

COUNTY OF RENFREW

DEVELOPMENT AND PROPERTY DEPARTMENT REPORT

TO: Development and Property Committee
FROM: Craig Kelley, Director of Development and Property
DATE: January 12, 2021
SUBJECT: Department Report

INFORMATION

1. **Shaw Woods Update**

Tabled is an update on the ongoing activities at Shaw Wood.

2. **Residential and Condo Sale Statistics**

Tabled are the statistics for the residential and condo sales for all the municipalities within the County of Renfrew.

3. **Algonquin Land Claim**

Tabled is a response that was issued to the Ministry of Natural Resources and Forestry – Land Claims and Treaties Section Strategic and Indigenous Policy Branch by the Lake Clear Property Owners Association (LCPOA) regarding the proposed settlement lands in eastern Ontario – Supplemental Report to the Draft Environmental Evaluation Report of October 2020. The primary concern of the LCPOA is the long-term ecological and environmental health of Lake Clear which has been designated by the Ministry of the Environment, Conservation and Parks as being “at capacity” for total phosphate loading.

4. **Ski Hill Shutdowns – Calabogie Peaks**

Tabled is a letter that has been sent to various ministers by the Township of Greater Madawaska regarding the shutdown of the Calabogie Peaks ski hill.

5. **Broadband Expansion in Eastern and Southwestern Ontario**

Tabled is a joint letter that has been sent to the Honourable Laurie Scott, Minister of Infrastructure regarding the regional broadband projects that have been proposed by the Eastern Ontario Wardens' Caucus and the Western Ontario Wardens Caucus through their sister organizations Eastern Ontario Regional Network (EORN) and Southwestern Integrated Fibre Technology (SWIFT). Also tabled are speaking points that have been provided by EORN.

6. **2021 Tariff of Fees**

Below is the current Schedule of Fees for the Development and Property Department. Staff is recommending that no changes be made in 2021 to the Development and Property Fees at this time. However, as a result of the Service Delivery Review for Planning Services, fees associated with planning processes may be reviewed with a recommendation to make changes.

Development and Property	
Digital Data	
- Single line road network	
- County set	1,000.00
- Municipal set	500.00
- Selected data (per segment)	0.50
- Processing fee	see hourly rates
- Property parcel boundaries or centroids	
- County set	1,000.00
- Municipal set	500.00
- Selected data (per parcel)	0.50
- Processing fee	see hourly rates
- Air Photo Imagery (Digital Raster Acquisition Program East – DRAPE) (per 1 km x 1 km tile)	50.00
- Features of interest (fire, police, schools) per set	100.00
- Digital File (pdf, jpg)	10.00
- Administrative Charge for Preparation and Execution of a Data Release Agreement	50.00
Boardroom Rental – Administration Building	125.00
Tender Information Package	20.00

RESOLUTIONS

7. **2021 Draft Budget**

Recommendation: THAT the Development and Property Committee recommends that the Draft 2021 Development and Property Department Budget be approved by this Committee and forwarded to the January 18, 2021 County Council Budget Workshop for approval.

Background

Attached as Appendix I is the 2021 budget guidelines and draft budgets for each division (Planning, Real Property, Forestry and GIS, and Economic Development) which will be reviewed in detail at the meeting.

8. Economic Development Division

Attached as Appendix II is the Economic Development Division Report, prepared by Mr. Alastair Baird, Manager of Economic Development, providing an update on activities.

9. Ottawa Valley Tourist Association

Attached as Appendix III is the Ottawa Valley Tourist Association Report, prepared by Mr. Alastair Baird, Manager of Economic Development, providing an update on activities.

10. Enterprise Renfrew County

Attached as Appendix IV is the Enterprise Renfrew County Report, prepared by Mr. Alastair Baird, Manager of Economic Development, providing an update on activities.

11. Forestry and GIS Division

Attached as Appendix V is the Forestry and GIS Division Report, prepared by Mr. Jason Davis, Manager of Forestry and GIS, providing an update on activities.

12. Real Property Assets Division

Attached as Appendix VI is the Real Property Assets Division Report, prepared by Mr. Kevin Valiquette, Manager of Real Property Assets, providing an update on activities.

13. Planning Division

Attached as Appendix VII is the Planning Division Report, prepared by Mr. Charles Cheesman, Manager of Planning Services, providing an update on activities.

Subject: SHAW WOODS - UPDATE

As December begins, it's time for a quick update. Between labour disruptions in the education system followed by the Covid-19 Pandemic, it's been almost a full year since we've had any elementary or secondary student activity at Shaw Woods. However, all five outdoor oriented programs at Algonquin College continue to make significant use of the site on a regular basis.

Meanwhile, our facility had seen a great deal of use by many sectors of the population. On any given day, there's up to a dozen vehicles in the parking area with generous amounts of coin (plus some \$5's, \$10's and the odd \$20) in the trailhead donation boxes. As noted many times, our trails provide a much needed venue for both the physical and mental wellbeing of the public.

Several likeminded groups held their AGM's in the Pine Pavilion, while various senior's clubs from near and far enjoy our trails. And speaking of AGM's, here's our own "socially distanced event"

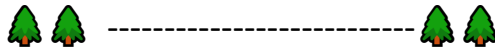


Thanks to our hardworking volunteers, everything's in good shape even with some challenging windstorms.

Despite not having a new or extended "Participation Agreement" with either RCDSB or RCCDSB, we are not facing an immediate financial crisis. Ongoing expenses for propane, snowplowing, insurance, accounting, etc. are being covered from reserves.

Fundraising initiatives continue to move forward and hopefully a few new "Sustaining Sponsors" will come on board early in the New Year.

In-person Board meetings are not possible and a ZOOM format somehow doesn't seem to fit with our outdoor mission. So, perhaps some of you might add additional Shaw Woods items of interest and then "REPLY ALL" to supplement the above.



RESIDENTIAL AND CONDO										
Month of December										
AREA	TWP	Units Sold		% Change	5 Year Average	CDOM Average	Average Sale Price		% Change	5 Year Average
		2020	2019				2020	2019		
510	Deep River	8	3	166.7%	4.2	257	182,900	129,000	41.8%	165,818
511	Chalk River	4	1	300.0%	1.4	150	238,575	180,000	32.5%	221,394
512	Head Twps	0	0		0.4	0	-	-		76,250
513	Laurentian Hills North	0	1	-100.0%	0	0	-	191,500		191,500
520	Petawawa	15	10	50.0%	12.8	61	405,932	262,030	54.9%	306,602
530	Pembroke	13	12	8.3%	12.8	27	221,146	194,575	13.7%	187,534
531	Laurentian Valley Twps	10	10	0.0%	5.4	47	349,680	262,300	33.3%	250,796
540	Renfrew	10	6	66.7%	7	27	277,900	230,333	20.7%	219,327
541	Admaston/Bromley	1	1	0.0%	1	26	474,900	127,500	272.5%	248,660
542	Great Madawaska Twp	4	3	33.3%	3.2	41	291,475	466,633	-37.5%	386,297
544	Horton Twp	2	5	-60.0%	2.2	17	347,500	184,000		236,375
550	Arnprior	11	9	22.2%	10.8	102	460,977	276,352	66.8%	302,047
551	McNab/Braeside Twps	3	3	0.0%	3.2	15	436,000	217,667	100.3%	262,558
560	Eganville/Bonnechere	6	4	50.0%	3.6	42	224,474	161,750	38.8%	749,235
561	N Algona/Wilberforce Twp	3	3	0.0%	2.6	17	473,000	322,333	46.7%	304,033
570	Madawaska Valley	5	4	25.0%	4.2	42	330,900	227,375	45.5%	223,005
571	Killaloe/Round Lake	2	0		1	36	302,000	-		227,500
572	Brudenell/Lyndoch/Raglan	1	1	0.0%	0.6	78	475,000	410,000		410,000
580	Whitewater Region	3	4	-25.0%	3.2	82	538,333	171,000	214.8%	280,217
581	Beachburg	1	1	0.0%	1.2	15	227,000	359,900	-36.9%	247,308
582	Cobden	4	2	100.0%	1.8	20	252,250	191,000	32.1%	189,438
Total		106	83	27.7%	82.8		\$ 390,070	\$ 238,303	63.7%	265,400

Year - To - Date										
AREA	TWP	Units Sold		% Change	5 Year Average	CDOM Average	Average Sale Price		% Change	5 Year Average
		2020	2019				2020	2019		
510	Deep River	153	89	71.9%	89.8	177	228,785	198,278	15.4%	201,685
511	Chalk River	63	62	1.6%	54.2	126	202,508	189,903	6.6%	189,985
512	Head Twps	1	3	-66.7%	2.8	24	445,000	122,333		198,013
513	Laurentian Hills North	11	4	175.0%	5.8	320	391,864	352,600		356,549
520	Petawawa	428	466	-8.2%	405.6	44	327,349	293,929	11.4%	271,316
530	Pembroke	308	236	30.5%	237.2	71	219,939	195,685	12.4%	192,922
531	Laurentian Valley Twps	151	136	11.0%	117.4	48	330,100	184,138	79.3%	264,233
540	Renfrew	125	132	-5.3%	126.6	35	256,049	225,546	13.5%	215,174
541	Admaston/Bromley	28	27	3.7%	25.4	35	272,775	290,978	-6.3%	242,262
542	Great Madawaska Twp	77	64	20.3%	58	112	403,720	334,593	20.7%	331,437
544	Horton Twp	40	32	25.0%	34.8	73	372,730	270,672	37.7%	287,389
550	Arnprior	212	170	24.7%	180	40	390,298	291,438	33.9%	291,651
551	McNab/Braeside Twps	127	112	13.4%	104.2	47	465,700	330,249	41.0%	332,145
560	Eganville/Bonnechere	76	69	10.1%	68.2	74	247,062	169,708	45.6%	193,325
561	N Algona/Wilberforce Twp	49	45	8.9%	45.2	68	373,276	292,382	27.7%	281,540
570	Madawaska Valley	96	79	21.5%	89.8	72	311,384	272,203	14.4%	257,588
571	Killaloe/Round Lake	46	24	91.7%	27.6	76	322,647	-		260,563
572	Brudenell/Lyndoch/Raglan	14	12	16.7%	13.6	58	331,279	-		331,279
580	Westmeath Twp	89	47	89.4%	61.8	93	305,225	313,631	-2.7%	262,310
581	Beachburg	30	23	30.4%	24.8	85	291,781	227,648	28.2%	239,529
582	Cobden	34	21	61.9%	20.2	89	242,632	199,462	21.6%	191,144
Total		2157					\$ 418,479	\$ 260,380	60.7%	278,761

Residential Totals	2020	2019	% Change capared to previous Year
New Listings - Residential Totals	54	65	-17%
Current Inventory - Residential Totals	77	306	-75%

October 26, 2020

**RE: Algonquin Land Claim – Proposed Settlement Lands in eastern Ontario
Supplemental Report to the Draft Environmental Evaluation Report
Notice of Opportunity to Inspect**

Canada, Ontario and the Algonquins of Ontario (AOO) continue to make progress in their negotiations towards a settlement of the Algonquin land claim. A key component of the negotiation is the proposed transfer of provincial lands (proposed Settlement Lands) to AOO ownership. The transfer would occur following the approval of a final Settlement Agreement which is still a few years away.

Recent negotiations have resulted in changes to the proposed Settlement Lands, including the addition of new parcels of land to the proposed lands package. Changes may be due to technical information, changes to government programs, feedback from consultation or requests from the AOO. The proposed Settlement Lands package continues to include:

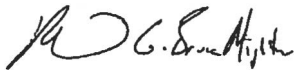
- the transfer of provincial Crown lands and publicly-held acquired lands;
- the transfer of Crown assets on proposed lands (e.g. former ranger camps); and
- the amending and rescinding in whole or in part, of boundary regulations for some provincial parks.

The proposed Settlement Lands package is being assessed in accordance with the Algonquin Land Claim Declaration Order made under the *Environmental Assessment Act*. Ontario has prepared a “Supplemental Report to the Draft Environmental Evaluation Report: Proposed Settlement Lands” which provides information about parcels that have changed, or that have been added or removed from the proposed Settlement Lands package. The Supplemental Report identifies existing interests on the lands and potential environmental effects associated with the changes. The Supplemental Report also

Please direct your comments on the Supplemental Report, and any questions or requests for information, or requests to be added to the mailing list to Bruce Mighton at:

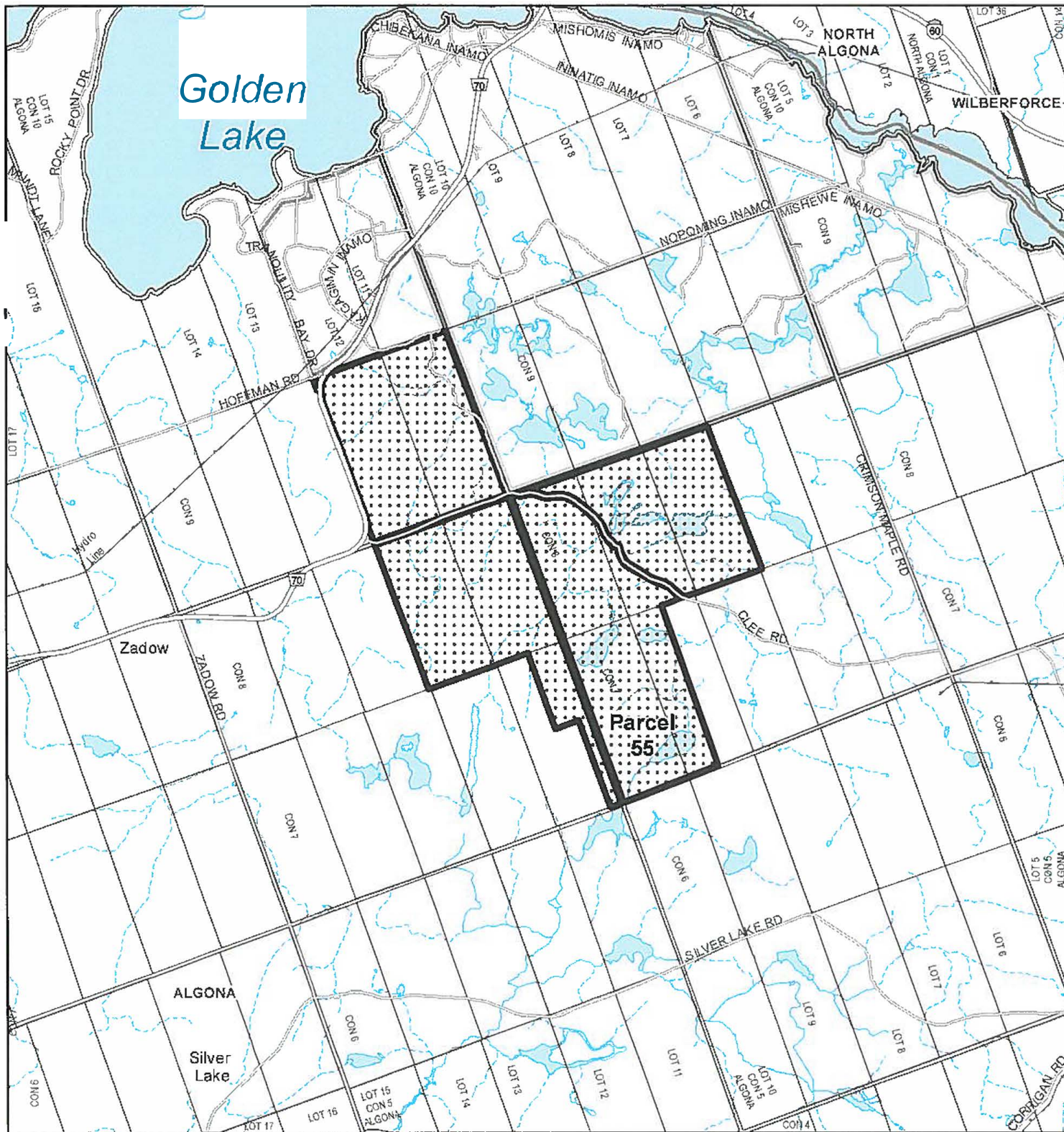
Ontario Information Centre
Algonquin Land Claim
31 Riverside Drive
Pembroke, Ontario
K8A 8R6
1-844-276-9091 or eerfeedback@ontario.ca

Sincerely,

A handwritten signature in black ink, appearing to read "G. Bruce Mighton".

G. Bruce Mighton
Manager
Land Claims and Treaties Section

Comments and personal information concerning the proposed transfer of provincial lands to AOO ownership are collected to assist with decision making and potential follow-up with individuals as required. The collection of information complies with *Environmental Assessment Act* requirements. Comments not constituting personal information as defined by the *Freedom of Information and Protection of Privacy Act*, may be shared with others as appropriate, including the proponent ministries (Ministry of Natural Resources and Forestry, Ministry of Environment, Conservation and Parks, Ministry of Transportation, Ministry of Government and Consumer Services and Ministry of Energy, Northern Development and Mines) as well as the Ministry of Indigenous Affairs and may be included in documentation available for public review. Personal information will only be used / disclosed in accordance with the *Freedom of Information and Protection of Privacy Act*. If you have questions regarding the collection, use or disclosures of your personal information please contact the Ontario Information Centre at 1-855-690-7070.



Algonquins of Ontario
 Proposed Settlement Lands - 2020
 Parcel: 55
 County of Renfrew: Township of Bonnechere Valley

- Proposed Settlement Lands
- Lot Fabric
- Lower / Single Tier Boundary
- District / Upper Tier Boundary
- Highway
- Other Road
- Railway
- Transmission / Communication Line
- Pipeline
- Protected Area
- Crown Land

DRAFT FOR CONSULTATION PURPOSES

This map is a graphic representation that describes the intent of the parcel boundary(ies). The information has been compiled from various sources and the accuracy is not guaranteed. Do not rely on this being a precise indicator of routes, locations of features, or as a guide to navigation. This map may contain cartographic errors or omissions.
 Datum: North American 1983
 Projection: NAD 1983 UTM Zone 18N
 Published October 1 2020

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About the Algonquins of Ontario Treaty Negotiations

October 26, 2020

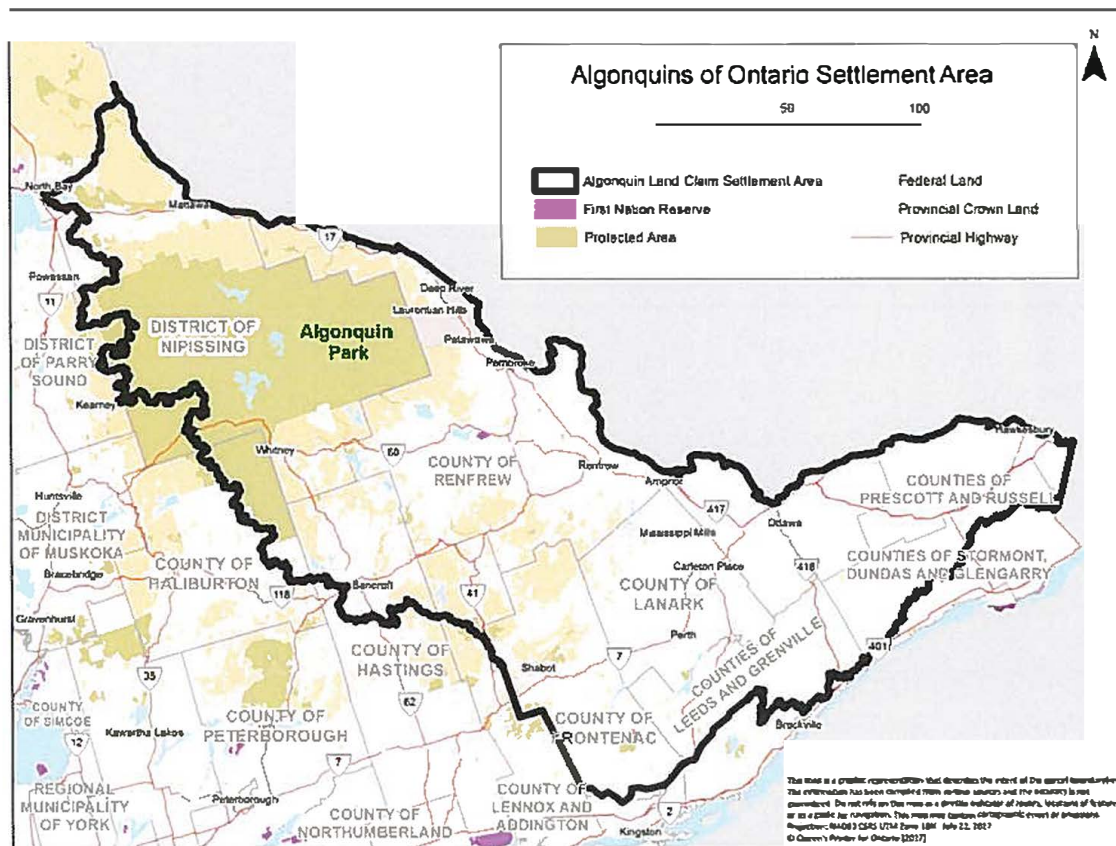
Since 1991, Canada, Ontario and the Algonquins of Ontario have been negotiating towards a land claim settlement in eastern Ontario that covers a territory of 36,000 square kilometres and is populated by more than 1.2 million people.

If successful, the negotiations will produce Ontario's first modern-day constitutionally protected treaty.

Ontario remains committed to a cooperative approach to the land claim settlement that will benefit the Algonquins of Ontario, while considering environmental, social, cultural and economic impacts of the proposed land transfer.

The Algonquins of Ontario assert that they have Aboriginal rights and title that have never been extinguished and have continuing ownership of the Ontario portions of the Ottawa and Mattawa River watersheds and their natural resources.

The boundaries of the claim are based largely on the watershed, which was historically used and occupied by the Algonquin people.



Ontario, Canada and the Algonquins of Ontario are currently engaged in the final stage of treaty negotiations, which the parties anticipate will be concluded in a few more years. If the negotiations are successful, the result will be a Final Agreement that will take the form of a modern-day treaty.

The three negotiating parties (Canada, Ontario and the Algonquins of Ontario) have agreed that:

- land will not be expropriated from private owners
- no one will lose existing access to their private property
- no one will lose access to navigable waterways
- no new First Nation reserves will be created as part of the Final Agreement
- after transfer, Algonquin lands will be subject to federal, provincial and municipal jurisdiction, including the same land use planning and development approvals and authorities as other private lands
- arrangements will be negotiated between the Algonquins of Ontario and those who have existing legal interests on the Crown lands that are proposed for transfer

For further information about the negotiations, please visit the Ontario Ministry of Indigenous Affairs website at Ontario.ca/algonquinlandclaim, or contact:

Ontario Information Centre for the Algonquin Land Claim at:
31 Riverside Dr. Pembroke ON K8A 8R6

E-mail: alcinfo@ontario.ca
Tel: [613-732-8081](tel:613-732-8081)
Toll-free: [1-855-690-7070](tel:1-855-690-7070)

provides proposed municipal official plan designations and zoning for new and modified parcels which will apply after the proposed Settlement Lands are transferred into AOO ownership.

The Supplemental Report updates information about the proposed Settlement Lands package that was shared in Ontario's 2017 Draft Environmental Evaluation Report (EER). The Draft EER assessed the potential environmental effects of the proposed transfer of lands and, where relevant, proposed mitigation measures in accordance with the requirements for Category C projects under the Algonquin Land Claim Declaration Order. The Draft EER also included proposed municipal official plan designations and zoning which will apply after the proposed Settlement Lands are transferred into AOO ownership. The Supplemental Report is to be read in conjunction with the Draft EER released in 2017.

Ontario is continuing to consult with stakeholders, Indigenous communities and the public as part of our environmental assessment responsibilities. At this time, Ontario is providing this update to everyone with a known or potential interest in the future transfer of the proposed Settlement Lands to the AOO.

Included in this package are:

- a backgrounder on the Algonquins of Ontario treaty negotiations;
- a map showing the provincial lands that are being proposed to be transferred into AOO ownership; and
- a map(s) which shows the specific provincial lands that are proposed to be transferred into AOO ownership that are within 120 of the private property(ies) that you own.

MNRF is seeking comments on the "Supplemental Report to the Draft Environmental Evaluation Report: Proposed Settlement Lands" from October 26, 2020 through December 10, 2020. All comments received during this comment period will be considered and a Final Environmental Evaluation Report will be prepared and released for final public inspection.

To view the "Supplemental Report: Changes to Proposed Settlement Lands" and/or the 2017 Draft EER please use the following links:

<https://www.ontario.ca/page/algonquin-land-claim-environmental-evaluation-report> or:

<https://www.ontario.ca/fr/page/revendication-territoriale-des-algonquins-rapport-devaluation-environnementale>



December 23, 2020

John Yakabuski, MPP
Renfrew-Nipissing-Pembroke
84 Isabella Street, Unit 6
Pembroke, Ontario
K8A 5S5

Email john.yakabusko@pc.ola.org

Dear John:

Re: Ontario Ski Resort shutdown

The Township of Greater Madawaska supports Calabogie Peaks and the Ontario ski resort industry in reaching Premier Doug Ford to amend the devastating news that ski hills are unable to operate during the 28-day provincial wide shutdown.

Due to the nature of the sport, masks, gloves, and goggles are regular attire dawned by ski enthusiasts and furthermore, guests are naturally socially distanced by the length of skis and snowboards while queued in outdoor, open-air line ups. As many resorts across Ontario do not have enclosed gondolas or chairlifts – we truly see the sport as a low risk of infection.

Renfrew County and the surrounding area has proudly been in the Green Zone during the height of the pandemic, yet ski hills in the Red Zone of Quebec are still able to operate. There has been no justification given for this decision.

We hope we can rely on you, to bring the ski industry's concerns to those in charge at the top levels of this provincial government.

Sincerely,

Brian Hunt
Mayor



December 23, 2020

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

email: premier@ontario.ca

Dear Premier:

Re: Ontario Ski Resort shutdown

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Sincerely,

Brian Hunt
Mayor



December 23, 2020

Hon. Lisa McLeod
Minister of Heritage, Sport,
Tourism and Culture Industries
438 University Avenue 6th Floor
Toronto ON M5G 2K8

email: Lisa.macleodco@pc.ola.org

Re: Ontario Ski Resort shutdown

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Brian Hunt
Mayor



December 23, 2020

Hon. Christine Elliott
Minister of Health
College Park 5th Floor
777 Bay St
Toronto ON M7A 2J3

email: Christine.elliott@pc.ola.org

Re: Ontario Ski Resort shutdown

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Mayor



December 23, 2020

Warden Debbie Robinson
County of Renfrew
9 International Drive
Pembroke ON K8A 6W5

Email: drobinson@countyofrenfrew.on.ca

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Sincerely,

Brian Hunt
Mayor



December 23, 2020

Craig Kelley
Director of Development & Property
County of Renfrew
9 International Drive
Pembroke ON K8A 6W5

email: ckelley@countyofrenfrew.on.ca

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Sincerely,

Brian Hunt
Mayor



December 23, 2020

Paul Moreau
Chief Administrative Officer/Clerk
County of Renfrew
9 International Drive
Pembroke ON K8A 6W5

email: pmoreau@countyofrenfrew.on.ca

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Sincerely,

Brian Hunt
Mayor



January 4, 2021

Honourable Laurie Scott
Minister
Ministry of Infrastructure
5th Floor, 777 Bay Street
Toronto, Ontario
M7A 2J3

Dear Minister:

We are writing today as Chairs of our respective organizations, seeking your advice and guidance relative to broadband expansion in eastern and southwestern Ontario.

As you know, both the Eastern Ontario Wardens Caucus and the Western Ontario Wardens Caucus have proposed regional broadband projects through our sister organizations EORN and SWIFT. The regional model continues to be one of the most efficient and cost-effective ways to deliver broadband infrastructure projects over large geographic areas.

Increasingly market experts are calling for a coordinated, comprehensive approach to delivering broadband projects. Putting all government incentive programs into a single, focused model helps internet service providers better access the financial support they need to make their proposals viable and it provides governments with performance and investment guarantees over an extended period post-build.

We recognize however that there are other ways of helping expand access to high speed internet services including programs like ICON in your Ministry and through the new Universal Broadband Fund federally. Given Ontario's diversity and indeed the vast differences across the country we believe that a 'one size fits all' approach is highly unlikely to meet the needs of the Province or Canada. There should be room for different options including regional projects.

For a regional project to work it needs the financial commitment of all three levels of government. The WOWC and EOWC have strongly supported the regional projects put forward by SWIFT and EORN. We know it works. Each of our organizations have tried to make our case for a Gig regional project with provincial and federal officials, MPs and MPPs and we have heard strong support from them for the projects.

However, in the past four weeks or so it has become increasingly challenging to assess whether there is support for our proposed projects. At the same time both Ontario through its ICON program and federally through the UBF continue to take individual applications. Local and county governments are being asked by ISPs of varying sizes to sign on to their applications with support that often requires commitments of substantial funds. Municipalities across both our regions are questioning this situation and wondering what is happening with the regional approach through EORN and SWIFT.


Given the fast approaching deadlines for applications for both ICON and UBF the WOWC and EOWC need to be able to tell the 110 municipalities in eastern Ontario and the 127 municipalities in southwestern Ontario representing some three million residents, whether our regional proposals are moving forward or not at this time. In the case of the EOWC its annual general meetings are on January 7 and 8. The WOWC will be meeting on January 29, 2021.

Minister, we stand ready to support you in your roll out of broadband infrastructure. If regional projects run by EORN and SWIFT are not possible at this time we need to find ways to support our local municipalities navigate the different provincial and federal programs. Time is of the essence and we seek your guidance and advice.

We would be very pleased to meet with you as soon as reasonably possible in order to get that advice. We can make our calendars work for you.

We look forward to hearing from you.

Yours truly,



.....
Andy Letham
Chair, EOWC



.....
J. Murray Jones
Chair, EORN



.....
Jim Ginn
Chair, WOWC



.....
David Mayberry
Chair, SWIFT

EORN update - speaking points

- COVID-19 has shown us just how critical internet and cell coverage and capacity is to daily life and it's bringing the service gaps in our communities into even sharper focus.
- During the pandemic, EORN has continued to advocate for improved connectivity with our government partners and with service providers.
- Last summer EORN proposed the Gig Project which aimed to solve the problem at a regional level and for a generation. EORN also developed an alternative 50/10 Mbps proposal to help the region meet the CRTC basic service objectives.
- In 2020 both the federal and provincial governments announced separate major broadband investment programs. These funds are much needed and appreciated. The province's ICON program and federal Universal Broadband Fund are structured to have service providers partner with individual municipalities on funding applications.
- A coordinated regional approach as proposed by the EOWC and EORN does not appear at this time to have the necessary support provincially or federally to proceed. EORN is therefore recommending that EOWC members encourage a county-wide or whole of county approach to broadband applications. This will help achieve better economies of scale and are more likely to help connect the areas that are hardest to serve.
- EORN appreciates the efforts of our MPs and MPPs who supported our regional efforts.
- EORN remains focused on the rollout of improved cellular services across the region, with construction slated to start sometime in early 2021.
- EORN also remains committed to supporting improved connectivity across eastern Ontario.
- Rural municipal governments, which tend to have limited staff resources, may lack capacity and technical knowledge to embark on broadband partnerships.
- Given EORN's experience and in-depth knowledge, it can provide support for county or local-based projects.
- EORN can help address staff capacity gaps, help municipalities navigate partnerships with internet service providers to ensure the community gets the maximum benefit from a project.

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Pembroke	0	411,486	464,053	(52,567)	-11.3%	208,120	242,806	300,171	313,746	327,343
PROPERTY - Renfrew County Place	0	(234,273)	(234,273)	0	0.0%	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
PROPERTY - Base Stations (4)	0	0	0	0		0	0	0	0	0
PROPERTY - Arnprior Office	0	0	0	0		0	0	0	0	3,144
PROPERTY - Renfrew OPP	0	0	0	0		0	0	0	0	0
FORESTRY	0	28,130	27,444	686	2.5%	80,589	(43,289)	872	6,832	(33,028)
TRAILS	0	312,113	304,500	7,613	2.5%	279,085	320,038	92,333	19,955	21,331
GEOGRAPHIC INFORMATION SYSTEMS	0	246,247	241,997	4,250	1.8%	235,877	225,075	218,145	213,155	199,458
ECONOMIC DEVELOPMENT	0	428,476	428,057	419	0.1%	411,898	407,993	404,709	400,499	384,786
ENTERPRISE CENTRE	0	28,055	28,055	0	0.0%	28,055	28,055	28,055	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	0	276,288	269,549	6,739	2.5%	262,975	256,561	251,530	246,598	241,763
PLANNING DEPARTMENT	0	671,346	684,320	(12,974)	-1.9%	665,497	588,135	594,375	516,847	658,708
Development & Property Committee	0	2,167,868	2,213,702	(45,834)	-2.1%	1,900,746	1,762,659	1,669,050	1,537,082	1,636,581

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

<u>2021 Budget</u>	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Pembroke	0	411,486	464,053	(52,567)	-11.3%	208,120	242,806	300,171	313,746	327,343
Advertising		1,000	1,000	0	0.0%	447	943	0	0	535
Capital - under threshold		0	0	0		5,658	13,570	18,954	16,721	28,415
Computer Supplies		15,000	14,000	1,000	7.1%	0	0	0	0	
Depreciation		227,000	242,000	(15,000)	-6.2%	236,630	224,648	202,240	200,698	211,092
Elevator Maintenance		7,755	7,529	226	3.0%	6,185	6,308	5,964	6,450	5,951
Employee Benefits		67,556	64,673	2,883	4.5%	57,893	60,171	59,148	60,284	54,467
Garbage Disposal		6,000	5,067	933	18.4%	5,443	4,890	4,708	4,169	4,060
Groundskeeping		5,765	5,652	113	2.0%	3,143	3,584	3,715	4,603	5,245
Insurance		33,572	32,128	1,444	4.5%	31,344	28,357	29,788	31,804	29,908
Janitorial Contract		110,000	110,000	0	0.0%	103,820	90,413	84,631	87,156	93,551
Legal		2,000	1,000	1,000	100.0%	3,283	0	1,685	0	
Lights, Heat & Power		123,000	123,000	0	0.0%	116,947	111,190	130,005	155,022	152,867
Mechanical		19,890	19,500	390	2.0%	8,335	5,449	5,509	15,081	18,948
Memberships/Subscriptions		2,500	2,500	0	0.0%	816	872	1,821	2,257	1,476
Miscellaneous Bldg		2,800	2,800	0	0.0%	8,522	2,687	2,676	2,458	2,896
Office Supplies		12,546	12,300	246	2.0%	13,208	11,853	14,726	12,437	10,775
Professional Development		5,000	5,000	0	0.0%	1,090	0	636	1,257	3,671
Recoveries - Internal Charges		(16,300)	(16,300)	0	0.0%	(28,305)	(28,195)	(16,159)	(24,925)	(15,842)
Revenues - Provincial		(12,500)		(12,500)						
Recoveries - Other		(11,752)	(11,752)	0	0.0%	(60,513)	(4,479)	(30,806)	(3,470)	(1,550)
Recruitment		750	750	0	0.0%	1,843	493	772	547	502
Repairs & Maintenance		59,384	58,220	1,164	2.0%	26,815	32,104	36,033	29,426	30,378
Revenue - Lease		(292,000)	(216,754)	(75,246)	34.7%	(339,176)	(337,466)	(329,171)	(322,904)	(322,938)
Salaries		228,600	227,940	660	0.3%	229,598	228,245	221,949	219,258	208,613
Security & Monitoring		6,120	6,000	120	2.0%	3,219	3,129	2,544	2,937	5,746
Special Projects		25,000	0	25,000		0	0	15,000	41	
Surplus Adjustment - Capital		2,110,000	3,900,000	(1,790,000)	-45.9%	180,251	148,300	861,204	65,364	25,898
Surplus Adjustment - Depreciation		(227,000)	(242,000)	15,000	-6.2%	(236,630)	(224,648)	(202,240)	(200,698)	(211,092)
Surplus Adjustment - Trf To Reserves			0	0						
Surplus Adjustment - Trf From Reserves		(2,110,000)	(3,900,000)	1,790,000	-45.9%	(180,251)	(148,300)	(834,340)	(65,364)	(25,898)
Telephone		1,500	1,500	0	0.0%	2,823	2,994	2,768	2,207	2,333
Travel		4,800	4,800	0	0.0%	4,169	3,282	3,942	6,177	4,360
Vehicle Expenses		3,500	3,500	0	0.0%	1,513	2,412	2,469	4,753	2,976

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

<u>2021 Budget</u>	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Renfrew County Place	0	(234,273)	(234,273)	0	0.0%	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
Capital - Under Threshold		0	18,450	(18,450)	-100.0%	4,987	23,752	9,158	32,503	9,380
Depreciation		193,000	179,000	14,000	7.8%	167,067	177,349	186,873	192,934	192,407
Elevator Maintenance		6,948	6,746	202	3.0%	4,826	4,649	3,671	6,227	5,633
Garbage Removal		3,903	3,790	113	3.0%	3,668	3,277	3,294	3,261	3,243
Groundskeeping / Snow Removal		21,931	21,501	430	2.0%	17,653	18,079	17,445	16,638	16,017
Insurance		15,886	15,496	390	2.5%	15,118	14,891	14,979	16,218	15,723
Janitorial Contract		95,217	93,350	1,867	2.0%	79,218	79,115	78,444	76,390	74,319
Lease Revenue- Outside		(344,976)	(336,552)	(8,424)	2.5%	(296,269)	(296,114)	(345,589)	(338,917)	(330,039)
Legal		4,000	4,000	0	0.0%	0	0	0	0	0
Lights,Heat & Power		95,000	95,000	0	0.0%	82,029	83,556	85,781	90,929	87,559
Mechanical		16,646	16,320	326	2.0%	19,495	12,463	6,426	10,596	9,975
Miscellaneous Bldg		2,000	2,000	0	0.0%	3,827	3,032	3,638	9,493	13,151
Municipal Taxes		16,000	16,000	0	0.0%	16,333	8,381	15,837	15,166	14,823
Office Supplies / Admin Costs		3,060	3,000	60	2.0%	9,078	6,683	10,062	3,492	3,481
Revenue Lease - Internal		(323,553)	(326,326)	2,773	-0.8%	(604,249)	(303,371)	(282,529)	(274,644)	(266,645)
Recoveries - OPP		(19,041)	(18,759)	(282)	1.5%			0	0	
Recoverable - Outside		(16,000)	(12,000)	(4,000)	33.3%	(20,416)	(10,510)	(16,856)	(22,059)	(25,987)
Repairs & Maintenance		39,372	20,922	18,450	88.2%	17,478	13,733	23,406	19,639	18,170
Salaries / Benefits		91,627	90,754	873	1.0%	71,636	71,775	69,201	64,238	66,182
Security & Monitoring		5,882	5,767	115	2.0%	4,238	3,894	3,847	4,837	2,775
Surplus Adjustment - Capital		122,000	60,000	62,000	103.3%	515,684	35,610	0	0	
Surplus Adjustment - Depreciation		(193,000)	(179,000)	(14,000)	7.8%	(167,067)	(177,349)	(186,873)	(192,934)	(192,407)
Surplus Adjustment - Trf From Reserves		(122,000)	(60,000)	(62,000)	103.3%	(515,684)	(35,610)	0	0	
Surplus Adjustment - Trf To Reserves		48,853	43,296	5,557	12.8%	300,000	0	78,645	57,388	87,261
Vehicle Expenses		2,972	2,972	0	0.0%	0	0	0	0	0
PROPERTY - Base Stations (4)	0	0	0	0		0	0	0	0	0
Depreciation		61,750	61,750	0	0.0%	61,725	61,725	61,725	60,984	60,001
Capital - Under Threshold			0	0		0	11,118	11,220	0	20,820
Groundskeeping/Snow Removal		44,904	44,245	659	1.5%	32,974	32,732	30,912	28,422	27,631
Internal Charges			0	0		2,904	2,904			
Janitorial Contract		31,593	31,416	177	0.6%	20,879	24,512	23,564	18,071	18,505
Lights,Heat & Power		36,300	36,300	0	0.0%	25,752	26,423	28,059	28,397	29,080
Mechanical		10,727	10,416	311	3.0%	3,725	4,137	3,920	3,549	8,564
Miscellaneous Bldg		2,000	2,000	0	0.0%	4,532	4,640	3,663	415	3,969
Revenue - Internal Lease		(328,725)	(323,556)	(5,169)	1.6%	(318,540)	(313,667)	(308,937)	(304,344)	(310,708)
Recoveries - Outside		0	0	0		(258)	(177)			
Repairs & Maintenance		33,952	32,964	988	3.0%	21,690	30,647	28,082	29,616	16,997
Security & Monitoring		4,240	4,160	80	1.9%	0	0		3,012	0
Surplus Adjustment - Depreciation		(61,750)	(61,750)	0	0.0%	(61,725)	(61,725)	(61,725)	(60,984)	(60,001)
Surplus Adjustment- Capital		15,000	12,000	3,000	25.0%	-		0	9,932	10,666
Surplus Adjustment - Trf From Reserves		(15,000)	(12,000)	(3,000)	25.0%	-		0	(9,932)	(20,820)
Surplus Adjustment - Trf To Reserves		165,009	162,055	2,954	1.8%	206,342	176,731	179,517	192,862	195,296

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

<u>2021 Budget</u>	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Arnprior Office	0	0	0	0		0	0	0	0	3,144
Capital Under Threshold		0	0	0		0		0	0	3,144
Depreciation		38,000	38,000	0	0.0%	37,946	36,926	36,926	37,027	36,926
Groundskeeping / Snow Removal		4,023	4,023	0	0.0%	3,473	2,579	2,087	2,031	2,069
Insurance		2,678	2,678	0	0.0%	2,609	2,564	2,510	2,690	2,602
Janitorial Contract		27,000	27,000	0	0.0%	29,417	27,886	27,833	26,692	25,018
Lights, Heat & Power		13,249	13,249	0	0.0%	8,858	8,835	10,289	11,329	10,038
Mechanical		2,000	2,000	0	0.0%	1,143	1,119	1,030	2,014	1,948
Miscellaneous Bldg		500	500	0	0.0%	609	0	41	77	13
Revenue - Internal Lease		(139,825)	(139,825)	0	0.0%	(129,437)	(132,285)	(134,081)	(129,089)	(120,814)
Recoveries - Outside		0	0	0		(67)	(52)			
Repairs & Maintenance		5,500	5,500	0	0.0%	1,224	1,800	4,025	4,381	3,496
Security & Monitoring		1,500	1,500	0	0.0%	3,528	1,332	1,095	1,493	567
Surplus Adjustment- Capital		0	16,000	(16,000)	-100.0%	15,213			78,382	
Surplus Adjustment- Depreciation		(38,000)	(38,000)	0	0.0%	(37,946)	(36,926)	(36,926)	(37,027)	(36,926)
Surplus Adjustment - Trf From Building Reserve		0	(16,000)	16,000	-100.0%	(15,000)				(8,312)
Surplus Adjustment - Trf To Building Reserve		83,375	83,375	0	0.0%	78,430	86,222	85,171		83,375
PROPERTY - Renfrew OPP	0	0	0	0		0	0	0	0	0
Garbage Removal		2,100	2,100	0	0.0%	1,983	2,044	1,632	0	0
Groundskeeping / Snow Removal		29,520	29,520	0	0.0%	20,210	26,881	22,136	5,427	0
Capital Under Threshold		0	0	0		1,883	0			
Depreciation		115,500	115,500	0	0.0%	115,758	115,225	9,782		
Heat, Light & Power				0		0		1,984	1,251	
Insurance		12,078	12,078	0	0.0%	11,783	11,581	12,830	0	0
Internal Chg - County		11,752	11,752	0	0.0%	18,776	24,596	1,171	9,180	0
LTD Interest Expense		112,988	121,314	(8,326)	-6.9%	126,083	134,021	128,971	0	
Mechanical				0		550	9,520			
Municipal Taxes		40,656	40,656	0	0.0%	42,194	56,394	34,040		
Office Expense				0		2,650	3,027	3,710	1,146	
Recovery - Capital Lease		(461,158)	(461,158)	0	0.0%	(461,158)	(461,158)	(461,158)	(193,027)	
Recovery - Operating Lease		(146,657)	(146,375)	(282)	0.2%	(155,270)	(175,130)	(113,643)	(17,307)	0
Repairs & Maintenance		31,510	31,510	0	0.0%	25,779	21,365	12,408	0	0
Salary & Benefits		19,041	18,759	282	1.5%	25,844	14,616	20,147	0	0
Security/Monitoring				0		3,618	4,856	3,585		
Surplus Adjustment- Capital				0		0	14,554	336,811	3,338,533	891,081
Surplus Adjustment- Depreciation		(115,500)	(115,500)	0	0.0%	(115,758)	(115,225)	(9,782)		
Surplus Adjustment- Proceeds From Debt				0		0		(520,386)	(3,338,533)	(891,081)
Surplus Adjustment - LTD Principal Pmts		282,865	274,539	8,326	3.0%	266,458	258,615	126,439		
Surplus Adjustment - Trf From Reserves				0		0	(14,554)	0	0	
Surplus Adjustment - Trf To Reserves		65,305	65,305			68,617	68,772	389,323	193,330	

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>									
	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
FORESTRY	0	28,130	27,444	686	2.5%	80,589	(43,289)	872	6,832	(33,028)
Advertising		300	300	0	0.0%	1,033	750	340	247	139
Conventions		1,800	1,800	0	0.0%	605	583	908	1,257	842
Depreciation		23,000	18,000	5,000	27.8%	19,830	16,524	16,524	16,149	15,681
Legal		900	900	0	0.0%	45	0	0	0	204
Memberships/Subscriptions		8,900	8,900	0	0.0%	8,132	7,952	7,989	7,923	7,794
Miscellaneous		1,000	1,000	0	0.0%	1,116	1,579	1,700	1,214	1,326
Office Supplies		2,900	2,900	0	0.0%	4,158	2,716	2,356	8,573	1,649
Professional Development		1,500	1,500	0	0.0%	0	0	1,575	1,000	568
Recoveries - Other		(2,000)	(2,000)	0	0.0%	(521)	(1,840)	(4,923)	(51)	(22,756)
Recoveries - Timber Sales		(180,000)	(180,000)	0	0.0%	(97,085)	(255,293)	(205,932)	(200,428)	(204,690)
Salary Allocation		(49,192)	(48,000)	(1,192)	2.5%	(47,000)	(44,034)	0		
Salary/Benefit		213,493	209,950	3,543	1.7%	198,034	190,278	180,484	173,027	157,654
Small Tools / Supplies		1,000	1,000	0	0.0%	168	344	504	0	1,167
Special Project- Other		2,500	2,000	500	25.0%	45	1,221	35	916	
Special Project - Well Remediation		3,600	5,000	(1,400)	-28.0%	4,803	1,496	0		
Surplus Adjustment - Capital		0	0	0		36,093	0		30,906	
Surplus Adjustment - Depreciation		(23,000)	(18,000)	(5,000)	27.8%	(19,830)	(16,524)	(16,524)	(16,149)	(15,681)
Surplus Adjustment - Trf From Reserves		(14,100)	(12,400)	(1,700)	13.7%	(42,721)	(6,881)	(17,030)	(43,036)	0
Surplus Adjustment - Trf To Reserves		8,529	14,694	(6,165)	-42.0%	0	38,294			
Travel		5,000	5,000	0	0.0%	5,487	7,081	2,766	2,932	3,012
Tree Marking		6,500	5,400	1,100	20.4%	1,173	1,212	998	1,144	1,321
Tree Planting		8,000	2,000	6,000	300.0%	651	5,385	17,030	12,130	11,242
Vehicle Expenses		7,500	7,500	0	0.0%	6,373	5,868	12,072	9,078	7,500

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u> <u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
TRAILS	0	312,113	304,500	7,613	2.5%	279,085	320,038	92,333	19,955	21,331
Salary/Benefit		16,747	16,500	247	1.5%	16,654	3,956	0		
Salary Allocation		49,192	48,000	1,192	2.5%	47,000	44,034	0		
Office Expenses		500	500	0	0.0%	390	1,006	0		
Recoveries - Other			0	0		0	0	(12,792)		(7,550)
Recoveries - Donations			0	0		0	0	(24,100)		
Recoveries - Donations In Kind		(3,500,000)	(6,703,190)	3,203,190	-47.8%	0	(13,968,792)	(34,952,600)		
Recruitment		1,000	1,000	0	0.0%	0	1,817			
Surplus Adjustment - Capital		3,534,000	6,771,612	(3,237,612)	-47.8%	14,759	14,237,392	35,184,819	97,078	0
Surplus Adjustment - Trf From Reserves		(34,000)	(68,422)	34,422	-50.3%	(14,759)			(97,078)	
Surplus Adjustment - Trf To Reserves		0		0				34,125		
Surplus Adjustment - Trf From Reserves	(4,000,000)	0		0			(234,516)	(232,219)	(13,608)	(9,349)
K&P Rail Line Development		28,174	21,500	6,674	31.0%	21,807	52,272	20,386	22,158	41,331
K&P Rail Line Revenue		(6,500)	0	(6,500)		0	(36,480)	0	(2,203)	(20,000)
CN Rail Line Development		0	0	0		1,182	5,496	0	0	
Algonquin Trail Development	4,000,000	248,000	242,000	6,000	2.5%	294,298	727,363	192,067	13,608	16,899
Algonquin Trail Federal Recoveries		0		0		0	(42,156)	0	0	
Algonquin Trail Prov Recoveries		0		0		(63,316)	(304,140)	(38,548)		
Algonquin Trail Municipal Recoveries		0		0		0	(142,558)	(47,205)		
Algonquin Trail Other Recoveries		(25,000)	(25,000)	0	0.0%	(38,930)	(24,656)	(31,600)	0	
GEOGRAPHIC INFORMATION SYSTEMS	0	246,247	241,997	4,250	1.8%	235,877	225,075	218,145	213,155	199,458
Salaries		175,893	173,292	2,601	1.5%	170,443	166,089	162,980	156,262	149,595
Benefits		45,354	44,205	1,149	2.6%	40,443	38,820	40,439	38,254	36,276
Computer Supplies		32,000	25,500	6,500	25.5%	19,662	17,939	11,883	18,935	11,455
Conventions		500	500	0	0.0%	127	254	344	102	279
Office Supplies		1,000	2,000	(1,000)	-50.0%	2,417	2,769	2,585	1,689	1,688
Professional Development		500	500	0	0.0%	1,036	0	49	0	1,508
Special Project		0	0	0		0	0	3,445	0	
Travel		500	500	0	0.0%	769	1,068	864	338	336
Weed Inspection		2,000	2,000	0	0.0%	2,798	2,795	1,680	861	
Surplus Adjustment - Capital		0	30,000	(30,000)	-100.0%	0	0			
Surplus Adjustment - Trf From Reserves		0	(30,000)	30,000	-100.0%	0	0			
Recoveries - Municipal		(8,000)	(3,000)	(5,000)	166.7%	0	0	0	0	
Recoveries - Federal		0	0	0		0	(2,200)			
Recoveries - Other		(3,500)	(3,500)	0	0.0%	(1,818)	(2,459)	(6,124)	(3,286)	(1,679)

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>									
	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>ECONOMIC DEVELOPMENT</u>	<u>0</u>	<u>428,476</u>	<u>428,057</u>	<u>419</u>	<u>0.1%</u>	<u>411,898</u>	<u>407,993</u>	<u>404,709</u>	<u>400,499</u>	<u>384,786</u>
Benefits		67,384	65,782	1,602	2.4%	59,189	60,523	58,728	57,402	53,657
Computer Expense		3,000	4,200	(1,200)	-28.6%	239	1,674	1,949	504	7,568
Conventions		1,500	3,500	(2,000)	-57.1%	1,410	3,617	4,412	2,158	1,710
Hospitality		800	1,500	(700)	-46.7%	1,480	1,958	401	1,367	893
Marketing Program		70,000	66,500	3,500	5.3%	85,610	73,395	57,016	33,727	29,160
Memberships/Subscriptions		2,500	2,500	0	0.0%	4,697	2,214	11,355	7,148	7,361
Office Expense		4,000	4,000	0	0.0%	6,899	7,783	10,039	7,744	8,462
Professional Development/Staff Training		750	1,000	(250)	-25.0%	526	2,829	2,086	756	660
Recoveries - Federal		(10,000)	0	(10,000)		(17,408)	(5,538)	(4,376)	0	(2,122)
Recoveries-Other		(10,000)	(10,000)	0	0.0%	(8,283)	(7,436)	(6,543)	(1,870)	(6,662)
Recoveries-Provincial		(32,000)	(31,715)	(285)	0.9%	1,123	(9,343)	0	0	
Recruitment		0	0	0		0	0	0	2,367	
Salaries		254,072	250,605	3,467	1.4%	245,212	240,778	232,215	225,393	216,271
Special Projects - RED		7,000	14,455	(7,455)	-51.6%			0	0	
Special Projects		30,000	22,260	7,740	34.8%		6,672	88		
Special Projects		10,000	5,000	5,000	100.0%	448	10,000	2,000	32,043	37,302
Special Projects - Agriculture		22,470	22,470	0	0.0%	22,470	22,470	22,470	22,470	22,470
Surplus Adjustment - Transfer From Reserves		0	0	0			(10,000)		0	
Travel		7,000	6,000	1,000	16.7%	8,286	6,397	12,869	9,290	8,056
<u>ENTERPRISE CENTRE</u>	<u>0</u>	<u>28,055</u>	<u>28,055</u>	<u>0</u>	<u>0.0%</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>
Benefits		35,208	34,261	947	2.8%	29,198	16,811	19,184	26,164	26,577
Marketing		5,500	7,500	(2,000)	-26.7%	446	451	5,146	250	
Office Expenses		4,000	4,500	(500)	-11.1%	2,555	6,767	6,071	3,039	4,524
Professional Development		700	1,000	(300)	-30.0%	0	90	0	0	417
County Charges - IT		6,262	6,143	119	1.9%	6,022	5,920	5,819	5,674	5,521
Recoveries - Federal		0	0	0		0	(5,005)	(750)	(1,000)	(2,000)
Recoveries - Municipalities		(6,000)	(6,000)	0	0.0%	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Recoveries - Other		(5,000)	(5,000)	0	0.0%	(1,831)	(7,435)	(3,589)	(4,670)	(2,250)
Recoveries - Provincial - Starter Company		(60,000)	(55,000)	(5,000)	9.1%	(37,289)	(156,232)	(85,918)	(72,858)	(54,187)
Recoveries - Provincial - Summer Company		(21,000)	(21,000)	0	0.0%	(25,192)	(32,000)	(32,000)		
Recoveries - Provincial		(164,200)	(164,200)	0	0.0%	(134,948)	(97,972)	(85,357)	(140,633)	(129,671)
Salaries		139,411	137,351	2,060	1.5%	123,051	75,481	76,601	109,828	108,119
Special Projects - Starter Company		60,000	55,000	5,000	9.1%	37,289	160,238	85,918	72,858	54,187
Special Projects		5,000	5,000	0	0.0%	500	27,150	5,097	27,175	14,725
Special Projects - Summer Company		21,000	21,000	0	0.0%	25,192	32,000	32,000		
Telephone/Internet Access		3,500	3,500	0	0.0%	3,315	3,373	2,756	4,050	3,151
Travel		3,674	4,000	(326)	-8.2%	5,747	4,418	3,077	4,178	4,942

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>									
	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	0	276,288	269,549	6,739	2.5%	262,975	256,561	251,530	246,598	241,763
Salaries		186,991	184,228	2,763	1.5%	132,391	177,273	167,543	166,500	165,066
Benefits		56,577	55,448	1,129	2.0%	36,930	51,881	50,011	46,704	47,565
Transfer To / (From) OVTA		32,720	29,873	2,847	9.5%	93,654	27,407	33,976	33,394	29,132
<u>PLANNING DEPARTMENT</u>	0	671,346	684,320	(12,974)	-1.9%	665,497	588,135	594,375	516,847	658,708
Computer Supplies / Maintenance		12,000	12,000	0	0.0%	8,155	10,839	6,390	4,539	4,901
Conventions		3,000	3,000	0	0.0%	4,085	2,061	2,463	1,323	1,606
County Official Plan		1,000	3,000	(2,000)	-66.7%	0	16,436	200	7,102	
Depreciation		0	0	0		0	0	0	1,733	2,592
Employee Benefits		170,632	172,854	(2,222)	-1.3%	164,672	163,728	160,738	146,537	162,292
Legal Fees		1,000	1,000	0	0.0%	0	0	0	2,442	
Memberships		3,500	3,500	0	0.0%	2,816	2,676	2,439	2,897	3,897
Office Expense		16,500	16,500	0	0.0%	18,615	22,987	19,100	20,213	20,240
Professional Development		3,000	3,000	0	0.0%	4,174	2,857	2,790	2,841	3,585
Recruitment		2,000	2,000	0	0.0%	0	0	0	9,396	1,135
Revenue - Municipal Projects		(10,000)	(20,000)	10,000	-50.0%	0	(3,318)	(4,902)	(461)	(2,650)
Revenue - Other		(2,000)	(2,000)	0	0.0%	(2,953)	(1,636)	(2,599)	(2,188)	(3,098)
Revenue - Service Charges		(35,000)	(35,000)	0	0.0%	(39,905)	(51,220)	(35,910)	(33,700)	(25,105)
Revenue - Severance Applications		(137,500)	(137,500)	0	0.0%	(121,500)	(155,350)	(132,050)	(147,950)	(100,250)
Revenues - Subdivision Applications		(25,000)	(25,000)	0	0.0%	(38,000)	(58,850)	(19,200)	(33,100)	(32,600)
Salaries		653,214	674,466	(21,252)	-3.2%	649,887	623,037	582,792	523,522	609,839
Special Projects		0	0	0		515	1,051	1,413	723	26,792
Surplus Adjustment - Depreciation		0	0	0		0	0	0	(1,733)	(2,592)
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	0	0	(25,880)
Travel		15,000	12,500	2,500	20.0%	14,936	12,837	10,711	12,711	14,004

County of Renfrew
Schedule of Reserves
2021 BUDGET

County of Renfrew Schedule of Reserves 2021 BUDGET		Audited Balance 31-Dec-19	2020 Budget Reserve Changes	Known Adjustments In 2020	Estimated Balance 31-Dec-20	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	IT	POA	Trails	PW	OPP	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-21	c = capital reserve	s=shared providty
Child Care	Child Care	0			0														0	s	
Child Care	Mitigation	1,510,335			1,510,335														0	s	
Ec Dev	RED	35,000			35,000														0		
Trail	Algonquin Trail	14,125			14,125														0		
General	Building Reserve	2,953,061	(159,799)		2,793,262		(73,147)	150,009	83,375									160,237	2,953,499	c	
General	Development Reserve	8,641			8,641													0	8,641	c	
General	Federal Gas Tax Reserve	0	(3,157,523)	3,157,523 a	0								(2,793,217)		2,793,217			0	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	141,239	2,294		143,533										8,529	(14,100)		(5,571)	137,962	c s	
General	OPP Bldg	705,487	65,305		770,792										65,305			65,305	836,097	c	
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	16,199,109	(3,853,076)	2,000,000 b	14,346,033	(2,110,000)				(34,400)	(23,000)		(7,420,649)		5,828,066		169,149	(3,590,834)	10,755,199	c	
General	Working Capital	13,648,343	(68,422)	47,000 c	13,626,921							(34,000)						(34,000)	13,592,921	c	
General	WSIB Sched 2	621,547			621,547													0	621,547		
General	Cannabis Reserve	156,321			156,321													0	156,321		
General	Provincial Modernization	725,000	(725,000)		0													0	0	c	
Housing	Non Profit Capital	116,222			116,222													0	116,222	s	
Housing	Severance	195,849			195,849													0	195,849	s	
Paramedic	Infrastructure	1,595,784	180,000		1,775,784										1,121,000	(1,490,000)		(369,000)	1,406,784	c s	
Paramedic	Severance	1,378,862			1,378,862													0	1,378,862	s	
Paramedic	WSIB Sched 2	0			0													0	0	s	
Public Works	Capital	195,255			195,255							(8,781,347)			8,586,092			(195,255)	0	c	
Public Works	Winter Control	0			0													0	0		
Social Services	Fiscal Pressure	334,549			334,549													0	334,549	s	
County Of Renfrew		40,754,187	(7,716,221)	5,204,523	38,242,489	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(18,995,213)	0	18,402,209	(1,504,100)	169,149	(3,969,118)	34,273,371		
BM	WSIB Sched 2	447,720	49,024		496,744										49,024			49,024	545,768	s	
BM	Butterfly	125,000	24,318		149,318													0	149,318	c s	
BM	Unallocated	1,872,769	(755,000)	310,000 d	1,427,769											(1,151,000)		(1,151,000)	276,769	c s	
BM	LTC CMI Stabilization	248,242			248,242													0	248,242	s	
BM	Equip	100,000			100,000													0	100,000	c s	
Bonnechere Manor		2,793,731	(681,658)	310,000	2,422,073	0	0	0	0	0	0	0	0	0	49,024	(1,151,000)	0	(1,101,976)	1,320,097		
ML	Butterfly	125,000	34,419		159,419													0	159,419	c s	
ML	WSIB Sched 2	228,442			228,442													0	228,442	s	
ML	Unallocated	864,758	(626,615)	25,000 d	263,143											(345,000)		(345,000)	(81,857)	c s	
ML	Equip	38,782			38,782													0	38,782	c s	
ML	Sick leave	186,402			186,402													0	186,402	s	
Miramichi Lodge		1,443,384	(592,196)	25,000	876,188	0	0	0	0	0	0	0	0	0	0	(345,000)	0	(345,000)	531,188		
Opeongo	Capital	0		500,000 e	500,000													0	500,000	c s	
RCHC	Capital	2,225,626	(60,000)	60,000 f	2,225,626											(1,776,450)		(1,776,450)	449,176	c s	
RCHC	AHP Reserve	0			0													0	0	s	
RCHC	AHP Admin Reserve	0			0													0	0	s	
RCHC	Home Ownership	0			0													0	0	s	
RCHC	Working Capital	50,000			50,000													0	50,000	c s	
RCHC	WSIB Sched 2	148,483			148,483													0	148,483	s	
Renfrew County Housing Corp		2,424,109	(60,000)	560,000	2,924,109	0	0	0	0	0	0	0	0	0	0	(1,776,450)	0	(1,776,450)	1,147,659		
Total Surplus Adjustment		47,415,411	(9,050,075)	6,099,523	44,464,859	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(18,995,213)	0	18,451,233	(4,776,550)	169,149	(7,192,544)	37,272,315		
Capital Reserves Only		41,573,854	(5,941,576)	2,942,000	38,574,278	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(16,201,996)	0	15,608,992	(4,776,550)	169,149	(7,241,568)	31,332,710		

County of Renfrew
2021 BUDGET

							Sources of Financing							
				Road 70	Bridge 75									
				Culvert 90	Revised									
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Pembroke		Provincial	Gas Tax Res	Reserves	Debt	Total
								Taxation/Other	Share	Grant	Reserve			
Bonnechere	Building	B2020 - Exterior Windows	exterior windows		M	40,000	40,000					40,000		40,000
Bonnechere	Building	B30 - Roofing	washed river stone over single EPDM roof membrane		M	222,000	222,000					222,000		222,000
Bonnechere	Building	D3031 - Chillers	Replacement of 25 yr old undersized A/C system		M	520,000	520,000					520,000		520,000
Bonnechere	Building	D3031 - Chillers	air handling units (carry over from 2020)		M		285,000					285,000		285,000
Bonnechere	Building	Architects Fees	Butterfly Bldg Re-design				25,000					25,000		25,000
Bonnechere	Building	D5010 - Electrical Service And Dis	Replacement of existing Generator with new to handle full load of the buildin		M	500,000						-		0
Bonnechere	Building	Room Dividers	Improve IPAC Risks	12 resident rooms	M		39,600					39,600		39,600
Bonnechere	Equipment	Firewall	Replacement of existing Firewall - 5 year		M		19,400					19,400		19,400
Bonnechere Total						1,282,000	1,151,000	0	0	0	0	1,151,000	0	1,151,000
IT	Equipment	CAB - Firewall	Firewall (2) Redundant Including Intrusion, Virus Feature		M		19,400					19,400		19,400
IT	Equipment	CAB - Virtual Server	Supports 5 systems - (internet filter, Symantec, windows update, file/print, m		M		15,000					15,000		15,000
IT Total						0	34,400	0	0	0	0	34,400	0	34,400
Miramichi	Building	D1010 - Elevators & Lifts	12 special purpose lifts from 160 kg - 455 kg tempo		M	80,000	80,000					80,000		80,000
Miramichi	Building	D1010 - Elevators & Lifts	2 Hydraulic passenger elevators controllers /tank motor pump valves		L	123,000	123,000					123,000		123,000
Miramichi	Building	Architects Fees	Butterfly Bldg Re-design				25,000					25,000		25,000
Miramichi	Building	D3034 - Packaged Air Conditionin	Humidifiers		M	85,000	85,000					85,000		85,000
Miramichi	Building	E1042 - Laundry Room Equipmen	Commercial Laundry and Dry Cleaning equipment		L	12,000	12,000					12,000		12,000
Miramichi	Building	E1093 - Food Service Equipment	Brute steamer		L	20,000	20,000					20,000		20,000
Miramichi Total						320,000	345,000	0	0	0	0	345,000	0	345,000
Paramedic	Equipment	ATV-15-G497853	POLARIS 4X4 SIDE BY SIDE		M	30,000	30,000					30,000		30,000
Paramedic	Equipment	New Asset	Tire Change & Balancing Machine		L		15,000					15,000		15,000
Paramedic	Vehicles	AMBU-17-9738095	AMBULANCE DEMERS TYPE III		M	235,000	235,000					235,000		235,000
Paramedic	Vehicles	AMBU-17-9738598	AMBULANCE DEMERS TYPE II		E	235,000	235,000					235,000		235,000
Paramedic	Vehicles	AMBU-17-9738792	AMBULANCE DEMERS TYPE III		M	235,000	235,000					235,000		235,000
Paramedic	Vehicles	AMBU-17-9740290	AMBULANCE DEMERS TYPE III		H	235,000	235,000					235,000		235,000
Paramedic	Vehicles	AMBU-17-9741893	AMBULANCE DEMERS TYPE III		M	235,000	235,000					235,000		235,000
Paramedic	Vehicles	ERV-16-EA29256	Ford Expedition		E	90,000	90,000					90,000		90,000
Paramedic	Vehicles	ERV-16-EA54329	FORD F250		L	90,000	90,000					90,000		90,000
Paramedic	Vehicles	ERV-16-ERO7647	Ford Expedition		L	90,000	90,000					90,000		90,000
Paramedic Total						1,475,000	1,490,000	0	0	0	0	1,490,000	0	1,490,000
POA	Equipment	Server	CAMS server		M		6,500					6,500		6,500
POA	Equipment	Server	Primary Server		M		16,500					16,500		16,500
POA Total						0	23,000	0	0	0	0	23,000	0	23,000
Prop - Arn Base	Building	B30 - Roofing	Asphalt shingles.		M	15,000	15,000					15,000		15,000
Prop - Arn Base Total						15,000	15,000	0	0	0	0	15,000	0	15,000
Prop - CAB	Building	D5038 - Security Systems	software upgrades and new cameras		M	40,000	40,000					40,000		40,000
Prop - CAB	Building	E2010 - Fixed Furnishings	Archive Storage		L	70,000	70,000					70,000		70,000
Prop - CAB	Building	SDIP Completion	50% complete in 2020				2,000,000					2,000,000		2,000,000
Prop - CAB Total						110,000	2,110,000	0	0	0	0	2,110,000	0	2,110,000
Prop - RCP	Building	B2010 - Exterior Walls	Caulking around windows EFIS		L	50,000	50,000					50,000		50,000
Prop - RCP	Building	D5022 - Lighting Equipment	LED Lighting-Paramedic Base Garage		L	10,000	10,000					10,000		10,000
Prop - RCP	Equipment	D3041 - Air Distribution Systems	A/C Coil Repairs		M	12,000	12,000					12,000		12,000
Prop - RCP	Land Imp	G2020 - Parking Lots	Paved parking lots around the building.		L	50,000	50,000					50,000		50,000
Prop - RCP Total						122,000	122,000	0	0	0	0	122,000	0	122,000
PW	Bridges	B002	Bonnechere River Bridge	Bonnechere Rd	74.2	400,000	400,000					400,000		400,000
PW	Bridges	B005	Scollard Bridge	Pucker Street	38.47	40,000	40,000					40,000		40,000
PW	Bridges	B022	Indian River Bridge	Sandy Beach Rd	71	100,000	100,000					100,000		100,000
PW	Bridges	B057	Mount St. Patrick Bridge	Mount St Patrick Rd	41.03	60,000	60,000					60,000		60,000
PW	Bridges	B064	Pilgrim Road Bridge	Pilgrim Road	64.2	20,000	20,000					20,000		20,000
PW	Bridges	B095	Hyland Creek Bridge	Hyland Creek Road	64.4	200,000	200,000					200,000		200,000
PW	Bridges	B180	Hurds Creek Bridge	South Algona/Grattan Line	42.21	850,000	850,000					850,000		850,000
PW	Bridges	B203	Petawawa River Bridge	CR 51	69.98	130,000	130,000					130,000		130,000
PW	Bridges	B240	Fourth Chute Bridge	Fourth Chute Road	69.73	400,000	400,000					400,000		400,000
PW	Bridges	B319	Bucholtz Bridge	CR 58	72.2	432,000	432,000					432,000		432,000
PW	Bridges		General Bridge Repairs			200,000	200,000					200,000		200,000
PW	Building	Roofing	Shingled Dome	Southwest-Salt Dome	H	50,000	50,000					50,000		50,000
PW	Building	Roofing	Shingled Dome	Southwest-Sand Dome	H	50,000	50,000					50,000		50,000
PW	Building	Superstructure	Dome Structure	Southwest-Sand Dome	H	60,000	60,000					60,000		60,000
PW	Building	Superstructure	Dome Structure	Southwest-Salt Dome	H	70,000	70,000					70,000		70,000
PW	Culverts	C003	Moore's Creek Culvert	CR 5	67.32	50,000	50,000					50,000		50,000

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County of Renfrew
2021 BUDGET

Road 70 Bridge 75 Culvert 90								Sources of Financing							
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Revised	Budget \$	Pembroke		Provincial	Gas Tax Res	Reserves	Debt	Total
									Taxation/Other	Share	Grant	Reserve			
PW	Culverts	C012	Farquharson's Culvert	S. McNaughton Road	54.95	15,000		15,000					15,000		15,000
PW	Culverts	C025	Borne Road Culvert	Borne Road	27.6	30,000		30,000					30,000		30,000
PW	Culverts	C037	Bagot Creek Culvert	Lower Spruce Hedge Road	20.8	38,000		38,000					38,000		38,000
PW	Culverts	C040	Snake River Culvert	CR 8	58.1	12,000		12,000					12,000		12,000
PW	Culverts	C058	Constant Creek Culverts	Ferguson Lake Road	20.67	715,000		715,000					715,000		715,000
PW	Culverts	C099	Colton Creek Bridge	Matawatchan Road	17.59	280,000		280,000					280,000		280,000
PW	Culverts	C116	Dunlop Crescent Culvert	Dunlop Crescent	53.75	400,000		400,000					400,000		400,000
PW	Culverts	C134	Campbell Drive Culvert	Campbell Drive	44.97	65,000		65,000					65,000		65,000
PW	Culverts	C137	Hanson Creek Culverts	Robertson Line	56.79	18,000		18,000					18,000		18,000
PW	Culverts	C142	Quade Creek Culvert	Burchat Road	7.57	225,000		225,000					225,000		225,000
PW	Culverts	C152	Wadsworth Lake Culvert	Old Barry's Bay Road	45.53	28,000		28,000					28,000		28,000
PW	Culverts	C197	Etmanskie Swamp Culvert	CR 62	45.24	300,000		300,000					300,000		300,000
PW	Culverts	C201	Broomes Creek Culvert	CR 7	35.27	1,000,000		1,000,000					1,000,000		1,000,000
PW	Culverts	C222	Pleasant Valley Steel Arch	Pleasant Valley Road	19.58	200,000		200,000					200,000		200,000
PW	Culverts	C252	Vanderploegs Culvert	Russett Drive	52.66	200,000		200,000					200,000		200,000
PW	Culverts	C269	Jacks Lake Culverts	CR 58	53.35	20,000		20,000					20,000		20,000
PW	Culverts	C300	Wolf Road Twin pipes	Wolfe Road	21.56	200,000		200,000					200,000		200,000
PW	Culverts	C302	Wingle Creek Twin Culverts	Rochfort Road	16.27	20,000		20,000					20,000		20,000
PW	Equipment	SMEQ-17-GA1102	Retroreflectometer		L	16,000		16,000					16,000		16,000
PW	Equipment	Server	Shared with Finance		H			16,000					16,000		16,000
PW	Equipment	TRAC-07-12055	RHINO MOWER		L	15,000		15,000					15,000		15,000
PW	Roads	1 Elgin Street West	Madawaska & Elgin-to-Cty Rd 10 (Division St)		46.5	557,584		557,584				557,584			557,584
PW	Roads	1 River Road	Cty Rd 10 (Division St)-to-Usborne St		46.7	333,025		333,025				145,697	187,328		333,025
PW	Roads	1 River Road	Mast Rd-to-Henry Crescent		26.4	600,240		600,240			500,000		100,240		600,240
PW	Roads	20 Bruce St	Hwy 60-to-Urban Limit		78.6	60,000		60,000					60,000		60,000
PW	Roads	21 Beachburg Rd	Cty Rd 49 (Lapasse Rd)-to-Davidson Rd		77.9	81,142		81,142			81,142		-		81,142
PW	Roads	21 Beachburg Rd	Davidson Rd-to-Zion Line		75.1	121,227		121,227			121,227		-		121,227
PW	Roads	21 Beachburg Rd	Zion Line-to-Valleyview Rd		70.4	128,048		128,048			128,048		-		128,048
PW	Roads	21 Beachburg Rd	Valleyview Rd-to-Hila Rd		64	143,592		143,592			143,592		-		143,592
PW	Roads	5 Stone Road	Culhane Rd-to-1574 Stone Rd		21	532,416		532,416				532,416			532,416
PW	Roads	5 Stone Road	Berlanquet Rd-to-Culhane Rd		33.6	636,320		636,320			636,320				636,320
PW	Roads	508 Calabogie Rd	Hutson Rd-to-Goshen Rd (culvert)		68.9	50,000		50,000					50,000		50,000
PW	Roads	51 Petawawa Blv	Petawawa River Bdge N Exp Jnt-to-Military Camp Rd		56.6	80,000		80,000					80,000		80,000
PW	Roads	51 Petawawa Blv	Cty Rd 16 (Victoria St)-to-Petawawa River Bdge S Exp Jnt		57.1	120,000		120,000					120,000		120,000
PW	Roads	51 Petawawa Blv	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria St)		62.1	600,000		600,000					600,000		600,000
PW	Roads	512 Foymount Rd	Lake Clear Rd-to-Buelow Rd		1	537,680		537,680					537,680		537,680
PW	Roads	512 Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)		9	703,120		703,120					703,120		703,120
PW	Roads	512 Foymount Rd	B257-to-Lake Clear Rd		1	704,000		704,000					704,000		704,000
PW	Roads	512 Foymount Rd	Buelow Rd-to-Verch Rd		10.3	1,094,500		1,094,500					1,094,500		1,094,500
PW	Roads	52 Burnstown Rd	Lime Kiln Rd-to-Pucker St		57.8	217,160		217,160					217,160		217,160
PW	Roads	52 Burnstown Rd	1.8km N of Fraser-to-Lime Kiln Rd		44.5	224,280		224,280					224,280		224,280
PW	Roads	52 Burnstown Rd	Pucker St-to-Graham Ave		96.2	225,000		225,000					225,000		225,000
PW	Roads	52 Burnstown Rd	Fraser Rd (McNab/Horton Twp)-to-1.8km N of Fraser		94.7	320,400		320,400					320,400		320,400
PW	Roads	52 Raglan St S	Graham Ave-to-Hwy 60 (Couples St)		96.2	557,217		557,217					557,217		557,217
PW	Roads	635 Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt (culvert)		80.4	100,000		100,000					100,000		100,000
PW	Roads	65 Centennial Lake Rd	Deer Mountain Rd-to-Chimo Rd North		7.9	1,078,300		1,078,300					1,078,300		1,078,300
PW	Roads	67 Simpson Pit Rd	Byers Creek Rd-to-Buck Hill Rd		38.4	921,200		921,200				921,200			921,200
PW	Roads	7 Forresters Falls Rd	Government Road-to-Harriet Street (urban begins)		54.3	62,795		62,795					62,795		62,795
PW	Roads	7 Forresters Falls Rd	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beachburg Rd)		33.9	160,814		160,814					160,814		160,814
PW	Roads	7 Forresters Falls Rd	Cty Rd 21 (Beachburg Rd)-to-Government Rd		43.3	449,227		449,227			383,496		65,731		449,227
PW	Roads	71 Matawatchan Rd	4877 Matawatchan Rd-to-Cty Rd 65 (culvert)		67.7	100,000		100,000					100,000		100,000
PW	Roads	Active Transportation	Various Locations			150,000		150,000					150,000		150,000
PW	Roads	Scratch Coat	Various Locations			716,431		716,431					716,431		716,431
PW	Roads	Traffic Signal - upgrades	Various Locations					200,000					200,000		200,000
PW	Trailer	TRAI-12-1142770	Float - 7.5 ton tag float-COB		L	50,000		50,000					50,000		50,000
PW	Vehicles	AMBU-07-1218615	Service Van (Mechanic)		H	115,000		115,000					115,000		115,000
PW	Vehicles	HDTR-07-J653946	6 Ton Truck		L	345,000		345,000					345,000		345,000
PW	Vehicles	HDTR-89-H201485	Water truck		L	190,000		190,000					190,000		190,000
PW	Vehicles	LDTR-12-S287313	Pickup Truck (Mechanic)		L	60,000		60,000					60,000		60,000
PW	Vehicles	LDTR-14-S344123	Pickup Truck		L	34,000		34,000					34,000		34,000

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County of Renfrew
2021 BUDGET

Department	Primary Category	Detail	Detail	Location/Other	Road 70 Bridge 75 Culvert 90			Sources of Financing						
					or Risk	10 Year Plan	Budget \$	Pembroke Provincial Gas Tax Res						Total
								Taxation/Other	Share	Grant	Reserve	Reserves	Debt	
PW	Vehicles	LDTR-14-S351839	Pickup Truck		L	34,000	34,000					34,000		34,000
PW	Vehicles	LDTR-14-S370373	Pickup Truck		L	34,000	34,000					34,000		34,000
PW Total						20,136,718	20,352,718	0	0	1,357,505	2,793,217	16,201,996	0	20,352,718
RCHC	Building	B10 - Superstructure	New Railing and new wood steps (Safety)	229/231 Albert Street	E	30,000	30,000					30,000		30,000
RCHC	Building	B1013 - Balcony Construction	Inspect - seal cracks	236 Hall Avenue	E	65,420	65,420					65,420		65,420
RCHC	Building	B1013 - Balcony Construction	Precast prestressed concrete with steel rail	260 Elizabeth Street North	E	170,920	170,920					170,920		170,920
RCHC	Building	B1013 - Balcony Construction	Balcony rails upgrade & paint	260 Elizabeth Street North	M	32,290	32,290					32,290		32,290
RCHC	Building	B1013 - Balcony Construction	Steel and concrete balconies.	435-481 Nelson St - (6) Townhom	E	25,000	25,000					25,000		25,000
RCHC	Building	B2010 - Exterior Walls	Wood siding to be replaced with composite	400 Nelson Street	H	16,120	16,120					16,120		16,120
RCHC	Building	B2010 - Exterior Walls	Wood siding to be replaced with composite	425 Nelson Street	H	6,220	6,220					6,220		6,220
RCHC	Building	B2020 - Exterior Windows	Vinyl Framed dual glazed windows.	1110-1144 Lea St - (2) Townhom	H	135,000	135,000					135,000		135,000
RCHC	Building	B2020 - Exterior Windows	Vinyl framed dual glazed windows.	174/178,202 Massey, 220/350 A	H	200,000	200,000					200,000		200,000
RCHC	Building	B2020 - Exterior Windows	Aluminum frame dual pane windows. (exist	260 Elizabeth Street North	E	200,000	200,000					200,000		200,000
RCHC	Building	B2020 - Exterior Windows	Vinyl Frame dual pane.	510 MacKay Street	H	110,000	110,000					110,000		110,000
RCHC	Building	B2020 - Exterior Windows	Vinyl Frame dual pane.	515 River Road	H	65,000	65,000					65,000		65,000
RCHC	Building	B2020 - Exterior Windows	Vinyl Framed dual glazed windows.	Bronx Street/Reynolds Avenue	H	175,000	175,000					175,000		175,000
RCHC	Building	B2020 - Exterior Windows & Exter	Vinyl framed double glazed windows.	425 Nelson Street	H	60,000	60,000					60,000		60,000
RCHC	Building	B30 - Roofing	This asset group comprised of wood framed	400 Nelson Street	E	104,580	104,580					104,580		104,580
RCHC	Building	B30 - Roofing	Asphalt shingles / balcony repairs	510 & 515 MacKay Street	E	140,000	140,000					140,000		140,000
RCHC	Building	Crawlspc	Confined space crawlspc	236 Hall Avenue	H	78,900	78,900					78,900		78,900
RCHC	Building	D5038 - Security Systems	Parking lot video surveillance	242 Vimy Blvd S - Office	H	25,000	25,000					25,000		25,000
RCHC	Building	Front Porches	Safety concern	136-148 Vimy Blvd S	E	60,000	60,000					60,000		60,000
RCHC	Building	Sidewalks	Servcice room access	150 Elizabeth Street North	H	30,000	30,000					30,000		30,000
RCHC	Equipment	TRAC-11-KUBOA07	Tractor for Amprior Shop		L	35,000	35,000					35,000		35,000
RCHC	Trailer	TRAI-01-G003095	TRAILER DUMP- ARNPRIOR		E	12,000	12,000					12,000		12,000
RCHC Total						1,776,450	1,776,450	0	0	0	0	1,776,450	0	1,776,450
Trails	Land Imp	Phase III Final Transfer	Former CP Rail Transfer		L		34,000					34,000		34,000
Trails Total						0	34,000	0	0	0	0	34,000	0	34,000
Grand Total						25,237,168	27,453,568	0	0	1,357,505	2,793,217	23,302,846	0	27,453,568

ECONOMIC DEVELOPMENT DIVISION REPORT

Prepared by: Alastair Baird, Manager of Economic Development

Prepared for: Development and Property Committee

January 12, 2021

INFORMATION

1. Meat Processors Capacity Improvement Initiative

Business Development Officer David Wybou assisted Reiche Meat Products with an application to the Meat Processors Capacity Improvement Initiative in order to support increases to their processing capacity within the County of Renfrew and thus supporting many of Renfrew County's agricultural and secondary meat processing businesses as well.

2. CNL Industry Day

Business Development Officer David Wybou, with some local businesses, economic and business development staff and elected officials, represented Renfrew County Economic Development during Canadian Nuclear Laboratories (CNL) Industry Day on December 9, 2020. This annual event introduces many of our local businesses to the scope of work taking place at the Chalk River Laboratories, opening opportunities for linkages to the broader CNL supply chain and the potential for future contracts.

3. Shop the Valley Shop Local Campaign

The Shop the Valley campaign to promote shopping locally over the Christmas season wrapped up on New Year's Eve. Print, radio and social media as well as limited poster promotions were used to remind residents of the many benefits of shopping locally and the vital importance of supporting our local businesses in this pandemic, and beyond.

4. New Businesses Opening

Several new businesses opened their doors in late 2020 including:

- (a) Town of Arnprior
 - Arnprior Noodle House
 - Arnprior Optical
 - Arnprior Pelvic and Pediatric Physiotherapy
 - Fabulous Barber Shop – classic men’s barbershop
 - Mighty Fine Bakehouse
 - Negi Indian Bistro and English Pub
- (b) Town of Deep River
 - rĒCo Refillery and Zero Waste Lifestyle – retail enviro products
 - Plan B Restaurant and Grill (Thoth Technologies Building)
- (c) Town of Petawawa
 - Burnt Bridge Quality Meats (New Owners)
 - McGuire’s Donuts Food Truck
 - Parkwood Place Executive Apartments
 - Peak Hot Yoga
 - SunnySideUp Breakfast Buffet
 - Towne Suites by Marriott
- (d) Township of Bonnechere Valley
 - The Axe and Paddle Restaurant, Eganville
- (e) Township of Greater Madawaska
 - Oh-el-la Café, Calabogie
- (f) Township of Laurentian Valley
 - Ottawa Valley Cannabis Store
 - SunSoaked Tanning and Wellness Studio
 - The BOP Shop – brew on premises wine and beer
 - Ottawa Valley Roast House- coffee and tea, Alice
- (g) Township of Madawaska Valley
 - Bent Pizza Pie, Combermere
- (h) Township of Whitewater Region
 - Lakeside General Store – maple, bakery, café, Cobden

5. **2022 Ontario Winter Games Advisory Committee Update**

An electronic meeting of the Ontario Winter Games Advisory Committee was held on January 5, 2021.

(a) Ontario Winter Games Organization Resources/Structure

Attached as Appendix ED-I is the 2022 Ontario Winter Games Organization Structure, Terms of Reference, Budget and Hosting Grant Approved Expenditures which have been received from the Ontario Games Organizing Committee.

(b) Ontario Games Bid Document

Attached as Appendix ED-II is the County of Renfrew 2022 Ontario Winter Games Bid submission.

(c) Staffing Resources

Attached as Appendix ED-III is a draft Job Description for the General Manager of the Ontario Games.

BY-LAWS

6. **Transfer Payment Agreement**

Recommendation: THAT the Development and Property Committee recommend to County Council that a By-law be passed to enter into a Transfer Payment Agreement between Her Majesty the Queen in Right of Ontario as represented by the Minister of Tourism, Culture and Sport and the County of Renfrew to host the 2022 Ontario Winter Games;

AND FURTHER THAT County Council approve the creation of a reserve for the purpose of the 2022 Ontario Winter Games;

AND FURTHER THAT the County of Renfrew commit \$200,000 in support of the delivery of the Ontario Winter Games with these funds coming from the Provision for Unallocated Funds in the 2021 Budget and that the 2021 financial records of

the County of Renfrew reflect an expenditure of \$200,000 as a Provision for a 2022 Ontario Winter Games Reserve;

AND FURTHER THAT County Council approve that the 2022 Ontario Winter Games Committee be allowed to utilize the \$200,000 within the 2022 Ontario Winter Games Reserve to cover expenditures over the years 2021 and 2022.

AND FURTHER THAT the Ontario Winter Games Committee be granted the authority to make expenditures within the approved budget by County Council.

Recommendation: THAT the Warden be directed to send a letter to all the local partners and municipalities participating in the Ontario Winter Games introducing the kick-off of the Games and asking for their support whether it will be in-kind or financial to proceed with the organization.

Background

Appendix ED-IV is a Transfer Payment Agreement that outlines the General Terms and Conditions Project Specific Information and Additional Provisions for hosting the 2022 Ontario Winter Games. As part of the Agreement, the Province of Ontario will provide the County of Renfrew up to \$1,000,000 in funding to host the games. It is important that the financial plan be developed to ensure that the County of Renfrew's 2022 Ontario Winter Games Committee and ultimately, County Council are allowed reasonable understanding of the financial parameters in order for the Committee to begin this process. Staff are recommending that a sum of \$200,000 be allocated/committed to the 2022 Ontario Winter Games.

7. Rideshark Program

Recommendation: THAT the Development and Property Committee recommend that a By-law be passed to authorize the Warden and Clerk to execute the Ontario Centres of Excellence (OCE) Funding Agreement between Rideshark Corporation and the County of Renfrew and Ontario Centres of Excellence, to deliver a project entitled: Winter On-Demand Community Transit Network.

Background

The County of Renfrew has a relationship with Rideshark Corporation which started in 2020 through which, via an annual subscription, Rideshark provides a booking platform for a ride share program to support commuters, students, tourists and all residents to coordinate a ride share service across the entire County of Renfrew. Willing drivers will post their available ride share trips and willing riders will book trips which will enable them to share a ride to places of employment, social and cultural events, recreation events and sites, school, places of worship, and medical and dental appointments. The Rideshark platform also facilitates trip booking beyond Renfrew County as participating drivers make such trips available on the platform.

Our deployment of Rideshark, which was scheduled for June of 2020, has been delayed by the COVID-19 pandemic. Through the pandemic, Rideshark has provided their ride share booking platform in a test of an Autonomous Vehicle (AV) shuttle van on the Tunney's Pasture federal government campus in Ottawa as part of a demonstration project. The Autonomous Vehicle Innovation Network (AVIN), part of the Ontario Centres of Excellence, was the lead on that program. In addition to the urban testing of AVs, AVIN has been tasked to study the viability of autonomous vehicle operations in rural Ontario and specifically to investigate the challenges of winter operations. Part of that study will also be to learn how ride share platforms can provide a solution to the well documented rural transportation and transit gaps and challenges. Rideshark, as a partner with AVIN already, presented Renfrew County as an ideal test site for such a study. The County is a client of the Rideshark program, located adjacent to Ottawa-base of Rideshark and site of significant AV research and development, and blessed with genuine rural Ontario winter road, weather, transportation, communications and broadband challenges. The County also features exposed open roads, forested areas, and hilly roads- an ideal test area.

County of Renfrew participation will not involve any direct additional expenses and will in fact assist with the launch of our own ShareTheRide.ca ride share platform as the pandemic eases. Economic Development staff and Media Relations will be engaged in supporting this project, but that

effort will dovetail efficiently and effectively with our own ShareTheRide.ca program. There may be some involvement from Public Works staff to provide information about road conditions and snow clearing and salting operations if, and when, the system being developed is able to incorporate such data into the database for drivers and riders.

The OCE desires a broad and comprehensive media program communication, coordinated by them, that shares widely news of the progress, activities and stories related to the study. The County is expected to support this study and elected leaders, staff and participating organizations are expected to support and participate in the media programming as they are able. It is expected that at some point senior Ontario government leaders and staff may visit the County to see how the study is progressing and it is desirable for the County and local leaders to participate in such events as they are able.

County of Renfrew key responsibilities in the study are to engage local drivers, community groups, employers, existing public service transportation networks, and riders who require assistance to get from home to locations across the County and into medical, social, entertainment and transportation hubs beyond the County. This specific activity was the key component of our own planned rollout of ShareTheRide.ca, and first presentations had already been made to two seniors' groups when the pandemic halted our program.

Participating in this study will engage Renfrew County at the forefront of AV research in Ontario and Canada. It will connect us to Ottawa, and to Canadian and international firms who are part of the AV sector globally. It will also begin to engage us directly with the AV research and development work being carried out in the City of Ottawa in their testing grounds and AV and smart vehicle companies and with OCE programs and partners including the federal government.

This project will be an ideal launch to our own ride share program and will demonstrate that we are at the leading edge of developing and applying solutions to rural transportation challenges.

EXECUTIVE COMMITTEE

Appendix ED-I

Host Community
Representative(s)

GOC Chair

General Manager

Games Ontario
Representative(s)

ACCOMMODATIONS

- CHAIR
- ACCOMMODATIONS COORDINATOR
- ROOM ALLOCATION COORDINATOR

ADMINISTRATION

- CHAIR
- GAMES RESOURCE INFO COORDINATOR
- SUSTAINABILITY COORDINATOR
- SOUVENIR COORDINATOR

FINANCE

- CHAIR
- FINANCE COORDINATOR

FOOD SERVICES

- CHAIR
- ACCOMMODATIONS FOOD SERVICES COORDINATOR
- VENUES & SPECIAL EVENTS FOOD SERVICES COORDINATOR

LOGISTICS

- CHAIR
- FF&E COORDINATOR
- FOOD SERVICES DELIVERY COORDINATOR
- EQUIPMENT DELIVERY COORDINATOR

MARKETING & COMMUNICATIONS

- CHAIR
- DESIGN COORDINATOR
- COMMUNICATIONS COORDINATOR
- MEDIA COORDINATOR
- FRENCH LANGUAGE SERVICES COORDINATOR

MEDICAL

- CHAIR
- EMERGENCY SERVICES COORDINATOR
- MEDICAL PRACTITIONER COORDINATOR
- MEDICAL COMMITTEE COORDINATOR

REGISTRATION

- CHAIR
- REGISTRATION SYSTEM COORDINATOR
- ACCREDITATION COORDINATOR

SECURITY

- CHAIR
- SPECIAL EVENTS SECURITY COORDINATOR
- SPORT VENUE SECURITY COORDINATOR
- ACCOMMODATIONS SECURITY COORDINATOR

SPECIAL EVENTS

- CHAIR
- OPENING CEREMONY COORDINATOR
- VIP & GAMES EVENTS COORDINATOR
- PROTOCOL COORDINATOR

SPONSORSHIP

- CHAIR
- ADMIN & FUNDRAISING COORDINATOR
- SPONSORSHIP SERVICE COORDINATOR

SPORT TECHNICAL

- CHAIR
- COMPETITION COORDINATOR
- MEDAL CEREMONY COORDINATOR
- SPORT EQUIPMENT COORDINATOR
- RESULTS COORDINATOR

TRANSPORTATION

- CHAIR
- SCHEDULING COORDINATOR
- EXTERNAL TRAVEL COORDINATOR

VOLUNTEER SERVICES

- CHAIR
- VOLUNTEER OPERATIONS COORDINATOR
- VOLUNTEER ENGAGEMENT COORDINATOR

IT

- CHAIR
- WEBSITE COORDINATOR
- IT SERVICES & EQUIPMENT COORDINATOR

ACCESSIBILITY

- CO CHAIRS

GAMES TIME VOLUNTEERS

Ontario Games Executive Committee Terms of Reference

Name:

Members:

Position		Email	Phone

Goals & Deliverables:

Successful execution & delivery of the **Ontario Games** – on time, on scope, on budget

- A Multi-sport competitive experience for athletes
- A High-calibre competitive event
- A Celebration of Communities / Opportunity to showcase communities
- Economic Benefit to Host Community
- Community Legacy – Capital & Operational
- An opportunity to promote participation and excellence in sport

Scope

The purpose of the **Ontario Games** Executive Committee is to provide guidance and leadership to the entire Games Organizing Committee as a whole. The Executive will empower the Games Organizing Committee but will act as the final decision maker in key decisions.

Governance

The Ontario Games are a program of the Ministry of Tourism, Culture and Sport. The Executive Committee will finalize decisions in accordance with the Ontario Games Hosting Agreement .

Quorum

Quorum shall be declared when 50% + 1 of the executive committee members are present to vote. In the event that the votes are equally decided, the Games Organizing Committee Chairs vote will become the majority. The General Manager shall be an ex-officio Executive Committee Member without voting rights.

Term

The Executive Committee shall serve until the final installment (of the Hosting Grant) has been received or the term of the Hosting Agreement has expired.

Frequency of Meetings

The Executive Committee will meet as necessary to discuss items pertaining to the **Ontario Games**. It is anticipated that the committee will meet on a monthly basis until **DATE** at which time it will be determined if the committee will need to meet bi-weekly leading up to the Games. The Executive Committee should be present at Games Organizing Committee Meetings.

Role of Chair and/or Vice-Chair at Executive/Games Organizing Committee Meetings

The Chair shall preside over the meetings of the Committee and assist Committee members in reaching consensus on issues of concern to the Committee.

It shall be the duty of the Chair/Vice-Chair to

- preserve order at all meetings
- Receive and submit to a vote all motions presented by the member.
- Enforce on all occasions the observance of order and decorum among the members.
- Adjourn the meeting when business is concluded.
- Represent and support the Committee
- Perform other duties when directed to do so by the Host Community or Ministry of Tourism, Culture and Sport.
- The Vice-Chair shall assume the authority and perform all the duties of the Chair in the absence of the Chair.

Roles and Responsibilities of Members

Committee Members shall attend and actively participate in all meetings and work with other members to attempt to reach consensus on decisions before the Committee.

Conflict of Interest

Where a member of the Committee, either on his or her own behalf or while acting for, by, with, or through another, has any pecuniary interest (financial gain), direct or indirect, in any matter and is present at a meeting of the Committee at which the matter is the subject of consideration, he or she:

- a) shall, prior to any consideration of the matter at the meeting disclose his or her pecuniary interest and the general nature thereof;
- b) shall not take part in the discussion of, or vote on, any question in respect of the matter; and
- c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question

Appendix

Please refer to Ontario Games Hosting Agreement for all deliverables.

Maintenance & Refinement of Terms of Reference

These Terms of Reference shall be maintained by staff from Ministry of Tourism, Culture and Sport. Amendments to these Terms of Reference may be proposed by the Committee to staff. Only Ministry of Tourism, Culture and Sport may approve changes to these Terms of Reference.

Ontario Games Organizing Committee Terms of Reference

Name: Ontario Games Organizing Committee

Members:

Position	Name	Email	Phone
Chair			
Vice Chair			
General Manager			
Sport Alliance of Ontario Rep			
Accommodations			
Administration			
Finance			
Food Services			
IT & Equipment			
Medical			
Promotions			
Registration			
Security			
Special Events			
Sponsorship & Fundraising			
Sport			
Transportation			
Volunteers			

Goals & Deliverables:

Successful execution & delivery of the Ontario Games – on time, on scope, on budget

- A Multi-sport competitive experience for athletes
- A High-calibre competitive event
- A Celebration of Communities / Opportunity to showcase communities
- Economic Benefit to Host Community
- Community Legacy – Capital & Operational
- An opportunity to promote participation and excellence in sport

Scope

The purpose of the Games Organizing Committee (GOC) is to organize, manage, promote and conduct the Games on behalf of the Host. The GOC, represented and led by the Games Chair shall:

- Establish the organizational structure to plan and operate the Games;
- Select sub-committee chairpersons;
- Set and submit to the Host for written approval the proposed budget for the Games (Each sub-committee to submit a draft budget to the Chair of Finance and Executive) ;
- Implement management controls as established by the Host to ensure that the Games are operated within the Approved Budget or Revised Budget; and
- Manage the day to day operations of the Games.

Governance

The Ontario Games are a program of the Ministry of Tourism, Culture and Sport delivered by Sport Alliance Ontario. All decisions must be made in accordance with the Ontario Games Hosting Agreement. The Games Organizing Committee will vote on any items pertaining to the management and organization of the Games. If any votes are tied - the Ontario Games Executive Committee will hold a separate vote to determine the outcome.

Quorum

Quorum shall be declared when 50% + 1 of the GOC members are present to vote.

Term

The GOC shall serve until the final report is complete, and the final installment of the Hosting Grant has been received or the term of the Hosting Agreement has expired.

Frequency of Meetings

It is anticipated that the GOC will meet on a monthly basis until 4 months prior to the Games, at which time it will be determined if the committee will need to meet bi-weekly leading up to the Games. 6 weeks prior to the Games the Executive Committee will determine if the GOC needs to meet on a more regular basis. Committee Chairs (functional) should meet with sub-committee members to plan their respective committee area outside of GOC meetings. Sub-committee meetings can be held on an as needed basis as determined by the functional Committee Chair.

The GOC shall provide a minimum of fourteen (14) days advance written notice to the Games Consultant of the date, time and location of their meetings by sending copies of the agenda for the said meetings, including all relevant documentation. After all such meetings, the GOC shall provide copies of the minutes of their meetings, including relevant documentation, to the Games Consultant, whether or not the Games Consultant attends such meetings.

Role of GOC Members at Games Organizing Committee Meetings

GOC Members will be responsible for reporting on their respective portfolios at GOC meetings.

Roles and Responsibilities of Members

Committee Members shall attend and actively participate in all meetings and work with other members to attempt to reach consensus on decisions before the Committee.

Financial Visibility

The GOC agrees to maintain financial visibility with the SAO. A detailed budget including an accurate and current income statement must be provided on a monthly basis at least one week prior to monthly Games Organizing

Committee meetings. Failure to provide these income statements will result in holdback of grant installments as stipulated in the Hosting Agreement.

Conflict of Interest

Where a member of the Committee, either on his or her own behalf or while acting for, by, with, or through another, has any pecuniary interest (financial gain), direct or indirect, in any matter and is present at a meeting of the Committee at which the matter is the subject of consideration, he or she:

- a) shall, prior to any consideration of the matter at the meeting disclose his or her pecuniary interest and the general nature thereof;
- b) shall not take part in the discussion of, or vote on, any question in respect of the matter; and
- c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question

Legacy

If a surplus of funds is projected or actually occurs from the organization, management, promotion or conduct of the Games, the GOC shall develop a surplus legacy plan which will outline how any such surplus funds shall be used by the Host. The surplus legacy plan shall be submitted to the Host and to the SAO for approval within 180 days of the Games completion. In the event that the Host fails to submit a surplus legacy plan, surplus funds shall be considered as an unexpended portion of the Grant and shall be subject to return to SAO as set out in the Hosting Agreement.

In developing the surplus legacy plan the GOC shall follow and foster the goals of the Games, and in particular, shall consider the following:

- to increase opportunities for the development of athletes to pursue competitive goals and achieve their personal potential;
- to develop, promote and enhance amateur sport at the community level; and
- surplus funds are not to be used for the general purposes or operating costs of any municipality, including the Host, or of any other third party.

Appendix

Please refer to Ontario Games Hosting Agreement for all deliverables.

Maintenance & Refinement of Terms of Reference

These Terms of Reference shall be maintained by staff from Sport Alliance Ontario.

Amendments to these Terms of Reference may be proposed by the Committee to staff. Only Sport Alliance Ontario and Ministry of Tourism, Culture and Sport may approve changes to these Terms of Reference.

ONTARIO GAMES BUDGET - Renfrew County 2022		
Expenditure	Bid Budget	Sample Budget
Accommodations	\$406,552.03	\$ 415,000.00
Total Hotel Cost	\$ 376,552.03	\$ 400,000.00
Additional Hotel Expenses	\$ 30,000.00	\$ 15,000.00
Administration	\$ 149,200.00	\$ 153,000.00
Staffing	\$ 119,200.00	\$ 120,000.00
Translation	\$ 10,000.00	\$ 10,000.00
Insurance	\$ 10,000.00	\$ 15,000.00
Office Supplies / Equipment	\$ 5,000.00	\$ 3,000.00
Travel	\$ 5,000.00	\$ 5,000.00
Food Services	\$ 376,556.00	\$ 300,000.00
Total Sport Food Service	\$ 356,556.00	\$ 285,000.00
Volunteer Food	\$ 15,000.00	\$ 10,000.00
Other Food	\$ 5,000.00	\$ 5,000.00
IT & Equipment	\$ 17,500.00	\$ 20,000.00
Website	\$ 7,500.00	\$ 17,500.00
Equipment Rentals	\$ 10,000.00	\$ 2,500.00
Medical	\$ 7,500.00	\$ 10,000.00
Medical Supplies	\$ 2,500.00	\$ 8,000.00
Medical Personnel	\$ 5,000.00	\$ 2,000.00
Marketing & Communication	\$ 32,500.00	\$ 45,000.00
Signage	\$ 10,000.00	\$ 25,000.00
Promotional Items	\$ 5,000.00	\$ 10,000.00
Advertising	\$ 15,000.00	\$ 5,000.00
Other	\$ 2,500.00	\$ 5,000.00
Registration	\$ 15,500.00	\$ 25,000.00
Registration System	\$ 1,500.00	\$ 5,000.00
Registration Kits	\$ 10,000.00	\$ 15,000.00
Accreditation	\$ 4,000.00	\$ 5,000.00
Security	\$ 6,000.00	\$ 5,000.00
Security @ Venues	\$ 1,000.00	\$ 1,000.00
Security @ Accomodations	\$ 2,500.00	\$ 2,000.00
Security @ Special Events	\$ 2,500.00	\$ 2,000.00
Special Events	\$ 34,500.00	\$ 50,000.00
Pre-Games Events	\$ 3,500.00	\$ 5,000.00
VIP Reception	\$ 5,000.00	\$ 5,000.00
Opening Ceremony		
Audio/Visual & Staging	\$ 15,000.00	\$ 20,000.00
Talent	\$ 7,500.00	\$ 15,000.00
Venue	\$ 3,500.00	\$ 5,000.00
Sponsorship/Fundraising	\$ 4,000.00	\$ 5,000.00
Sponsorship Servicing	\$ 1,500.00	\$ 4,000.00
Sponsorship Expenses	\$ 2,500.00	\$ 1,000.00
Sport	\$ 102,853.00	\$ 150,000.00
Total Sport Venue	\$ 42,853.00	\$ 90,000.00
Sport Equipment	\$ 30,000.00	\$ 30,000.00
Equipment Transportation	\$ 15,000.00	\$ 15,000.00
Medals/Awards	\$ 15,000.00	\$ 15,000.00
Transportation	\$ 150,000.00	\$ 160,000.00
Internal Transportation	\$ 70,000.00	\$ 80,000.00
External Transportation	\$ 80,000.00	\$ 80,000.00
Volunteer Services	\$ 23,000.00	\$ 30,000.00
Recruitment	\$ 1,000.00	\$ 2,500.00
Clothing	\$ 15,000.00	\$ 17,500.00
Training	\$ 3,500.00	\$ 5,000.00
Recognition Event	\$ 3,500.00	\$ 5,000.00
Contingency	\$ 5,000.00	\$ 25,000.00
Total Expenses	\$1,330,661.03	\$ 1,393,000.00
Revenues		
Hosting Grant	\$ 900,000.00	\$ 900,000.00
Participant Registration Fees	\$ 225,000.00	\$ 225,000.00
Municipal Contributions	\$ 75,000.00	\$ 100,000.00
Admission Fees	\$ 2,500.00	\$ -
Sponsorship/Fundraising	\$ 130,000.00	\$ 155,000.00
Merchandise	\$ 2,500.00	\$ 15,000.00
Total Revenues	\$ 1,335,000.00	\$ 1,395,000.00
Surplus/Deficit	\$ 4,338.97	\$ 2,000.00
Legacy Funds	\$ 100,000.00	\$ 100,000.00
Total Legacy	\$ 104,338.97	\$ 102,000.00

Proposed Sport(s)	Required # of Beds	Accommodation Location	Average Room Rate with Taxes	Number of Rooms	Number of Beds	Number of Nights	Hotel Cost	Hotel Commitment (Y/N)	Notes:
5 Pin Bowling	119	Hotel 1 - near Ottawa Airport	\$ 150.00	200+	400+	2	\$11,900.00	N	Merivale Bowling Centre - Ottawa
Alpine Skiing	138	Hotel 2 - Calabogie	\$ 170.81	162	196	3	\$23,571.78	N	Calabogie
Para Alpine Skiing	20	Hotel 3 - Calabogie	\$ 170.81	162	196	3	\$3,416.20	N	Calabogie
Artistic Swimming	230	Hotel 4 - Petawawa	\$ 154.09	166	323	3	\$35,440.70	N	Petawawa
Badminton	114	Hotel 5 - Pembroke	\$ 112.12	379	649	3	\$12,781.68	N	Fellowes HS - Pembroke
Biathlon	72	Hotel 6 - Kanata/Nepean	\$ 175.00	500+	750+	3	\$12,600.00	N	Wesley Clover Park - Kanata Nordic Ski Club
Cross Country Skiing	157	Hotel 6 - Kanata/Nepean	\$ 175.00	500+	750+	3	\$27,475.00	N	Wesley Clover Park - Kanata Nordic Ski Club
Para Nordic Skiing	24	Hotel 6 - Kanata/Nepean	\$ 175.00	500+	750+	3	\$4,200.00	N	Wesley Clover Park - Kanata Nordic Ski Club
Curling	84	Hotel 4 - Petawawa	\$ 154.09	166	323	3	\$12,943.56	N	Petawawa Civic Centre
Wheelchair Curling	40	Hotel 4 - Petawawa	\$ 154.09	166	323	3	\$6,163.60	N	Petawawa Civic Centre
Fencing	121	Hotel 11 - Pembroke	\$ 112.12	379	649	3	\$13,566.52	N	Jean Lajoie
Field Hockey (Indoors)	81	Hotel 12 - Pembroke	\$ 112.12	379	649	3	\$9,081.72	N	Bishop Smith HS
Futsal	305	Hotel 13 - Petawawa	\$ 154.09	166	323	3	\$46,997.45	N	Valour High School
Hockey (Men's)	205	Hotel 14 - Renfrew	\$ 109.50	105	166	3	\$22,447.50	N	Ma-Te-Way Centre
Judo	244	Hotel 15 - Renfrew	\$ 109.50	105	166	1	\$8,906.00	N	Renfrew St. Joe's HS
Karate	158	Hotel 16 - Renfrew	\$ 109.50	105	166	1	\$5,767.00	N	RCI
Kickboxing	195	Hotel 17 - Madawaska Valley	\$ 118.27	72	124	3	\$23,062.65	N	MVDHS - Barry's Bay
Ringette	147	Hotel 18 - Cobden (renfrew/cobden)	\$ 111.90	102	180	3	\$16,449.30	N	Astrolabe Arena - Cobden
Sledge Hockey	84	Hotel 19 - Arnprior	\$ 117.75	84	141	3	\$9,891.00	N	Nick Smith Centre
Snowboard	265	Hotel 20 - Calabogie	\$ 170.81	162	196	3	\$45,264.65	N	Calabogie
Speed Skating	93	Hotel 21 - Barry's Bay	\$ 118.27	72	124	2	\$7,332.74	N	PJY Community Centre
Squash	82	Hotel 22 - Petawawa	\$ 154.09	166	323	3	\$12,635.38	N	DundonaldHall
Target Shooting - Air Pistol/Air Rifle	37	Hotel 23 - Arnprior	\$ 117.75	84	141	2	\$2,904.50	N	Nick Smith Centre
Weightlifting	47	Hotel 24 - Eganville (Renfrew/Cobden)	\$ 111.90	102	180	1	\$1,753.10		Opeongo High School - Eganville/Cobden
Wheelchair Basketball	51	Hotel - 25 - Arnprior	\$ 117.75	84	141	3	\$6,005.25	N	Arnprior DHS - Arnprior
Wrestling	224	Hotel 26 - Renfrew	\$ 109.50	105	166	2	\$16,352.00	N	Renfrew CI - Renfrew
Wushu	163	Hotel 27 - Deep River (Deep/Petaw)	\$ 122.04	227	420	3	\$19,892.52	N	McKenzie Community School - Deep River
							Total Hotel Cost	\$376,552.03	
							Additional Accommodation Expenses	\$ 30,000.00	Cot rentals, rental of meeting rooms, etc.
							Total Accommodation Cost	\$406,552.03	Total cost to be added to the overall budget

3500

Expenditure	Expense	Notes
Staffing	\$ 119,200.00	
General Manager Salary	\$ 109,200.00	Recommend at 18-20 month contract
Interns + Additional Support	\$ 10,000.00	Staff hired to work on the Games beyond the General Manager - e.g. paid interns, part time workers
Translation	\$ 10,000.00	Translation must include: website, province wide media releases, invitations to special events, programs for special events, participant handbook, advertisements.
Insurance	\$ 10,000.00	Special event insurance, requirements of insurance specific to each host community
Office Supplies/equipment	\$ 5,000.00	Laptops, paper, pens, etc.
Travel	\$ 5,000.00	Travel to meet with PSOs and MTCS within Ontario (including mileage, food, accommodations, etc.)
Total Administration	\$ 149,200.00	

Sport	Meal	Cost Per Meal	Number Per Games	Total Participants	Total Cost	Notes:
5 Pin Bowling	Breakfast	\$ 10.00	2	119	\$ 2,380.00	
	Lunch	\$ 12.00	2		\$ 2,856.00	
	Dinner	\$ 17.00	2		\$ 4,046.00	
Alpine Skiing	Breakfast	\$ 10.00	3	138	\$ 4,140.00	
	Lunch	\$ 20.00	3		\$ 8,280.00	
	Dinner	\$ 25.00	3		\$ 10,350.00	
Para Alpine Skiing	Breakfast	\$ 10.00	3	20	\$ 600.00	
	Lunch	\$ 20.00	3		\$ 1,200.00	
	Dinner	\$ 25.00	3		\$ 1,500.00	
Artistic Swimming	Breakfast	\$ 10.00	3	230	\$ 6,900.00	
	Lunch	\$ 12.00	3		\$ 8,280.00	
	Dinner	\$ 17.00	3		\$ 11,730.00	
Badminton	Breakfast	\$ 10.00	3	114	\$ 3,420.00	
	Lunch	\$ 12.00	3		\$ 4,104.00	
	Dinner	\$ 17.00	3		\$ 5,814.00	
Biathlon	Breakfast	\$ 10.00	3	72	\$ 2,160.00	
	Lunch	\$ 12.00	3		\$ 2,592.00	
	Dinner	\$ 17.00	3		\$ 3,672.00	
Cross Country Skiing	Breakfast	\$ 10.00	2	157	\$ 3,140.00	
	Lunch	\$ 12.00	2		\$ 3,768.00	
	Dinner	\$ 17.00	2		\$ 5,338.00	
Para Nordic Skiing	Breakfast	\$ 10.00	2	24	\$ 480.00	
	Lunch	\$ 12.00	2		\$ 576.00	
	Dinner	\$ 17.00	2		\$ 816.00	
Curling	Breakfast	\$ 10.00	3	84	\$ 2,520.00	
	Lunch	\$ 12.00	3		\$ 3,024.00	
	Dinner	\$ 17.00	3		\$ 4,284.00	
Wheelchair Curling	Breakfast	\$ 10.00	3	40	\$ 1,200.00	
	Lunch	\$ 12.00	3		\$ 1,440.00	
	Dinner	\$ 17.00	3		\$ 2,040.00	
Fencing	Breakfast	\$ 10.00	3	121	\$ 3,630.00	
	Lunch	\$ 12.00	3		\$ 4,356.00	
	Dinner	\$ 17.00	3		\$ 6,171.00	
Field Hockey (Indoor)	Breakfast	\$ 10.00	3	81	\$ 2,430.00	
	Lunch	\$ 12.00	3		\$ 2,916.00	
	Dinner	\$ 17.00	3		\$ 4,131.00	
Futsal	Breakfast	\$ 10.00	3	305	\$ 9,150.00	
	Lunch	\$ 12.00	3		\$ 10,980.00	
	Dinner	\$ 17.00	3		\$ 15,555.00	
Hockey (Men's)	Breakfast	\$ 10.00	3	205	\$ 6,150.00	
	Lunch	\$ 12.00	3		\$ 7,380.00	
	Dinner	\$ 17.00	3		\$ 10,455.00	
Judo	Breakfast	\$ 10.00	1	244	\$ 2,440.00	
	Lunch	\$ 12.00	1		\$ 2,928.00	
	Dinner	\$ 17.00	1		\$ 4,148.00	
Karate	Breakfast	\$ 10.00	1	158	\$ 1,580.00	
	Lunch	\$ 12.00	1		\$ 1,896.00	
	Dinner	\$ 17.00	1		\$ 2,686.00	
Kickboxing	Breakfast	\$ 10.00	3	195	\$ 5,850.00	
	Lunch	\$ 12.00	3		\$ 7,020.00	
	Dinner	\$ 17.00	3		\$ 9,945.00	
Ringette	Breakfast	\$ 10.00	3	147	\$ 4,410.00	
	Lunch	\$ 12.00	3		\$ 5,292.00	
	Dinner	\$ 17.00	3		\$ 7,497.00	
Sledge Hockey	Breakfast	\$ 10.00	3	84	\$ 2,520.00	
	Lunch	\$ 12.00	3		\$ 3,024.00	
	Dinner	\$ 17.00	3		\$ 4,284.00	
Snowboard	Breakfast	\$ 10.00	3	265	\$ 7,950.00	
	Lunch	\$ 12.00	3		\$ 9,540.00	
	Dinner	\$ 17.00	3		\$ 13,515.00	
Speed Skating	Breakfast	\$ 10.00	2	93	\$ 1,860.00	
	Lunch	\$ 12.00	2		\$ 2,232.00	
	Dinner	\$ 17.00	2		\$ 3,162.00	
Squash	Breakfast	\$ 10.00	3	82	\$ 2,460.00	
	Lunch	\$ 12.00	3		\$ 2,952.00	
	Dinner	\$ 17.00	3		\$ 4,182.00	
Target Shooting - Air Pistol/Air Rifle	Breakfast	\$ 10.00	2	37	\$ 740.00	
	Lunch	\$ 12.00	2		\$ 888.00	
	Dinner	\$ 17.00	2		\$ 1,258.00	
Weightlifting	Breakfast	\$ 10.00	1	47	\$ 470.00	
	Lunch	\$ 12.00	1		\$ 564.00	
	Dinner	\$ 17.00	1		\$ 799.00	
Wheelchair Basketball	Breakfast	\$ 10.00	3	51	\$ 1,530.00	
	Lunch	\$ 12.00	3		\$ 1,836.00	
	Dinner	\$ 17.00	3		\$ 2,601.00	
Wrestling	Breakfast	\$ 10.00	2	224	\$ 4,480.00	
	Lunch	\$ 12.00	2		\$ 5,376.00	
	Dinner	\$ 17.00	2		\$ 7,616.00	
Wushu	Breakfast	\$ 10.00	3	163	\$ 4,890.00	
	Lunch	\$ 12.00	3		\$ 5,868.00	
	Dinner	\$ 17.00	3		\$ 8,313.00	
Total Sport Food Services					\$ 356,556.00	Plan to secure sponsor to provide VIK VIP Reception, Meetings, Food delivery, Ice/Water
Volunteer Food					\$ 15,000.00	
Other Food					\$ 5,000.00	
Total Food Services					\$ 376,556.00	

Expenditure	Expense	Notes
Website	\$ 7,500.00	Website to be built, presented in both English and French, must meet accessibility requirements
Equipment Rentals	\$ 10,000.00	Games time equipment rentals may include - radios, televisions, laptops, cell phones, internet
Total IT & Equipment	\$ 17,500.00	

Expenditure	Expense	Notes
Medical Supplies	\$ 2,500.00	Medical are supplies are replaced as they are used at the expense the Games.
Medical Personnel	\$ 5,000.00	Special medical personnel such as St. John's Ambulance or Paramedic services may be required
Total Medical	\$ 7,500.00	

Expenditure	Expense	Notes
Signage	\$ 10,000.00	MTCS will support host with signage and signage equipment. Hosts will be responsible for all host specific signage and equipment e.g., directional signage, sponsor signage, etc.
Promotional Items	\$ 5,000.00	Clothing, stickers, etc.
Advertising	\$ 15,000.00	Print, digital, TV, radio, etc.
Other	\$ 2,500.00	Promotion video, live streaming of Opening Ceremony
Total Promotions	\$ 32,500.00	

Expenditure	Expense	Notes
Registration System	\$ 1,500.00	Registration software to register 1000+ volunteers & up to 3,500 participants
Registration Kits	\$ 10,000.00	Kits participants receive at registration - can include promo items, swag, coupons etc.
Accreditation	\$ 4,000.00	Every participant receives an accreditation tag and lanyard
Total Registration	\$ 15,500.00	

Expenditure	Expense	Notes
Security @ Venues	\$ 1,000.00	Security may be required overnight to protect sport equipment at outdoor/public venues
Security @ Accomodations	\$ 2,500.00	Curfew at 11 p.m. security is required to do checks at accommodations
Security @ Special Events	\$ 2,500.00	Security at Special Events (Opening Ceremony), Security at pre-Games events may be required
Total Security	\$ 6,000.00	

Expenditure	Expense	Notes
Pre-Games Events	\$ 3,500.00	1 Year countdown, 100 day countdown, community engagement events
VIP Reception	\$ 5,000.00	Venue, entertainment, equipment
Opening Ceremony		
Audio/Visual & Staging	\$ 15,000.00	Dependent on venue selected
Talent	\$ 7,500.00	1-2 musical acts plus any other entertainment
Venue	\$ 3,500.00	Port-o-lets, tents, etc.
Total Special Events	\$ 34,500.00	

Expenditure	Amount	Notes
Sponsorship Servicing	\$ 1,500.00	Budget to assist in fulfilling sponsorship agreements.
Sponsorship Expenses	\$ 2,500.00	Costs related to recruitment of sponsors (travel, food, events)
Total Sponsorship	\$ 4,000.00	

Sport	Venue	Number of Days	Total Number of Hours	Rate	Daily/Hourly	Additional Expenses at Venue	Total Venue Cost	Notes:
5 Pin Bowling	Merivale Bowling Centre	3	25	\$ 100.00	Hourly	\$ -	\$ 2,500.00	
Alpine Skiing	Calabogie Peaks	4	36	\$ 6,000.00	Daily	\$ 6,000.00	\$ 30,000.00	
Para Alpine Skiing								
Artistic Swimming	Dundonald Hall	4	32	\$ 1,000.00	Daily	\$ -	\$ 4,000.00	
Badminton	Fellowes HS	4	37	\$ 22.40	Hourly	\$ 2,880.00	\$ 3,708.80	
Biathlon	Wesley Clover Park	4	14	\$ 1,500.00	Daily	\$ -	\$ 6,000.00	*Estimate
Cross Country Skiing	Wesley Clover Park	3	28	\$ 1,500.00	Daily	\$ -	\$ 4,500.00	*Estimate
Para Nordic Skiing								
Curling	Petawawa Civic Centre	3	24	\$ 1,356.50	Daily	\$ -	\$ 4,069.50	
Wheelchair Curling								
Fencing	McKenzie Comm. School	4	34	\$ 22.50	Hourly	\$ -	\$ 765.00	
Field Hockey (Indoor)	Bishop Smith	4	37	\$ 22.50	Hourly	\$ -	\$ 832.50	
Futsal	Valour HS			\$ 22.50	Hourly			
Hockey (Men's)	Nick Smith Centre	4	39	\$ 300.00	Daily	\$ -	\$ 1,200.00	
Judo	Renfrew CI	2	14	\$ 22.50	Hourly	\$ -	\$ 315.00	
Karate	Renfrew CI			\$ 22.50	Hourly			
Kickboxing	Madawaska Valley DHS	4	16	\$ 22.50	Hourly	\$ 2,880.00	\$ 3,240.00	
Ringette	Astrolabe Arena	4	39	\$ 155.00	Hourly	\$ -	\$ 6,045.00	
Sledge Hockey	Nick Smith Centre	3	28	\$ 169.00	Hourly	\$ -	\$ 4,732.00	
Snowboard	Calabogie Peaks Resort	3	22	\$ -	Daily	\$ -	\$ -	*Included in Skiing Pricing
Speed Skating	Paul J Yakabuski Community Centre	3	28	\$ 282.50	Daily	\$ -	\$ 847.50	
Squash	Dundonald Hall	3	22	\$ 12.00	Hourly	\$ -	\$ 264.00	
Target Shooting - Air Pistol/Air Rifle	Nick Smith Centre	3	19	\$ 300.00	Daily	\$ -	\$ 900.00	
Weightlifting	Opeongo HS	2	14	\$ 22.50	Hourly	\$ 1,260.00	\$ 1,575.00	
Wheelchair Basketball	Arnprior DHS	3	23	\$ 22.50	Hourly	\$ 3,105.00	\$ 3,622.50	
Wrestling	Renfrew CI	3	22	\$ 22.50	Hourly	\$ 2,970.00	\$ 3,465.00	
Wushu	McKenzie Comm. School	4	32	\$ 22.50	Hourly	\$ 5,760.00	\$ 6,480.00	
Total Sport Venue							\$ 42,853.00	
Sport Equipment							\$ 30,000.00	
Equipment Transportation							\$ 15,000.00	
Medals/Awards							\$ 15,000.00	
Total Sport							\$ 102,853.00	

Expenditure	Amount	Notes
Internal Transportation	\$ 70,000.00	Internal transportation includes all bus transportation within host community - to and from venues and accommodations. \$3 / km and \$100/hr standby time. \$50,000 covers about 30-40 trips (10 sports x 3 days) plus a contingency
External Transportation	\$ 80,000.00	Amount will vary depending on location of host community and subsidy claims through the external travel policy - Appendix Recommended budget amount for each region: Southwestern Ontario - \$80,000 Central Ontario - \$60,000 Northern Ontario - \$120,000+ Eastern Ontario - \$80,000
Total Transportation	\$ 150,000.00	

Expenditure	Amount	Notes
Recruitment	\$ 1,000.00	Advertising, promotions, community outreach events
Clothing	\$ 15,000.00	How will volunteers be identified
Training	\$ 3,500.00	Venue, materials, food,
Recognition Event	\$ 3,500.00	Venue, food, volunteer gifting
Total Volunteer Services	\$ 23,000.00	

Estimated # of Volunteers 1,000

Appendix C – Hosting Grant Approved Expenditures

The Hosting Grant provided by the Ministry of Tourism, Culture and Sport may only be used to cover the following expenses:

NOTE: The items below are listed in order of priority in keeping with efforts to ensure the Games are athlete focused. The Host Municipality is therefore responsible to allocate the Grant in accordance with this list of priorities.

1. Transportation, accommodations and meals for athletes, coaches, managers and officials;
2. Facility Rental for Competition Venues
3. Medical and preventative care;
4. Provision of non-capital, technical requirements and equipment as outlined by the Provincial Sport Organizations;
5. French translation of promotion and public information;
6. Registration software for athletes, coaches, managers and officials;
7. Special events including Opening Ceremonies, VIP Reception and medal presentations;
8. Volunteer management – i.e. Uniforms, meals, etc.
9. Promotion and communication purposes related to the Games
10. Payment of General Manager's salary and expenses of Games Organizing Committee, volunteers and staff;
11. Administration expenses – postage, telephone, supplies, insurance, etc.

Appendix Standardized Meal Requirements and Guidelines

Guiding Principles:

- Provide a variety of foods throughout competition.
- Foods rich in whole grains, vegetables and fruit.
- Hosts are encouraged to provide a range of healthy snacks throughout Games for participants.
- Hosts should provide hot food options at a minimum of two of the three meals each day.
- Hosts are encouraged to provide meals and snacks to volunteers.
- Hosts should consider that participants are high performance athletes who may require larger portion sizes.
- Hosts will need to plan for participants with special dietary needs.

BREAKFAST

Category	Type	Minimum Requirements	Examples
Mains	Meat	1 Choice	Bacon, ham, sausage
	Eggs	1 Choice	Scrambled, poached, boiled eggs
	Potatoes	1 Choice	Hash browns, roasted potatoes
Sides	Fresh Fruit	2 Choices	Bananas, oranges (or fruit salad = 2 choices)
	Dairy Products	1 Choice	Greek style yogurt
	Bread Products	2 Choices	Whole wheat bread and bagels, bran muffins
	Cereal	2 Choices	Oatmeal, Shredded Wheat, nut-free granola
Drinks	Milk	2 Choices	1% Milk, soy/almond beverage
	100% Fruit Juices	2 Choices	Orange, cranberry, apple

LUNCH

Category	Type	Minimum Requirements	Examples
Mains	Sandwich/Wraps	3-4 Choices (1 Vegetarian)	Vegetarian (should contain a protein source i.e., hummus & grilled veggies, egg sandwich), ham, turkey, chicken
	Salads/Bowls		Quinoa, bean Salad, pasta salad
	Hot Buffet		Pasta with chicken, vegetarian chili
Sides	Fresh Fruit	1 Choice	Apples, melon
	Vegetables	1 Choice	Carrots, celery
	Snack Bars	1 Choice	granola bar, nut-free granola, energy bars
Drinks	Milk,	2 Choices	1% Milk, soy/almond beverage, chocolate milk
	100%Fruit Juices		Apple, grape, orange

DINNER

Category	Type	Minimum Requirements	Examples
Mains	Meat	3-4 Choices (1 Vegetarian)	Chicken, roast beef, tofu, vegetarian chili
	Grain/Potato		Brown rice, whole wheat couscous, baked/mashed potatoes (white/sweet potatoes)whole wheat pasta
Sides	Salads		Bean salad, garden Salad
	Vegetables	2 Choices	Steamed broccoli, cauliflower, carrots
	Bread Products	1 Choice	Whole wheat rolls, whole wheat bread, pita or naan
Drinks	Milk	2 Choices	1% Milk, soy/almond beverage, chocolate milk
	100%Fruit Juices		Apple, grape, orange

SNACKS

Category	Type	Minimum Requirements	Examples
Snacks – Available throughout the day for grazing.	Fresh Fruit	1 Choice	Apples, banana
	Vegetables	1 Choice	Carrots, celery
	Dips	1 Choice	Hummus
	Snack Bars	1 Choice	Granola bar, nut-free granola, energy bars
	Dairy Products	1 Choice	Greek style yogurt



**County of
Renfrew**
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Experience Our History, Share Our Future!

In partnership with its member municipalities

2022

Ontario Winter Games Bid
(Revised January 2020)



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1. Introduction

1.1 Community Overview

The Ottawa Valley began forming 600 million years ago, and today the land forms a "trench" or "valley" in both the Province of Ontario and the Province of Quebec. The Ottawa Valley has a well defined river "The Ottawa River" running through the centre of this land mass. The land within the watershed of the Ottawa River is known as the "Ottawa Valley".

Renfrew County is located in the heart of the Ottawa Valley, the Province of Ontario in the Dominion of Canada, geographically located in Eastern Ontario. The County of Renfrew in the Ottawa Valley stretches from the outskirts of Canada's Capital, the City of Ottawa, in the east and along the shores of historic Ottawa River in the Province of Ontario, to the northern tip of Algonquin Park's wilderness in the west

The County encompasses 17 municipalities and has an area of 7,645.68 sq. kms. The area is rural in nature and is made up of distinct physiographic regions. The County is a composite of diverse segments, one region is an enclave for research efforts with a worldwide reputation; another is a location of industrial enterprises. The Scenery of the area makes this part of Canada unique.

Smart investors and entrepreneurs who want to put down roots no longer compromise between career opportunities and lifestyle. Instead they look to doing business in an environment where they can combine a stimulating career path with a pleasing way of life. More and more, they look to the Ottawa Valley - Renfrew County.

Many of Canada's keenest minds can trace their heritage back through several generations in the Ottawa Valley, while more and more, newcomers choose our Valley as legacy for their children. Family ties and wholesome values, strong community spirit, the absence of urban congestion, well maintained infrastructure and an outdoor recreation paradise all help to create a productive environment for personal growth, entrepreneurial success and unique business opportunities.

1.2 Community Support

The County of Renfrew has a very strong history of volunteer and community support, and support from sponsoring businesses and individuals. The concept of hosting the Ontario Winter Games was borne out of an idea from program enthusiasts from Calabogie Peaks Resort and associated ski clubs, local recreation directors who are responding to calls for local youth representation at hallmark events, and from our elected leaders who are the biggest champions of community endeavours.

Attached as an appendix, is a collection of letters from a number of organizations who are lending their support in an effort to bring the Games to Eastern Ontario.

1.3 Bid Committee

The following are members of the bid committee:

- Craig Kelley, Director of Development and Property, County of Renfrew
- Alastair Baird, Manager of Economic Development & Tourism, County of Renfrew

- Glenn Arthur, Arnprior Seniors Games
- Kevin Hill, Director of Parks & Recreation, Town of Renfrew
- Jim Hemlin, Chief Operating Officer, Calabogie Peaks Resort
- Kelly Williams, Director of Community Services, Town of Petawawa
- Colin Coyle, Program Coordinator, Town of Petawawa
- Stephanie Plebon, Recreation & Community Development, Township of Madawaska Valley
- Ron Conroy, Manager of Parks & Recreation, City of Pembroke
- Elijah McKeown, Recreation Programmer, City of Pembroke
- Graeme Ivory, Recreation Director, Town of Arnprior
- Dana Jennings, Community Development Officer, Township of Bonnechere Valley
- Geoff Patterson, Recreation Director, Township of McNab/Braeside
- Jordan Desrocher, Manager of Recreation & Tourism, Township of Whitewater Region
- Christine Armstrong, Recreation Coordinator, Town of Deep River

1.4 Partnership between the Bid Committee and the Games Organizing Committee

The County of Renfrew, and the members of the bid committee, have a very strong relationship with the Ministry of Tourism, Culture and Sport and will be working closely with their representatives on a hosting agreement. While the County of Renfrew will be leading the bid to host the Games, the endeavour will be a county-wide event. This proposal suggests that events will take place in communities that offer exceptional recreational infrastructure and an ability to share the responsibilities of volunteer and community engagement. This approach further strengthens the bond amongst all of our communities, and plays on the strengths each one has to host the various events. It is acknowledged that Calabogie Peaks, and the adjacent area of the town of Calabogie, will remain the central focus of the grander events; opening ceremonies, etc. The nomination committee will share the responsibility of recruiting the necessary resources to fulfill the hosting agreement, under well-defined terms of reference. Should the committee decide to hire a Games Manager, the County of Renfrew will play a leadership role with this individual. The County of Renfrew will also continue to bring the parties together in a collaborative role.

The Bid Committee has been collaborating with the City of Ottawa, Tourism Ottawa, Kanata Nordic Ski Club and bowling and sports dome businesses in west end Ottawa to host several Games events. We have also been working with Tourism Ottawa to identify accommodations within the City of Ottawa for the athletes, officials and spectators who will be participating in those events.

1.5 Games Organizing Committee

The bid committee has reviewed the recommendations from previous Games and will be incorporating those pertinent into the proposed structure. The recommended approach of a multi-community event reflects the broad base of sports event hosting capabilities and experience of all our communities, and will spread the Games excitement across the Ottawa Valley and beyond.

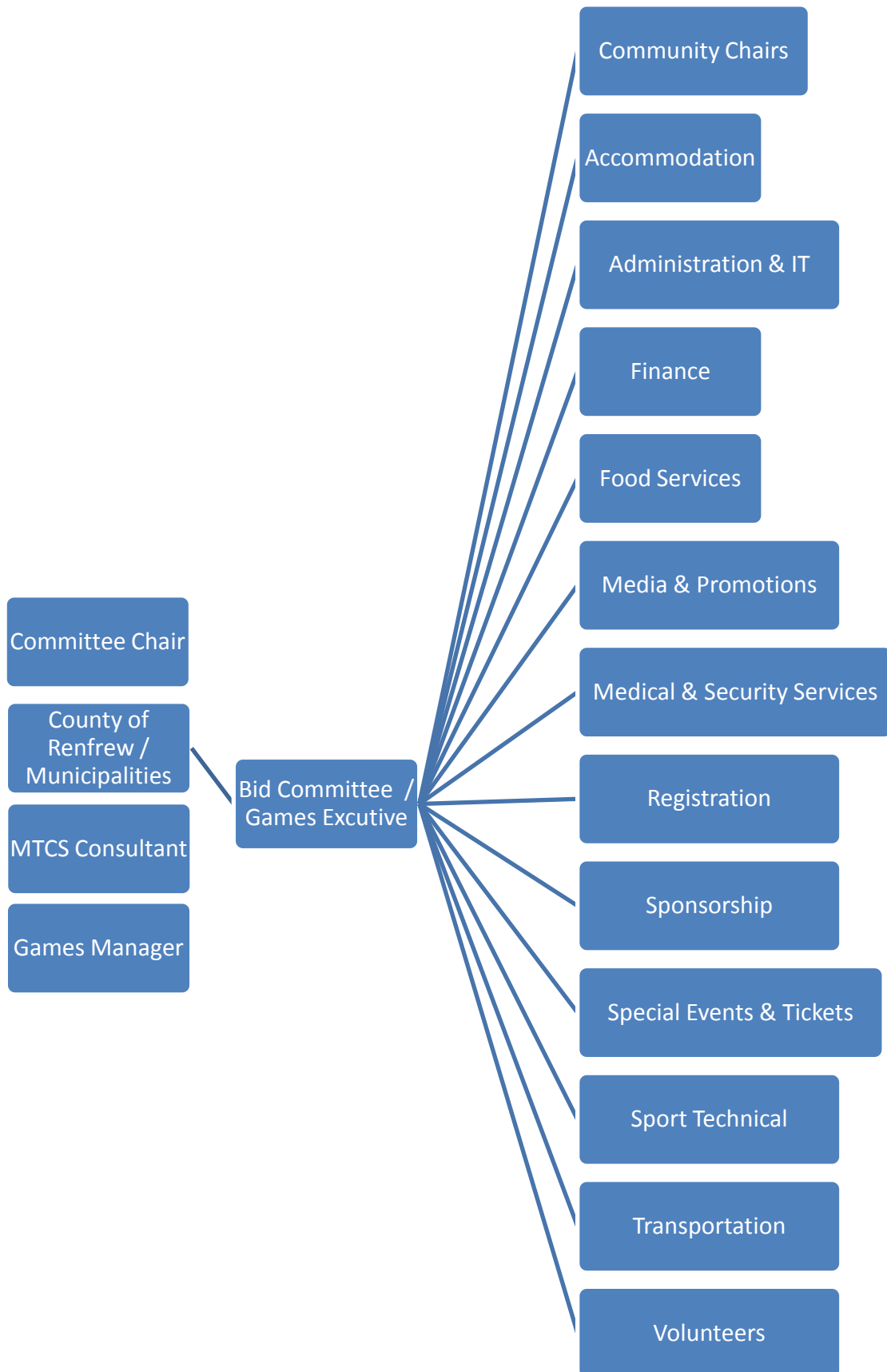
The County of Renfrew has the required infrastructure to host an iteration of the Games, but it must be recognized that these facilities are located within easy reach of one another, and on very open and clear roadways. Additionally, recreation directors and programmers from these municipalities are best able

to enlist the support of their local clubs, sponsors and volunteers to ensure that the most appropriate add qualified human resources are enabled for each event. Splitting these duties amongst many will provide a larger benefit to the youth in our community, and to the community legacy as a whole.

While forming the Games Organizing Committee, it is anticipated that the members of the bid committee will suggest and enlist key members within their catchment area who are knowledgeable in their sporting field. These influencers will be best positioned to deal with any technical standards that are required to be met. It is also anticipated that we will employ the assistance of Algonquin College (Pembroke) who have many students enrolled in their Outdoor Adventure Diploma program and who have continually played an important supporting role in all of our communities.

To best assist the successful promotion of the Games, and to position ourselves as community champions to our supporters, local tourism staff from the Ottawa Valley Tourist Association (OVTA) will be employed for marketing and outreach purposes. This conduit between our resorts, accommodators, restaurants, and media outlets is key to ensuring that our businesses are aware of the opportunities these Games bring to their communities.

A review of previous bids suggests a successful organizational chart. We will be employing a similar model, as per the following.



2. Finance

2.1 Budget

2.1.1 Municipal Contributions

As there are many host communities over several events, contributions will vary and include both hard and soft costs. Many municipalities will offer human resources in the form of a dedicated staff member to the committee(s) as required, and offer office and meeting space as needed throughout the planning of the event. Consideration will also be given to preferential rates for the use of municipal recreational infrastructure where possible and allowable.

The County of Renfrew, as the bid lead, will provide key resources to the executive, including at least one individual who will be the conduit between the Games Organizing Committee and County Council to keep them abreast of the outcomes. Additional support from the OVTA will also be provided at no additional cost.

The exact financial support from individual municipalities will be considered in the municipal budgets closer to the event, and may be subject to change. If selected to host the events, the County of Renfrew will work with the participating municipalities to establish a funding framework. Estimates in the following chart have been provided based on preliminary discussions within the bid committee and are, too, subject to change.

2.2 Sources of Revenue

2.2.1 Earned Revenue

The 2022 Ontario Winter Games in Renfrew County will generate revenue through the following sources:

- 1) Athlete participation and registration fees (\$225,000 estimated)
- 2) Sales of Ontario Winter Games merchandise (\$2,500 estimated)
- 3) Admission fees from sales of weekend and daily passes (\$2,500 estimated)

2.2.2 Sponsorships

In order to best offset the costs of the required services to host the games (transportation, food, accommodations, ceremonies, etc.), the 2022 Ontario Winter Games in Renfrew County will have a set of sponsorship levels for those businesses and organizations that chose to become community partners in this endeavour. Possible sponsorship levels to be explored include:

- Presenting sponsor (x1): \$25,000
- Entertainment sponsor (x1): \$7,500
- Gold Sponsor (x6): \$5,000
- Silver Sponsor (x10): \$1,000
- Bronze Sponsor (x20): \$250

A range of sponsorship levels will best allow our local partners, who are often asked for donation, reasonable participation rates to show their support for youth in the community. We recognize our limited ability to draw on a larger scope of sponsors, so we will give some consideration to larger firms

that provide grander support on a provincial or national level, but may be headquartered in the nearby Ottawa region.

2.2.3 Granting Organizations

The County of Renfrew will continue to investigate all other funding options available to the Games, on local, provincial, and federal levels.

2.3 Guarantee

While it is anticipated that the Games will more than break-even, the County of Renfrew will ensure that the budget balances through municipal contributions, sponsorships and partnerships.

2.4 Legacy Plan

The Games Organizing Committee will be given ample opportunity to explore legacy fund options should the County of Renfrew be successful in their bid. Previous events show that the community is fully prepared to support larger initiatives when events have been financially successful. The 1994 International Plowing Match instigated the municipal 911 system, while the 2011 AORS Municipal Trade Show created a legacy bursary program. It is anticipated that the GOC will submit a proposal to the Council of the County of Renfrew to consider several options based on the legacy fund that is accumulated, and may include:

- Bursary funds for youth seeking leadership roles in recreation and/or sport
- Improvement funds for municipal trail infrastructure (such as the Algonquin Trail, the K&P Trail, or other smaller community trails)
- Apportioned amounts to participating municipalities to support legacy projects in their own regions

2.5 Games Management and Administration

The Games Organizing Committee will consider the need of hiring a Games Manager. While the support of the bid committee would suggest that municipal staff would amply supply the human resources required to successfully host events in their communities, a full assessment of the global organization of the logistics may be required.

If a Games Manager is hired, their main responsibility would be to administer the games on time and on budget. The County of Renfrew, through the management of the Development and Property Division, would provide senior level support to the Games Manager. Other staff resources from the County will be provided as in-kind financial donation to the Games. It would be proposed that the Manager work out of the County of Renfrew offices, with travel to participating municipalities and venues as required. Closer to the date of the Games, the Manager may need to be on-site in Calabogie to ensure the needs of the Opening Ceremonies and key events are being cared for efficiently.

2.6 Hosting Equipment Available

The key host location will be Calabogie Peaks Resort. This world-class facility has the necessary equipment and expertise to host the ski and snowboard events, including the Para sport events. Located in the Township of Greater Madawaska, this venue has hosted several high-level events at the local,

provincial, federal, and world level. The GOC and sponsorship committee will also pursue sponsorship support from major Canadian corporations with significant markets and/or operations in Ontario.

Participating municipalities will host events based on their ability to make the appropriate resources available. There are several large skating rinks across the County that regularly host large-scale hockey, figure skating, and ringette tournaments. We are also very fortunate to have a series of sheets of curling rinks that will be made available. These communities also have very suitable community centres, with approved kitchen and washroom facilities, of varying sizes that will be made available as necessary.

An agreement with our school boards will further allow us to utilize the infrastructure that may be needed. Joint-use agreements with many of our municipalities will open up gymnasiums and courts for the purposes of some of the specialized sporting activities. Where community facilities are not available, private businesses and sports clubs will be employed to provide the venue(s) for the identified activity.

A full inventory of each municipality's equipment will be completed. Many community lending hubs have been created over the past few years, providing an opportunity for these communities to enhance their sporting opportunities.

3. Sport Technical

The 2022 Ontario Winter Games will provide an opportunity for the municipalities across Renfrew County to showcase their top-notch sporting venues. As witnessed in the past, with the hosting of such events as the Ski Cross NORAM races, OFSAA Cross-Country Championships, Silver Stick Hockey Tournament(s), Opeongo Heritage Cup, amongst others, the support for all levels of winter sport activities looms large in the Ottawa Valley.

An evaluation of venues in the participating municipalities is included in this package. There are several other venues that exist throughout the County and may need to be assessed should that municipality desire access to the Games. Considerations have been made to properly allocate sports to facilities based on the level of community group involvement, equipment present and established sport history.

As mentioned throughout this document, it is important to note that this bid relies on the participation of the local municipalities. The County of Renfrew itself does not have any recreational facilities, but is acting as the connecting link to its partners. This combination of community leadership will help the Games to provide a regional feel and the potential to reach more participants and spectators.

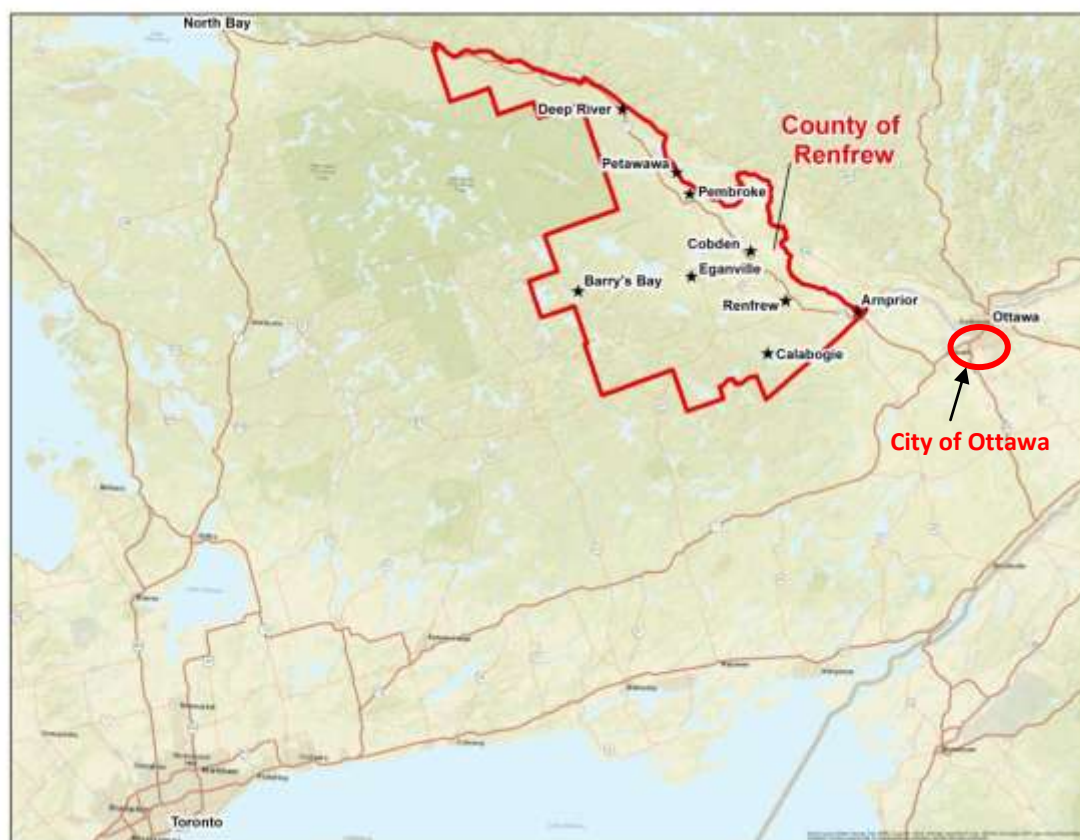
3.1 Venue Evaluation Forms

Appendix A provides the specifications of each proposed venue. The following is a summary of venues and locations:

SPORT	VENUE	LOCATION
5-pin Bowling	Merivale Bowling Centre	City of Ottawa
Alpine Skiing & Para Alpine	Calabogie Peaks Resort	Calabogie, Township of Greater Madawaska
Artistic Swimming	Dundonald Hall	Garrison Petawawa, Town of Petawawa
Badminton	Fellowes High School	Pembroke
Biathlon	Wesley Clover Park *	City of Ottawa
Cross Country Skiing and Para Nordic Skiing	Wesley Clover Park	City of Ottawa
Curling	Petawawa Civic Centre	Town of Petawawa
Fencing	Centre scolaire catholique Jeanne-Lajoie	City of Pembroke
Field Hockey (indoors)	Bishop Smith High School	City of Pembroke
Futsal	Valour High School	Town of Petawawa
Hockey (Men's)	Ma-Te-Way Activity Centre	Town of Renfrew
Judo	St. Joseph's High School	Town of Renfrew
Kickboxing	Madawaska Valley DHS	Barry's Bay, Township of Madawaska Valley
Ringette	Astrolabe Arena	Cobden, Township of Whitewater Region
Sledge Hockey	Nick Smith Centre	Town of Arnprior
Snowboard	Calabogie Peaks Resort	Calabogie, Township of Greater Madawaska
Speed Skating	Paul J Yakabuski Comm. Ctr.	Barry's Bay, Township of Madawaska Valley
Squash	Dundonald Hall	Garrison Petawawa, Town of Petawawa
Target Shooting	Nick Smith Centre	Town of Arnprior
Weightlifting	Opeongo High School	Eganville
Wheelchair Basketball	Arnprior District High School	Town of Arnprior
Wrestling	Renfrew Collegiate Institute	Town of Renfrew
Wushu	McKenzie Community School	Town of Deep River

* The biathlon range at this point of our planning will be a temporary air rifle facility and this is not likely to change as Wesley Clover Parks and Kanata Nordic have no plans to establish a biathlon facility. There is a biathlon range across the Ottawa River in Gatineau Park, near Chelsea, Quebec.

3.2 Venue Map



3.3 Distance Chart

The 2020 Winter Games event sites are scattered in locations across the County of Renfrew. The following chart shows rough mileage to key towns:

	OTTAWA	TORONTO	NORTH BAY
Arnprior	66 km	395 km	295 km
Barry's Bay	188 km	310 km	280 km
Calabogie	102 km	375 km	300 km
Cobden	116 km	385 km	243 km
Deep River	194 km	419 km	166 km
Eganville	133 km	366 km	242 km
Pembroke	147 km	402 km	214 km
Petawawa	164 km	390 km	197 km
Renfrew	94 km	374 km	268 km

3.4 Proposed Dates

The proposed dates for the 2022 Ontario Winter Games are March 4-6, 2022.

3.5 Results Collection

Each of the sports will provide their results to the designated GOC official at the Games Office (location to be determined). The results will be uploaded and posted to a dedicated Games website for public and media consumption and sharing.

3.6 Medal Ceremonies

Each sport will have its medal ceremony occur at the conclusion of the competition on site at its respective facility. More formal information will be available upon time and venue confirmation, and will be sent to officials, media and dignitaries.

4. Accommodation & Meals

4.1 Accommodation Inventory

The County of Renfrew has over 1,100 rooms available in hotels, motels, inns, B&Bs, Airbnb and resorts. An inventory has been provided by the Ottawa Valley Tourist Association, but is not fully inclusive:

4.2 Accommodation Selection

The 2022 Ontario Winter Games will adhere to all accommodation policies as set by the Ministry of Tourism, Culture & Sport, ensuring that the appropriate care and comfort for all participants will be as follows:

- Athletes, athlete assistants, coaches, and team managers will reside within close proximity of one another where possible.
- All linens and pillows will be provided.
- In a standard room at a hotel, there should be one person per bed with a maximum of three people per room.
- Due to varied sport schedules, no more than one team or sport will be roomed together.
- Participants will be separated by gender within rooms. Best efforts to separate gender by floors in their respective accommodations.
- Coaches and athletes will not share rooms unless in a dormitory style setting, in which case two or more adults will be accommodated in a dormitory with minors.
- Accommodations will be made available to participants for the duration of the Games, which includes the Opening Ceremony up until completion of their competition.

4.3 Proposed Accommodation Venues

The 2020 Winter Games is proposed to be hosted across the County of Renfrew, in several towns and municipalities. Each area has a varied choice of hotels, motels, inns, etc., all within easy distance to the venue. Private rentals may be required to be engaged in certain situations.

A conservative available bed count in west end Ottawa, including the Nepean and Kanata regions and as provided by Tourism Ottawa, has 695 beds available. Additionally, there are presently four new hotel properties under construction in west end Ottawa with an approximate bed count of 1,604 and some portion of that bed count will become available to Games participants.

A list of suggested and recommended accommodation venues is included in the budgeting documentation.

4.4 VIP Village

Calabogie Peaks provides an excellent venue for the 2022 Winter Games VIP Village. With events spread over a larger geographic area, the resort offers a wonderful winter retreat for our special guests and will be home to the exciting downhill events.

4.5 Food & Meal Planning

All foods will be prepared according to the standards as per the bid documents. While challenging in the winter season, the Committee will endeavour to source local foods where and when possible.

4.6 Participants, Officials & Volunteers

4.6.1 Healthy Eating/Food Policy

The Committee will work with the local health unit, sports nutritionists and local caterers to determine the optimal menu items to fuel the athletes.

4.6.2 Partnerships in Meal Planning/Delivery

Canada's Healthy Food Guide will provide the overall direction and guidance to the caterers and food service outlets to ensure proper nutrition.

4.6.3 Water Stations

Water stations will be provided at all venues (if local water fountains do not exist). Plastic water bottles will be available only in limited supply, with an eye to the environmental impact.

5. Transportation

The County of Renfrew is accessible from major centres using well-maintained highways and major corridors. Highway 417 and County Road 508 provide easy access to Calabogie Peaks from Ottawa, while access from the 401 and from all other points into the County can be achieved using highways 35/115, 28, 41, 60 among others. Most points within the County are within a five-hour drive of Toronto, while Ottawa is the nearest major centre, bordering Renfrew County to the southeast.

There is limited bus service, via Ontario Northland and Greyhound, to several locations in the County. Schedules change regularly and should be checked closer to the Games date.

The County of Renfrew, and its partner municipalities, will make every reasonable attempt to ensure the games are safe with efficient and friendly transportation. The 2022 GOC will adopt the necessary policies for travel in accordance with the MTCS recommended External and Internal Travel Subsidies guidelines.

5.1 Internal Transportation

The established Transportation Committee will outline the procedure for procuring all transportation needs required for the Games, as well as the logistics to shuttle athletes from point to point.

6. Volunteers

Past experiences have indicated that hosting of the Games requires an estimated 1,000 volunteers to execute the activities in a successful and efficient manner. Communities across the County of Renfrew are quite adept at mobilizing volunteers for sporting and youth efforts and it is anticipated that the required volunteers will be obtained.

6.1 Recruitment and Training

The County of Renfrew has a very strong base of volunteers in every community that is anticipated to participate in the Games. Local associations and sporting groups will be engaged to assist with the duties required to successfully host the event(s).

Under the supervision of a Volunteer Coordinator, each event lead will be responsible for ensuring that the volunteers receive, if they don't have it already, the necessary training and certifications required. All volunteers will be matched with a sport that fits their interests and qualifications.

6.2 Recognition During and After Event

All volunteers will be provided with a distinguishable uniform or display (hat, bib, shirt, etc.). Meal tickets are being considered for those that verify a number of hours dedicated to the Games. A volunteer wrap-up event/party will be held, as thanks and in recognition of the efforts provided, at a time to be determined by the GOC.

7. Marketing & Communications

7.1 Media & Communications Centre

The Ottawa Valley Tourist Association and the Economic Development division of the department of Development and Property at the County of Renfrew will manage the marketing and communications efforts of the Games until closer to the event dates. At that time, in consultation with the Marketing Committee, the office may remain or become virtual based on various events and their locations. This office will work with all accredited media to ensure they receive access to media toolkits, interviews with athletes, and the required IT to file stories.

7.2 Media Plan

Renfrew County Winter Games Marketing and Media Campaign Proposal

The main target audiences of this campaign are:

- Athletes, families and sport lovers that live in or near the County
- Participants and resident within driving distance of the events/venues
- Residents from Ottawa, Eastern Ontario, Northern Ontario, and Toronto who will use the event as an avenue for a multiple day visit

The materials produced, digital campaign and media will provide the target markets with:

- A full slate of activities, events and ceremonies for this event, spread amongst various communities

- A range of accommodations, dining, and retail options available in the area

The Marketing Committee will finalize plans for an appropriate media mix, to include:

- Social Media advertising (Snapchat, Instagram, Facebook, Twitter)
- In-theatre exposure
- Web presence
- Flyers and posters
- Local radio campaign
- Media relations
- Local print

7.3 French Language Services

The County of Renfrew, and its partner municipalities, are committed to ensuring that all necessary communications for the 2022 Ontario Winter Games will be provided in both official languages where possible.

These efforts may include:

- Media releases
- Posters
- Anthem singing
- Signage
- Medals
- Programs
- Invitations
- Speakers/Presenters

8. Special Events

8.1 Opening Ceremonies

Calabogie Peaks will be the host for the Opening Ceremonies. A specific committee will be struck that will handle all of the logistics and details of this large event. It will include:

- Torch run/ski/snowboard down the face of the mountain
- Fireworks
- Live music and dancing (outside)
- Official recognition of the Algonquin People
- Bonfires
- BBQ

The venue provides ample parking and is very capable of handling large events.

8.2 VIP Reception

A pre-party VIP reception will be held at Calabogie Peaks prior to the Opening Ceremonies. Local municipal dignitaries will be invited to attend alongside all GOC members, MTCS representatives, and other key partners and stakeholders, including major sponsors and key games staff. The reception will showcase the professionalism of the event, and will include food, beverage and entertainment; all with an emphasis on local.

8.3 Other Special Events

Local municipalities may choose to host smaller evening events to welcome participants to their communities. These events will also serve to thank the various local volunteers. It is anticipated that local venues will be used (schools, Legions, Lions Halls, etc.).

9. Registration & Accreditation

A specific committee will be assigned to the task of registration and accreditation that will, in turn, communicate with the Ministry of Tourism, Culture, and Sport on the specific requirements. All information will be collected in an appropriate manner, being sensitive to age and confidentiality.

Each area of sport will have specific registration and accreditation areas, all to be manned by trained volunteers. A main registration and accreditation office will be set up at a central location at Calabogie Peaks.

All participants and registrants will receive printed and mounted credential packages that will make them easily identifiable at the venues

10. Medical

10.1 Local Hospitals & Medical Services

The major centres in Renfrew County have modern hospital facilities, all offering 24-hours emergency facilities. Each hospital also has access to a helipad, allowing patient transfer using ORNGE when and when necessary. Fire and police services are offered in each municipality in the County.

Medical Service	Description
Arnprior & District Memorial Hospital	44-bed facility Fully equipped emergency department
Deep River Hospital	16-bed facility Fully equipped emergency department
Pembroke Regional Hospital	203-bed facility Fully equipped emergency department
Renfrew Victoria Hospital	101-bed facility Fully equipped emergency department
St. Francis Memorial Hospital (Barry's Bay)	20-bed facility Fully equipped emergency department

10.2 Medical Support Plan

The Committee will work with the Ministry of Tourism, Culture, and Sport to determine and confirm the appropriate measures that need to be taken for each sport.

The County of Renfrew Paramedic Services will be engaged in a very active role, to provide emergency response as well as their community paramedicine approach, which will see paramedics in an active role with the youth and their sponsors.

11. Participant Experience

The County of Renfrew's brand is *Experience Our History, Share our Future*. It is the goal of the Organizing Committee to showcase the towns and villages of the County, to demonstrate that we are an inclusive and supportive community and, most of all, to share our love of sports and to support our youth.

11.1 Visitor Experience

The Organizing Committee, upon confirmation of the bid, will be working with the individual community representatives to ensure that coordination of winter carnival events considers the Ontario Winter Games into their planning activities. It is hoped that various events will happen throughout the Games that will endear the County of Renfrew to all participants.

Our community groups – museums, venues, shopping areas, restaurants and more – will all be encouraged to be open and to offer advertised special offers to all participants and visitors to the Games.

11.2 Community Experience

The communities that will be hosting the various competitions of the Games will be encouraged to post stories about the athletes participating, invitations to the public to attend the Games, and to hoist banners on public spaces when and where possible.

It is the hope of the Organizing Committee that volunteers and spectators alike will share in the triumphs of the young athletes, and support the disappointments. This will be a Games of many communities and many groups. It is also meant to bring the areas of the County of Renfrew together in one common celebration of youth and community engagement.

12. Legacy

The Organizing Committee will convene after the conclusion of the games to determine the appropriate Legacy Project that will affect the entire County of Renfrew, given that many municipalities played key roles in the Games.

As stated earlier, it is anticipated that the GOC will submit a proposal to the Council of the County of Renfrew to consider several options based on the legacy fund that is accumulated, and may include:

- Bursary funds for youth seeking leadership roles in recreation and/or sport
- Improvement funds for municipal trail infrastructure (such as the Algonquin Trail, the K&P Trail, the CN rail trail, or other smaller community trails)
- Apportioned amounts to participating municipalities to support legacy projects in their own regions

Any or all of these conceptual plans will generate a long lasting effect on the community-at-large's recreational opportunities and will be branded with large signage and legacy naming. We have no doubt that hosting the 2022 Ontario Winter Games will be an event that will be long remembered.

APPENDIX

'A'

VENUE SPECIFICATIONS

Job Description - GM

Role Summary:

The General Manager (GM) will be responsible for overseeing all aspects of the Ontario Games, which includes liaising with the Games Organizing Committee (GOC) and the community, and managing the Transfer Payment Agreement with the Government of Ontario, as well as the relationship with the Games Ontario Consultant.

Reports to:

- GOC Chair
- Host Municipality

General responsibilities of the General Manager:

- Work with GOC Chair to recruit volunteer chairs for the GOC, as well as volunteers for all committee areas.
- Lead monthly GOC meetings.
- Organize bi-monthly or monthly committee area chair meetings, as well as GOC Chair and Games Ontario Consultant meetings. Meeting frequency will increase as the Games draw closer.
- Develop and manage the Ontario Games budget to ensure a break-even or surplus budget.
- Contribute, follow and reference the GM/GOC Chair critical path.
- Identify, initiate and facilitate revenue generation for the Games.
- Develop relationships and initiate on-going communications with all committees.

General Manager responsibilities:

Pre-Games role and responsibilities:

Oversee:

- Act as the ambassador of the Games.
- Determine office space and any needed support staff for the Games.
- Prepare and report on any grant submissions.
- Execute the Transfer Payment Agreement with the Games Ontario Consultant.
- Manage the relationship with the Games Ontario Consultant, GOC, and the community.
- Work with committee area chairs to determine locations for accommodations, sport and special event venues.
- Manage each committee chair to ensure they are delivering on their roles and responsibilities.
- Organize and consolidate all information such as schedules and budgets for each committee area.
- Lead the procurement, and securing and managing of contracts for the Games.
- Troubleshoot any issues that arise surrounding the Games.

Games-time role and responsibilities:

- The GM will be based at Games Headquarters. This role will travel to all locations as support to GOC and Games time volunteers, as required.
- Lead daily update meetings.
- Submit daily reports.
- Accessible by phone and email at all times.

Post-Games roles and responsibilities:**Oversee:**

- Prepare and submit final report to Games Ontario Consultant.
- Lead post-Games debrief meeting with GOC and Games Ontario Consultant.
- Manage Legacy committee and any legacy projects determined by the committee.
- Submission of Ministry Evaluations.

Commitment:

- Pre-Games: Available approximately 18-24 months prior to the Games to contribute and participate in pre-planning activities/tasks and meetings.
- Games-Time: Actively participate and lead GOC during set-up, training, competition and tear-down periods. This time period can range from one to two weeks.
- Post-Games: Available 2-4 months after the Games for post-Games meeting, reporting and final tasks.

COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW TO AUTHORIZE THE WARDEN AND CLERK TO EXECUTE AN ONTARIO
TRANSFER PAYMENT AGREEMENT WITH HER MAJESTY THE QUEEN IN RIGHT OF
ONTARIO AS REPRESENTED BY THE MINISTER OF TOURISM, CULTURE AND
SPORT TO RECEIVE FUNDING FOR THE ADMINISTRATION OF THE 2022 ONTARIO
WINTER GAMES**

WHEREAS Sections 8, 9 and 11 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, authorizes Council to enter into agreements;

AND WHEREAS the Corporation of the County of Renfrew wishes to participate in the 2022 Ontario Winter Games;

NOW THEREFORE the Council of the Corporation of the County of Renfrew enacts as follows:

1. THAT authority is hereby granted for the Warden and Clerk to execute the Ontario Transfer Payment Agreement with her Majesty the Queen in Right of Ontario as represented by the Minister of Minister of Tourism, Culture and Sport.
2. THAT Schedule I, attached hereto, being the Agreement, as to form and content, forms part of the By-law.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27th day of January 2021.

READ a second time this 27th day of January 2021.

READ a third time and finally passed this 27th day of January 2021.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

THE AGREEMENT is effective as of the _____ day of _____, 20____

B E T W E E N :

**Her Majesty the Queen in right of Ontario
as represented by the Minister of Tourism, Culture and Sport**

(the “Province”)

- and -

[The Municipal Corporation of the County of Renfrew]

(the “Recipient”)

CONSIDERATION

In consideration of the mutual covenants and agreements contained in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

1.0 ENTIRE AGREEMENT

1.1 The agreement, together with:

Schedule “A” - General Terms and Conditions
Schedule “B” - Project Specific Information and Additional Provisions
Schedule “C” - Project
Schedule “D” - Budget
Schedule “E” - Payment Plan
Schedule “F” - Reports
Schedule “G” - Ontario Games Protocols
Schedule “H” - 2018-2021 Ontario Games Bid Guidelines
Schedule “I” - [HOST NAME] Bid Proposal
any amending agreement entered into as provided for in section 4.1,

constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

2.0 CONFLICT OR INCONSISTENCY

2.1 Conflict or Inconsistency. In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule “A”, the following rules will apply:

- (a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule “A”; and
- (b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule “A”, the Additional Provisions will prevail over the provisions in Schedule “A” to the extent of the inconsistency.

3.0 COUNTERPARTS

3.1 The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

4.0 AMENDING THE AGREEMENT

4.1 The Agreement may only be amended by a written agreement duly executed by the Parties.

5.0 ACKNOWLEDGEMENT

5.1 The Recipient acknowledges that:

- (a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);
- (b) Her Majesty the Queen in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);
- (c) the Funds are:
 - (i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;

- (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);
- (d) the Province is not responsible for carrying out the Project; and
- (e) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

- SIGNATURE PAGE FOLLOWS -

The Parties have executed the Agreement on the dates set out below.

**HER MAJESTY THE QUEEN IN RIGHT OF
ONTARIO as represented by Minister of Tourism,
Culture and Sport**

Date

Name:
Title:

Municipal Corporation of the County of Renfrew

Date

Name: Debbie Robinson
Title: Warden

I have authority to bind the Recipient.

Date

Name: Paul V. Moreau
Title: Chief Administrative Officer/Clerk

I have authority to bind the Recipient.

SCHEDULE “A” GENERAL TERMS AND CONDITIONS

A1.0 INTERPRETATION AND DEFINITIONS

A1.1 **Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) “include”, “includes” and “including” denote that the subsequent list is not exhaustive.

A1.2 **Definitions.** In the Agreement, the following terms will have the following meanings:

“Additional Provisions” means the terms and conditions set out in Schedule “B”.

“Agreement” means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

“Bid Guidelines” means the *2018-2021 Ontario Games Bid Guidelines* with which the Recipient must comply.

“Budget” means the budget attached to the Agreement as Schedule “D”.

“Business Day” means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year’s Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

“Competition Agreement” means an agreement between the Province, the Recipient and the Provincial Sport Organizing that will govern and operate the sport at the event.

“Contingency Fund” means the portion of the Funds the Province provides to the Recipient pursuant to this Agreement that is identified as a contingency to cover any deficit incurred by the Recipient.

“Effective Date” means the date set out at the top of the Agreement.

“Event of Default” has the meaning ascribed to it in section A13.1.

“Expiry Date” means the expiry date set out in Schedule “B”.

“Funding Year” means:

- (a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31; and
- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31.

“Funds” means the money the Province provides to the Recipient pursuant to the Agreement.

“Games” means the [2022 Ontario Winter Games].

“Games Chair” means the person selected by the Recipient to act as the Chairperson of the GOC and represent it.

“General Manager” means the person selected by the Recipient to manage the day-to-day planning and operations of the Games.

“GOC” means the Games Organizing Committee established by the Recipient.

“GOC Sub Committee Chair” means the individuals selected by the Recipient to manage a specific functional area of the Games.

“Indemnified Parties” means Her Majesty the Queen in right of Ontario, Her ministers, agents, appointees, and employees.

“Legacy Fund” means any funds remaining from the operation of the Games including any unspent portion of the Contingency Fund.

“Maximum Funds” means the maximum Funds set out in Schedule “B”.

“Multi-Sport Organization” means a non-share capital corporation that organizes or promotes sport opportunities within multiple sport disciplines, on behalf of its members, and which has been formally recognized under the Province’s Sport Recognition Policy.

“Notice” means any communication given or required to be given pursuant to the Agreement.

“Notice Period” means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A13.3(b), and includes any such period or periods of time by which the Province extends that time in accordance with section A13.4.

“Ontario Games Logo” means the official Ontario Games logo with respect to its uses as described in this Agreement.

“Participant” means any athlete, coach, manager and or major official who is properly registered with the GOC as a participant of the Games.

“Parties” means the Province and the Recipient.

“Party” means either the Province or the Recipient.

“Program Consultant” means the person(s) appointed to represent and act for the Province in respect of the Games.

“Project” means the undertaking described in Schedule “C”.

“Provincial Sport Organization” or “PSO” means a non-share capital corporation that organizes or promotes sport opportunities within a single sport discipline, on behalf of its members, and which has been formally recognized under the Province’s Sport Recognition Policy.

“Reports” means the reports described in Schedule “F”.

“Visual Identify Guidelines” means the standards and rules on how the Ontario Games logos may be used.

A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS

A2.1 General. The Recipient represents, warrants, and covenants that:

- (a) it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
- (b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds

(including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

A2.2 Execution of Agreement. The Recipient represents and warrants that it has:

- (a) the full power and authority to enter into the Agreement; and
- (b) taken all necessary actions to authorize the execution of the Agreement.

A2.3 Governance. The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
- (b) procedures to enable the Recipient's ongoing effective functioning;
- (c) decision-making mechanisms for the Recipient;
- (d) procedures to enable the Recipient to manage Funds prudently and effectively;
- (e) procedures to enable the Recipient to complete the Project successfully;
- (f) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
- (g) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
- (h) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

A2.4 Supporting Proof. Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

A3.0 TERM OF THE AGREEMENT

A3.1 Term. The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0, Article A12.0, or Article A13.0.

A4.0 FUNDS AND CARRYING OUT THE PROJECT

A4.1 Funds Provided. The Province will:

- (a) provide the Recipient up to the Maximum Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule “E”; and
- (c) deposit the Funds into an account designated by the Recipient provided that the account:
 - (i) resides at a Canadian financial institution; and
 - (ii) is in the name of the Recipient.

A4.2 Limitation on Payment of Funds. Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof as the Province may request pursuant to section A10.2;
- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project;
- (c) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province’s assessment of the information the Recipient provides to the Province pursuant to section A7.1; or
- (d) if, pursuant to the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province is not obligated to make any such payment, and, as a consequence, the Province may:
 - (i) reduce the amount of Funds and, in consultation with the Recipient, change the Project; or
 - (ii) terminate the Agreement pursuant to section A12.1.

A4.3 Use of Funds and Carry Out the Project. The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;
- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the Budget;
- (d) not use the Funds to cover any cost that has or will be funded or

reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

A4.4 **Interest Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest bearing account in the name of the Recipient at a Canadian financial institution.

A4.5 **Interest.** If the Recipient earns any interest on the Funds, the Province may:

- (a) deduct an amount equal to the interest from any further instalments of Funds; or
- (b) demand from the Recipient the payment of an amount equal to the interest.

A4.6 **Rebates, Credits, and Refunds.** The Ministry will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS

A5.1 **Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will:

- (a) do so through a process that promotes the best value for money; and
- (b) comply with the *Broader Public Sector Accountability Act, 2010* (Ontario), including any procurement directive issued thereunder, to the extent applicable.

A5.2 **Disposal.** The Recipient will not, without the Province's prior written consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as provided for in Schedule "B" at the time of purchase.

A6.0 CONFLICT OF INTEREST

A6.1 **No Conflict of Interest.** The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest.

A6.2 **Conflict of Interest Includes.** For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or

- (b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships, or financial interests that could, or could be seen to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.3 Disclosure to Province. The Recipient will:

- (a) disclose to the Province, without delay, any situation that a reasonable person would interpret as an actual, potential, or perceived conflict of interest; and
- (b) comply with any terms and conditions that the Province may prescribe as a result of the disclosure.

A7.0 REPORTS, ACCOUNTING, AND REVIEW

A7.1 Preparation and Submission. The Recipient will:

- (a) submit to the Province at the address referred to in section A17.1, all Reports in accordance with the timelines and content requirements as provided for in Schedule "F", or in a form as specified by the Province from time to time;
- (b) submit to the Province at the address referred to in section A17.1, any other reports as may be requested by the Province in accordance with the timelines and content requirements specified by the Province;
- (c) ensure that all Reports and other reports are completed to the satisfaction of the Province; and
- (d) ensure that all Reports and other reports are signed on behalf of the Recipient by an authorized signing officer.

A7.2 Record Maintenance. The Recipient will keep and maintain:

- (a) all financial records (including invoices) relating to the Funds or otherwise to the Project in a manner consistent with generally accepted accounting principles; and
- (b) all non-financial documents and records relating to the Funds or otherwise to the Project.

A7.3 Inspection. The Province, any authorized representative, or any independent auditor identified by the Province may, at the Province's expense, upon twenty-four hours' Notice to the Recipient and during normal business hours, enter upon the Recipient's premises to review the progress of the Project and the

Recipient's allocation and expenditure of the Funds and, for these purposes, the Province, any authorized representative, or any independent auditor identified by the Province may take one or more of the following actions:

- (a) inspect and copy the records and documents referred to in section A7.2;
- (b) remove any copies made pursuant to section A7.3(a) from the Recipient's premises; and
- (c) conduct an audit or investigation of the Recipient in respect of the expenditure of the Funds, the Project, or both.

A7.4 **Disclosure.** To assist in respect of the rights provided for in section A7.3, the Recipient will disclose any information requested by the Province, any authorized representatives, or any independent auditor identified by the Province, and will do so in the form requested by the Province, any authorized representative, or any independent auditor identified by the Province, as the case may be.

A7.5 **No Control of Records.** No provision of the Agreement will be construed so as to give the Province any control whatsoever over the Recipient's records.

A7.6 **Auditor General.** The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

A8.0 COMMUNICATIONS REQUIREMENTS

A8.1 **Acknowledge Support.** Unless otherwise directed by the Province, the Recipient will:

- (a) acknowledge the support of the Province for the Project in a form and manner as directed by the Ontario Games Protocols in Schedule G; and

A8.2 **Publication.** The Recipient will indicate, in any of its Project-related publications, whether written, oral, or visual, that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province. The Recipient shall further adhere to the requirements of the Ontario Games Protocols in Schedule G regarding any of its Project-related publications.

A8.3 **Advertising.** All advertising, publicity and signs relating to the Games shall be the responsibility of the Recipient, with the exceptions noted in Schedule G. All such materials must be in accordance with the requirements of the Ontario Games Protocols in Schedule G.

A8.4 **French Language Requirements.** All advertising, publicity and signs relating to the Games shall reflect the spirit and intent of the *French Language Services Act*, R.S.O. 1990, c. F.32. The Recipient agrees to abide by the French language requirements set out in the Ontario Games Protocols in Schedule G.

A9.0 INDEMNITY

A9.1 **Indemnification.** The Recipient will indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages, and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits, or other proceedings, by whomever made, sustained, incurred, brought, or prosecuted, in any way arising out of or in connection with the Project or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Indemnified Parties.

A10.0 INSURANCE

A10.1 **Recipient's Insurance.** The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount provided for in Schedule "B" per occurrence. The insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) a 30-day written notice of cancellation.

A10.2 **Proof of Insurance.** The Recipient will:

- (a) provide to the Province, either:
 - (i) certificates of insurance that confirm the insurance coverage as provided for in section A10.1; or
 - (ii) other proof that confirms the insurance coverage as provided for in section A10.1; and

- (b) upon the request of the Province, provide to the Province a copy of any insurance policy.

A11.0 TERMINATION ON NOTICE

A11.1 Termination on Notice. The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving at least 30 days' Notice to the Recipient.

A11.2 Consequences of Termination on Notice by the Province. If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
 - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and
 - (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

A12.0 TERMINATION WHERE NO APPROPRIATION

A12.1 Termination Where No Appropriation. If, as provided for in section A4.2(d), the Province does not receive the necessary appropriation from the Ontario Legislature for any payment the Province is to make pursuant to the Agreement, the Province may terminate the Agreement immediately without liability, penalty, or costs by giving Notice to the Recipient.

A12.2 Consequences of Termination Where No Appropriation. If the Province terminates the Agreement pursuant to section A12.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project and permit the Recipient to offset such costs against the amount owing pursuant to section A12.2(b).

A12.3 No Additional Funds. If, pursuant to section A12.2(c), the Province determines that the costs to wind down the Project exceed the Funds remaining in the possession or under the control of the Recipient, the Province will not provide additional Funds to the Recipient.

A13.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT

A13.1 Events of Default. Each of the following events will constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - (i) carry out the Project;
 - (ii) use or spend Funds; or
 - (iii) provide, in accordance with section A7.1, Reports or such other reports as may have been requested pursuant to section A7.1(b);
- (b) the Recipient's operations, its financial condition, or its organizational structure, changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver; or
- (d) the Recipient ceases to operate.

A13.2 Consequences of Events of Default and Corrective Action. If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;

- (e) cancel further instalments of Funds;
- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient; and
- (i) terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province upon giving Notice to the Recipient.

A13.3 Opportunity to Remedy. If, in accordance with section A13.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

A13.4 Recipient not Remediating. If the Province provided the Recipient with an opportunity to remedy the Event of Default pursuant to section A13.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A13.2(a), (c), (d), (e), (f), (g), (h), and (i).

A13.5 When Termination Effective. Termination under Article will take effect as provided for in the Notice.

A14.0 FUNDS AT THE END OF A FUNDING YEAR

A14.1 Funds at the End of a Funding Year. Without limiting any rights of the Province under Article A13.0, if the Recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Budget, the Province may

take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds; and
- (b) adjust the amount of any further instalments of Funds accordingly.

A15.0 FUNDS UPON EXPIRY

A15.1 Funds Upon Expiry. The Recipient will, upon expiry of the Agreement, pay to the Province any Funds remaining in its possession or under its control.

A16.0 DEBT DUE AND PAYMENT

A16.1 Payment of Overpayment. If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay an amount equal to the excess Funds to the Province.

A16.2 Debt Due. If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds or an amount equal to any Funds; or
- (b) the Recipient owes any Funds or an amount equal to any Funds to the Province, whether or not the Province has demanded their payment,

such Funds or other amount will be deemed to be a debt due and owing to the Province by the Recipient, and the Recipient will pay the amount to the Province immediately, unless the Province directs otherwise.

A16.3 Interest Rate. The Province may charge the Recipient interest on any money owing by the Recipient at the then current interest rate charged by the Province of Ontario on accounts receivable.

A16.4 Payment of Money to Province. The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province as provided for in Schedule "B".

A16.5 Fails to Pay. Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, Her Majesty the Queen in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by Her Majesty the Queen in right of Ontario.

A17.0 NOTICE

A17.1 Notice in Writing and Addressed. Notice will be in writing and will be delivered by email, postage-prepaid mail, personal delivery, or fax, and will be addressed to the Province and the Recipient respectively as provided for Schedule “B”, or as either Party later designates to the other by Notice.

A17.2 Notice Given. Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of email, personal delivery, or fax, one Business Day after the Notice is delivered.

A17.3 Postal Disruption. Despite section A17.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and
- (b) the Party giving Notice will give Notice by email, personal delivery, or fax.

A18.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT

A18.1 Consent. When the Province provides its consent pursuant to the Agreement, it may impose any terms and conditions on such consent and the Recipient will comply with such terms and conditions.

A19.0 SEVERABILITY OF PROVISIONS

A19.1 Invalidity or Unenforceability of Any Provision. The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision will be deemed to be severed.

A20.0 WAIVER

A20.1 Waiver Request. Either Party may, in accordance with the Notice provision set out in Article A17.0, ask the other Party to waive an obligation under the Agreement.

A20.2 Waiver Applies. Any waiver a Party grants in response to a request made pursuant to section A20.1 will:

- (a) be valid only if the Party granting the waiver provides it in writing; and
- (b) apply only to the specific obligation referred to in the waiver.

A21.0 INDEPENDENT PARTIES

A21.1 **Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.

A22.0 ASSIGNMENT OF AGREEMENT OR FUNDS

A22.1 **No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A22.2 **Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on the Parties' respective heirs, executors, administrators, successors, and permitted assigns.

A23.0 GOVERNING LAW

A23.1 **Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

A24.0 FURTHER ASSURANCES

A24.1 **Agreement into Effect.** The Recipient will provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains, and will otherwise do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

A25.0 JOINT AND SEVERAL LIABILITY

A25.1 **Joint and Several Liability.** Where the Recipient is comprised of more than one entity, all such entities will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

A26.0 RIGHTS AND REMEDIES CUMULATIVE

A26.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

A27.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS

A27.1 Other Agreements. If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with Her Majesty the Queen in right of Ontario or one of Her agencies (a “**Failure**”);
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

A28.0 SURVIVAL

A28.1 Survival. The following Articles and sections, and all applicable cross-referenced sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 3.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.2(d), A4.5, section A5.2, section A7.1 (to the extent that the Recipient has not provided the Reports or other reports as may have been requested to the satisfaction of the Province), sections A7.2, A7.3, A7.4, A7.5, A7.6, Article A8.0, Article A9.0, section A11.2, sections A12.2, A12.3, sections A13.1, A13.2(d), (e), (f), (g) and (h), Article A15.0, Article A16.0, Article A17.0, Article A19.0, section A22.2, Article A23.0, Article A25.0, Article A26.0, Article A27.0 and Article A28.0.

- END OF GENERAL TERMS AND CONDITIONS -

SCHEDULE “B”
PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

Maximum Funds	\$ 0,000,000
Expiry Date	Month, Day, Year
Amount for the purposes of section A5.2 (Disposal) of Schedule “A”	N/A
Insurance	\$ 2,000,000
Contact information for the purposes of Notice to the Province	Name: Ministry of Tourism, Culture and Sport Address: 777 Bay St. 18 th Floor Attention: Ryan Albright Fax: 416-314-7458 Email: Ryan.Albright@ontario.ca
Contact information for the purposes of Notice to the Recipient	Position: Craig Kelley, Director of Development & Property Address: 9 International Drive Fax: 613-735-2081 Email: ckelley@countyofrenfrew.on.ca
Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement	Position: Jeffrey Foss, Director of Corporate Services Address: 9 International Drive Fax: 613-735-2081 Email: jfoss@countyofrenfrew.on.ca

Additional Provisions:

1.0 CONFLICT OR INCONSISTENCY BETWEEN SCHEDULES

- 1.1** In the event of a conflict or inconsistency between any of the requirements of (i) the Bid Proposal or (ii) the Bid Guidelines, with the requirements of Schedules “A”, “B”, “C”, “D”, “E”, “F”, “G”, the requirements of Schedules “A”, “B”, “C”, “D”, “E”, “F” or “G” shall prevail.

SCHEDULE “C” PROJECT

1.0 THE GAMES

- 1.1 The Recipient shall organize, manage, promote and conduct the Games from **MONTH # to #, 2022** in the **County of Renfrew** in accordance with this Agreement. Activities related to the Games including sport schedules may extend before and after the dates of the Games.

2.0 RECIPIENT’S RESPONSIBILITIES

- 2.1 The Recipient shall provide all the facilities and services necessary to organize, manage, promote and conduct the Games to standards established by the Province as set out in the Bid Guidelines and subject to change at the direction of the Province throughout the planning process.
- 2.2 The Recipient may charge each athlete (excluding coaches, managers, major officials and PSO representatives) who attends the Games a registration fee. Final registration fee structure to be determined by the Province.
- 2.3 The Recipient shall establish a Games Organizing Committee (“GOC”) comprised of representatives from the **County of Renfrew** and community volunteers on or within 60 days of the date of this Agreement to organize, manage, promote and conduct the Games. The Recipient agrees and hereby invites, on behalf of the GOC, the Program Consultant to all meetings of the GOC and agrees to provide dates of its sub-committee meetings, as requested by the Program Consultant.
- 2.4 The Recipient shall conduct a General Manager recruitment process in accordance to the hiring practices of the Recipient. In the event an interview process conducted, the Program Consultant shall act as one of the individuals on the selection committee.
- 2.5 The Recipient shall provide office administration assistance and meeting space to the GOC, free of charge.
- 2.6 The Recipient shall obtain and maintain adequate office facilities and equipment, including computer hardware, software and firmware, for the efficient organization, management, promotion and conduct of the Games.
- 2.7 The Recipient shall develop and provide management controls for the GOC, which management controls shall contain, in the sole discretion of the Province, sufficient formal checks and balances on the expenditure of funds to ensure that a deficit for the Games does not occur.
- 2.8 If at any time it appears that a deficit may occur and the Contingency Fund is needed to be used, the Recipient shall immediately notify the Province and shall

propose a revision of the Budget. The Recipient shall submit any such revised Budget to the Province for written approval prior to implementing the revised Budget. This process will repeat itself each time the Contingency Fund is used until the Fund has been exhausted. If the Contingency Fund is exhausted, the Recipient must propose a revision of the Budget to prevent any further deficit from occurring.

- 2.9 At the conclusion of the Games, the Recipient shall keep any remaining portion of the Contingency Fund and any surplus funds in a Legacy Fund to be established by the Recipient until the Legacy Fund is exhausted.
- 2.10 The Recipient shall use the Contingency Fund and the Legacy Fund and interest earned thereon, from the organization, management, promotion or conduct of the Games according to the legacy plan developed by the GOC, as approved by the Recipient and the Province.
- 2.11 The Recipient shall not use any portion of the Contingency Fund, Legacy Fund, or any surplus funds or interest earned thereon from the Games at any time for the general purposes or operating costs of any municipality, including the Recipient, or of any other third party.
- 2.12 The Recipient shall enter into a Competition Agreement with the Province and each Provincial Sport Organization or Multi-Sport Organization provided by the Province.
- 2.13 The Recipient shall conduct an economic impact assessment for the Games and provide results to the Province either on their own or as part of the final report.

3.0 GAMES ORGANIZING COMMITTEE'S RESPONSIBILITIES

- 3.1 The GOC shall be accountable to the Recipient for the organization, management, promotion and conduct of the Games. The GOC, represented and led by the Games Chair, shall follow the Bid Guidelines and shall:
 - (a) Establish the organizational structure to plan and operate the Games;
 - (b) Select sub-committee chairpersons;
 - (c) Set and submit to the Recipient, for written approval, the proposed budget for the Games;
 - (d) Implement management controls as established by the Recipient to ensure that the Games are operated within the Budget; and
 - (e) Manage the day-to-day operations of the Games.
- 3.2 The GOC and its sub-committees shall provide a minimum of seven (7) days notice to the Program Consultant of the date, time and location of their meetings by sending copies of the agenda and all relevant documentation for said. After such meetings, the GOC and its sub-committees shall provide copies of the

minutes of their meetings, including relevant documentation, to the Program Consultant, whether or not the Program Consultant attends such meetings.

- 3.3 If a Legacy Fund is projected or occurs from the organization, management, promotion or conduct of the Games, the GOC shall develop a legacy plan which will outline how any such funds shall be used by the Recipient. The legacy plan shall be submitted to the Recipient and to the Province for approval within 120 days of the completion of the Games. In the event that the GOC fails to submit a legacy plan, any unspent portion of the Contingency Fund shall be considered as an unexpended portion of the Funds and shall be subject to return to the Province.
- 3.4 In developing the legacy plan, the GOC shall follow and foster the goals of the Games, and in particular, shall consider the following goals:
- (a) To increase opportunities for the development of athletes to pursue competitive goals and achieve their personal potential;
 - (b) To develop, promote and enhance amateur sport at the community level; and
 - (c) Funds are not to be used for the general purposes or operating costs of any municipality, including the Recipient, or of any other third party.
- 3.5 The GOC agrees to maintain financial visibility with the Province. A detailed budget, including an accurate and current income statement, must be provided to the Province quarterly/monthly, as outlined in Schedule F – Reporting and as requested. Failure to provide income statements will result in holdback of instalments of Funds.

4.0 THE PROVINCE'S RESPONSIBILITIES

- 4.1 The Province has the right of prior approval of any change to each of the following aspects of the Games:
- (a) Individual sports participating in the Games;
 - (b) Number of Participants;
 - (c) Site selection;
 - (d) The dates of the Games;
 - (e) The schedule of events; and
 - (f) Protocol and ceremonies.
- 4.2 The Program Consultant shall act as one of the individuals who comprise the interview selection committee for the General Manager position.
- 4.3 The Program Consultant shall be entitled to attend all meetings of the GOC and its sub-committees. For greater certainty, such attendance by the Program Consultant shall be in an observer capacity only to provide the support and expertise as required by section 4.4 of this Schedule. The Program Consultant shall not participate or vote in any decisions made by the GOC. The Program Consultant shall not be a member of the GOC.

- 4.4 The Province agrees to provide ongoing support and expertise to the Recipient and the GOC and shall provide consultation to all parties involved in the planning, organization, management, promotion and conduct of the Games, to a limit set by the Province in its sole discretion and at its own expense.
- 4.5 The Province shall review, within a reasonable time, the Budget for the Games submitted by the Recipient, and any revisions thereto, and shall review the legacy plan submitted. Upon such review the Province shall, in its sole discretion, approve the Budget and legacy plan, or shall return the Budget and legacy plan to the Recipient for modification and resubmission to the Province.

5.0 MARKETING AND SPONSORSHIP

- 5.1 The Recipient and the GOC acknowledge the necessity to protect the Province's relationships with its sponsors and suppliers and recognize that the Province will not act to diminish such relationships by reason of the financing of the Games. The Province, for its part, understands the need for the Recipient and the GOC to generate funds for the organization of the Games and will use its best reasonable efforts to support the Recipient and the GOC in this regard, subject to the supervision and control of the Province.

6.0 ADDITIONAL POLICIES

- 6.1 The Recipient shall take all reasonable steps to provide a harassment-free environment at the Games. Without limiting the foregoing, the Recipient shall:
- (a) Implement a human rights policy, developed by the GOC, or use one that currently exists within a municipality, for the Games.
 - (b) Ensure that everyone involved in the Games, including, without limitation, staff, volunteers and all Participants, acknowledge and agree in writing to be bound by an anti-harassment policy for their involvement in the Games.
 - (c) Develop and implement a recruitment policy for new staff and volunteers at the Games, which shall include appropriate screening mechanisms for their involvement, to ensure the safety of everyone. At minimum, all staff and volunteers (recruited by the Recipient community) at the Games that are in direct contact with Participants of the Games, must complete a Police Reference Check with the Vulnerable Sector Screening Program.
 - (d) The Recipient agrees that the GOC shall implement all protocols attached to this Agreement, as well as any additional policies developed by the Province to enhance the Ontario Games Program, the Recipient's community or the Participants' experiences.
- 6.2 The Province shall have the right to review the above policies and make certain that they are acceptable before the Recipient implements the policies. If the Province is of the opinion that the policies of the Recipient are not acceptable, the Province shall require the Recipient to revise the policies to the Province's and the Recipient's mutual satisfaction.

7.0 INTELLECTUAL PROPERTY AND OWNERSHIP OF MATERIALS

- 7.1 All property including, but not limited to, documents, raw data, research, processes, technology, programs, computer programs, disks, hard drives, storage devices, designs, inventions, props, sketches, layouts, copy, commercial material, photographs, films, negatives, plates, videotapes, transcriptions, jingles, slogans, ideas and plans for promotion (collectively referred to as the “Materials”) completed or produced, whether in draft or final form, for the Games, and all copyrights, patents, trademarks, industrial design rights, know-how and any other intellectual property rights arising therein are not the property of the Recipient. The Materials are and shall remain the property of the Province. Any agreement that the Recipient enters into with any third party must acknowledge that the Materials are the property of the Province.
- 7.2 The Recipient shall not make any changes to the Materials without the permission and approval of the Province.
- 7.3 Should the Recipient receive the permission or approval to make changes to the Materials, any such changes to the Materials made by any person, including the Recipient, shall be the property of the Province.
- 7.4 The Recipient shall have a licence to use the whole or any part of the Materials for the purposes of this Agreement, and such use includes providing copies to third parties the right to reproduce the Materials. This licence shall expire six months after the final day of competition of the Games. The Recipient shall not market or distribute the Materials in or outside Ontario for any profit, directly or indirectly, without the prior written consent of the Province.
- 7.5 Where the Recipient makes a presentation in accordance with this Agreement, the Recipient shall acknowledge the Province as the Funding Partner in the format provided by the Province.
- 7.6 The Recipient shall deliver to the Province, by due and proper assignment under seal, any and all of the rights and releases in the Materials held by it, or any part thereof, including those acquired or to be acquired by it or which may be acquired by it relating to any changes to the Materials or any part of them.
- 7.7 The Recipient shall obtain signed, written releases from anyone engaged by it in the production of any changes to the Materials. If any individual giving a release is under the age of eighteen (18) years, the release shall be signed by a parent or guardian of such individual. Where the best efforts of the Recipient cannot obtain absolute releases, it shall obtain releases fully sufficient to permit the Materials to be used by the Province or others.
- 7.8 The Recipient shall obtain for the Province all applications, acknowledgements, releases, performance rights, consents, element clearances and any other instruments involving the Materials necessary for it to grant to, vest in and

convey to the Province or others the rights described in this Agreement.

- 7.9 The Recipient shall assist the Province with any Canadian or foreign patent or trademark application, copyright registration or any other intellectual property claim or interest in relation to the Ontario Games that the Province considers appropriate by providing the Province with any documentation or any other information (both verbal and written) that will assist the Province in its preparation or prosecution of a claim.
- 7.10 The Recipient warrants and represents neither the Materials nor any of its elements that may be produced by it shall in any way:
- (i) infringe or violate any trademark, patent, trade name, or copyright or any other right of a third party whatsoever, including, but not limited to, any person's right to privacy, or right to publicity, or right to any material; or
 - (ii) offend any law, statute, regulation or order of the provincial, federal or municipal governments, including, but not limited to, obscenity, libel and slander, passing off, infringement of copyrights, trademarks, trade names and misappropriation of personality.
- 7.11 The Recipient shall use the Ontario Games signage provided by the Province at all sport venues and accommodations (where possible). The GOC will be required to submit a plan to accept delivery of signage and store signage before and during the Games, and return, store signage and prepare for pick up post Games. All signage will be delivered and picked-up from a central location determined by the Recipient. The Recipient will be responsible for deploying to and picking-up signage from each Games venue and accommodation location. The GOC will be required to agree to a memorandum of understanding outlining the requirements for returning signage post Games.

**SCHEDULE “D”
BUDGET**

**SCHEDULE “E”
PAYMENT PLAN**

Timeline	Funding Year	Key Activities	Key Indicators	Payment Schedule
Upon signing the hosting Agreement with the Province	18/19	Form Games Organizing Committee	Provide Games Organizing Committee list including names and contact information	\$150,000
		Provide Certificate of Insurance	Provide a copy of the Certificate of Insurance	
		Hire General Manager	Provide signed General Manager contract	
		Secure office space for General Manager	Provide address of office space	
		Submit budget for Ministry approval	Budget received and approved	
By 12 months out from the Games	18/19	Conduct sport venue tours with Provincial and Multi-Sport Organizations	Identify dates and deliver on tours	\$225,000
		Launch website	Website is live	
		Create sponsorship package with target sponsor list	Provide a copy of sponsorship package with a list of sponsors being approached	
		Conduct orientations with all GOC Chairs	Orientations with Ministry completed for each GOC Chair	
By 9 months out from the Games	19/20	Launch volunteer registration system	System launched	\$100,000
		Secure sport venue contracts	Provide copies of all sport venue contracts	
		Secure accommodation contracts	Provide copies of all accommodation contracts	
		Secure transportation provider	Provide copy of contract with transportation provider	
		Identify accommodation allocation by sport	Provide list of accommodations allocated by sport	
		Secure Sport Managers	Provide list of Sport Managers with names and contact information	
		Conduct first one-on-one meeting with Provincial and Multi-Sport Organizations	Identify dates and deliver one-on-one meetings	
By 6 months out from the Games	19/20	Create medical plan	Provide medical plan with level of medical coverage for all sport and non-sport venues	\$100,000
		Create meal schedule	Provide meal schedule	
		Secure food service contracts	Provide copies of food service contracts	

		Create transportation schedule	Provide transportation schedule	
		Secure vendors for Opening Ceremony	Provide copies of contracts with vendors	
		Secure required sport equipment	Identify sport equipment, equipment provider	
		Create security plan	Provide security plan for all sport venues, accommodations and special event sites	
		Conduct second one-on-one meetings with Provincial and Multi-Sport Organizations	Identify dates and deliver one-on-one meetings	
By 3 months out from the Games	19/20	Launch participant registration system	System launched	\$300,000
		Secure medal provider	Provide contract for medal provider	
		Secure Games headquarters location and create plan	Provide contract for Games headquarters location and operational plan	
		Create food menus	Provide menus for all meals for food service providers.	
		Establish run-of-show for Opening Ceremony	Provide run-of-show for Opening Ceremony	
		Secure Games warehouse/storage location	Provide contract for warehouse/storage location	
		Create logistics plan	Provide plan and master delivery schedule	
		Create volunteer training plans	Provide volunteer training materials	
		Create participant handbook development schedule	Provide participant handbook development schedule	
		Conduct third and final one-on-one meetings with Provincial and Multi-Sport Organizations	Identify dates and deliver one-on-one meetings	
		Signage deployment/retrieval plan	Provide signage plan	
By 4 months post Games	20/21	Complete post-Games Economic Impact Assessment	Provide economic impact report	\$125,000
		Create and implement legacy plan	Provide legacy plan	
		Conduct post-Games debriefs with Provincial and Multi-Sport Organizations	Complete post-Games debriefs	
		Submit satisfactory final report	Report received and approved by Ministry	

SCHEDULE “F” REPORTS

1.0 INFORMATION REQUIREMENTS AND REPORTS

- 1.1 The Recipient shall submit financial statements to the Province, including an explanation of variances from the Budget or any subsequent revisions to the Budget, under the following timelines:
- (a) Quarterly reports from the time period of signing this Agreement to six (6) months prior to the commencement date of the Games;
 - (b) Monthly reports from the time period starting six (6) months prior to Games up to the commencement date of the Games; and
 - (c) As requested by the Province.
- 1.2 The Recipient shall submit to the Province all minutes from meetings of the GOC, including reports prepared for or submitted to the GOC and its sub-committees.
- 1.3 The Recipient shall submit to the Province one (1) hard copy and one (1) electronic copy of a final report regarding the Games within four (4) months of the final day of competition of the Games. The final report shall contain the following:
- (a) The final reports of each of the GOC’s sub-committees, and a final report of the GOC outlining the successes and challenges of the Games. Reports shall include all elements listed in the Final Report Guidelines provided by the Province.
 - (b) An audited financial statement prepared by a chartered accountant, for every whole or partial fiscal year coinciding with the term of this Agreement.
- 1.4 The Recipient shall submit to the Province an economic impact report within four (4) months of the final day of competition at the Games, unless the Province has approved a different deadline.
- 1.5 The Recipient shall submit to the Province any other reports as may be requested in accordance with the timelines and content requirements specified.

SCHEDULE “G” ONTARIO GAMES PROTOCOLS

General Items of Overall Games Delivery

- The Province will conduct an orientation session with each Sub Committee Chair of the GOC.
- The Province will provide supporting documents that the Recipient can use. They will focus on recommended structures, tasks, samples and timelines that have been successful for previous Ontario Games and other provincial level Games across Canada.
- The Recipient will conduct orientation sessions with each member of their sub-committees.
- The Province will provide logos and the Visual Identity Guidelines to the Recipient.
- The Recipient will conduct venue tours with the Province and PSO/MSOs at least one year prior to the Games. Tours will also be provided to the GOC and committee members whose plans affect or are affected by the operations of the Games venue.
- The Province and Recipient agree to arrange a minimum of three meetings with PSOs to review plans for the Games.
- The Recipient will adopt a human rights policy, recruitment policy and code of conduct for the Games.
- The Recipient agrees to follow the guidelines on French Language Requirements:
 - It is the responsibility of each Sub Committee Chair to ensure that the French Language Service Requirements are implemented for their specific area of responsibility. The Chair will have overall responsibility to ensure the implementation of these guidelines.
 - The following materials must be made available in French and English as directed by the Program Consultant:
 - Province wide news releases
 - Logos
 - Invitations to special events (i.e. – Opening Ceremony & VIP Reception)
 - Programs for special events
 - Components of the Opening Ceremony including, Athletes' & Officials' Oaths, and National Anthem
 - Bilingual representative available for the duration of the Games to assist with translation requirements
 - Signage
 - Medals
 - Accreditation tags
 - Posters
 - Website
 - Participant Handbook
 - Social media content
 - Where inserts are produced for English newspapers, an equivalent must be produced if a French newspaper exists in the community.

- The following materials do not need to be translated but must indicate 'This information is available in French upon request' in a visual place on the materials:
 - Registration package and forms
 - Official Games programs
 - Volunteer Training Manual
 - Tickets
- For any materials that are not listed above, please contact the Program Consultant for clarification.

Items Specific to GOC Sub Committee Areas

Accommodation

- The Recipient will provide accommodations for all athletes, coaches, managers, officials, support staff and PSO representatives under the following guidelines:
 - Accommodations are in close proximity, creating an Athletes' Village atmosphere (i.e., university residences, close hotels, etc.) wherever possible.
 - Participants must be separated by gender within rooms and where possible gender-based floors.
 - Coaches and managers are provided separate accommodations from athletes; unless in a dormitory style setting where two or more adults may be accommodated with minors and is subject to the approval of the Province.
 - Coaches and managers of opposite genders cannot share rooms with athletes or be within a unit of the opposite gender.
 - Athletes and coaches can be accommodated in a school setting with a maximum of 18 per classroom (based on 30 sq. ft. per participant). The Recipient must be able to provide cots/mattresses/beds.
 - In a standard room at a hotel, one person per bed with a maximum of three athletes per room. If hotel rooms are larger, the number of athletes per room can be increased if approved by the Province.
 - Due to varied sport schedules, no more than one team or sport can be roomed together, and participants must be separated by sport, team or region.
 - The PSO representative will be provided with a separate room at the Athletes' Village unless otherwise agreed upon by PSO, the Recipient and the Province.
- The Recipient will provide all linens and pillows for participants.
- The Recipient will provide at minimum of a single bed – 39" x 75", with a mattress thickness of at least 5 inches for each participant.
- The Recipient will provide rooming list forms to the PSOs. The Recipient will provide accommodations to all participants for the duration of the Games from Opening Ceremony to the morning of the final day of the participant's competition. Additional nights of accommodation may be required due to travel schedules of participants, as determined by the Province.

- The Recipient will provide security during the overnight hours at all accommodations during the Games. PSO Reps, coaches and managers will assist in the supervision of athletes.
- Curfew is 10:00 pm for all participants residing in the Ontario Games accommodations with lights out at 11:00 pm. Coaches and managers will be the main individuals responsible for implementing the curfew, the Recipients' security will provide support implementing curfew.
- The Recipient will provide an accommodation plan for family and friends of participants at least four (4) months prior to the start of the Games.

Administration

- The Recipient will adopt a risk management policy approved by the host community.
- At the discretion of the Recipient, a contract can be negotiated with a souvenir company to deliver and provide souvenirs for the Games. All souvenir designs are subject to approval by the Province. All funds raised through souvenir sales must be included in the Budget.
- The Recipient can charge an admission fee for all Ontario Games events for individuals who are not participating in the Games.

Games Headquarters

- The Recipient will establish a Games headquarters prior to the start of the Games. The Games headquarters must include:
 - A direct phone number to headquarters prior to and after the Games, and include multiple landline phone lines and phones during the Games.
 - Sufficient space available for all necessary committee areas.
- The Recipient will operate Games headquarters from the day prior to the Opening Ceremony until the last day of competition. Headquarters must be staffed from 7 a.m. to 11:30 p.m. each day. Outside those times the headquarters phone number must be forward to a key contact. If participants must stay beyond the last day of competition due to travel schedules, the headquarters phone must be forwarded to a key contact until all participants have left the Games accommodations.

Finance

- The Recipient will provide the Province a detailed budget, including an accurate and current income statement quarterly/monthly basis as outlined in Schedule F – Reporting and as requested.

Food Services

- The Recipient will provide participants with a menu that reflects the nutritional needs of the participants; ensuring that each meal provides a variety of foods that are rich in grains, protein, vegetables and fruit.
- Special dietary restrictions must be collected by the Recipient through registration and alternative arrangements made if planned meals are not sufficient.

- The Recipient will follow food safety standards for all food preparation and specifically for any boxed lunches that are transported and stored at venues.
- Meals must be provided by the Recipient from dinner on Opening Ceremony day to lunch on the last day of competition.
- Boxed lunches must be provided by the Recipient to participants whenever competition schedules do not allow for the ability to travel back to the accommodations or designated meal location.
- The Recipient will provide all menu plans to the Province for approval at least four (4) months prior to the Opening Ceremony.
- Alternative sport specific meals may be requested by the PSO and at the approval of the Recipient and the Province.

Sponsorship and Fundraising

- The Government of Ontario, as represented by the Ministry of Tourism, Culture and Sport shall be named the official Funding Partner of the Games. The Province should be acknowledged before any other sponsor of the Games. No other sponsor should receive more recognition than the Government of Ontario. The Recipient will provide a plan for sponsorship acknowledgement to the Province for approval. The Province retains the right to approve any Title or Presenting Sponsor of the Games.
- The Recipient will provide the Province with the most prominent exposure on all collateral materials. Under no circumstance shall the acknowledgement of the Province be less favourable than that granted to any other sponsor.
- The Province shall participate in the manner it chooses and in its sole discretion, in the development of any supplemental sponsorship plan which the Recipient proposes with respect to supporters of the Games, including categories to be offered and the rights they grant. The Province shall approve in writing any sponsorship plan prior to its implementation.
- The Recipient is responsible for all advertising, publicity and signage related to Games' sponsorship. Approval from the Province must be obtained prior to production.
- The Recipient will provide the Province with the following methods of recognition:
 - Ad/logo in event publications, and participant/volunteer handbooks
 - Space for Provincial information at information booths.
 - Logo at registration and information booths.
 - Promotional material provided by the Province; to be distributed to all participants (e.g., in participant handbags).
 - Placement of the Province and Games logos hyperlinked on websites and listed on social media platforms related to the Games.
 - All signage at the Ontario Games must include the Province's logo, including any signage recognizing other sponsors of the Games.
 - Any other instances where sponsors and/or funders are being recognized or listed.
- The Recipient will provide an opportunity for the Province to send a representative to speak at every event leading up to and throughout the duration of the Games. Events could include but are not limited to:
 - Countdown events (e.g., 100 Day, 1 Year, etc.)

- VIP Reception
- Opening Ceremony
- Medal Presentations
- The Recipient will include all cash and value-in-kind sponsorship raised in the overall Budget (either designated to a specific committee or under the sponsorship committee).
- The Recipient will comply with restrictions to the inclusion of alcohol sponsors. Tobacco and marijuana companies are not permitted to be recruited as sponsors.
- The Recipient will submit sponsorship lists throughout the Games planning process for approval by the Province.

Medical

- The Recipient will ensure all medical staff and volunteers complete and submit a medical incident report at any point a medical assessment or treatment is conducted on a participant of the Games or a spectator at a Games site. Reports must be shared with the Province and GOC upon request.
- The Recipient will develop a consent for treatment form that must be completed by individuals who require treatment during the Games.
- The Recipient is responsible for collecting and reviewing all Medical Incident Reports.
- The Recipient will provide medical coverage appropriate to the sport at all venues. Venue specifications provided by the PSOs will provide this information.
- Medical coverage by the Recipient will be provided at both training and competition venues, unless indicated otherwise by the PSO.
- If a PSO does not specify level of medical coverage, the Recipient will assign a dedicated first aid volunteer to the sport's venue site.
- The Recipient will develop a policy for the removal of an injured athlete from competition. The policy must be communicated to all PSOs at least one (1) month prior to the Games.
- The Recipient will provide a list of medical coverage for each venue and sport no later than six (6) months prior to the Opening Ceremony.

Marketing & Communications

- All promotional materials developed by the Recipient must adhere to the Visual Identity Guidelines and are subject to approval by the Province.
- All photographs taken by the Recipient during the Games are the property of the Province and can only be used for the purpose of promoting the Ontario Games Program.
- The Recipient permits each PSO to have access to their sport's photographs at no cost.
- The Recipient permits parents and PSOs to be onsite taking photos during the Games. These photos can be used to promote their sport.
- The Recipient will develop a Games website for the purpose of communicating information to Games participants and the public.

- The Recipient will create a signage plan for the Games, including identifying a central location for signage storage and a means to transport signage to and from the identified central location and Games venues.
- The Province will provide the Recipient with an inventory of signage that will be delivered to a central location that must be used for the Games and set up prior to the start of each sport training and/or competition.
- The Recipient is responsible for the replacement or repair of any lost or damage signage provided by the Province.
- The Province will provide two mascot appearances to promote the Games prior to the Games start date. The Province will provide and manage mascot appearances at its discretion during the dates of the Games.
- The Recipient is responsible for sourcing a French language service provider and ensuring French language guidelines are adhered to in all aspects of the Games.
- The Recipient will provide an opportunity for the Province to participate in any and all press conferences and provide quotations for any press releases such as host announcement, media advisories, Games conclusion release.

Registration

- The Recipient will source a system to collect participant registrations. The Province and Recipient will work together on the registration template and information to be collected.
- The Recipient will open registration a minimum of two months prior to the registration deadline.
- The Recipient will communicate the on-site registration and accreditation process to PSOs no later than two (2) weeks prior to the Games.

Security

- Curfew is 10:00 pm for all participants residing in the Ontario Games accommodations, with lights out at 11:00 pm. Coaches and managers will be the main individuals responsible for implementing the curfew, and the Recipients' security will provide support implementing curfew. Security will contact coaches/managers, PSOs and the GOC regarding any concerns with Games participants.
- The Recipient will record all incidents on an incident report form. A copy of all incident report forms will be provided to the GOC and the Province.
- The Recipient will report any incident requiring local emergency services or that cannot be handled by coaches/managers to Games Headquarters.
- The Recipient will provide appropriate storage and necessary security for all sports equipment and provide details of storage to respective PSOs prior to the Games.
- The Recipient will provide on-site security at sport venues where sport equipment is stored as required by the PSO.
- The Recipient will provide security at special events venues including the Opening Ceremony.

Special Events

- The Recipient may sell tickets for the Opening Ceremony.
- A VIP Reception may be hosted by the Recipient during the Games. The Province will provide a list of VIPs that have to be invited to the reception in addition to those identified by the GOC.
- The Province will designate representatives from the Province to speak first at the Opening Ceremony. As well, the Province will designate a representative to speak at any other events.
- The Recipient will provide information and itineraries for all special events upon request by the Province.
- The Province may invite special guests such as, Ministry representatives and past and future Ontario Games hosts to tour during the Games, visit venues, attend the VIP Reception and talk with athletes, GOC members and other VIPs.

Sport

- The Recipient will provide, at its expense, the venue that meets the venue specifications submitted by the PSO.
- The Recipient will provide any equipment the PSO cannot provide for competition.
- The start and end date of each competition is set by the PSO and approved by the Province. The Recipient will be informed of any changes in competition dates as they occur.
- The Recipient will provide a local sport manager to work alongside the PSO to manage and resolve any Games-related issues.
- The Recipient will present gold, silver and bronze medals through a medal ceremony, as identified by the PSO in their Sport Technical Package.
- The Recipient will provide opportunities for representatives from the Province to present medals during the Games.
- A joint decision between the Province, Recipient and the PSO will be made if scheduled events are postponed or cancelled.
- The Recipient will manage the recording and reporting of results during and following the Games. Updated results must be placed on the Ontario Games website as competitions are completed. The PSO will inform the Recipient on the best way results should be reported.

Transportation

- The Recipient will provide transportation for Games participants upon their arrival to the host community.
- Participant transportation to and from venues (sport and Opening Ceremony) and accommodations must be provided by the Recipient.
- Transportation to and from host community's airport/train/bus station to accommodation must be provided by the Recipient.
- The Recipient will adopt the Ontario Games External Travel Policy provided by the Province.

Volunteers

- The Recipient will ensure vulnerable sector screening is conducted for volunteers who work in a role that has direct contact with Games participants. At a minimum, the Recipient will conduct vulnerable sector screening for the following volunteer roles:
 - GOC members;
 - Accommodations including any volunteers with access to the participant accommodations at any time;
 - Sport venue volunteers with access to participant dressing rooms.;
 - Medical Services;
 - Security; and
 - Any volunteers accessing personal information, e.g., registration database.
- The Recipient at their discretion can require other volunteer positions to complete vulnerable sector screening.
- The Recipient will create a volunteer policy outlining the requirements of each role.
- The Recipient is responsible for providing all volunteers required to operate the Games, including Minor Officials identified by Sport Technical Packages.

Critical Incident Protocols

In the event of a critical incident, procedures will be followed in the attempt to address the situation with the individual(s) and the sport involved as efficiently and effectively as possible. The following list of procedures will happen simultaneously:

- Contact the GOC Chair, General Manager, and Program Consultant. The GOC Chair and/or General Manager will act as the spokesperson and all media requests will be handled by the spokesperson.
- The first person to know about the incident should contact the Games headquarters. The headquarters volunteer should follow the instructions outlined below:(which should be posted in an accessible location at headquarters).
 - Relay the information to the GOC Chair, General Manager, and Program Consultant; their phone numbers should not be given out;
- The headquarters volunteers will notify all committee chairs and inform them that any inquiries should be directed to the Games headquarters.
- If necessary, a briefing will be arranged by the GOC Chair, General Manager and Program Consultant at Games headquarters, and the necessary committee chairs will be contacted to attend the meeting.
- The Program Consultant will notify the General Manager and Province's representatives.
- A written statement will be prepared for distribution to all committee chairs and volunteers.
- The GOC Sub Committee Chair for security will act as a liaison between the GOC Chair, General Manager and Program Consultant, and the local police department.
- If appropriate, the Marketing & Communications Committee may prepare a press release or media conference at the direction of the GOC Chair and General Manager.
- Sport Managers will ask all volunteers to refrain from commenting to the media from the site of the incident in order to protect the identities of the parties involved.
- In the event that the incident takes place at a sport venue, the GOC Chair, General Manager, Program Consultant, GOC Sub Committee Chair for sport, and sport manager on-site will determine if the competition should continue.
- The GOC Chair, General Manager and Program Consultant will visit the venue (site of the incident) when reasonably possible.
- The GOC Chair and/or General Manager will contact the participant's family.

SCHEDULE “H”
2018-2021 ONTARIO GAMES BID GUIDELINES

(attached)

SCHEDULE "I"
COUNTY OF RENFREW BID
PROPOSAL

(attached)

COUNTY OF RENFREW

BY-LAW NUMBER

A BY-LAW TO EXECUTE AN ONTARIO CENTRES OF EXCELLENCE FUNDING AGREEMENT BETWEEN RIDESHARK CORPORATION, THE COUNTY OF RENFREW AND ONTARIO CENTRES OF EXCELLENCE

WHEREAS Section 8, 9 and 11 of the Municipal Act, 2001, S.O. 2001, as amended, authorizes Council to enter into agreements;

AND WHEREAS the County of Renfrew deems it desirable to enter into a funding agreement between Rideshark Corporation, the County of Renfrew and Ontario Centres of Excellence to deliver a project entitled: Winter On-Demand Community Transit Network.

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

1. That the funding agreement marked as Schedule "I" attached to and made part of this By-law shall constitute an agreement between the Municipal Corporation of the County of Renfrew, Rideshark Corporation and Ontario Centres of Excellence.
2. That the Warden and Clerk for the Corporation of the County of Renfrew are hereby authorized to sign and seal all things, papers and documents necessary to the execution of this By-law.
3. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27th day of January, 2021.

READ a second time this 27th day of January, 2021.

READ a third time and finally passed this 27th day of January, 2021.

OCE Funding Agreement

Schedule I



Ontario Centres of
Excellence

Where Next Happens

AVIN FY20-21 S2 33778

This Agreement is made between **RIDESHARK CORPORATION** and the **COUNTY OF RENFREW** ("Client") and Ontario Centres of Excellence Inc. ("OCE"), each herein individually referred to as a "Party" and collectively the "Parties".

WHEREAS the parties wish to engage in the project entitled: **"Winter On-Demand Community Transit Network"** as set out in the Application and represent and warrant that they have the rights to use the "background" Intellectual Property (IP) required for use in the Project, and commercialize any "foreground" IP or have entered into separate agreement(s) with respect to the intellectual property rights relating to the Project;

THEREFORE, recognizing the foregoing recitals and in consideration of the mutual promises set forth in this agreement, the Parties agree as follows:

1. **Definitions.** Capitalized terms used and not otherwise defined herein shall have the meanings attributed thereto in Schedule "A".
2. **General Terms.** The general terms that apply to and form part of this Agreement are attached as Schedule "B".
3. **Schedules.** The following schedules are attached to and form a part of this Agreement:
 - Schedule "A" Definitions
 - Schedule "B" General Terms
 - Schedule "C" Application (including budget)
 - Schedule "D" Data and Information Sharing Protocol
4. **Project.** The Project shall be performed in accordance with this Agreement, including the Schedules attached hereto.
5. **Term.** The term of this Agreement (the "Term") shall commence on the Start Date and continue until the end of the Project Duration Period (the "End Date").
6. **OCE Right to Terminate.** All obligations of OCE hereunder may be immediately suspended, terminated or revoked, in whole or in part, at any time by OCE giving written notice to the other Parties, where OCE determines, in its sole and unfettered discretion, that:
 - a. the Project will likely not be completed on schedule or on budget;
 - b. interim results are unsatisfactory and demonstrate low likelihood of achieving anticipated outcomes, or one or more Milestones cannot be met or has not been met within the timeframe set out in the Application;
 - c. the conclusion reached by OCE through a Project review process organized by OCE is that the overall goals of the Project will likely not be met;
 - d. the Client has defaulted on its obligation to make any Contribution at the time and in the manner required under this Agreement; or
 - e. the Client has defaulted on its obligations under this Agreement, including failing to provide the reporting and cooperation required under Section 9.

In the event of a breach by Client of its obligations under this Agreement OCE shall, without limiting any other right or remedy it may have, have the right to withhold, delay or cease all or any part of further payments in respect of the Project, recover any payments previously made by it, and/or set-off and credit any amounts due by the OCE to the Party in breach against any amounts previously contributed by OCE in respect of the Project.

7. **Contributions and Eligible Expenses.** OCE and the Client shall make the Contributions toward the cost of the Project as set out in Schedule "C". Notwithstanding anything else in this Agreement, the Parties acknowledge and agree that all Contributions to be made by OCE, and OCE's obligations to pay such Contributions, are entirely conditional on OCE receiving sufficient allocated government funding to enable it to make payment thereof, and that OCE may terminate, suspend or revoke such obligations, in whole or in part, at any time by giving written notice to the other Parties should it not receive or possess funds sufficient for such purposes. Further, OCE shall have the right to retain or withhold any

portion of Contributions otherwise payable pending receipt of interim or final deliverables and/or reports due in respect of the Project.

The Client shall use Contributions only in accordance with the Application and Budget for reimbursement of eligible Project expenses in accordance with OCE's then current published program expense guidelines.

8. Ethical Investments. The Client shall not, directly or indirectly, through a subsidiary or otherwise, engage in:

- a. the sale, marketing or provision of gambling, gambling services or pornography;
- b. the production, sale or marketing of tobacco smoking products; or
- c. the manufacture, sale, distribution or promotion of goods or services that are not legal in the Province of Ontario.

For greater certainty, the Client shall not be considered to be directly or indirectly engaged in the foregoing merely as a result of selling products to persons engaged in such activities, provided (i) that such products are not principally related to gambling, gambling services, pornography, tobacco smoking products or goods or services that are not legal in the Province of Ontario and (ii) the Client does not have a material interest in such persons.

9. Reviews and Reporting.

- a. The Client shall provide to OCE such reports with respect to the Project, its status, progress and projections, as required by OCE, in such form and content and at such times as specified by OCE in writing from time to time including, without limitation, a final report after Project completion, annual surveys for a period of 5 years following the term of this Agreement, and any other follow-up reporting reasonably required by OCE following the Term of this Agreement.
- b. The Client agrees to cooperate with OCE in the collection of performance metrics relevant to the Project, which shall be used by OCE to evaluate the success of its programs and shall be reported to the Government of Ontario in aggregate, omitting any Confidential Information.
- c. Clients who employ less than 100 employees agree to provide timely notice to OCE of any financings outside of its ordinary course of business during the Term which a reasonably prudent person would view as likely to have an adverse impact on the Project. Such notice shall include accurate and reasonable detail as will enable OCE to understand and assess the impact of such financings on the Client's obligations hereunder.

10. Indemnity. Subject to Section 11, each Participant will indemnify and save harmless OCE and its officers, directors, employees, agents and students from and against any and all suits, claims, demands, costs, damages, expenses, losses or injuries (including death) to persons or property, caused by: (A) any default or breach by the indemnifying Party of any of its obligations under this Agreement; and (B) the wilful or negligent act or omission of the indemnifying Party or its officers, directors, employees and agents during the performance or arising out of this Agreement or the Project.

11. Limitation of Liability. No Party shall be liable to the other Party for loss of business or profit or for any special, indirect, punitive or consequential loss or damage, regardless of whether such loss or damage arises under contract, tort, or based upon strict liability or other theory of law or equity, where such loss or damage arose in connection with the Project. In no event shall OCE's liability for damages arising out of the Project or under this Agreement exceed the dollar value of the Contribution which OCE is required hereunder to make to the Project. Except as expressly provided herein, OCE, including its directors, trustees, officers, employees and agents, makes no representations, warranties, undertakings, promises, inducements or agreements of any kind, whether direct, indirect, express or implied, including, without limitation, the merchantability or fitness for a particular purpose of any research results or intellectual property; and except as expressly provided herein, OCE assumes no responsibility whatsoever with respect to design, development, manufacture, use, sale or other disposition of research results or intellectual property by any Client. Provided the foregoing limitations on liability in this Section 11 shall not apply to breach of the confidentiality obligations provided for in Schedule "B".

12. Intellectual Property (IP). The Client represents and warrants that it has the right to use the "background" IP required for the Project, and to commercialize any "foreground" IP.

Intellectual property derived from the Project is to be managed by the Client, and OCE does not claim intellectual rights in the Project outcomes.

The funding recipient must be free to use, develop and exploit for commercial purposes without any third-party encumbrances, any intellectual property required to execute the Project.

13. Compliance with Laws

- a. Each Participant agrees to conduct its business and activities and to perform the Project and its obligations under this Agreement in compliance with all Applicable Laws. For the purposes hereof, "Applicable Laws" means any law, statute, by-law, ordinance, decree, requirement, directive, order, judgment, license, permit, code or regulation having the force of law, and any applicable determination, interpretation, ruling, order or decree, of any governmental authority or arbitrator, which is legally binding at such time.
- b. In addition to the general requirement above to comply with Applicable Laws, each Participant agrees that it will observe and meet the accessibility and non-discrimination provisions of the *Canada Anti-Spam Legislation*, *Personal Information Protection and Electronics Documents Act*, and, where applicable, *Personal Health Information Protection Act* and *Freedom of Information and Protection of Privacy Act*. *Accessibility For Ontarians with Disabilities Act* and the *Ontario Human Rights Code (whether or not the Participant is required under the terms of such legislation to comply)* in the treatment of its personnel and the public in the conduct of its operations, the provision of any services and the performance of the Project. Costs and expenses incurred as a result of such obligations are solely those of the Participant and should be considered and, where appropriate, included in any budget with respect to the Project.

14. Data and Information Sharing Protocol

Client acknowledges that the Parties are subject to data and information sharing requirements with respect to the Project. Attached as Schedule "D" is the current approved *Data and Information Sharing Protocol* (DISP) describing such requirements which is subject to review and amendment by OCE. Client agrees to observe and perform the obligations of a Program Partner/Program Participant under the DISP, as amended from time to time, in relation to the Project.

IN WITNESS WHEREOF the Parties have duly executed this Agreement as of the

ONTARIO CENTRES OF EXCELLENCE INC.

Name: Raed Kadri

Title: Director, Automotive Technology and Mobility

I have authority to bind the Corporation.



RIDESHARK CORPORATION

Name: Sharon Lewinson

Title: President

I have authority to bind the Corporation.

COUNTY OF RENFREW

Name: Debbie Robinson

Title: Warden

I have authority to bind the Corporation

Name: Paul Moreau

Title: Chief Administrative Officer/Clerk

I have authority to bind the Corporation.

SCHEDULE “A” DEFINITIONS

“**Agreement**” means the agreement to which this Schedule is attached and includes all schedules attached thereto, which Schedules form an integral part of this Agreement.

“**Application**” means the application (including Budget) that was reviewed and approved for funding by OCE as specified in Schedule “C” (Application (including budget)).

“**Cash Contribution**” refers to a direct payment of Contribution in Canadian currency.

“**Client**” has the meaning given to this term on the first page of the main body of this Agreement.

“**Confidential Information**” means the confidential business or technical information of a Party that is identified in writing by that Party at the time of its disclosure or identified orally as such by that Party at the time of its disclosure and minuted and confirmed in writing within two weeks of the oral identification.

“**Contribution**” means Cash Contribution and In-Kind Contribution.

“**End Date**” has the meaning given to this term in Section 5 of the main body of this Agreement.

“**Fair Market Value**” means the fair market value that an unrelated arm’s-length party would have paid in Canadian currency for an In-Kind Contribution as of the date such Contribution is made to the Project.

“**GAAP**” means generally accepted accounting principles for financial reporting in Canada as most recently recommended and approved by the Canadian Institute of Chartered Accountants, or its successor, in its handbook.

“**In-Kind Contribution**” means an indirect cash contribution or a non-monetary contribution that reduces the cash requirement of the Project. The value of each In-Kind Contribution to the Project is assessed at Fair Market Value.

“**Milestones**” means the objectives to be achieved during the course of, and upon completion of, the Project, which are set out in the Application.

“**OCE**” has the meaning given to this term on page 1 of the main body of this Agreement.

“**Project**” means the project or initiative described in the Application.

“**Project Duration Period**” means the period of time approved by OCE for the completion of the Project following the Start Date.

“**Schedules**” means the schedules identified in Section 3 of the main body of this Agreement attached to and/or delivered with this Agreement.

“**Start Date**” means the project activation date set by OCE.

“**Term**” has the meaning given to this term in Section 5 of the main body of this Agreement.

SCHEDULE "B" GENERAL TERMS

1. **Obligations upon Termination.** Notwithstanding the termination or expiry of this Agreement, Sections 8, 9, 10 and 11 of the main body of this Agreement and these General Terms shall survive.
2. **Non Waiver.** Except as otherwise expressly provided herein, the failure of any Party to exercise its rights herein upon the occurrence of any breach by any other Party of its obligations will not in any event constitute a waiver of such rights.
3. **Assignment and Enurement.** This Agreement and all its rights and privileges hereunder may not be assigned by any Party without the prior written consent of all other Parties, which consent shall not be unreasonably withheld. This Agreement and everything herein contained will inure to the benefit of and be binding upon each of the Parties hereto and upon their respective heirs, estate trustees, personal representatives, successors and permitted assigns.
4. **Choice of Law.** This Agreement will be governed by and construed in accordance with the laws in force in the Province of Ontario and the laws of Canada applicable therein, without recourse to their rules on conflicts of laws.
5. **Relationship.** The Parties' relationship under this Agreement is one of independent contractors and the Parties are not, will not be considered to be, and will not represent themselves to be, joint venturers, partners or agents of each other.
6. **Time of the Essence.** Time is of the essence of this Agreement and of each and every term and condition hereof.
7. **Entire Agreement.** This Agreement and the documents referenced herein constitutes the entire agreement between the Parties pertaining to the Project and the subject matter hereof and supersedes all prior agreements, understandings, negotiations and discussions with respect to the subject matter hereof whether oral or written.
8. **Notice.** All notices hereunder shall be in writing and shall be duly given if delivered personally or sent by registered mail, return receipt requested, or e-mailed or faxed to the respective addresses of the Parties as follows:

to OCE:

Ontario Centres of Excellence Inc.
Attention: Narinder Dehal
325 Front St. W., Suite 300 Toronto, ON M5V 2Y1
Fax: 416-861-1092
Email: project-administration@oce-ontario.org

to Client:

RideShark Corporation
Attention: Sharon Lewinson
2031 Merivale Road, Ottawa, ON K2G 1G7
Phone: 613-314-1656
Email: Sharon@RideShark.com

Any notice given by registered mail shall be deemed to have been received by the parties to whom the same is addressed on the fifth (5th) business day following the day upon which such notice has been deposited in a post office with postage and cost of registration prepaid. Any notice delivered personally or given by e-mail or by fax shall be deemed to have been received by the Party to whom such notice is so delivered on the following business day.

9. **Confidentiality.** A Party may disclose Confidential Information to other Party to facilitate work under this Agreement. Each Party agrees that such information will be safeguarded and only disclosed to persons with a need to know it within the receiving Party. All Parties will take such steps as a reasonably prudent commercial enterprise would take to protect such information from disclosure to third parties not bound by relevant nondisclosure agreements.

The obligation to keep Confidential Information confidential will not apply to information which:

- a. is already known at the time of disclosure to the Party to whom it is disclosed and that Party can prove by written records that it is already known;
- b. is or becomes part of public domain without material breach of this Agreement by the Party seeking to rely on this exclusion;
- c. is obtained from third parties which impose no related confidentiality obligations on the disclosing Party;
- d. is authorized for release by the disclosing Party; or
- e. is required to be disclosed by law or order of a court, governmental tribunal or governmental agency or in the case of OCE, by written agreement of OCE with the Government of Ontario (or any of its Ministries or representatives), but the Party subject to such requirement will promptly notify the disclosing Party and give the disclosing Party a reasonable opportunity to seek a confidentiality order or the like.

These obligations of confidentiality and non-disclosure shall apply upon execution of this Agreement and continue for a period of seven (7) years following the end of the Project Duration Period except with respect to trade secrets and personal information which shall survive indefinitely unless and until the same fall under b. or e. above;

10. **Communications.**

- a. Client covenants and agrees to include the following in all publications, communications and products they offer or display to the public that refer to the Project, at OCE's discretion:
 - i. acknowledgement that OCE is a member of the Ontario Network of Entrepreneurs ("ONE");
 - ii. the ONE visual identity, in accordance with standards for the visual identity provided by OCE from time to time;
 - iii. acknowledgement and credit with respect to Ontario's financial support of the Project as follows: "Funding provided by the Government of Ontario", and by using the official visual identifier of the Province of Ontario and/or ONE in respect of the acknowledgement of funding only, provided OCE has approved the standard format for the acknowledgement of support; and
 - iv. the Ontario logo as prescribed by the OPS Visual Identity Directive, as indicated by OCE from time to time.
- b. To the best of its ability and prior to all public announcements generated by them, Client agrees to:
 - i. provide at least twenty-one (21) working days notice to OCE of any major, planned announcements (press releases, awards, advertisements, etc.) with respect to the Project, and agrees that OCE may provide this information to the Government of Ontario;
 - ii. obtain OCE's prior approval before making any such announcements and permit OCE and the Government of Ontario to participate in the announcement or event at its option; and
 - iii. respond to requests by OCE or the Government of Ontario for related information as soon as possible.
- c. At OCE's request, Client will cooperate with OCE, provide OCE with reasonably necessary documentary assurances, and take reasonable steps to participate in, OCE's publicizing the results and successes of the Project. The immediately preceding sentence will not require the Client to take any actions that would reasonably be expected to negatively and materially impact that Party's competitive advantage as currently utilized by that Party in the Ontario marketplace.

11. **Force Majeure.** In the event that any Party is prevented or delayed from fulfilling any of its obligations herein by Acts of God, war, terrorism, strikes, riots, storms, fires, floods, epidemics, governmental orders or governmental restrictions, then that Party will be excused from such performance to the extent that it is necessarily prevented or delayed during the continuance of such happening or event, but financial payment obligations which have accrued prior to, or after, such cause will not be so excused.

12. **Record Keeping and Audits.** Client shall account for the Contributions and their use and shall keep good and valid records of such accounts in accordance with GAAP at all times. Client shall make such records, including receipts for expenditure of the Contributions and all related books, payrolls, accounts, invoices, receipts and other vouchers,



available, at all times upon reasonable notice, to OCE, the government of Ontario and their agents (including Ontario's Provincial Auditor) for inspection, auditing and the making of copies thereof. Such records shall be maintained by Client for a period of time no less than four years beyond the expiration of the Term.

13. **Counterparts.** This Agreement may be executed in counterparts, each of which when so executed shall be deemed to be an original and all of which taken together shall constitute one and the same instrument. For all purposes of this Agreement and all other documents contemplated hereby, the signature of any Party, evidenced by a telecopy showing such signature or other electronically transmitted version of such signature (including by way of PDF), shall constitute conclusive proof for all purposes of the signature of such Party to such document, to the same extent and in all respects as a copy of such document showing the original signature of such Party.



SCHEDULE "C"
APPLICATION (including Budget)

Application Form



Ontario Centres of
Excellence

Where Next Happens

Application Information

Applicant: Sharon Lewinson-RideShark

Application Number: 33778

Application Title Winter On-Demand Community Transit Network

OCE Contact Martin Lord

**Total
Duration(Months)** 18

Application Type Autonomous Vehicle Innovation Network - Stream 2/WinterTech

Type of Technology Out-of-vehicle

Project Contributor(s) RideShark Corporation; County of Renfrew

Application Category Dev/Demo

Project Finance Summary

Source of Funds	Cash	In-Kind	Total
OCE	\$500,000	\$0	\$500,000
RideShark Corporation	\$1,094,200	\$0	\$1,094,200
	\$1,594,200	\$0	\$1,594,200

Summary of Proposal for Public release

The ability for people to travel during the winter is most keenly felt in Ontario rural areas where snow clearing is limited, and road lighting is virtually non-existent. For CAV's to be successful and applicable to rural areas, there must be community acceptance and use of shared vehicle transport.

The Winter On-Demand Community Transit Network will leverage RideShark's ridesharing technology to offer people in more rural areas the ability to schedule and book a volunteer driver to take them to needed destinations. Different from a taxi or Uber, the drivers are community members who are volunteering to help those in need. The project will test the feasibility of users waiting in winter weather for a shared ride on road network that has varying winter road conditions. Integrated in-app communications will test mobile connectivity including the scheduling, ordering and booking of a ride, driver/passenger communications and live trip tracking – all elements critical for a future successful CAV network. It will test and identify weather elements that impact an on-demand ride success and suggest opportunities to address identified issues through integrated or 3rd party technologies.

The Winter On-Demand Community Transit Network project team is comprised of RideShark Corporation and the County of Renfrew. RideShark will provide the comprehensive technology stack for the project and the County of Renfrew will offer supporting community outreach and rural Ontario positioning of the critical importance of a future built on shared transportation. County of Renfrew users will be the demonstration users of the platform.

Project Classifications

Application Stage Gate:	Stage 3 - Development
CFI Code	10. OTHER RESEARCH\\Other Research
CFI Disciplines	10000 NATURAL SCIENCES & ENGINEERING (NSE)\\Information Technology
Keywords	SaaS; MaaS; mobility; rideshare; wintertech; climate; temperature; social network; advanced mobility technology;

Team Information

Applicant

Name	Company / Institution	Email	Address	Phone
Sharon Lewinson	RideShark	sharon@rideshark.com	2031 Merivale Road	613.226.9845

Co-Applicant

Name	Company / Institution	Email	Address	Phone
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Project Contributor(s)

Name	Company / Institution	Email	Address	Phone
Ms Sharon Lewinson	RideShark Corporation	Sharon@RideShark.com	2031 Merivale Road Ottawa ON K2G 1G7	613-226-9845
Mr. Alastair Baird	County of Renfrew	abaird@countyofrenfrew.ca	9 International Drive Pembroke ON K8A 6W5	613-735-0091 x 466

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED] [REDACTED]

Program Milestones

Milestone	Team Member	Expected Outcome	Time Frame
Project Launch	Sharon Lewinson, RideShark	o Software development plan and schedule o Server installation o Community Stakeholder List o Communication Plan o Weather/Traffic API selection o Driver recruitment strategy o Passenger	Months 1-3
On-Demand Community Transit Platform Module Development	Tom Lewinson, RideShark	o Completion & demonstration of Driver Booking functionality o Completion & demonstration of Passenger Ride Request functionality o Completion & demonstration of API Feedback functionality o Completion & demonstration of weather/traffic API integration functionality	Months 4-10
Soft Launch	Sharon Lewinson, RideShark	o Launch of platform pre-winter for trial users o # users o # drivers o # stakeholder admins o # completed trips o Pre-winter feedback summary o Evaluation of pre-winter trial summary	Month 11-13
Formal Project Demonstration Event	Sharon Lewinson, RideShark	o Launch of demonstration platform for the 8 week winter period o Demonstration Partner showcase event (~1/2 day) held in the County of Renfrew i, \$Medi a coverage i, \$Successful demonstration of full winter on-demand community transit trip(s) booking o 500 users o 50 drivers o 5 stakeholder admins o 400 completed trips o Feedback summary o Winter Weather/Traffic analysis	Month 14-15
Project Completion	Sharon Lewinson, RideShark	o Summary Report o Project Evaluation	Month 16-18

Use of Funds

Source of Funds	Cash	In-Kind	Total
OCE	\$500,000	\$0	\$500,000
RideShark Corporation	\$1,094,200	\$0	\$1,094,200
	\$1,594,200	\$0	\$1,594,200

	2019	2020	2021	2022	2023	2024	2025	2026	2027
1. General	1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9
2. Specific	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9
3. Implementation	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9
4. Monitoring	4.1	4.2	4.3	4.4	4.5	4.6	4.7	4.8	4.9
5. Evaluation	5.1	5.2	5.3	5.4	5.5	5.6	5.7	5.8	5.9
6. Conclusion	6.1	6.2	6.3	6.4	6.5	6.6	6.7	6.8	6.9
7. Appendix	7.1	7.2	7.3	7.4	7.5	7.6	7.7	7.8	7.9
8. References	8.1	8.2	8.3	8.4	8.5	8.6	8.7	8.8	8.9
9. Index	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9
10. Other	10.1	10.2	10.3	10.4	10.5	10.6	10.7	10.8	10.9

Budget Justification

Referring to the Budget Table, please provide additional information to justify how OCE, Project Contributors and Other how the project plan, activities and outcomes are related to the proposed budget. Please note, it is mandatory to compl

RideShark has extensive experience in working on diverse, complex and large scale projects. As such we have a strong track record of achieving our clients' goals and defined outcomes.

This project represents a significantly valuable, timely and sought after functionality. There is a demonstrated need across the industry for this type of submission, and to date no vendor has been able to bring this to market. RideShark has the underlying core technology

Each expense was justified through an understanding of what staff is required to complete the project and their level of staff will be fully or mostly dedicated to the development of the outlined functionality. Additional staff will be hired to support with current workloads and senior staff. The key expenses for this project are Salaries and Benefits. This expense supports staff exclusively or for a portion of their 8 hour work day. Subconsultants were identified for network support (servers, data storage, weather API consultant/ license. Server costs to support the on-demand and real time data are other operating costs, identified for trips to/from the County of Renfrew, as Covid permits.

The total value was calculated as follows:

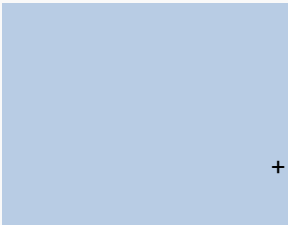
- Employee salary + 15% statutory benefits
- % time dedicated to the project (with founders capped at \$5,000/month)
- estimated server cost as provided on Dell website, depreciated
- Estimated consultant cost for server network (based on experience with consultant and estimated time/month)
- Estimated consultant cost for graphic design (based on experience with other digital or printed graphic design work)
- Estimated API license cost/consultant cost

Team member utilization over the project duration is provided in the table below:

Salaries and Benefits Costs:

Name (status)	Salary & benefits – full monthly rate (\$)	Utilization rate (%)	Number of months	Total (S*U*N) (\$)
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total				\$ 1,295,100

There will be some travel associated with the project. Given the rural nature of the proposed project, all travel is by car.



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██████████	██████████	████████████████	█	██████████

Item	Milestone	Acquisition date (Month X)	Cost (\$)	CCA Class	Annual Amortizatio n rate (%)	Number of Months	Residual Value $C*(1-AA*NM/12)$ (\$)	Number of Items	Total (C – RV) (\$)
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Server Purchase	1	1	60,000	10	30	17	34,506	2	
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SUBTOTAL (Op2)									\$ 51,0
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RideShark is applying for \$500,000 in OCE funding to support the project. Desired project support areas are provided in

Item Description	Payee	Source of Funds	Type of Funds	Budget Category	Quantity
Salaries and Benefits	RideShark	RideShark	Cash	S & B	18
Salaries and Benefits	RideShark	OCE	Cash	S & B	18
Project Operating Costs	Various	RideShark	Cash	Op Exp	1
Project Operating Costs	Various	OCE	Cash	Op Exp	1
Travel	RideShark	RideShark	Cash	T & L	1
Travel	RideShark	OCE	Cash	T & L	1

Total RideShark Total Expenses

Total OCE Project Contribution

AVIN WinterTech Development Program

EOI QUESTIONS

OCE Office use only

APPLICATION DATA	
Project Title	Winter On-Demand Community Transit Network
Application Number	33778

EXECUTIVE SUMMARY (MAX. 250 WORDS)

A. Please provide a high-level summary of the proposed winter weather related project.

A. The ability for people to travel during the winter is most keenly felt in Ontario rural areas where snow clearing is limited, and road lighting is virtually non-existent. For CAV's to be successful and applicable to rural areas, there must be community acceptance and use of shared vehicle transport.

The proposed Winter On-Demand Community Transit Network will leverage and expand on RideShark's ridesharing technology to offer people in more rural areas the ability to schedule and book a volunteer driver to take them to needed destinations. Different from a taxi or Uber, the drivers are community members who are volunteering to help those in need. The On-Demand Community Transit Network will test the feasibility of users waiting in winter weather for a shared ride on road network that has varying winter road conditions. Integrated in-app communications will test mobile connectivity including the scheduling, ordering and booking of a ride, driver/passenger communications and live trip tracking – all elements critical for a future successful CAV network. It will test and identify weather elements that impact an on-demand ride success and suggest opportunities to address identified issues through integrated or 3rd party technologies.

The proposed Winter On-Demand Community Transit Network project team is comprised of RideShark Corporation and the County of Renfrew. RideShark will provide the comprehensive technology stack for the project and the County of Renfrew will offer supporting community outreach and rural Ontario positioning of the critical importance of a future built on shared transportation. County of Renfrew users will be the demonstration users of the platform.

1: MARKET OPPORTUNITY & SOLUTION(S) (MAX. 1500 WORDS)

A. What specific market opportunity will this project address?

B. What innovative technological and/or business solution(s) will be developed, prototyped, and/or demonstrated through this project? Which severe winter weather condition(s) does it target or address? How will the solution(s) address the opportunity? Examples of severe winter weather conditions include but are not limited to snow, freezing rain, hail, extreme cold, etc.

C. What competitive advantages will be developed?

A. This project will provide a demonstration project of the RideShark Intelligent Transportation System (ITS) combined with the overall project objective a transit supportive application for rural Ontario that is based on community involvement. A community-focused platform that lets people in rural communities request a ride



to work or personal appointments is in critical need and offers an opportunity to expand the community transit model throughout Canada and internationally. In [Ontario](#), 20% of the population (2.6M) lives in rural areas. ([ruralontarioinstitute.ca](#)), with lack of transportation and mobility services states as a significant issue. Lack of transportation most affects determinants of health and employment. Canada and the USA combined have almost 70M people living in rural area – all needing improved transportation services. The problems solved by an On-Demand Community Transit Network include access to employment, increased community vibrancy, sustainability and viability. An intelligent platform that can match passengers with drivers in real-time, along an optimized routing path, with embedded communications provides the needed reliability and transportation alternative that residents desperately need. The County of Renfrew provides an ideal demonstration location due to its rural focus and harsh adverse winter weather conditions. The market opportunity is significant as rural communities don't have the population density to afford a transit system that covers all residents, or any transit system at all. Offering an Uber ridehailing is unsuitable and unsustainable on a community-wide perspective. <https://www.tvo.org/article/why-one-ontario-towns-uber-experiment-shows-that-theres-no-quick-fix-for-public-transit> The only option that exists is to provide a robust on-demand community transit network. However, for on-demand community transit to work effectively, it must be able to function during adverse weather conditions. Users need to be assured that a driver will show up and understanding how weather impacts both the driver and passenger is a critically needed element to understand if on-demand community transit is the solution to rural transportation, and in the future when this on-demand community transit replaces drivers with CAVs, ideally even during adverse weather.

Development of Community Transit Network Technology Platform. In every community in Canada and the USA, there exists an informal or formal network of driver volunteers being managed on spreadsheets, by phone or other random means. This network is most prevalent in rural communities. A platform that can intelligently match passengers with drivers requesting rides based on origin, destination, trip duration and travel route can mean that citizens have a consistent and reliable access to transportation services. The platform will be developed as part of the RideShark Unified Mobility SaaS solution, and when complete offered to all communities in Ontario, throughout Canada, the USA and globally. It provides a specific, unique and targeted service offering that can be sold to new and existing customers globally. The platform will develop the following new technologies:

- Ability for a User to post a ride request for a community volunteer driver
- Ability for community volunteer driver to search, select and confirm a ride booking
- Ability for the platform to charge the passenger a rate based on prevailing CRA mileage rates, and any parking or toll charges that might be applicable
- Development of an integration with a weather and road conditions API to enable the correlation of weather to ride requests, booking and completed rides.
- Development of winter weather specific trip rating functionality to allow both the driver and passenger to document trip experiences specifically related to weather. The overall winter weather conditions include snow, rain, hail, ice, fog, temperature or combination thereof. User focused weather conditions include elements such as pick up accessibility (e.g. walkway or driveway conditions), drop off accessibility, in-vehicle comfort (e.g. windows fogging, slush, heat, etc.), vehicle control (skidding, slush, etc.), and more. Usage of a community transit network, or a future CAV network will be dependent on weather conditions and the extreme winter weather experienced in rural areas can impact success of shared rides.
- Development of user focused in-system communication tools that ensure accessibility for all abilities.

B. Innovative Technological/Business Solutions:

- **RideShark SaaS Platform.** The RideShark Unified Mobility Platform currently provides multimodal trip planning and carpooling services in Canada, USA and NZ. Through RideShark's customer branded solutions, over 50M people are served. Currently the platform optimizes carpool matches based on proximity to origin, destination, travel route and personal preferences. The driver is only matched with people with compatible origin/destination and travel routes. The On-Demand Community Transit project would introduce new functionality into the platform where the driver would search for passengers and accept rides based on the passenger profile. While the matching algorithm would be similar to a taxi



service, or ridehailing like Uber or Lyft, the critical difference is that the community volunteer drivers would not make a profit from the trip. They would charge the cost of driving and parking/tolls based on CRA mileage rates. Ridehailing companies do not serve rural areas as it is not profit generating. The proposed on-demand community transit model offers a more sustainable and reliable transportation solution. Rural municipalities could offer to cover or supplement passenger costs after the demonstration project and the software solution is taken to market. The passenger ride request would also include a new field to include potential weather-related pickup/drop-off conditions (e.g. unplowed driveway, etc.). RideShark's route optimization would be enhanced to offer drivers the ability to pick up multiple passengers along an optimized drive route accounting for varying pick up and drop off locations.

- **Project Demonstration.** There is a significant and growing need for transportation in rural communities, primarily due to a lack of public transportation options, the aging rural population, and the geographic distances to the locations of needed services. The County of Renfrew is experiencing such a need and is a project partner specifically to help facilitate transportation options in their County. Importantly, the County of Renfrew is geographically situated such that it experiences wide variations in weather conditions, allowing for the testing and evaluation of a wide range of weather conditions.
- **Winter.** Identifying issues, constraints, challenges and opportunities on the ability for drivers to pick up passengers along an optimized route during adverse weather conditions will set the stage for the delivery of a community transit network in all communities, regardless of weather. Similarly, issues, constraints, challenges and opportunities regarding passengers will identify pick up/drop-off needs, shelter requirements, waiting comfort, vehicle comfort loading and unloading issues and general personal mobility constraints during winter weather conditions, including temperature fluctuations. The development of weather-related and road-condition tracking for on-demand transportation is innovative and not currently in the market. Proposed tracking elements to document adverse weather conditions include:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

C. Competitive Advantages: The following RideShark competitive advantages will be developed through this project:

- [REDACTED]



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2: PARTNERSHIP(S) (MAX. 1000 WORDS)

- A.** Describe all project partners, including the applicant, their sector, business status and activities, their current products and services, and their Ontario operations.
- B.** Describe their role in the project and what value will be created for each partner, including the applicant.

- A.** RideShark Corporation and the County of Renfrew are the initial two project partners.

RideShark Corporation: RideShark is a SME based in Ottawa. RideShark has grown organically since it's first platform was launched in 2006 to its three initial customers: The City of Ottawa, Nortel Networks and the University of Ottawa. Profitable since launch, RideShark has since expanded it's white-labelled multimodal unified mobility platform to public and private sector customers in Canada, the USA and New Zealand. Over 50 million people are served through its customer branded platforms. The current SaaS platform helps commuters find multimodal trip planning options, carpool partners, log trips to understand vehicle km travelled and GHG emission avoided, earn incentives and rewards for sustainable transportation use. Customer can use the platform to manage parking, commuter challenges, emergency ride home, commuter benefits and more.

County of Renfrew: The County of Renfrew is a Municipal Government stretching west from Ottawa to the northern tip of historic Algonquin Park. Founded in 1861, Renfrew is the largest county in Ontario and is made up of 17 communities. As the largest geographic county in the Province of Ontario, Renfrew County is rural by nature, yet the many urban centers and major employers in the county make sure that residents have access to the supports and services they deserve. Transportation is a key concern of residents and employers. The County is a current RideShark customer and has launched www.ShareTheRide.ca for employers and employees in the more urban areas of the County. This project will specifically address an identified need for rural residents to access transportation where there is no public transportation. Many often don't even have access to a vehicle. An isolated, aging population in these rural areas need access to reliable, convenient and efficient transportation. The proposed Winter On-Demand Community Transit network lays the foundation for a future CAV network, by introducing the rural population to on-demand shared transport where they can post a ride request, book, communicate and pay in-system. Community-based volunteer drivers will utilize



the newly developed RideShark platform to confirm their ride offer, forming the foundation of an on-demand community transit network.

County of Renfrew Users: While not identified as a project partner, the demonstration project would engage County of Renfrew residents as the demonstration passengers and drivers. The passengers would be people living in the County of Renfrew who are seeking a ride. Volunteer drivers would be engaged to use the platform to offer an on-demand ride to Renfrew users. The premise of the pilot demonstration project is that the passenger would pay the driver for the ride, at a rate not to exceed CRA mileage rates. This ensures the driver is not making a profit and they are not classified as professional taxi/ridehailing drivers as they would be if they were driving for Uber or a taxi company. Post demonstration, the go-to-market premise for RideShark would follow this same model, or allow municipalities to cover or supplement passenger ride costs, at a significant cost savings over providing a transit service or paid taxi rides. Importantly, it sets the stage for shared rides within the community setting.

- B. RideShark Corporation Project Role:** RideShark role will focus on the technology development, monitoring and tracking of requested and completed shared rides and the correlation of ride success and weather. RideShark will lead the outreach initiative to encourage user registration and participation in the demo pilot, for both drivers and passengers.

Specifically, technology will be developed for the RideShark platform to enable County of Renfrew residents to book, pay, communicate and track a community transit network ride. Technology will be developed to enable drivers opt into the community transit network to volunteer to drive users to their destination. Drivers can be compensated up to approved CRA vehicle mileage rates. The live trip tracking will pull in a weather API to automatically log weather conditions. Both driver and passenger will be able to rate their trip with newly developed project specific platform that allows for documentation of weather issues for both the passenger and driver as well as the vehicle. RideShark will also take on the role of community outreach, media communications and other methods to engage participation in the community transit network.

County of Renfrew Project Role: The County of Renfrew will be the test bed for the technology demonstration. They will take on the role of facilitating outreach to users needing a ride, and volunteers looking to offer a ride. The County will help connect RideShark with existing stakeholder groups and provide outreach support to build awareness and participation in the program. The County will assist with the review and sharing of study results. The value to Renfrew is significant in that the proposed technology will fill an identified need to support vulnerable users in the County, it will provide a solution to the current lack of transportation options in the rural areas and it will build a prototype of a first in Canada On-Demand Community Transit Network. It will better position Renfrew as an innovator and attract new residents and visitors. It will provide existing residents with a tangible opportunity for shared transportation. Importantly the project will identify potential issues and feasibility of a future CAV network serving rural Ontario, particularly in the winter months.

Demonstration Event: Given the estimated project start of December 2020, the winter of 2021 will be used as a soft launch and staging for a Full Demonstration Event launch in late October early November 2021. RideShark, the County of Renfrew, AVIN, OCE, and others would lead the news media event in Renfrew County, ON. The full project demonstration will run from November 2021 to March 2022 .

3: PROJECT SCOPE AND PLAN (MAX. 1500 WORDS)

- A.** Describe high-level project objectives, milestones and timelines; and personnel requirements – please align with the Budget. Include both technical and business activities.
- B.** Where, when, and how will the technology/product/service validation, testing, demonstration and prototyping of mobility products and services in severe winter weather conditions take place?

- **Project Objectives:** The high-level project objectives is to develop the technology to enable users to request rides from a volunteer community network of drivers. Drivers would use the platform to search for and confirm ride requests. The passenger would pay a maximum rate coinciding with CRA mileage rates for shared trips. Drivers routes would be optimized, and the platform's integrated communications and live trip tracking would monitor, track and validate all trips. The integration of an API weather feed would automatically record prevailing weather conditions and both the passengers and driver would be provided with the opportunity to provide feedback on ride quality, issues, weather-related and in general. The resulting Community Transit Network would provide rural residents in Renfrew County enhanced transportation services, while minimizing drive alone trips and associated GHG emissions.

Importantly, the proposed On-Demand Community Transit solution offers a significant advantage over ridehailing, which currently is not actively serving rural communities.

Comparison of On-Demand Community Transit vs Ridehailing.

On-Demand Community Transit	Ridehailing (e.g. Uber)
Volunteer community drivers	Professional Paid Drivers
Amount paid to driver limited to CRA mileage rates for true carpooling	Trip cost set by Uber and currently not at cost recovery levels
Drivers are within the community	Rural areas not covered by ridehailing due to lack of drivers, distances and outside of profit area
Data owned by community	Data owned by Uber
Summary – On-Demand Community Transit Viable Solutions	Summary – Ridehailing limited/not available for rural areas

Finally, it would provide a much-needed service to those without a car, vulnerable, elderly and disadvantaged in the community. This project would demonstrate the following:

- The significant demand for shared rides by County of Renfrew residents (number ride requests)
- The availability and interest of community drivers (number of drivers)
- Number of trip requests and completed trips demonstrate community need (# trips)
- Weather related trip success (# trips by weather condition)
- Trip ratings by weather (weather impacts of trips)
- Trip issues due to weather (identification of weather-related issues, challenges and opportunities)
- Weather driver/passenger's reliability, comfort, etc.
- Project success is realized with successful completed trips during all weather conditions.

Project Milestones: The proposed 18-month project timeline assumes November 2020 launch and allows for an initial intensive development phase, a soft launch during the winter of 2021, with ongoing and incremental software development until the full winter demonstration in 2022. The project final evaluation would be completed April 2022. Specific milestones include:

November – December 2020 – Project Launch

- Identification of County of Renfrew passenger/driver groups and contacts for soft launch (retirement homes, clinics, hospitals, community centres, etc.) (County of Renfrew and RideShark)
- Engagement of community leaders within established groups to promote the **Winter On-Demand Community Transit Network** (County of Renfrew and RideShark)
- Development of volunteer driver recruitment materials and outreach initiatives (RideShark and County of Renfrew)
- Software development to integrate volunteer driver app for passenger searching (RideShark – 3 months, with refinement up to full 18 months)



- Software development to integrate weather API (RideShark – 3 months)
- Software development for route optimization (RideShark – 12 months, with refinement up to 18) months
- Software development to integrate driver and passenger feedback on ride quality, and weather-related issues/concerns

January – March 2021 – Soft Launch of Winter On-Demand Community Transit Network with identified groups

- Outreach for passengers and drivers (RideShark and County of Renfrew)
- Monitor, evaluate and develop software in response to on-demand trips taken (RideShark)
- Software development continues, with additions as required based on identified rides completed, requested, booked, etc. (RideShark)
- Platform and User Support (RideShark)

April – November 2021 - Continuation of pilot during Spring and Summer months for baselining

- Driver and passenger outreach continues during the non-winter months to provide a baseline for comparison to the full Winter On-Demand Community Transit Network (RideShark and County of Renfrew)
- Development of the software platform functionality and UI/UX continues to add in needed features based on the results of the soft launch (RideShark)
- Monitor, track, and evaluate all ride requests, trips completed and driver/passenger feedback. Develop software in response to evaluation (RideShark)

December to March 2022 – Full Winter Demonstration Event

- The system would be fully launched to all County of Renfrew residents. (RideShark and County of Renfrew)
- Extensive ongoing tracking, monitoring and evaluation (RideShark)
- Software development and platform support (RideShark)

April 2022 – Project completion

- Summary Results (RideShark)

A. Development of the technology will occur in Ottawa, ON. The project soft launch and demonstration will occur in the County of Renfrew. The platform is a SaaS application. The platform will be used by passengers requesting a ride, and drivers offering a ride. The technology/product/service validation, testing, demonstration and prototyping of the new Winter On-Demand Community Transit Network will all take place in the County of Renfrew. Winter weather conditions will be tracked, monitored and evaluated through both an automatic weather API integration and required user feedback where both the driver and passengers will be required to comment on each trip completed. Registration and intermittent surveys to users will also help to evaluate the impact of weather on shared rides. This project will set the stage to understanding human behavior and interventions required for a future shared CAV network to operate successfully in winter.

4: IMPACT & OUTCOMES (MAX. 500 WORDS)

Describe the potential impact of the proposed solution(s) on:

A. Existing and future infrastructure, and/or connected vehicle and autonomous vehicle technology, and;

B. Economic, social, and/or environmental development within Ontario? (i.e. leading to globally competitive business and market opportunities)

A. On-demand carpool matching provides the out-of-vehicle technology foundation to normalize shared vehicle usage for a future CAV network. In urban centers the density of vehicles and people travelling provides for optimized routing and facilitates ease of carpool matching. In rural areas the dispersed origins and destinations make it far more difficult to efficiently and effectively plan and deliver shared rides. Winter weather conditions compound the issue significantly due to unforeseen and changing conditions. Mobile data connectivity, especially during the winter months is also an issue as communications is a critical element of an efficient reliable transportation system. From a user comfort perspective, the project will track and monitor usage and update during winter months to establish an understanding of the willingness and viability of a shared ride service during the winter where waiting for a ride or catching a ride may necessitate walking through adverse conditions to access the vehicle (e.g. a driveway or walkway isn't plowed, is covered in ice, etc.). These human factors are important to understand as a precursor to CAV usage during winter months and in rural areas.

The project will leverage RideShark current ridesharing technology and use it to develop the ability for a volunteer network to offer driving services to a posted user ride request. This effectively emulates a future CAV scenario where an autonomous vehicle would be dispatched to a user's origin location to deliver them to their destination. Optimized routing to allow a driver to pick up multiple passengers would also be embedded.

B. The impacts of this project are significant. From an economic and social perspective, the project offers users in rural communities' access to transportation. For the elderly, disabled or economically disadvantaged, it provides them with a transportation option where currently none are available. Other communities in Ontario, throughout Canada, the USA and globally would also need a solution to increase opportunities in rural areas for efficient, reliable and effective transportation options.

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Autonomous Vehicle Innovation Network (AVIN) – WinterTech Development Program

PROPOSAL QUESTIONS

Instructions: Answer **all** questions carefully. Provide sufficient details for reviewers to assess the merit of the opportunity. If you want reviewers to consider supporting documentation, please refer to specific document titles in your answers below and upload these documents in the Attachment – Additional Supporting Documents section. Attachments must be brief.

OCE Office use only

APPLICATION DATA	
Project Title	Winter On-Demand Community Transit Network
Application Number	33778

EXECUTIVE SUMMARY (250 WORDS MAX.)

A. Please provide a high-level summary of the proposed project.

A. Approximately 20% of Ontarians live in rural communities. The challenges of winter travel in Ontario are most keenly felt in rural areas where snow clearing is limited, road lighting is virtually non-existent and mobile connectivity is inconsistent.

The proposed Winter On-Demand Community Transit Network will leverage and build upon RideShark's core ridesharing technology to offer people in rural areas the ability to schedule and book a community-based driver to take them to needed destinations. Different from a taxi or Uber, the drivers are community members who are volunteering to help those in need and receive compensation based only on CRA accepted shared driving costs, or in some cases are hired by a health authority, or similar organization, to provide rides to local residents in need. RideShark would own the service and generate revenue from SaaS license and transaction fees.

The On-Demand Community Transit Network will test the feasibility of such a service against Ontario's harsh winter conditions from both technical and behavioral perspectives. A rural community was chosen specifically because the introduction of a new community transit service provides the only alternative to driving alone and because there is growing demand for these types of services in rural areas across North America.

The proposed Winter On-Demand Community Transit Network project team is comprised of RideShark Corporation and the County of Renfrew. RideShark will provide the comprehensive technology stack for the project and the County of Renfrew will offer supporting community outreach and rural Ontario positioning of the critical importance of a future built on shared transportation.

1: MARKET OPPORTUNITY & SOLUTION(S)

- A. What is the specific market opportunity that this project will address? Include suitable market research data.
- B. What innovative technological and/or business solution(s) will be developed, prototyped, and/or demonstrated through this project? Which severe winter weather condition(s) does it target or address? How will the solution(s) address the opportunity? Examples of severe winter weather include but are not limited to snow, freezing rain, hail, extreme cold, etc.
- C. What competitive advantages will be developed? Provide a competitive analysis.

A - Market Opportunity

This project will provide a demonstration of the RideShark Intelligent Transportation System (ITS) through its Unified Mobility Platform. The market opportunity is to create an on-demand community transit network in a rural Ontario community that demonstrates feasibility during winter.

Why is On-Demand Community Transit needed? In rural communities across Canada and the USA, there exists an informal or formal network of community-based drivers being managed on spreadsheets, by phone or other random means. These services typically volunteers that are reimbursed for their time and mileage based on a cost-recovery model supported by federal revenue agency laws (<https://www.ruralhealthinfo.org/toolkits/transportation/2/models-to-improve-access/volunteer-models>).

Improved technology is needed to support these rural transportation networks or enable the creation of new ones. A platform that can intelligently match passengers with drivers requesting rides based on origin, destination, trip duration and travel route can mean that citizens have a consistent and reliable access to transportation services. The platform will be developed as a new module in the RideShark Unified Mobility SaaS solution, and when the demonstration project is completed the plan is to market the service offering to all communities in Ontario, throughout Canada, the USA and globally. It provides a specific, unique and targeted service offering that can be sold to new and existing customers globally.

On-demand community transit is a critical need in rural communities where residents typically have no alternative other than driving alone. Community Transit was created in a simplistic form decades ago by rural health, community or government organizations. The simple historical premise was that a resident would phone in a request for a ride weeks in advance, and people within those organizations would call on drivers to hopefully book a driver for that trip. It was unorganized, unpredictable and unscalable. With an aging population and the trend to move out of urban centers now accelerated by Covid-19, the need for access to transportation alternatives in rural areas has skyrocketed. Traditional or online taxis (e.g. Uber or Lyft) are either limited in availability or are simply not available in most rural communities. The defined and critical need for on-demand community transit is demonstrated in the recent United States Federal Transit Agency (FTA) [IMI](#) and [AIM](#) awarded funding grants, where over 25% of the grant recipients were seeking to address rural, on-demand or accessible transportation. FTA funds projects which strive to fill mobility solutions gaps, so this project offers the potential for a Canadian company to lead in the delivery of an On-Demand Community Transit Network platform by providing a successful demonstration project during adverse winter conditions. A winter demonstration provides the research and background to determining if the external environment is a factor in the success of On-Demand Community Transit service delivery, and more importantly the future of shared CAVs in a rural setting. A rural focus offers a 'captive' audience to trial the new on-demand service as no other option other than a private vehicle exists.

A community-focused platform that lets people in rural communities request a ride to work or personal appointments is in critical need and offers an opportunity to expand the community transit model throughout Canada and internationally. In Ontario, 20% of the population (2.6M) lives in rural areas (ruralontarioinstitute.ca), with lack of transportation and mobility services stated as a significant issue. Lack of

transportation most affects determinants of health and employment. Canada and the USA combined have almost 70M people living in rural areas – all needing improved transportation services. The problems solved by an On-Demand Community Transit Network include access to employment and local retail shops, improved transportation to health care facilities as well as increased community vibrancy and sustainability. An intelligent platform that can match passengers with drivers in real-time, along an optimized routing path, with embedded comprehensive communications provides the reliability and transportation alternative that residents desperately need. The County of Renfrew provides an ideal demonstration location due to its rural focus and harsh adverse winter weather conditions.

[REDACTED]

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Project Demonstration. There is a significant and growing need for transportation options in rural communities, primarily due to a lack of public transportation options, the aging rural population, and the geographic distances to the locations of needed services. The County of Renfrew is experiencing such a need and is a project partner specifically to help facilitate transportation options in their County. Importantly, the County of Renfrew is geographically situated such that it experiences wide variations in weather conditions, allowing for the testing and evaluation of a wide range of weather conditions.

On-demand community transit represents the core functionality needed to improve mobility options for all citizens, and if it works in rural communities it is then guaranteed to be viable in urban centres. For on-demand community transit to work effectively, it must be shown to function during adverse weather conditions, where live communications in real-time are necessary to provide the real-time information needed for the driver and passengers to dynamically, efficiently and effectively complete a full ride transaction, from booking, scheduling, pickup/dropoff and overall experience.

Focusing on winter during the demonstration project provides the needed data to better understand how to monitor, respond and address adverse conditions. Passengers need to be assured that a driver will show up and the driver needs to be aware of existing conditions. If an adverse weather condition impacts scheduling, pickup or dropoff, the system must dynamically communicate with both driver and passengers to offer alternatives or workarounds (e.g. pick up at end of driveway if not plowed, delay due to freezing rain, etc.). The system itself needs to have the intelligence to enable in-system communications and live tracking of the trips to verify vehicle and person locations, in real-time. Integrated weather tracking assists both the driver and passengers in

understanding trip duration, timing and scheduling. A Winter focus for the project is imperative to drive insights into how weather impacts both the driver and passenger, a critically needed element to understand if on-demand community transit is the solution to rural transportation. It will also provide early learnings for CAVs usage in rural areas and during adverse weather.

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B - Innovative Technology

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1. *Journal of the American Medical Association*, 2000; 283: 2689-2693.

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The fundamental booking/confirmation technology for the new Community Transit module will include new development, modified existing functionality or enhanced existing functionality. Specifically, the 18 months will include research and software development for the following:

- Page 10



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2: PARTNERSHIP

- A. Describe applicant and all project partners, their sector, business status and activities, their current products and services, and their Ontario operations.
- B. Describe their role in the project and describe what value will be created for the applicant and each partner.

- A. RideShark Corporation and the County of Renfrew are the initial two project partners.

RideShark Corporation: RideShark is a woman-led SME based in Ottawa. RideShark has grown organically since it's first platform was launched in 2006 to its three initial customers: The City of Ottawa, Nortel Networks and the University of Ottawa. [REDACTED]

[REDACTED] The software as a service platform (SaaS) is now a mobility as a service platform that helps commuters find multimodal trip planning options, carpool partners, log trips to understand vehicle km travelled and GHG emission avoided, earn incentives and rewards for sustainable transportation use. RideShark currently generates revenue from platform setup fees, annual licensing fees and custom development projects. Licensing fees are by customer and allow for unlimited users. Customer can use the platform to manage parking, commuter challenges, emergency ride home, commuter benefits and more. The current RideShark Unified Mobility™ platform is focused on commuters travelling to/from work and includes many independent modules to support commuters. Globally there is not a technology solution that helps and focuses on on-demand transportation for rural users.

[REDACTED]

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County of Renfrew: The County of Renfrew is a Municipal Government stretching west from Ottawa to the northern tip of historic Algonquin Park. Founded in 1861, Renfrew is the largest county in Ontario and is made up of 17 communities. As the largest geographic county in the Province of Ontario, Renfrew County is rural by nature, yet the many urban centers and major employers in the county make sure that residents have access to the supports and services they deserve. Transportation is a key concern of residents and employers. The County is a current RideShark customer and has launched www.ShareTheRide.ca for employers and employees in the more urban areas of the County. This project will specifically address an identified need for rural residents to access transportation where there is no public transportation. Many often don't even have access to a vehicle. An isolated, aging population in these rural areas need access to reliable, convenient and efficient transportation. The proposed Winter On-Demand Community Transit network lays the foundation for a future CAV network, by introducing the rural population to on-demand shared transport where they can

post a ride request, book, communicate and pay in-system. Community-based volunteer drivers will utilize the newly developed RideShark platform to confirm their ride offer, forming the foundation of an on-demand community transit network.

- B. RideShark Corporation Project Role:** RideShark role will focus on the technology development, monitoring and tracking of requested and completed shared rides and the correlation of ride success and weather. RideShark will lead the outreach initiative to encourage user registration and participation in the demo pilot, for both drivers and passengers.

Specifically, technology will be developed for the RideShark platform to enable County of Renfrew residents to book, pay, communicate and track a community transit network ride. Technology will be developed to enable drivers opt into the community transit network to volunteer to drive users to their destination. Drivers can be compensated up to approved CRA vehicle mileage rates. The live trip tracking will pull in a weather API to automatically log weather conditions. Both driver and passenger will be able to rate their trip with newly developed project specific platform that allows for documentation of weather issues for both the passenger and driver as well as the vehicle. RideShark will also take on the role of community outreach, media communications and other methods to engage participation in the community transit network.

- C. County of Renfrew Project Role:** The County of Renfrew will be the test bed for the technology demonstration. They will take on the role of facilitating outreach to users needing a ride, and volunteers looking to offer a ride. The County will help connect RideShark with existing stakeholder groups and provide outreach support to build awareness and participation in the program. The County will assist with the review and sharing of study results. The value to Renfrew is significant in that the proposed technology will fill an identified need to support vulnerable users in the County, it will provide a solution to the current lack of transportation options in the rural areas and it will build a prototype of a first in Canada On-Demand Community Transit Network. It will better position Renfrew as an innovator and attract new residents and visitors. It will provide existing residents with a tangible opportunity for shared transportation. Importantly the project will identify potential issues and feasibility of a future CAV network serving rural Ontario, particularly in the winter months.

3: PROJECT PLAN, BUDGET JUSTIFICATION AND TEAM

- A.** Outline project objectives and expected outcomes.
- B.** Describe the project plan by explaining each Activity from the online module **Milestones** section. Activities should follow the SMART methodology: Specific, Measurable, Attainable, Responsible, and Timely.
- C.** Identify project risks and mitigation strategies. Identify any regulatory and licensing requirements needed to undertake the project.
- D.** Describe the project team and role of each team member. Identify personnel gaps and how they will be addressed.
- E.** Describe the technology demonstration event. Where and when will it happen, and who will be participating.

In the online module **Budget Justification Section**, expenditures for each Activity should be detailed and aligned with the Budget Table.

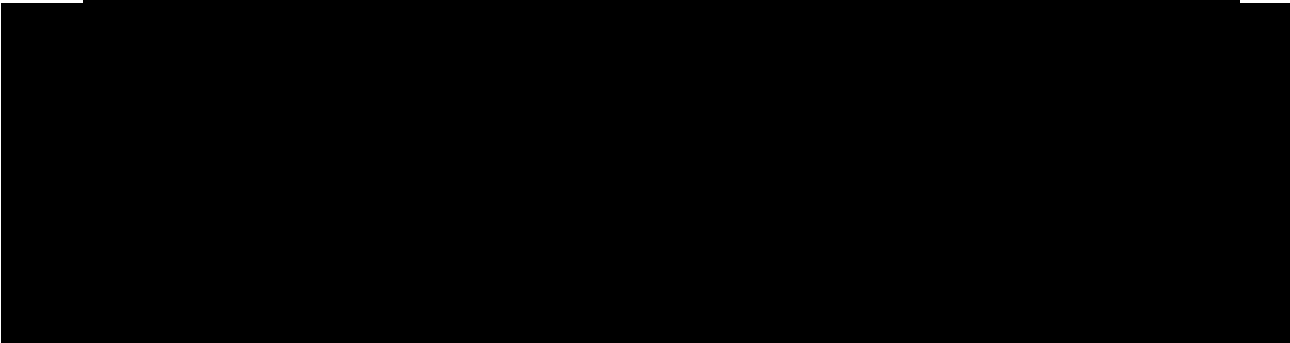







INTERN(S)/FELLOW(S) DIRECTIONS: These 2 questions should only be answered if the Applicant is requesting funding for Talent Edge Intern(s) and/or Fellow(s) as part of the application.

F. Describe why the Intern(s) and/or Fellow(s) is(are) suitable for this project. Consider relevant experience, previous positions, career achievements that demonstrate the candidate's suitability to work on this project. Consider career goals and how the project may help achieve them.

G. Describe the breadth of hands-on interaction and mentorship the companies will offer the Intern(s) and/or Fellow(s) during the project.

A. Project Objectives:

The project is focused on the following four major outcomes:

- Rollout a turnkey, globally applicable on-demand community transit network in Renfrew County that is optimized for winter conditions and can be used in rural communities throughout Ontario and beyond.

- Development of the AI/ML algorithms to deliver intelligent communications and trip routing optimizations that can be used in this and other RideShark modules.
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- Execution of a Community Engagement Exercise in Renfrew County with city officials, transportation policy leaders, health and wellness organizations, elderly hubs and community groups to deliver a mobility solution and better understand the specific transportation challenges and needs in rural Communities.
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- Provision of a summary of project data and information necessary for the future of shared CAVs in rural communities during winter conditions
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Project success will be realized through the development and successful launch of the proposed Winter On-Demand Community Transit Demonstration, with key performance indicators of success over the 8 week demonstration of:

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B. Project Milestones

The proposed 18-month project timeline assumes a January 2021 project launch and allows for an initial intensive community development phase, with ongoing and incremental software development until the full winter 8-week demonstration event running from February 2022 to March 2022. The project final evaluation would be completed June 2022. **A summary of the project plan by Milestone includes the following key activities: It should be noted that all elements developed for the RideShark platform are developed for desktop, mobile web and IOS/Android apps.**

Specific milestones and the project plan for each milestone include:

1 January – March 2021 – Milestone #1 Project Launch (Months 1-3)

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|-----|--------------------------|--------------------------|
| 1 | 100 | 100 |
| 2 | 65 | 100 |
| 3 | 55 | 100 |
| 4 | 50 | 100 |
| 5 | 50 | 100 |
| 6 | 70 | 100 |
| 7 | 95 | 100 |
| 8 | 20 | 100 |
| 9 | 80 | 100 |
| 10 | 98 | 100 |
| 11 | 10 | 100 |
| 12 | 100 | 100 |
| 13 | 15 | 100 |
| 14 | 65 | 100 |
| 15 | 95 | 100 |
| 16 | 15 | 100 |
| 17 | 100 | 100 |
| 18 | 95 | 100 |
| 19 | 75 | 90 |
| 20 | 60 | 100 |
| 21 | 70 | 100 |
| 22 | 75 | 100 |
| 23 | 100 | 100 |
| 24 | 15 | 100 |
| 25 | 100 | 100 |
| 26 | 95 | 100 |
| 27 | 70 | 100 |
| 28 | 100 | 100 |
| 29 | 15 | 100 |
| 30 | 50 | 100 |
| 31 | 70 | 100 |
| 32 | 25 | 100 |
| 33 | 75 | 100 |
| 34 | 40 | 100 |
| 35 | 100 | 100 |

Milestone 1 – Project Launch Outcomes:

- Software development plan and schedule
- Server installation
- Community Stakeholder List
- Communication Plan
- Weather/Traffic API selection
- Driver recruitment strategy
- Passenger awareness strategy

2 April – October 2021 - Milestone #2 On-Demand Community Transit Platform Module Development (Months 4-10)

Extensive development of the comprehensive On-Demand Community Transit Platform Module occurs during this 6-month milestone period.

-
- | Row | Bar Length (approx. %) |
|-----|------------------------|
| 1 | 95 |
| 2 | 15 |
| 3 | 85 |
| 4 | 95 |
| 5 | 25 |
| 6 | 95 |
| 7 | 90 |
| 8 | 75 |
| 9 | 65 |
| 10 | 95 |
| 11 | 20 |
| 12 | 85 |
| 13 | 95 |
| 14 | 15 |
| 15 | 75 |
| 16 | 95 |
| 17 | 98 |
| 18 | 15 |
| 19 | 98 |
| 20 | 40 |
| 21 | 95 |
| 22 | 45 |

Milestone 2 – On-Demand Community Transit Platform Module Development Outcomes:

- Completion & demonstration of Driver Booking functionality
- Completion & demonstration of Passenger Ride Request functionality
- Completion & demonstration of API Feedback functionality
- Completion & demonstration of weather/traffic API integration functionality

3 November 2021 to January 2022 – Milestone #3 Soft Launch (Months 11-13)

- [REDACTED]
 [REDACTED]
- [REDACTED]
 [REDACTED]
- [REDACTED]
 [REDACTED]
- [REDACTED]
 [REDACTED]

Milestone 3 – Soft Launch Outcomes:

- Launch of platform pre-winter for trial users
- # users
- # drivers
- # stakeholder admins
- # completed trips
- Pre-winter feedback summary
- Evaluation of pre-winter trial summary

**4 February 2022 to March 2022 – Milestone #4 Formal Project Demonstration Event (8 weeks)
(Months 14-15)**

- [REDACTED]
[REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED] [REDACTED]
[REDACTED]
[REDACTED]
 - [REDACTED]
[REDACTED]
 - [REDACTED]

Milestone 4 – Formal Project Demonstration Outcomes:

- Launch of demonstration platform for the 8 week winter period
- Demonstration Partner showcase event (~1/2 day) held in the County of Renfrew
 - Media coverage
 - Successful demonstration of full winter on-demand community transit trip(s) booking
- # users
- # drivers
- # stakeholder admins
- # completed trips
- Feedback summary
- Winter Weather/Traffic analysis

5 April 2022 to June 2022 – Milestone #5 - Project completion (Months 16-18)

- Summary Results (RideShark)
- Preparation of summary report outlining Demonstration Project Results (RideShark & County of Renfrew)

Milestone 5 – Project Completion Outcomes:

- Summary Report
- Project Evaluation

C. Project Risks and Mitigation Strategies

This project represents state-of-the art on-demand community transit technology, combined with a real-life application of this technology in adverse winter conditions. There are, therefore, inherent risks. Each of the identified risks and associated mitigation strategies will provide extremely valuable data for the future of CAVs in rural communities, in the winter. Key potential issues include the following:

- [REDACTED]
[REDACTED]
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D. Project Team

The key project team members identified are described below. The RideShark team has worked effectively together on an extensive number of projects, and has the capacity, knowledge and expertise to deliver the proposed On-Demand Community Transit project. At this time there are no identifiable personnel gaps, however, should the need arise additional staff will be hired.

Response	Percentage
Yes, the current administration is responsible	85%
No, the current administration is not responsible	15%

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

[illegible][illegible]



Government	Percentage
Current government	85%
Previous government	15%

[REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

County of Renfrew Project Lead:

The County of Renfrew will be a key partner in the project. The County of Renfrew single point of contact (SPOC) and Project Manager for the County will be Alastair Baird.

Alastair Baird, Manager, Economic Development Services; Manager, Ottawa Valley Tourist Association (OVTA); Manager, Enterprise Renfrew County (ERC), County of Renfrew

Educational Background: Bachelor of Commerce

Experience in similar projects: Project management, Senior management, team building and strategic planning.

Alastair has extensive experience in project management, stakeholder engagement and strategic planning. With a wide range of management responsibilities for the County, he is knowledgeable about all aspects of the County, it's key stakeholders, citizens and business community. He has a deep understanding of the challenges and opportunities associated with transportation in a rural community.

Role: Alastair will lead the County of Renfrew partnership in this project. He will lead in the identification of strategic stakeholder alliances and assist with reaching key community members for maximizing community engagement, excitement and participation in the project. He will assist the development of the overall project planning details to deliver a Winter On-Demand Community Transit Network project that is replicable and expandable to all Canadian rural communities.

E. Technology Demonstration Event Description

The technology will be demonstrated in the winter of February/March 2022 in the County of Renfrew. An eight-week period is needed to capture the viability of the technology and service offering at scale.

From a technology demonstration perspective, the overall description of the Winter On-Demand Community Transit Project Formal Demonstration Event includes the following:

- **Demonstration of technology 2-month duration** (February 2022 – March 2022 est.)
 - -Formal launch of the dedicated Winter On-Demand Community Transit project URL and branding (both desktop, mobile web and IOS/Android Apps)
 - Bookings/completions of complete trips
 - Monitoring, evaluation and analysis
 - Platform, driver, passenger monitoring and evaluation and
 - Summary and evaluation (June 2022)
- **Winter Formal demonstration partner showcase ~1/2 day event** to be held in the County of Renfrew
 - Participants include the County of Renfrew, RideShark, area stakeholders and project funders
 - Demonstration of ride booking, journey, trip completion and platform ratings.
 - Stakeholder presentations
 - Media release/news articles

4: RETURN ON INVESTMENT (ROI), COMMERCIALIZATION, AND IMPACT

- A. Following completion of the project, what is the commercialization plan? Identify any market barriers and plans to address. Describe activities, investments, and resources required to bring the solution(s) to market.
- B. Describe project-based economic, social and/or environmental (as applicable) benefits to Ontario over the next 5 years. Include details on new/improved products and services, sales increase, costs savings, exports, jobs created and retained, investment attraction, Intellectual Property creation, increased scale, sustainable competitive advantage, societal and environmental value (if applicable), etc.

A. Commercialization Plan

[Redacted text block containing the Commercialization Plan response]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

B. Project Impacts

The impacts of this project are significant. From an economic and social perspective, the project offers users in rural communities' access to transportation. For the elderly, disabled or economically disadvantaged, it provides them with a transportation option where currently none are available. Other communities in Ontario, throughout Canada, the USA and globally also need a solution to increase opportunities in rural areas for efficient, reliable and effective transportation options.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
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	■	[REDACTED]	
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		[REDACTED]	
	■	[REDACTED]	
		[REDACTED]	

5: NON-PROPRIETARY DATA AND INFORMATION OUTPUTS

A requirement of AVIN is to collect **non-proprietary** data and information about the products, services, and technologies supported by AVIN programs including their characteristics, performance, and external requirements. The protocol guiding the collection, sharing, and analysis of the data is referred to as the [AVIN Data and Information Sharing Protocol \(DISP\)](#).

Please confirm that you have read and agree to the [DISP](#)’s terms and conditions and that you will be able to provide a list of all the non-proprietary data and information elements identified in Appendix 1 of the protocol.

The data is essential to support the operation of the Ontario’s C/AV ecosystem and to advance the development and adoption of C/AV technologies across Ontario’s transportation system.

A. Sharon Lewinson, RideShark Corporation President and CEO, confirms that we have read and agree to the DISPs terms and conditions and that RideShark will be able to provide a list of all non-proprietary data and information elements identified in Appendix 1 of the protocol.



SCHEDULE "D"
DATA AND INFORMATION SHARING PROTOCOL

DATA AND INFORMATION SHARING PROTOCOL

The collection, reporting, and analysis of non-proprietary data and information associated with this project / engagement shall be governed by the terms of the existing Data and Information Sharing Protocol, attached herewith

1. Introduction

Ontario's Autonomous Vehicle Innovation Network (AVIN) initiative, funded by the Government of Ontario and delivered by OCE, seeks to capitalize on the economic potential of automotive technology and mobility solutions, such as connected and autonomous vehicles (CAVs), and support the preparation and adaptation of the province's transportation systems and infrastructure to these advanced and emerging technologies. Ontario's investment supports research and development (R&D) projects that foster partnerships among industry, post-secondary institutions, small- to medium-sized enterprises (SMEs), and governments; creates regional sites to grow technology clusters across the province in support of development, testing and commercialization of new technologies; and attracts and grows talent in the automotive and mobility sector.

2. Objectives

A major component of the AVIN initiative is the generation and analysis of data and information to support the operation of Ontario's automotive and mobility ecosystem including governments, industry, post-secondary institutions, transportation authorities, and the public.

The AVIN initiative will not be collecting, analyzing, or otherwise handling and disseminating data and information considered by industry partners and participants to be proprietary. For a definition of "proprietary information", please refer to Section 4 of this Protocol. OCE will work with industry partners and program participants to ensure that the collection of information supports their interests and reflects their project design and business needs.

The analysis and reporting of the non-proprietary information collected by OCE is essential to advance the development and adoption of automotive technologies and mobility solutions, such as CAVs, across Ontario and benefit all parts of the ecosystem. In particular, the sharing and analysis of information will:

- Advance knowledge and awareness to support the development and commercialization of leading-edge technologies.
- Provide Ontario's automotive and mobility ecosystem with insights and information to improve products, technologies, and processes.
- Inform changes to business models and operations throughout Ontario's economy.

- Help maintain Ontario's position as a leading global automotive parts and technology supply jurisdiction and centre for research and development.
- Allow Ontario and its municipalities to shape their infrastructure and transportation management systems to support and advance the deployment and adoption of emerging transportation technologies such as CAVs.
- Contribute to government decision-making around technology deployment, including regulation, policy, programs, and investments.
- Contribute to building public education and awareness around automotive and mobility technologies, such as CAVs.

3. General Principles

The AVIN Data and Information Sharing Protocol (the "Protocol") is intended to:

- Support assessment of the performance of the AVIN programs and related investments.
- Enable the collection of relevant data and information by OCE from projects funded through the AVIN programs and its own research.
- Outline the reporting requirements of the AVIN programs.
- Protect the commercial interests of the AVIN participants.
- Foster openness and collaboration within Ontario's automotive and mobility ecosystem.

4. Protocol Scope

The protocol focuses on data and information elements that describe and assess the performance of Ontario's automotive and mobility ecosystem in general and the AVIN initiative in particular. A detailed list of these data and information elements is outlined in Appendix 1 of the Protocol. These elements can be classified into the following categories:

1. Technology, product, and service characteristics: data and information elements that describe the different products developed within the ecosystem, their capabilities, possible adoption scenarios, interoperability requirements, and contribution to the overall automotive and mobility ecosystem. Examples of these data and information elements include level of automation, communication standards and protocols, safety and mobility impacts, vehicle and infrastructure types targeted, and potential applications.
2. Technology, product, and service performance and efficacy: data and information elements that describe the capabilities of developed products and technologies, their market readiness, associated risks, and performance characteristics under different environmental conditions. Examples of these data and information elements include stage of development, reliability, and factors affecting road safety for all transportation system users.

3. External requirements for technology operations such as cellular and WiFi connectivity, remote computing, preferred infrastructure design elements, preferred regulations, and encryption protocols.
4. Program performance: data and information elements that characterize the overall performance of the AVIN initiative such as number of project proposals received, number of projects funded, number of participants, number and types of prototypes developed, value of private investment leveraged, jobs created or retained, customer interactions, and events hosted.

Intellectual property and trade secrets information are outside the scope of the Protocol and will be excluded from any reporting requirements. Information will be considered to be an intellectual property or a trade secret if:

- i. it is required for, or contributes to, a pending patent or copyright publication;
- ii. it is a formula, pattern, program, device, or method which is unique to the business and cannot be shared without risking copy or theft by a competitor; or
- iii. the participant has demonstrated, according to the amendment process described in section 7, that sharing the information or data with OCE and broader ecosystem would be detrimental to the participant's business prospects.

5. Roles and Responsibilities: Program Partners and Participants

Program Partners are defined as organizations that are working with OCE to deliver the AVIN Demonstration Zone and Regional Technology Development Sites programs.

Program Participants are parties that utilize the programs, services, and infrastructure funded through AVIN, which include the AV R&D Partnership Fund, WinterTech Development, Demonstration Zone, Regional Technology Development Sites, and Talent Development programs.

OCE will sign Funding Agreements with partners for the Demonstration Zone and Regional Technology Development Sites, and with participants for the AV R&D Partnership Fund, WinterTech Development, and Talent Development. Partners will sign agreements with participants who use the Demonstration Zone and Regional Technology Development Sites.

- It is the responsibility of AVIN participants to identify, from the list of data and information elements provided in Appendix 1, the elements that they consider proprietary and include it as part of their funding agreements with OCE or AVIN partners. AVIN partners and participants shall provide sufficient justification for removing any of these data and information elements from their reporting requirements as per the amendment process discussed in section 7.

- AVIN partners and participants shall gather, assemble and compile **all** corresponding, non-proprietary data and information elements from the list of elements described in Appendix 1, and report them to OCE over the duration outlined in the funding agreement of their AVIN-funded projects / engagements and per the reporting requirements in section 7.
- It is the responsibility of the AVIN partners and participants to make sure that the reported data is true, accurate, complete, and updated. The AVIN partners and participants shall acknowledge and agree that failing to provide the reporting requirements indicated in section 7 and Appendix 1 may result in the termination, suspension, or revocation of OCE's obligations and payments described in the funding agreement.
- AVIN partners must ensure that participants who receive support to research, develop, prototype, test and / or demonstrate technologies through, or as a result of, AVIN funding are contractually obligated to provide the reporting requirements indicated in section 7 and Appendix 1. Reporting will take place in accordance with the terms of the agreement between OCE and partners.
- All AVIN participants who use the Demonstration Zone and / or Regional Technology Development Sites shall have the option to share the data and information elements they report to OCE with representatives from the Demonstration Zone or Regional Technology Development Site(s) they are engaged with.

Note: Program participants will retain full ownership of the data and information provided to OCE.

6. Role and Responsibilities: OCE

OCE will collect, manage, assess, and provide insights from the data and information gathered from the AVIN programs and conduct additional research and scanning (e.g., literature reviews and surveys), over a period ending December 31, 2023. The collection will take place through OCE's partners that manage the Demonstration Zone and Regional Technology Development Sites, and through program participants that are part of the AV R&D Partnership Fund, WinterTech Development, and the Talent Development programs. OCE will also ensure sufficient additional research and scanning is done to publish quarterly specialized reports and annual comprehensive reports on the CAV sector.

Specific responsibilities of OCE regarding collection and use of the data and information include:

- Design methods and mechanisms through which data, whether quantitative or qualitative, is collected from the AVIN program partners and participants.
- Design data cleansing, data improvement, data inspection, and data monitoring mechanisms to improve the quality of the collected data and information.
- Manage the integrity of the data through collection, curation, storage, security, and access.
- Conduct analysis to generate insights, identify trends, and perform knowledge translation to help bridge technology and policy.
- Develop material and reports to present and share the information with the automotive and mobility ecosystem.
- Provide all public-facing reports and material at no cost to the user.

Data Management and Security

- OCE will store all collected data and information on a secure server that is aligned with Shared Services Canada protocols.
- All collected data and information will be password-protected.
- Access to collected data and information in its raw format, except for the program performance data listed in Appendix 1, will be limited to OCE staff directly involved in the AVIN initiative, unless otherwise specified by the data and information owner.
 - Data and information elements reported to OCE by all AVIN participants who use the Demonstration Zone and /or Regional Technology Development Sites will be shared with representatives from the Demonstration Zone or Regional Technology Development Site(s) they use, upon receiving a consent to share from these participants.
 - Program performance data will be shared with other organizations providing funding or co-funding to the initiative as per the contractual agreements with OCE and in accordance with the OCE's privacy policy¹.
- OCE will take any further security and privacy precautions that are agreed upon and specified in agreements between OCE and AVIN program partners and participants.

Note: Reported data and information is the sole responsibility of the entity that makes them available. OCE will not be liable for false data or misrepresentation of the data. Additionally, OCE will NOT be liable for any loss or damage that result from the reporting process.

7. Reporting of Data and Information by AVIN Partners and Participants

Reporting Requirements

Appendix 1 of this Protocol identifies the list of data and information elements required to be reported to OCE as a condition of funding or participation. AVIN program partners and participants shall collect and prepare a complete list of non-proprietary information and data elements and report them using the data collection methods and mechanisms which will be specified by OCE. The data owner is responsible for identifying any proprietary information and justifying requests for this proprietary information to be removed from the reporting requirements as per the amendment process described in this section. The frequency of the reporting and any proprietary data that will be excluded from the reporting process will be specified as part of the relevant funding agreements between program participants and OCE; program participants and program partners; and program partners and OCE.

As identified in Appendix 1, the list of required data and information elements will vary according to the level of maturity and the type of technology, product, or service. The protocol differentiates between five different phases of AVIN projects: proof of concept phase, design phase, development phase, evaluation phase, and demonstration phase, where projects in the demonstration phase have the highest level of reporting requirements. AVIN program participants will declare the level of maturity and types of their technologies, products, and / or services as part of their reporting process. If there is disagreement between OCE and

¹ <http://www.oce-ontario.org/privacy-policy>

program participants, or program partners and program participants, OCE shall determine which elements apply to any particular engagement. Appendix 1 also highlights the expected analytical outcomes to be produced by OCE, as an output of the data collection processes. These outcomes are defined to support the objectives outlined in section 2 of this protocol.

Amendments

AVIN program partners and participants may request to amend the list of required data and information specified in Appendix 1 to reflect their specific engagement, project design, and business needs. When requesting an amendment, AVIN program partners and participants must identify information they cannot report due to the project / engagement not generating that specific data or concerns around the proprietary nature of the data, and provide a sufficient justification of why the identified information cannot be reported. OCE will review the amendment requests on a case-by-case basis, and, if applicable, modify the requirements to minimize the effect of the missing information on the overall quality of the collected data. Approved changes have to be included in the relevant funding agreements between program participants and OCE; program participants and program partners; or program partners and OCE.

OCE may change the reporting requirements, specified in Appendix 1, based on its internal data monitoring / inspection processes and according to the consultation and review process described in section 9. Changes may include adding, editing, or removing data and information elements; adding, editing, or removing product / technology / service types; and adding, editing, or removing analytical outcomes.

8. Public Reporting of Information and Analysis by OCE

Reporting Structure

OCE will produce, at a minimum, three types of public reports that may use the data and information provided by AVIN partners and participants pursuant to this Protocol, and / or from any additional research and analysis they conduct. Reporting will take place over a period ending December 31, 2023.

1. Annual comprehensive reports

Each annual report will include:

- a description of the state of the CAV sector and related technologies and trends,
- a summary of latest research and results, and
- any relevant developments and findings from other jurisdictions and research or technology entities.

2. Quarterly updates and / or specialized reports focused on a particular topic related to the automotive and mobility sector.

3. Monthly bulletins highlighting recent announcements, news, and decisions impacting the mobility sector.

All products for public reporting will be made available on the AVIN initiative website, managed by OCE, and may also be distributed in soft and hard copies, as necessary. OCE may also share information and analysis related to the AVIN initiative through additional publications or reports, as it sees fit.

Report Content

- OCE will report, as part of the annual comprehensive reports and / or the quarterly reports described above, on its analysis of the data and information collected from the AVIN programs and its own research.
 - The analytical outputs will be focused on information that is considered to be of use to the automotive and mobility ecosystem in Ontario, as determined through OCE's consultation and ongoing engagement with members of the ecosystem.
 - OCE will determine which information and analytical products should be featured in its reports based on:
 - its understanding of the sector, including areas of knowledge or awareness that require further development;
 - requests from the automotive and mobility ecosystem received by AVIN; and,
 - pertinence to developments in the global and Ontario automotive and mobility sector.
- Any information that is shared or used to produce the public reports will be anonymized and, if possible, aggregated across projects / engagements to provide summary-level information.

NOTE: We advise that "OCE" is not an institution for the purposes of the Freedom of Information and Protection of Privacy Act (Ontario) ("FIPPA"). As a result, OCE is not subject to the provisions of FIPPA, including its freedom of information provisions.

OCE is a not-for-profit corporation with a mandate to support the commercialization of technology for the benefit of Ontario. OCE works closely with its funders, including the Government of Ontario, to ensure its mandate is carried out in an efficient, effective, and fair manner.

OCE also carries out its mandate with openness and transparency. OCE-supported projects are listed in the "Our projects" section of the OCE website at <http://www.oce-ontario.org/projects>, along with comprehensive information about each project. This information may be accessed by the public in a manner that is searchable by category, program, company name, academic institution, and sector.

At the same time, OCE respects the privacy of individuals and the personal information OCE collects about them. For information on our privacy practices, please visit <http://www.oce-ontario.org/privacy-policy>

9. Protocol Updates

On an annual basis, OCE will review and consult with the automotive and mobility ecosystem to ensure that the Protocol is up-to-date and captures all relevant data and information that is of interest to members of the automotive and mobility ecosystem. Any changes proposed as a result of the review and consultation will be subject to approval.

Appendix 1

The tables below specify the data and information types and elements required to be reported to OCE by AVIN program participants and partners. Reporting requirements are designed to adapt to the different types of the technologies developed within the ecosystem and the maturity level of each technology / product. Separate data and information reporting requirements are outlined for the five AVIN programs. Within each program, data and information elements will differ according to the category of the technology, product, or service under development and its implementation phase. The five programs are:

- **AV R&D Partnership Fund** - The program supports collaborative development, prototyping, and validation projects, including technologies in vehicles or innovations in transportation systems- and infrastructure-related R&D.
- **WinterTech Development** - The program supports collaborative development, validation, testing, and demonstration of new products and technologies designed to meet the demands of winter weather conditions.
- **Regional Technology Development Sites** - Entrepreneurs, startups and SMEs can leverage Regional Technology Development Sites to develop, prototype, and validate new CAV products and technologies; use specialized equipment, hardware, and software; and access business advisory services.
- **Demonstration Zone** - The Demonstration Zone, located in Stratford, Ontario, is a site where SMEs can validate and test technologies in live scenarios and weather conditions using vehicle platforms such as city buses, fleet vehicles, and OEM vehicles.
- **Talent Development** - Interns and fellows will have an opportunity to apply their expertise, leading-edge knowledge, and tools to solve industry problems related to automotive and mobility technologies.

Reporting requirements, based on the following tables, will be agreed upon between OCE and AVIN funding recipients, and do not replace or modify any regulatory reporting requirements to the Government of Ontario that may apply to the testing of products or technologies funded through AVIN. In particular, program partners and participants will be required to comply with Ontario Regulation 306/15 made under the Highway Traffic Act² and all related reporting requirements, as applicable.

² <https://www.ontario.ca/laws/regulation/r15306>

AV R&D Partnership Fund / WinterTech Development

Program Performance Data	
Expected Analytical Outcome: <ul style="list-style-type: none"> Measure economic benefits to the Province 	
Reporting requirements for all projects	<ul style="list-style-type: none"> Number of project proposals received Number of projects funded (breakdown by firm size and in-vehicle or out-of-vehicle) Total value of partnerships funded (the program partner recipients and industry matching) Number and types of prototypes developed Number of patents developed or filed resulting from program Licensing of technologies resulting from program Jobs created or retained International exports Follow-on investment received Incremental sales (in Canada and internationally) Value of private investment leveraged Areas of expertise, certifications and qualifications of the product development team and companies involved in partnerships
Technology / Product / Service Characteristics and Performance Data	
Expected Analytical Outcomes: <ul style="list-style-type: none"> Provide information about technologies / products / services developed within the AVIN Project, the capabilities of these technologies / products / services, and potential uses / applications. Identify potential risks associated with technology / product / service deployment to support making informed decisions about how to manage or avoid these risks. Identify possible adoption scenarios and highlight the potential applications of the new technologies developed within the automotive and mobility ecosystem. Identify policies, regulations, and programs that could be changed to accelerate the adoption of the future mobility technologies, and hence, maintain Ontario's position as a global leader in the space. Identify barriers and enablers to future mobility technologies and products, and potential improvements to processes and business models adopted within the automotive and mobility ecosystem. Inform transportation authorities of infrastructural changes and design features that could be considered to support the adoption of future mobility technologies. 	

Reporting requirements for all projects	<p>Common Technology Classification Requirements</p> <ul style="list-style-type: none"> • Type and core functionalities of technology, product, or service being researched or developed (e.g., collision avoidance system, obstacle detection system, positioning and navigation system) • Stage of technology, product, or service development and its market readiness (e.g., design, testing, and demonstration) • If applicable, targeted level of automation supported by the technology, product, or service • If applicable, targeted type of communication supported by the technology, product, or service • Types of vehicle and infrastructure supported • Targeted vehicle service (i.e., passenger vs. commercial vehicle service) <p>Proof of Concept / Design Phases</p> <ul style="list-style-type: none"> • All data elements outlined in the common technology classification requirements • If applicable, safety considerations and requirements for the safe use of technology, product, or service • Infrastructure features / systems required to support the deployment of product, technology, or service • All external data and communication requirements • If applicable, other external requirements for the technology, product, or service operation including special mechanical and electrical requirements • Expected impacts of using the designed technology, product, or service including: <u>1) Safety impacts</u> (e.g., reduced number of accidents); <u>2) Mobility Impacts</u> (e.g., reduced travel time and increased accessibility); and <u>3) Environmental Impacts</u> (e.g., reduced CO2 emissions) • Identified technological, regulatory, cost, and / or social enablers and barriers • Any additional research- / design-related information that could be beneficial to the AVIN ecosystem <p>Development Phase</p> <ul style="list-style-type: none"> • Updated version of all data elements outlined in proof of concept and design phases • Pace of development and anticipated release dates
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	<ul style="list-style-type: none"> Any additional development-related information that could be beneficial to the AVIN ecosystem <p>Evaluation / Demonstration Phases</p> <ul style="list-style-type: none"> Updated version of all data elements outlined in proof of concept, design, and development phases Plans after support from AVIN comes to an end Anticipated availability to market Public acceptance and interaction considerations for technology / service adoption Any additional evaluation- / demonstration-related information that could be beneficial to the AVIN ecosystem
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Regional Technology Development Sites

Program Performance Data	
Expected Analytical Outcome: <ul style="list-style-type: none"> Measure economic benefits to the Province 	
Reporting requirements for all engagements	<ul style="list-style-type: none"> Number of participants per site (breakdown by name of company, firm size, and area of business) Industry funds per site Number and types of prototypes developed Number of patents developed or filed resulting from program Licensing of technologies resulting from program Jobs created or retained Incremental International exports Follow-on investment received Incremental sales (in Canada and internationally) Value of private investment leveraged Areas of expertise, certifications, and qualifications of the technology development team Customer interactions Events hosted New companies or business ventures generated

Technology / Product / Service Characteristics and Performance Data	
Expected Analytical Outcomes: <ul style="list-style-type: none"> • Provide information about technologies / products / services developed within the site participation / use, the capabilities of these technologies / products / services, and potential uses / applications. • Identify potential risks associated with technology / product / service deployment to support making informed decisions about how to manage or avoid these risks. • Identify possible adoption scenarios and highlight the potential applications of the new technologies developed within the automotive and mobility ecosystem. • Identify policies and regulations that could be changed to accelerate the adoption of the future mobility technologies, and hence, maintain Ontario's position as a global leader in the space. • Identify barriers and enablers to future mobility technologies and products, and potential improvements to processes and business models adopted within the automotive and mobility ecosystem. • Inform transportation authorities of infrastructural changes and design features that could be considered to support the adoption of future mobility technologies. • Provide information / statistics about the strengths and abilities of AVIN's Regional Technology Development Sites. 	
Reporting requirements for all engagements	Common Technology Classification Requirements <ul style="list-style-type: none"> • Type and core functionalities of technology, product, or service being researched or developed (e.g., collision avoidance system, obstacle detection system, positioning and navigation system) • Stage of technology, product, or service development and its market readiness (e.g., design, testing, and demonstration) • If applicable, targeted level of automation supported by the technology, product, or service • If applicable, targeted type of communication supported by the technology, product, or service • Types of vehicle and infrastructure supported • Targeted vehicle service (i.e., passenger vs. commercial vehicle service) Proof of Concept / Design Phases <ul style="list-style-type: none"> • All data elements outlined in the common technology classification requirements • If applicable, safety considerations and requirements for the safe use of technology, product, or service

	<ul style="list-style-type: none"> • Infrastructure features / systems required to support the deployment of product, technology, or service • All external data and communication requirements • If applicable, other external requirements for the technology, product, or service operation including special mechanical and electrical requirements • Expected impacts of using the designed technology, product, or service including: <u>1) Safety impacts</u> (e.g., reduced number of accidents); <u>2) Mobility Impacts</u> (e.g., reduced travel time and increased accessibility); and <u>3) Environmental Impacts</u> (e.g., reduced CO2 emissions) • Identified technological, regulatory, cost, and / or social enablers and barriers • Any additional research- / design-related information that could be beneficial to the AVIN ecosystem <p>Development Phase</p> <ul style="list-style-type: none"> • Updated version of all data elements outlined in proof of concept and design phases • Pace of development and anticipated release dates • Any additional development-related information that could be beneficial to the AVIN ecosystem <p>Evaluation / Demonstration Phases</p> <ul style="list-style-type: none"> • Updated version of all data elements outlined in proof of concept, design, and development phases • Plans after support from AVIN comes to an end • Anticipated availability to market • Public acceptance and interaction considerations for technology / service adoption • Any additional evaluation- / demonstration-related information that could be beneficial to the AVIN ecosystem
Regional Technology Development Sites Data	
<ul style="list-style-type: none"> • Identify future needs of Regional Technology Development Sites to improve their efficiency and competitiveness. • List of new tools / equipment that were ordered, purchased, and / or installed to support the AVIN initiative including a description of the tool, key functionalities, and the type of engagements that are expected to benefit from this tool. • List of existing tools / equipment that are being used by AVIN sites. 	

- List of new tools / equipment / resources that are suggested to support AVIN site engagements including a description of the tool / technology.

Demonstration Zone

Program Performance Data	
Expected Analytical Outcome: <ul style="list-style-type: none"> • Measure economic benefits to the Province 	
Reporting requirements for all engagements	<ul style="list-style-type: none"> • Number of requests to use the Demonstration Zone • Number of companies using the Demonstration Zone to demonstrate technology • Number of companies visiting the Demonstration Zone to view or purchase technology • Names of companies using or visiting the Demonstration Zone • Prototypes developed or launched • Number of customer interactions / meetings facilitated at Demonstration Zone Business Centre • Number of visits by members of the public and / or media at the Demonstration Zone Business Centre • Media tags • Prototypes developed • Patents filed resulting from program • Licensing of technologies resulting from program • Jobs created or retained • International exports • Follow-on investment received • Incremental sales (in Canada and internationally) • Number and type of events hosted • Value of private investment leveraged
Demonstration Zone Characteristics	
Expected Analytical outcomes: <ul style="list-style-type: none"> • Identify future needs of the Demonstration Zone for displaying the effectiveness of developed AVIN technologies / products. • List of infrastructure changes / field equipment installations required to demonstrate the AVIN projects including a description of the equipment / infrastructure change, purpose, and number of projects requesting this change or equipment. 	

- List of infrastructure / field equipment features and capabilities that have been valuable to the demonstration of AVIN projects including a description of the feature / capability and how it is utilized by the demonstrated technologies.

Technology / Product / Service Characteristics and Performance Data

Expected Analytical outcomes:

- Provide information about technologies / products / services developed within the zone participation / use, the capabilities of these technologies / products / services, and potential uses / applications.
- Identify potential risks associated with technology / product / service deployment to support making informed decisions about how to manage or avoid these risks.
- Identify possible adoption scenarios and highlight the potential applications of the new technologies developed within the automotive and mobility ecosystem.
- Identify policies and regulations that could be changed to accelerate the adoption of the future mobility technologies, and hence, maintain Ontario's position as a global leader in the space.
- Identify barriers and enablers to future mobility technologies and products, and potential improvements to processes and business models adopted within the automotive and mobility ecosystem.
- Inform transportation authorities of infrastructural changes and design features that could be considered to support the adoption of future mobility technologies.
- Provide information / statistics about demonstrated technologies, their uses, functionalities, and characteristics.
- Provide information / statistics about the strengths and abilities of the Demonstration Zone.

Reporting requirements for all engagements

Common Technology Classification Requirements

- Type and core functionalities of technology, product, or service being researched or developed (e.g., collision avoidance system, obstacle detection system, positioning and navigation system)
- Stage of technology, product, or service development and its market readiness (e.g., design, testing, and demonstration)
- If applicable, targeted level of automation supported by the technology, product, or service
- If applicable, targeted type of communication supported by the technology, product, or service
- Types of vehicle and infrastructure supported
- Targeted vehicle service (i.e., passenger vs. commercial vehicle service)

	<p>Proof of Concept / Design Phases</p> <ul style="list-style-type: none"> • All data elements outlined in the common technology classification requirements • If applicable, safety considerations and requirements for the safe use of technology, product, or service • Infrastructure features / systems required to support the deployment of product, technology, or service • All external data and communication requirements • If applicable, other external requirements for the technology, product, or service operation including special mechanical and electrical requirements • Expected impacts of using the designed technology, product, or service including: <u>1) Safety impacts</u> (e.g., reduced number of accidents); <u>2) Mobility Impacts</u> (e.g., reduced travel time and increased accessibility); and <u>3) Environmental Impacts</u> (e.g., reduced CO2 emissions) • Identified technological, regulatory, cost, and / or social enablers and barriers • Any additional research- / design-related information that could be beneficial to the AVIN ecosystem <p>Development Phase</p> <ul style="list-style-type: none"> • Updated version of all data elements outlined in proof of concept and design phases • Pace of development and anticipated release dates • Any additional development-related information that could be beneficial to the AVIN ecosystem <p>Evaluation / Demonstration Phases</p> <ul style="list-style-type: none"> • Updated version of all data elements outlined in proof of concept, design, and development phases • Plans after support from AVIN comes to an end • Anticipated availability to market • Public acceptance and interaction considerations for technology / service adoption • Any additional evaluation- / demonstration-related information that could be beneficial to the AVIN ecosystem
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Talent Development

Program Performance Data	
Expected Analytical Outcome: <ul style="list-style-type: none"> • Measure economic benefits to the Province 	
Reporting requirements for all applications	<ul style="list-style-type: none"> • Number of applications received • Number of internships and fellowships granted or completed • Academic institution participants • Jobs created or retained • International exports • Follow-on investment received • Incremental sales (in Canada and internationally) • Number and type of events hosted
Talent Characteristics	
Expected Analytical Outcome: <ul style="list-style-type: none"> • Identify talent needs and opportunity areas 	
All applications	<ul style="list-style-type: none"> • Discipline • Level of education • Job title • Responsibilities

OTTAWA VALLEY TOURIST ASSOCIATION REPORT

Prepared by: Alastair Baird, Manager of Economic Development

Prepared for: Development and Property Committee

January 12, 2021

INFORMATION

1. OVTA Tourism Awards

The Ottawa Valley Tourist Association (OVTA) annual Tourism Awards were presented at a virtual holiday event on December 17, 2020 with about 30 OVTA members in attendance. The awards celebrate tourism operators and individuals in the Ottawa Valley.

The Business of Distinction award recognizes an OVTA member business that demonstrates leadership, innovation and dedication to the local tourism industry. The winner of the 2020 award is Burnstown Beach, located on the Madawaska River and operated by the Township of McNab/Braeside. Burnstown Beach offers a paddlesport rental centre, boat launching facility, a dedicated dog beach and rowing club, in addition to regular beach operations. A number of events and programs, including the popular “Paddle our River” series, year-end Rowing Regatta and adaptive water skiing program are also held throughout the summer months.

The Marilyn Alexander Tourism Champion award is a commemorative award that recognizes an individual OVTA member who is an active tourism champion for the Ottawa Valley. This year’s winner is Stefani Van Wijk.

As Director of the Madawaska Kanu Centre – a 3-generation family business – Stefani believes in working collaboratively and developing strong partnerships with local businesses and the community. Stefani spearheaded the 2019 Moose FM Cruiser Campaign and participated in the annual Huntington’s disease volleyball tournament in Barry’s Bay, to name a few. She has also introduced a number of new retreats and workshops at Madawaska Kanu Centre through partnerships with local suppliers,

including a yoga retreat, weekly yoga classes and sour dough bread workshops.

2. **New OVTA Members**

Many new and past tourism business members have joined or re-joined the OVTA in recent months including:

Recruitment emails sent out regarding complimentary OVTA memberships have resulted in 32 new members including six returning members:

- [Algonquin Fly Fishing Premium Guide Service](#) – Laurentian Valley
- [Logos Land Resort](#) – Cobden (returning member)
- [Placemaking Design](#) – Killaloe (returning member)
- [Queenswood National Real Estate LTD](#) – Barry's Bay (returning member)
- [Ottawa Valley Mrs Grocery](#) – Pembroke
- [Eganville's Finest and Two Fat Tarts](#) – Eganville
- [Pickling Dixie](#) – Cobden
- [BerryLane](#) – Renfrew
- [Personalize IT](#) – Renfrew
- [TacoLand](#) – Renfrew
- [Lakepoint Cottage Resort](#) – Golden Lake (former A&A Resort - new owners)
- [Bee Savvy Fine Foods](#) – Arnprior
- [Ella's Keeping Company](#) – Renfrew
- [AWE Yoga](#) – Pembroke
- [Calabogie Highlands Golf Resort](#) – Calabogie (returning member)
- [Stuart Log Cottage](#) – Eganville (returning member)
- Greenlanding Cabins – Calabogie
- [Neat Coffee Shop](#) – Burnstown
- [Whippoorwill Valley Cottages](#) – Calabogie
- [Camp Walden](#) – Palmer Rapids
- [Madawaska Metal Works](#) – Quadeville
- [Cormorant Lane Art Studio & Gallery](#) – Combermere
- [Robins Nest Arts](#) – Pembroke
- [McGregor's Orchard](#) – Renfrew

- [Ottawa Valley First Aid](#) – Renfrew County
- [The Natural Health Centre](#) – Barry's Bay
- [The SHED](#) – Petawawa
- [Linda Sorensen Fine Art](#) – Barry's Bay
- Balmoral Hotel - Barry's Bay
- [Natural Glow by Jacklyn](#) – Petawawa (returning member)
- [Calabogie Rustic Farm](#) – Calabogie
- [Camp Lutherlyn](#) – Golden Lake

3. Recent Investments in Tourism Businesses

Reflecting the relatively high volume of investment in Multi Unit Residential Buildings (MURBS) and in small town, rural, and wilderness/waterfront properties generally, there have been a number of investments in tourism businesses.

- Spectacle Lake Lodge- acquired by a family also operating a resort in Haliburton County.
- Barry's Bay Cottages – new owners from Greater Toronto Area purchased in October 2020.

ENTERPRISE RENFREW COUNTY REPORT

Prepared by: Alastair Baird, Manager of Economic Development

Prepared for: Development and Property Committee

January 12, 2021

INFORMATION

1. New ERC Client Business Openings

Enterprise Renfrew County (ERC) directly assisted 138 entrepreneurs and business operators in the final half of 2020 leading to new business openings and expansion of existing businesses including:

- The Urban Gourmet Co. – Tracey Deans, a past client of ERC and mentor in our Starter Company Plus program, has returned to the area and reopened selling specialty olive oils and balsamic vinegars.
- Bee Savvy Honey, past Starter Company Plus client who produces honey and a seller of all things honey and gourmet food items, has expanded their retail operation in Arnprior.
- rĒCo Refillery and Zero Waste Lifestyle retail store in Deep River has been opened by former ERC clients, Laurentian Brew Kombucha.
- THroo Apparel, Pembroke – ERC client opening new clothing store.
- Prairie and Luna Cannabis Co., a past Starter Company Plus client, has expanded to include a cannabis dispensary.
- Grandma’s Pantry and Engine House Coffee have re-located and re-opened in a new and larger retail and production space in Killaloe under the ownership of past ERC clients.
- @Zaffron is a new Indian Food restaurant in Pembroke and a new ERC client.
- The Bath Boutique – Keeping it Real, a past Starter Company Plus client, has expanded to a larger storefront location.

2. Starter Company Client Successful on CBC Dragon’s Den

Akosua Asare, founder and owner of Essence Luxe Couture in Deep River and a Starter Company Plus client competed on Dragon’s Den on November

12, 2020 and was successful in acquiring \$150,000 for a 25% share from one of the Dragons, which was exactly what she was seeking. The Dragon's Den segment featuring Akosua is available at [Dragon's Den Pitch by Essence Luxe Couture.](#)

FORESTRY AND GIS DIVISION REPORT

Prepared by: Jason Davis, Manager of Forestry and GIS

Prepared for: Development and Property Committee

January 12, 2021

INFORMATION**1. Forestry Activities**

- (a) Below is the Forestry Activity Tracker information for the months of November and December 2020:

Summary - November	County Forester Hours	County Forester %	Forestry and Trails Tech. Hours	Forestry and Trails Tech. %
Management of County Forests	127	90	7	5
Industry Support	1	1	0	0
Species at risk	0	0	0	0
Trails	0	0	127	93
GIS	--	0	0	0
Municipal Support	0	0	0	0
Education & Public	4	3	0	0
Learning/Conference/Workshop	3	2	0	0
Admin/Other	5	4	3	2
Total	140	100	137	100

Summary - December	County Forester Hours	County Forester %	Forestry and Trails Tech. Hours	Forestry and Trails Tech. %
Management of County Forests	109	93	0	0
Industry Support	0	0	0	0
Species at risk	2	2	0	0
Trails	0	0	110	98
GIS	--	0	0	0
Municipal Support	0	0	0	0
Education & Public	1	1	0	0

Summary - December	County Forester Hours	County Forester %	Forestry and Trails Tech. Hours	Forestry and Trails Tech. %
Learning/Conference/Workshop	2	2	0	0
Admin/Other	2	2	2	2
Total	116	100	112	100

- (b) Operations are still underway at Opeongo Tract. This contract goes until December 31, 2021 and will continue in the new year. Operations did not take place at Shrine Hill/Yantha Tract and this contract expired at the end of 2020. This area has been advertised many times, and this has been the only bid received. Germanicus is nearing completion, but due to mechanical and COVID-19 related circumstances, may not wrap up until the end of January. Most wood has been cut and will contribute to 2020 revenue. It is expected the budgeted revenue of \$180,000 will be met and likely surpassed.

Tract	Sale #	Harvest Type	Allocated Area (ha)	Total Bid Received (\$)*	Status	Invoiced** Revenue to Date (\$)	% of bid price
Opeongo Line	11-19	Poplar/Mixedwood Clearcut, shelterwood	162	\$ 115,445.00	This contract is from July 2, 2019-December 31, 2021 . Harvest and hauling underway. Started May 2020. This work will continue into 2021.	\$ 69,205.68	60%
Shrine Hill/Yantha	17-19	Spruce/Red Pine Thinning	19	\$ 7,525.00	This contract is from July 2, 2019-December 31, 2020 . Not started.		
Simpson's Pit	17-20	Red Pine Thinning	48	\$ 95,868.00	Harvest and haul complete	\$ 60,155.39	63%
Beachburg	18-20	Red Pine Thinning	15	\$ 28,118.00	Harvest and haul complete	\$ 23,051.92	82%
Germanicus	19-20	Red Pine Thinning	12	\$ 22,068.00	Harvest and haul underway		
Elliott	20-20	Red Pine Thinning	9	\$ 11,000.00	Harvest and haul complete	\$ 14,465.79	132%
TOTAL				240,024.00		\$ 166,878.78	70%

* Actual invoiced amount will depend on actual, weighed volume (m3) harvested. Bid is based on estimated volume.
**Invoicing can occur as long as 30 days post-haul. Mills must send in weigh slips before invoicing can occur.

In Progress
Complete

- (c) Harvest Timber Sales for 2021 were advertised and opened on December 3, 2020 and are summarized below. No bids were received for DPF-03-21 or DPF-04-21. For the two tracts that bids were received, the highest bids were accepted as highlighted in the table below. Feedback was received on the two tracts that received no bids and staff will make adjustments to both tenders to attempt to increase interest when re-advertised for 2022.

Tract	Type	Area (ha)	Tender #	Tender Amount by Bidder (\$)		
				L. Heideman	Ott Family Logging	1706217 Ontario Inc.
Byer's Creek 01-21	Red pine plantation thinning	20.9	01-21	56,060.00	57,824.00	82,520.00
Brudenell 02-21	Red pine plantation thinning	26.2	02-21	53,150.00	55,787.00	70,900.00
Round Lake 03-21	Red pine plantation thinning	18.3	03-21	No Bids Received		
Ruby 04-21	Natural Mixedwood	63.4	04-21	No Bids Received		
<i>Total</i>		128.8				

- (d) Approximately 13 hectares of severe blowdown was discovered at the Kennelly Tract while staff was reviewing during the summer of 2020 for the 2021 harvest operations as the red pine plantations were scheduled for thinning. Most of this damage appears to be associated with the Calabogie area tornado of 2018. As this is outside of the mapped area it was not included in the damage checks on Renfrew County Forests that were completed in 2018 with the support of the Emergency Services Drone program. Since that time, more trees in and around the main disturbance have fallen down.

Due to the length of time since most trees were uprooted or snapped off, the wood is no longer salvageable. Inquiries were made with a few mills about salvage interest and potential and they indicated that anything that has been through a summer on the ground is no longer merchantable to them.

There is some sugar maple regeneration in the disturbed area, but otherwise having the wood salvaged would be beneficial in assisting with regenerating the site, either naturally or to enable exploration of programs to fund planting. It would be quite costly to hire someone to do site preparation under the current condition of the area. Salvaging wood would reduce the slash load and fire hazard potential, reduce the cost of site preparation, improve the aesthetic and recreation value of the area, and increase the number of plantable spaces or future stocking of natural regeneration.

In late November, an abutting landowner contacted staff to inquire about cleaning up the blowdown and using it for firewood. Staff sent the abutting landowner an example of a harvest terms of reference to provide an idea of what is required for working within County forests (i.e., WSIB, insurance, and certificates). After speaking with

the landowner, staff emailed five known firewood operators inquiring whether there was any interest in salvaging this area. One response was received, saying they were not interested.

The 2017-2026 Forest Management Plan does encourage salvage, as indicated in the excerpts below:

“Section 3.5.8, point 6: Salvage merchantable timber where possible. In the event of unexpected natural events, such as wind, fire or drought, efforts will be made to make use of merchantable material. Artificial regeneration efforts will be considered, where appropriate. An amendment to the Forest Management Plan will not be required.

Section 5.3.1.2: Salvage operations, such as recovering wind-thrown, burned, flooded, diseased or insect-damaged timber may be made at the discretion of County staff without a public tender process.”

There are previous examples of salvage operations taking place in Renfrew County Forests. A tornado damage salvage of 6 ha in Virgin Lake Tract was combined with a harvest of tendered, non-salvage adjacent area in 2012. 2.5 ha of blowdown of salvage occurred at Marsh Road Tract through a memo and direct contract with an operator working on adjacent private land. Both of these occurred within a year of the disturbance and generated revenue.

If the County was to engage in a contract with the abutting landowner, the expectation is that this would not be paid service, and the County would not be paid for the firewood harvested. Staff would flag out a smaller area, approximately 4 ha, to ensure the success of this arrangement. If the initial 4 ha area is successful, the area can be extended. Staff will develop a contract and procedure for this operation.

(e) **Algonquin Park 2021-2031 Forest Management Direction**

Consultation is currently underway for Stage 3 of the Forest Management Planning Process for the Algonquin Park Forest. A letter of support was prepared and submitted, in line with the support expressed at Stage 2 as provided to Committee in September 2020. As a significant amount of opposition is continually expressed regarding logging in Algonquin Park by special interest groups, continual expression of support by the County of Renfrew is important.

2. **Ontario Wildlife Damage Compensation Program**

Tabled is correspondence from the Honourable Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs advising of updates that will be occurring to the Ontario Wildlife Damage Compensation Program (OWDCP) that will take effect for any applications with a kill or injury date on or after January 1, 2021.

3. **GIS**

- (a) Tabled is the GIS Activity information for the months of November and December 2020. GIS staff worked on a total of 183 GIS projects.
- (b) Tabled is a Ministry of Natural Resources and Forestry DRAPE III delivery update with the County of Renfrew's delivery for the end of February.

RESOLUTIONS

4. **Beachburg Off Road Cycling Association (BORCA)**

Recommendation: THAT the Development and Property Committee recommend that staff continue to work with the Beachburg Off Road Cycling Association (BORCA) to amend the current Land Use Permit to include the building, maintenance and liability of a pavilion at the Beachburg Tract; AND FURTHER THAT red pine tree-length material be donated for the construction of the pavilion, if BORCA is willing to wait until the next harvest at Beachburg Tract which is scheduled for 2022 or 2025.

Background

The Beachburg Off Road Cycling Association (BORCA) has had a Land Use Permit with the County of Renfrew for several years to build, maintain and use trails in the Beachburg and Little Lakes Tracts of the Renfrew County Forest (RCF). These trails are used by many in the community and beyond, and bring tourism value to the region, especially through their annual Chicken Run event. BORCA is volunteer-run and has done an excellent job of reducing the amount of garbage in the Renfrew County Forest and encourages responsible trail use.

5. Global Network for Young Professionals in Forestry

Recommendation: THAT the Development and Property Committee recommend that County Council approve the appointment of the County Forester to the Inaugural Board of the Global Network for Young Professionals in Forestry if selected; AND FURTHER THAT staff prepare a letter of support.

Background

The County Forester was recently invited to speak at the 2021 World Forestry Congress in Seoul, Republic of Korea in the Young Professionals in Forestry segment of the program. The event has since been postponed until 2022, so that it may take place in person. This event is organized by the Food and Agriculture Organization of the United Nations and the hosting country. The event has been held approximately once every six years, since 1926. The Congress is a forum for the exchange of views and experiences on all aspects of forests and forestry, which may lead to the formulation of broad recommendations applicable at national, regional and global levels. The Congress also provides a periodic opportunity to produce an overview of the sector, in order to discern trends, adapt policies, create awareness in decision-makers, and influence public opinion. Given the high number of participants (several thousands in each conference), it is a valuable forum for strengthening the role of forests in general as well as in the context of critical environmental, economic and social issues and taking into account the developments in the global sustainable development agenda.

In conjunction with the invitation above, the County Forester was also asked to apply for the Inaugural Board to initiate the formation and establishment of the Global Network for Young Professionals in Forestry. The deadline for this application is January 10, 2021 and a letter of employer support is required.

**Ministry of Agriculture,
Food and Rural Affairs**

Office of the Minister

77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: 416-326-3074
www.ontario.ca/OMAFRA

**Ministère de l'Agriculture, de
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December 21, 2020

Paul Moreau
CAO/Clerk
County of Renfrew
PMoreau@countyofrenfrew.on.ca

Dear Mr. Moreau,

I am writing today to let you know about upcoming updates to the Ontario Wildlife Damage Compensation Program (OWDCP). The OWDCP provides financial assistance to owners whose livestock, poultry and honeybees have been damaged or killed by wildlife.

These updates are the result of concerns raised by farmers, their organizations and other stakeholders regarding the timeliness of payments for approved claims. We are also providing administrative flexibility if program timelines cannot be met in exceptional and extenuating circumstances such as COVID-19.

Key program changes will include:

- Notifying municipalities of an applicant's fully approved claim and initiating the payment process when the approval decision is made rather than after the appeal period ends; and,
- providing to the Administrator authority to waive deadlines if there are unforeseen issues or extenuating circumstances affecting program timelines.

OWDCP program updates will take effect for any applications with a kill (or injury) date on or after **January 1st, 2021**.

.../2

By notifying municipalities and initiating the payment process for fully approved claims upon approval rather than at the end of the appeal period, it is estimated that over 80% of successful claims will be paid out up to 20 business days earlier. In the event an issue with the claim approval is discovered, all applicants retain the ability to appeal within 20 business days of the date indicated on their decision letter. These payment process changes will only apply to claims with an injury or kill date on or after January 1, 2021.

In addition, allowing the Administrator to waive certain deadlines in extenuating circumstances is another way the government is providing flexibility in these uncertain times. This change will help ensure that applicants' claims will be considered if deadlines are missed for exceptional reasons outside their control.

Please visit the OWDCP website for details of the program updates at:
www.ontario.ca/predation

For further information, please contact my ministry's [Agricultural Information Contact Centre](#) at 1-877-424-1300.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ernie Hardeman', with a large, stylized loop at the beginning and a long, sweeping underline.

Ernie Hardeman
Minister of Agriculture, Food and Rural Affairs

COVID-19 Reminders

- Practise physical distancing – stay 2 metres away from others in public
- Wash your hands – with soap and water thoroughly and often
- Get the facts - www.ontario.ca/page/covid-19-stop-spread



DEVELOPMENT AND
PROPERTY DEPARTMENT

GIS ACTIVITY TRACKER

TIME PERIOD - November 2020

	Arnprior	Deep River	Laurentian Hills	Petawawa	Renfrew	Admaston / Bromley	Bonnechere Valley	Brudenell Lyndoch & Raglan	Greater Madawaska	Head, Clara & Maria	Horton	Killaloe, Hagarty & Richards	Laurentian Valley	Madawaska Valley	McNab / Braeside	North Algona Wilberforce	Whitewater Region	County-wide / Pembroke	TOTAL
GIS Data & Systems																			
Database Maintenance	1					1	2		2		2	1	1		1		1		12
Internet GIS Maintenance															1			4	5
Internet GIS Enhancements																			0
Internet Web Mapping Support												1				2			3
Data Distribution/ Contracts																			0
Conferences, Courses & User Groups																		4	4
Training, Reports & Presentations Delivered																			0
Technical Support																		1	1
Map document conversions & updates																			0
Policies & Procedures																			0
Research, Funding Applications, RFP & Budgets																			0
Other																		13	13
RFP																			0
Internal D&P Dept																			
Economic Development & Tourism																		1	1
Forestry & Trails																		10	10
Planning							1				2	1	2	1	2			10	19
Real Property																		1	1
Other																			0
County Departments																			
Administration, Finance & Information Technology																			0
Community & Social Services																		3	3
Emergency Services																			0
Human Resources																			0
Public Works & Engineering																			0
Other																			0
External Inquiries & Requests																			
Municipalities				2		2			3								1		8
Agencies & Institutions																		3	3
General Public & Businesses																		5	5
Other																			0
Special Projects																			
911/Civic Addressing	5			1	1		3		1						1	1	2	7	22
																			0
																			0
																			0
Total	6	0	0	3	1	3	6	0	6	0	4	3	3	1	5	3	4	62	77



DEVELOPMENT AND
PROPERTY DEPARTMENT

GIS ACTIVITY TRACKER

TIME PERIOD - December 2020

	Arnprior	Deep River	Laurentian Hills	Petawawa	Renfrew	Admaston / Bromley	Bonnechere Valley	Brudenell Lyndoch & Raglan	Greater Madawaska	Head, Clara & Maria	Horton	Killaloe, Hagarty & Richards	Laurentian Valley	Madawaska Valley	McNab / Braeside	North Algona Wilberforce	Whitewater Region	County-wide / Pembroke	TOTAL
GIS Data & Systems																			
Database Maintenance											1							7	8
Internet GIS Maintenance																		5	5
Internet GIS Enhancements																			0
Internet Web Mapping Support	2								1			1						1	5
Metadata Creation & updates																			0
Data Distribution/ Contracts																			0
Conferences, Courses & User Groups																		1	1
Training, Reports & Presentations Delivered																			0
Technical Support																		2	2
Map document conversions & updates																			0
Policies & Procedures																			0
Research, Funding Applications & Budgets																			0
Other																		8	8
RFP																			0
Internal D&P Dept																			
Economic Development & Tourism																		4	4
Forestry & Trails																		1	1
Planning				1					2				1	2	1			12	19
Real Property																		1	1
Other																			0
County Departments																			
Administration, Finance & Information Technology																			0
Community & Social Services																		2	2
Emergency Services																			0
Human Resources																			0
Public Works & Engineering																			0
Other																			0
External Inquiries & Requests																			
Municipalities	1													1					2
Agencies & Institutions																		2	2
General Public & Businesses																			0
Other																			0
Special Projects																			
911/Civic Addressing	3						1		2			2	2				1	2	13
																			0
																			0
																			0
Total	6	0	0	1	0	0	1	0	5	0	1	3	3	3	1	0	1	48	73



February Delivery

Delivered

December Delivery

December Delivery

Delivered

REAL PROPERTY ASSETS DIVISION REPORT

Prepared by: Kevin Valiquette, Manager of Real Property Assets

Prepared for: Development and Property Committee

January 12, 2021

INFORMATION

1. Real Property – Projects Update

Tabled is a summary report of all projects currently underway that involve the Real Property Assets Division. Details on each project are included in the comments section.

2. Real Property – 2020 Capital and Capital Under Threshold Projects

Tabled is a summary report of capital and capital under threshold projects approved in the 2020 budget.

3. Lease Termination Notices

As part of the Service Delivery Improvement Project and the relocation of Community Services Department in the Pembroke area to the County Administration Building, the following lease termination notices have been provided to the respective Landlords.

- (a) Child Care – 545 Pembroke St. West
 - 6-month notification required. Lease terminates May 31, 2021.
- (b) Renfrew County Housing Corporation – 169 Lake St.
 - 6-month notification required. Lease terminates May 31, 2021.
- (c) Ontario Works – 169 Lake Street
 - Lease expired. Month-to-month tenancy clause exercised.

4. Provincial Offences Lease – 141 Lake Street

This lease expired December 31, 2020 and the premises turned over to the Landlord. Office staff have been relocated to their permanent space on the ground floor of the County Administration Building. The Courtroom and

waiting area construction is proceeding and scheduled for occupancy in late January.

5. **Service Delivery Improvement Project (SDIP)**

Project Status as of January 4, 2021

- (a) Phase 1 (Development and Property and Public Works) area 2nd floor is now occupied with some minor deficiencies remaining.
- (b) Front Reception Area – scheduled for turnover late January. Issue with glass and millwork deliveries.
- (c) Phase 1B Courtroom – scheduled for turnover late January. This will enable the Courtroom, waiting area and washrooms to be turned over at same time.
- (d) Phase 2 (Boardrooms, Collaborative Area) – scheduled for turnover mid April.
- (e) Phase 3 (Community Services and Paramedic Area) – scheduled for turnover April 1, 2021.
- (f) Phase 4 (Corporate Services Area) – scheduled for turnover late April.
- (g) Council Chambers – scheduled for turnover in April.

Financials

Approved Construction Contract:	\$3,417,307
Change Order Contingency:	\$175,000 (part of \$3,417,307 cost)
Change Orders to Date:	\$114,963
Contingency Balance:	\$60,036 (credit)

BY-LAWS

6. **Natural Gas Procurement**

Recommendation: THAT the Development and Property Committee recommend that County Council pass a by-law to execute an Agreement with Local Authority Services (LAS) to participate in a Natural Gas Procurement Program.

Background

The County of Renfrew has been part of the Natural Gas Procurement Program offered by Local Authoritative Services (LAS) to Ontario

Municipalities for more than twenty years. The advantages of the program are:

- (a) Budget Stability
A commodity price that is fixed and guaranteed for one-year intervals.
- (b) Maximized Purchasing Power
LAS is able to leverage economies of scale through aggregated tenders of all program members to get the best possible price.
- (c) Periodic Program Rebates
An annual review of the program often provides members rebates based on forecast prices and actual prices at the end of the year based on the member's usage. Rebate for 2019 was \$5,101 and \$13,435 for 2018.

Staff are recommending continuance of this program as per the terms in the attached Agreement (Appendix RP-I). A By-law to enroll in the program is required in order to proceed.

Real Property - Projects Update

Location	Work Description	Status			Comments
		Budget	Quote	Status	
County Admin Building	CAB Service Delivery Project			In Progress	Construction
	RFP - New Pylon Sign			In Progress	Directory signs installed. Main sign in 2021 install
Renfrew County Place	Caulking external repairs				Complete
80 McGonigal	Roof Repairs			Awarded	Complete
Leases	POA - 141 Lake Street				Lease expired. POA relocated to County Admin Building
	Child's Paradise - 450 O'Brien				Expired Feb 28, 2019.
	RCHC 169 Lake Street				Lease expires May 31, 2021
	Child Care - 545 Pembroke St				Lease expires May 31, 2021
	OW 169 Lake St.				Lease expired. Month to month notice exercised.
Facilities	Asset Management			On Going	Annual Building Condition Assess. 2021 submitted.
	Green Energy Act 507/18			On Going	2019 Reporting to Ministry completed.
	Building Lockdown Policy				Deferred to 2021.
	Energy Management Plan			Deferred	
Paramedic Bases	Safety Railing for Mezzanine			Awarded	Complete
OPP					

Real Property 2020 Capital Projects

Project - Capital	Building	Budget	Start Date	Final Cost	Status
Service Delivery Improvement Project	County Admin Building	\$4,112,961	June		In Construction
Exterior Repairs	County Admin Building	\$75,000			Deferred
Humidifier Replacement	County Admin Building	\$50,000	SDIP project		Deferred
Electronic Sign	County Admin Building	\$50,000	November	\$70,800	In Progress
Caulking, External Repairs	Renfrew County Place	\$25,000	October	\$24,211	Complete
Security System Camera Upgrades	Renfrew County Place	\$5,000	August	\$5,454	Complete
Epoxy Floor Coating Paramedic Base	Renfrew County Place	\$30,000	August	\$16,203	Complete
Roofing Preventative Maintenance	80 McGonigal	\$6,000	October	\$2,479	Complete
Parking Lot Repair	80 McGonigal	\$10,000	September	\$6,767	Complete
Roofing - Shingle Replacement	Arnprior Paramedic Base	\$12,000	September		Deferred to 2021
Total		\$4,375,961			

COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW TO EXECUTE AN AGREEMENT WITH THE
LOCAL AUTHORITY SERVICES (LAS)**

WHEREAS Sections 8, 9 and 11 of the Municipal Act, 2001, S.O. 2001, as amended, authorize Council to enter into agreements;

AND WHEREAS the County of Renfrew deems it desirable to enter into an agreement with LAS on an exclusive basis to provide professional services regarding advice on price hedging options for natural gas and to act as its agent in taking certain actions related to such price hedging activity as set forth in the agreement.

THAT the Council of the Corporation of the County of Renfrew endorse the Natural Gas Procurement Program in partnership with LAS, a wholly owned subsidiary of the Association of Municipalities of Ontario (AMO);

THAT the execution of a Natural Gas Appointment and Retainer Agreement with LAS be approved, recognizing that as agent for the municipality, LAS will:

- (a) negotiate required natural gas purchases on behalf of the County of Renfrew and all other procurement program members, and that the details of all contracts will be communicated to the members; AND / OR
- (b) enroll and bill enrolled accounts at the prevailing spot market natural gas prices on behalf of the program member.

AND FURTHER THAT Council authorizes LAS to access consumption and other natural gas account data from the local natural gas company on an as needed basis in order to gather account consumption information for the procurement program and to allow for the billing of all enrolled accounts.

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

1. The Agreement marked as Schedule “I” attached to and made part of this By-law shall constitute an Agreement between the Corporation of the County of Renfrew and Local Authority Services.
2. That the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this by-law.
3. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27th day of January 2021.

READ a second time this 27th day of January 2021.

READ a third time and finally passed this 27th day of January 2021.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

This Natural Gas Appointment and Retainer Agreement (“**Agreement**”) is made and entered into as of this ____ day of _____, 2021.

BETWEEN:

Local Authority Services (“LAS”)

-AND-

Renfrew, County of (“Member”)

Each of the foregoing entities being referred to individually as “**Party**” or collectively as “**Parties**”.

WHEREAS the Member wishes to retain LAS on an exclusive basis to provide professional services regarding advice on options for purchasing natural gas and to act as its agent in taking certain actions related to such natural gas purchasing activity as set forth herein;

AND WHEREAS the Member acknowledges that such actions may include but are not limited to (i) entering into natural gas purchase and sale agreements and transactions with commodity suppliers for a quantities of natural gas and/or (ii) entering into financial agreements to fix the price or range of prices to be paid by the Member for the future delivery of some or all of the natural gas required by the Member (iii) entering into agreements with third party service providers such as utility companies, local distribution companies, pipeline companies and storage operators for the transportation and delivery of natural gas (“**Third Party Service Providers**”) and/or (iv) entering into agreements which are customary to the natural gas industry such as assignment and assumption agreements, letters of authorization, agency appointment agreements, confidentiality agreements and IT user related agreements (all of which agreements or transactions referred to as “**Natural Gas Agreements**”);

AND WHEREAS the Member wishes to enter into Natural Gas Agreements to minimize the cost or risk associated with the procurement of natural gas;

AND WHEREAS the Member has passed the necessary by-laws or resolutions to permit the Member to enter into Natural Gas Agreements and transactions thereunder;

AND WHEREAS the Member has adopted a statement of policies and goals relating to the use of Natural Gas Agreements to address commodity pricing and costs and has passed the necessary by-laws or resolutions authorizing LAS to act as its agent;

AND WHEREAS the Member has provided LAS with copies of the aforementioned policies, goals, bylaws or resolutions;

October 1, 2020

NOW THEREFORE THE PARTIES agree as follows:

1. APPOINTMENT AND AUTHORIZATION OF LAS

- 1.1 The Member appoints LAS as its exclusive agent in respect of all matters specified in this Agreement including the solicitation and analysis of offers, negotiating and execution of Natural Gas Agreements and the management and administration associated with such Natural Gas Agreements.
- 1.2 The Member acknowledges and agrees that LAS, as its exclusive agent has full and complete authorization and discretion to take the following actions on behalf of the Member:
- (a) access any and all information relating to the Member which is in the possession and control of any Third Party Service Providers which relates to the supply and delivery of natural gas at Member facilities;
 - (b) negotiate on behalf of the Member Natural Gas Agreements including the specific terms and conditions contained therein, and execute the same together with other related agreements and documents reasonably requested by the counterparty to the Natural Gas Agreements, on the Member's behalf;
 - (c) disclose to any third party any information of the Member which is necessary to disclose for the purposes of this Agreement or any Natural Gas Agreement or for the purpose of billing, settlement or accounts, administrative matters or for any other purpose relating to the Natural Gas Agreements;
 - (d) as agent for the Member enter into transactions under the Natural Gas Agreements in the name of the Member, and to execute on behalf of the Member confirmations evidencing such transactions;
 - (e) carry out or direct the Member to carry out any ongoing responsibilities of the Member specified in any Natural Gas Agreements or exercise any rights as required to implement said Natural Gas Agreements;
 - (f) terminate any of the Natural Gas Agreements including any or all of the transactions under the Natural Gas Agreements or any related agreements entered into with the counterparty to the Natural Gas Agreements, on the Member's behalf;
 - (g) contract with and otherwise appoint any third party selected by LAS in its sole discretion for the purposes of carrying out any responsibilities of LAS contained in this Agreement (any such appointee, consultant, service provider or delegate shall be engaged on terms satisfactory to LAS);
 - (h) terminate any contract of any third party appointed by LAS under Section 1.2(g) and

- (i) carry out any duties or responsibilities and take any actions on the Member's behalf not otherwise specified herein that are incidental or related to carrying out its role as agent herein.

2. **LAS OBLIGATIONS**

2.1 LAS will:

- (a) solicit and analyze offers, negotiate and where appropriate enter into Natural Gas Agreements in the name of the Member as agent for the Member;
- (b) monitor the regulatory developments concerning natural gas and where appropriate provide recommendations to the Members on Natural Gas Agreements;
- (c) continuously search for and solicit Natural Gas Agreements on the Member's behalf;
- (d) nominate natural gas on a timely basis with Third Party Service Providers;
- (e) account to the Member for all amounts paid to or to be paid by the Member under the Natural Gas Agreements or this Agreement;
- (f) review all natural gas invoices received from Third Party Service Providers and ensure payments (including GST/HST if applicable) are made in a timely manner;
- (g) review delivery rates for each of the Member's facilities to ensure that they are at the most appropriate rate; and
- (h) take such other action as the LAS deems appropriate in the exercise of its authority and performance of its obligations under this Agreement.

3. **MEMBER UNDERTAKINGS**

3.1 The Member will:

- (a) remain liable as principal for all obligations incurred under or relating to the Member's Natural Gas Agreements whether arising out of actions taken by LAS or the Member;
- (b) provide all necessary accurate data to enable LAS to solicit bids, negotiate and manage new Natural Gas Agreements prudently and as LAS believes to be in the Member's best interest;
- (c) forward to LAS all notices or other communication received by the Member relating to the Natural Gas Agreements or services provided under this Agreement by LAS;

- (d) provide credit and financial information and collateral or performance assurances if required under any Natural Gas Agreements or this Agreement;
 - (e) pay for the supply of natural gas in accordance with the invoices issued by Third Party Service Providers plus any GST/HST which may be applicable;
 - (f) keep confidential the terms of this Agreement and any of the advice, details or arrangements provided to it by LAS or any of its appointed third parties;
 - (g) inform LAS of any statement of policies and goals relating to the use of Natural Gas Agreements and any amendments thereto;
 - (h) if requested by LAS, provide prudential support to LAS that is required under any of the Natural Gas Agreements or by any Third Party Service Providers; and
 - (i) execute any such documentation as may be deemed necessary by LAS to permit LAS to undertake any of the functions specified under this Agreement including the Notice of Appointment of Agent as set forth in Appendix A to this Agreement.
- 3.2 The Member acknowledges that bids may be solicited by LAS and transactions under the Natural Gas Agreements may be negotiated on behalf of a number of members. The Member further acknowledges and agrees that LAS may determine in its sole discretion whether the Member participates in any particular transaction under a Natural Gas Agreement.
- 3.3 The Member acknowledges that the fixed price for any transaction under its Natural Gas Agreements could at any time be below, above or equal to the market price for natural gas. The Member also acknowledges that the Natural Gas Agreements may contain provisions which may result in the Member owing a termination payment following default under the Natural Gas Agreements even though the member is not the defaulting party.
- 3.4 The Member acknowledges that LAS or a party appointed by LAS may charge and the Member agrees to pay a finance charge for each gigajoule supplied provided that such charge reasonably represents the cost of LAS or a party appointed by LAS providing collateral or performance assurance under Natural Gas Agreements or with Third Party Service Providers.
4. **LAS FEES**
- 4.1 The Member agrees to pay the fees set forth in Appendix B to this Agreement to LAS or any third party appointed by LAS as directed by LAS. The payment of these fees to LAS shall cover the costs of managing and administering the LAS natural gas program on behalf of the Member including the cost of any third party appointed by LAS to assist in providing services under this Agreement.

5. **TERM**

October 1, 2020

- 5.1 The term of this Agreement shall commence on the date of execution and shall remain in effect for an initial period of two (2) years and thereafter shall automatically renew from year to year unless and until terminated by either Party upon one hundred and eighty (180) days prior written notice; provided, however, that this Agreement and any other documents executed and delivered hereunder shall remain in effect until the last transaction entered into under any of the Natural Gas Agreements expires. The obligation to make payment under Section 4 and Appendix B, and the liability and indemnification provisions shall survive the termination of this Agreement.

6. **LIABILITY AND INDEMNIFICATION**

- 6.1 While LAS takes proactive measures for the protection of the Member's interests, LAS cannot provide unconditional protection from the occurrence of unanticipated and uncontrollable events resulting in adverse financial consequences for the Member. LAS does warrant that the services provided by LAS under this Agreement will be performed in a professional manner. The Member agrees that if LAS breaches this warranty in performing services provided under this Agreement, the sole and complete liability of LAS for such breach will be limited to the return of the fees paid by the Member for services under this Agreement.
- 6.2 LAS liability under or for breach of this Agreement shall not exceed the amount of fees paid by the Member under this Agreement. In no event shall LAS be liable to the Member for incidental, indirect, special, punitive, exemplary or consequential damages howsoever caused, whether for breach of warranty, in tort, for contract or otherwise even if LAS has been advised of the possibility of such damages.
- 6.3 The Member hereby indemnifies LAS, its affiliates, its respective officers, directors, energy committee members, employees, agents, sub-agents, contractors, and consultants and holds them harmless from and against all losses, costs, liabilities, damages and expenses (including without limitation reasonable legal fees) it may incur as a result of LAS acting as the Member's agent as provided herein and the Member hereby agrees that it is liable for all obligations which LAS enters into on the Member's behalf.

7. **REPRESENTATIONS AND WARRANTIES**

- 7.1 The Member represents and warrants to LAS on an ongoing basis that:
- (a) all acts necessary to the valid execution, delivery and performance of this Agreement and the Natural Gas Agreements, including without limitation, public notice or other required procedures have or will be taken and performed as required under the *Municipal Act, 2001*;
 - (b) the authorizing by-law with respect to the Agreement and the Natural Gas Agreements have been passed by the council of the Member in full compliance with the *Municipal Act, 2001*, the same was signed by the head of the council and the clerk and sealed with the municipal seal of the Member and no application has been made or action brought to quash, set aside or declared invalid such

authorizing by-law nor has the same been in any way repealed, altered or amended and such authorizing by-law is now in full force and effect;

- (c) the aforesaid authorizing by-law and the Natural Gas Agreements contemplated thereby do not conflict with or result in a breach or violation of any statutory provisions which apply to the Member or any agreement to which the Member is a party or under which the Member or any of its property is or may be bound, or, violate any order, award, judgment, determination, writ, injunction or decree applicable to the Member of any regulatory, administrative or other government or public body or authority, arbitrator or court;
- (d) no litigation or proceedings of any nature are now pending or threatened, attacking or in any way attempting to restrain or enjoin the Agreement or any of the Natural Gas Agreements as authorized under the aforesaid authorizing by-law, or in any manner questioning the proceedings and authority under which any Natural Gas Agreements will be entered into, or the capacity of the officers of the Member authorized thereunder to enter into any Natural Gas Agreements, and no authority or proceedings for the Agreement or any Natural Gas Agreements have been repealed, revoked or rescinded in whole or in part;
- (e) entry into and performance of this Agreement and the Natural Gas Agreements by the Member are for a proper public purpose within the meaning of the *Municipal Act, 2001* and the regulations made thereunder;
- (f) the Member obligations to make payments hereunder are unsubordinated obligations and are not subject to any prior claim under any agreement or financial instrument to which the Member is a party;
- (g) the Member is not now subject to any restructuring order under Part V of the *Municipal Act, 2001* or other statutory authority; accordingly, no approval of the aforesaid authorizing by-law, the Agreement or the Natural Gas Agreements is required to be given by any transition board or commission appointed in respect of the restructuring of the Member; and
- (h) to the extent that the term of any transaction entered into in under a Financial Agreement exceeds the current Member council's term, before the Member exercised any powers in respect of the transaction, the Member's treasurer calculated an updated debt limit under Ontario Regulation 403/02 and the treasurer determined that the transaction would not cause the Member to exceed its updated limit and that the approval of the Ontario Municipal Board in respect of the transaction was not required.

7.2 Each Party represents and warrants to the other on an ongoing basis that:

- (a) it has the capacity and authority to execute this Agreement and perform its obligations and has taken the necessary action to authorize the execution and performance of this Agreement and the person signing this Agreement is authorized and empowered to do so;

October 1, 2020

- (b) it has obtained or submitted any authorization or approval or notice to with any governmental authority or regulatory body that is required for the due execution, delivery and performance of this Agreement;
- (c) the execution, delivery and performance of this Agreement does not violate or conflict with any law applicable to it;
- (d) this Agreement constitutes a valid and legal binding obligations enforceable against it in accordance with its terms;

8. **MISCELLANEOUS**

- 8.1 This Agreement shall be governed by and construed in accordance with the laws of the province of Ontario.
- 8.2 This Agreement may be executed by the Parties in separate counterparts, and each executed counterpart shall have the same force and effect as the original instrument. The Parties agree to accept facsimile signatures in lieu of original signatures as evidence of the agreement of the other Party, but each Party shall deliver to the other Party an originally executed copy of this Agreement as soon as possible thereafter.
- 8.3 Each Party will from time to time and promptly upon request, sign and deliver all further documents including any notices of appointment of agent and take all further action as may be reasonably necessary or appropriate to give effect to the terms and intent of this Agreement and to complete the Natural Gas Agreements contemplated by this Agreement.

IN WITNESS WHEREOF the Parties have executed this Agreement by the duly authorized officers:

Local Authority Services

County of Renfrew

Judy Dezell
Director AMO Enterprise Centre, Business
Partnerships, LAS & ONE

Kevin Valiquette
Manager of Real Property Assets

Local Authority Services
200 University Avenue, Suite 801
Toronto, ON M5H 3C6
(T) 416-971-9856
(F) 416-971-6191

County of Renfrew
9 International Drive
Pembroke, ON K8A 6W5
(T) 613-735-0175
(F) 613-735-2081

October 1, 2020

Appendix A

NOTICE OF APPOINTMENT OF AGENT

THIS NOTICE OF APPOINTMENT OF AGENT is made as of the _____ day of _____, 2021.

By: The Corporation of the County of Renfrew, a municipal corporation, having offices in the County of Renfrew in the Province of Ontario (hereinafter called “End User”),

To: **All Interested Parties**
(each a “Notified Party”).

1. Appointment. End User in accordance with its Natural Gas Agency and Appointment Retainer Agreement hereby appoints Local Authority Services (“LAS”) as its exclusive agent in respect of all matters related to the End User’s supply of natural gas. The End User further confirms and accepts the appointment by LAS of a third party to assist LAS in managing the End User’s gas supply in accordance with a services agreement between LAS and the third party. The third party may be changed from time to time by LAS.

2. End User Acknowledgement. End User acknowledges that in accordance with its Natural Gas Agency and Appointment Retainer Agreement with LAS that LAS is authorized to approve one or more purchasing strategies for natural gas. End User acknowledges that LAS has authorized, in accordance with the services agreement between LAS and third party, for the third party to assist by negotiating and managing one or more gas supply contracts, delivery agreements and collection service agreements for and on behalf of the End User.

3. Termination. End User may terminate the appointment of LAS as its agent in accordance with the provisions of the Natural Gas Agency and Appointment Retainer Agreement; provided, however, that this appointment and any other documents executed and delivered hereunder shall remain in effect until the last transaction entered into under any of the natural gas agreements expires. Notwithstanding the termination of the appointment of LAS, the End User shall remain liable for all natural gas agreements made on their behalf by LAS under its Natural Gas Agency and Appointment Retainer Agreement.

4. Effective Date. The appointments and directions are effective as of the date first set above.

Name: Kevin Valiquette
Title: Manager of Real Property Assets
October 1, 2020

By: County of Renfrew
Name: Kevin Valiquette
Title: Manager of Real Property Assets
Address: 9 International Drive
City/Province: Pembroke, ON
Postal Code: K8A 6W5
Telephone: 613-735-0175

October 1, 2020

Appendix B

Fees

In accordance with Section 4.1, the Member agrees to pay LAS the following fees plus GST/HST, as applicable.

Volume (GJ/day)	Fee (\$/GJ)
5,000 or lower	\$0.14
5,001 to 8,000	\$0.12
8,001 to 15,000	\$0.10
15,001 or greater	\$0.095

PLANNING DIVISION REPORT

Prepared by: Charles Cheesman, MCIP, RPP, Manager of Planning Services

Prepared for: Development and Property Committee

January 12, 2021

INFORMATION

1. Planning Division Activity Tracker

Tabled are the Activity Trackers for November and December 2020. In November, the Planning Division opened 20 new severance applications and prepared 3 planning checklists for general inquiries (pre-consultations). In December, the Planning Division opened 5 new severance applications and prepared 16 planning checklists for general inquiries.

Also tabled is the 2020 Year-End Activity Tracker and a more detailed overview of the activities. In 2020, 106 severance applications were submitted and 88 severance decisions were rendered. In addition, our office received 215 General Inquiries.

2. Tribunals Ontario Update

Tabled is a notice from Tribunals Ontario regarding their updated practice direction on hearing formats that came into effect on November 30, 2020.

3. Land Division Authority

In November, the County received and considered a request by the Township of Whitewater Region for delegated authority over their area's consent applications. This item was Postponed Definitely until August 2021 allowing for consideration of a review of the Planning Division. Tabled is correspondence that has been received from the Whitewater Business Association. The request from the Township of Whitewater Region will be taken into consideration as part of StrategyCorp's evaluation of the services delivered by the Planning Division as approved by County Council in December 2020.

4. **Amendments to the Drainage Act**

Tabled is correspondence from the Honourable Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs advising that the Ministry is proposing a new Minister's Regulation to implement the amendments that were made to the Drainage Act under the COVID-19 Economic Recovery Act, 2020 (formerly Bill 197), which received Royal Assent on July 21, 2020.

The amendments enable development of a new Minister's Regulation which would:

- Provide a simplified process for minor improvements to municipal drains;
- Simplify the process for approving updates to engineer's reports for changes to the design made during construction; and,
- Adopt the Drainage Act and Conservation Authorities Act Protocol (DART Protocol) by reference.

Feedback on the regulatory proposal can be made on the Environmental Registry of Ontario (ERO) website address under number [019-2814](#).



DEVELOPMENT AND PROPERTY DEPARTMENT

PLANNING DIVISION ACTIVITY TRACKER

TIME PERIOD - November 2020

	Arnprior	Deep River	Laurentian Hills	Petawawa	Renfrew	Admaston/Bromley	Bonnechere Valley	Brudenell, Lyndoch & Raglan	Greater Madawaska	Head, Clara & Maria	Horton	Killaloe, Hagarty & Richards	Laurentian Valley	Madawaska Valley	McNab / Braeside	North Algona Wilberforce	Whitewater Region	County-wide	MONTHLY TOTAL	2019 YEAR-END TOTAL
APPROVALS																				
Local Official Plan																			0	0
Local Official Plan Amend.	1																		1	3
Subdivision Draft Approval																			0	3
No. of Draft Approved Units																			0	26
Subdivision Final Approval																			0	2
No. of Final Approved Units																			0	26
Part Lot Control By-laws																			0	7
No. of Part Lot Control Units																			0	81
Severances				1		1	1		1		2		1				1		8	156
TOTAL FINAL & DRAFT APPROVED LOTS																			8	289
APPLICATIONS (Review & Preparation of Documents)																				
Official Plans																			0	0
OPAs																			0	0
Comprehensive Zoning By-laws																			0	0
Zoning By-law Amend.				1		1						1							3	44
New Severance Apps (Cty)						5	2		2			3					2	6	20	110
Severance Rpts to Mun.																			0	17
Minor Variance Rpts to Mun.															2				2	7
Plan of Subdivision Apps.													1						1	5
No. of Subd Units													21						21	263
Site Plans/Agreements																			0	6
LPAT Hearings																			0	0
PRELIMINARY REVIEW																				
Planning Checklists																1	2		3	179
Other Inquiries	2	1	4	2	2	9	15	3	14	1	3	10	14	8	29	5	7		129	187
TOTAL ACTIVITY	3	1	4	4	2	16	18	3	17	1	5	14	16	8	31	8	16	0	167	
2019 YEAR END ACTIVITY	6	10	10	38	1	32	51	21	68	7	68	63	47	96	88	43	77	0		726

20 severances received January-November 2020 versus 92 severances received January-November 2019

8 severance decisions January-November 2020 versus 138 severance decisions January-November 2019



DEVELOPMENT AND PROPERTY DEPARTMENT PLANNING DIVISION ACTIVITY TRACKER

TIME PERIOD - December 2020

	Arnprior	Deep River	Laurentian Hills	Petawawa	Renfrew	Admaston/Bromley	Bonnechere Valley	Brudenell, Lyndoch & Raglan	Greater Madawaska	Head, Clara & Maria	Horton	Killaloe, Hagarty & Richards	Laurentian Valley	Madawaska Valley	McNab / Braeside	North Algonia Wilberforce	Whitewater Region	County-wide	MONTHLY TOTAL	2019 YEAR-END TOTAL
APPROVALS																				
Local Official Plan																			0	0
Local Official Plan Amend.																			0	3
Subdivision Draft Approval																			0	3
No. of Draft Approved Units																			0	26
Subdivision Final Approval																	1		1	2
No. of Final Approved Units																	27		27	26
Part Lot Control By-laws																			0	7
No. of Part Lot Control Units																			0	81
Severances			1	9					1		2						2		15	156
TOTAL FINAL & DRAFT APPROVED LOTS																			42	289
APPLICATIONS (Review & Preparation of Documents)																				
Official Plans																			0	0
OPAs																			0	0
Comprehensive Zoning By-laws																			0	0
Zoning By-law Amend.								1			1			3	1				6	44
New Severance Apps (Cty)							2					2					1		5	110
Severance Rpts to Mun.															4				4	17
Minor Variance Rpts to Mun.																			0	7
Plan of Subdivision Apps.															1				1	5
No. of Subd Units															42				42	263
Site Plans/Agreements																			0	6
LPAT Hearings																			0	0
PRELIMINARY REVIEW																				
Planning Checklists				2		2			2		2			2	3	1	2		16	179
Other Inquiries	1		3			4	2		1			2	2	6	3	1	6		31	187
TOTAL ACTIVITY	1	0	4	11	0	6	4	1	4	0	5	2	4	11	12	2	12	0	79	
2019 YEAR END ACTIVITY	6	10	10	38	1	32	51	21	68	7	68	63	47	96	88	43	77	0		726

106 severances received January-December 2020 versus 110 severances received January-December 2019

88 severance decisions January-December 2020 versus 156 severance decisions January-December 2019



DEVELOPMENT AND PROPERTY DEPARTMENT

PLANNING DIVISION ACTIVITY TRACKER

TIME PERIOD - Year-End 2020

	Arnprior	Deep River	Laurentian Hills	Petawawa	Renfrew	Admaston/Bromley	Bonnechere Valley	Brudenell, Lyndoch & Raglan	Greater Madawaska	Head, Clara & Maria	Horton	Killaloe, Hagarty & Richards	Laurentian Valley	Madawaska Valley	McNab / Braeside	North Algonia Wilberforce	Whitewater Region	County-wide	2020 YEAR-END TOTAL	2019 YEAR-END TOTAL
APPROVALS																				
Local Official Plan																			0	0
Local Official Plan Amend.	2																		2	3
Subdivision Draft Approval																			0	3
No. of Draft Approved Units																			0	26
Subdivision Final Approval				1				2							2		1		6	2
No. of Final Approved Units				34				24							55		27		140	26
Part Lot Control By-laws	4			3				1											8	7
No. of Part Lot Control Units	140			15				8											163	81
Severances			1	13		4	6	2	11		15		10	1		5	20		88	156
TOTAL FINAL & DRAFT APPROVED LOTS	140	0	1	62	0	4	6	2	43	0	15	0	10	1	55	5	47	0	391	289
APPLICATIONS (Review & Preparation of Documents)																				
Official Plans																			0	0
OPAs																			0	0
Comprehensive Zoning By-laws																			0	0
Zoning By-law Amend.				8		3	8	2			5	1		15	5	2			49	44
New Severance Apps (Cty)			2	9		10	9	8	10	2	10	3	4	7		9	23		106	110
Severance Rpts to Mun.															22				22	17
Minor Variance Rpts to Mun.															6				6	7
Plan of Subdivision Apps.								2					1		1				4	5
No. of Subd Units								18					21		42				81	263
Site Plans/Agreements														3	2				5	6
LPAT Hearings																			0	0
PRELIMINARY REVIEW																				
Planning Checklists	1		3	9		23	15	8	23	4	14	8	4	25	46	15	17		215	179
Other Inquiries	23	16	20	16	14	40	72	23	85	8	27	71	44	67	160	42	39	1	768	187
2020 TOTAL ACTIVITY	30	16	26	59	14	80	110	43	134	14	71	83	63	118	244	73	100	1	1279	
2019 TOTAL ACTIVITY	6	10	10	38	1	32	51	21	68	7	68	63	47	96	88	43	77	0		726

106 severances received in 2020 versus 110 severances received in 2019

88 severance decisions issued in 2020 versus 156 severance decisions issued in 2019

MEMORANDUM

TO: Development and Property Committee
FROM: Charles Cheesman, MCIP, RPP, Manager of Planning Services
DATE: January 12, 2021
SUBJECT: Overview of Major Planning Files – 2020 Year End Activity

File Type	Municipality	Activity
Official Plan Approvals		None
Official Plan Reviews		None
Local Official Plan Amendment Approvals	Arnprior	OPA 1 (Fourth Avenue) Approved by County October 20, 2020 OPA 2 (Baskin Drive) Approved by County November 24, 2020
County Official Plan Amendments	County of Renfrew	Official Plan Amendment No. 31 (County Update) In progress
	Whitewater Region	OPA 11 (Whitewater Region policies) Awaiting final approval by Ministry of Municipal Affairs and Housing (MMAH)
Comprehensive Zoning By-laws	Petawawa	Expected completion – To Be Determined

File Type	Municipality	Activity
Subdivision/Condominium New Applications	Greater Madawaska	Madawaska River Cottages (47T20001) 8 lots for single detached <u>1 road</u> 8 units
		Calabogie Peaks Pines Condominium (47CD20002) <u>10 multi-attached units</u> 10 units
	Laurentian Valley	Kirklyn Estates – Resubmission (47T14005) 20 lots for new single detached 1 block for existing single detached <u>1 road</u> 21 units
	McNab/Braeside	Hogan Heights – Phase 2 (47T06002) 41 lots for new single detached 1 block for pedestrian access <u>2 roads</u> 41 units
	Total Units	80 units
Subdivisions-Draft Approval		None
Subdivisions-Final Approval	Greater Madawaska	Calabogie Peaks – Cedars Condominium (47CD19005) <u>1 block for 14 units multiple attached</u> 14 units
		Calabogie Peaks – Pines Condominium (47CD20002) <u>1 block for 10 multiple attached units</u> 10 units

File Type	Municipality	Activity
	McNab/Braeside	Madawaska Shores Subdivision (47T160002) 30 single detached lots 1 road <u>1 block for merging with adjacent property</u> 30 units Braeburn Estates Subdivision-Phase 1 (47T15005) 15 single detached lots Road allowance Blocks for road extension, drainage, open space/ <u>water access, temporary turning circles</u> 25 units
	Petawawa	Portage Landing – Phase 4 (47T12001) 34 single detached lots 1 block – reserve <u>Road allowance</u> 34 units
	Whitewater Region	Wren/BEI Subdivision-Phase 2 (47T93005) 27 single detached lots Road allowance <u>Blocks for pedestrian path, 0.3 metre reserves</u> 27 units
	Total Units	140 units
Part Lot Control Exemption By-law Approval	Arnprior	4 PLC By-laws 140 multiple attached units
	Greater Madawaska	1 PLC By-law 8 multiple attached units
	Petawawa	3 PLC By-laws 15 multiple attached units
	Total Units	163 units

File Type	Activity											
Severances - New Applications	106											
Severance Decisions	88											
Zoning By-law Amendments	49											
General Inquiries												
Received Monthly	J 19	F 9	M 9	A 15	M 10	J 22	J 27	A 13	S 27	O 30	N 24	D 10
Total Received	215											
Total Outstanding	59											
2015-2019	2015			2016			2017			2018		2019
(total rec'd in each year)	182			158			154			173		179

Tribunals Ontario

15 Grosvenor St. Ground Floor
Toronto, ON M7A 2G6

Tribunaux décisionnels Ontario

15, rue Grosvenor, rez-de-chaussée
Toronto (Ontario) M7A 2G6



December 1, 2020

MEMORANDUM TO: Landlord and Tenant Board Stakeholders

FROM: Lynn Dicaire, Registrar

SUBJECT: **Tribunals Ontario Updated Practice Direction on Hearing Formats**

Effective November 30, 2020, Tribunals Ontario has an updated [Practice Direction on Hearing Formats](#). The Practice Direction outlines Tribunals Ontario's approach to determining the format of the hearing that will be held, and how a party can request a different hearing format.

The updated Practice Direction is part of Tribunals Ontario's [digital transformation](#) to enhance the quality of dispute resolution services while meeting the diverse needs of Ontarians. The plan to become digital first, is not digital-only. We are ensuring people who need a different hearing format are supported when they need it.

Matters will proceed as video, telephone or written hearings unless a different hearing format is required as an accommodation for an [Ontario Human Rights Code](#)-related need, or unless a party can establish that the specified hearing format will result in an unfair hearing. Parties may request a different hearing format by contacting their Regional LTB office by [email](#).

All Tribunals Ontario's hearing centres are closed due to the COVID-19 pandemic. Currently, a party can contact the tribunal to make a request for an in-person proceeding. The tribunal will determine whether the matter will proceed in a different hearing format or whether it will proceed as an in-person proceeding. Tribunals Ontario will schedule limited in-person events when we are able to do so safely.

When in-person proceedings become available, Tribunals Ontario's hearing centres will adhere to strict health and safety measures to protect staff, adjudicators and Ontarians. More details about safety protocols at hearing centres will be provided later this winter.

Tribunals Ontario is committed to providing fair, effective and timely dispute resolution services to the people of Ontario.

If you have any questions, please contact your Regional LTB office by [email](#) or LTB@ontario.ca.

Sincerely,

Lynn Dicaire
Registrar



Tribunals Ontario

Tribunaux décisionnels Ontario

Updated Practice Direction on Hearing Formats

(Disponible en français)

Background

This Practice Direction outlines Tribunals Ontario's approach to determining the format of the hearing that will be held, and how a party can request a different hearing format.

Definitions

For the purpose of this Practice Direction:

Tribunal means any board, commission or tribunal that falls under Tribunals Ontario.

A **written hearing** is a hearing in which the tribunal makes a decision based upon the written materials filed by the parties.

An **electronic hearing** means a hearing held by telephone or videoconference technology that allows the parties to hear and/or see each other.

An **in-person hearing** is a hearing where the parties attend before the tribunal in person.

Accommodation is a process meant to ensure that a person with Ontario *Human Rights Code*-related needs can fully participate in a tribunal matter.

A **request to change the hearing format** is a request made by a party to a tribunal to have their hearing format changed from one hearing format to another, or to a combination of hearing formats.

Tribunals Ontario's Approach to Hearing Formats

Tribunals Ontario remains committed to providing fair, effective, accessible and timely access to its hearings. Tribunals Ontario recognizes that electronic and written hearings are necessary for providing fair and efficient access to justice and will continue to shift its focus from in-person hearings to electronic hearings.

Moving forward, all matters will proceed as written or electronic hearings with two exceptions:

1. The first exception is that an in-person hearing may be provided if a party can establish that an in-person hearing is required as an accommodation for an Ontario *Human Rights Code*-related need.
2. The second exception is where a party can establish that the hearing format will result in an unfair hearing.

Accessibility and Accommodations

Tribunals Ontario is committed to meeting its obligations under the *Accessibility for Ontarians with Disabilities Act, 2005* and Ontario's *Human Rights Code*. Parties, representatives, witnesses and other tribunal participants are entitled to accommodation of *Human Rights Code*-related needs. Any person requiring an accommodation should contact the specific tribunal from which the accommodation is required.

Requests to Change Hearing Format

Parties may request that their hearing format be changed on the basis that the hearing format or combination of hearing formats specified by the tribunal will result in an **unfair hearing**. A request to change the hearing format must be made by following each tribunal's rules and/or procedures. To make a request, contact the specific tribunal whose hearing format you wish to have **changed**.

Statutory Authority

In March 2020, the provincial government passed the *Hearings in Tribunal Proceedings (Temporary Measures) Act, 2020* (the "HTPA"). The HTPA gives tribunals broad authority to conduct electronic and written hearings as they consider appropriate. Tribunals may make orders necessary to facilitate the hearing format, and those orders prevail in the event that they conflict with legislation (including the *Statutory Powers Procedure Act*) and even the tribunal's own rules.

Process for Requesting a Different Hearing Format

A Party May request a Different Hearing Format as an Accommodation

Parties, representatives, witnesses and other tribunal participants are entitled to accommodation of *Human Rights Code*-related needs and may request a different hearing format as an accommodation by contacting the respective **tribunal**.

A Party May Request a Change to their Hearing Format on the Basis of Fairness

A party may request a different hearing format for non-accommodation reasons by contacting the respective **tribunal**. Parties are expected to make the request as soon as possible after being notified of the hearing format and must do so in accordance with the particular tribunal's procedures and/or rules.

The party requesting the hearing format change is responsible for establishing that the specified hearing format ought to be changed. For example, to change a written hearing, the party requesting a format change will need to establish, at a minimum, that there is a **good reason not to hold a written hearing**. To change an electronic hearing, the party requesting the format change will need to establish, at a minimum, that the hearing format will likely cause them **significant prejudice**.

The tribunal may reach out to any other party in the matter to determine their views on the request to change the hearing format. A tribunal adjudicator will consider the parties' arguments and make a decision as to whether the hearing format specified by the tribunal ought to be changed. This will involve balancing various interests and rights, including the parties' right to a fair hearing as well as the public interest in having matters heard efficiently and expeditiously.

The tribunal may also decide that the hearing will proceed as a combination of different hearing formats. For example, the tribunal may decide that one party will attend the tribunal's hearing room in person with the other party attending the hearing electronically.

Every request to change the hearing format will be decided based upon the specific circumstances of the matter.

Factors Relevant to the Appropriate Hearing Format

When deciding a request to change the hearing format, the tribunal will balance various rights and interests to arrive at a fair decision. Some of the factors that the tribunal may consider when making a decision on a party's request to change the hearing format include, but are not limited to:

1. **Whether fairness requires the hearing format to be changed:**

- Tribunals have an obligation to ensure fair hearings. What constitutes a fair hearing is a flexible and variable concept that depends on the particular circumstances of the case;
- There is a growing acceptance in Ontario that electronic and written hearings are necessary for fairly facilitating access to justice;
- There is no inherent unfairness to the videoconference process;
- A video, telephone or written hearing may be appropriate depending on the circumstances of the proceeding;
- In-person or video hearings are not required to ensure fairness simply because a matter involves witnesses and their credibility; and
- While a party may prefer an in-person hearing, it is not necessarily in the interests of justice to have one. It is not in the interests of justice to adjourn matters indefinitely if they can be dealt with fairly via written or electronic hearings. Other matters that require an in-person hearing may be adversely impacted by matters that are unnecessarily adjourned.

2. Whether a party will be prejudiced by the current hearing format, or would be prejudiced if the hearing format were to change:

- The tribunal will not only consider whether the specified hearing format causes prejudice to the parties, but will also consider whether changing the format would cause prejudice to the parties; and
- A party's unfamiliarity with a new technology (for example, videoconferencing technology such as Microsoft Teams) is not sufficient, in and of itself, to necessitate an in-person hearing.

3. The complexity of the matter

- The tribunal may consider the following factors when deciding the appropriate hearing format:
 - The number of parties; and
 - The nature and volume of the proposed evidence.

4. The length of delay that will result if the matter waits for an in-person hearing:

- It is important for tribunals to continue providing access to adjudication during the COVID-19 pandemic; and
- It may be in the interests of justice to have a matter heard through a written or electronic hearing if it has already been significantly delayed.

5. Any factor that may be relevant to the legislation under which the matter arose; and

6. Any other factor that is relevant to the appropriate hearing format.

Public Access to Electronic Hearings

Tribunals Ontario remains committed to providing public access to its hearings where appropriate. The public can contact the respective tribunals to inquire about access to hearings.

Other Resources

For more information, please see the following resources:

- [Guide to Videoconferencing Proceedings and Microsoft Teams](#)
- [Tribunals Ontario's Accessibility and Accommodation Policy](#)

WHITEWATER BUSINESS ASSOCIATION

November 28, 2020

Mayor Bob Sweet
Chair, Development and Planning, Renfrew County



Dear Chairman Sweet,

Thank you for meeting with the Whitewater Business Association to discuss our municipality's application for land division authority. Our purpose was to provide you and your committee how important it is, not just to Whitewater Region but to all of Renfrew County.

Our namesake whitewater attracts visitors to the county the world over. We hosted the World Kayak Championships an unprecedented 3 times and are recognized as the Whitewater Capital of Canada. Our Region boasts over 500,000 linear feet of waterfront and with our trails and cycle perfect roads we are the top destination for the adventure seeking public. So much so, we were chosen to be Algonquin College's outdoor program campus attracting students from across Canada.

Thanks to your leadership, we are connected to the world with your hard-gotten fiber, a key requirement for growth and development. Your efforts regarding Hwy 417 expansion to Renfrew is another game changer for Valley prosperity.

Whitewater Region drives "quality of life" decisions to attract new residents, many of whom are now mandated to work at home. The new residents we want to attract will be drawn here by our world class recreation, fiber, an hour's drive to the capital and the opportunity to live in nature. They are coming here to escape urban density and to attract them, we need building lots created in a timely, affordable manner that only local government and local land division can provide.

The delegation of planning authority to lower tiers of government is a natural evolution of planning approvals for municipalities to grow and prosper. Whitewater Region has an experienced Planner and support staff who are qualified to process land severance applications. That authority will accelerate the growth of Whitewater Region and in turn, Renfrew County.

County planning staff have recommended approval and it is unreasonable to delay. The silver lining in the Covid cloud is there is a huge desire to move to the Ottawa Valley. It is imperative we "strike while the iron is hot". Nothing is more expensive than "missed opportunity". A delegation from our Business Association would appreciate an opportunity to convince your Committee the time is now. We look forward to hearing from you.

Sincerely,

A handwritten signature in blue ink that reads "Joe Kowalski".

Joe Kowalski
c.c. Committee

COMMITTED TO GROWING THE WHITEWATER CAPITAL OF CANADA

**Ministry of Agriculture,
Food and Rural Affairs**

Office of the Minister

77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: 416-326-3074
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**Ministère de l'Agriculture, de
l'Alimentation et des Affaires rurales**

Bureau du ministre

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Tél. : 416 326-3074
www.ontario.ca/MAAARO



Ontario

December 16, 2020

Paul Moreau
CAO/Clerk
County of Renfrew
PMoreau@countyofrenfrew.on.ca

Dear Paul Moreau:

In order to help farm businesses and municipalities save time and money, the Ontario government is posting a discussion paper on a new regulatory proposal to implement recent amendments to the Drainage Act, which received Royal Assent on July 21, 2020, as part of Bill 197, the COVID-19 Economic Recovery Act.

The proposed regulation supports the government's commitment to reduce burden and promote economic development while maintaining effective environmental standards. A discussion paper will be posted on Ontario's Regulatory and Environmental Registry for a 60-day public comment period from December 9 2020 to February 7, 2021 and can be accessed on the Environmental Registry at this website address:

www.ero.ontario.ca/notice/019-2814.

Drainage is critical for supporting agricultural productivity and the production of food. It enables sector growth by delivering economic benefits such as improved crop productivity and flood control, while supporting environmental benefits such as nutrient loss reduction, reduced soil erosion and habitat protection. That is why I encourage you to submit your comments on the proposed regulation and let your perspective on this important matter be known as we finalize this regulation.

My ministry will be hosting webinars for key stakeholders who play an important role or who have an interest in the Drainage Act and the recent changes. The webinars are scheduled for:

- January 7, 10:00-11:30 am: Municipalities/Drainage Industry
- January 8, 10:00-11:30 am: Environmental Groups, Indigenous Communities, Conservation Authorities and the public
- January 12, 2:00-3:30 pm: Municipalities/Drainage Industry
- January 14, 2:00-3:30 pm: Municipalities/Drainage Industry
- January 15, 2:00-3:30 pm: General Farm Organizations



Good things grow in Ontario
À bonne terre, bons produits

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2
Bureau principal du ministère: 1 Stone Road West, Guelph (Ontario) N1G 4Y2

To register, please complete the registration form at this website, <https://survey.clicktools.com/app/survey/go.jsp?iv=1yoz6wboh3a0f>, or contact the Agricultural Information Contact Centre (AICC) by email to ag.info.omafra@ontario.ca or you can call 1-877-424-1300.

Although the webinars are targeted to specific audiences, you are welcome to enroll at a time or date that better suits your schedule. Printed copies of the French Discussion Paper are also available from the AICC on request.

I look forward to learning the results of the consultation and your contribution to it.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ernie Hardeman', with a large, stylized initial 'E'.

Ernie Hardeman
Minister of Agriculture, Food and Rural Affairs

COVID-19 Reminders

- Practise physical distancing – stay 2 metres away from others in public
- Wash your hands – with soap and water thoroughly and often
- Get the facts - www.ontario.ca/page/covid-19-stop-spread

**Ministry of Agriculture,
Food and Rural Affairs**

Office of the Minister

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16 décembre 2020

Paul Moreau
Directeur Général-Greffier
County of Renfrew

Monsieur,

Afin d'aider les entreprises agricoles et les municipalités à économiser du temps et de l'argent, le gouvernement de l'Ontario a publié un document de travail sur un nouveau projet de règlement qui permettrait de rendre exécutoires les modifications apportées récemment à la *Loi sur le drainage*, lesquelles ont reçu la sanction royale le 21 juillet 2020, dans le cadre du projet de loi 197 (*Loi de 2020 visant à favoriser la reprise économique face à la COVID-19*).

Le règlement proposé permettrait de concrétiser l'engagement que le gouvernement a pris d'alléger les fardeaux et d'encourager le développement économique tout en maintenant de bonnes normes de protection de l'environnement. Un document de travail sera publié au Registre de la réglementation et au Registre environnemental de l'Ontario pour une période de commentaires publics de 60 jours, qui se déroulera du 9 décembre 2020 au 7 février 2021. Le document peut être examiné au Registre environnemental à l'adresse <https://ero.ontario.ca/fr/notice/019-2814>.

Le drainage est d'une importance fondamentale pour soutenir la productivité agricole et la production alimentaire. Il favorise la croissance du secteur agricole en apportant des avantages économiques tels que l'amélioration du rendement des cultures et la lutte contre les inondations, ce qu'il fait tout en favorisant des avantages environnementaux tels que la diminution des pertes d'éléments nutritifs, la diminution de l'érosion des sols et la protection des habitats. C'est pourquoi je vous encourage à remettre vos commentaires sur le projet de règlement et à faire connaître votre point de vue sur cette question importante au moment où nous mettons au point les derniers détails de ce règlement.

Mon ministère tiendra des webinaires à l'intention des principaux intéressés qui jouent un rôle important dans le domaine du drainage ou qui s'intéressent à la *Loi sur le drainage* et aux récents changements qui y ont été apportés. Voici le calendrier des webinaires :

- 7 janvier, de 10 h à 11 h 30 – Municipalités et secteur du drainage
- 8 janvier, de 10 h à 11 h 30 – Groupes environnementaux, collectivités autochtones, offices de protection de la nature et grand public
- 12 janvier, de 14 h à 15 h 30 – Municipalités et secteur du drainage
- 14 janvier, de 14 h à 15 h 30 – Municipalités et secteur du drainage
- 15 janvier, de 14 h à 15 h 30 – Organismes agricoles (agriculture en général)

Pour vous inscrire aux webinaires, veuillez remplir le formulaire qui se trouve au site <https://survey.clicktools.com/app/survey/go.jsp?iv=1yoz6wboh3a0f> ou communiquer avec le Centre d'information agricole par courriel (ag.info.omafra@ontario.ca) ou par téléphone (1 877 424-1300).

Bien que les webinaires s'adressent chacun à des publics définis (voir plus haut), vous pouvez vous inscrire à celui dont la date et l'heure conviennent le mieux à votre emploi du temps. Vous pouvez demander au Centre d'information agricole de vous remettre un exemplaire en français du document de travail sur support papier.

J'ai hâte de voir les résultats de la consultation et de votre contribution à celle-ci.

Entre-temps, veuillez agréer, Monsieur, l'expression de mes sentiments les meilleurs.

Le ministre de l'Agriculture, de l'Alimentation et des Affaires rurales,



Ernie Hardeman

Rappels au sujet de la COVID-19

- Exercez la distanciation physique : tenez-vous à au moins deux mètres de distance des autres lorsque vous êtes en public.
- Lavez-vous les mains correctement et souvent, avec de l'eau et du savon.
- Obtenez les faits : www.ontario.ca/fr/page/freinez-la-propagation-de-la-covid-19.