to fill in data and information gaps. These interviews will be semi-structured and will take about an hour each. It is assumed that these will all be conducted virtually. Where appropriate, we will change the interviews into focus groups so that more than one key informant from an organization can provide input.

It is also assumed that the Project Steering Committee will assist with identifying key informants to be interviewed. Based on initial conversations with staff, we anticipate that potential interviewees might include employers, staff from the Nipissing DSSAB, or representatives from neighbouring Band Councils.

13. Undertake Housing Needs Assessment

We will develop a profile for the Township of South Algonquin which will include:

- A community demographic and economic profile
- Level of demand for affordable housing
- Current needs analysis (household composition, income levels, location, housing types, etc.)
- Projected demand analysis
- Supply analysis
- Anticipated affordable housing supply
- Gap analysis
- Community amenities and capacity to meet demand (this will include rural considerations such as the serviceability of sites, and access to hydro, water and sewer).

14. Develop draft Housing Needs Assessment Report

We will develop and provide a draft Housing Needs Assessment Report that includes the analysis of housing need, supply, and affordability for the Township of South Algonquin for discussion with the Project Steering Committee before we develop the Housing Actions and Implementation Plan.

Deliverable: Draft housing needs assessment report

OPTIONAL TASKS: Assess Impacts of Short-Term Rentals

Township staff have also requested inclusion of an optional component for consideration that focuses on assessing the impacts of short-term rentals.

1. Conduct point-in-time scan to assess number of short-term rentals in Township

If the Township opts to include this component, we will conduct a point-in-time scan to identify the level of short-term rentals that are currently listed in South Algonquin. It is anticipated that we would conduct this scan through reviewing vacation rental websites such as Airbnb and VRBO, and/or speaking with local vacation rental agents serving the area.

We will also incorporate questions in our online survey regarding future intent of residents to lease out their homes as short-term rentals.

2. Compare Township and other select vacation/nearby communities

Using census data, we will draw comparisons between two other Ontario vacation destinations and two nearby communities with the objective of identifying trends or anomalies in housing

markets and whether short-term rentals are likely to be affecting the housing market.

3. Undertake background research to explore impacts of short-term rental on residential affordability and the housing market

If the Township opts to include this component, we will conduct a literature review of existing research focused on the impact of short-term rental on residential affordability and the housing market. We will also incorporate questions in our online survey, focus groups and key stakeholder interviews on this topic.

If it is to be included, this research would be presented in an appendix of the final report along with the research and reviews being conducted as part of Tasks 7 and 8.

4. Identify how other similar municipalities are jurisdictions are responding to short-term rentals

If the Township opts to include this component, we will identify how other municipalities are responding to short-term rentals in their communities.

If it is to be included, this jurisdictional scan would be presented in an appendix of the final report along with the best practices research conducted as part of Task 8.

5. Develop preliminary recommendations on next steps for the Township based on the research

If the Township opts to include this component, we will present observations and recommendations for next steps based on the research and best practices identified in other communities. These recommendations could potentially include focus on the development of a short-term rental licensing regime, the introduction of an enforcement by-law, supporting development of additional tourist accommodations or modifying zoning to focus short term rentals to specific places within the community, and would speak to

the next steps the Township would need to take to implement such initiatives.

If they are to be included, these recommendations would be built into the broader development of recommendations outlined in Task 15.



COMPONENT 3: HOUSING ACTIONS AND IMPLEMENTATION PLAN

15. Develop draft housing actions for the Township

We will develop recommendations and identify key actions to meet the specific housing needs of the Township. As part of this we will identify actionable strategies to increase the supply of access to affordable housing and opportunities for partnerships to undertake mixed-market, mixed-use housing.

These recommendations will stem from the housing needs assessment and engagement activities as well as the inputs collected through the background research, information collection and analysis conducted in Component 1 of the project. Recommendations will be aligned with municipal priorities.

16. Undertake high level costing analysis of proposed actions

We will undertake a financial analysis of some of the recommendations to provide a better understanding of the impact and costs associated with implementing these actions.

17. Develop draft Housing Actions and Implementation Plan (Draft 1)

The draft Housing Actions and Implementation Plan will be submitted by email for review and comment. It will incorporate the previously

submitted draft Housing Needs Assessment Report and draft recommendations.

It will also incorporate strategies to improve municipal access to programs and/or funding for the development of affordable housing that have been informed by the review of municipal, provincial, and federal policies, programs and strategies that will be undertaken in Task #7.

It is our assumption that consolidated comments on this draft report will be provided by email prior to our meeting with the Project Steering Committee and within a two-week timeframe.

Deliverable: Draft Report (Draft 1)

18. Conduct sessions (2) housing stakeholders to discuss draft Housing Actions and Implementation Plan

Following development of the first draft of the Plan, we will engage with the same key stakeholders that were engaged in the consultations towards the housing needs assessment to collect input and feedback on the proposed recommendations and solutions. We will host two (2) sessions which will be 2.5 hours in length and include two separate breakout groups. Each session will include a approximately (20) participants. The inputs from these sessions will inform revisions for the second draft of the Housing Actions and Implementation Plan.

We have built in budget for members of our team to travel to the Township to conduct these sessions in person. If preferred, we would also be open to conducting these sessions virtually. We would also be open to conducting one session virtually and one session in-person.

19. Revise and submit Housing Actions and Implementation Plan (Draft 2)

The draft Housing Actions and Implementation Plan will be revised based on written comments received from the Project Steering Committee as well as the stakeholder discussions. The revised draft will be submitted

by email for review and comment. It is our assumption that consolidated comments will be provided by email within a two-week timeframe.

Deliverable: Draft Report (Draft 2)

20. Revise and submit final Housing Actions and Implementation Plan

The Housing Actions and Implementation Plan will be finalized based on the comments received from the Project Steering Committee. The Final Report will be submitted by email.

Deliverable: Finalized Housing Actions and Implementation Plan

21. Present findings and recommendations to Council (option for virtual or in-person)

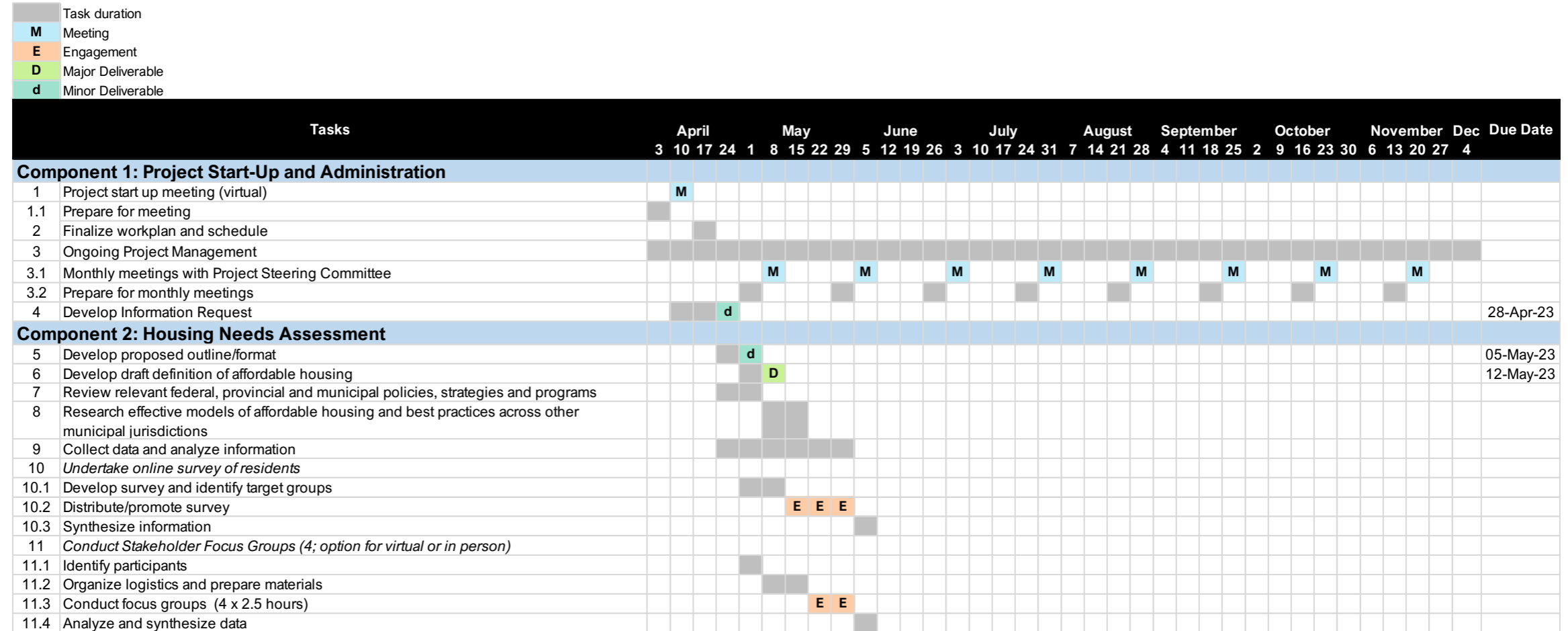
We will prepare and deliver a detailed presentation on the Housing Actions and Implementation that includes an overview of project, methodology, key findings, recommendations, and next steps to the Township of South Algonquin Council and/or any other key partners or stakeholders identified by the Project Steering Committee.

We have built in budget for members of our team to travel to the Township of South Algonquin to deliver this presentation in person. If preferred, we would also be open to delivering this presentation virtually.

Deliverable: Presentation slide deck and presentation

PROPOSED SCHEDULE

The chart below shows our proposed schedule for this project. We have assumed that the project will begin in April 2023 and conclude in December 2023.



- Task duration
- M Meeting
- E Engagement
- D Major Deliverable
- d Minor Deliverable

| Tasks | April | | May | | June | | July | | August | | September | | October | | November | | Dec | | Due Date | | | | | | | | | | | | | | | | |
|--|-------|----|-----|----|------|---|------|----|--------|---|-----------|----|---------|---|----------|----|-----|----|----------|---|----|----|----|---|----|----|----|---|---|----|----|----|---|----|----|
| | 3 | 10 | 17 | 24 | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | 3 | 10 | 17 | 24 | 31 | | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 | 2 | 9 | 16 | 23 | 30 | 6 | 13 | 20 |
| 12 <i>Conduct Key Informant Interviews (5; virtual)</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12.1 Identify and confirm interviewees | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12.2 Organize logistics and prepare materials | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12.3 Hold Interviews (5 x 1 hour) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12.4 Analyze and synthesize data | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 Undertake housing needs assessment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 Develop draft housing needs assessment report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Project Steering Committee Review</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Component 3: Housing Actions and Implementation Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 Develop draft housing actions for the Township | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 Undertake high level costing analysis of proposed actions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 Develop draft Housing Actions and Implementation Plan (draft 1) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Project Steering Committee Review</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Meet with Housing Stakeholders to Discuss Draft Housing Actions and Implementation Plan</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 <i>Plan</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18.1 Prepare engagement materials | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18.2 Coordinate sessions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18.3 Undertake sessions (2; option for virtual or in-person) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18.5 Synthesize findings | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 Revise and submit Housing Action and Implementation Plan (Draft 2) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Project Steering Committee Review</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 Revise and submit final Housing Action and Implementation Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21 <i>Present findings</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21.1 Develop slide deck | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21.2 Deliver presentation (option for virtual or in-person) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



- Task duration
- M Meeting
- E Engagement
- D Major Deliverable
- d Minor Deliverable

| Tasks | April | | May | | | | June | | | | July | | | | August | | | | September | | | | October | | | | November | | | | Dec | | | | Due Date |
|---|---|----|-----|----|---|---|------|----|----|---|------|----|----|---|--------|----|----|----|-----------|----|----|----|---------|----|----|----|----------|---|----|----|-----|---|----|----|----------|
| | 3 | 10 | 17 | 24 | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | 3 | 10 | 17 | 24 | 31 | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 | 2 | 9 | 16 | 23 | 30 | 6 | 13 | 20 | 27 |
| Optional Tasks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>OPTIONAL: Assess Impacts of Short-Term Rentals</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Conduct point in time scan to assess number of short-term rentals in the Township | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Compare Township and select other vacation/nearby communities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Undertake background research to explore impacts of short-term rental on residential affordability and the housing market | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Identify how other similar municipalities and jurisdictions are responding to short-term rentals | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Develop preliminary recommendations on next steps for the Township based on the research | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



TIME TASK ALLOCATION AND BUDGET

In the table below, we provide a breakdown of the time task allocation and budget for each phase of the project and the hours assigned to each team member.

| Tasks | | Time-task Allocation (in hours) | | | | |
|---|---|---------------------------------|-----------------|----------------|-----------------|-----------------|
| | | CP | HH | MP | AV | Total |
| Component 1: Project Start-Up and Administration | | | | | | |
| 1 | Project start up meeting (virtual) | 1.5 | 1.5 | 1.5 | 1.5 | 6.0 |
| 1.1 | Prepare for meeting | | 1.0 | | | 1.0 |
| 2 | Finalize workplan and schedule | 0.5 | 2.0 | | | 2.5 |
| 3 | Ongoing Project Management | 2.0 | 8.0 | | | 10.0 |
| 3.1 | Monthly meetings with Project Steering Committee | 4.0 | 8.0 | | | 12.0 |
| 3.2 | Prepare for monthly meetings | | 4.0 | | | 4.0 |
| 4 | Develop Information Request | | 1.0 | | 2.0 | 3.0 |
| Component 2: Housing Needs Assessment | | | | | | |
| 5 | Develop proposed outline/format | 0.5 | 3.0 | | | 3.5 |
| 6 | Develop draft definition of affordable housing | 0.5 | 2.0 | 2.0 | 1.0 | 5.5 |
| 7 | Review relevant federal, provincial and municipal policies, strategies and programs | | 5.0 | | 10.0 | 15.0 |
| 8 | Research effective models of affordable housing and best practices across other municipal jurisdictions | | 5.0 | | 20.0 | 25.0 |
| 9 | Collect data and analyze information | | | 15.0 | 15.0 | 30.0 |
| 10 | <i>Undertake online survey of residents</i> | | | | | |
| 10.1 | Develop survey and identify target groups | 1.0 | 2.0 | | 8.0 | 11.0 |
| 10.2 | Distribute/promote survey | 0.5 | 1.0 | | 5.0 | 6.5 |
| 10.3 | Synthesize information | 1.0 | 2.0 | | 8.0 | 11.0 |
| 11 | <i>Conduct Stakeholder Focus Groups (4; option for virtual or in person)</i> | | | | | |
| 11.1 | Identify participants | 0.5 | 2.0 | | 4.0 | 6.5 |
| 11.2 | Organize logistics and prepare materials | 1.0 | 3.0 | | 6.0 | 10.0 |
| 11.3 | Conduct focus groups (4 x 2.5 hours) | 5.0 | 10.0 | 5.0 | | 20.0 |
| 11.4 | Analyze and synthesize data | 1.0 | 5.0 | | 10.0 | 16.0 |
| 12 | <i>Conduct Key Informant Interviews (5; virtual)</i> | | | | | |
| 12.1 | Identify and confirm interviewees | 0.5 | 1.0 | | 2.0 | 3.5 |
| 12.2 | Organize logistics and prepare materials | 0.5 | 2.0 | | 5.0 | 7.5 |
| 12.3 | Hold Interviews (5 x 1 hour) | | 5.0 | | 5.0 | 10.0 |
| 12.4 | Analyze and synthesize data | 0.5 | 2.0 | | 5.0 | 7.5 |
| 13 | Undertake housing needs assessment | 3.0 | 7.5 | 11.5 | 9.5 | 31.5 |
| 14 | Develop draft housing needs assessment report | 3.0 | 7.5 | 5.0 | 5.0 | 20.5 |
| | <i>Project Steering Committee Review</i> | | | | | |
| Component 3: Housing Actions and Implementation Plan | | | | | | |
| 15 | Develop draft housing actions for the Township | 5.0 | 15.0 | 2.0 | 2.0 | 24.0 |
| 16 | Undertake high level costing analysis of proposed actions | 5.0 | 2.0 | 15.0 | | 22.0 |
| 17 | Develop draft Housing Actions and Implementation Plan (draft 1) | 2.0 | 10.0 | 4.0 | 4.0 | 20.0 |
| | <i>Project Steering Committee Review</i> | | | | | |
| | <i>Meet with Housing Stakeholders to Discuss Draft Housing Actions and Implementation Plan</i> | | | | | |
| 18 | <i>Plan</i> | | | | | |
| 18.1 | Prepare engagement materials | 1.0 | 5.0 | | 7.5 | 13.5 |
| 18.2 | Coordinate sessions | | 1.0 | | 2.0 | 3.0 |
| 18.3 | Undertake sessions (2; option for virtual or in-person) | 5.0 | 5.0 | 5.0 | 5.0 | 20.0 |
| 18.5 | Synthesize findings | 1.0 | 2.0 | 10.0 | | 13.0 |
| 19 | Revise and submit Housing Action and Implementation Plan (Draft 2) | 2.0 | 7.5 | 3.0 | 3.0 | 15.5 |
| | <i>Project Steering Committee Review</i> | | | | | |
| 20 | Revise and submit final Housing Action and Implementation Plan | 1.0 | 5.0 | 1.0 | 1.0 | 8.0 |
| 21 | <i>Present findings</i> | | | | | |
| 21.1 | Develop slide deck | 1.0 | 2.0 | 2.0 | 2.0 | 7.0 |
| 21.2 | Deliver presentation (option for virtual or in-person) | 1.5 | 1.5 | | | 3.0 |
| | | | | | | |
| | Total Professional Hours | 51.0 | 146.5 | 82.0 | 148.5 | 428.0 |
| | Hourly rate | \$250 | \$150 | \$120 | \$110 | |
| | Total Professional Fees | \$12,750 | \$21,975 | \$9,840 | \$16,335 | \$60,900 |

In the table below, we provide a breakdown of the time task allocation and budget which includes the optional tasks and disbursements. This table also includes the total proposed project cost.

| Tasks | Time-task Allocation (in hours) | | | | Total | Cost per Task |
|---|---------------------------------|--------------------------------|---------------|-----------------|-------------|-----------------|
| | CP | HH | MP | AV | | |
| Optional Tasks | | | | | | |
| <i>OPTIONAL: Assess Impacts of Short-Term Rentals</i> | | | | | | |
| 1 | | 1.0 | | 12.0 | 13.0 | \$1,470 |
| 2 | | 1.0 | | 6.0 | 7.0 | \$810 |
| 3 | | 2.0 | | 8.0 | 10.0 | \$1,180 |
| 4 | | 2.0 | | 8.0 | 10.0 | \$1,180 |
| 5 | | 2.0 | 4.0 | 2.0 | 8.0 | \$1,320 |
| | | 2.0 | 10.0 | 36.0 | 48.0 | |
| | | Hourly rate | \$250 | \$150 | \$120 | \$110 |
| | | Total Professional Fees | \$ 500 | \$ 1,500 | \$ - | \$ 3,960 |
| Disbursements | | | | | | |
| | | | | | | \$1,850 |
| | | | | | | \$3,755 |
| | | | | | | \$1,000 |
| | | | | | | |
| | | | | | | \$73,465 |
| | | | | | | \$9,550 |
| | | | | | | \$83,015 |

4.0

REFERENCES

The following are references from current and previous clients for projects with a similar scope to this current project. Please feel free to contact these references for further information on the firm.

| Reference #1 | Reference #2 | Reference #3 |
|--|--|--|
| <p>Vincent Merola</p> <p>Community Development Officer, Social Inclusion</p> <p>City of Moncton</p> <p>Tel. 506-853-3584</p> <p>vincent.merola@moncton.ca</p> <p><i>City of Moncton Housing Needs Assessment (2017), Implementation Plan (2019), Housing Needs Update (underway)</i></p> | <p>Stéphane Cyr, CPA, CMA</p> <p>Chief Administrative Officer</p> <p>Municipalité de Clare / Municipality of Clare</p> <p>Tel. 902-769-2031 ext. 225</p> <p>cao@munclare.ca</p> <p><i>Clare, Municipality of - Housing Action Plan (2021) and Implementation Plan (underway)</i></p> | <p>Amy Martin</p> <p>Director of Planning and Development</p> <p>Municipality of North Grenville</p> <p>Tel. 613-258-9569</p> <p>amartin@northgrenville.on.ca</p> <p><i>North Grenville Housing Strategy (2022)</i></p> |

APPENDIX: SELECTED PROJECT DESCRIPTIONS

Municipality of the District of Clare Housing Action Plan (2021) and Implementation Plan (underway)

In December 2020, SHS Consulting was retained by the Municipality of the District of Clare to prepare a Housing Action Plan supported by stakeholder consultations, best practice research, and analysis of local residential construction opportunities and challenges. This housing action plan also considered, municipal policy options, land availability options, tenure and ownership models, dwelling type and unit mix needs, roles for key stakeholders, and site design proposals for three locations that included development cost estimates.

The action plan identified four key housing gaps, and proposed six goals and seven actions to respond to those gaps. The actions leveraged areas where the municipality could take direct action such as identifying long term water and sewer servicing opportunities and making municipal land available for affordable housing, including and exploration of acquiring land for this purpose. The actions also identified areas where the municipality could facilitate or advocate, such as working with employers to increase the number of daycare spots in the community and identifying opportunities to leverage funding from other orders of government to increase funding for affordable housing.

The final Housing Action Plan was submitted in March 2021, including a development financial analysis of two surplus school sites and a “prototype” site that could be used for estimating the development potential of other sites.

Following up on the Housing Action Plan that SHS Consulting created for the community in 2021, SHS was retained in May 2021 to **facilitate implementation of three actions that would advance the goals of the plan**: exploring whether there is land available for purchase for affordable housing development, issuing an RFP to identify and attract developer(s) to work on the planned housing developments, and creating a redevelopment plan for the existing seniors care facility which was being replaced in 2023.

As of March 2022, the process for exploring available land resulted in three sites being acquired, with one being donated. There is a draft concept plan for the seniors care facility that leverages the development scenarios created for the school sites to estimate the potential development opportunity, costs and total value. And the process for finding one or more developers to build out the existing and new municipally owned properties is underway.

Additionally, through the engagement process and the actions in the Housing Plan a local landowner better understood the housing need in the community and approached the municipality for a new development that was able to leverage Provincial funding for sewer servicing. The current goal is to enable the Municipality to engage a developer for one or more of the newly acquired sites, and have construction start within 18 months of initiating the Housing Action Plan request for proposals, with the ultimate goal of providing more affordable rental housing options in the next two to 10 years that will enable the community and businesses to grow and thrive.

City of Moncton Housing Needs Assessment (2017), Implementation Plan (2019), Housing Needs Update (underway)

SHS was retained by the City of Moncton and City of Dieppe in late 2016 to undertake a Housing Needs Assessment. The purpose of the study was to identify the current housing requirements in the two municipalities as well as the emerging need in the next five and ten years. The study looked at the demand, supply and affordability of housing across the full housing continuum. The following research questions guided the development of the study.

- What is the nature of housing demand and need within each municipality?
- What is the nature of housing supply within each municipality?
- What is the current housing gap within each municipality?
- What will each municipality's housing supply and demand/need look like in the next five and ten years?

To be able to respond to these research questions, the project team gathered and analyzed data and information on housing demand, supply and affordability in Moncton and Dieppe. In addition, a public survey was

conducted to obtain input from current residents of Moncton and Dieppe on housing issues in their community as well as what they feel their municipal governments should focus on. In addition, a survey was conducted with persons with lived experience to better understand the scope of the housing issues in the study area and the process faced by people in need. A third survey was undertaken with key stakeholders, including housing and support service providers. Phone interviews were also undertaken with key informants to better understand specific issues. Preliminary findings were presented in four workshops to key stakeholders from the non-profit, public and private sectors, public committee representatives, and Staff and Councillors from both municipalities.

The final deliverables for this study included a Final Summary Report written as a public document, a full Technical Report which included the full analysis and ideas for housing actions to address the identified gap, and a Monitoring Report which identifies the indicators and sources to assist the municipalities in monitoring their housing situation in the future. In addition, Fact Sheets were developed for each municipality with the intention that these would be public documents. As such, these were formatted to be user-friendly and easy to read with less technical language and the use of infographics, tables, charts and special formatting.

As a follow-up to the Housing Needs Assessment, SHS was further retained by the City of Moncton in late 2017 to develop an **Implementation Plan for Affordable Housing** to address the key housing needs and gaps identified through the Housing Needs Assessment. This process involved facilitating two co-design sessions with the community to identify their desired future outcomes for the housing system in Moncton and to identify strategies to achieve those outcomes. The study also included a review of national, provincial and municipal strategies, policies and legislation to identify opportunities and challenges to the development of an appropriate housing supply in Moncton, including non-market and market options. An environmental scan of promising and best practices in other jurisdictions was also undertaken to identify additional strategies which were appropriate for Moncton and which would help address the housing need. The draft Implementation Plan was submitted to the City in March 2018 and SHS continued to work with the City to fine-tune the Plan and identify the agencies who would lead implementation. This also provided multiple opportunities for key stakeholders to provide comments to the draft Plan.

The Final Implementation Plan for Affordable Housing was submitted in February 2019 and presented to Moncton City Council in April 2019.

SHS was again retained by the City of Moncton in 2022 to **update its Housing Needs Assessment** and is currently underway. The purpose of this study is to update the Moncton Housing Needs Assessment (2017) to reflect the current housing conditions in the City of Moncton using the most up-to-date data and information available. The results of the study will also provide the City with a better understanding of the current and emerging housing market in preparation for anticipated changes in provincial legislation.

The primary goal of this study is to identify the housing requirements in the City of Moncton based on current housing supply and demand and estimate future housing supply and demand, with a focus on housing gaps across the housing continuum.

City of Ottawa Inclusionary Zoning Assessment, Official Plan and Inclusionary Zoning By-law Policies (underway)

In July 2020, SHS Consulting was retained by the City of Ottawa to prepare an Inclusionary Zoning (IZ) Assessment supported by a housing needs assessment, and a “made in Ottawa” definition of affordable housing.

The IZ assessment was conducted through a pro-forma analysis to test the housing market and land value impact of potential inclusionary zoning by-law policies. This assessment included a residual land value (RLV) analysis of four major transit station areas (MTSAs) for three different development densities, a suite of inclusionary zoning set aside percentages, and two depths of affordability. The assessment report includes IZ policy recommendations and was followed by the provision of draft official plan and zoning by-law text for these recommendations. The housing needs assessment was completed prior to the IZ assessment and provided a baseline understanding of Ottawa housing market and demographics.

The draft IZ Assessment Report was submitted in December 2021. The final report, Official Plan amendments and Zoning By-law amendments are went to Council in late 2022 after a period of public consultations on the draft findings.

Lanark County Study on Tools for Affordable Housing (2022) (ON)

SHS, in partnership with WSP, was retained in 2021 to undertake a study with the goal to create a toolkit of municipal and planning tools to encourage the development of affordable housing, specifically market affordable housing. This study was undertaken in two phases.

Phase 1 involved a housing needs assessment as well as several engagement activities, including four engagement sessions with key housing stakeholders from the non-profit and private sectors, and municipal staff from all member municipalities and Smiths Falls. A resident survey was also conducted over three weeks. The housing needs assessment involved an assessment of housing needs in Lanark County as a whole as well as individual assessments for Smiths Falls and each of the member municipalities.

Phase 2 involved a policy review of relevant provincial and municipal legislation and strategic documents, an environmental scan of best and promising practices, the development of a recommended definition for affordable rental and ownership housing based on the Provincial Policy Statement (2020) definition, development of housing targets for affordable housing, rental housing, and targets by dwelling type, an action plan with recommended timelines, and draft County Official Plan policies. Phase 2 also included a review of the local official plans and zoning by-laws of each of the member municipalities and Smiths Falls as well as the development of a set of policy recommendations for each. These were submitted as part of an internal report to the County. Phase 2 also involved three public engagement sessions to present and discuss the draft recommended actions and presentations of the Final Report to County Council, municipal staff, and Lanark residents.

Municipality of Northern Bruce Peninsula Attainable Housing Strategy (2022) (ON)

SHS was retained by the Municipality of Northern Bruce Peninsula to undertake a study for an Attainable Housing Strategy. The overall objective of this study was to create an Attainable Housing Strategy that moves forward the objectives of the recent work MNBP has done on housing, while identifying and quantifying the strategies that can be pursued to specifically target creation of new and more “attainable” housing.

The cornerstone of this study was to identify which target demographic(s) and income(s) “attainable housing” programs, projects and investments should address. This was guided by a core housing need study, examining the proportion of households that experience problems relating to affordability ('affordable' is defined as paying less than 30% of income on shelter costs), or suitability (enough space for the composition of the household) or adequacy (housing in good repair).

This was followed by working with the Task Force to identify where affordable housing strategies should be pursued at the low end of affordability, and where purely market housing strategies are most appropriate at the high end of the affordability spectrum.

The final report identified the key local housing needs and issues by incorporating readily available data from published sources, augmented by information gathered through three public consultation sessions and an online survey. The second section of the report examines a range of approaches to meeting the identified needs. The final section of the report includes the attainable housing actions and recommendations for the Municipality of Northern Bruce Peninsula.

Municipality of North Grenville Housing Strategy (2022) (ON)

The Municipality of North Grenville retained SHS, in partnership with WSP, in 2021 to develop a housing strategy for the municipality. The Housing Strategy builds on the Affordable Housing Strategy completed in 2021 and examines the need along the entire continuum. The study was undertaken in two phases.

Phase 1 was the housing needs assessment and policy review which included desk research as well as four engagement sessions with the North Grenville residents, non-profit and for-profit housing developers, and municipal staff. Phase one also included a policy review of relevant provincial, Counties, and municipal legislation and strategic documents to identify opportunities and barriers to the development of a diverse range of housing options, including affordable housing.

Phase 2 involved the development of recommended actions to address the identified housing needs, two engagement sessions with key stakeholders to review the proposed actions, and the submission of a final Housing Strategy.

County of Northumberland Affordable Housing Strategy and individual member municipal strategies (2018), Housing and Homelessness Plan Update (2019), Affordable Housing Grant Program Guidelines (2021) (ON)

SHS Consulting was retained by the County of Northumberland to undertake a study to develop an Affordable Housing Strategy with a focus on increasing the supply of affordable rental housing at a variety of affordability depths through a range of tools and incentives across Northumberland. The first phase of the study involved a housing needs assessment for Northumberland County as a whole and for each of its member municipalities. This phase of work also included a range of engagement activities, including a resident survey and engagement sessions with a broad range of key stakeholders, including municipal staff from each of the member municipalities. The second phase of work involved developing an Affordable Housing Strategy and action plan for Northumberland County as a whole as well as for each of the member municipalities. The Affordable Housing Strategy was developed based on the results of the housing needs assessments, engagement sessions with a broad range of key housing stakeholders, a review of federal, provincial and municipal policies and strategies which affect the development of housing in the community, as well as a financial analysis of the impact of recommended incentives on the development of affordable housing.

Municipal housing strategies were also developed for each of the seven member municipalities to provide approaches for addressing the unique

housing needs of each member municipality based on the findings from the housing needs assessment for each municipality as well as a review of the local official plan, zoning by-law, and strategic plan.

SHS Consulting was again retained by Northumberland County to update its Housing and Homelessness Plan which is a requirement for Consolidated Service Managers such as Northumberland County. This update involved an assessment of current housing and support needs which built on the needs assessment undertaken as part of the Affordable Housing Strategy but which focused on a lower end of the housing continuum. Additional engagements were undertaken with people with lived and living experience of homelessness, persons with disabilities, and persons requiring supports to live independently to gain a better understanding of the housing and support service needs of Northumberland residents.

The updated Housing and Homelessness Plan was completed in 2019 and included an action plan and monitoring plan with recommended indicators to measure progress on the actions.

In 2021, SHS was once again retained by Northumberland County to develop an Affordable Housing Grant Program. This program was one of the recommendations in the Affordable Housing Strategy and the proposed incentives for the program were evaluated in terms of ease of implementation and impact on the feasibility of the development. The goal of the program was to encourage the development of affordable rental housing, including small-scale rental such as attached and detached secondary suites, particularly in the more rural communities of the county, and rental units above or behind commercial uses including the conversion of a non-residential use to residential rental units. The work on the Affordable Housing Grant Program included an environmental scan of similar incentive programs and developing the guidelines for the program and providing advice on the application form.

City of Richmond Hill, Affordable Housing Strategy and Inclusionary Zoning Assessment (2021) (ON)

In 2019, SHS Consulting was retained by the City of Richmond Hill to complete an Affordable Housing Strategy and Inclusionary Zoning Assessment. The strategy included creation of a made in Richmond Hill

definition of affordable housing, a framework for the City to deliver housing through partnerships with other levels of government, developers, landowners and residents, and an affordable housing handbook for both the City and developers to use when developing new housing. The Inclusionary Zoning (IZ) Assessment included insight into the land value impacts of potential IZ policies, and how potential incentives could offset the IZ impacts.

This study was undertaken in three phases. The first phase of work included the development of a background report on the City's housing system. The second phase of the project included eight community engagement activities to validate the findings in the background report. The third phase of work involved developing a Housing Strategy to address the identified housing needs and gaps.

In parallel to the Housing Strategy report, a pro-forma analysis was conducted to test the market impact of an inclusionary zoning by-law in the City of Richmond Hill and a Developers' Guide was developed to help the development sector in Richmond Hill navigate the housing system, identify potential partners, learn about design considerations and find instructions on how to structure a planning report.

The IZ assessment included a viability analysis of four major transit station areas (MTSAs) for two different development densities and a suite of inclusionary zoning set aside percentages and depths of affordability.

The Strategy was submitted in December 2020, with the Handbook being submitted in July 2021 and finalized in October of that year.

City of Medicine Hat Housing Strategy (AB) (2020)

SHS Consulting was retained by the Medicine Hat Community Housing Society in June 2019 to develop a housing strategy which addresses housing needs throughout the entire housing continuum in Medicine

Hat, from homelessness and emergency shelters to ownership and executive housing.

The first phase of the study was completed in fall 2019. This phase included an online questionnaire for Medicine Hat residents, one-on-one interviews with people with lived or living experience of homelessness, phone interviews with selected stakeholders, two facilitated co-design sessions with key stakeholders from community agencies, non-profit housing providers, private residential developers and landlords, City and Provincial staff, and elected officials. A workshop with the Housing Strategy Committee was also undertaken as part of the first phase of work.

The second phase involved the development of the recommended action plan and housing targets. This second phase also included two engagement sessions with key stakeholders and a workshop with the Housing Strategy Committee to discuss the recommended actions, identify timelines, and identify agencies to lead the implementation. The final Housing Strategy was submitted in December 2020.

City of Markham Housing Needs Assessment (2019) (ON)

SHS Consulting was retained by the City of Markham to undertake a Housing Needs Assessment for the City.

The purpose of this study was to build on previous work to identify the current and emerging housing needs in Markham, particularly as it relates to affordable housing and purpose-built rental housing, and to prepare a draft Affordable and Rental Housing Strategy for Council's consideration. The Strategy is consistent with the current Federal, Provincial and Regional housing policies and initiatives.

The study also forms the basis for the City's response to the Region's proposed incentives to support the development of rental housing for mid-range income households as well as to meet the provincial requirement for an assessment report as part of implementing inclusionary zoning.

The study was undertaken in two phases. The final report represents the work on the second phase which is the Affordable and Rental Housing Strategy and includes recommended tools and incentives, including inclusionary zoning, which the City can use to help address the identified housing gaps.

Haldimand Norfolk County Housing and Homelessness Plan (2019)

SHS Consulting was retained in 2019 to undertake the update of the Haldimand Norfolk Counties Housing and Homelessness Plan. This work involved a housing and homelessness services needs assessment for the two counties as well as an update of the housing needs assessment undertaken for Norfolk County in 2014. Recommendations to address these needs were developed as well as an implementation plan and a reporting plan, which identifies targets, measures of progress, and sources of data and information. This work involved four sessions with residents and people with lived and living experience, three facilitated key stakeholder engagement sessions to validate the identified needs and generate solutions, as well as a workshop with councillors from both counties.

City of Lethbridge Municipal Housing Strategy (2019) (AB)

SHS was retained by the City of Lethbridge in August 2018 to develop a Municipal Housing Strategy for the City. The primary goal of the Strategy was to address the need for housing along the entire housing continuum within Lethbridge. The study was undertaken in two phases. The first phase involved an assessment of the housing needs and gaps along the housing continuum in Lethbridge. This phase of work also included several engagement activities. These included two engagement sessions with key stakeholders from the private, non-profit, and public sectors, one workshop with the community at large, one workshop with people with lived experience, two interviews with leaders from the Indigenous community, a meeting with the Lethbridge Affordable Housing Task Force, and a survey of Lethbridge residents.

Phase two involved a review of federal, provincial and municipal policies, strategies and legislation, an environmental scan of promising and best practices for addressing the identified housing needs and gaps, and the development of strategies to address these gaps. The Strategy also included developing annual affordable housing targets. Phase two also involved a workshop with the Lethbridge Affordable Housing Task Force and a workshop with key housing stakeholders to evaluate and prioritize the draft strategies and to identify lead agencies for the implementation of the strategies.

A total of four goals were developed and these correspond to the desired future outcomes for the housing system in Lethbridge, which were identified by the community through two facilitated co-design sessions. Recommended actions were developed to achieve each of these four goals and these actions fall under four categories: Municipal Development Plan and Land Use Bylaw policies and regulations, program and funding, education and awareness, and collaborations, partnerships and advocacy. The Strategy also identified recommended timelines for implementation and agencies to lead implementation.

Region of Peel Housing Strategy, as part of the Housing and Homelessness Plan Renewal (2018) (ON)

SHS, in collaboration with WSP, was retained by the Region of Peel in the fall of 2017 to renew its 10-year Housing and Homelessness Plan and to help meet the requirements related to the updated Provincial Growth Plan. This study involved undertaking four components of work. The first component was the housing needs assessment. This work involved extensive consultations with stakeholders, including Regional and local municipal staff and community agency representatives, to determine the current and emerging housing needs in Peel Region. This component also included analyzing a broad range of data and information on housing demand, supply and affordability indicators to identify housing gaps in Peel Region.

Component two of the project involved identifying short- and long-term outcomes and developing housing targets. To meet these objectives,

SHS used consensus-building tools to identify the desired future outcomes for the housing system in Peel and to develop actions to bring about these future outcomes. Housing targets were also developed to meet the objectives of the renewed housing and homelessness plan as well as to meet the requirements of the Provincial Growth Plan. These targets included affordable housing targets for low- and moderate-income households, rental housing targets, and targets for housing types.

Component three involved identifying the roles and responsibilities of the Region of Peel and its housing partners. This work involved consultations with Peel Region staff and other housing partners to better understand capacity. This work also involved undertaking best practices research on approaches in other jurisdictions.

Component four involved undertaking an environmental scan of financial and non-financial tools and incentives available for upper- and lower-tier municipalities to encourage the development of affordable housing. This scan also included research on the application of these tools and incentives in other jurisdictions. Component four also included a financial analysis of the impact of the financial incentives on the feasibility of an affordable housing development. Once the draft tools and incentives were identified, SHS undertook consultations with Regional and local municipal staff as well as private and non-profit housing developers to evaluate and prioritize each tool and incentive with the goal of developing a program or toolkit that the Region and local municipalities can use to support and encourage the development of affordable housing. SHS and WSP also developed recommended Regional Official Plan policies related to inclusionary zoning and identified the elements that needed to be addressed through an inclusionary zoning by-law based on the most recent provincial regulations.

A consolidated report was developed which included the findings from each component as well as the recommended housing actions, targets, Regional Official Plan policies, and program to encourage the development of affordable housing in the Region.

City of Kawartha Lakes and County of Haliburton Affordable Housing Framework (2017) (ON)

SHS Consulting was retained by the City of Kawartha Lakes, as the Service Manager, to develop an Affordable Housing Framework for the service area. This work was undertaken under the direction of a Committee with members from the City, County and the Housing Corporation.

The Kawartha Lakes and Haliburton Affordable Housing Framework presents a set of actions that the City, County, and Local Municipalities can use as a standard approach to encourage the development of housing, particularly affordable housing, in Kawartha Lakes and Haliburton. The Affordable Housing Framework builds on the goals of the City of Kawartha Lakes and County of Haliburton Housing and Homelessness Plan, specifically, Goal 1 – Increase the Supply of Affordable Housing and Goal 2 – Align Municipal Financial and Planning Policies with Affordable Housing Objectives. It also supports the Actions under Goal 2: An Exceptional Quality of Life in the City of Kawartha Lakes Strategic Plan 2016-2019, specifically 2.2.2 Enhance access to community and human/health services and 2.2.3 Increase the supply of affordable housing. In addition, the Official Plans of both the City of Kawartha Lakes and County of Haliburton have identified a target that 25% of all new housing units be affordable. As such, the Affordable Housing Framework focuses on actions that will help increase the supply of affordable rental and ownership housing in Kawartha Lakes and Haliburton.

The first phase of the study involved evaluating a set of municipal tools based on their suitability and applicability to the local context, impact on affordability, cost and ease of implementation, need for legislative changes, financial sustainability, and impact on other municipal objectives. A series of working sessions were undertaken with City, County and local municipal staff to review and evaluate each of these municipal tools. A financial feasibility analysis was undertaken to identify the impact of financial incentives on the feasibility of developing affordable housing without any funding from senior levels of

government. The second set of working sessions were undertaken with key stakeholders from the private, non-profit, and public sectors as well as City and County Councillors to prioritize the short-list of tools. The results of these working sessions formed the basis for the development of the Affordable Housing Framework.

Town of Hearst Housing Action Plan (2017) (ON)

SHS Consulting was retained by the Hearst Economic Development Corporation and the Town of Hearst to develop a Housing Action Plan for the Town. One of the main issues in the Town was a lack of housing options, including affordable housing options and options for an aging population. This was affecting economic growth as local employers were facing challenges attracting and retaining employees due to the lack of housing options. The purpose of the Hearst Housing Action Plan was to better understand the current demand and supply in the Town and to develop an implementation strategy to help community leaders stimulate investments in housing to meet the current and future demand. The study was undertaken in two phases. The first phase involved undertaking a housing needs assessment which examined the demand, supply and housing gap in the Town of Hearst. This phase also included consultations with key stakeholders and a resident survey. The second phase of the work involved the development of an implementation plan with strategic actions to address the identified housing gap. In addition to a Final Report with the findings from the housing needs assessment and the implementation plan, a Summary Report was developed as a public/ marketing document to share the results of the strategy and help attract private investment into the Town.

County of Bruce Housing Study (2004 and 2008 Update) and Long Term Housing Strategy (2011) (ON)

In 2004 SHS was hired by the County of Bruce to prepare a housing strategy, and also prepared an update of the study in 2008. The study involved a Demand and Supply Analysis, which a review of economic and demographic indicators that impact current and future housing needs, an evaluation of current housing supply activity, the definition of affordable housing in different areas of the county, and an assessment of

special housing needs. The second part of the study involved the development of a comprehensive Affordable Housing Strategy. This part of the work involved the development of action plans and strategies to address the housing gaps identified in the demand and supply analysis.

In 2011, SHS Consulting and Re/fact Consulting were hired by the County of Bruce to prepare a long-term housing strategy, building on work previously completed by SHS in 2005 and 2008. The study involved an update of demand and supply factors as well as identification of key issues and gaps within the local housing market. Through a highly consultative process, an action-oriented strategy for addressing these gaps will be established. This practical strategy was translated into a graphical user-friendly format intended to help guide efforts over the next 10 years, both by the community and by the municipality.

Prince Edward County – Strategic Action Plan for Affordable Housing (2010) (ON)

SHS, along with Re/fact Consulting was retained by Prince Edward County to undertake a strategic action plan for affordable housing to provide a guiding document to address issues of affordable housing in the County. To ensure the development of an Action Plan that provides achievable directions, the study evaluated a number of important social and economic indicators impacting the supply and demand for housing in Prince Edward County and identified a number of key housing issues addressed in the Action Plan.

Based on the key housing issues identified in Prince Edward County, a comprehensive review of current relevant policy and effective practices, and feedback from a wide range of stakeholders, a series of actions were proposed. These actions were aimed at supporting and facilitating the development of affordable housing in the County. They are organized under five broad strategic directions: Leadership and Coordination; Policy Development; Resources and Incentives; Education and Advocacy; and Partnerships.

The next phase of the Strategic Action Plan for Affordable Housing in Prince Edward County included the development of an implementation plan which outlined the County's approach in meeting the recommendations outlined in the report.

CMHC, *Housing Needs of Low-Income People in Rural Areas (2003)*

SHS Consulting participated in a major national study for CMHC which examined the housing situations of low income persons living in rural areas of Canada, as well identifying the barriers to addressing their housing needs, and the opportunities that exist in rural communities and small towns to address these situations. The work involved an extensive review of current literature and research on the issues, and an in-depth statistical analysis. Following this, case studies were conducted in 12 diverse rural communities and towns, one of which was the Town of Mississippi Mills. Ed Starr personally prepared the case study of Mississippi Mills, which involved a range of research and local consultation activities. The report provided a detailed picture of the situation that low-income persons and households in rural areas face, as well as the nature of housing in rural areas of Canada. This analysis was used to highlight the barriers to housing that many rural and small town households face.

Mississippi Mills was seen as representative of rural communities facing change as a result of being drawn into the commuter shed of larger urban areas, resulting in a number of challenges and barriers for existing residents of low income. Based on these barriers and the case studies, the report also highlighted a series of potential opportunities available that would assist in addressing the needs of these households. These opportunities include the integration of housing and services for specialized tenants such as seniors, the conversion of buildings into housing, and several municipal planning and land development practices.

APPENDIX: PROJECT TEAM RESUMES

- Christine Pacini
- Helen Harris
- Matt Pipe
- Alexa Volkov



Christine Pacini

Partner



EDUCATION

Graduate Courses, School of Administration, Carleton University (1990-1992)

Bachelor of Arts (Specialized Honours) in Public Policy & Administration, York University (1985)

AWARDS

Canadian Institute of Planners Award of Excellence in Social Planning (2014)

Canadian Institute of Planners Award of Excellence in Social Planning (2010)

VOLUNTEER ACTIVITIES

Habitat for Humanity GTA, Board of Directors (2010-2020), Chair (2018-2020)

Habitat for Humanity Canada, National Board of Directors (2022 to Present)

Professional Summary

Christine Pacini has more than 35 years of professional experience in the areas of housing research, market analysis, policy development, program development and evaluation, governance and operational design, facilitation, strategic and business planning, project management and social purpose real estate development consulting.

Prior to establishing her consulting company, Christine was employed in both the public and private sectors. During her four years with the Ontario Ministry of Municipal Affairs and Housing, Christine worked in program development as a policy advisor and in program delivery as a program coordinator. While with The Starr Group, a planning and development consulting firm, Christine held progressively responsible positions, including Manager of the firm's Eastern Ontario office.

Christine is one of the two founding partners of SHS Consulting. Since its inception in 1999, she has directed and/or authored more than 250 consulting studies and 60 affordable housing development projects. Her past clients include the public sector, as well as a wide variety of not-for-profit organizations and private companies.

Christine has spoken at various conferences and workshops sponsored by Canada Mortgage and Housing Corporation, the Canadian Institute of Planners, the Ontario Professional Planners Institute, the Ontario Municipal Social Services Association, the Ontario Non-Profit Housing Association, the Housing Services Corporation, real estate companies and community organizations. Christine's presentations have focused on a range of topics including housing and homelessness strategies, seniors housing, regeneration of social housing properties, innovative financing tools for affordable housing development, and the private and public sector's future role in the development of affordable housing.

A detailed list of the studies Christine has directed and/or authored and samples of her work as a development consultant can be found in the next section followed by a summary of her professional work experience.

Project Experience

Housing Demand and Supply Analysis, Needs Assessments, Strategies, Action Plans

Study Director and/or author of more than 50 housing needs assessments and strategies for more than 40 municipalities in Ontario, Nova Scotia, and New Brunswick, including: Akoma, Brantford-Brant, Bruce, Caledon, Chatham-Kent, Clare, Cornwall, Cumberland, Dieppe, Durham, Goulbourn, Gloucester, Fredericton, Haliburton, Halifax, Hearst, Lakeshore, Lambton, Leeds and Grenville, London, Markham, Middlesex Centre, Mississauga, Moncton, Muskoka, New Tecumseth, Newmarket, Niagara, Northumberland, Ottawa, Oxford, Peel, Pelham, Peterborough, Prescott-Russell, Renfrew, Richmond Hill, Simcoe, St.Thomas-Elgin, Stratford/Perth, Sudbury, Waterloo, Windsor-Essex, and York.

Homelessness

- **City of Ottawa**, Housing and Homelessness Plan (2019)
- **County of Northumberland**, Housing and Homelessness Plan (2019)
- **Niagara Region**, Older Adult Homelessness Research (2015)
- **United Way of York Region**, Community Plan to Address Homelessness in a Housing First Context: Baseline Data (2014)
- **Region of York**, Community Plan Assessment and Update (2001, 2003, 2006/2007, 2010)
- **St. Thomas and Elgin County**, Study on Homelessness (2009)
- **City and County of Peterborough**, Community Plan Update, SCPI Evaluation, and Community Plan Assessment, Community Advisory Board (2007)
- **Human Resources Development Canada**, Capacity of Ontario Municipalities to Address Homelessness (2002/03)
- **Region of Durham**, Homelessness Plan (2001)

Special / Unique Population Housing Needs

- **Akoma**, African Nova Scotia Housing Assessment and Strategy (current)
- **Inclusion Canada** (formerly Canadian Association of Community Living), My Home My Community, Demonstration Project on Homeownership (2021)
- **Canadian Association of Community Living**, My Home My Community, Demonstration Project on Inclusive Housing Options (2019)
- **Canadian Association of Community Living**, My Home My Community, Asset Inventory (2018)
- **Town of Hearst**, Supportive Housing Study (2017)
- **Region of Peel**, Supportive Housing Needs Assessment and Action Plan (2016)
- **Toronto Community Housing Corporation**, Vulnerable Seniors Action Plan (2014)
- **AbleLiving**, In Home Care Research Study (2013)

- **AbleLiving**, Life Lease Housing: A Supportive Housing Model (2013)
- **Canada Mortgage and Housing Corporation**, Seniors Transition to Special Care Facilities (2011)
- **Canada Mortgage and Housing Corporation**, Updating the Publication *Housing for Older Canadians: The Definitive Guide to the over-55 Market* (2010)
- **Town of Orangeville**, Seniors Housing Needs Analysis and Strategy, (2010)
- **Region of York**, Supportive Housing Inventory (2007)
- **County of Simcoe**, Special Needs Audit (2007)
- **Region of York**, Inventory of Modified Social Housing Units (2005)
- **Region of Peel**, Peel Region Housing Options for Older Adults (2002/03)
- **Region of York**, Special Needs Housing Study (2000)
- **City of Toronto**, Study of Housing Needs in the Rail Lands, Special Needs Component (1987)

Policy Development, Program Design and Evaluation

- **Canada Mortgage and Housing Corporation**, Systemic Barriers to Affordable Housing in Planning (current)
- **City of Ottawa**, Inclusionary Zoning Assessment, Official Plan and Zoning By-law Policies (current)
- **City of Toronto**, Evaluation of Shelter Design Guidelines: Facilitation of Stakeholder Feedback (2021)
- **County of Northumberland**, Development of Affordable Housing Incentive Program Guidelines (2021)
- **City of Richmond Hill**, Affordable Housing Strategy and Inclusionary Zoning Assessment (2021)
- **City of Toronto**, Shelter Guidelines sub-consultant to Hilditch Architect Inc. (2020)
- **City of Ottawa**, Coordinated Access Survey and Interviews (2019)
- **Capability / Able Living**, Evaluation of Collaborative to Deliver an Outreach Model of Care (2018)
- **City of Kawartha Lakes and County of Haliburton**, Affordable Housing Framework (2017)
- **WoodGreen Community Services**, Signals, Trends and Policy Directions in the Housing Sector (2017)
- **Region of Halton**, Review of Older Adult Services (2017)
- **National Housing Collaborative**, Social Housing Research for National Housing Strategy Submission (2016)
- **County of Northumberland**, Third Party Review of Investment in Affordable Housing Proposals for Funding (2016)
- **Region of Peel**, Supportive Housing Demand and Supply Analysis and Action Plan (2016)
- **Region of Peel**, Affordable Housing Decision Matrix and Tools (2016)
- **City of London**, Community Basic Needs Review (2015)
- **360° kids**, Dietary and Technology Plans for Richmond Hill Hub (2015)

- **Cheshire London**, Analysis of Fire Code Regulations on Care Occupancies (2015)
- **Canadian Mortgage and Housing Corporation**, Update of Affordable Housing Strategies and Case Studies (2014)
- **City of Toronto**, Policy Review - Affordable Ownership Definition Policy (2014)
- **City of Vaughan**, Secondary Suites Policy Study (2014)
- **Region of Peel**, Choice Based Leasing Program Design (2014)
- **Region of Peel**, Affordable Housing Development Program Design (2014)
- **Region of Peel**, Peel Renovates Program Design (2013-2014)
- **Ministry of Municipal Affairs and Housing**, Evaluation of Two Housing Allowance Programs (STRSP and ROOF) (2012)
- **Region of Peel**, Rental Assistance Program Design (2012)
- **Region of York**, Community Funding Program Review (2012)
- **Supported@Home Burlington**, Service Delivery Model (2012)
- **Region of Peel**, Housing Investment Plan (2011)
- **Town of Markham**, Shared Housing Policy Review (2011)
- **Peel Public Health**, Peel Healthy Communities Partnership Community Plan, including Community Service Provider Conversation and Community Picture (2010/2011)
- **City of Brantford**, Municipality of Chatham-Kent, Region of Halton, Region of Peel, Consulting Services for Preparation of Affordable Housing Program Request for Proposals, (2009-2013)
- **City of Hamilton**, Preparation of Request for Proposals for Ownership and Operation of First Place Hamilton and Evaluation of Submissions (2007/2008)
- **Social Housing Services Corporation**, Preparation of Expression of Interest and Request for Proposals for Social Housing Insurance Program Broker Services and Evaluation of Submissions (2007/2008)
- **Region of Halton**, Best Practices and Financial Analysis of Capital Revolving Funds and Land/Building Pooling (2007/2008)
- **Region of Halton**, Policy Options for the Conversion and Demolition of Rental Housing (2007)
- **Region of Halton**, Durable Halton – Housing Directions Report (2006 to 2007)
- **Service Manager Housing Network**, Recommended Changes to the Social Housing Reform Act and Regulations (2006)
- **City of Brantford**, Affordable Housing Delivery Plan (2006)
- **Region of York**, Affordable Housing Delivery Plan (2006)
- **Ottawa Community Housing Corporation**, Safer Communities Program (2005)
- **City of Toronto**, Second Suites Review (2004)
- **City of Toronto**, Rooming House Study (2003)
- **Ministry of Education**, Program Evaluation of Schools That Need Extra Help (2003/05)

- **Social Housing Services Corporation**, Development of a Comprehensive Insurance Program and Request for Proposals (2002/03)
- **City of Ottawa**, Development of Local Policies in Social Housing (2002)
- **City of Ottawa**, Policy Review of Age-Mixed Buildings in the Ottawa Housing Corporation (2002)
- **Habitat Services**, Study to Analyze Per Diem Subsidy Rates Paid to Boarding Homes in the City of Toronto (2000)

Governance, Organizational Design and Review

- **Ottawa Social Housing Network**, Business Case for Establishment of Funded Network (current)
- **City of Hamilton**, Operational Review of CityHousing Hamilton (2016)
- **City of Hamilton**, Ontario Works Organizational and Business Plan Review (2016)
- **Region of Niagara**, Social Assistance and Employment Opportunities Staffing Level Review (2015)
- **Cheshire Independent Living Services**, Amalgamation of Affiliated Corporations (2013-2014)
- **Region of Peel**, Disentanglement of Region of Peel Housing From Peel Living (2012)
- **York Region Rapid Transit Corporation**, Project Charter (2010)
- **Region of Halton**, Exploring Halton Community Housing Corporation's Development Capacity (2007/2008)
- **City of Cornwall**, Cornwall and Area Housing Corporation Operational, Service Delivery and Governance Review (2007/2008)
- **Service Manager Housing Network**, Service Manager Proposed Changes to Social Housing Reform Act Regulations (2006)
- **Society of Energy Professionals**, Governance Review and Audit (2006)
- **City of Hamilton**, Coordinated Access Service Delivery & Governance Review (2003/04)
- **City of Windsor**, Corporate Review of Municipally-Owned Housing Corporations (2003)
- **Ontario Regions Social Housing Group**, Organizational Model for Service Manager Housing Network (2003)
- **Ministry of Education**, Program Evaluation of Schools That Need Extra Help (2003 to 2005)
- **Ministry of Municipal Affairs and Housing**, Local Housing Authority and Non-Profit/Co-operative Operational Reviews (2000/2001)
- **Counties of Dufferin**, Northumberland and Renfrew, Implementation of Business Transfer Plans (2001/02)
- **Ontario Non-Profit Housing Corporation**, Summary and Analysis of Social Housing Business Transfer Plans Prepared By 47 Service Managers (2001)
- **Renfrew County, Dufferin County, Bruce County, Huron County, City of Stratford, City of Greater Sudbury, Municipality of Kawartha Lakes and Durham Region**, Social Housing Business Transfer Plans (2001)

Strategic and Business Planning

Study Director and/or author of more than 25 business plans for housing developments including Anduhyaun Inc., CANES, Community Head Injury Resources, Crown Heights Co-operative, Elgin St. Thomas Housing Corporation, Helen Homes, Hesperus Village, Home on the Hill, Kingston & Frontenac Housing Corporation, LOFFT, Markham Interchurch Committee for Affordable Housing, Nellies Women's Shelter, PACE, Scarborough Support Services, Seeley's Bay Seniors, South Dumfries Non-Profit, St. John the Evangelist, Supported@Home, Nottawasaga Futures, West Toronto Support Services, Women's Habitat, Youth Opportunities Unlimited.

- **City of Peterborough**, Update to Peterborough Housing Corporation Capital Plan (current)
- **Centre Francophone du Grand Toronto (CFGT)**, Housing Development Strategy and Feasibility (Sub to Solstice) (2021)
- **Covenant House Toronto**, Acquisition Strategy (2021)
- **Houselink and Mainstay Inc.**, Inaugural Board Retreat on Governance and Research on Housing Development Entities (2021)
- **Kerry's Place**, Housing Strategy Phase 1 (2021)
- **Les Centres d'Accueil Héritage**, Expanding Supportive and Affordable Housing Services for Francophone Seniors in the GTA – sub-consultant to Solstice Public Affaires (2020)
- **Mainstay Housing**, 10-Year Housing Development Plan (2020)
- **Prince Edward Lennox and Addington Social Services**, Revitalization Plan – sub-consultant to Re/Fact Consulting (2019)
- **Oakville**, Older Adults Services Review and Strategy (2017)
- **Peel Living**, Tenant and Community Value Design and Strategic Plan (2016)
- **Voice of Vedas Cultural Sabha**, Strategic Plan (2011)
- **Provincial-Municipal Housing and Homelessness Consolidation Working Group**, Consolidated Housing and Homelessness Program Visioning Session and Framework (2009)
- **Region of Halton**, Business Plan for the Temporary and Long Term Use of the Department of National Defence Surplus Site (2007/2008)
- **City of London**, London Homeless Coalition Strategic Planning Session (2007)
- **SoHo Insurance Company**, Strategic Plan (2006)
- **Simcoe County Training Board**, Trends, Opportunities and Priorities (TOPS) Report (2005)
- **Community Services Advisory Committee**, Strategic Plan and 2003 Community Services Plan (2002/2003)
- **Renfrew County, Dufferin County, City of Stratford and City of Greater Sudbury**, Social Housing Business Transfer Plans (2001)
- **Ontario Professional Planners Institute**, Municipal Role in Meeting Ontario's Affordable Housing Needs – A Handbook for Preparing a

Community Strategy for Affordable Housing and An Environmental Scan of Municipal Initiatives and Practices (2000)

- **Simcoe County Training Board**, Environmental Scan and Local Area Plan (1999 to 2000)
- **Christian Horizons**, Business Plan for the Relocation of the Port Hope Facility (1997)

Business Model Innovation / Solutions Labs

- **National Housing Council**, Right to Housing (current)
- **Blue Door Shelter, Habitat for Humanity GTA, Co-operative Housing Federation** – Toronto, Land Trust Demonstration Project (current)
- **Blue Door Shelter and Habitat for Humanity GTA**, Solutions Lab on Shelter to Homeownership (2022)
- **Reena and Safehaven**, Affordable Housing for Social Inclusion (2022)
- **Sistering**, Creating Home Together (2022)
- **Ontario Non-Profit Housing Association**, Community Housing for the Future: Taking *Collective* Action Toward Resiliency (2022)
- **Toronto Council on Aging**, Citizen Led Design (2022)
- **Durham Family Resources**, Let's Talk Home and Community (2022)
- **Peel (Region of)**, Igniting Seniors Housing Possibilities (2022)
- **Wellesley Institute**, Solutions Lab on Healthy Housing Quality (2020)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Mini Solutions Labs for British Columbia (2020)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Solutions Labs for Yukon, Saskatchewan, Nova Scotia and Newfoundland and Labrador (2019)
- **Ottawa Community Housing**, Business Model Innovation Strategy (2018)
- **Raising the Roof**, Reside Initiative (2017-2018)
- **Habitat for Humanity Halton-Mississauga**, Business Transformation Study (2017-2018)
- **Peel Living**, Tenant and Community Value Design and Strategic Plan (in partnership with Ernst & Young; 2017)
- **Peel Living**, Service Delivery Model Review (2016)
- **Brain Injury Services and HNNB LHIN Advisory Committee**, Facilitation and Development of Service Delivery (2013)
- **City of London**, A Business Case for a Housing Development Corporation (2013-2014)
- **AbleLiving & Peel Halton Dufferin Acquired Brain Injury Services**, Collaborative Service Delivery Model (2014)
- **360° kids**, Logic Model – Services of Victims of Human Trafficking (2014)
- **Community Partnership For Independence (AbleLiving, Cheshire, March of Dimes, CNIB, CityHousing Hamilton, CCAC, St. Joseph's Hospital)**, Collaborative Vision, Mission, Values and Service Delivery Model (2012)

- **Supported@Home Burlington (AbleLiving, Cheshire, March of Dimes, MS Society, Rotary, CCAC, Joseph Brant Memorial Hospital),** Collaborative Vision, Mission, Values and Service Delivery Model (2008 to 2011)

Facilitation, Engagement, and Toolkits

- **Bruce County,** Toolkits on Affordable Housing (2022)
- **Canada Mortgage and Housing Corporation,** Canada Housing Benefit Co-Development with Province of British Columbia (2019)
- **Sidewalk Labs,** Family Lifestyles Design Research and Study (2018)
- **Bruce County and Grey County,** Early Years Engagement with Indigenous Communities (2017)
- **Ontario Non-Profit Housing Association,** Facilitation of Board Planning Day (2015)
- **Bruce County,** Facilitation of Priority Setting for Long Term Housing Strategy Actions (2014)
- **Region of York,** Facilitation of Community Consultation Sessions on Housing and Homelessness Plan and Homelessness Operational Reforms (2012 to 2013)
- **Supported@Home Burlington,** Listening to Learn (2012)
- **City of Mississauga,** Stakeholder Forums on Second Units (2012)
- **County of Bruce,** Human Services Integration Workshop (2012)
- **Housing Services Corporation,** Group Insurance Program Consultations (2012)
- **Markham Interchurch Committee for Affordable Housing (MICAH),** Community Forum on Engaging the Markham Community in Meeting the Need for Affordable Housing (2011)
- **Woodgreen Community Services,** Homeward Bound How-to-Kit (2011)
- **Canada Mortgage and Housing Corporation,** National Webinar on Preparing a Business Plan (2012, 2011)
- **Region of York,** Development and Implementation of Consultation Process with Staff, Clients and Community Agencies for the Community and Health Department's Multi-Year Plan, (2009)
- **Erie St. Clair Community Care Access Centre,** Facilitation of Community Summit on Healthy Communities (2009)
- **Municipality of Chatham-Kent and Canada Mortgage and Housing Corporation,** Facilitation of Housing Forum (2009)
- **Ontario Municipal Social Services Association,** Design of Social Housing and Homelessness Conference (2007)
- **Ontario Non-Profit Housing Association,** Exploring Development Option (2007)
- **Forum on Social Housing and Homelessness,** Recommend Service Manager SHRA Regulation Changes (2006)
- **Canada Mortgage and Housing Corporation,** Strategic Planning and Business Plan Development (2004)

- **Canada Mortgage and Housing Corporation**, Strategies for Gaining Community Acceptance (2004)
- **York South Simcoe Training and Adjustment Board**, Catalogue of Skilled Trade Profiles in York Region and South Simcoe (2003/2004 Update)
- **Simcoe County Training Board**, Employment Needs of Persons with Disabilities and Catalogue of Employment Supports and Services for Persons with Disabilities (2001)
- **Ministry of Municipal Affairs and Housing**, Various Social Housing Business Transfer Workbooks, Manuals and Training Sessions (2000/2001)
- **Simcoe and Muskoka Literacy Network**, Social Marketing and Outreach Campaign (1999 to 2000)
- **Ontario Ministry of Municipal Affairs and Housing, Education**, Training & Marketing Strategy for One-Window Planning Service and Municipal Plan Review (1999)
- **Ontario Ministry of Municipal Affairs and Housing**, Working With The Portfolio Operating Agreement (1995)
- **Township of Cumberland**, Residential Intensification Public Education Program (1992)
- **CMHC**, Self-Help Housing Workshop and Publication (1991)
- **City of Toronto**, Supportive Housing Facilities Study - Communication Strategy (1991)
- **Municipality of Metro Toronto**, Housing Along Major Roads in Metropolitan Toronto - Marketing Strategy (1990)

Community Infrastructure, Hubs, Age-Friendly

- **Town of Oakville**, Age Friendly Needs Assessment (2016)
- **County of Northumberland**, Community Hub Feasibility Study (2016)
- **Town of Markham**, Community Infrastructure Strategy Background Report, Town of Markham (2011)
- **Region of Halton**, Community Infrastructure Guideline (2010)
- **City of Toronto**, Community Services Policy and Planning Study - Literature Review (1990)
- **City of Etobicoke**, Community Services Study in Lakeshore Community Area (1990)

Survey Research

- **Ontario Non-Profit Housing Association**, Waiting List Survey (2013, 2014)
- **Housing Connections**, Survey of Applicant Households on the Centralized Waiting List (2007)
- **Simcoe Country Training Board**, Labour Market Inventory (2003)
- **Region of Peel**, Peel Region Housing Options for Older Adults (2002/03)
- **City of Ottawa**, Policy Review of Age-Mixed Buildings in the Ottawa Housing Corporation (2002)
- **Simcoe County Training Board**, Study of Apprenticeship in Simcoe County (2002)

- **York Region Children Services**, All Our Kids AOK Community Survey (2001)

Economic, Financial and Market Analysis

- **Spruce Lodge Non-Profit Housing**, End of Mortgage Feasibility Study (2021)
- **Region of York**, Cost of Inaction (2017)
- **City of Mississauga**, Update of Housing Targets, Incentives for Affordable Housing and Cost of Inaction Projects (2015 to 2016)
- **Manitoba**, Best Practices and Financial Models for Co-op Housing (2016)
- **City of Brantford**, Financial Viability of Purchasing Existing Affordable Housing Projects (2008-2013)
- **Ontario Non-Profit Housing Association**, Addressing Ontario's Most Critical Housing Issues: (1) What it would take to lift every Ontarian in Persistent Core Need out of Core Need and house all Ontarians experiencing homelessness? (2) How could the capital repair backlog in all non-profit and co-op housing be eliminated? (2013)
- **Canada Mortgage and Housing Corporation**, Challenges of Financing Market Housing in Northern Canada (2012)
- **Region of Halton**, Financial Analysis of Options for Funding Capital Repairs of Social Housing (2010)
- **Region of Halton**, Financial Impact of Halton Housing Tax Policies (2009)
- **Niagara Regional Housing**, Comprehensive Financial Plan (2009)
- **Region of Halton**, Rental Tax Policy Study, (2009)
- **Town of Richmond Hill**, Socio Economic Study (2007)
- **Region of Halton**, Best Practices Review and Financial Analysis of Selected Housing Strategies (2005/2006)
- **South Simcoe, Georgina, Brock and East Gwillimbury Region**, Nottawasaga Community Economic Development Corporation and Georgina Association, Business Economic Issues and Opportunities (2003)
- **City of Toronto**, Developing Affordable Housing Data, Indicators and Models (2002/03)
- **Simcoe County Training Board**, Environmental Scan (1999)
- **Canadian Forces Housing Agency**, Housing Requirements Study for the Ontario Region including CFB Borden, Kingston, Trenton, London, North Bay, Petawawa, Meaford, Hamilton (1999 to 2000)
- **Canadian Equipment Industry Training Committee**, People and Technology, The Future of Work in the Canadian Equipment Industry (1999)
- **Human Resources Canada**, Development of an Industry Profile for the Midland, Orillia, Bracebridge, and Barrie HRDC Areas (1999)
- **Trade and Tourism**, Information Technology Capabilities Study, Ontario Ministry of Economic Development (1998)
- **Interim Place**, Feasibility Study for Relocation of South Mississauga Facility (1998)

- **Private Developer**, Development Options For Privately-Owned Site In Mississauga (1997)
- **Chubb Insurance Company of Canada**, Business Opportunities, Profiles of Selected Ontario Municipalities (1997)

Social Purpose Real Estate Development Consulting, Project Management and Feasibility Analysis Work

Christine Pacini has coordinated the development of more than 60 community housing projects. She has provided the full range of development consulting services to a range of clients (local housing corporations, private non-profits, charitable agencies) for many building types, including shelters, social / affordable townhouse and apartment buildings for a range of population groups (e.g. seniors, singles, youth, families, persons with physical disabilities, intellectual disabilities, persons with mental illness), as well as complementary buildings such as day care centres, congregate dining facilities, and programing and outreach facilities, and administrative offices. Services she has provided her clients include: project feasibility (including pro forma development and market analysis); overall project management; board development and training; community relations; site selection and negotiation of agreement of purchase and sale; securing planning approvals including minor variance, severance, rezoning, site plan approval; tendering of professional services and negotiation of contracts (i.e. architect, civil engineer, surveyor, appraiser, traffic/parking consultant, arborist, cost consultant, solicitor, property management); advice on construction procurement approaches; assistance with tendering and/or negotiation of construction contract (i.e. design/build, pre-qualified tender, construction management); development of management plans and marketing strategies; securing government funding, arranging private financing, securing loan guarantees, and ministerial consents; preparation and monitoring of capital budgets and schedules; and preparing for operation phase.

Christine provides advisory services to a range of charitable and private companies, including Bloor Street United Church, Richmond Hill United Church, Mainstay Housing, Les Centres d'Accueil Héritage, Podium Development, JvD Development. Recently she has also assisted a number of long term care facilities with recent applications for funding from the provincial government and is working with Shalom Village and Thrive Group on the development of their LTC facilities.

Christine has also provided consulting services to Municipal Service Managers on various aspects of the Canada-Ontario/Investment in Ontario Affordable Housing Program, including developing RFP documents and evaluation of submissions. Christine has also led a range of feasibility and capital planning related studies as follows:

- **Les Centres d'Accueil Héritage (CAH)**, Supportive Housing Development Advisory Services (current)
- **Community Living Cambridge**, Feasibility Study for Development of Affordable Housing Project (current)
- **Mainstay Housing**, Feasibility and Pro Forma Analysis on Toronto Housing Now sites and other Advisory Services (2019 to current)
- **Parkdale Queen West Community Health Centre**, Feasibility Analysis (current)

- **The Nourish and Develop Foundation**, Feasibility and Funding for Shelter (current)
- **West Neighbourhood House**, Feasibility Study + Advisory Services (current)
- **Wigwamen Incorporated**, Feasibility, Funding and Development Consulting Advisory Services for a Range of Affordable Housing Developments for Indigenous People (2019 to current)
- **Habitat for Humanity Heartland**, Advisory Services for Multi-Residential Development (2020-2022)
- **Sojourn House**, Feasibility Analysis (2022)
- **Rekai Centre**, Feasibility Analysis for Supportive Housing Project (2022)
- **Centre Francophone du Grand Toronto (CFGT)**, Strategy and Feasibility Study for New Development (Sub to Solstice) (2021)
- **Raising the Roof**, Orillia Development Advisory Services (2021)
- **Covenant House Toronto**, Advisory Services on Supportive Housing Opportunities (2021)
- **Youth Without Shelter**, Feasibility Study (2020)
- **Raising the Roof**, Feasibility Study for Reside Initiative (2019)
- **Sidewalk Labs**, Affordable Housing Research and Financial Analysis (2019)
- **Sailivik Society Elder Care Centre**, Feasibility Study (2017)
- **Regeneration Outreach**, Capacity Building and Feasibility Study for Supportive Housing (2017)
- **Peterborough Housing Corporation**, Capital Financing and Community Revitalization Plan (2016)
- **Hamilton Community Foundation**, St. Helen's Feasibility Study sub-contractor to Purpose Capital (2016)
- **Caledon Housing Initiative**, Feasibility Study of Ownership Housing for Persons with Developmental Disabilities (2016)
- **Northumberland**, Community Hub Feasibility (2015)
- **Community Living Hamilton**, Feasibility Study for Respite Beds, Outreach and Administration Facility (2015)
- **Cota**, Relocation of Supportive Housing Feasibility Plan (2015)
- **Community Living Newmarket & Aurora District**, Feasibility of Purchasing and Renovating a Facility (2014)
- **Stanley Knowles Co-operative**, Feasibility Scenarios for End of Operation Agreement (2103)
- **York Region**, Campus Plan for 18838 Highway #11 (Blue Door Shelter) (2010)
- **West Toronto Support Services**, Feasibility Assessment and Proposal for New Office Building (2010)
- **Participation House Brantford**, Short and Long Term Strategies for the Relocation of Existing Housing Units (2010)
- **Canadian Mental Health Association of York Region**, Facilities Assessment and Long-Term Co-Location Strategy (2008)
- **Yellow Brick House**, Capital Needs Assessment (2007)

- **Durham Region**, John Howard Society Facility Options Study (2005)
- **Transitional Supportive Housing and Services of York Region**, Family Shelter Functional Plan (2005)

Work Experience

Partner, SHS Consulting (1999-present) | President, Christine Pacini & Associates Inc. (1996-Present)

Christine has directed and/or authored more than 200 consulting studies on a host of key community issues, primarily focused on housing policy and research, and project managed about 50 social / affordable housing development projects. Christine's past clients include a range of federal and provincial ministries, departments and crown corporations; more than 50 municipalities across Canada; sector organizations such as the Ontario Non-Profit Housing Corporation; a wide range of municipal, non-profit/co-op and private housing providers; long term care and supportive housing operators; and a variety of community-based service organizations. Christine's study related work experience is in the areas of research and policy analysis, program development and evaluation, strategic and business planning, financial modelling, and business model innovation. Christine also has extensive experience in all aspects of community engagement and public consultation, from the facilitation of small focus groups, to large public consultation sessions involving upwards of 100 individuals.

Between 1998 and 2000, Christine worked on a part-time basis with a City of Toronto Councillor as his Special Assistant on housing issues. In this capacity, Christine provided advice on housing issues dealt with by the Board of Directors of the Ontario Housing Corporation, Toronto Housing Company and the City of Toronto's Capital Revolving Fund Advisory Committee.

Policy Advisor/Program Co-ordinator, Ontario Ministry of Municipal Affairs and Housing (1992-1996)

While at the Ministry, Christine worked as a program co-ordinator and a policy advisor. As a program co-ordinator, her work involved: assisting a range of municipalities and community organizations in providing direction and advice on issues related to housing development; coordinating the input of a range of technical and other professional resources, as well as regulatory bodies; representing the Ministry in construction contract negotiations with developers, builders and community groups; reviewing and making recommendations for the approval of housing proposals from non-profit groups; providing information and advice on contentious program related issues/policies and project-specific concerns to the Minister's office, senior management and other ministries; and making recommendations to the Minister on projects to receive provincial funding.

As a program policy advisor for the Ministry, Christine was involved in the design of the jobsOntarioHomes program, in particular with: preparing supporting documentation; researching program issues; developing regional procedures; training regional office staff; and implementing program design. Christine was responsible for the preparation of two publications: *Ministry Requirements of the Portfolio Operating Agreement* and *Working with the Portfolio Operating Agreement and Ministry Requirements*.

Manager/Senior Consultant, *The Starr Group, Planning and Management Consultants (1985-1992)*

Christine contributed to the preparation of more than two dozen studies, reports and proposals for funding while she was employed with The Starr Group. Her clients included a range of municipal, provincial and federal departments, as well as not-for-profit community organizations. Christine was also responsible for the co-ordination of the development of about two dozen non-profit housing projects across Ontario. Some of the services Christine provided her non-profit clients included: overall project management, board development and training; community relations; site selection; development of management plans and marketing strategies; tendering for professional services; arranging for financing; tenant selection and intake; and the preparation and monitoring of budgets and schedules.



Helen Harris

Principal, Housing Policy and Research



EDUCATION

Master of Public Policy and Administration, Toronto Metropolitan University (formerly Ryerson University) (2017)

Master of Social Work, Social Justice and Diversity, University of Toronto (2013)

Bachelor of Arts, Psychology, Research Specialization, Wilfrid Laurier University (2011)

PROFESSIONAL AFFILIATIONS

Chartered Housing Professional Designation, Chartered Institute of Housing (2020)

VOLUNTEER WORK

Committee Member, Policy Committee, Ontario Non-Profit Network (2019-2021)

Board Member, YMCA of Owen Sound Grey Bruce (2013-2015)

Research and Administrative Assistant, The Canadian Arab Institute (2012-2013)

Professional Summary

As SHS' Principal, Housing Policy and Research, Helen project manages interdisciplinary teams on a diverse range of housing policy and research projects, and plays a key role in developing and shaping strategic directions, intent and desired impact to support housing opportunities across Canada.

Helen has ten years of experience in social and housing policy and program delivery. She brings a deep understanding of community housing having focused her career in various frontline, policy and leadership roles in this sector. Before joining SHS, Helen spent over five years working in progressive roles at the Ontario Non-Profit Housing Association (ONPHA). She began as a Policy and Research Advisor where she led the organization's policy analysis work and developed recommendations to respond to a diverse range of housing issues. Most recently she held the role of Senior Manager, Policy, Research and Education where she led organizational priorities and provided strategic direction through major sectoral shifts. During her tenure with ONPHA, Helen led a number of key initiatives and projects including: ONPHA's rapid response to support community housing providers through Covid-19; the development of an Affordable Housing Plan for Ontario; the development of an Urban and Rural Indigenous Housing Plan for Ontario along with a subsequent Implementation Plan; education courses in rent-gear-to-income administration; and a Solutions Lab (delivered with SHS Consulting) focused on Community Housing for the Future.

Prior to joining ONPHA, Helen worked in frontline community housing roles with the YWCA Toronto and the Bruce County Housing Corporation.

Project Experience

- **Ottawa Social Housing Network**, Business Case (ongoing)
- **Akoma Holdings Inc.**, African Nova Scotian Housing Strategy (ongoing)
- **Beaumont Alberta**, Housing Supply Challenge (2022)
- **Blue Door**, CMHC Demonstration Project – Land Trust (ongoing)
- **Canada Lands Company**, Strategic Plan (ongoing)
- **Canada Mortgage and Housing Corporation (CMHC)**, Systemic Barriers to Affordable Housing in the Land Use Planning System (ongoing)
- **Jake's House**, Housing Model Evaluation (ongoing)
- **Town of Newmarket**, Housing Needs Assessment (ongoing)

- **Yonge Street Mission**, Housing Strategy (ongoing)
- **Beaumont Alberta**, Housing Supply Challenge (2022)

Work Experience

Senior Manager, Policy, Research and Education, *Ontario Non-Profit Housing Association (ONPHA) (2021 - 2022)* | **Manager, Policy, Research and Education ONPHA (2019 - 2021)** | **Advisor, Policy & Research, ONPHA (2016 - 2019)**

Helen worked for the Ontario Non-Profit Housing Association (ONPHA) for more than five years where she held progressive roles beginning as Policy and Research Advisor and most recently holding the position of Senior Manager. As Policy and Research Advisor, Helen led ONPHA's policy analysis work and developed recommendations to respond to a diverse range of housing issues. In her capacity as Senior Manager, Helen led ONPHA's policy, research and education portfolios and managed a high-performing team of six policy, education and research advisors. Notably, Helen led a number of key initiatives and projects including: ONPHA's rapid response to support community housing providers through Covid-19; the development of an Affordable Housing Plan for Ontario; the development of an Urban and Rural Indigenous Housing Plan for Ontario along with a subsequent Implementation Plan; education courses in rent-geared-to-income administration; and a Solutions Lab focused on Community Housing for the Future.

Eviction Prevention Worker, *YWCA Toronto (Housing Administration Program) (2014 -2016)*

Over her tenure at the YWCA Toronto, Helen developed and implemented a full range of eviction prevention policies and procedures, assisted tenants in understanding their rights and responsibilities under the *Residential Tenancies Act*, and appeared as the landlord representative in Landlord and Tenant Board matters.

Tenant Coordinator, *Bruce County Housing Corporation (2013 -2014)*

During her time with the Bruce County Housing Corporation, Helen implemented a full range of tenant relations and supports including lease signing and move-in processes, arrears management and eviction prevention for 700 community housing units, spanning 13 rural communities.

Conference Coordinator, *Anti-Racist Multicultural Education Network of Ontario (2013)*

Helen was contracted by the Anti-Racist Multicultural Education Network of Ontario to coordinate all aspects of a policy-focused conference to address challenges related to implanting Ontario's Equity and Inclusive Education Strategy.

Master of Social Work (MSW) Practicum, *Ontario Human Rights Commission (2012 -2013)*

During her practicum opportunity with the Ontario Human Rights Committee, Helen supported policy development activities through research, survey development, data analysis, outreach initiatives, and preparation of reports for senior staff and Commissioners. She also formulated responses to public inquiries regarding the *Ontario Human Rights Code* and Commission policies.



Matt Pipe

Senior Analyst, Housing Policy & Research



EDUCATION

Bachelor of Urban and Region Planning, Toronto Metropolitan University (formerly Ryerson) (2021)

Bachelor of Science in Applied Science and Engineering (Civil), Queen's University (2014)

PROFESSIONAL AFFILIATIONS

Professional Engineers of Ontario, Member

Ontario Professional Planners Association, Student Member

Canadian Institute of Planners, Student Member

Professional Summary

Matt is a Senior Housing Policy and Research Analyst at SHS after over five years working professionally in the civil engineering and consulting field. Matt earned a degree in Applied Science and Engineering, with a major in Civil Engineering, and earned his Professional Engineer designation through the Professional Engineers of Ontario. Prior to joining SHS, Matt returned to school to study urban and regional planning and development at Toronto Metropolitan University (formerly Ryerson University) and graduated with distinction in 2021.

At SHS, Matt's work is primarily focused on synthesizing need and demand assessments for housing strategies, developing housing targets, research for policy analysis, and assisting in planning and feasibility studies. This work includes analyzing demographic and market analysis for geographies across Canada. During his time at SHS, Matt has developed programs to instantly analyze large data sets of community profiles to utilize locally focused, data-driven methodologies to provide insight on current housing supply, future housing demand, and projected housing development projections. These programs consider various household indicators, housing stock conditions, and current market and development trends.

Matt possesses extensive training in data analysis, developing housing strategies, and project administration. Matt has significant experience analyzing large data sets for needs assessments and feasibility studies as well as experience managing projects, preparing technical submissions, technical report writing, and background research in planning and policy settings. He recently worked on several housing studies, including municipal housing strategies for the City of Burlington, City of Saint John, Town of Arnprior, and Lanark County. Matt has developed the knowledge and skills to review, analyze, and interpret provincial and municipal legislation and develop policy considerations and draft municipal official plan policies that meet the housing objectives of the community.

Project Experience

- **Akoma Holdings Inc.**, African Nova Scotia Housing Assessment & Strategy (ongoing)
- **Town of Arnprior Housing Strategy**

- **Northcrest Developments**, Hangar District Affordable Housing Strategy (ongoing)
- **Town of Newmarket**, Official Plan Review (ongoing)
- **City of Saint John**, Housing Needs & Action Plan (ongoing)
- **Strathcona County**, Affordable Housing Incentive Programs Options (ongoing)
- **Town of Newmarket**, Housing Needs Assessment (ongoing)
- **City of Ottawa**, Inclusionary Zoning Impact Assessment (ongoing)
- **Canada Lands Company**, Strategic Plan (ongoing)
- **West Wasaga Beach**, Secondary Plan - Affordable Housing Needs (ongoing)
- **City of Burlington**, Housing Strategy
- **Parkdale Queen West Community Health Centre**, Feasibility Study
- **Lanark County**, Tools to Support Affordable Housing
- **Houselink & Mainstay**, Development Company Research
- **Peterborough Housing Corporation**, Implementation of Capital Financing Revitalization Plan
- **North Grenville**, Housing Strategy
- **Northern Bruce Peninsula**, Attainable Housing Strategy

Work Experience

Research Assistant, *Toronto Metropolitan University (formerly Ryerson University) (2019)*

During Matt's time at Ryerson University, he worked with TransForm Lab, a transportation planning and mobility research team, conducting field surveys for research regarding cyclist behaviour in the Greater Toronto Area. Matt was responsible for collecting and organizing data for analysis.

Project Coordinator, *Rail Department, Wood PLC (2017-2019)*

Working on a variety of civil construction projects, Matt provided consulting and contract administration services for both public and private clients. Matt routinely assisted with the management of multi-disciplinary design team to pursue solutions for the client and worked within a design team to produce preliminary and detailed designs, project schedules, tender documents, and hold stakeholder meetings.

Project Coordinator, *Wet Utilities Department & Embedded Track Department, Aecon Construction and Materials Ltd. (2015-2017)*

Working on the Waterloo Light Rail Transit construction, Matt managed and supervised crews during construction operations and assisted superintendents in planning and scheduling crews. Additionally, Matt prepared cost reports, cost analysis reports, and data for budgeting and forecasting purposes.



Alexa Volkov

Analyst, Housing Policy & Research



EDUCATION

Master of Planning, Toronto Metropolitan University (2021)

Bachelor of Science, University of Toronto (2017)

PROFESSIONAL AFFILIATIONS

Candidate Member, Ontario Institute of Professional Planners

Professional Summary

Alexa recently joined SHS as a Housing Policy & Research Analyst. Prior to joining SHS, she worked as a Junior Planner, supporting residential, commercial, and industrial development in Southern Ontario. She further brings her background in student life engagement and research in Housing Economics and Psychology.

As a Research Analyst at SHS, Alexa conducts literature reviews and environmental scans to draw out and communicate key insights, identifies, gathers, and analyzes demographic, economic, financial, market or industry data or information required to inform or evaluate public policy initiatives.

She also conducts complex analysis, conducts trend analysis, and examines relationships between social, economic, and demographic trends. She presents key trends impacting residential real estate, blending SHS' proprietary data with relevant data from industry, government, and business sources.

Work Experience

Junior Planner, *The Biglieri Group (July 2021 – August 2022)*

Received positive feedback from multiple superiors for clarity and skill of policy summaries, research memos, planning rationale reports, public presentations, and other documents. Took an increasingly active role in internal planning and strategic meetings; and grew my project management responsibilities over time, including for communications with the public and external stakeholders, zoning and architectural reviews, and facilitating development applications.

Research Assistant, *Toronto Metropolitan University (May 2021 - July 2021)*

Conducted a broad review of research on office to residential building conversions. Drafted a literature review which supported the lead researcher and kickstarted the project; and contributed to strategic discussions around the direction of the paper being drafted for publication.

Graduate Teaching Assistant, *Toronto Metropolitan University (January 2020 - December 2020)*

Prepared and marked assessment materials in planning analysis and statistics; and supported professors through the transition to online learning.

**Student Transition and Community Engagement Programmer, Toronto
Metropolitan University (June 2020 - August 2020)**

Created a novel, research-based and multimedia portal to support students with the transition to online learning. Learned about and prioritized digital accessibility; and secured new internship hosts through strategic outreach.

Township of South Algonquin Public Library
Charlene Alexander
Report – February 2023

Grants

OTF Resilient Communities Fund: All initial purchase have been made and items received. We came in below original budget. Final report due April 2023.

Public Outreach

Our public input survey closed on December 31st 2022. Survey data is being analyzed.

Partnerships/Programs

Ontario Parks: Each branch has three commercial passes available for loan.

Tackle Share: Each branch has two sets of tackle/fishing gear for loan.

Access Copyright: Licensing for photocopying

Overdrive: eBook/audio book/magazine subscription

Programming

1. School Visits at Whitney Branch. Bi-weekly visits with all classes from both schools have started.
2. Kids Code Canada Program: Hoping to be up and running by March break.
3. A Brief Ondjigweyaa Madaoueskarini Algonquin History January 16th, 2023. Program attendance of 35 including a reporter from the Valley Gazette. Positive feedback and I have received 3 requests to offer again.
4. A Deeper Dive: Making Land Acknowledgements Make Sense
MARCH 6TH, 2023 @ 6:30pm Whitney Senior's Centre. This is a free, public workshop.
5. Author Talk: Adam Shoalts Tuesday May 2nd 1pm School visit, 7pm location tbd

Governance

Chairperson: Vicki Forward

Vice-Chairperson: Sarah Ennor

Board Members: Jeff Bowman, Elaine Hare and Rose Jessup

Goals

Staff evaluations

Student volunteers (to assist with code club and other programs as needed)

Continue work of strategic plan

Contact and Service Hours

Whitney: Wi-Fi 24/7

Wednesdays 10am -3pm, Thursdays 12:00pm - 7:00pm, Saturdays 10am – 2pm

whitneylibrary@southalgonquin.ca 613-637-5471

Madawaska: Wi-Fi 24/7

Tuesdays 10am -3pm, Thursdays 12:00pm - 7:00pm, Saturdays 10am – 2pm

madawaskalibrary@southalgonquin.ca 613-637-1099

**Township of South Algonquin Public Library
Minutes of the Meeting Held
November 15th 2022 @ 7:00 PM**

In Person: Sharon Florent, Vicki Forward and Cynthia Haskin

Zoom: Jeff Bowman, Sarah Ennor, Carol Peterson, Charlene Alexander **Regrets:** Councillor Dave Harper, Elaine Hare, Rose Jessup

Land Acknowledgement: Vicki Forward

This is my land acknowledgment. I want to express my thanks to the land we now call South Algonquin and that I now call home. I want to give thanks to the Indigenous Algonquin people who called this land home and have been stewards of the land long before I came here. I want to acknowledge the past and ongoing harms of colonization and recognize that I am a beneficiary of that horrific process – enabling me to settle and adopt this land as my own for a time.

I give thanks to this land for sustaining me in many ways, for allowing me to live, work, play, and raise my family here. This land has literally and figuratively been my bedrock for over 20 years. The land's awesome richness continually enriches me, which in turn enables me, in my own small way, to give back to the land and all its peoples through good stewardship of the library.

Call to Order: 7:07pm

1. Motion # 2022-55

Moved by – Vicki Forward Seconded by – Sharon Florent /To approve the agenda/ Carried

2. Motion # 2022-56

Moved by – Carol Peterson Seconded by – Vicki Forward /To approve the minutes of **October 18th 2022** / Carried

3. Report of the Chair: Jeff Bowman stated his intentions to step down as chair but plans to remain on the board. Carol Peterson and Sharon Florent will be stepping down from the board, both would like to remain as volunteers.

4. Business Arising

4.1. The International Dyslexia Association Ontario's Library Mini grant: Has been completed.

4.2. Madawaska Shelving: Estimated ship date for shelving from Montel is November 25 2022.

4.3. OLS Virtual Conference Follow Up: Discussed banned/challenged books, and the need to update the collections/Acquisitions Policy. Sarah Ennor attended a webinar regarding a grant's portal called Pocketed, \$30 subscription fee. In the recreation committee experience, children's programs are better attended than adult programs.

4.4. OTF Resilient Communities Fund: awaiting all purchase to come in.

4.5. Budget:

Motion # 2022-57

Moved by – Sarah Ennor Seconded by – Jeff Bowman /To approve the draft budget for 2023./ Carried

4.5 Signage for Madawaska Branch: Jennifer Barager will investigate the cost and add to the budget.

5. New Business:

5.1. Council Orientation: On November 4th I gave the incoming Council an orientation using legacy document.

5.2. Council Contacts and Meeting Schedule: shared in google drive

5.3. Board Recruitment: Township has put out the advertisement.

6. Outstanding Accounts:

Motion # 2022-58

Moved by – Sarah Ennor Seconded by – Vicki Forward / To approve outstanding accounts (\$401.92)/Carried

7. Programming:

7.1. Adam Shoalts – Spring 2023 – newest book.

7.2. Indigenous Programs: Land Acknowledgements (A Deep Dive) and Local History/Colonialism

12. Code Club Canada:

13. Other programming ideas: children's authors, craft/story evenings. Get some student volunteers.

14. Next Meeting: January 17th 2023 @ 7:00 PM

15. Motion # 2022-59

Moved by – Sarah Ennor Seconded by – Carol Peterson

To adjourn 8:40pm

Carried

Jeff Bowman Chairperson Charlene Alexander Secretary/CEO

Murchison & Lyell Parks and Recreation Committee of South Algonquin

Minutes for the meeting of Tuesday January 10, 2023 at 7:00 p.m.

Members present: Terry Levean, Sharon Florent, Brendia Drew, Nicole Dupuis, Susan Dupuis, Brenda Hildebrandt, and Rosemary Shalla.

Regrets: None.

Council Representative: Councillor Joe Florent.

1. Chair called the meeting to order at 7:00 p.m.

2. Reading and Approval of the Agenda plus any additions.

Motion #1-2023

Moved by: Nicole Dupuis. Seconded by: Brendia Drew.

“To accept the agenda and any amendments or additions.”

Carried

3. Approval and Adoption of December 13th, 2022 minutes and any amendments.

Motion #2-2023

Moved by: Brendia Drew. Seconded by: Nicole Dupuis.

4. Business arising from minutes: a) Councillor Florent told us that there will be changes to speed limits in some areas of the township where there have been concerns that some travellers are going too fast. A lower speed limit will hopefully make it safer for everyone. b) i) Sharon Florent reported that the Christmas Potluck dinner went very well with 24 attending. It’s been decided to carry these on in 2023, as long as it is possible, keeping it on the 3rd Tuesday of every month at 6pm. ii) Brenda Hildebrandt: Funeral Lunches: There was a “visitation” for Brian Paplinski on January 7th at the hall. It was well attended.

5. Financial Report: Total balance at the end of December in CIBC chequing was \$ 9,535.59.

6. Performance measurement: There was no tracking sheet for December.

7. Resolutions: None.

8. Nicole Dupuis: Animals. Nicole has booked Wiggles and Wags from Eganville for March Break, on Monday March 13th from 12:30pm to 4pm. There will be drinks, popcorn and cotton candy for sale at the canteen.

9. Valentine’s Dance: This will be on February 11th from 8pm to 1am. A light lunch is provided.

10. Report to Council 2022: Chair Terry Levean presented his report to Council to the committee.

11. Socials: Brendia Drew wants to start up the Socials again. February dates are the 13th and 27th, both Mondays from 1pm to 3pm.

12. Family Dance: Nicole Dupuis is planning a Family Dance on Saturday February 18th from 6:30pm to 9pm. There will be a canteen with snacks for sale. All children must be accompanied by an adult.

13. BBQ: Spectacle Lake Lodge is putting on a BBQ in the parking lot of our hall on January 27th. Some proceeds will go to the Opeongo Snowmobile Club.

14. Pictures for Display: Nicole Dupuis is requesting that anyone who may have some pictures of landmarks of our area, that they would like to display a copy of in the hall, to contact her at their earliest convenience.

15. Christmas Tree: The old Christmas tree that we replaced this year, will be donated to the Killaloe Lions Club. It was donated to us many years ago and we are paying it forward now.

16. Adjournment:

Motion #30-2022

Moved by: Rosemary Shalla. Seconded by: Brenda Hildebrandt.

“Motion to adjourn the meeting at 8:35 pm.”

Next meeting – Tuesday, February 14th, 2023, at 7pm at the Community Hall.

Chair  Terry Levean

Secretary  Sharon Florent

COUNCIL MEETING**March 1, 2023****ACTION:**

- 1) Public Works Superintendent Draft Job Description

Position Summary:

Under the direction of the Chief Administrative Officer, plans, promotes, develops, directs and administers a comprehensive program of construction and maintenance of the public streets and culverts, roadway and sidewalks, drainage and other road works, and municipal buildings, within the guidelines of Council policy.

Works Superintendent is also responsible for the waste sites and the waste site employees.

Directs and administers the operation of the Public Works Department.

Qualifications:

- Minimum 5 years Superintendent/Managerial experience in a municipal roads environment combined with post secondary education with Ontario Good roads or equivalent.
- Minimum 3 years experience with municipal budget and accounting practices.
- Detailed working experience with Ministry of Transportation legislation and policies and other legislation related to municipal roads.
- Strong interpersonal skills and leadership ability combined with excellent written and verbal communication skills.
- D-Z vehicle licence mandatory.
- Thorough knowledge of construction and maintenance techniques and equipment and heavy machinery operation as normally acquired with several years of related experience.
- Strong supervisory and administrative skills to plan, organize and implement road maintenance, construction activities.
- Thorough knowledge of the municipal budgeting practices and processes from initial development of specifications to monitoring and variance reporting functions.
- Detailed knowledge of, and the ability to interpret and administer a variety of regulations, acts, contractual agreements, policies and guidelines pertaining to the Works Department.
- Sound technical knowledge of all Works services including storm water, roads and waste disposal sites.
- Excellent managerial and administrative skills to plan, direct and supervise departmental activities involving professional and technical people and the general work force.
- Excellent communication skills, both oral and written, to provide advice and direction to reporting staff, provide information to the general public, liaise with contractors and outside agencies, etc.
- Interpersonal skills to maintain pleasant and effective relations with staff and the general public.
- Knowledge of landfill operations.

- Chain saw operator licence.

Position responsibilities:

1. Performs the responsibilities of the position within the legislative and regulatory standards set out in the applicable Provincial and Municipal Acts. Performs the responsibilities of the position consistent with the Operational policies of the Township and consistent with provincial and municipal legislation.
2. **Program/Service**
 - Provides leadership and direction to supervisory and supporting staff in the implementation of the roads maintenance function. Hires, trains, schedules and evaluates staff in accordance with established policies and procedures.
 - Develops and administers maintenance and construction programs for the operation and rehabilitation of municipal roads, streets and sidewalks.
 - Participates in the development and review of policies, procedures, standards, plans and programs governing the road department. Provides advice to Council on same.
 - Reviews recommendations from staff concerning specific problems which might be solved through major maintenance construction or reconstruction, and reports on same to Council.
 - Conducts regular inspections of road maintenance activity, investigates problem areas and ensures that road maintenance crews are carrying out planned and scheduled work according to desired quality levels.
 - Works with the CAO in preparation of annual capital and operating budgets for road functions, presents budget to Council for approval, and manages road maintenance operations within approved budgets.
 - Manages inventory of equipment, supplies, vehicles required for road construction and maintenance programs, ensures all equipment is maintained and repaired promptly to eliminate breakdown and safety hazards.
 - Ensures administrative duties are performed including maintaining accurate employee and equipment records. Prepares road department payroll for submission to payroll clerk.
 - Prepares, recommends approval for and administers all contracts relating to road maintenance and rehabilitation. Supervises the work of outside contractors and tradespeople on special construction and repair projects.
 - Investigates and conducts prompt follow-up on questions and complaints from the public. Submits reports on all enquiries related to claims or complaints to the appropriate authority.
 - Ensures that occupational health and safety practices are observed and implemented.
 - Supervises the operation and maintenance of all services coming within the jurisdiction of the Works Department through the effective scheduling and supervision of employees.

- Directs the supervision, control and inspection of new Road Works service developments and ensures that all construction conforms with policies and standards approved by the municipality.
- Ensures that all regulations and requirements of by-laws and statutes relevant to the Roads Department are enforced as required.
- Regularly visits work sites to check on safety procedures, investigates accidents that may occur and ensures that safety regulations are adhered to.
- Patrols areas within the jurisdiction of the municipality to ensure that snow removal services are carried out in an effective manner during the winter months and determines necessary requirements for staff, equipment, volume and frequency required to provide adequate services.
- Keeps abreast of all technology, systems and methodologies necessary to ensure maximum services to the municipality and ensures that all subordinate staff are informed of new processes and procedures as required.
- In consultation with the Council, or the Roads Committee and the CAO/Clerk-Treasurer prepares the budget for the current year and two year forecasts for review and analysis by the Council. Develops a long range forecast (5-10 years) of construction and equipment requirements.
- Employs, directs, and discharges all personnel and equipment required to carry out the work, and to advise the Council as to the materials required.
- Examines and certifies all bills and accounts against the municipality for materials and labour used in works operations, and to make, or cause to be made, the measurements and examinations necessary for such purposes.
- Supervises year round maintenance and new construction in accordance with policies adopted by the Council.
- Supervises the performance of all work carried out by contract and to certify as to its completion.
- Arranges for the systematic grading of loose top roads.
- Reports to Council/Committee each month or as directed.
- Ensures that all washouts, drain and culvert obstructions, and other defects are repaired or guarded with the least possible delay so as to prevent further injury to the road or accident to users of the road, and to act promptly in all cases of emergency.
- Ensures that the shoulders of the roads are properly maintained and free of weeds so that surface drainage is not impeded, and to ensure that all brush and noxious weeds are removed from the roadsides.
- Ensures that brush is cut and removed at all intersections, curves and other hazardous locations.
- Ensures C of A requirements are maintained for waste sites.
- Routinely inspects landfills and transfer stations.
- Ensures the safe operation management, storage and protection of all equipment, material and supplies.
- Responsible to set up preventive maintenance programs for all municipal equipment under his or her

control and to schedule all repairs of equipment so that the least disruption of schedules for works are accomplished.

- Responsible for the purchasing of supplies and materials for Works Department.
- Responds to emergencies and disasters as directed, dispatches road equipment and supplies as required.
- Inspects all applications for location and installation of poles, anchors, cable, terminals, lines and services on municipal property and road allowances.
- Inspects and approves the installation of all entrance permits in accordance with Council policy.
- Informs Council regarding upcoming courses on training and development, i.e. Mahoney & Anderson Road Schools, attendance at OGRA Conference, or other seminars.
- Performs other duties as specified by Council or CAO.
- Receives and monitors complaints.
- Coordinates tasks with all other departments

3. **Human Resources**

- Supervises all personnel in the road maintenance and construction function. Directly Supervises members of work crews, including equipment operators, truck drivers and labourers including hired equipment.
- Directs and manages all employees within the Works Department.

4. **Financial Resources**

- Assists in the preparation of annual Roads Department operating budget, and presents same to CAO/Clerk-Treasurer and Council. Advises Council on the eligibility for grants and subsidies.
- Assists in the annual preparation of the five-year capital budget for the Works Department and presents same to Council.
- As approved by Council, administers the annual public works budget .

5. **Material Resources**

- Ensures the safe maintenance, operation and management of large equipment, vehicles and supplies such as trucks, loaders, graders, etc.

6. **Physical Skill and Effort**

- Excellent physical condition with ability to handle physical demands and operate heavy machinery.

7. **Decision Making and Judgement**

- Judgement is exercised in:
 - Inspecting road construction projects to ensure that acceptable standards of quality and efficiency are

being met.

- Supervising the employees of the Works Department, implementing appropriate training and development programs and evaluating performance of subordinates.
- Preparing budget estimates and directing road operations within budgetary constraints.
- Determining the priority or repair and construction of road operations.
- Work is performed under the general direction of the Council with access to other department heads and to officials of the appropriate ministries for assistance and information. Access is also available to policy and levels of service manuals, Ministry of Environment regulations, etc. for reference as required.
- Evaluating the effectiveness and cost efficiency of services and formulating appropriate recommendations for new or modified works services.
- Developing personnel strategies to maximize utilization of staff and to ensure effective training and development systems are in place.

8. Interpersonal Skills/Contacts

- Good interpersonal skills to provide effective leadership to the department and to ensure harmonious public relations at all times with the general public.

Internal:

- With CAO regarding payment of accounts and budget estimates and expenditures.
- With Council to discuss departmental and corporate matters and to provide information and advice on policy options and to obtain approval on road maintenance and construction plans and programs.
- With other municipal departments as required.

External:

- With the general public to explain road maintenance operations and to respond to questions and complaints.
- With Road supervisors in other municipalities to obtain information on various road related issues.
- With tradespeople and contractors to purchase equipment and services.
- With all provincial government ministries for advice and information as required.
- With area directors of public works to find common solutions to problems to co-ordinate work.
- With various consulting engineers to review their ongoing work with the municipality.

9. Environment

- Works partly in an office environment. Also subject to physical work and inclement weather conditions.

COUNCIL MEETING**March 1, 2023****CORRESPONDENCE RECEIVED FOR INFORMATION:**

- 1) 2022 Municipal Election Statistics
- 2) OPP, RE: Tragic Event in Memphis Tennessee – Tyre Nichols
- 3) FONOM, RE: Call for Nominations, Executive Award
- 4) 2022 Council Expenses
- 5) Huron County, Cannabis Act Information Report
- 6) FONOM, RE: Catch and Release
- 7) Emergency Management Ontario, RE: Ontario's Provincial Emergency Management Strategy and Action Plan (PEMSAP)
- 8) City of North Bay, RE: Construction Funding Subsidy
- 9) Emergency Management Ontario, RE: Supporting First Nations Communities During the Upcoming 2023 Flood and Wildland Fire Season

2022 Municipal Election Statistics

| Local Council Statistics (414 single and lower tier municipalities) | PROVINCE | | Central | | East | | West | | North | | North (Sudbury) | | North (Thunder Bay) | |
|--|------------|------------|-----------|------------|------------|------------|------------|------------|------------|------------|-----------------|------------|---------------------|------------|
| | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage |
| Total number of local councils | 414 | | 62 | | 103 | | 105 | | 144 | | 110 | | 34 | |
| All offices acclaimed | 30 | 7% | 1 | 2% | 3 | 3% | 6 | 6% | 20 | 14% | 17 | 15% | 3 | 9% |
| At least one office acclaimed ¹ | 183 | 44% | 24 | 39% | 49 | 48% | 56 | 53% | 54 | 38% | 40 | 36% | 14 | 41% |
| With no offices acclaimed | 201 | 49% | 37 | 60% | 51 | 50% | 43 | 41% | 70 | 49% | 53 | 48% | 17 | 50% |
| Have 50% or more change in membership | 137 | 33% | 18 | 29% | 36 | 35% | 29 | 28% | 54 | 38% | 42 | 38% | 12 | 35% |
| All new members (included in ≥50% statistic) | 10 | | 0 | | 3 | | 3 | | 4 | | 3 | | 1 | |
| No new members | 21 | | 3 | | 7 | | 4 | | 7 | | 5 | | 2 | |
| Restricted Acts BEFORE Election | 231 | 56% | 34 | 55% | 56 | 54% | 62 | 59% | 79 | 55% | 58 | 53% | 21 | 62% |
| Restricted Acts AFTER Election | 323 | 78% | 50 | 81% | 82 | 80% | 82 | 78% | 109 | 76% | 83 | 75% | 26 | 76% |
| Number of Councils with Vacant Seats¹ | 2 | | 0 | | 0 | | 0 | | 2 | | 2 | | 0 | |
| Municipalities with nomination period extensions | 11 | | 3 | | 1 | | 0 | | 7 | | 5 | | 2 | |
| Municipalities with 3rd Party Advertisers (how many) | 58 (103) | | 24 (57) | | 12 (20) | | 17 (20) | | 5 (6) | | 3 (4) | | 2 (2) | |

¹ Blind River and Hilliard each have a vacancy with all the other offices acclaimed. They are in the "at least one office acclaimed" for the chart above as technically not all offices were acclaimed. They are not included in voting methods statistics as they did not hold voting for any municipal council office.

| Voting Method Statistics (382 municipalities that had voting) | PROVINCE | | Central | | East | | West | | North | | North (Sudbury) | | North (Thunder Bay) | |
|--|-----------------|------------|---------|------------|---------|------------|---------|------------|--------|------------|-----------------|------------|---------------------|------------|
| | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage |
| Voter Turnout Percentage | | 32% | | 29% | | 39% | | 31% | | 40% | | 39% | | 43% |
| Total number who voted | 3231821 | | 1661276 | | 686531 | | 649642 | | 234372 | | 171671 | | 62701 | |
| Total number of electors | 10215243 | | 5782846 | | 1758082 | | 2088739 | | 585576 | | 438899 | | 146677 | |
| Had voting for municipal council office¹ | 382 | | 61 | | 100 | | 99 | | 122 | | 91 | | 31 | |
| Advanced voting - more than 1 day | 285 | 75% | 58 | 95% | 87 | 87% | 87 | 88% | 53 | 43% | 36 | 40% | 17 | 55% |
| Advanced voting - 1 day | 54 | 14% | 0 | 0% | 3 | 3% | 6 | 6% | 45 | 37% | 34 | 37% | 11 | 35% |
| No advanced voting | 43 | 11% | 3 | 5% | 10 | 10% | 6 | 6% | 24 | 20% | 21 | 23% | 3 | 10% |
| Municipalities with recounts for any office | 16 | | 3 | | 3 | | 2 | | 8 | | 7 | | 1 | |
| Voting Method Summary | | | | | | | | | | | | | | |
| Traditional/paper ballots only | 89 | 23% | 8 | 13% | 6 | 6% | 15 | 15% | 60 | 49% | 44 | 48% | 16 | 52% |
| Alternative only | 201 | 53% | 19 | 31% | 66 | 66% | 66 | 67% | 50 | 41% | 36 | 40% | 14 | 45% |
| Traditional and at least 1 alternative | 92 | 24% | 34 | 56% | 28 | 28% | 18 | 18% | 12 | 10% | 11 | 12% | 1 | 3% |
| Voting Methods Used² | | | | | | | | | | | | | | |
| Traditional/paper ballots | 181 | | 42 | | 34 | | 33 | | 72 | | 55 | | 17 | |
| Internet | 221 | | 36 | | 83 | | 66 | | 36 | | 22 | | 14 | |
| Telephone | 176 | | 17 | | 74 | | 55 | | 30 | | 19 | | 11 | |
| Mail | 69 | | 15 | | 9 | | 19 | | 26 | | 25 | | 1 | |
| Touch Screen | 30 | | 3 | | 13 | | 11 | | 3 | | 1 | | 2 | |
| Using at least one accessible voting device³ | 301 | 79% | 57 | 93% | 75 | 75% | 75 | 76% | 94 | 77% | 65 | 71% | 29 | 94% |
| Vote counting equipment⁴ | 112 | 29% | 45 | 74% | 19 | 19% | 36 | 36% | 12 | 10% | 11 | 12% | 1 | 3% |

² municipalities could have more than one voting method so numbers will not add up to number of municipalities.

³ Devices include braille, magnifiers, paddles, sip and puff, and other options mentioned by municipalities included support persons or personal assistance, help centres/desks, descriptions of physical space, specific voting locations and telephone/internet voting methods.

⁴ Counting equipment are for only those with traditional/paper ballots and/or mail in ballots.

2022 Municipal Election Statistics

| Office Statistics There were 2802 offices in 2018-2022, there are 2798 in 2022-2026. | PROVINCE | | Central | | East | | West | | North | | North (Sudbury) | | North (Thunder Bay) | |
|---|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-----------------|---------------|---------------------|---------------|
| | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage |
| TOTAL NUMBER OF OFFICES FILLED⁴ | 2796 | | 550 | | 673 | | 742 | | 831 | | 635 | | 196 | |
| HEADS OF COUNCIL | 414 | % of category | 62 | % of category | 103 | % of category | 105 | % of category | 144 | % of category | 110 | % of category | 34 | % of category |
| New to council | 80 | 19% | 10 | 16% | 20 | 19% | 16 | 15% | 34 | 24% | 27 | 25% | 7 | 21% |
| Incumbent for office | 217 | 52% | 35 | 56% | 48 | 47% | 60 | 57% | 74 | 51% | 57 | 52% | 17 | 50% |
| Incumbent for council only | 117 | 28% | 17 | 27% | 35 | 34% | 29 | 28% | 36 | 25% | 26 | 24% | 10 | 29% |
| Acclaimed Heads of Council | 139 | 34% | 9 | 15% | 31 | 30% | 35 | 33% | 64 | 44% | 49 | 45% | 15 | 44% |
| New to council | 6 | 4% | 0 | 0% | 2 | 6% | 0 | 0% | 4 | 6% | 4 | 8% | 0 | 0% |
| Incumbent for office | 105 | 76% | 8 | 89% | 20 | 65% | 30 | 86% | 47 | 73% | 36 | 73% | 11 | 73% |
| Incumbent for council only | 28 | 20% | 1 | 11% | 9 | 29% | 5 | 14% | 13 | 20% | 9 | 18% | 4 | 27% |
| Elected Heads of Council | 275 | 66% | 53 | 85% | 72 | 70% | 70 | 67% | 80 | 56% | 61 | 55% | 19 | 56% |
| New to council | 74 | 27% | 10 | 19% | 18 | 25% | 16 | 23% | 30 | 38% | 23 | 38% | 7 | 37% |
| Incumbent for office | 112 | 41% | 27 | 51% | 28 | 39% | 30 | 43% | 27 | 34% | 21 | 34% | 6 | 32% |
| Incumbent for council only | 89 | 32% | 16 | 30% | 26 | 36% | 24 | 34% | 23 | 29% | 17 | 28% | 6 | 32% |
| DEPUTIES AND COUNCILLORS | 2382 | % of category | 488 | % of category | 570 | % of category | 637 | % of category | 687 | % of category | 525 | % of category | 162 | % of category |
| New to council | 1081 | 45% | 204 | 42% | 267 | 47% | 275 | 43% | 335 | 49% | 253 | 48% | 82 | 51% |
| Incumbent for office | 1208 | 51% | 259 | 53% | 273 | 48% | 329 | 52% | 347 | 51% | 268 | 51% | 79 | 49% |
| Incumbent for council only | 93 | 4% | 25 | 5% | 30 | 5% | 33 | 5% | 5 | 1% | 4 | 1% | 1 | 1% |
| Acclaimed Deputies and Councillors | 405 | 17% | 57 | 12% | 78 | 14% | 122 | 19% | 148 | 22% | 122 | 23% | 26 | 16% |
| New to council | 106 | 26% | 11 | 19% | 15 | 19% | 33 | 27% | 47 | 32% | 41 | 34% | 6 | 23% |
| Incumbent for office | 277 | 68% | 41 | 72% | 57 | 73% | 79 | 65% | 100 | 68% | 80 | 66% | 20 | 77% |
| Incumbent for council only | 22 | 5% | 5 | 9% | 6 | 8% | 10 | 8% | 1 | 1% | 1 | 1% | 0 | 0% |
| Elected Deputies and Councillors | 1977 | 83% | 431 | 88% | 492 | 86% | 515 | 81% | 539 | 78% | 403 | 77% | 136 | 84% |
| New to council | 975 | 49% | 193 | 45% | 252 | 51% | 242 | 47% | 288 | 53% | 212 | 53% | 76 | 56% |
| Incumbent for office | 931 | 47% | 218 | 51% | 216 | 44% | 250 | 49% | 247 | 46% | 188 | 47% | 59 | 43% |
| Incumbent for council only | 71 | 4% | 20 | 5% | 24 | 5% | 23 | 4% | 4 | 1% | 3 | 1% | 1 | 1% |
| TOTAL NUMBER OF CANDIDATES | 6221 | | 1703 | | 1415 | | 1624 | | 1479 | | 1105 | | 374 | |
| HEADS OF COUNCIL | 971 | % of category | 225 | % of category | 229 | % of category | 242 | % of category | 275 | % of category | 212 | % of category | 63 | % of category |
| New candidate | 461 | 47% | 144 | 64% | 97 | 42% | 104 | 43% | 116 | 42% | 89 | 42% | 27 | 43% |
| Incumbent for office | 281 | 29% | 43 | 19% | 69 | 30% | 75 | 31% | 94 | 34% | 74 | 35% | 20 | 32% |
| Incumbent for council only | 229 | 24% | 38 | 17% | 63 | 28% | 63 | 26% | 65 | 24% | 49 | 23% | 16 | 25% |
| DEPUTIES AND COUNCILLORS | 5250 | % of category | 1478 | % of category | 1186 | % of category | 1382 | % of category | 1204 | % of category | 893 | % of category | 311 | % of category |
| New candidate | 3629 | 69% | 1126 | 76% | 805 | 68% | 945 | 68% | 753 | 63% | 543 | 61% | 210 | 68% |
| Incumbent for office | 1493 | 28% | 316 | 21% | 341 | 29% | 391 | 28% | 445 | 37% | 346 | 39% | 99 | 32% |
| Incumbent for council only | 128 | 2% | 36 | 2% | 40 | 3% | 46 | 3% | 6 | 0% | 4 | 0% | 2 | 1% |
| INCUMBENTS NOT RUNNING AGAIN | 671 | | 120 | | 159 | | 167 | | 225 | | 166 | | 59 | |
| Head of Council | 118 | | 18 | | 29 | | 27 | | 44 | | 32 | | 12 | |
| Deputies and Councillors | 553 | | 102 | | 130 | | 140 | | 181 | | 134 | | 47 | |

⁴ Blind River and Hilliard each have a vacancy to fill post-election, with all the other offices acclaimed.

Incumbent for office won an office they held prior to the election. For example, a mayor re-elected as mayor.

Incumbent for council only won an office on council different from the one they held prior to the election. For example, a councillor elected as mayor.

Deputies and Councillors include the following office classifications that are filled during the election: Deputy Mayor, Vice Deputy Mayor, Deputy Reeve, Reeve (Not Head of Council), Local and County Councillor, Local and District Councillor and Local and Regional Councillor.



Thomas Carrique

Commissioner Le Commissaire

File #: OPP-7900

January 27, 2023

MEMORANDUM TO:

ALL MEMBERS

Re: Tragic Event in Memphis Tennessee – Tyre Nichols

By now, you are likely aware of the tragic incident involving Mr. Tyre Nichols and members of the Memphis Police Department. Tragically, Mr. Nichols died following the altercation. It is anticipated that the criminal acts of these officers that have led to his death will raise public concerns about police brutality, use-of-force and police interaction leading to erosion of trust and confidence in our profession.

Obviously, these acts do not reflect the vision, mission and values of the Ontario Provincial Police (OPP). Our members complete their professional obligations while maintaining the highest standard of conduct, integrity and ethical behaviour. Our actions align with our words by exemplifying our values of interacting with respect, compassion and fairness – something our members do every day. Along with our law enforcement partners we continue to monitor this situation and will disseminate any relevant operational information that arises.

The Chief of the Memphis Police Department has issued a [video statement](#) in light of this incident and in anticipation of the community's reaction in response to the release of video evidence. The anticipated release of this video evidence is expected to generate solidarity protests across North America.

We are reminded of our professional responsibility and duty to respect the right of everyone's freedom of expression and peaceful assembly. Our role is to ensure public safety and to keep the peace.



Tragic Event in Memphis Tennessee – Tyre Nichols

Page two

Such tragic events affect us all. You may be feeling, and/or subjected to, emotions of anger, sadness and outrage over this incident. It is important that we support one another. Confidential resources are available for all members, families, retirees, and auxiliaries through our [Healthy Workplace Team](#) (available by phone 24/7, toll-free at 1-844-OPP-9409 (1-844-677-9409)). The Ontario Provincial Police Association's (OPPA) Encompas Mental Health Wellness Program is also available to eligible OPPA and Commissioned Officers' Association members. Call 24/7: 1-866-794-9117 or visit [encompascare.ca](#).

The event that occurred in Memphis, Tennessee was unconscionable and unacceptable. Never doubt, the OPP does not condone this type of behaviour, which goes against our values and equal respect for all.

Thank you all for your ongoing dedication and professionalism.



Thomas Carrique, O.O.M.

- c: Provincial Commanders
President, Commissioned Officers' Association
President, Ontario Provincial Police Association
President, Civilian Association of Managers and Specialists

FONOM

Executive Award

Call for Nominations

Nominations are now being accepted from municipalities and individuals in Northeastern Ontario for the FONOM Executive Award to be presented at the upcoming Virtual FONOM Conference, hosted by the Town of Parry Sound.

Following is a description of the purpose of the award and eligibility requirements.

Purpose

The purpose of this award is to honour an individual member of FONOM who has contributed in a special and meaningful way toward the enrichment and betterment of the lives of the residents of Northeastern Ontario and who has exerted tireless efforts over a period of years in promoting the objectives of FONOM regionally and provincially.

Who is eligible? To qualify for the Executive Award, recipients must have served in an elected office in one of the municipalities within the FONOM membership district.

When are the awards presented?

The award is presented concurrent with the annual FONOM Conference. The recipient and their nominator will be notified in advance of the awards ceremony.

When is the deadline for nominations?

Any person or organization can nominate an individual by completing the following nomination form and sending the signed form to the address below, no later than **April 7th, 2023**.

Previous recipients of the FONOM Executive Award are:

1997 Joe Mavrinac, Kirkland Lake
1998 John Hodder, Manitoulin
1999 Marcel Noel, West Nipissing
2000 Fred Poulin, Smooth Rock Falls
2001 Vic Power, City of Timmins
2002 Austin Hunt, Manitoulin
2003 Jim Gordon, Sudbury
2004 Richard Adams, Parry Sound
2005 Phyllis Floyd, Former Executive Director, Sudbury
2006 Henry (Chick) Goertzen, Township of Laird
2008 Ellwood McKinnon, Township of Johnson
2009 George Farkouh, City of Elliot Lake
2010 John Rowswell, Sault Ste. Marie
2011 Michael "J.J." Doody, Timmins
2012 Frank Gillis, Espanola
2013 Austin Hunt, Billings
2014 Stephen Butland, Sault Ste. Marie
2015 Vyrn Peterson, Blind River
2016 Tom Laughren, Timmins
2017 Alan Spacek, Kapuskasing
2018 Jamie McGarvey, Parry Sound
2019 Mac Bain, North Bay
2020 Merrill Bond, Charlton and Dack
2021 Georges Bilodeau, Huron Shores
2022 Lynn Watson, Macdonald, Meredith and Aberdeen Additional

Need more information?

Further information and nomination forms may be obtained from:

Federation of Northern Ontario Municipalities**Mail:**

FONOM

615 Hardy Street

North Bay, Ontario P1B 8S2

Email:

fonom.info@gmail.com

Nominations must be submitted by April 7th so please submit your nomination forms as soon as possible. Thank you!

FONOM Executive Award Nomination Form

Personal information on this form is collected under the Federal Personal Information Protection and Electronic Documents Act (PIPEDA). Some of the information may constitute personal information. By filling out this form you agree that all personal information provided by you on the form may be collected, used and disclosed by FONOM for purpose of determining eligibility and notifying recipients of the FONOM Executive Award.

PLEASE TYPE OR PRINT CLEARLY AND COMPLETE IN FULL.

Individual Being Nominated

| | | |
|---------------------------------|------------|---------------|
| Title | First Name | Last Name |
| Name of Organization | Position | |
| Address | | |
| City/Town | Province | Postal Code |
| Telephone No. (9:00am – 5:00pm) | Fax No. | Email Address |

Nomination Submitted By:

| | | |
|---------------------------------|------------|---------------|
| Title | First Name | Last Name |
| Name of Organization | Position | |
| Address | | |
| City/Town | Province | Postal Code |
| Telephone No. (9:00am – 5:00pm) | Fax No. | Email Address |

Is nominee aware of this nomination Yes No

| | |
|------------------------|------|
| Signature of Nominator | Date |
|------------------------|------|

In addition to completing the form, please see the following page for additional material to be included in your submission.

Please provide a brief description of your nominee's activities and the contribution he or she has made. Please note that the selection of award recipients is based solely on information provided in the nomination package. It is therefore important that all materials in the package be complete.

Please include the following in your submission:

1. Description of achievement:

- a) Describe the achievement in detail, including any background or historical information related to the achievement.
- b) Describe what made this an outstanding achievement for your nominee, including any extraordinary circumstances or challenges the nominee faced.
- c) Describe how this achievement has touched the lives of others or the life of the person being nominated.
- d) Indicate how long you have known the nominee.
- e) Indicate the timeframe that this achievement took place.

2. Two Written Testimonials

Testimonials should be current and from persons who can attest to the value and impact of the achievements of the nominee.

3. Additional Material (optional)

List any additional material provided to support this nomination. For example, additional testimonial letters, publications, media stories, etc.

NOTE: Please do not send originals of important or official documents, as they will not be returned.

Please submit signed nomination form and supporting materials to:

Mail:

FONOM

615 Hardy Street

North Bay, Ontario P1B 8S2

Email: fonom.info@gmail.com

DEADLINE Completed forms must be received by April 7th.

TWP SOUTH ALGONQUIN-COUNCIL EXPENSES 2022

H - Honourarium SP-Special Meeting E-Expenses

| DATE | COMP | DUMAS | COLLINS | FLORENT | HARPER | BONGO | SHALLA | RODNICK | LAVALLEY | KUIACK | PIGEON | SIYDOCK | |
|--|------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| JAN | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$275.00 | | \$75.00 | \$150.00 | \$275.00 | \$75.00 | \$75.00 | | | | | |
| | E | | | | | | | | | | | | |
| FEB | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$150.00 | \$150.00 | \$150.00 | \$225.00 | \$150.00 | \$150.00 | \$150.00 | | | | | |
| | E | | | \$25.96 | | | | | | | | | |
| MAR | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$225.00 | \$150.00 | \$150.00 | | \$150.00 | \$150.00 | \$150.00 | | | | | |
| | E | | | \$51.92 | | | | | | | | | |
| APRIL | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$103.75 | \$103.75 | \$181.75 | \$103.75 | \$103.75 | \$78.00 | \$181.75 | | | | | |
| | E | | | \$51.92 | | | | | | | | | |
| MAY | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$156.00 | \$103.75 | \$493.00 | \$78.00 | \$103.75 | \$103.75 | \$415.00 | | | | | |
| | E | | | \$485.21 | | | | \$64.46 | | | | | |
| JUNE | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$234.00 | \$156.00 | \$234.00 | \$156.00 | \$156.00 | \$156.00 | \$156.00 | | | | | |
| | E | | | \$133.93 | | | | | | | | | |
| JULY | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$78.00 | \$156.00 | \$156.00 | \$78.00 | \$78.00 | \$78.00 | \$78.00 | | | | | |
| | E | | | \$51.92 | | | | \$53.10 | | | | | |
| AUG | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$234.00 | \$156.00 | \$234.00 | \$156.00 | \$363.50 | | \$156.00 | | | | | |
| | E | \$25.96 | \$24.50 | \$25.96 | | \$1,437.38 | | \$79.65 | | | | | |
| SEPT | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | \$78.00 | \$78.00 | \$156.00 | \$78.00 | \$78.00 | \$78.00 | \$78.00 | | | | | |
| | E | | | \$51.92 | | | | \$106.20 | | | | | |
| OCT | H | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | \$812.00 | | | | | |
| | SP | | | \$78.00 | | | | | | | | | |
| | E | | | \$25.96 | | | | \$53.10 | | | | | |
| NOV | H | \$1,095.00 | \$812.00 | \$812.00 | \$406.00 | \$406.00 | \$406.00 | \$812.00 | \$547.50 | \$406.00 | \$406.00 | \$406.00 | |
| | SP | | \$285.50 | \$441.50 | | | | \$363.50 | \$363.50 | \$156.00 | \$363.50 | \$363.50 | |
| | E | | \$30.09 | \$103.84 | | | | \$159.30 | | | | | |
| DEC | H | | \$812.00 | \$812.00 | | | | \$812.00 | \$1,095.00 | \$812.00 | \$812.00 | \$812.00 | |
| | SP | | \$234.00 | \$234.00 | | | | \$156.00 | \$156.00 | \$156.00 | \$156.00 | \$156.00 | |
| | E | | \$90.27 | \$77.88 | | | | \$106.20 | | | | | |
| | | | | | | | | | | | | | TOTALS |
| HONORARIUM | | \$12,045.00 | \$9,744.00 | \$9,744.00 | \$8,526.00 | \$8,526.00 | \$8,526.00 | \$9,744.00 | \$1,642.50 | \$1,218.00 | \$1,218.00 | \$1,218.00 | \$72,151.50 |
| SPECIAL MEETINGS | | \$1,533.75 | \$1,573.00 | \$2,583.25 | \$1,024.75 | \$1,458.00 | \$868.75 | \$1,959.25 | \$519.50 | \$312.00 | \$519.50 | \$519.50 | \$12,871.25 |
| EXPENSES MILEAGE | | \$25.96 | \$144.86 | \$1,086.42 | \$0.00 | \$1,437.38 | \$0.00 | \$622.01 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$3,316.63 |
| -OTHER-DNSSAB/ Renfrew Cty -see below | | \$8,848.86 | | | | | | | \$175.00 | | | | \$9,023.86 |
| TOTALS | | \$22,453.57 | \$11,461.86 | \$13,413.67 | \$9,550.75 | \$11,421.38 | \$9,394.75 | \$12,325.26 | \$2,337.00 | \$1,530.00 | \$1,737.50 | \$1,737.50 | \$97,363.24 |

OTHER COUNCIL HONOURARIUMS-RENFREW COUNTY/ DNSSAB

| JANE DUMAS | Honorarium | Mileage | Other | Subtotal |
|------------------------------------|------------|---------|---------|-------------------|
| Renfrew Cty & District Health Unit | \$3,850.00 | | | \$3,850.00 |
| DNSSAB | \$4,923.86 | | \$75.00 | \$4,998.86 |
| | | | | \$8,848.86 |
| ETHEL LAVALLEY | Honorarium | Mileage | Other | Subtotal |
| Renfrew Cty & District Health Unit | \$175.00 | | | \$175.00 |
| | | | | \$175.00 |

February 1, 2023

Sent via email.

Re: Call to Action: Review of the Cannabis Act

Please note that on February 1, 2023 Huron County Council passed the following motion:

Moved by: Councillor G. Finch and Seconded by: Councillor M. Anderson

THAT:

The Council of the County of Huron approve the report by CAO Meighan Wark dated February 1, 2023 titled Report to Council: Cannabis Act Information as presented;
AND FURTHER THAT:

The Council of the County of Huron advocate for improvements to the Cannabis Act and current legislative framework for cannabis in Canada by sending the report titled *Report for Council: Cannabis Act Information*, including the correspondence found in the appendices, to the Western Ontario Warden's Caucus (WOWC) for discussion and consideration;

AND FURTHER THAT:

The Council of the County of Huron approve forwarding Call to Action Letters to the following for support:

- Federation of Canadian Municipalities (FCM)
- All Municipalities in Ontario
- Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
- Premier of Ontario
- Provincial Minister of the Environment, Conservation and Parks
- Provincial Minister of Agriculture
- Provincial Minister of Municipal Affairs and Housing
- Member of Parliament
- Federal Minister of Agriculture and Agri-Food
- Federal Minister of Health

CARRIED

The County of Huron calls for a review and amendments to the Cannabis Act and the current legislative framework for cannabis in Canada.

To be clear, the County of Huron is not against or opposed to cannabis and we appreciate the role that both the federal and provincial governments provide in assisting municipalities. However, when new legislation is implemented, it is often at the municipal level that the impacts of change can be observed, and notations can be made for areas of improvement. It is vital that municipal governments pay attention and provide information and recommendations to higher levels of government so that continual improvements can be made over time.

It is in this spirit that we provide the following recommendation:

As a municipal government for one of Canada's most agriculturally productive regions and a popular tourism destination, we have been in the position to observe the last several years of legal cannabis production under the Cannabis Act as managed by Health Canada.

Under the current legislative and regulatory framework, we have observed, and continue to observe, serious odour impacts on local communities and residents from cannabis production facilities; including concerns from local medical practitioners about these impacts. Most often, these odour impacts arise from properties used for 'The Production of Cannabis for Own Medical Purposes by a Designated Person'.

In our local municipal experience, these facilities are often established without complying with local municipal zoning and nuisance by-laws, often contain hundreds of cannabis plants for each of the four assigned individuals, and usually do not include adequate odour controls to manage impacts on surrounding homes, public facilities, and the community at large.

To help manage public impacts of cannabis production facilities, we request that all production facilities, including facilities used by a designated person to produce cannabis for an individual's medical purposes, to require confirmation from the local municipality that the facility/site selected complies with all local municipal by-laws and regulations prior to an application being approved by Health Canada. We also request that Health Canada implement a system of minimum setbacks between cannabis production facilities and sensitive odour receptors, including homes and public facilities.

As an agricultural community, we have had extensive experience with the Ontario Ministry of Agriculture, Food and Rural Affairs' Minimum Distance Separation (MDS) Formula, an approach which has been used to successfully manage land use conflicts resulting from odour between livestock facilities and sensitive receptors for almost 50 years. We believe a system based on MDS would be appropriate to manage the

impacts of Health Canada's approved cannabis facilities, including both licensed commercial producers and designated growers for individuals.

In conclusion, we strongly recommend further notice and enhanced consultation with municipal governments when drafting and implementing legislation and regulations related to cannabis production, as there is a direct impact on local municipal operations, local residents, and in some cases, serious issues of non-compliance with local municipal by-laws.

Sincerely,

A handwritten signature in black ink, appearing to read "Glen McNeil". The signature is written in a cursive style with a small dot at the beginning.

Glen McNeil
Warden, Huron County
On behalf of Huron County Council

Report for Council: Cannabis Act Information

Prepared: January 2023

Contents

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| 4 | 2. Personal and Designated Production |
| 5 | Community Expressed Concerns |
| 5 | Impact to the Municipality |
| 5 | Advocacy Efforts to Date |
| 6 | Recommendations for Further Advocacy |
| 6 | Call to Action Letter |
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| 6 | Further Resources |
| 6 | The Cannabis Act: The Facts |
| 6 | The Cannabis Act |
| 6 | Cannabis Information for Municipalities |
| 6 | Ontario: Cannabis Control Act |
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| 7 | Correspondence to Council, January 2023: Bonnie Shackelton |
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Background

On January 18, 2023, Huron County Council passed the following motion:

THAT:

The Council of the County of Huron request staff to prepare a report for Council on the Federal Cannabis Legislation Review with recommendations on options for Huron County to address their concerns with this legislation.

Cannabis Act: Information For Municipalities

According to The Government of Canada's *Information for Municipalities - Medical Use of Cannabis* there are two approved ways medical cannabis can be grown: *Licensed Producers* and *Personal and Designate Production*

1. Licensed Producers

Licensed producers are individuals or companies licensed by Health Canada to produce and sell cannabis for medical purposes. Licensed producers must meet stringent health and safety security requirements before producing and selling cannabis.

When applying to be a licensed producer under the Access to Cannabis for Medical Purposes Regulations (ACMPR), or when applying to amend a licence, an applicant must notify:

- The municipality
- Local fire officials
- Local law enforcement

Licensed producers must also notify these local authorities, within 30 days, after the issuance of a licence or the renewal, amendment, suspension, reinstatement, or revocation of their licence. These notification requirements are intended to provide local authorities with information about activities with cannabis conducted in their jurisdiction to allow them to take appropriate measures, as applicable.

Licensed producers are expected to obey all relevant federal, provincial and municipal laws and by-laws, including municipal zoning by-laws.

2. Personal and Designated Production

If a person wants to produce a limited amount of cannabis for his/her own medical purposes, he/she needs to register with Health Canada. He/she can also choose to designate another person to produce a limited amount of cannabis for him/her. A person can produce a limited number of marijuana plants under a maximum of two registrations (for one other person and him/herself, or two other people). Marijuana plants may be produced under a maximum of four registrations at one address.

A registered or designated person is permitted to produce marijuana plants indoors and/or outdoors, but not both at the same time. If a person wishes to produce marijuana plants outdoors, the boundary of the land on which the production site is located cannot have any points in common with the boundary of the land on which a school, public playground, day care facility or other public place frequented mainly by persons under 18 years of age.

The number of plants a person can grow is determined by the daily amount recommended by their health care practitioner and a set of formulas in the regulations.

Health Canada also recommends that registered and designated persons be discreet with their production.

Individuals who are registered with Health Canada to produce a limited amount of cannabis for medical purposes are expected to obey all federal, provincial and municipal laws and by-laws.

Community Expressed Concerns

Recently, some concerns regarding the Cannabis Act and local growing practices have been expressed by community members. Some of the topics of concern expressed have included:

- Excessive noise produced by ventilation units
- Serious odour impacts from production
- Health concerns from neighbouring property owners
- Questions regarding zoning requirements for Cannabis operations, particularly in regards to areas zoned residential
- The current lack of a Minimum Distance Separation (MDS) between licensed facilities/designate growers, and homes, public facilities

Impact to the Municipality

Community concerns regarding the Cannabis Act have an impact on the municipality. These impacts include the costs associated with Council and staff time and legal fees. There is also a potential for community disruption pertaining to licenses issued under the Federal Medical Cannabis Registration process.

It is important to note that the municipality's concerns expressed in this report are not against or opposed to cannabis. The County of Huron appreciates the role that both the federal and provincial governments provide in assisting municipalities. However, when new legislation is implemented, it is often at the municipal level that the impacts of change can be observed and notations can be made for areas of improvement. It is vital that municipal governments pay attention and provide information and recommendations to other levels of government so that continual improvements can be made over time.

Advocacy Efforts to Date

On October 5, 2022 a letter was sent to the Cannabis Act Legislative Review Secretariat of Health Canada. The letter offered requested feedback on the Cannabis Act and a recommendation for a Minimum Distance Separation to protect residential areas.

See Appendix A.

Recommendations for Further Advocacy

Report for Council: Cannabis Act Information (this report)

Further advocacy could be accomplished by sending this report, including the correspondence found in the appendices, to the Western Ontario Warden's Caucus (WOWC) for discussion and consideration.

A Call to Action Letter could be sent on behalf of WOWC, and all WOWC member municipalities could be invited to send similar letters to the agencies and individuals outlined below.

Call to Action Letter

A sample Call to Action Letter for Huron County can be found in Appendix B. Once approved by Council, letters could be sent to:

- Federation of Canadian Municipalities (FCM)
- All Municipalities in Ontario
- Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
- Premier of Ontario: Doug Ford
- Provincial Minister of the Environment, Conservation and Parks: David Piccini
- Provincial Minister of Agriculture: Lisa Thompson
- Provincial Minister of Municipal Affairs and Housing: Steve Clark
- Member of Parliament: Ben Lobb
- Federal Minister of Agriculture and Agri-Food: Marie-Claude Bibeau
- Federal Minister of Health: Jean-Yves Duclos

Further Resources

The Cannabis Act: The Facts

<https://www.canada.ca/en/health-canada/news/2018/06/backgrounder-the-cannabis-act-the-facts.html>

The Cannabis Act

https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_16/FullText.html#:~:text=The%20objectives%20of%20the%20Act,operating%20outside%20the%20legal%20framework

Cannabis Information for Municipalities

<https://www.canada.ca/en/health-canada/services/drugs-medication/cannabis/information-municipalities.html>

Ontario: Cannabis Control Act

<https://www.ontario.ca/laws/statute/17c26>

Correspondence Received by Council

Correspondence to Council, January 2023: Bonnie Shackelton

<https://agendas.huroncounty.ca/agendapublic/AttachmentViewer.ashx?AttachmentID=7134&ItemID=5394>

Appendix A

Copy of the letter sent to the Cannabis Act Legislative Review Secretariat of Health Canada on October 5, 2022

Appendix B

Sample Call to Action Letter

October, 5, 2022

To: Cannabis Act Legislative Review Secretariat
Health Canada
Address locator 0302I
Ottawa, Ontario
K1A 0K9

On October 5, 2022, Huron County Council passed the following motion:

THAT:

The Council of the County of Huron send correspondence to Health Canada requesting consultation when implementing legislation on cannabis regulation as there is a direct impact on municipal operations and sometimes non compliancy to municipal by-laws;

AND FURTHER THAT:

The Council of the County of Huron recommends the inclusion of a system of Minimum Distance Separation to protect residential areas;

AND FURTHER THAT:

This correspondence be circulated to Huron County local municipalities for support.

Thank you for requesting feedback on the Cannabis Act and the current legislative framework for cannabis in Canada. As a municipal government for one of Canada's most agriculturally productive regions, and a popular tourism destination, we have been in the position to observe areas for improvement during the last several years of legal cannabis production under the Cannabis Act as managed by Health Canada.

Under the current legislative and regulatory framework, we have observed, and continue to observe, serious odour impacts on local communities and residents from cannabis production facilities; including concerns from local medical practitioners about these impacts. Most often, these odour impacts arise from properties used for 'The Production of Cannabis for Own Medical Purposes by a Designated Person'.

In our local municipal experience, these facilities are often established without complying with local municipal zoning and nuisance by-laws, often contain hundreds

of cannabis plants for each of the four assigned individuals, and usually do not include adequate odour controls to manage impacts on surrounding homes, public facilities, and the community at large.

To help manage public impacts of cannabis production facilities, we request that all production facilities, including facilities used by a designated person to produce cannabis for an individual's medical purposes, require confirmation from the local municipality that the facility/site selected complies with all local municipal by-laws and regulations prior to an application being approved by Health Canada. We also request that Health Canada implement a system of minimum setbacks between cannabis production facilities and sensitive odour receptors, including homes and public facilities.

As an agricultural community we have had extensive experience with the Ontario Ministry of Agriculture, Food and Rural Affairs Minimum Distance Separation (MDS) Formula, an approach which has been used to successfully manage land use conflicts resulting from odour between livestock facilities and sensitive receptors for almost fifty years. We believe a system based on MDS would be appropriate to manage the impacts of Health Canada's approved cannabis facilities, including both licensed commercial producers and designated growers for individuals.

In conclusion, we strongly recommend enhanced consultation with municipal governments and request further notice and consultation with the County of Huron when drafting and implementing legislation and regulations dealing with matters related to cannabis production, as there is a direct impact on local municipal operations, local residents, and in some cases serious issues of non-compliance with local municipal by-laws.

Sincerely,



Glen McNeil
Warden, Huron County
On behalf of Huron County Council

{insert date}

To: {insert recipient}

Re: Call to Action: Review of the Cannabis Act

On {insert date}, Huron County Council passed the following motion:

THAT:

{insert motion}

AND FURTHER THAT:

{insert motion}

The County of Huron calls for a review and amendments to the Cannabis Act and the current legislative framework for cannabis in Canada.

To be clear, the County of Huron is not against or opposed to cannabis and we appreciate the role that both the federal and provincial governments provide in assisting municipalities. However, when new legislation is implemented, it is often at the municipal level that the impacts of change can be observed, and notations can be made for areas of improvement. It is vital that municipal governments pay attention and provide information and recommendations to higher levels of government so that continual improvements can be made over time.

It is in this spirit that we provide the following recommendation:

As a municipal government for one of Canada's most agriculturally productive regions and a popular tourism destination, we have been in the position to observe the last several years of legal cannabis production under the Cannabis Act as managed by Health Canada.

Under the current legislative and regulatory framework, we have observed, and continue to observe, serious odour impacts on local communities and residents from cannabis production facilities; including concerns from local medical practitioners about these impacts. Most often, these odour impacts arise from properties used for 'The Production of Cannabis for Own Medical Purposes by a Designated Person'.

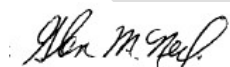
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In conclusion, we strongly recommend further notice and enhanced consultation with municipal governments when drafting and implementing legislation and regulations related to cannabis production, as there is a direct impact on local municipal operations, local residents, and in some cases, serious issues of non-compliance with local municipal by-laws.

Sincerely,



Glen McNeil
Warden, Huron County
On behalf of Huron County Council



February 17, 2023

FONOM joins with Police Departments and Association to discuss Catch and Release

Members of the Federation of Northern Ontario Municipalities (FONOM) Board met with the Sault Ste. Marie Police Services Board Chair, Sault Ste. Marie Police Service, Timmins Police Service, and the North Bay Police Association, to discuss the negative impacts Federal Bill C75 is having on communities across Ontario.

During a FONOM Board meeting in July 2022, Sault Ste. Marie's Police Chief Hugh Stevenson, shared the current catch-and-release procedures. At the meeting, FONOM membership committed to create a Northern Task Force to focus on the issue. The Task Force will consist of three FONOM board members, two municipal police chiefs, and an OPP service board member. The first meeting of the task force was held in Sault Ste Marie on Wednesday, February 16th, 2023. See below for a list of attendees.

"Citizens of Northern Ontario are angry. People that break into our homes and traumatize law-abiding citizens are arrested by police, then released the same day, some of them, committing another crime later that day," said FONOM President Danny Whalen. *"The lack of movement to examine the legislation four years after implantation is unacceptable and we will continue to bring a northern voice to decision makers."*

Moving forward, FONOM will work to increase participation from northern police services such as the Nishnawbe Aski Police Service, other northern Police Association representatives and government officials. The task force is communicating with the Attorney General's and Solicitor General's officers to participate in ongoing discussions around catch and release.

During the meeting Chief Stevenson, an Ontario Association of Chiefs of Police (OACP) Board Member, shared with the FONOM four recommended amendments for Bill C-75.

1. Create a designation of a chronic persistent offender,
2. Allow community impact statements at bail and at bail hearings,
3. Creating reverse onus in bail for all firearm offences, and
4. Ensure bail-related firearm charges go to the superior court for bail hearing.

"Violent crime up 80% in last five years in our community," stated Sault Ste Marie Police Chief Hugh Stevenson, *"cyclical issues continue to cost municipalities, in staffing and financial resources for EMS, Police, Fire, Court and Correction services for these violent incidents."*

The next Taskforce meeting will be held in Timmins on April 12th, ahead of the OACP Zone 1A meeting. Chief Stevenson has agreed to participate in a panel discussion on Catch and Release during the May FONOM Conference in Parry Sound.

FONOM is an association of some 110 districts/municipalities/cities/towns in Northeastern Ontario mandated to work for the betterment of municipal government in Northern Ontario and strive for improved legislation respecting local government in the North. It is a membership-based association drawing members from Northeastern Ontario and is governed by an 11-member board.



Participants at the February 15th Catch n Release Task Force meeting.

John Bruno – Sault Ste. Marie Police Services Board Chair

Chief Hugh Stevenson, M.O.M., Ed.D. – Sault Ste. Marie Police Service

Deputy Chief Robert MacLachlan – Sault Ste. Marie Police Service

Chief Daniel Foy – Timmins Police Service

Inspector Darren Dinel – Timmins Police Service

Sgt. Darcy Wall – North Bay Police Services Association - 2nd Vice President

Sandra Hollingsworth – SSM City Council Ward 1

Lynn Watson – Mayor Echo Bay

John Curly – Timmins Councillor

Danny Whalen – Temiskaming Shores Councillor – FONOM President

Mac Bain – FONOM, Executive Director

Lincoln Louttit – Sault Ste Marie Police Service, Manager - Corporate Communications, Planning & Research

Treasury Board Secretariat

Emergency Management Ontario

25 Morton Shulman Avenue
 Toronto ON M3M 0B1
 Tel: 647-329-1200

Secrétariat du Conseil du Trésor

Gestion des situations d'urgence Ontario

25, rue Morton Shulman
 Toronto (Ontario) M3M 0B1
 Tél.: 647-329-1200



DATE : February 3, 2023

MEMORANDUM TO: Municipal Chief Administrative Officers

FROM: Bernie Derible
 Deputy Minister and Commissioner of Emergency
 Management
 Treasury Board Secretariat

SUBJECT: **Ontario's Provincial Emergency Management Strategy
 and Action Plan (PEMSAP)**

I am pleased to share Ontario's [Provincial Emergency Management Strategy and Action Plan](#), a roadmap for a whole-of-Ontario approach to keep the people of Ontario safe, practiced and prepared. The plan sets a foundation for emergency management in Ontario, informed by emergency events across the province, and placing the most vulnerable at the centre of planning, preparedness and mitigation. The action-oriented plan includes goals and actions designed to keep Ontario in a state of constant readiness and preparedness – both now and in the future.

Municipalities play a critical role in addressing emergencies at the local level and are the first line of emergency preparedness, planning, mitigation, response and recovery. The plan reinforces Emergency Management Ontario's continued partnership with municipalities to achieve our collective vision of a safe, practiced and prepared Ontario.

I would like to express my appreciation and thanks for municipal insights and partnership which informed the development of the plan.

Three goals guide Ontario's plan and will support municipalities to maintain a state of constant readiness and preparedness:

1. **One Window for all Ontarians** through [Emergency Management Ontario](#) to proactively coordinate and facilitate across emergency management partners.

2. **Proactive Planning and Monitoring** that is grounded in data, analytics and knowledge.
3. **Practiced and Prepared Emergency Response** through strengthened local capabilities, emergency management training and public education.

The plan will be further strengthened through ongoing engagement with municipalities to ensure that our province is in a state of constant readiness and preparedness.

If you have any questions regarding the Provincial Emergency Management Strategy and Action Plan, please contact your local field officer.

Sincerely,



Bernie Derible

Deputy Minister and Commissioner of Emergency Management
Treasury Board Secretariat

cc: Heather Levecque, Assistant Deputy Minister, Emergency Management Strategy, Monitoring and Intelligence Division, Emergency Management Ontario, Treasury Board Secretariat

Teepu Khawja, Assistant Deputy Minister, Emergency Management Operations and Response Division, Emergency Management Ontario, Treasury Board Secretariat

Lisa Priest, Assistant Deputy Minister, Emergency Management Preparedness, Programs and Planning Division, Emergency Management Ontario, Treasury Board Secretariat

Michelle Astill, Director, Emergency Management Strategy, Monitoring and Intelligence, Emergency Management Ontario, Treasury Board Secretariat



OFFICE OF THE CITY CLERK
Direct Line: (705) 474-0626, ext. 2510
Fax Line: (705) 495-4353
E-mail: Veronique.Hie@northbay.ca

February 16, 2023

Honourable Paul Calandra
Ministry of Long Term Care
400 University Avenue
6th Floor
Toronto, ON M5G 1S5

Dear Mr. Calandra:

This is Resolution No. 2023-82 which was passed by Council at its Regular Meeting of Council held Tuesday, February 14, 2023.

Resolution No. 2023-82:

“Whereas the recently announced Construction Funding Subsidy (CFS) by the Ministry of Long Term Care could have significantly benefitted the member funding Municipalities of Cassellholme;

And Whereas that funding was intended to incent new construction and provide financial stability during the recent unexpected construction cost and financing cost increases,

And Whereas Cassellholme’s borrowing rate at Infrastructure Ontario will not be fixed until construction completion and has increased in the past year by approximately 2% representing about a \$1,500,000.00 annual increase to the Municipalities;

And Whereas the Provincial Construction Funding Subsidy was increased in 2020 and has not since increased with rising construction costs and borrowing costs, significantly increasing the financial costs to the member Municipalities;

And Whereas on an expected mortgage payment of \$6,000,000.00 per year, about \$2,000,000.00 is presently financed by Provincial CFS funding, leaving about \$4,000,000.00 in capital levies from the municipalities,

And Whereas with the CFS top-up funding the same \$6M would be paid by about \$5,000,000.00 in Provincial funding and \$1,000,000.00 in levies.

Therefore Be it Resolved that this information be shared with the Ministry of Long Term Care and Treasury Board with a request that the application criteria for the CFS top-up of \$35 per bed-day be expanded to include Homes already under construction including Cassellholme.

And Further that a copy of this Motion be provided to Ministry of Long Term Care, Treasury Board, MPP Victor Fedeli, and Member Municipalities.”

Yours truly,


Veronique Hie
Deputy City Clerk

VH/ck

cc: Hon. Prabmeet Singh Sarkaria, Treasury Board Secretariat
Victor Fedeli, MPP
Brian Pollard, Assistant Deputy Minister, Ministry of Long Term Care Capital Development
Member Municipalities (8)
J. Severino, CAO

Treasury Board Secretariat

Emergency Management Ontario

25 Morton Shulman Avenue
 Toronto ON M3M 0B1
 Tel: 647-329-1200

Secrétariat du Conseil du Trésor

de la gestion des situations d'urgence Ontario

25, rue Morton Shulman
 Toronto ON M7A 1Y6
 Tél.: 647-329-1200



DATE: January 25, 2023

MEMORANDUM TO: Community Emergency Management Coordinators (CEMCs)

SUBJECT: Supporting First Nations Communities During the Upcoming 2023 Flood and Wildland Fire Season

In the spring of 2022, the threat of flooding led to the emergency evacuation of approximately 1,800 people from three First Nations communities to both northern and southern Ontario.

On behalf of Emergency Management Ontario (EMO), I would like to express our sincere thanks and appreciation for the varying levels of support and assistance from across the province that was provided to the impacted communities. The support provided by our emergency management partners helped ensure residents were safe, comfortable, and had the necessary resources available and their eventual safe return.

More specifically, EMO's Provincial Emergency Operations Centre (PEOC) coordinated evacuations to the following municipal regional host and/or hub locations, to whom we are grateful:

- Town of Cochrane
- Town of Kapuskasing
- City of Thunder Bay
- City of Timmins
- Township of Val Rita-Harty
- Town of Hearst
- Region of Peel
- City of Toronto

Additionally, EMO wants to acknowledge the Town of Kenora and the Town of Dryden for their ongoing hosting of evacuees of a First Nation community experiencing water quality issues that began at the end of 2022 (and to the City of Thunder Bay for their willingness to also assist if the need arose).

2023 Contingency Evacuation Planning

Municipal Hosting of First Nation Community Members

We know that the risk of floods and wildland fires are present every spring and summer which especially affect some First Nations communities. We all need to be prepared to support these communities in their response to these risks, particularly if emergency evacuations are required. This is why our planning efforts are already underway. One critical component of our contingency planning is to identify locations, and their capacities and capabilities, that can support evacuees throughout the 2023 flood and wildland fire season.

EMO Regional Field Services (RFS) staff will soon begin their outreach to CEMCs to gauge your ability to support hosting potential evacuees from various First Nations communities in Ontario should the need arise. From our recent experience, the capacities committed by individual host municipalities ranged from ~100 up to ~1,000 evacuees. Our RFS staff will be happy to explain the key responsibilities for hosting during an emergency evacuation, and how EMO and other provincial and federal partners will partner with you in this complex endeavour.

Learning from Experienced Municipal Hosts:

EMO is happy to facilitate discussions with experienced municipal hosts to offer the opportunity for potential new hosts to understand what the role entails, and/or observe an active hosting operation in 2023. Let our EMO staff know when they contact you.

Save the Dates: Flood and Wildland Fire Symposium (February 28-March 2, 2023):

Stay tuned for details on this event hosted by the First Nation Emergency Response Association (FNERA) set to take place in Sault-Ste Marie. This is a collaborative event organized by FNERA with EMO and Indigenous Services Canada, that builds upon lessons learned and experiences from past emergency evacuations.

Joining EMO's PEOC Surge Capacity Roster:

As in recent years, EMO is seeking to develop a 2023 surge capacity roster for the Provincial Emergency Operations Center (PEOC) that would include ministry and municipal emergency management practitioners.

A key benefit to you and your municipality is that this can be a professional development opportunity that will help your emergency management team gain operational experience, as well as offer a first-hand perspective into how the province coordinates support to First Nations communities during emergencies. You can read about a prior participant's experience by clicking [here](#). If you, or any of your colleagues, is interested in considering joining our surge capacity roster, please contact Chris Pittens at Chris.Pittens@ontario.ca for more information.

Thank you for your continued commitment and contributions to emergency management in Ontario.

Sincerely,



Teepu Khawja

Assistant Deputy Minister and Chief, Emergency Management Ontario

Treasury Board Secretariat

c.c. Ray Lazarus, Director, Emergency Management Operations & Response (EMO)
Chris Davies, Director, Regional Field Services (EMO)

COUNCIL MEETING

March 1, 2023

BY-LAWS:

- 1) By-Law 2023-740, Deeming By-Law
- 2) By-Law 2023-741, Zoning By-Law Amendment
- 3) By-Law 2023-742, Confirm the Proceedings of Council

**CORPORATION OF THE
TOWNSHIP OF SOUTH ALGONQUIN**

BY-LAW NO. 2023-740

**BEING A BY-LAW to Deem Lots 18 and 19 on Plan M-334 to No Longer Be Part of the
Plan of Subdivision**

WHEREAS Subsection 50 (4) of the *Planning Act, R.S.O. 1990, c.P.13* as amended provides that a municipality may by by-law designate or deem any plan of subdivision or part thereof that has been registered for eight years or more to not be (part of) a registered plan of subdivision for the purposes of Subsection 50 (3) of the Act;

AND WHEREAS Plan M-334 is a plan of subdivision that has been registered for more than eight years;

AND WHEREAS the Council of The Corporation of the Township of South Algonquin has deemed it expedient to designate certain Lots on Plan M-334 to not be part of a plan of subdivision for subdivision control purposes;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH ALGONQUIN ENACTS AS FOLLOWS:

1. THAT all of Lots 18 and 19 on Plan M-334 of Summer Resort Lots on Ayles Lake in the geographic Township of Dickens, as shown on Schedule "A" attached hereto, are hereby deemed to not be part of said Plan M-334 for the purposes of Subsection 50 (3) of the *Planning Act, R.S.O. 1990, c.P.13* as amended (the "Act").
2. THAT Schedule "A" attached hereto forms part of this By-law.
3. THAT this By-law shall come into force and take effect pursuant to the provisions of and the regulations made under the Act.
4. THAT the Mayor and CAO/Clerk-Treasurer are hereby authorized to sign this By-law and affix the corporate seal thereto.
5. THAT this By-law shall be registered in the Land Registry Office for the Land Titles Division of Nipissing (No. 36) against the titles to said Lots 18 and 19 on Plan M-334 and shall take effect upon registration.
6. THAT the costs of preparation and registration of this By-law shall be paid by the owner(s) of said Lots 18 and 19.

READ A FIRST AND SECOND TIME on March 1st, 2023.

Ethel LaValley – Mayor

Bryan Martin-CAO/Clerk Treasurer

READ A THIRD TIME, PASSED AND ENACTED on March 1st, 2023

Ethel LaValley – Mayor

Bryan Martin-CAO/Clerk Treasurer

Schedule "A"

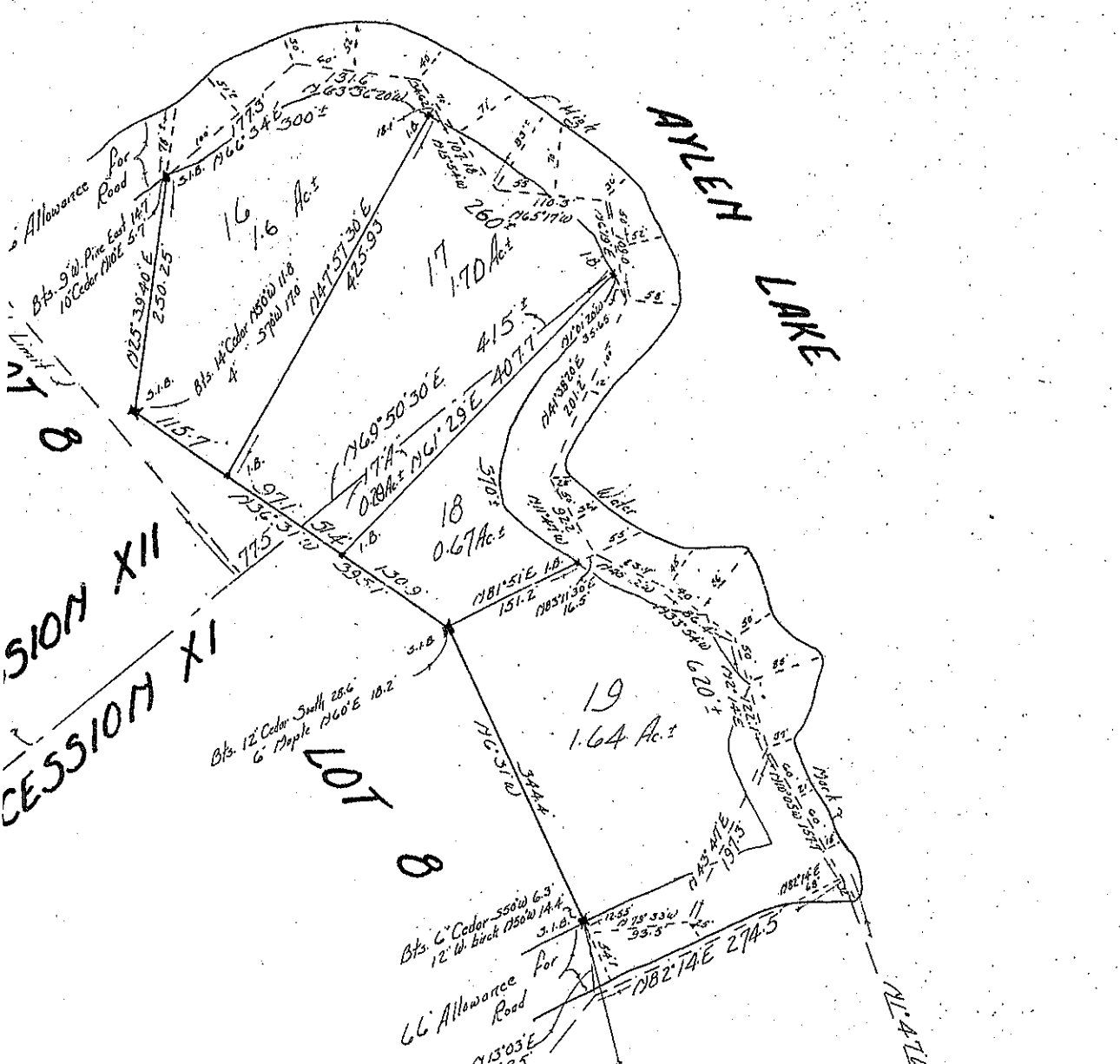
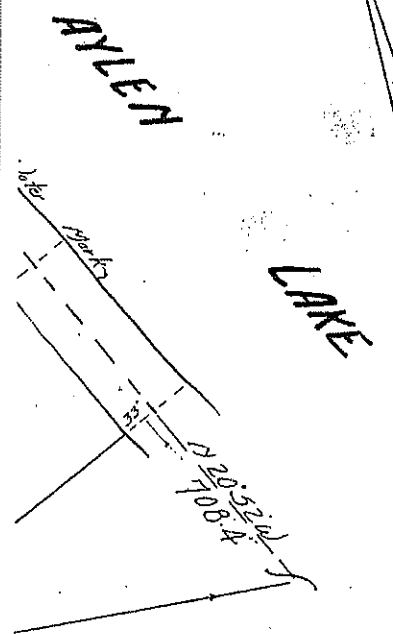
M 334

PART 2 OF 2 PARTS

T. J. Kieffer
ONTARIO LAND SURVEYOR
THOMAS J. KIEFFER

PLAN AND FIELD NOTES
OF SUBDIVISION OF
PART OF LOT 8 CONCESSION XI AND PART
OF LOTS 6, 7 AND 8 CONCESSION XII
TOWNSHIP OF DICKENS
DISTRICT OF NIPISSING

SCALE 1 INCH = 100 FEET
THOMAS J. KIEFFER O.L.S. 1959



**CORPORATION OF THE TOWNSHIP
OF SOUTH ALGONQUIN**

BY-LAW NO. 2023-741
Being a By-law to amend Comprehensive
Zoning By-law No. 2017-527

WHEREAS the Corporation of the Township of South Algonquin has received an application to amend Zoning By-law No. 2017-527;

AND WHEREAS authority is provided pursuant to Section 34 of the Planning Act, R.S.O 1990, c.P.13 to pass this By-law;

AND WHEREAS a Public Meeting was held on March 1, 2023, pursuant to the provisions of Section 34 (12) of the Planning Act, R.S.O., 1990;

AND WHEREAS the matters hereinafter set forth are consistent with provincial policy and conforms to applicable plans currently in force and effect;

NOW THEREFORE the Corporation of the Township of South Algonquin enacts that By-law No. 2017-527 shall and is hereby amended as follows:

1. That Schedule A - Map 13 of 44 to By-law No. 2017-527 is hereby amended by rezoning the property located at 145 Algonquin Street from the Settlement Area Residential (R1) Zone to the Settlement Area Residential Exception Four (R1-4) Zone and rezoning the property located at 161 Algonquin Street from the Settlement Area Residential (R1) Zone to the Settlement Area Residential Exception Five (R1-5) Zone, in accordance with Schedule “A” attached to this By-law.
2. That Section 5.5, Table 5.3, be amended to include the following:

| Exception Number | Exception Description |
|-------------------------|--|
| R1-4 | Notwithstanding the provisions of the Settlement Area Residential (R1) Zone in Section 5.4, Table 5.2, a minimum lot area of 0.23 hectares and a minimum lot frontage of 56 metres shall be permitted. |
| R1-5 | Notwithstanding the provisions of the Settlement Area Residential (R1) Zone in Section 5.4, Table 5.2, a minimum lot area of 0.15 hectares and a minimum lot frontage of 52 metres shall be permitted. |

3. That this By-law shall come into force and effect in accordance with the provisions of the Planning Act, R.S.O 1990, c.P.13.

This By-law shall take effect and come into force from the date of its passage by Council.

Any other By-Law antedating this By-Law is hereby repealed.

READ A FIRST AND SECOND TIME on March 1st, 2023

MAYOR, Ethel LaValley

CAO/CLERK-TREASURER, Bryan Martin

READ A THIRD TIME, PASSED AND ENACTED on March 1st, 2023

MAYOR, Ethel LaValley

CAO/CLERK-TREASURER, Bryan Martin

SCHEDULE A TO ZONING BY-LAW NO. 2023-741

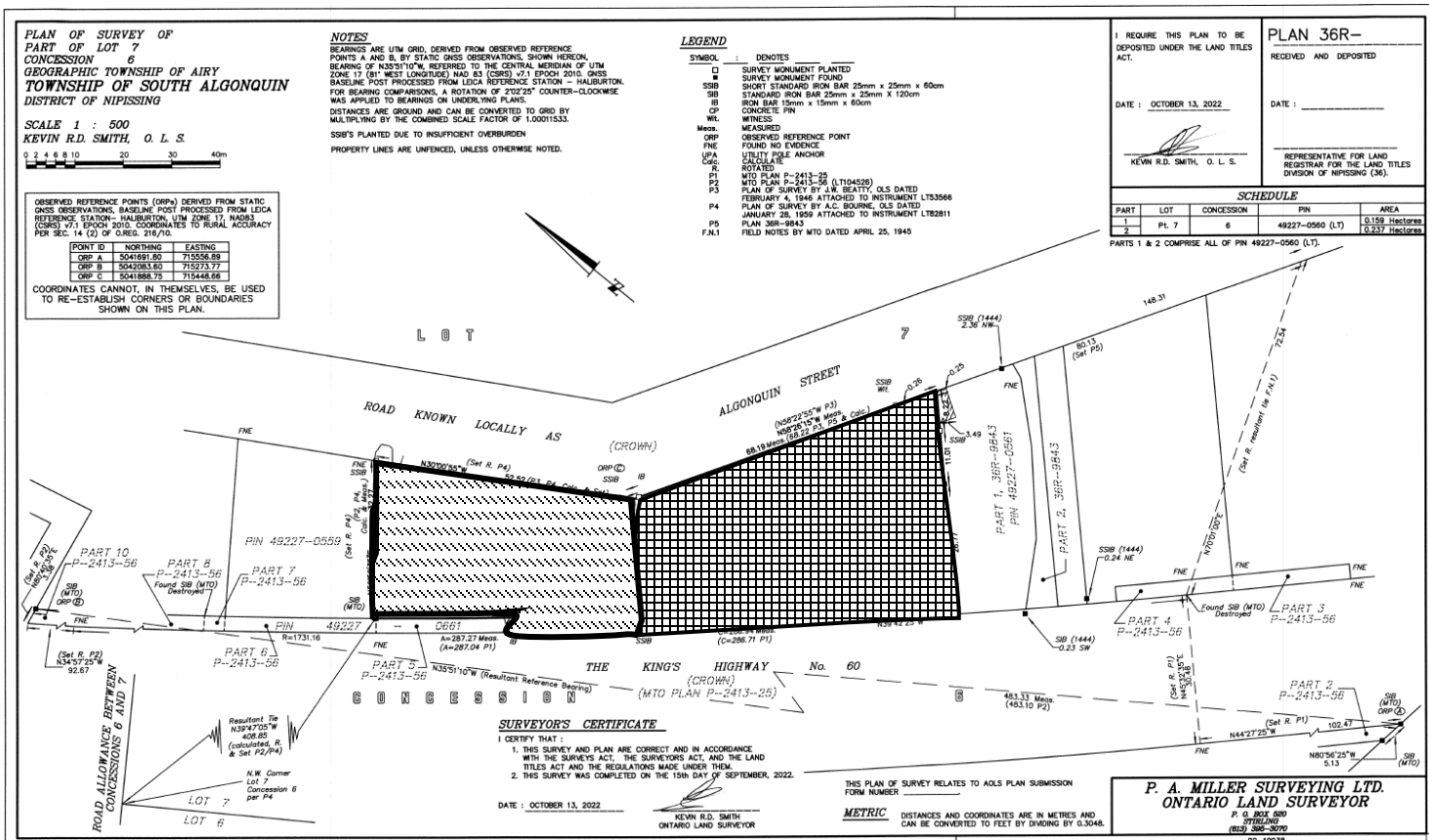
145 Algonquin Street and 161 Algonquin Street
Township of South Algonquin



Lands to be rezoned from the Settlement Area Residential (R1) Zone to the Settlement Area Residential Exception Four (R1-4) Zone



Lands to be rezoned from Settlement Area Residential (R1) Zone to the Settlement Area Residential Exception Five (R1-5) Zone



**This is Schedule A to Zoning By-law No. 2023-741
Passed this 1st day of March, 2023**

MAYOR, Ethel LaValley

CAO/CLERK-TREASURER, Bryan Martin

**CORPORATION OF THE
TOWNSHIP OF SOUTH ALGONQUIN
BY-LAW NO. 2023-742
BEING A BY-LAW TO CONFIRM
THE PROCEEDINGS OF COUNCIL**

WHEREAS Section 5(1) of the Municipal Act 2001, Chapter 25 and amendments thereto provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS Section 5(3) of the Municipal Act 2001 Chapter 25 and amendments thereto provides that the powers of every council shall be exercised by By-Law;

AND WHEREAS it is deemed necessary and expedient that the proceedings and actions of the Council of the Corporation of the Township of South Algonquin be confirmed and adopted by By-Law, for the regular meeting held on:

March 1, 2023

THEREFORE, the Council of the Corporation of the Township of South Algonquin enacts as follows:

1. THAT the action of the Council of the Corporation of the Township of South Algonquin in respect to each recommendation contained in the reports of the Committees and in respect to each motion, resolution and other action passed and taken by the Council at its said meeting, is hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this By-Law.
2. The Mayor or in her absence, the Presiding Officer of the Council and the proper officials of the Municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required.
3. The Mayor or in his/her absence the Presiding Officer and the Clerk or in his/her absence the other designated signing officer, are hereby directed to execute all documents required by Statute to be executed by them, as may be necessary in that behalf and to affix the Corporate Seal of the Municipality to all such documents.
4. THAT in the event any provision or provisions of this By-Law be deemed illegal or not enforceable, it or they shall be considered separate and severable from the By-Law, and its remaining provisions shall remain in force and be binding as though the said provision or provisions had never been included.

READ A FIRST AND SECOND TIME on March 1st, 2023.

Ethel LaValley – Mayor

Bryan Martin-CAO/Clerk Treasurer

READ A THIRD TIME, PASSED AND ENACTED on March 1st, 2023.

Ethel LaValley – Mayor

Bryan Martin-CAO/Clerk Treasurer