DEVELOPMENT AND PROPERTY COMMITTEE

Tuesday, April 11, 2023

A meeting of the Development and Property Committee was held on Tuesday, April 11, 2023, at 9:30 a.m., at the County of Renfrew Administration Building, Pembroke, Ontario.

Present were: Chair James Brose
Warden Peter Emon
Vice-Chair Robert Weir
Councillor David Bennett
Councillor Daniel Lynch
Councillor Mark MacKenzie
Councillor Gary Serviss
Councillor Keith Watt

Staff Present: Craig Kelley, Chief Administrative Officer/Clerk
Jason Davis, Director of Development and Property
Jeffrey Foss, Director of Corporate Services
Laura LePine, Director of Community Services
Bruce Howarth, Manager of Planning Services
Melissa Marquardt, Manager of Economic Development Services
Kevin Raddatz, Manager of Real Estate
Lacey Rose, County Forester
Lindsey Bennett-Farquhar, Senior Planner
Rosalyn Gruntz, Deputy Clerk
Tyson Hilts, Systems Analyst
Tina Peplinskie, Media Relations and Social Media Coordinator
Evelyn VanStarkenburg, Administrative Assistant

Chair Brose called the meeting to order at 9:30 a.m. The land acknowledgement identifying that the meeting was being held on the traditional territory of the Algonquin People was recited. The roll was called, and no pecuniary interests were disclosed.

RESOLUTION NO. DP-C-23-04-39
Moved by Councillor Bennett
Seconded by Councillor Serviss
THAT the minutes of the March 7, 2023 meeting be approved. CARRIED.

Mr. Bob Peltzer, Co-Chair of the Ottawa Valley Cycling and Active Transportation Alliance overviewed a presentation of a Trail Town Program for consideration within the County of Renfrew, which is attached as Appendix A.

Mr. Davis advised that the County of Renfrew recognized the potential for developing trails with abandoned rail lines and in 2001 purchased the K & P Recreational Trail and in 2016 purchased the Algonquin Trail from the Canadian Pacific Railway. He noted that the Canadian National Railway also has an abandoned rail line that is for sale and the Township of Whitewater Region is looking to purchase a section of this. Currently the Mississippi Valley Conservation Authority is looking to divest their section of the K & P Trail and the County of Renfrew along with Lanark and Frontenac Counties are looking at the option of purchasing this.

Mr. Davis advised that 120km of the Algonquin Trail is now stone dusted and open and that the County of Renfrew will be investing $2-$3M to complete the trail north of Petawawa into Mattawa.

Development and Property

Mr. Davis overviewed the Development and Property Department Report, which is attached as Appendix B.

Mr. Foss provided an overview the 2022 Unaudited Financial Statements for the Development and Property Department.

RESOLUTION NO. DP-C-23-04-40
Moved by Warden Emon
Seconded by Councillor MacKenzie
THAT the June 2023 meeting of the Development and Property Committee be held in the Township of McNab/Braeside. CARRIED.

RESOLUTION NO. DP-C-23-04-41
Moved by Councillor Lynch
Seconded by Councillor Serviss
THAT the Development and Property Committee approves the 2023 Work Plan as presented for the Algonquin Trail. CARRIED.

RESOLUTION NO. DP-C-23-04-42
Moved by Warden Emon
Seconded by Councillor Watt
THAT the Development and Property Committee approves the 2023 Work Plan as presented for the K & P Recreational Trail. CARRIED.

Economic Development

Ms. Marquardt overviewed the Economic Development Division Report, which is part of the Development and Property Department Report.

Ms. Marquardt noted that the Community Economic Development 101 Workshop will be held at the Cobden Legion and not at the Agricultural Hall as indicated in the report. This is a free event and everyone is welcome to attend.

Ottawa Valley Tourist Association

Ms. Marquardt overviewed the Ottawa Valley Tourist Association Report, which is part of the Development and Property Department Report.

Committee was advised that the partnership between the City of Pembroke, the County of Renfrew and the Ottawa Valley Tourist Association is a great success story and has been a benefit to both the County and the City.

RESOLUTION NO. DP-C-23-04-43
Moved by Warden Emon
Seconded by Councillor Weir
THAT the Development and Property Committee recommends that County Council pass a By-law to authorize the Warden and Clerk to enter into a formal agreement with the City of Pembroke and the Ottawa Valley Tourist Association with respect to ongoing financial and program participation in a Destination Marketing Organization (DMO) for a five-year term commencing on January 1, 2023; AND FURTHER THAT By-law 32-18, being a By-law to execute an agreement with the City of Pembroke and the Ottawa Valley Tourist Association regarding financial support for tourism promotion and development for the 2018 to 2022 term be repealed. CARRIED.

Enterprise Renfrew County

Ms. Marquardt overviewed the Enterprise Renfrew County Report, which is part of the Development and Property Department Report.

Committee recessed at 11:05 a.m. and reconvened at 11:16 a.m., with same persons present.

Forestry

Ms. Rose overviewed the Forestry Report, which is part of the Development and Property Department Report.

Ms. Rose noted that in 2022 the harvest revenue was under budget by $35,000 due to two contractors requesting extensions for their harvest operations as they were tied up with cleanups from the derecho storm that occurred in May of 2022. These forest harvests are now complete and the Forestry Division has already met the target budget of $180,000 for this year.

Ms. Rose overviewed a presentation on Carbon Credits which is attached as Appendix C.

Warden Emon vacated the meeting at 11:32 a.m.

RESOLUTION NO. DP-C-23-04-44
Moved by Councillor Lynch
Seconded by Councillor Watt
BE IT RESOLVED THAT the Development and Property Committee move into a closed meeting pursuant to Section 239 of the Municipal Act, 2001, as amended to discuss trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization (Carbon Offset Credits). Time: 11:32 a.m. CARRIED.

RESOLUTION NO. DP-C-23-04-45
Moved by Councillor MacKenzie
Seconded by Councillor Weir
THAT this meeting resume as an open meeting. Time: 11:57 a.m. CARRIED.

Real Estate

Mr. Raddatz overviewed the Real Estate Division Report, which is part of the Development and Property Department Report.

Planning

Mr. Howarth overviewed the Planning Division Report, which is part of the Development and Property Department Report.

Ms. Bennett-Farquhar provided an overview of the Chippawa Shores plan of subdivision as an example of the use of ZenCity as part of the public consultation process. Committee was advised that the Planning Division intends to utilize ZenCity for any new subdivision applications that are received.

Committee recessed at 12:15 p.m. and reconvened at 12:20 p.m., with the same persons present.

Warden Emon re-entered the meeting at 12:21 p.m.

Mr. Howarth overviewed the Addendum to the Planning Division Report, which is attached as Appendix D and becomes part of the Planning Division Report.

Mr. Howarth advised that the Official Plan Amendment No. 35 was circulated to the Ministry of Municipal Affairs and Housing and the County has been advised the Ministry has no concerns with the changes.

RESOLUTION NO. DP-C-23-04-46
Moved by Councillor Lynch
Seconded by Councillor Watt
THAT the Development and Property Committee recommends that County Council pass a By-law to adopt and approve Official Plan Amendment No. 35. CARRIED.

RESOLUTION NO. DP-C-23-04-47
Moved by Councillor Serviss
Seconded by Councillor Watt
THAT the Development and Property Department Report, which is attached as Appendix B be approved. CARRIED.

New Business

Bill 97 – An Act to amend various statutes with respect to housing and development
Mr. Davis overviewed correspondence and a news release titled "Ontario Introduces Next Steps to Support Housing Supply Growth along with the Minister of Municipal Affairs and Housing's message on "Helping Homebuyers, Protecting Tenants," attached as Appendix E.

RESOLUTION NO. DP-C-23-04-48
Moved by Councillor Bennett
Seconded by Councillor Weir
THAT staff prepare a summary report on Bill 97 which is an Act to amend various statues with respect to housing and development and present a report at a special meeting of the Development and Property Committee on April 26, 2023. CARRIED.

Committee requested the report include clarity on modular housing construction, more rural housing with greater flexibility and the management of municipal settlement boundaries.

RESOLUTION NO. DP-C-23-04-49
Moved by Councillor Serviss
Seconded by Councillor Lynch
BE IT RESOLVED THAT the Development and Property Committee move into a closed meeting pursuant to Section 239 of the Municipal Act, 2001, as amended to discuss 1) a proposed or pending acquisition or disposition of land by the municipality or local board (Property Purchase). Time: 12:30 p.m. CARRIED.

RESOLUTION NO. DP-C-23-04-51
Moved by Councillor Lynch
Seconded by Councillor Watt
THAT this meeting resume as an open meeting. Time: 12:36 p.m. CARRIED.

RESOLUTION NO. DP-C-23-04-52
Moved by Councillor Serviss
Seconded by Warden Emon
THAT this meeting adjourn and the next regular meeting be held on May 16, 2023. Time: 12:38 p.m. CARRIED.

1

2

Question 1:

Do trails make money for their communities?

OVCATA — OTTAWA VALLEY CYCLING AND ACTIVE TRANSPORTATION ALLIANCE

3

The short answer:

NO! The trails themselves do not make money

4

5

6

Question 2:

Do more users
equal more success?

OVCATA OTTAWA VALLEY CYCLING AND
ACTIVE TRANSPORTATION ALLIANCE

Sometimes, but not always

Crowds just walking around don't always spend much money. However, planning, and effort can change this.

Question 3:
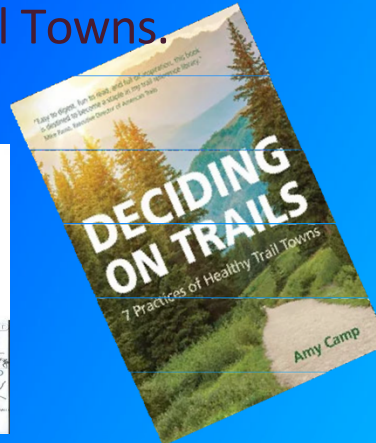
Does your town partner with any other towns on your trail?

OVCATA OTTAWA VALLEY CYCLING AND ACTIVE TRANSPORTATION ALLIANCE

Maybe you are but most towns don't. Partnering with other communities is the key to becoming Trail Towns.
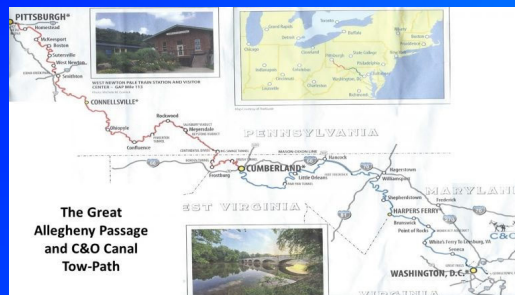
This is the lesson they learned down in Pennsylvania and here in Ontario on the Trent Severn Waterway.

Question 4:

Can any town on a trail become a Trail Town?

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Answer: Yes, No and Maybe

14

To be a Trail Tow n
you need to
have some
basics that
trail travelers
need:

1. Potable water

2. Food, restaurant served
or purchasable at a grocery store

3. Washrooms, open and available 7 days a week and during most   daylight hours.
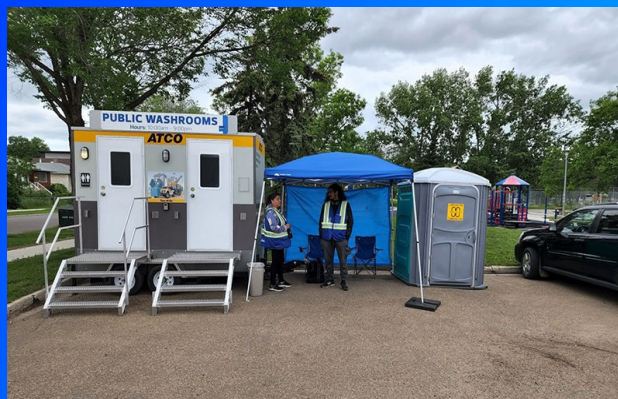
4. Accommodations, either roofed or camping and can range from full service hotels rooms, to B and Bs, to public or private campgrounds and nearly everything in between.

5. Trailheads: Where the trail users and the towns connect. Parking, information and signage are the keys to bringing trail users to your town and from the trail into your town.
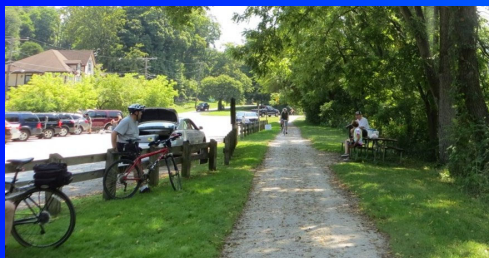
If your town or village lacks some of these 4 essentials, do not despair There are ways to fill in those gaps. Here is what one Pennsylvania community did:

Clip courtsey of the Progress Fund and Da

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Nearly all of our towns have the essentials to become Trails Towns and they are positioned within reasonable traveling distances of each other but are our trails good enough to attract multi day users?

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A Trail Town Trail:

Needs to connect two or more towns
(the more towns connected the better)

Must be longer than 100 kilometer
(the longer the better!)

Is mapped and well maintained
(while a track through the woods may work for some users, your trail should appeal to the many)

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The Ottawa Valley / Algonquin Trail:

Does it connect two or more towns?
(YES! it connects 11 towns and villages)

Is it longer than 100 kilometers?
(currently 167 kms & growing to 300)

Is it mapped and well maintained?
(Trail maintenance is top notch and there are a number of online maps showing the route and trailheads. It is multi-use with 4 season activity.)

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The news gets better:

1000+ kms of potential interconnected trails with over 600 kms already built and in use!
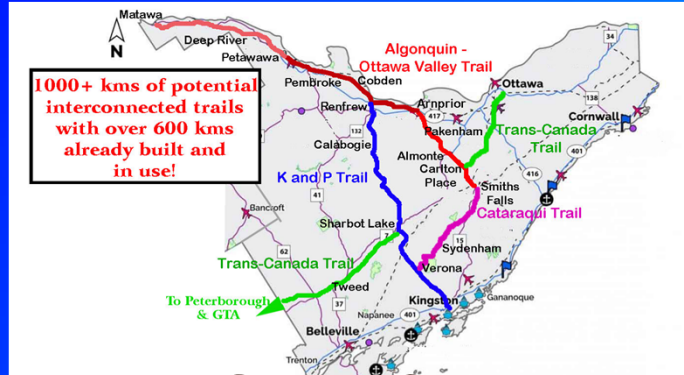
You are part of one of the largest trail networks in North America

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Most successful Rail Trails in North America:

- GAPCO: The Great Allegheny Passage + C & O Canal Trail: (Pa. Md. & D.C.) 511 kms
- Empire State Trail: 1207 kms (Not complete, many parts still on highways)
- The Katy Trail: (Missouri) 386 kms
- The Cowboy Trail: (Nebraska) 314 kms

All are out and back routes requiring a shuttle.

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The Ottawa Valley / Algonquin Trail: 167 kms at present. 300 kms within 2-3 years and when considered as part of the existing network that includes the K & P, Cataraqui and two connected segments of the Trans Canada Trail it connects to Kingston, Ottawa and the outskirts of Toronto.

Over 600 kms of existing trails most off roadways!

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Better still, there is a 381 kms circular route within this network that allows touring without a shuttle
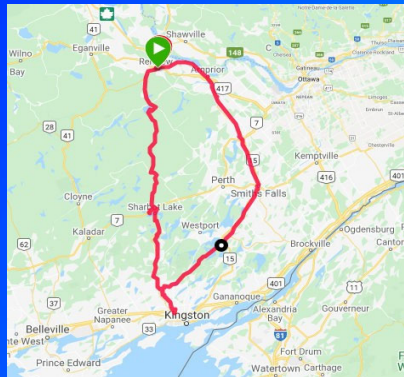
28

Our towns are ready, our trails are already world class and still growing.
Still, it is going to take some dedicated work and money to capitalize on these assets. This is where the Trail Towns Program can show the way with a proven track record of success for towns in the US and here in Canada.

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Trail Towns is a proven program: It works

The Trent Severn Waterway Trail Town project started in 2019 and in year one saw:

127%
Increase in social media traffic

75%
Increase in user time on websites

85%
Increase in referrals from the website to businesses
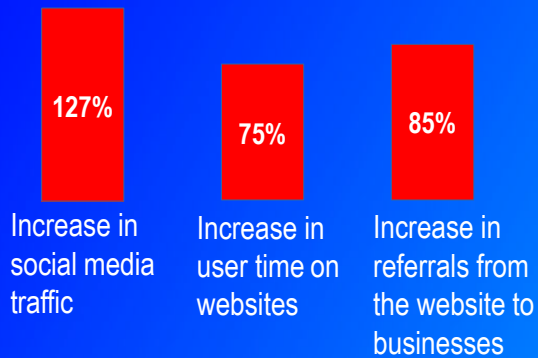
30

Back in 2007 the folks in Pennsylvania developed the Trail Town program and carefully studied the economic impacts. It greatly exceeded their expectations. Rather than keep this information to themselves they have freely shared it. We can learn from them like the Trent Severn communities are doing.

How trails can impact your economy:

$50,000,000

overall economic impact from the Great Allegheny Passage trail.

Stay = spend

Overnight trips drive spending on the trail. When a traveler stays in town, they are more likely to dine, shop and explore there, too.

Day user $18   Overnight visitor $124   Go ahead and multiply that. Most riders stay 4-6 days.

Growth over time

Of course, to make a 4-6 day trip of it, riders need plenty to do. As you connect and grow your trail into a trip-worthy destination, overnight visitors will increase spending, too.

And as more riders come in, the amount of sales from trail-goers will increase, too.

Until eventually, businesses can grow.

2008 $98   2011 $114   2014 $124   '08 25%   '12 30%   '13 34%   '14 40%
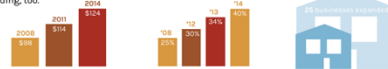
65 new businesses + 270 new jobs in just 8 years

What are our next steps?

1. Harvest the free information:

THE
Trail Town guide
Revitalizing rural communities with bike trail tourism

trailtowns.org/guide.

Great Allegheny Passage
Economic Impact Report

November 2021

FOURTH ECONOMY   GREAT ALLEGHENY PASSAGE CONSERVANCY

Trailtowns.org/assessments-research

2. Build support:

Meet with other businesses, Chambers of Commerce, business associations, tourism associations, regional organizations to discuss the program and build a coalition of the willing

3. Create some buzz:

Think about some projects and events that will get noticed by both the public and potential partners. Generating interest is a force multiplier and will demonstrate progress.

4. Build a fund:

The good news is that there are grants out there and more coming along all the time. The trick is to check regularly and to have some projects planned out and ready to quickly match with a program that becomes available..
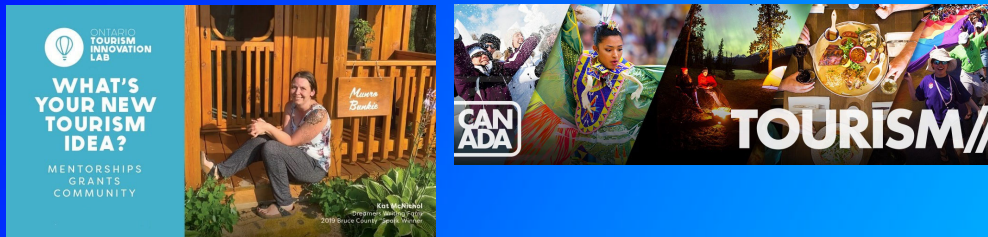
5. Watch out for the Deadly Distractions:

Above all else, ignore the naysayers. There are always those who will want to tell you why this will not work but the proof that it does work is out there. Don't let them drag you down. You can never convince everyone so team up with the willing and move forward.

This show progress. It shows you are moving forward and that something good is happening.

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This concept works best when you create your regional brand and combine it with local ideas and initiatives. The Trent Severn Waterway's Butter Tart Tour is one example that worked for them. There are hundreds of similar ideas in our region just begging for a regional approach to take them to the next level.

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We have the trails, we have the towns, all we need to do is get organized and get moving. So let's go!

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COUNTY OF RENFREW

DEVELOPMENT AND PROPERTY DEPARTMENT REPORT

TO: Development and Property Committee

FROM: Jason Davis, Director of Development and Property

DATE: April 11, 2023

SUBJECT: Department Report

INFORMATION

1.   **2022 Unaudited Financial Statements**

      Attached as Appendix I is a copy of the 2022 Unaudited Financial Statements for the Development and Property Department as at December 31, 2022. Mr. Jeffrey Foss, Director of Corporate Services will provide an overview at our meeting.

2.   **Cell Gap Project Update**

      Attached as Appendix II is a Cell Gap Project update that has been received from Eastern Ontario Regional Network (EORN).

3.   **Ontario Environmental Assessment Program**

      Attached as Appendix III is notification from the Director of the Environmental Assessment Modernization Branch, Ministry of the Environment, Conservation and Parks that the Environmental Assessment (EA) process is being updated. Comments can be made on the Environmental Registry of Ontario until May 9, 2023.

4.   **Call for Cannabis Act Review**

      Attached as Appendix IV is a support resolution from the Western Ontario Wardens' Caucus for Huron County's call for a review and amendments to the Cannabis Act and the current legislative framework for cannabis in Ontario.

RESOLUTIONS

5.   **June Development and Property Committee Meeting Location**

Recommendation: THAT the June 2023 meeting of the Development and Property Committee be held in the Township of McNab/Braeside.

Background

In January 2023, the Development and Property Committee was advised that staff will provide the option for local municipalities to host one of its regular meetings at the offices of local municipalities. In response to this, the Township of McNab/Braeside has requested to host both the Operations and Development and Property Committees in June in their municipal Council Chambers. The objective with hosting in the local municipality is to enable the staff and local municipal Council to meet with the Development and Property Committee to discuss any matters of common interest or concern. In the past, a local business is invited to present. If agenda permits, we will approach potential delegations.

6.   **Algonquin Trail 2023 Budget**

Recommendation: THAT the Development and Property Committee approves the 2023 Work Plan as presented for the Algonquin Trail.

Background

A meeting of the Trails Advisory Committee was held on March 22, 2023. Staff overviewed the following draft base work plan based on the 2023 Algonquin Trail Development budget of $224,703, the remaining funds in the Zombie Run Reserves of $14,126, and the Renfrew County ATV Club donation of $40,000. Several outside influences may affect the work plan and budget such as, but not limited to, funding announcements, municipal requests, trail use requests, and contributions from local organizations.

Work Type	Amount
Trail Surface Repair	$90,484
Fencing	$25,600
Trail Realignment	$21,000
Grading	$23,369
Structure Approaches	$20,000
Vegetation Management	$20,000
Dust Suppression	$15,000
Taxes on lease properties	$13,000
Consultants	$10,000
Depressed Curbs - Pembroke, Renfrew	$10,000
Gates	$8,750
Legal	$8,000
Nuisance Animal Control	$5,000
Washout Repair	$3,000
Signs	$3,000
Weed Control	$2,500

Work Type	Amount
Total	$278,703
Revenue	
2023 Base Budget	$224,703
Zombie Run Fundraiser Carry Over	$14,000
RCATV Contributions	$40,000
Total	$278,703

7. **K & P Recreational Trail 2023 Work Plan**

Recommendation: THAT the Development and Property Committee approves the 2023 Work Plan as presented for the K & P Recreational Trail.

Background
A meeting of the K & P Recreational Management Advisory Committee was held on April 6, 2023. Staff overviewed the following draft base work plan based on the 2023 K & P Rail Line Development Budget of $22,000. Several outside influences may affect the work plan and budget such as, but not limited to, funding opportunities, municipal requests, trail use requests, and contributions from local organizations.

Maintenance Items	2023
Culvert Replacement	$7,000
Ditching	$4,850
Mowing	$2,000
Blocked Culverts/Trapping/Fallen Trees/Grass Cutting (Ongoing)	$2,000
Grading	$1,500
Gate Repairs, Painting & Reflectivity	$2,000
Vegetation Control	$1,000
Weed Control	$750
Dust Control	$500
Locks/Keys/Pins	$200
Signage	$200
Total	$22,000

The County of Renfrew has applied for Rural Economic Development (RED) funding, which has been utilized in the past. Should approval of funding be received, it may be utilized to expand the culvert replacements under the Work Plan.

8.   **Economic Development Division**

       Attached as Appendix V is the Economic Development Division Report, prepared by Ms. Melissa Marquardt, Manager of Economic Development, providing an update on activities.

9.   **Ottawa Valley Tourist Association**

       Attached as Appendix VI is the Ottawa Valley Tourist Association Report, prepared by Ms. Melissa Marquardt, Manager of Economic Development, providing an update on activities.

10.   **Enterprise Renfrew County**

       Attached as Appendix VII is the Enterprise Renfrew County Report, prepared by Ms. Melissa Marquardt, Manager of Economic Development, providing an update on activities.

11.   **Forestry**

       Attached as Appendix VIII is the Forestry Report, prepared by Ms. Lacey Rose, County Forester, providing an update on activities.

12.   **Real Estate Division**

       Attached as Appendix IX is the Real Estate Division Report, prepared by Mr. Kevin Raddatz, Manager of Real Estate, providing an update on activities.

13.   **Planning Division**

       Attached as Appendix X is the Planning Division Report, prepared by Mr. Bruce Howarth, Manager of Planning Services, providing an update on activities.

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
Dec 2022

	YTD ACTUAL	YTD BUDGET	over / (under) VARIANCE	FULL YEAR BUDGET
PROPERTY - Pembroke Admin	**80,550**	**107,733**	**(27,183)**	**107,733**
Advertising	0	1,000	(1,000)	1,000
Capital - under threshold	0	0	0	0
COVID	0	0	0	0
Depreciation	380,226	227,000	153,226	227,000
Elevator Maintenance	7,286	7,755	(469)	7,755
Employee Benefits	49,657	45,025	4,632	45,025
Garbage Disposal	7,433	6,200	1,233	6,200
Groundskeeping	6,716	5,765	951	5,765
Insurance	40,165	37,812	2,353	37,812
Janitorial Contract	111,829	110,000	1,829	110,000
Legal	784	2,000	(1,216)	2,000
Lights,Heat & Power	96,233	123,000	(26,767)	123,000
Mechanical	7,240	19,890	(12,650)	19,890
Memberships/Subscriptions	915	2,500	(1,585)	2,500
Miscellaneous	7,165	22,800	(15,635)	22,800
Office Supplies	15,470	27,546	(12,076)	27,546
Professional Development	0	5,000	(5,000)	5,000
Purchased Services	1,933	0	1,933	0
Recoveries - County	(494,752)	(511,052)	16,300	(511,052)
Recoveries - Other	(128,552)	(59,000)	(69,552)	(59,000)
Recruitment	0	750	(750)	750
Repairs & Maintenance	40,321	59,384	(19,063)	59,384
Revenue - Provincial - One Time	(1,657)	0	(1,657)	0
Salaries	169,954	146,438	23,516	146,438
Security & Monitoring	3,228	6,120	(2,892)	6,120
Special Projects	0	125,000	(125,000)	125,000
Surplus Adjustment - Capital	403,633	344,000	59,633	344,000
Surplus Adjustment - Depreciation	(380,226)	(227,000)	(153,226)	(227,000)
Surplus Adjustment - TRF from Reserves	(275,127)	(430,000)	154,873	(430,000)
Surplus Adjustment - TRF to Reserves	0	0	0	0
Telephone	2,511	1,500	1,011	1,500
Travel	1,843	4,800	(2,957)	4,800
Vehicle Expenses	6,324	3,500	2,824	3,500
PROPERTY - Renfrew County Place	**(253,472)**	**(228,416)**	**(25,056)**	**(228,416)**
Capital - Under Threshold	4,767	0	4,767	0
COVID	0	0	0	0
Depreciation	189,337	195,000	(5,663)	195,000
Elevator Maintenance	4,524	6,948	(2,424)	6,948
Garbage Removal	3,205	3,903	(698)	3,903
Groundskeeping	27,864	26,000	1,864	26,000
Insurance	17,723	16,260	1,463	16,260
Janitorial Contract	67,170	95,217	(28,047)	95,217
Lease Revenue- Outside	(351,250)	(351,850)	600	(351,850)
Lights,Heat & Power	93,624	95,000	(1,376)	95,000
Mechanical	46,410	16,646	29,764	16,646
Miscellaneous	3,048	4,972	(1,924)	4,972
Municipal Taxes	17,604	16,500	1,104	16,500
Office Supplies / Admin Costs	14,230	7,060	7,170	7,060
Recoveries - County	(336,481)	(352,740)	16,259	(352,740)
Recoveries - Outside	(17,604)	(16,500)	(1,104)	(16,500)
Repairs & Maintenance	34,681	39,372	(4,691)	39,372
Revenue - Provincial - One Time	(355)	0	(355)	0
Salaries	53,096	95,344	(42,248)	95,344
Security & Monitoring	703	5,882	(5,179)	5,882
Surplus Adjustment - Capital	185,139	491,875	(306,736)	491,875
Surplus Adjustment - Depreciation	(189,337)	(195,000)	5,663	(195,000)
Surplus Adjustment - TRF from Reserves	(185,139)	(491,875)	306,736	(491,875)
Surplus Adjustment - TRF to Reserves	63,570	63,570	0	63,570

	YTD ACTUAL	YTD BUDGET	over / (under) VARIANCE	FULL YEAR BUDGET
PROPERTY - Base Stations	**0**	**0**	**0**	**0**
BLDG - Repairs & Maint	29,728	43,952	(14,224)	43,952
Capital Under Threshold	0	0	0	0
COVID	0	0	0	0
Depreciation	61,725	61,750	(25)	61,750
Groundskeeping	43,150	44,904	(1,754)	44,904
Internal Charges	0	0	0	0
Janitorial Contract	17,614	31,593	(13,979)	31,593
Lights, Heat & Power	29,763	36,300	(6,537)	36,300
Mechanical	9,275	10,727	(1,452)	10,727
Misc - Building Expenses	6,522	6,240	282	6,240
Recoveries - County	(333,777)	(338,587)	4,810	(338,587)
Recoveries - Provincial One Time	0	0	0	0
Surplus Adjustment - Capital	0	35,095	(35,095)	35,095
Surplus Adjustment - Depreciation	(61,725)	(61,750)	25	(61,750)
Surplus Adjustment - TRF from Reserves	0	(35,095)	35,095	(35,095)
Surplus Adjustment - TRF to Reserves	197,725	164,871	32,854	164,871
PROPERTY - Arnprior Office	**0**	**0**	**0**	**0**
Bldg - Repairs & Maintenance	1,696	5,500	(3,804)	5,500
Capital Under Threshold	23,550	0	23,550	0
COVID	0	0	0	0
Depreciation	38,446	38,500	(54)	38,500
Groundskeeping	8,365	4,023	4,342	4,023
Insurance	3,027	2,754	273	2,754
Janitorial Contract	31,036	27,000	4,036	27,000
Lights, Heat & Power	8,001	13,249	(5,248)	13,249
Mechanical	4,155	2,000	2,155	2,000
Misc Bldg Other	170	500	(330)	500
Recoverable County	(167,072)	(143,321)	(23,751)	(143,321)
Recoverable Outside	(5)	0	(5)	0
Revenue - Provincial - One Time	0	0	0	0
Security	281	1,500	(1,219)	1,500
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	(38,446)	(38,500)	54	(38,500)
Surplus Adjustment - TRF from Reserves	0	0	0	0
Surplus Adjustment - TRF to Reserves	86,795	86,795	0	86,795
PROPERTY - Renfrew OPP	**0**	**0**	**0**	**0**
Salaries / Benefits	44,249	22,740	21,509	22,740
Capital Under Threshold	0	0	0	0
Expenses Recoverable from Others	0	0	0	0
Garbage Removal	2,121	2,100	21	2,100
Groundskeeping	25,135	33,520	(8,385)	33,520
Insurance	13,674	12,480	1,194	12,480
Interest Expense	100,787	103,647	(2,860)	103,647
Internal Charges	18,472	11,752	6,720	11,752
Depreciation	115,758	115,500	258	115,500
Mechanical	6,846	0	6,846	0
Municipal Taxes	45,478	45,000	478	45,000
Office Expenses	6,055	0	6,055	0
Repairs & Maint	14,750	31,510	(16,760)	31,510
Revenue - Lease - Base Rent	(465,134)	(461,158)	(3,976)	(461,158)
Revenue - Lease - Expense Recoveries	(161,632)	(169,203)	7,571	(169,203)
Security/Monitoring	3,260	0	3,260	0
Surplus Adjustment - Capital	0	10,000	(10,000)	10,000
Surplus Adjustment - Depreciation	(115,758)	(115,500)	(258)	(115,500)
Surplus Adjustment - From Reserves	0	(10,000)	10,000	(10,000)
Surplus Adjustment - Debt Principal Payments	291,443	291,443	(0)	291,443
Surplus Adjustment - TRF To Reserves	54,497	76,169	(21,672)	76,169

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
Dec 2022

	YTD ACTUAL	YTD BUDGET	over / (under) VARIANCE	FULL YEAR BUDGET
FORESTRY DEPT.	**89,292**	**31,132**	**58,160**	**31,132**
Advertising	1,259	300	959	300
Benefits	48,906	0	48,906	0
Conventions	235	1,800	(1,565)	1,800
COVID	0	0	0	0
Depreciation	16,772	23,000	(6,228)	23,000
Legal	15,728	900	14,828	900
Memberships/Subscriptions	8,309	8,900	(591)	8,900
Miscellaneous	3,827	1,000	2,827	1,000
Office Supplies	5,389	4,900	489	4,900
Professional Development	1,000	1,500	(500)	1,500
Recoveries - Other	0	(1,000)	1,000	(1,000)
Revenue - Provincial - One Time	0	0	0	0
Revenues - Timber Sales	(144,051)	(180,000)	35,949	(180,000)
Salaries	120,817	167,432	(46,615)	167,432
Small Tools / Supplies	1,125	1,000	125	1,000
Special Project	585	2,500	(1,915)	2,500
Special Project - Well Remediation	4,350	3,600	750	3,600
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	(16,772)	(23,000)	6,228	(23,000)
Surplus Adjustment - TRF from Reserves	(4,935)	(8,100)	3,165	(8,100)
Surplus Adjustment - TRF to Reserves	0	0	0	0
Travel	8,095	5,000	3,095	5,000
Tree Marking	8,568	11,900	(3,332)	11,900
Tree Planting	0	2,000	(2,000)	2,000
Vehicle Expenses	10,085	7,500	2,585	7,500
TRAILS DEPT.	**343,877**	**314,210**	**29,667**	**314,210**
Algonquin - Rental Recoveries	(22,770)	(30,000)	7,230	(30,000)
Algonquin Trail Development	775,035	2,946,355	(2,171,320)	2,946,355
Algonquin Trail Donations	(40,000)	(3,500,000)	3,460,000	(3,500,000)
Algonquin Trail Federal Recoveries	0	0	0	0
Algonquin Trail Municipal Recoveries	0	0	0	0
Algonquin Trail Other Recoveries	(5,517)	0	(5,517)	0
Algonquin Trail Prov Recoveries	0	(255,699)	255,699	(255,699)
Bad Debt Expense	0	0	0	0
CN Rail Development	0	0	0	0
K&P Rail Line Development	107,674	28,878	78,796	28,878
K&P Rail Recoveries - Provincial	(56,600)	(6,500)	(50,100)	(6,500)
Office Expense	0	500	(500)	500
Recruitment	0	0	0	0
Salaries / Benefits	16,723	16,998	(275)	16,998
Salary Allocations	50,134	50,134	0	50,134
Surplus Adj - Capital	25,731	3,534,000	(3,508,269)	3,534,000
Surplus Adj - Trf From Reserve	(506,567)	(2,470,456)	1,963,890	(2,470,456)
Surplus Adj - Trf To Reserve	0	0	0	0
Travel	34	0	34	0
GIS	**197,503**	**248,544**	**(51,041)**	**248,544**
Benefits	40,578	46,575	(5,997)	46,575
Cell Telephone/Pagers	188	0	188	0
Computer Supply/Maintenance	27,349	32,000	(4,651)	32,000
Conventions	66	500	(434)	500
Depreciation	5,681	0	5,681	0
Membership	100	0	100	0
Office Supplies	428	1,000	(572)	1,000
Professional Development	0	500	(500)	500
Recoverable Outside	(1,538)	(1,500)	(38)	(1,500)
Recoverable - Prov	(12,740)	0	(12,740)	0
Recoveries - Municipal	(6,000)	(12,000)	6,000	(12,000)
Salaries	147,734	178,969	(31,235)	178,969
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	(5,681)	0	(5,681)	0
Surplus Adjustment - Transfer From Reserves	0	0	0	0
Travel	423	500	(77)	500
Weed Inspection	915	2,000	(1,085)	2,000

TREASURER'S REPORT - Development & Property Committee
Dec 2022

	YTD ACTUAL	YTD BUDGET	over / (under) VARIANCE	FULL YEAR BUDGET
ECONOMIC DEVELOPMENT	**469,769**	**440,167**	**29,602**	**440,167**
Benefits	72,245	69,195	3,050	69,195
Computer Maintenance	4,540	3,000	1,540	3,000
Conventions	6,197	1,500	4,697	1,500
COVID	0	0	0	0
Hospitality	1,252	1,000	252	1,000
Marketing Program	72,338	70,000	2,338	70,000
Memberships/Subscriptions	5,822	3,500	2,322	3,500
Office Expense	5,117	3,000	2,117	3,000
ON Winter Games expenses	174,249	1,300,000	(1,125,751)	1,300,000
ON Winter Games Recoveries - other	(174,249)	0	(174,249)	0
ON Winter Games Recoveries - Provincial	0	(1,300,000)	1,300,000	(1,300,000)
Professional Development/Staff Training	350	750	(400)	750
Recoveries-Other	(15,798)	(5,000)	(10,798)	(5,000)
Recoveries-Provincial	(3,141)	(25,000)	21,859	(25,000)
Recruitment	6,043	0	6,043	0
Salaries	249,964	258,752	(8,788)	258,752
Special Projects - Agriculture	22,470	22,470	0	22,470
Special Projects -RED	10,237	0	10,237	0
Special Projects - RED Workforce	8,141	0	8,141	0
Special Projects - Renfrewshire	0	5,000	(5,000)	5,000
Special Projects- Ride Share	16,698	25,000	(8,302)	25,000
<mark>Surplus Adjustment - Capital</mark>	0	0	0	0
<mark>Surplus Adjustment - Depreciation</mark>	0	0	0	0
<mark>Surplus Adjustment - Transfer From Reserves</mark>	0	0	0	0
<mark>Surplus Adjustment - Transfer To Reserves</mark>	0	0	0	0
Travel	7,295	7,000	295	7,000
ENTERPRISE CENTRE	**28,055**	**28,055**	**(0)**	**28,055**
Benefits	30,453	36,233	(5,780)	36,233
COVID	0	0	0	0
Marketing	2,039	5,000	(2,961)	5,000
Office Expenses	13,896	2,971	10,925	2,971
Professional Development	20	700	(680)	700
Purchased Service	6,201	6,201	0	6,201
Recoveries - Federal	0	0	0	0
Recoveries - Municipalities	(6,000)	(6,000)	0	(6,000)
Recoveries - Other	0	(5,000)	5,000	(5,000)
Recoveries - Provincial	(127,744)	(166,075)	38,331	(166,075)
Recoveries - Provincial - One Time	0	0	0	0
Recruitment	3,442	0	3,442	0
Salaries	97,502	141,851	(44,349)	141,851
Special Projects	5,430	5,000	430	5,000
Special Projects - Summer Company	13,006	24,000	(10,994)	24,000
Starter Company - Provincial Revenue	(88,013)	(60,000)	(28,013)	(60,000)
Starter Company - Special Projects	88,013	60,000	28,013	60,000
Summer Company - Provincial Revenue	(13,006)	(24,000)	10,994	(24,000)
Telephone/Internet Access	2,315	3,500	(1,185)	3,500
Travel	502	3,674	(3,172)	3,674
OTTAWA VALLEY TOURIST ASSOCIATION	**283,195**	**283,195**	**0**	**283,195**
Benefits	48,126	54,995	(6,869)	54,995
Direct Contribution to OVTA	83,180	53,034	30,146	53,034
Recoveries	0	0	0	0
Salaries	151,889	175,166	(23,277)	175,166
PLANNING DEPARTMENT	**602,414**	**735,746**	**(133,332)**	**735,746**
Computer Supplies / Maintenance	20,939	12,000	8,939	12,000
Conventions	3,929	3,000	929	3,000
Employee Benefits	219,382	194,026	25,356	194,026
Land Division Advertisement Costs	1,083	0	1,083	0
Legal Fees	0	1,000	(1,000)	1,000
Memberships	2,292	4,700	(2,408)	4,700
Office Expense	15,899	16,500	(601)	16,500
Professional Development	780	3,000	(2,220)	3,000
Recoveries - Provincial - One Time	0	0	0	0
Recruitment	13,333	2,000	11,333	2,000
Revenues - Municipal Projects	(42,550)	(40,000)	(2,550)	(40,000)
Revenues - Official Plan Fees	(12,500)	0	(12,500)	0
Revenues - Other	(1,588)	(2,000)	412	(2,000)

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COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
Dec 2022

	YTD ACTUAL	YTD BUDGET	over / (under) VARIANCE	FULL YEAR BUDGET
Revenues - Service Charges	(41,260)	(35,000)	(6,260)	(35,000)
Revenues - Severance Applications	(279,025)	(137,500)	(141,525)	(137,500)
Revenues - Subdivision Applications	(59,550)	(25,000)	(34,550)	(25,000)
Salaries	751,266	719,020	32,246	719,020
Special Project & Official Plan	2,707	0	2,707	0
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - TRF from Reserves	0	0	0	0
Travel	7,277	20,000	(12,723)	20,000
Total Development & Property	**1,841,185**	**1,960,366**	**(119,181)**	**1,960,366**

RREO **EORN**
RÉSEAU RÉGIONAL
DE L'EST ONTARIEN
EASTERN ONTARIO
REGIONAL NETWORK

EORN.CA

EORN Cell Gap Project County Update
March 2023

Regional view

	Planned	Completed	New this month
Upgrades to existing towers	312	297	3
New towers in service	260	13	4
New co-locations	74	15	6
Land use authority	260	159	6
Please note that this information is collected monthly and is subject to change as the project moves forward.			

Renfrew County

	Planned	Completed	New this month
Upgrades to existing towers	25	24	0
New towers in service	47	1	0
New co-locations	9	1	0
Land use authority	47	37	0
Please note that this information is collected monthly and is subject to change as the project moves forward.			

Note: data is updated by Rogers on the 15th of each month. Data provided
received March 15, 2023.

Ministry of the Environment, Conservation and Parks

Environmental Assessment Modernization Branch

135 St. Clair Avenue West
4th Floor
Toronto ON M4V 1P5

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

Direction de la modernisation des processus d'évaluation environnementale

135, avenue St. Clair Ouest
4e étage
Toronto ON M4V 1P5

Ontario ⏶

March 10, 2023

Good day,

Ontario is taking continued action to streamline and modernize its almost 50-year-old environmental assessment (EA) process that is not reflective of best practices, unnecessarily burdensome and costly. We are proposing sensible, practical changes that would continue to provide strong environmental oversight while reducing delays to get shovels in the ground on projects that matter most to Ontario communities.

Today, on behalf of the Ministry of the Environment, Conservation and Parks, I am writing to let you know about our latest efforts to modernize the environmental assessment (EA) program in Ontario.

As the next step in this work, we are seeking your feedback on the following postings:

- Moving to a project list approach under the Environmental Assessment Act
- Evaluating municipal class environmental assessment requirements for infrastructure projects
- Improving timelines for comprehensive environmental assessments

Please note: we are seeking comments on these postings by May 9, 2023.

If you have any questions or comments about the postings, you may contact the Environmental Assessment Modernization Team at: EAModernization.MECP@ontario.ca.

We value your feedback and look forward to hearing from you.

Sincerely,

Annamaria Cross
Director, Environmental Assessment Modernization Branch
Ministry of the Environment, Conservation and Parks

Monday, March 13, 2023

<u>WOWC Supports Huron County's Call for Cannabis Act Review</u>

At the regular meeting of the Western Ontario Wardens' Caucus held on March 10, 2023, the following resolution was passed:

Moved by R. Ehgoetz, seconded by K. Marriott:

THAT the Huron County resolution, re Call to Action - Cannabis Act Review, be supported." – CARRIED

The Huron County Warden's letter is attached for your reference.

Sincerely,

Glen McNeil
Chair, Western Ontario Wardens' Caucus

OFFICE OF THE WARDEN
Corporation of the County of Huron
1 Courthouse Square
Goderich, Ontario N7A 1M2
www.HuronCounty.ca
Phone: 519.524.8394
Toll Free: 1.888.524.8394
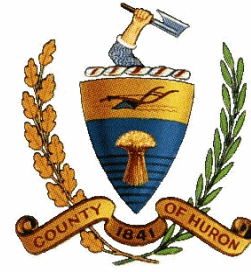
February 1, 2023

Sent via email.

Re: Call to Action: Review of the Cannabis Act

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

Moved by: Councillor G. Finch and Seconded by: Councillor M. Anderson
THAT:
The Council of the County of Huron approve the report by CAO Meighan Wark dated February 1, 2023 titled Report to Council: Cannabis Act Information as presented;
AND FURTHER THAT:
The Council of the County of Huron advocate for improvements to the Cannabis Act and current legislative framework for cannabis in Canada by sending the report titled *Report for Council: Cannabis Act Information*, including the correspondence found in the appendices, to the Western Ontario Warden's Caucus (WOWC) for discussion and consideration;
AND FURTHER THAT:
The Council of the County of Huron approve forwarding Call to Action Letters to the following for support:
- Federation of Canadian Municipalities (FCM)
- All Municipalities in Ontario
- Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
- Premier of Ontario
- Provincial Minister of the Environment, Conservation and Parks
- Provincial Minister of Agriculture
- Provincial Minister of Municipal Affairs and Housing
- Member of Parliament
- Federal Minister of Agriculture and Agri-Food
- Federal Minister of Health

CARRIED

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

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

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

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

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

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

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

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

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

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

Sincerely,

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

ECONOMIC DEVELOPMENT DIVISION REPORT
Prepared by: Melissa Marquardt, Manager of Economic Development
Prepared for: Development and Property Committee
April 11, 2023

INFORMATION

1. **Selling Food Forum**

    The Selling Food Forum series, conducted in partnership with Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), attracted 47 participants for the in-person workshop held on March 21 in Eganville and 21 participants for the virtual webinar on March 27.

    The in-person workshop included presentations from OMAFRA and the Renfrew County and District Health Unit on the topics of market channel opportunities, understanding the basics of food regulation, food labelling requirements, food trends, how to get products listed on the shelf, the benefits of using commercial kitchens and costing and pricing for profit.

    Presentations and best practices from local businesses were also highlighted including the Ottawa Valley Food Co-operative, Little Things Canning Company, Hyska's Your Independent Grocer, Engine House Coffee/The Mix Company, Hedgeview Farm, The Whitewater Inn and the Township of North Algona Wilberforce.

2. **Ottawa Wedding Show**

    Economic Development staff represented the County of Renfrew at the Ottawa Wedding Show on April 1-2, 2023. Representation at the show was an opportunity to promote Renfrew County and the Ottawa Valley as a wedding and special event destination, highlighting rural wedding services and unique ideas and inspiration for honeymoons, bachelor and bachelorette getaways. A variety of local businesses were featured through brochure distribution and volunteering to work in the County of Renfrew booth.

3. **Taste of the Valley Expressions of Interest**

    Attached as Appendix ED-I is an Expression of Interest to host a Taste of the Valley event in 2023 and 2024 that was distributed to all municipalities in Renfrew County, including the City of Pembroke and Algonquins of Pikwakanagan First Nation.

4. **Community Economic Development 101 Workshop**

In partnership with the Township of Whitewater Region, the Economic Development Division is hosting [OMAFRA's Community Economic Development 101 workshop](#) on Wednesday, May 3 from 9:00 a.m. to 12:00 p.m. to be held in Cobden (exact location to be confirmed). Presented by Economic and Business Advisors from OMAFRA, the Community Economic Development 101 workshop aims to share the basics about economic development in a community and how the concepts can be applied in a municipal environment.

Workshop topics include:
- What is community economic development and why it's vital for your community
- The value of planning in your community
- Collaborative roles of individuals and organizations
- Tools and resources

Elected officials, economic development boards/committees, municipal staff and community leaders from across Renfrew County and the Ottawa Valley are encouraged to attend the free workshop. Register by April 26 at: https://www.eventbrite.ca/e/ced-101-a-foundation-for-rural-prosperity-and-resiliency-tickets-506737404217.

5. **Inclusive Community Grants 2023-24 Now Open**

The Government of Ontario's [Inclusive Community Grant for 2023-24 is now open](#). Eligible organizations have until April 20, 2023 to submit applications.

The Inclusive Community Grant provides municipalities, non-profit organizations, and Indigenous communities with up to $60,000 for local projects that will help older residents and people with disabilities participate in community life. This year, Ontario is prioritizing projects focused on improving opportunities for community engagement and those that support older adults to age and live at home with access to care.

Priorities of the program are as follow:
- **Priority 1**: Increasing accessibility to outdoor spaces to improve older adults' and people with disabilities' community engagement.
- **Priority 2:** Enhancing the supply of accessible and attainable housing to support older adults and people with disabilities to age in place, in support of the government's broader goal to increase the housing supply.
- **Priority 3:** Increasing the number of inclusive communities by developing Age-Friendly Community (AFC) plans that support long-term community planning to address the needs of older adults and people with disabilities.

6.   **Ontario East Municipal Conference 2023**

The Ontario East Municipal Conference will be held in Ottawa this year from September 6-8, 2023 at the Ottawa Conference and Events Centre and Courtyard Marriott Hotel. Registration opens in the coming months. More information is available at: https://oemc.ca/.

ECONOMIC DEVELOPMENT
SERVICES
a division of the
DEVELOPMENT & PROPERTY

Expressions of Interest to Host a Taste of the Valley Event

We are currently planning for the Taste of the Valley event series and are accepting Expressions of Interest from municipalities who would like to host an event in either 2023 or 2024.

Taste of the Valley events continue to be a huge draw for locals and visitors alike, and are a fantastic venue for a community to show its support for local farm, food and artisanal entrepreneurs who invest time and energy into locally made products. 2022 proved another successful year for the Taste of the Valley event series with various communities showcasing fresh produce, meats, prepared foods and artisanal products all grown, produced and created in the Ottawa Valley.

Originally introduced in October 2007 in Cobden, by the County of Renfrew's Economic Development Division, the Taste of the Valley event series has grown and expanded to include multiple dates and locations across Renfrew County, annually between August and October. The purpose of the Taste of the Valley events are to promote and support locally grown, produced and created products from Renfrew County.

In 2022, seven communities hosted an event including: Madawaska Valley (Barry's Bay), Bonnechere Valley (Eganville), the Towns of Renfrew, Deep River and Arnprior, Whitewater Region (Cobden) and lastly, Laurentian Valley (Shady Nook) for the first Holiday edition of Taste of the Valley.

Recognizing the important role these events play in community economic development, as well as growing interest from other communities, hosting guidelines have been revised in order to provide more opportunities across the region. Additionally, in order to maintain the uniqueness of the brand and successful delivery of the event series, the maximum number of Taste of the Valley events held per year will be limited as follows:

- **3 events held between August 1st and October 1st**
- **1 event held on October 14, 2023 and October 19, 2024 in Cobden (Whitewater Township)**
- **1 Holiday edition held in November in Pembroke (exact date & location to be determined)**

- **All events are to be held on a Saturday from 10am to 3pm.**
  Two hours before and one hour after the event will be provided for set-up and tear-down.

The County of Renfrew's Economic Development Division will continue to be the lead organizer of the event, in partnership with the host municipality. The following guidelines outline the responsibilities and expectations of the County of Renfrew as the lead organizer, and Host Community as the organizing partner.

County of Renfrew (Lead Organizer)

- The County of Renfrew Economic Development Division will be the lead organizer for the Taste of the Valley event series, including:
  - Determining dates and locations, as per Expressions of Interests received from municipal partners.
  - Developing vendor guidelines, processing vendor applications, fees and payments, including cancellations and refunds.
  - Assigning vendor booth locations.
  - Working with the Renfrew County & District Health Unit (RCDHU) to determine and implement health and safety guidelines, including vendor approvals, etc.
  - Maintaining and updating the Taste of the Valley website (www.totv.ca).
  - Leading all marketing, promotional and media relations efforts, including print, digital and social campaigns. Logos, graphics and promotional materials will be provided by the County of Renfrew. Press releases issued by the County of Renfrew will include quotes from Host Community Partners, when applicable.
  - Providing a maximum contribution of $500 to each Host Community for local entertainment.
  - Providing two complimentary booths to the Host Community to promote municipal services/events and/or for use by a local service club/organization.
  - Development of a Risk Management Plan, in collaboration with the Host Community.

Host Community (Organizing Partner)

- The Host Community must be an engaged and active partner in assisting with the delivery of the event and agree to the following responsibilities and expectations, including:
  - Providing an outdoor site to hold the event (at no charge). Site requirements include:
    - Flat/level area that can accommodate a minimum of 5,000 - 15,000 sq. ft. for booths (minimum of 40 booths at 10' x 10' each), aisles, picnic tables, etc.
    - Dedicated vendor parking (parking directly behind booths is preferred).
    - Consumer parking. Must be able to accommodate a minimum of 50 vehicles at a time and have dedicated accessible parking spots.
    - Access to electricity hook-up for vendors. Please identify the number of plugs available and amperage per plug.
    - Publicly accessible washrooms.
    - Cellular service available at proposed site (mandatory).
      Reliable Wi-Fi (for use by vendors), desirable but not mandatory.
    - ATM on-site or within short walking distance from site.
    - Provision, installation & removal of picnic tables and/or seating for consumers.
    - Provision, management and maintenance of garbage and recycling bins during the event.
    - Provision, installation and removal of crowd control/traffic barriers, if required.

- Access to the site from 7am to 7pm, which includes set-up and tear-down.
  - Provision of a dedicated staff person to assist the Lead Organizer with event details, including but not limited to site plan layout and logistics, on-site support during the event, including set-up and tear-down, assistance managing parking and signage installation, etc.
  - Securing local entertainment, based on approval by the Lead Organizer. Entertainment is for ambiance and must not overshadow the event. Suggested entertainment: unplugged musicians, buskers, artists, storytellers, etc. Entertainment costs over and above $500 are at the responsibility of the Host Community.
  - Promotion of the event date & location via municipal sign/entry board (if applicable).
  - Assistance with sharing marketing and promotional materials via municipal and/or community social media channels, when applicable.
  - Assist the Lead Organizer with the development of a Risk Management Plan.

Municipalities interested in hosting a Taste of the Valley event in 2023 or 2024 must submit a formal written Expression of Interest to the County of Renfrew Economic Development Division, via email to ovedinfo@countyofrenfrew.on.ca by 4:00 pm, Friday, April 21st, 2023. Expressions of interest must include the following information:

- ✓ Confirmation that the Host Community will adhere to the hosting guidelines as stipulated herein.
- ✓ Proposed site map showing vendor booth area, parking areas (vendors & consumers) and access points (entry/exit).
- ✓ Proposed hosting dates. Indicate the year (2023 or 2024) and provide up to 3 preferred dates between August 1st and October 1st on a Saturday. Only one event per municipality per year will be awarded.
- ✓ Identify any proposed additional marketing and marketing support for the event, over and above the requirement to post signage and share social media posts.
- ✓ Identify any partnerships in hosting the event (i.e. farmers' market, service club, etc.) and how your community proposes to support and/or enhance the Taste of the Valley experience. (Please be brief.)

Questions related to hosting guidelines, expectations or submitting an Expression of Interest can be addressed to ovedinfo@countyofrenfrew.on.ca. At the discretion of the County of Renfrew, questions and answers related to the submission of Expressions of Interest may be shared with all municipal partners.

We look forward to receiving your Expression of Interest to host a Taste of the Valley event within your community.

Best Regards,

David Wybou
Business Development Officer

OTTAWA VALLEY TOURIST ASSOCIATION REPORT
Prepared by: Melissa Marquardt, Manager of Economic Development
Prepared for: Development and Property Committee
April 11, 2023

INFORMATION

1. **Culinary Tourism Strategy**

    Attached as Appendix OVTA-I is the culinary tourism strategy for the Ottawa Valley. The Ottawa Valley Tourist Association (OVTA) engaged the services of the Culinary Tourism Alliance to develop the strategy, which was completed between August and December 2022.

    The strategy contains research and data, as well as a three-year action plan aimed to support the development, growth and awareness of the Ottawa Valley's culinary tourism offerings by focussing on four areas of opportunity including:

    1) Improve stakeholder awareness and appreciation for regional food identities and foodways;
    2) Increase business and marketing literacy, to grow the number of market-ready businesses within the culinary tourism value chain;
    3) Support the development of new and/or enhanced culinary and agri-tourism experiences;
    4) Increase awareness of the Ottawa Valley as a culinary destination through marketing efforts.

    The culinary strategy will be presented to members and stakeholders at the OVTA tourism conference on April 25.

    One of the first initiatives in the strategy implementation is the hosting of a Culinary Market Readiness workshop with the Culinary Tourism Alliance on May 9 from 8:30 a.m. to 12:00 p.m. in the Township of McNab/Braeside. The purpose of the workshop is for tourism operators, food producers, suppliers and stakeholders along the culinary tourism value chain to learn more about:

    - what is "culinary market readiness"
    - the tools and steps to getting there
    - online marketing "must dos"
    - how to leverage "sourcing local"
    - how "culinary" can be a relatively simple and profitable extension of your business

    The cost to attend the workshop is $30.60/person +HST. Interested participants can register online at https://guestlist.co/events/744141.

    The development of a culinary tourism strategy for the Ottawa Valley is an identified priority in the OVTA's 2021-23 Strategic Plan and was made possible through Tourism

Relief Funding from the Ontario's Highlands Tourism Organization on behalf of the Federal Economic Development Agency of Southern Ontario (FedDev).

2. **Ottawa Valley Tourism Conference**

The Ottawa Valley Tourism Conference and Annual General Meeting is scheduled for Tuesday, April 25 at Maplehaus in Hardwood Lake in the Township of Brudenell, Lyndoch and Raglan.

This marks the return to an in-person, full day event after three years of being virtual due to the COVID-19 pandemic. The agenda includes the annual general meeting, updates from Ontario's Highlands Tourism Organization and the Ministry of Tourism, Culture and Sport, presentation of the culinary tourism strategy and the Ottawa Valley Tourism Awards winners. Keynote speaker Altaf Sovani, Industry Expert and Author of "Labor Crisis in the Hospitality, Tourism and Event Industry – Finding Innovative Solutions for Recruitment and Retention of Millennials", will speak about the labour shortage and share tips on how to recruit, retain and motivate millennials.

Tourism operators, stakeholders, municipal leaders and community and economic development officers are encouraged to attend. The registration fee is $76.50/person +HST and includes a BBQ lunch. Registration is open until April 12 - https://guestlist.co/events/743520.

BY-LAWS

3. **Ottawa Valley Tourist Association/County of Renfrew/City of Pembroke Agreement**

Recommendation: THAT the Development and Property Committee recommends that County Council pass a By-law to authorize the Warden and Clerk to enter into a formal agreement with the City of Pembroke and the Ottawa Valley Tourist Association with respect to ongoing financial and program participation in a Destination Marketing Organization (DMO) for a five-year term commencing on January 1, 2023; AND FURTHER THAT By-law 32-18, being a By-law to execute an agreement with the City of Pembroke and the Ottawa Valley Tourist Association regarding financial support for tourism promotion and development for the 2018 to 2022 term be repealed.

Background
The County of Renfrew, the Ottawa Valley Tourist Association and the City of Pembroke have successfully maintained a three-way partnership to promote and develop tourism in the Ottawa Valley for a number of years. The agreement details a specific set of tourism promotion and development programs which will represent the basis for ongoing financial participation by the City of Pembroke towards a regional tourism program.

The agreement was reviewed and approved by the Board of Directors of the Ottawa Valley Tourist Association. The City of Pembroke Council has approved the agreement at their meeting on April 4, 2023.

Culinary Tourism Development Strategy 2023-2025

For the Ottawa Valley Tourist Association

March 17, 2023

Prepared by
the Culinary Tourism Alliance

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Culinary
Tourism
ALLIANCE

Acknowledgements

Land Acknowledgement

We acknowledge the land on which we live and do our work, known to most as the Ottawa Valley, is located on traditional unceded and unsurrendered Algonquin and Anishnabek territory. We are grateful that all Indigenous Peoples have been stewards of this land and beyond from time immemorial and share it with us today. We are called to treat this land, its waterways, plants, animals, stories and Peoples with honour and respect. We are committed to reconciliation and honour the process by bringing the 7 Grandfather Teachings of love, respect, bravery, truth, honesty, humility and wisdom into our offerings and daily lives.

Contributors

The Ottawa Valley Culinary Tourism Development Strategy 2023-2025 is the outcome of a highly collaborative process that brought diverse members of the food tourism community from across The Ottawa Valley. Thank you to everyone who contributed to the process.

Thank you to Melissa Marquardt, Erin Norris, Emily England and Ryan Gilbertson from the OVTA, as well as David Wybou, and Scott Hamilton from the County of Renfrew for their direct involvement and contributions to this project.

The Ottawa Valley Tourist Association (OVTA) gratefully acknowledges the support of the Government of Canada's Tourism Relief Fund delivered by the Ontario's Highlands Tourism Organization.

This report was prepared by the Culinary Tourism Alliance, including Valerie O'Halloran, Hally Charendoff, Ian Worte, and Shayan Lallani. The Culinary Tourism Alliance operates as a not-for-profit food tourism development organization, working with communities to grow food tourism by leveraging the history, heritage, and culture behind the food and drink that makes each destination unique.

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Executive Summary

The Ottawa Valley Tourist Association (OVTA) could not have picked a better time to develop a dedicated culinary tourism strategy. With visitors increasingly seeking more immersive experiences and in-turn, deeper engagement with destinations, culinary tourism has emerged as a global trend. Culinary tourism has an important role to play in elevating the highly regarded, unique, and well-established tourism experiences of Renfrew County, encouraging visitors to stay longer and spend more. As a destination with distinct high seasons, culinary tourism can also provide the OVTA with opportunities to grow tourism year-round and make Renfrew County a four-season destination.

The goal for this project was to develop a culinary tourism development strategy for the immediate and short-term (three years), in alignment with the OVTA's 2021-2023 Strategic Plan. Our analysis identified four key areas of opportunity for the OVTA to pursue in service of developing culinary tourism in the Ottawa Valley over the next three years. These areas of opportunity are as follows:

- Improve stakeholder awareness and appreciation for regional food identities and foodways

- Increase business and marketing literacy, to grow the number of market-ready businesses within the culinary tourism value chain

- Support the development of new and/or enhanced culinary and agritourism experiences

- Increase awareness of the Ottawa Valley as a culinary destination through marketing efforts

The OVTA has already built considerable momentum and excitement around culinary tourism through the development of this strategy. With the region's unique and varied tourism assets and highly engaged culinary tourism stakeholders, the OVTA is well-positioned to succeed in implementing this strategy.

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Introduction

The Ottawa Valley Tourist Association (OVTA) is the destination marketing organization for Renfrew County, the City of Pembroke and Upper Ottawa Valley. It is a not-for-profit membership-based organization with a mandate to promote and grow tourism in the Ottawa Valley. Through strategic partnerships with local, regional, provincial and national tourism partners, the OVTA promotes the Ottawa Valley as a tourism destination to targeted markets around the world. Working in collaboration with tourism operators, municipalities, community organizations and other key stakeholders, the OVTA helps to enhance existing and create new tourism products and experiences for both local residents and tourists.[1]

The OVTA's 2021 - 2023 Strategic Plan identified the opportunity to develop a focused culinary tourism strategy in a way that fosters collaborative destination development. By leveraging existing and emerging assets, the OVTA intends to develop and enhance culinary tourism in the Ottawa Valley, integrating the unique foodways and food experiences of the area into the region's tourism framework. The following report details the Culinary Tourism Development Strategy 2023 - 2025 developed for the OVTA by the Culinary Tourism Alliance (CTA) from August 2022 - December 2022.

Project Goals & Objectives

The goal for this project is to create a dedicated culinary tourism development strategy in the Ottawa Valley for the immediate and short-term (three years). To reach this goal, the CTA's project team set out to:

1. Understand the current culinary tourism landscape in the Ottawa Valley including current assets, trends, key markets, regional initiatives, etc.
2. Identify local stakeholders with a high level of engagement and short-to-medium-term commitment to developing culinary tourism experiences.
3. Increase awareness and capacity among businesses along the culinary tourism value chain to leverage the power of culinary tourism to grow their business and increase awareness for the destination's food and drink experiences.
4. Identify priority areas and actions for investments in local and regional culinary tourism development.
5. Collaboratively arrive at an achievable strategic plan that resonates with destination partners and stakeholders.

These objectives support the **central research question** of this project: *What direction and actions should the Ottawa Valley Tourist Association (OVTA) take to develop culinary tourism?*

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Research Methodology

The Culinary Tourism Alliance used a participatory research approach to develop this strategy. This includes sharing knowledge, skills, tools, and resources with those involved in the culinary tourism industry during the research process. The approach allowed key stakeholders to contribute and guide the strategy development process, including a wide range of industry members, public sector institutions, and industry associations.

Several primary and secondary research methods were used to collect data to inform the strategy. Secondary data collection included scanning current and relevant destination strategic plans, market research, maps, and media articles as well as preparing a stakeholder database of businesses along the local culinary tourism value chain (asset inventory). Primary data collected through CTA-led exploratory key informant interviews with industry stakeholders (11 interviews) provided qualitative data on visitor perceptions, market segments, strengths and weaknesses as a culinary tourism destination, and opportunities and challenges for growth. An industry survey (37 survey responses) was distributed to existing OVTA members and businesses in the database, providing qualitative and quantitative data to bolster the interview findings. CTA-led interview results and survey data are reported anonymously in this report. Feedback and insights from an in-person workshop (November 23, 2022) and a four-day familiarization tour of the region conducted by the CTA have also been incorporated.

Alignments

This strategy was developed in alignment with the Ottawa Valley Tourist Association's (OVTA) 2021 – 2023 Strategic Plan aimed at developing a focused culinary tourism strategy that fosters collaborative destination development; the Ontario's Highlands Regional Tourism Organization's mandate to provide strategic leadership in tourism development of the region; and Destination Ontario, which is focused on enhancing tourism expenditures in Ontario and contributing to economic development through "impactful marketing and results-oriented investment partnerships".[2]

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Culinary Tourism Development Context

Culinary Tourism Development Context

This section outlines the culinary tourism development context and provides definitions of key concepts and terms in addition to identifying relevant local examples. Central to this discussion is the concept of the culinary tourism value chain, as it illustrates the interconnectedness of the culinary tourism industry and the role each player has in its successful development. Following this, the key concept of foodways as the foundation for culinary tourism is explained before outlining how taste of place tangibly reflects local and regional foodways. Then, tourism experience development is discussed before market considerations such as key market segments, food tourist types, and industry trends are summarized.

Defining Culinary Tourism and Agritourism

Culinary Tourism, also called **food tourism**, includes any tourism experience where a visitor interacts with food and beverage that reflects the history, heritage, culture, and geography of a place. Culinary tourism is a type of cultural tourism that connects visitors to the intangible values a place offers through its food and beverage. Many activities can be associated with food tourism including harvesting fruits and vegetables at a u-pick, attending a garden-to-table dinner at a restaurant, fishing on a canoe trip, or attending a local event with foods and drink connected to the place, such as the Renfrew Craft Beer & Food Truck Festival. Food and drink can enrich virtually any tourism experience. If there's anything all visitors to a destination have in common, it's that they all eat – probably multiple times a day. It is estimated that most visitors consider food as a driver when choosing a destination, and about 1/3 of their spending is on food and drink. That percentage is even higher for some market segments[3].

Similarly, **agritourism**, which is considered a subset of culinary tourism, connects visitors to where their food comes from. Agritourism does not require a taste component. Examples include touring a farm, maple bush, or vineyard, or visiting a cultural centre and learning how people grew, prepared, and consumed food and beverage at a time in history. Hugli's Blueberry Ranch in Pembroke is an example of such an agritourism business. It is important to note, many experiences can simultaneously be considered both culinary tourism and agritourism experiences.

Foodways

Foodways can be thought of as the who, what, when, where, why, and how of food and drink. More specifically, foodways are the cultural, social, and economic factors relating to the production, procurement, and consumption of local food and drink. The term encompasses a range of factors that influence a region's food identity. Foodways are not subjected to a single definition, set of ingredients, or story, but are rather products of how cultures have changed over time. Foodways are the theoretical foundation of culinary tourism, establishing the context

through which **taste of place** can be showcased by a destination and tangibly experienced by visitors.

Taste of Place

Taste of place describes the specific and unique food and drink experiences that reflect a destination's geography, history, culture, and society. A destination's taste of place directly connects visitors to local and regional foodways. They are interactions that bring to life the stories behind the food and beverage of a place. Storytelling ties foodways and tastes of place together to make their connection between people, place, and food clear to visitors. Tourism businesses can utilize food and drink to elevate their visitor experiences. In fact, any tourism-related business that includes a taste of place offering (an experience that is connected to regional cultures or histories and is visitor-facing) is part of the **culinary tourism value chain**, outlined below.

The Culinary Tourism Value Chain

The **culinary tourism value chain** describes the ecosystem in which various actors within the culinary tourism industry exist and relate to one another. The culinary tourism value chain includes but is not limited to growers, producers and suppliers, restaurants, beverage producers, cooking schools, events and festivals, farmer's markets, accommodations, attractions, tours, and retailers. Each of these actors play a crucial role in the success of the culinary tourism industry, offering a range of products, services, and experiences to visitors.

Typical value chains are designed to increase the competitive advantage of a group of businesses through working in collaboration to deliver a combined value to the customer that is beyond their individual capacity to do so. This interdependence allows for operators to focus on what they do best while benefiting from the increased efficiency and effectiveness of working as a collective. The term **"co-opetition"** describes this relationship, whereby actors within the value chain support and enhance the success of a region's broader culinary tourism ecosystem. Visitor experiences are enriched with each layer of value they receive while exploring a destination. This means that culinary tourism businesses can work together to deliver multi-sensory, high-quality experiences that exceed visitor expectations.

Partnerships and collaboration are key to culinary tourism development. When local governments, community organizations, and industry members work together, it becomes much easier to establish synchronized systems that support food tourism development. Such efforts include but are not limited to agricultural policies, health and safety regulations, educational programming, transportation, and/or regional festival scheduling coordination. Partnerships and collaborations could include working with local economic development officers, urban planners, cultural heritage/museums, destination marketing organizations (DMOs), regional

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tourism organizations (RTOs), Ontario Parks, and non-profit community organizations. **Figure 1** below depicts the elements and interconnections of the culinary tourism value chain.
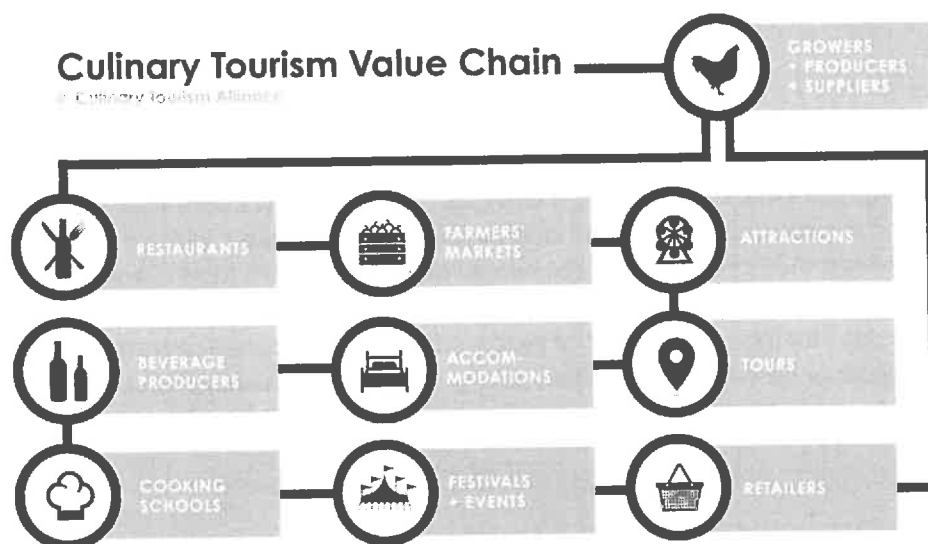

Figure 1. Culinary Tourism Value Chain.

Food Tourists

Anyone who partially or exclusively plans their trip to taste the ingredients, foods and/or cuisine of a place can be considered a **food tourist**. They plan some of their trips around food and drink and view these experiences as a reflection of local cultural heritage and identity. As examples, food tourists are interested in trying local food at farm/garden-to-table restaurants, outdoor picnic experiences, and Indigenous foraging and cooking classes.

When food tourists travel for reasons other than food, they still look for ways to incorporate local tastes into their trip. For example, a food tourist travelling to Algonquin Park may stop at a local restaurant in the Ottawa Valley along the way. A culinary tourist visiting relatives might incorporate an Indigenous foraging experience into their itinerary. Overall, food tourists want to connect meaningfully with the places they visit.

There are four different types of food tourists: **foodies, food-connected consumers, agritourists, and everyone else**. First, are *foodies* who are motivated by the food itself or by experiences surrounding the food. Second, are *food-connected consumers* who make informed choices about their food and drink consumption, including the production processes behind it, but do not necessarily plan all trips around food and beverage. Third, are *agritourists* who seek experiential, life-enriching experiences that integrate culture, nature, the outdoors, and learning. Fourth, is everyone else who doesn't fall within the above categories, because despite not centering their trip around food, everyone needs to eat.

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Experience Development

Tourism experiences are defined as a consumable activity offered by a business or operator within a destination to visitors. They typically establish a personal connection between the business owner and visitors. They promote a unique selling proposition of the business, which could be a view or vista, a family recipe, or the showcasing of local ingredients. They facilitate learning, promote visitor enjoyment, and are usually developed and operated by businesses within a destination to promote the location's unique selling proposition. Tourism experiences must be purchasable by a visitor and bound by a set time period. It is also important to note that multiple tourism experiences can be considered a tourism product.

Multisensory experiences stimulate a visitor's senses including smell, sound, sight, taste, and touch. The five human senses are at the centre of the experience development process. These types of experiences offer a visitor a more complete awareness of their surroundings that is unique to the destination. They offer a standout and memorable experience of an environment, an event, or a product. Culinary tourism is well positioned to offer multisensory experiences since its essence depends on the five senses.

Key Industry Trends

Trends in the tourism industry have shifted significantly in the wake of COVID-19. Pre-pandemic travel looks quite different than it does today. The post-pandemic **Federal Tourism Growth Strategy**[4] encompasses five key areas of attention for tourism development reflecting current industry trends: **Winter and Shoulder Season Tourism, Indigenous Tourism, Rural and Remote Tourism, Farm-to-Table/Sea-to-Table and Culinary Tourism**, and **Inclusive and Accessible Tourism**. These development pillars represent strategic opportunities for culinary tourism development in the Ottawa Valley.

Winter and Shoulder Season Tourism

A **shoulder season** is described as the time between peak (high) and off (low) seasons. Shoulder seasons are the result of factors including, but not limited to seasonality (e.g., climate, weather, holidays), available activities and experiences, and destination awareness outside of the main tourist attractions. Even though Canada's winters are a distinct part of our identity, peak tourism season remains in the summer months. Attracting visitors to Canada in the winter months involves promoting skiing, hockey, snowshoeing, and snowmobiling in addition to Arctic tourism, winter festivals, and Indigenous culture. Doing so will "strengthen an advantage for which [we] are already well-known, while providing more reasons to visit in the off-peak seasons".[5] Attracting visitation in the winter months from a culinary tourism perspective could involve promotion of Hollow Point Ranch and Sugarbush's Sugar Shack, Mapleside Sugar Bush, or Petawawa's Cabin Fever Winter Carnival.

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Indigenous Tourism

Indigenous Tourism is becoming popular with both domestic and international travellers. First Nation, Metis, and Inuit majority-owned businesses make up the Indigenous tourism industry and are represented by organizations such as Wikwemikong Tourism, Indigenous Tourism Ontario, Indigenous Tourism Association of Canada, and Indigenous Culinary of Associated Nations.[6] One in three Canadians are interested in Indigenous experiences, while the interest of international visitors is higher. Specifically, Indigenous Tourism Ontario's COVID-19 recovery strategy entitled "Continuing Our Journey" identifies Indigenous food experiences that "ignite the senses and highlight traditional foods as well as stories that go along with them" as an industry trend that will be strengthened as restrictions ease.[7] Trust must be built with regional Indigenous communities and Indigenous organizations. This means working with Indigenous peoples to develop food tourism together, and for Indigenous peoples to tell their own food stories on their own terms as a pathway to reconciliation. This also means working together to demystify misinformed perceptions of Indigenous peoples among visitors and residents.

Indigenous foodways have been subjected to the pressures of European colonialism. As a result, Indigenous foodways are a balance of a wide variety of traditional pre-contact ingredients and practices with contemporary additions, interpretations, and innovations moving towards revitalization. Indigenous Tourism Ontario's *FEAST: Growing Indigenous Food Tourism in Ontario* identified six shared attributes that connect Indigenous food from across Ontario's diverse Indigenous cultures, stories, and peoples: seasonal, connected to nature, land-based, sustainable, cultural, and tied to stories.[8] Attracting visitation from travellers seeking Indigenous experiences from a culinary tourism perspective could involve promotion of Indigenous Experiences' program offerings, as an example.

Rural and Remote Tourism

Rural and *remote tourism* centers around the natural environment as a primary motivator for visitation. For rural and/or remote destinations, culture is usually a secondary asset that enables visitors to connect more deeply with a place. Canada's vast spaces and natural assets offer potential to connect visitors to lesser-known parts of the country. Doing so will strengthen the capacity building of rural communities and transition to a more diverse economy that includes but is not limited to sustainable and accessible development planning, community beautification projects, adventure tourism, ecotourism, and agritourism. Attracting visitation to rural and remote areas from a culinary tourism perspective could involve promotion of Anupaya Cabin Co., an immersive wilderness retreat designed to connect visitors with the rest and respite that nature has to offer. They are actively embracing and working towards implementing a taste of place experience in Deep River by connecting visitors to food and other products local to the region. They have expressed an interest in enhancing their taste of place by offering visitors boxes of locally sourced produce and meat, and handcrafted products. The CTA/OVTA in-person workshop identified that the rural nature of the Ottawa Valley is considered an important asset, as small communities can thrive without the competition of a large urban area.

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Farm-to-Table/Sea-to-Table and Culinary Tourism

Notably, **culinary tourism** is identified as a key element of the recovery efforts of the tourism industry. Visitor interest in culinary tourism significantly increased prior to, and during, the COVID-19 pandemic.[9] Visitors want to know where their food comes from while also participating in unique tourism experiences. Most international travellers consider gastronomy when selecting destinations, and despite Canada's variety of local wines, craft beers, and world-class cuisine, only 20% of visitors choose to visit based on our food and drink offerings.[10] Strengthening Canada's reputation as a multicultural food hub with highly regarded homegrown and locally sourced products, Indigenous culinary experiences, food trails, food festivals and farmers markets, and on-site culinary tourism experiences at breweries, wineries, farms, fisheries, and maple syrup producers will stimulate the national culinary tourism industry. **Farm-to-Table** and **Sea-to-Table tourism** experiences appeal to those seeking connection to the food they consume and provide opportunities for education and hands-on participation in the food procurement and preparation processes. Attracting visitation from food tourists could involve promotion of Whitewater Inn's Farm to Fork Series, as an example.

Inclusive and Accessible Tourism

Developing **inclusive** and **accessible tourism** experiences that respond to the needs and wants of different visitor markets, including 2SLGBTQ+, and racially/ethnically diverse markets, as well as working towards reconciliation with Indigenous peoples, presents an opportunity for the Ottawa Valley. The tourism industry must embrace diversity and inclusion as this is key to building a more sustainable, equitable and representative society. This can be achieved through partnerships with organizations including, but not limited to the International LGBTQ+ Travel Association (IGLTA), and The Black Travel Alliance.[11] Additionally, efforts to increase *accessible travel* options have become a high-level priority for tourism organizations, with the United Nation World Tourism Organization (UNWTO) and World Travel & Tourism Council (WTTC) recently publishing guidelines for improving accessibility at both the business and destination level.[12] At the business level, this means ensuring employees are aware of how to foster an inclusive space for visitors wanting to enjoy food and beverage experiences, as well as providing cognitive and physically accessible food and beverage experiences to visitors.

Other Relevant Industry Trends

In addition to the key areas of focus identified by the Federal Tourism Growth Strategy, other notable and relevant industry trends identified in the Tourism Industry Association of Canada's (TIAC) report, the **"State of Tourism in Canada During COVID-19"**.[13] These trends are as follows:

1. **Domestic Travel:** Travellers are motivated to travel but have a desire to stay close to home.

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2. **Workcations:** Travellers are keen to book short-term rentals where they can work virtually during work hours and enjoy leisure activities in between.
3. **Nature-Based Travel:** Land-based experiences with minimal physical contact with others, using the environment as the primary tourist attraction.
4. **Responsible and Regenerative Travel:** Visitors prefer to travel less frequently, but for longer periods of time and are seeking engagement with local cultures, carbon emission reductions, activities that promote or facilitate environmental conservation, or tourism experiences that stimulate local economies. This form of travel was highlighted by local stakeholders during the CTA/OVTA in-person workshop.
5. **Frictionless Travel:** Travellers are seeking tourism experiences that meet their online standards, including integrating technology to enhance visitors' experiences and ensuring that any human interactions are high-quality and memorable.
6. **Wellbeing Travel and Health Tourism:** Travellers are seeking travel that maintains or enhances personal wellbeing, and desire experiences that create a sense of escapism or rejuvenation.

Destination Canada has created a social values-based market research technique, which they used to develop customer archetypes packaged into Explorer Quotient (EQ) profiles. Destinations and businesses can use these EQ profiles to understand target markets, develop new products, and fine-tune marketing efforts.[14] The Ottawa Valley is a nature-based destination with extensive Indigenous and diverse settler histories and therefore has an opportunity to integrate food and drink into both existing and future tourism experiences and reflect regional foodways through taste of place. There are three EQ profiles most important to consider in the development of culinary tourism in the Ottawa Valley:

1. **Free Spirits:** Highly social and open-minded travellers that seek out adventurous and experimental experiences.
2. **Cultural Explorers:** Seek opportunities to embrace, discover, and immerse themselves in local cultures.
3. **Authentic Experiencers:** Understated travellers that seek authentic, tangible engagement with destinations and their histories.

Each of these traveller types is interested in dining featuring local ingredients, as well as nature-centered activities. As the Ottawa Valley is already a strong nature-driven destination, these EQ profiles can be targeted by incorporating culinary components into existing outdoor tourism experiences. These EQ profiles are among the top categories for potential foodies, farmers market enthusiasts, and brewery enthusiasts in the Ontario market.[15] More information on the demographics making up each EQ profile can be found in the Destination Canada Toolkit which can be found on Destination Canada's website, under "tools". In addition to the above EQ profiles, Destination Canada also targets **Personal History Explorers, No-Hassle Travelers,** and **Rejuvenators.** These are important target markets to consider in the Ottawa Valley as the region can appeal to those seeking educational experiences, those interested in nature-based escapism, and those who enjoy "getting away from it all", respectively.[16]

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Destination Overview

Destination Overview

This section provides a detailed overview of the geographic, historic, economic, and socio-cultural context of the Ottawa Valley. This context is key to the discussion of local foodways, and necessary to frame the strengths, weaknesses, opportunities, and challenges identified for culinary tourism development in the region.

The Ottawa Valley spans westward from Ottawa to the northern tip of Algonquin Park.[17] Renfrew County is an upper-tier municipality within the Ottawa Valley. Its key business sectors are agriculture, forestry, advanced manufacturing, nuclear science and technology, and tourism. The City of Pembroke is a separated municipality located in the Ottawa Valley with a population a little over 14,000. The region has a variety of towns, villages and hamlets with services and cultural attractions reflecting 400 years of European settlement.

The Ottawa Valley has a population of almost 107,000 spread throughout 17 municipalities,[18] the City of Pembroke and Algonquins of Pikwakanagan First Nation Reserve. Pikwakanagan lies on the shores of the Bonnechere River and Golden Lake and has a population of 490. The Algonquins of Pikwakanagan First Nation is a "proud and progressive Algonquin community"[19] and boasts the world's largest birch canoe and the first Canadian Algonquin woman Chief. Recent census data from 2021 determined that there are approximately 9,045 Indigenous people in The Ottawa Valley.[20] The Algonquins of Pikwakanagan First Nation is the only federally registered Algonquin community in Ontario.[21] For the context of this report, the Ottawa Valley includes Renfrew County, City of Pembroke, Algonquins of Pikwakanagan and the surrounding areas of south Algonquin Township, Mississippi Mills and Pontiac County in Quebec.
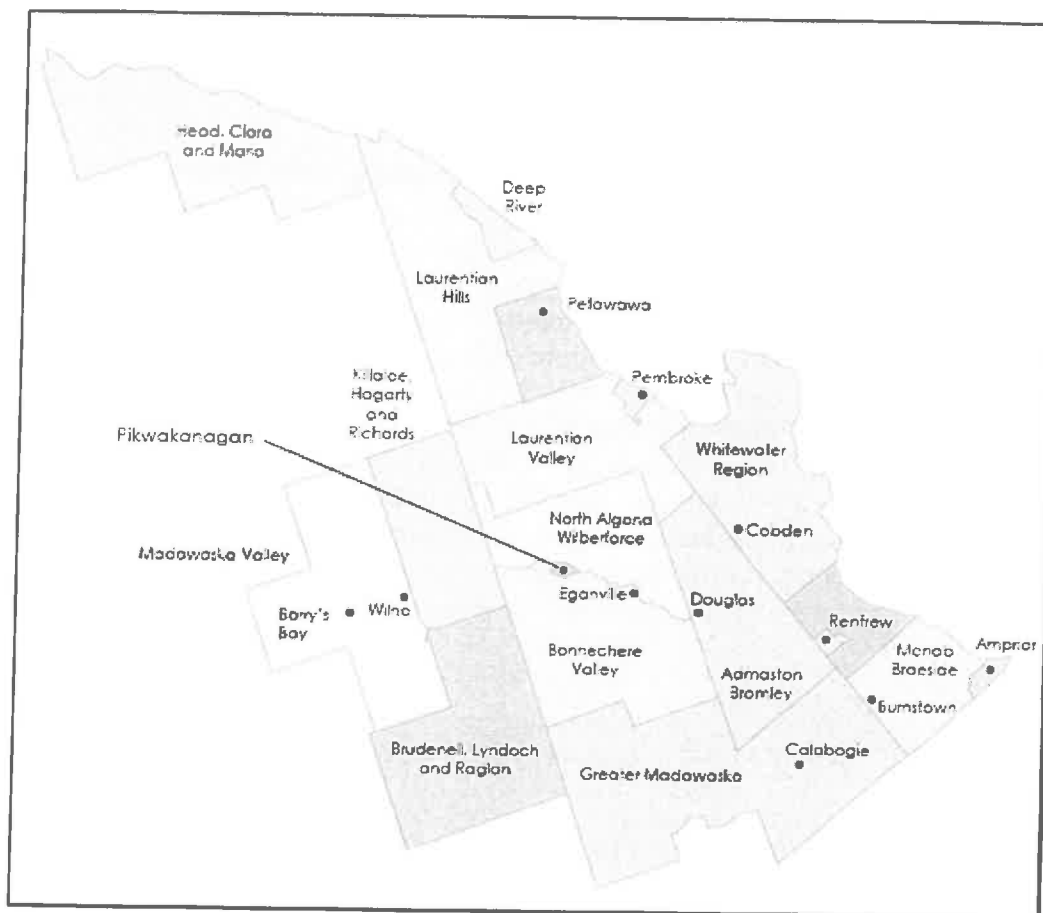
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Figure 2. Map Outlining All 19 Communities in the Ottawa Valley.

The Ottawa Valley is well-equipped with existing infrastructure to support development and expansion of the tourism, agriculture, forestry, manufacturing, and nuclear technology sectors.[22] A summary of notable tourism, industry, economic, and service hubs in The Ottawa Valley and examples of local businesses showcasing the region's taste of place is presented in **Appendix 1: Notable Tourism, Industry, Economic, and Service Hubs.**

The Ottawa Valley has a rich history of agriculture and agri-food industries. The most common farm types are beef, field crops, oil seeds and grains, dairy, produce hay, soybean, corn, oats, winter wheat, barley, various fruits and vegetables, maple syrup, and honey. 2021 census data determined that Renfrew County included 296,674 acres of farmland, with 51% of this land allocated to field crops.[23] The Ottawa Valley's agricultural sector is significant, contributing to the employment of 4,800 people and $128.48 million from the sale of main commodities to Canada's Gross Domestic Product (GDP) in 2021.[24]

The Ottawa Valley is the largest county in Ontario, covering an area of 7,645 square kilometers.[25] The County features a 21-kilometer portion of the Kingston and Pembroke (referred to as the K&P) corridor, a multi-use recreational trail which stretches between Renfrew and Calabogie.[26]

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(County of Renfrew Trails). The region also contains a segment of the broader Ottawa Valley Recreational Trail called the Algonquin Trail, a multi-use corridor that spans 219 kilometres and passes through 10 municipalities.[27]

The Ottawa Valley owns 53 separate forested areas of land referred to as the Renfrew County Forest (RCF). The RCF has achieved Forest Stewardship Council (FSC) certification and has committed to managing forested lands in a way that is environmentally appropriate, socially beneficial, and economically viable.[28] Over 50% of Renfrew County is forested Crown land that is open to public access. The region boasts "forested wilderness... extensive wetlands, mountains and over nine-hundred lakes", creating opportunities for residents and visitors to enjoy "a broad range of four-season outdoor activities".[29] The Ottawa Valley's diverse geography makes it an attractive destination for those interested in white-water sports, hunting, fishing, snowmobiling, swimming, boating, and hiking.[30] Known as the Whitewater Capital of Canada, the region is home to some of the fastest, cleanest, warmest, and safest rivers in the country.[31] **Figure 3** below depicts the distribution of forested land in Renfrew County. The green sections represent forested Crown land. Pikwakanagan is highlighted in yellow.
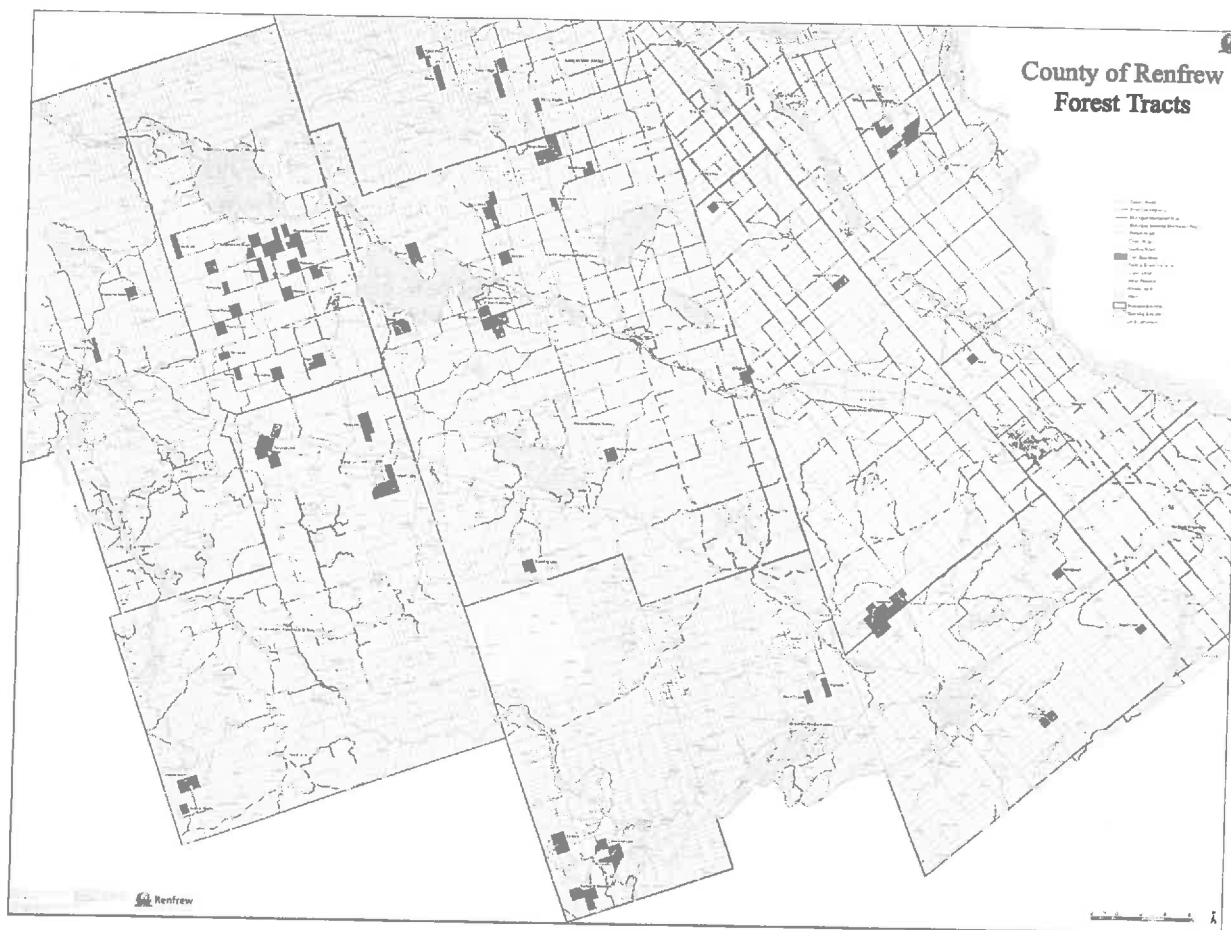
18

Figure 3. Renfrew County Forest Tracts and Forested Crown Land.

The Ottawa Valley is home to numerous provincial parks including, most notably Algonquin Provincial Park, Bonnechere Provincial Park, Driftwood Provincial Park and Fitzroy Provincial Park. In summer, the region offers world-class whitewater rafting and paddling on the Ottawa, Madawaska, Bonnechere, Petawawa, Opeongo, and Dumoine Rivers. The region includes 900 lakes and 4 major river systems, creating ample opportunities for swimming, boating, and fishing. In winter, there are numerous ski hills, cross-country and snowmobile trail systems to visit, notably Calabogie Peaks Resort, Mount Pakenham, Mount Martin Ski Club, Forest Lea Trails, and Greater Madawaska Nordic Trails.[32] The area's bountiful natural attractions offer an opportunity to incorporate culinary tourism components into outdoor activities. This was cited by key informants as a main way to develop culinary tourism infrastructure in the Ottawa Valley.

The Ottawa Valley has numerous key tourism development organizations that are focused on the growth and development of the industry. The Ontario's Highlands Regional Tourism Organization (RTO 11), is an independent, not-for-profit, provincially funded regional tourism organization aiming to develop and maintain tourism by leveraging the natural and built environmental, cultural, and societal assets of the region.[33]

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The Ottawa Valley Tourist Association (OVTA) is a not-for-profit DMO. The organization seeks to facilitate tourism in the area, promoting the Ottawa Valley as an attractive destination to domestic and international travelers alike.[34]

Destination Ontario is a subset of the Government of Ontario's Ministry of Tourism, Culture and Sport. It aims to market Ontario to potential tourists both domestically and internationally. Destination Ontario seeks to "enhance tourism expenditures in Ontario and contribute to provincial economic prosperity through impactful marketing and results oriented investment partnerships".[35] A crucial element of Destination Ontario's mandate is to undertake strategic marketing initiatives with the tourism industry, and work collaboratively with their federal counterpart, Destination Canada, to develop and enhance tourism both regionally and nationwide.[36]

Culinary Tourism Asset Inventory

Evaluating the destination's food tourism assets begins with an understanding of types of businesses, their geographical disbursement, their ownership structure, and local perceptions on must-try food and beverage offerings.

The Ottawa Valley's culinary tourism asset inventory identified 254 businesses comprised of the following:

- Restaurants and Food Service Operators (130)
- Accommodation Businesses (44)
- Attractions (25)
- Food Growers and Producers (19)
- Beverage Producers (15)
- Markets (11)
- Retailers (5)
- Festivals and Events (4)
- Technology and Media (1)

While many businesses could fall within several business categories, this analysis utilizes the primary category assigned to the business by the OVTA. The OVTA team assisted in identifying a rating of perceived market readiness for each business. The scale summarizes a spectrum with business ready at one end, and export ready at the other. See **Appendix 3: Market Readiness Spectrum** for full descriptions. **Figure 4** below depicts the Ottawa Valley's culinary tourism value chain by business type.
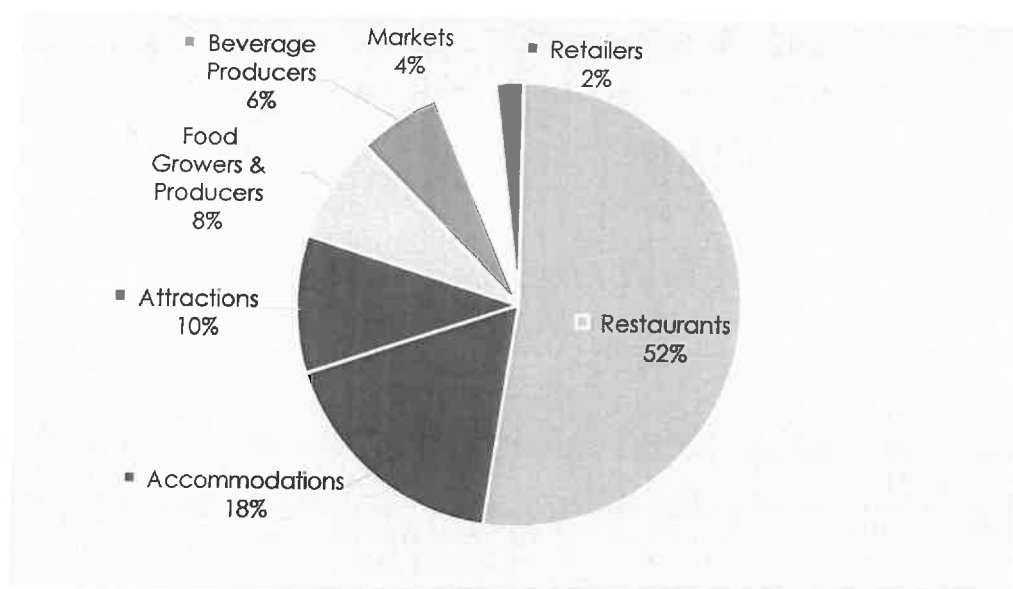

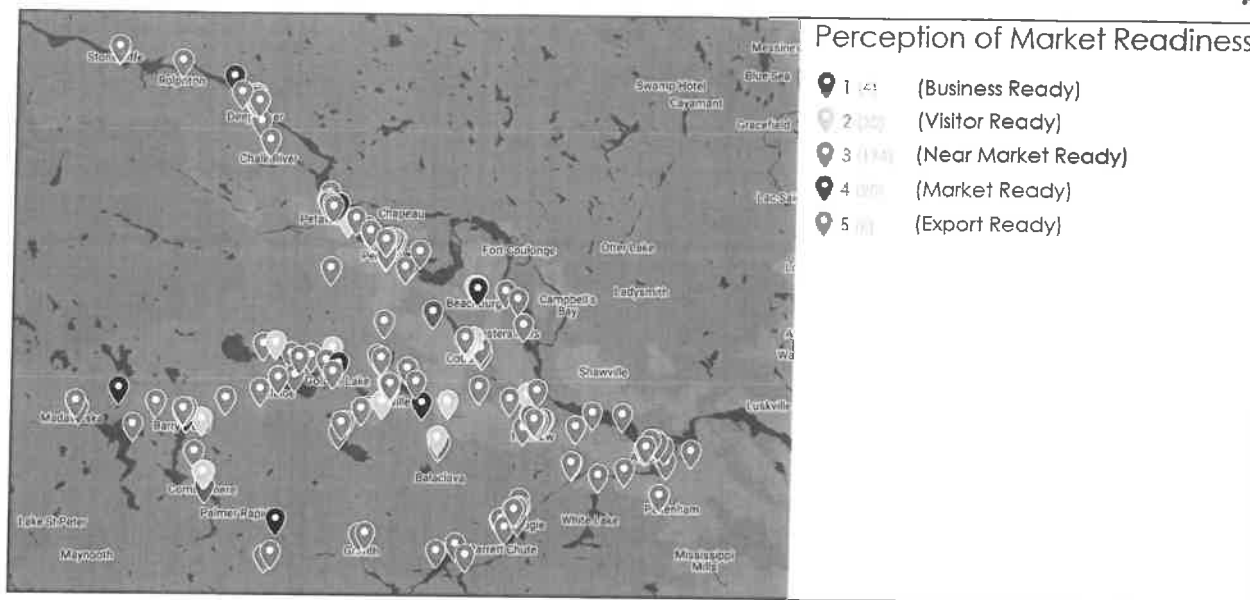**Figure 4.** The Ottawa Valley's Culinary Tourism Value Chain.

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Google Maps was used to depict the distribution of the Ottawa Valley's existing culinary tourism assets. **Figure 5** below depicts the geographic distribution of the region's assets by type, while **Figure 6** below depicts assets by perception of market readiness. The CTA's project team collected information on each business within the asset inventory through secondary desk research and publicly available information.

Figure 5. The Ottawa Valley's Culinary Tourism Value Chain by Asset Type.

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Figure 6: The Ottawa Valley's Culinary Tourism Value Chain by Perception of Market Readiness.

The Ottawa Valley has several highly established culinary tourism assets, but they are widely dispersed throughout rather than in a central location. To that point, travelling between destinations here requires access to a private vehicle, with limited inter-county public transportation options available. This analysis revealed that there are opportunities to both develop and expand businesses within the culinary tourism value chain in Golden Lake, Madawaska, Barry's Bay, Pembroke, and Petawawa.

There is potential to increase market and export readiness of businesses throughout the region, with most businesses currently being rated as "Visitor Ready" or "Near Market Ready". In Pembroke, one of the larger communities in the Ottawa Valley and a popular tourist destination, there are 20 businesses in the culinary tourism value chain representing a large cluster, yet, most are considered 'near-market ready'. Therefore, there is an opportunity to enhance business operations and improve marketing.

Key informants corroborated this research, noting that there is great potential to increase market-ready culinary tourism experiences for tourists. One key informant, the owner of a well-regarded restaurant, stated that they had trouble recommending other dining options for visitors due to the unreliability of culinary tourism establishments in their area. One key informant noted that where culinary tourism assets exist, other tourism infrastructure is often lacking.

Visitors to the Ottawa Valley are generally unaware of available culinary tourism experiences. Only 35% of survey respondents agreed that the motivation of travellers to the region is to experience food and drink, with 40% disagreeing with this sentiment. These revelations, in combination with most key informants identifying food as a secondary reason for tourists to visit

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the Ottawa Valley, suggests that visitors are likely unaware of opportunities for culinary tourism experiences in the region.

Culinary tourism development not only needs to reflect regional food identities and associated foodways, but also needs to incorporate locally sourced ingredients and products. The majority (78%) of survey respondents confirmed that local food and drink is important/very important to their product and/or service offerings. Continued emphasis on locally sourced ingredients will bolster the region's tastes of place while simultaneously supporting sustainable economic development in the Ottawa Valley.

Ottawa Valley Farm to Fork is an example of an organization dedicated to producing sustainable, healthy food, strengthening the local economy, and integrating education on sustainable food systems into their products and services (OVFTF Website). They emphasize the importance of local farming and aim to connect consumers to local products. Ottawa Valley Food Co-Op (OVFC) is a non-profit organization based in Burnstown that provides an internet-based ordering system to connect consumers with local products, and local producers to customers. The organization "supports local food, seasonal eating, farmers' markets, farm gate sales, food literacy and food events" (OVFC Website). OVFC is driven by their core values of building healthy communities, facilitating environmental stewardship, promoting social justice, and contributing to vibrant local economies (OVFC Website).

Many key informants noted that insufficient market research, marketing, and advertising is the biggest challenge faced by businesses in the culinary tourism value chain in attracting visitation. Another key barrier to increasing visitation is the local resistance to change, with residents not embracing tourism development. One key informant stated that better educational strategies are needed to show local producers how to market their food products in the "modern age" so that they can relate to the desires of contemporary food tourists of all types. Evidently, there are opportunities for improvement when it comes to reframing culinary tourism marketing strategies in value-added terms, in ways that reflect contemporary tourist demands for food that is locally and/or ethically sourced, organic, and reflects tastes of place.

The CTA/OVTA in-person workshop demonstrated that there is a desire to increase education for businesses within the Ottawa Valley's culinary tourism value chain, with a suggestion from local stakeholders to integrate workshops, coaching sessions, and mentoring into the culinary tourism development strategy in order to enhance both business and marketing literacy. Key informants mentioned that lack of funding is another barrier in enhancing culinary tourism and attracting visitation. Key informants cited their inability to allocate funds toward marketing and advertising and expressed a desire to do so if there were culinary tourism grants available. For businesses in the Ottawa Valley's culinary tourism value chain, there is a need to improve education, training, and resources to improve perceived market readiness. This should involve an equity-centered approach that aims to address disparities in business strength between cities, towns, villages, and communities throughout the region.

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Culinary Tourism Assets: Case Studies

Throughout the research process, several businesses were identified as exemplary existing culinary tourism assets. Many businesses were identified by stakeholders in the industry survey:

1. Whitewater Brewing Company
2. Wilno Tavern
3. Dog House Brewing Company
4. Fifth Chute Coffee
5. Hugli's Blueberry Ranch
6. Madawaska Coffee Company
7. Neat Coffee Shop
8. On the Rocks
9. Ottawa Valley Coffee
10. The Shed

Two that were mentioned most frequently were Whitewater Brewing Company and Wilno Tavern, both of which will be discussed in the case studies below. OWL Rafting is another case study exemplifying the integration of nature-based tourism and culinary tourism, which will be outlined in the last case study. These establishments serve as best practice examples and leaders in delivering culinary tourism experiences in the Ottawa Valley. Drawing on the success of these examples, the Ottawa Valley can identify how to further develop culinary tourism in the region.

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Case Study 1: Wilno Tavern

Figure 7. Wilno's Tavern Exterior. **Photo Credit:** Wilno Tavern.

The Wilno Tavern has been in operation for over 100 years and is well-known for hearty Polish fare and vibrant entertainment. The Ottawa Valley's extensive history of Eastern European migration means that as newcomers settled in the area, their traditional foodways collided with the economic, cultural, social, and political circumstances of the region. Wilno is a great example of a unique culinary experience, that offers a taste of place, based on foodways of immigrant histories.

Figure 8. Convivial Setting Inside Wilno's Tavern. **Photo Credit:** Wilno Tavern.

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Case Study 2: Whitewater Brewing Company

Figure 9. Left: Dining at Whitewater Brewing Co. **Right:** One of Whitewater's Unique Creations. **Photo Credit:** Whitewater Brewing Company.

Whitewater Brewing Company is a good example of a business whose branding, marketing, and products, reflecting the history, heritage, culture, and foodways of the Ottawa Valley. It is today, one of the region's most recognizable and celebrated brands in local food and drink. The brewery uses renewable energy powered by low-impact hydro energy and is proudly "Canada's First Climate Neutral Brewery" (Whitewater Brewing Co. website). They also have committed to source local produce, ethically raised meat, and brewing ingredients whenever possible. Whitewater's creations are available in establishments throughout the Ottawa Valley, in LCBO locations, and are even distributed and widely available across the country.

Whitewater's widespread distribution channels have created brand familiarity across Canada, making it a distinctively local symbol of the Ottawa Valley. Whitewater Brewing Company's marketing success story is a good example of a brand that leverages and celebrates local and unique assets and heritage to deliver unique taste of place products and experiences.

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Case Study 3: OWL Rafting

Figure 10. OWL Rafting's Smashed Egg Salad Sandwich with Homemade Aioli. **Photo Credit:** OWL Rafting.

OWL Rafting is an example of the integration of outdoor/nature-based tourism and culinary tourism. The Foresters Falls' business hosts tourists from around the world for its multi-day rafting adventures, inclusive of accommodations and food. While those seeking out these outdoor recreational experiences are not typically culinary tourists, they often find themselves surprised by the emphasis that OWL Rafting places on cookery, especially through the use of locally produced ingredients. In fact, the venue's Feast On certification indicates the importance they place on Ontario-produced ingredients. Herbs and edible flowers are sourced from a kitchen-garden, while some of their own staff members have produce farms from which OWL acquired corn, apples, lettuce, and kale when in-season. Madawaska Coffee – a small independent roastery that offers seasonal favourites and Reserve offerings and is known as Madawaska Valley's foremost producer of fresh-roasted quality coffees – is their exclusive supplier of that beverage. As a result of OWL Rafting's efforts, many visitors who would not necessarily identify as cultural tourists leave the Ottawa Valley with an enhanced understanding of local foodways. OWL Rafting exemplifies how bookable, all-day or multi-day package excursions can use local foodways to enhance their unique value propositions, while at the same time supporting other entrepreneurs in their own communities.

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Target Markets

Key informants noted that visitors from provinces other than Ontario and Quebec were generally rare. International travellers varied by business type, but the majority of international visitors were from the United States and Europe. One luxury accommodation business reported that 30% of their visitors during autumn were from European countries including Germany, Belgium and the Netherlands. In the summer months, this is reduced to 10%. One outdoor adventure company reported that annually, approximately 15% of their visitors are international, while another reported 35%, 20% of which is from the United States.

OVTA does not have recent data on visitor origins, however key informants identified the following geographic target markets as the most frequent visitors to the Ottawa Valley:

1. **Ottawa and Surrounding Areas:** Primarily daytrips
2. **The Ottawa Valley:** Reflects strong local support for inter-county travel
3. **Toronto and the Greater Toronto Area (GTA):** Relevant for certain stakeholders e.g., Sands on Golden Lake Resort, and Anupaya Cabin Co., both of which consistently have a high proportion of visitors from the GTA
4. **Eastern Ontario**
5. **Quebec:** Specifically, Montreal and surrounding areas

Key informants identified that the following target markets are important to attract in order to increase visitation to the Ottawa Valley:

1. **Day-Trippers:** Lack of accommodations makes overnight stays less viable
2. **Active Tourists:** Visitors not looking for luxury who may bring their own accommodations e.g., campervans, motorhomes, or tents
3. **Adventurers:** Enjoy the appeal of wilderness close to the city and can include but is not limited to mountain-bikers, kayakers, canoers, fisherman, hikers, snowmobilers, cross-country skiers, and downhill skiers. Regional whitewater rafting companies such as OWL Rafting attract high visitation to the area and are a good example of how to be successful in doing so
4. **Cottagers:** a key market to capitalize on in the summer months. Attracting visitation by this segment would likely lead to repeat businesses each year
5. **40–65-Year-Olds:** Professionals who work from home
6. **Immigrants:** Especially those from Ottawa, who are more inclined to travel in large, multi-generational groups
7. **Couples:** Young professionals with a disposable income
8. **Health and Wellness Tourists:** Seeking outdoor recreation and healthy living opportunities and are inclined to spend money
9. **Young Singles:** Professionals with a disposable income who are Inclined to identity as foodies

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The Ottawa Valley's most prominent accommodation types are B&Bs, cottages, cabins, and campsites. By contrast, visitors who identify as foodies are likely to prefer to stay in hotels. Therefore, the region's limited supply of hotels is a barrier for visitation by the target markets for culinary tourism development.

Destination Ontario developed a report detailing target markets in Ontario for 16 tourism experiences.[37] Three experiences are key for culinary tourism development in the Ottawa Valley, because OVTA's Culinary Tourism Development Strategy incorporates all of the following:

1. **Foodie Destinations, Food Trails & Festivals**
2. **Breweries, Cideries & Distilleries**
3. **Farmers' Markets**

Foodie Destinations, food trails, and festivals are most popular among older suburban and rural families and couples with above average incomes, upscale middle-aged families, mature couples and singles, and mature Indigenous empty-nesters. Increasing the number and variety of food trails was identified by local stakeholders at the CTA/OVTA in-person workshop as an area to dedicate attention toward.

Breweries, Cideries, and Distilleries, on the other hand are most popular among middle-aged and older suburban families, retired suburban empty-nesters, families with school-aged children, and mature couples. Data collected by the CTA indicates that Whitewater Brewing Company, and to a lesser extent, Calabogie Brewing Company, are considered by local stakeholders as central facets of the Ottawa Valley's culinary tourism industry and food identity. Additionally, as Whitewater Brewing Company is available nation-wide, the identity associated with this brand transcends the geographic boundaries of the Ottawa Valley.

Farmers' Markets are most popular among families with adult children, mature empty-nesters, suburban couples, urban couples, families in rented apartments. The Taste of the Valley event series is a central hub for local ingredients and products, running annually throughout the summer and fall to connect visitors and locals to farmer's markets.

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Visitor Data

The Tourism Sentiment Index (TSI) is an annual report that evaluates tourism assets, and visitor attitudes/emotions toward a destination. (TSI) Live's Tourism Sentiment Snapshots tracked online conversations about the destination in real time for five fiscal quarters over two years to measure the metrics, including what was mentioned as being the most appealing elements of a destination. Studying Tourism Sentiment Snapshots illuminates how potential tourists perceive the destination. These metrics reflect the effectiveness of destination marketing efforts from the recent past by highlighting any gaps or discrepancies between messages intended by a DMO and the message received by the individual.[38]

The Ottawa Valley was monitored between April 2021 – June 2022 to evaluate tourist perceptions of the region. The most consistently mentioned appealing elements of the region related to outdoor recreation and nature, the Ottawa Valley is a strong destination for nature and outdoor recreation. However, this evaluation also revealed that restaurants, take-out, shopping, and Indigenous cultural attractions have been increasingly less commonly mentioned over the last year; as these elements are inherently linked to culinary tourism development, it is crucial to give them focused attention.

These trends are corroborated by the data collected during the CTA/OVTA in-person workshop. Workshop participants noted how local restaurants, accommodations, and other tourism services often lack the necessary capacity to cater to the influx of tourism that the Ottawa Valley has seen in the wake of COVID-19. Additionally, there was mention of a need for guidance, expertise, and mentorship for businesses to effectively grow and experience longevity.

Current State

The Ottawa Valley is well-positioned to offer a variety of unique food and drink experiences, especially in connection to Indigenous and nature-based/outdoor tourism. The region has a range of natural and agricultural features including rivers, trails, wetlands, forests, vistas, and a diversity of flora, fauna, and agricultural production. The Ottawa Valley has a range of culinary tourism assets such as local festivals, food trails, and agricultural fairs, including but not limited to the Renfrew Fair, Renfrew Craft Beer and Food Truck Festival, Laurentian Valley's Tapas and Trails, Laurentian Valley Fall Flavours Festival, Whitewater Inn's Farm to Fork Series, The Tap and Cork Route, and Taste of the Valley.

There is also a strong understanding of the importance and a high interest by industry members in developing culinary tourism in the region. Local municipalities and key tourism organizations have demonstrated an interest in developing and growing culinary tourism as well as Indigenous food tourism experiences. These resources should be considered when developing culinary tourism, especially food and drink experiences that cater to current industry trends and target markets.

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However, considerations should be made on how to build awareness of the region's local products, food, and drink through marketing and promotion among visitors. Additionally, any culinary tourism development actions should consider supporting partnership development through networking opportunities that build awareness among industry stakeholders about the offerings and initiatives that other businesses in the Ottawa Valley are doing.

Strengths

1. Friendly and welcoming residents and business owners.
2. Strong interest from stakeholders in developing culinary tourism.
3. A variety of established outdoor recreation experiences.
4. Proximity to Algonquin Park.
5. Proximity to highways draws in visitors passing through.
6. Proximity to urban centres such as Ottawa and Kingston.
7. Abundance of natural features e.g., the Ottawa River and the Bonnechere Caves.
8. Strong agricultural sector.
9. Unique Indigenous histories and contemporary community.
10. Compelling immigrant histories.
11. Annual culinary events e.g., Renfrew Fair, Renfrew Craft Beer and Food Truck Festival, Taste of the Valley.
12. Established culinary trail (Tap and Cork Route).
13. Existing distinct brands associated with identity.
14. Market is far from being oversaturated.

Weaknesses

1. Current availability of accommodations not conducive to culinary tourism development.
2. Infrastructural issues (mobile and internet access, transportation, roads, lack of public washrooms).
3. Limited inter-county access without a private vehicle.
4. Regional cultural identities and foodways not obviously or coherently celebrated.
5. Market-ready experiences are geographically dispersed.
6. Seasonality and inconsistency in visitor numbers throughout the year.
7. Many culinary assets are seasonal.
8. Resistance to change from local residents.
9. Increase in food prices impacting food quality.
10. Labour shortages and issues retaining staff.

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Looking Ahead

The Ottawa Valley has great potential to develop culinary tourism and attract a variety of visitors through multisensory experiences connected to tastes of place and regional food identities. The region can differentiate itself from larger urban centers and other rural communities by highlighting its distinct foodways that connect to nature, outdoor recreation, Indigenous peoples, farms, and the influence of Algonquin Provincial Park. There is an opportunity to elevate and diversify culinary tourism experiences that target the key visitor segments of the region.

Opportunities

1. Foster partnerships, collaborations, and networking opportunities among industry stakeholders and communities.
2. Support industry in addressing culinary tourism gaps.
3. Build awareness of existing businesses and experiences.
4. Increase availability of culinary experiences in the shoulder season.
5. Integrate culinary elements into existing outdoor and nature-based tourism experiences.
6. Equip businesses in the culinary tourism value chain with tangible and actionable steps to improve their market-readiness.
7. Collaborate with Indigenous communities to facilitate the development of culinary tourism experiences.
8. Leverage unique immigrant histories and identities to bolster existing tourism experiences and create new ones.
9. Capitalize on industry trends toward rural, remote, and culinary tourism.
10. Utilize abundant farmland and access to local produce through farmers' markets and local food groups to develop culinary tourism.
11. Majority of the region's businesses are considered near-market-ready, which means reasonable capacity building efforts can increase the number of market-ready businesses.

Challenges

1. Limited capacity for small producers/businesses who are key to leveraging the foodways of the region.
2. Lack of consumer awareness of local product offerings.
3. Perceived and real barriers to promoting food due to licences, permits, and regulations.
4. Limited marketing and advertising.
5. Insufficient and/or ineffective signage and wayfinding.
6. Underdeveloped business and marketing literacy within the culinary tourism value chain.
7. Shortage of market-ready culinary experiences.

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3-Year Strategic Plan

3-Year Strategic Plan

Our vision for the Ottawa Valley Culinary Tourism Development Strategy 2023 – 2025 is to see food become an integral contributor to tourism and prosperity in the Ottawa Valley. This research has shown that as a destination, the Ottawa Valley is well positioned to grow food tourism and demonstrate leadership in cross-cultural community-led collaboration. With so many existing assets and local stakeholders who are aligned in their understanding and vision for the region, engaging businesses along the culinary tourism value chain through this strategic plan will help enhance and showcase the unique selling propositions of the Ottawa Valley to domestic and international food tourists.

The 3-year strategic plan was developed in alignment with the OVTA's 2021 - 2023 Strategic Plan and therefore focuses on developing a culinary tourism strategy that fosters collaborative destination development and integrates the unique foodways and food experiences of the area into the region's broader tourism framework.

The analysis reveals many opportunities to develop culinary tourism in the Ottawa Valley (**Table 1**). These opportunities have been grouped into four key areas. Within each area are suggested actions the OVTA should take to pursue these opportunities. Actions are outlined in Immediate Actions (to be completed in the 1st year of the strategy) and Short-Term Actions (to be completed in the 2nd and 3rd years) summarizes the actions into a strategic framework and implementation plan.

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Table 1: Strategic Framework & Implementation Plan 2023-2025

Area of Opportunity	Immediate Action (Y1)	Short-Term Action (Y2-Y3)
1.0 Improve stakeholder awareness and appreciation for regional food identities and foodways.	1.1 Conduct historical foodways research. 1.2 Consult stakeholders to verify the cultural significance of these histories and draw connections between today's foodways.	1.3 Raise awareness among industry and residents of regional food identities through meetups, resource sharing, member communications (e.g. Newsletters), and storytelling workshops. 1.4 Incorporate newly acquired foodways knowledge into marketing and promotion of regional food identities.
2.0 Increase business and marketing literacy, to grow the number of market-ready businesses within the culinary tourism value chain.	2.1 Identify training and capacity building needs to increase business and marketing literacy among operators. 2.2 Connect operators along the culinary tourism value chain with training resources, and/or provide dedicated coaching opportunities.	2.3 Reassess business and marketing literacy among culinary tourism value chain operators annually and provide support.
3.0 Support the development of new and/or enhanced culinary and agritourism experiences.	3.1 Facilitate partnership development and collaboration through introductions and networking workshops.	3.2 Foster partnerships between culinary and non-culinary tourism businesses. 3.3 Develop a culinary tourism ambassador program. 3.4 Produce culinary tourism best practices toolkit and distribute to stakeholders. 3.5 Refresh the asset inventory annually to identify opportunities for tourism product development and promotional purchasable packages.
4.0 Increase awareness of the Ottawa Valley as a culinary destination through marketing efforts.	4.1 Incorporate culinary as a key pillar within the OVTA's broader marketing strategy.	4.2 Plan seasonal promotions that drive visitors to businesses along the culinary tourism value chain. 4.3 Create inspirational content based on existing culinary assets which include itineraries that center food and agritourism.

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		4.4 Coordinate marketing efforts with identified local food groups and annual events.
		4.5 Pitch this content to media outlets and consider hosting a familiarization tour for food writers and social media influencers.
		4.6 Align key culinary tourism messages with marketing partners to amplify your efforts.
		4.7 Elevate and expand the Tap & Cork Route through enhanced website, additional storytelling, wayfinding, and seasonal activations.

Opportunity 1: Improve stakeholder awareness and appreciation for regional food identities and foodways

Immediate Actions

1.1 – Conduct historical foodways research

Conduct archival and ethnographic interview research into the histories of Indigenous peoples and immigrants who have contributed to the Ottawa Valley's cultural fabric and identity in relation to regional foodways. Key partners in undertaking archival research will include Library & Archives Canada, City of Ottawa Archives, Heritage Renfrew, Renfrew County Museum Network, l'Association Communauté Francophone de l'Ontario, and the Multicultural History Society of Ontario. Oral History Association may also serve as a strategic partner, especially for understanding ethnographic research best practices.

1.2 – Consult stakeholders to verify the cultural significance of these histories and draw connections between today's foodways

Liaise with cultural stakeholders to verify the accuracy and cultural significance of these histories as they apply to better understanding today's regional food identities and foodways. Look for evidence of these food identities in ways food is sourced, celebrated, and prepared today, as well as the marketed offerings available to visitors. Key partners for this step include Indigenous Tourism Ontario (ITO), Indigenous Tourism Association of Canada (ITAC), local community organizations that preserve the histories of specific ethnic groups such Germania Club Pembroke and the Wilno Heritage Society, and groups that are shaping and evolving foodways today such

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as the Ottawa Valley Food Co-op, Taste the Valley, producers, added-value food and beverage companies, and Chefs.

Short-Term Actions

1.3 – Raise awareness among industry and residents of regional food identities through meetups, resource sharing, member communications (e.g. Newsletters), and storytelling workshops

Doing this will not only increase pride of place and awareness for personal and shared histories, but also arm members of the culinary tourism value chain with the contextual knowledge they need to improve their storytelling. This could include preparing research summaries about regional food identities or a list of recommended storylines. It can also lead to innovative tourism product and experience development since great culinary tourism experiences are rooted in local foodways.

1.4 – Incorporate newly acquired foodways knowledge into marketing and promotion of regional food identities

Celebrate regional food identities by telling the stories of local foodways and the people behind them, across OVTA's marketing and promotions. This could also involve developing themed programming for existing food and cultural events such as Taste of the Valley. These stories are an opportunity to highlight what makes the Ottawa Valley's history, landscapes, people, and foodways unique, and inspire people to explore it through food-forward experiences.

Opportunity 2: Increase business and marketing literacy, to grow the number of market-ready businesses within the culinary tourism value chain

Immediate Actions

2.1 – Identify training and capacity building needs to increase business and marketing literacy among operators

Analysis of stakeholder surveys and key informant interviews revealed that operators along the Ottawa Valley's culinary tourism value chain would benefit from training in areas such as business and marketing literacy. While there are several culinary tourism assets and businesses across the region, many fail to attract culinary tourists, or have questions about how to grow their business through tourism. Furthermore, there is an opportunity to elevate existing experiences to become 'market-ready' or 'export-ready' which will help organizations like the OVTA promote the culinary experiences while being certain that they can meet or exceed visitor expectations.

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The first step in this process should be identifying the key areas where support, training and resources are needed through further analysis of the Stakeholder Database, member feedback, and/or surveys. This will help establish a baseline and set annual goals for increasing overall culinary tourism business and marketing success.

2.2 Connect operators along the culinary tourism value chain with training resources, and/or provide dedicated coaching opportunities

Create and share an inventory of readily available online resources or connect operators to government services such as Enterprise Renfrew County (ERC), to access the required business and marketing literacy support. Consider offering dedicated one-on-one business and marketing coaching as well as expanding the scope to include tourism training.

Short-Term Actions

2.3 Reassess business and marketing literacy among culinary tourism value chain operators annually and provide support

Follow-up with operators who received resources or coaching to assess the outcomes and impact of the training. Evidence of improved literacy may include business profitability or expansion, and improved marketing collateral, reach and engagement. The culinary tourism landscape is constantly shifting and evolving. Therefore, there will be a need to reassess, at least on an annual basis, which businesses in the Stakeholder Database need support to improve their business and marketing literacy. Businesses who may not today consider themselves part of the tourism industry, may fall along the culinary tourism value chain. They could potentially benefit from tourism training as well.

Opportunity 3: Support the development of new and/or enhanced culinary and agritourism experiences

Immediate Actions

3.1 Facilitate partnership development and collaboration through introductions and networking workshops

Partnerships are a great way to develop new and enhanced culinary tourism experiences since businesses can combine skills and resources they already have. The OVTA can play an important role in helping spark collaborations and establish formal partnerships by organizing regular (semi- annual or annual) events focused on new and enhanced culinary tourism experience development. These events could have an informal structure where operators come together to share updates and work through challenges, or a formal structure that includes capacity- building or guest speakers, focused on a specific topic. The OVTA should keep a log of all new ideas generated at the sessions and follow-up with businesses as they

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develop and launch their new or enhanced experiences. Facilitation can also be as simple as providing personalised introductions between operators who may have some challenges or opportunities in common, or may have complementary skills or experiences.

Short-Term Actions

3.2 Foster partnerships between culinary and non-culinary tourism businesses

Make connections between culinary and non-culinary tourism businesses so that local tastes of place and ingredients are incorporated into all types of tourism experiences. Any tourism business offering food and drink as part of their package, could enhance their experience by incorporating locally sourced food and drink. For example, a festival promoting the Ottawa Valley's nature-based assets such as the Water & Dirt Festival can include local food vendors who celebrate local ingredients and foodways through their menus.

3.3 Develop a culinary tourism ambassador program

Develop a culinary tourism ambassador program or network which would involve partnering with local best-in-class entrepreneurs along the culinary tourism value chain to participate in marketing activities and/or share best practices with aspiring culinary tourism operators. Ambassadors would receive media training and have a baseline knowledge of the culinary tourism assets and experiences to champion culinary tourism in the Ottawa Valley. The program could be industry-facing, or consumer-facing, or both.

3.4 Produce culinary tourism best practices toolkit and distribute to stakeholders

Once key areas of focus for training and capacity building are identified, the OVTA should develop a culinary tourism best practices toolkit to distribute to stakeholders. This toolkit would include story ideas related to the identified marketable regional food identities, as well as inspiration and tools to help entrepreneurs develop experiences in alignment with them. Generally, this would take the form of a document of 10-30 pages and could include worksheets or links to other resources.

3.5 Refresh the asset inventory annually to identify opportunities for tourism product development and promotional purchasable packages

Use the Stakeholder Database to refresh the local asset inventory. Identify strengths, emerging themes, or synergies among groups or clusters of businesses and from these consider creating inspirational itineraries, or purchasable tourism packages. For examples, three restaurants could partner with a local farm, distillery, and hotel to offer food-centered weekend getaway.

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Opportunity 4: Increase awareness of the Ottawa Valley as a culinary destination through marketing efforts

Immediate Actions

4.1 Incorporate culinary as a key pillar within the OVTA's broader marketing strategy

Stakeholder surveys revealed opportunities to increase awareness about the Ottawa Valley's culinary tourism product. To achieve this, culinary can remain a secondary and complementary storyline to other main draws like whitewater rafting, cycling, or skiing, activities that – according to surveys – strongly represent regional identity. By complementing existing draws with culinary, the overall tourism product can evolve as the narratives on regional identities are consolidated and are supported by more taste of place experiences. It should nonetheless be incorporated into the OVTA's broader marketing strategy as a key pillar.

Short-Term Actions

4.2 - Plan seasonal promotions that drive visitors to businesses along the culinary tourism value chain

Special emphasis can be placed on produce that is seasonal to the region at specific times. For instance, promotions can center on maple syrup as winter turns to spring. These promotions could include purchasable packages, or a passport program, or prix-fix seasonal menu item.

4.3 - Create inspirational content based on existing culinary assets which include itineraries that center on food and agritourism

Add content to the OVTA website such as inspirational stories and itineraries of the food and agritourism experiences on offer, as well as the stories of the products and people behind these local foodways. Incorporate these stories into social media posts through high-quality imagery and engaging descriptions.

4.4 - Coordinate marketing efforts with identified local food groups and annual events

Ensure that key messages about culinary are aligned and help drive increased awareness for the region as a culinary destination. This may involve preparing a media kit or short creative brief with storylines and core messages to share with partners.

4.5 - Pitch this content to media outlets and consider hosting a familiarization tour for food writers and social media influencers

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Once foundational research around local foodways have been completed, marketable local food identity stories are outlined, and there are a higher number of market and export-ready culinary tourism experiences, develop a strategy to get earned media by hosting a familiarization (FAM) tour for food writers and social media influencers. Provide them with suggested topics and top experiences.

4.6 – Align key culinary tourism messages with marketing partners to amplify your efforts

Inform strategic partners about your culinary tourism development strategy and how culinary fits into your marketing strategy. Consider how they are leveraging culinary in their marketing activations and how you may be able to better align. The OVTA should work to promote the Ottawa Valley as a culinary tourism destination through strategic marketing partnerships with Ontario's Highland's Tourism Organization (RTO11), as well as neighboring DMOs (Haliburton Highlands Tourism, Ottawa Tourism and Pontiac Tourism, and by tapping into channels that already have the attention of food tourists. These include ontarioculinary.com (through the Culinary Tourism Alliance) and numerous, popular food blogs. Certifications also present a crucial opportunity for the OVTA to establish the Ottawa Valley as a culinary destination. The OVTA should encourage businesses to get Feast On certified.

4.7 – Elevate and expand the Tap & Cork Route through enhanced website, additional storytelling, wayfinding, and seasonal activations

The Tap & Cork route is an incredible resource and fantastic platform for the OVTA to showcase the region's foodways and attract culinary tourists. The OVTA should leverage knowledge obtained through archival and ethnographic research about immigrant histories to connect beverages on the Tap & Cork Route to their cultural heritages through enhanced storytelling. For instance, many beers are connected to other countries and their diaspora communities. These histories can be used to tell a story about how the beverage arrived in the Ottawa Valley. The OVTA could also consider new digital activations for the trail such as through apps and gamification. Physical wayfinding and roadside signage could help increase the visibility of the route. The OVTA should develop seasonal promotions that align other existing culinary festivals and events such as the Renfrew Craft Beer and Food Truck Festival.

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Conclusion

Visitors are increasingly looking for immersive travel experience that enable them to engage more deeply with the destinations they visit. The shift in the tourism industry towards experiential travel has contributed to the global rise of culinary tourism. The Ottawa Valley has a real opportunity to capitalize on this industry trend by making food and drink a new and enhanced driver of visitation and a tool with which to enhance existing tourism experiences in the region.

Virtually any experience can be enhanced by incorporating food and drink. For the Ottawa Valley, culinary tourism development means considering the broader tourism offerings of the destination and determining how food and drink can be used to incentivise visitors to visit, stay longer, and spend more. As an established gateway to Canada's capital, the Ottawa Valley is well-positioned as a hub to grow culinary tourism in and across the region.

The Ottawa Valley's distinct high seasons mean there is an opportunity to increase visitation from tourists by capitalizing on existing and emerging culinary tourism experiences. The Ottawa Valley is well positioned to develop culinary tourism in an authentic way; that is, in a way that connects the region's unique foodways to the plethora of tourism assets that already exist.

Culinary tourism growth depends upon the contributions of many to develop tourism products and experiences that are unique and authentic. This is why some proposed actions can be successfully completed immediately, and others require longer timelines that involve community-building, partnership development, and ongoing collaboration.

There is considerable energy around culinary tourism development in the Ottawa Valley and it continues to stand out as having a highly engaged culinary tourism community. With this momentum, the destination an take the lead on integrating great food and drink into tourism experiences of the Ottawa Valley.

Appendix 1: Notable Tourism, Industry, Economic, and Service Hubs

Pembroke

Pembroke has long been associated with the lumber trade, producing wood and paper products and other light manufacturing. Pembroke is the largest commercial and service centre for the region.[39] It is also known for being home to the first commercial power plant in Canada.[40] French settlement took place in the 17th century when Samuel de Champlain rose to fame in the context of the regional fur trade. This French influence can be seen in Pembroke today. The ACFO - Champlain is a non-profit organization dedicated to the development and growth of Francophones in the Ottawa Valley, promoting both language and culture and is based in Pembroke.[41] A notable existing culinary tourism asset in Pembroke is the Nook Creperie reflecting this historic French influence. There is also a substantial population of German immigrants who settled in Pembroke and surrounding areas between 1858-1900.[42] In 1955, a meeting of recent German immigrants in Pembroke resulted in the formation of a social club called Germania Club Pembroke to serve the needs of German-speaking ethnic groups, focused on maintaining and enhancing the already established German cultural heritage in the area. Today, about 20% of the Ottawa Valley's population is of German descent.[43]

Petawawa

Petawawa is home to Garrison Petawawa, operated as the Canadian Army's largest military base. It is located along historic fur trade routes in the Ottawa Valley.[44] Approximately 6,000 people that are directly connected to the base live in local communities across the region.

Barry's Bay

Barry's Bay is approximately 60 kilometers from Algonquin Provincial Park, Ontario's oldest and most famous provincial Park.[45] It's vast landscape and recreation opportunities attract adventurers and outdoor enthusiasts including hiking and camping. Barry's Bay's close proximity to Algonquin Park is considered a definite asset by local stakeholders, as determined in the CTA/OVTA in-person workshop.

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Wilno

In 1864, the first group of Polish immigrants to Canada established a settlement in the County of Renfrew, near modern-day Wilno. These approximately 300 immigrants rapidly established a robust agricultural community.[46] The early 1900s saw a new wave of Polish immigrants peaking in the 1950s. 1986 census data registered 612,105 Polish Canadians, making it the fifth-largest Canadian minority at the time.[47] Wilno is now regarded as Canada's first Polish settlement, Polish cultural heritage is still evident in the Ottawa Valley today. The Wilno Heritage Society and the Polish Kashub Heritage Museum celebrate Canada's unique Polish cultural heritage through historical preservation and education.[48] Wilno also hosts an annual Polish cultural celebration "Polish Kashub Day".

Renfrew

The Town of Renfrew is possibly most well-known for being the birthplace of the National Hockey League (NHL), a draw for hockey-loving visitors[49]. This rich hockey history remains as Renfrew is the production site for Renfrew Pro Hockey Tape – the choice of hockey tape for the NHL.[50]

In the 1850s, the first agricultural exhibition was held, making the annual Renfrew Fair one of the oldest in Canada.[51] The Renfrew Fair is known as "The Greatest Fair in the Ottawa Valley"[52] and showcases agricultural products and activities, beer gardens, and food offerings. In 2022, the 167th iteration of the Renfrew Fair drew in over 20,000 people.[53]

Arnprior

Arnprior had a long history of textile production before the demise of the Kenwood Mills factory, which was known for their wool blankets. Arnprior and surrounding towns close in proximity to Ottawa have seen rapid population growth since 2016 alongside the expansion of the Trans-Canada Highway (Hwy 417).[54] In 2021, Arnprior was recognized as being the second fastest growing community in eastern Ontario.[55]

Calabogie

Calabogie is a small ski village on the shores of Calabogie Lake. What was originally a lumber and mining hub is now centered around the tourism industry. Calabogie Peaks ski resort, a four-season resort renowned as the "tallest public ski resort in Ontario", is a focal point and offers visitors a range of outdoor recreation options as well as accommodation and dining.[56]
The recent opening of On the Rocks restaurant and Oh-El-La Café have helped to elevate the culinary offerings in the Village and provide an opportunity to enhance the local tourism offering.

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Douglas

Douglas is a small village that is considered the "Irish Capital of Canada", despite lacking a distinct Irish cultural presence. What was once a bustling municipality is now a village with limited commercial capacity but one main existing culinary tourism asset to nurture.[57]

Burnstown

Burnstown is a village known for "world-renowned artists, unique galleries, shops, and eateries, all housed in heritage buildings".[58] Both Neat Coffee Shop and Blackbird Café have a strong culinary presence in Burnstown, with the former also offering accommodation and live entertainment such as comedy shows and concerts.

Eganville

Eganville is known as the Ordovician Fossil Capital of Canada, home to coral, crinoid, trilobite, and brachiopod fossils. Eganville boasts the Bonnechere Caves, said by geologists to have been the bottom of an ancient sea approximately 500 million years ago.[59] Despite being a small community, Eganville does have some notable existing culinary tourism assets. The Bonnechere Caves' underground dining experience combines a tourism experience with a culinary tourism experience and is a popular excursion for visitors to the area. The Granary Restaurant in Eganville serves traditional German fare, reflecting the history of German settlement in the Ottawa Valley. The Township of Bonnechere Valley hosts a dinner on the bridge for Canada Day in the Village of Eganville, providing an opportunity to integrate local foodways into this already existing tourist attraction.

Cobden

Cobden is a small community located roughly halfway in between Renfrew and Pembroke on Highway 17. Cobden hosts an outdoor farmers' market from May through October and features a variety of locally grown and handmade products.[60] The community is also co-host of a Taste of the Valley event each October, which is the largest gathering of local food producers and makers in Renfrew County.

Located in the neighboring community of Beachburg, the Whitewater Inn hosts a series of Farm to Fork dinner in collaboration with area farmers and food producers. Insights from the CTA/OVTA in-person workshop indicate that the business is planning to expand their existing culinary tourism experiences. The Whitewater Inn intends to host its first "Hot and Spicy Night" series in the winter of 2022/2023, where visitors can sit outdoors on furniture made of snow around a bonfire and eat and drink. This proposed culinary tourism experience is a great opportunity to

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embrace and showcase local foodways connecting outdoor experiences with local ingredients and product offerings.

Deep River

Located along the shores of the Ottawa River, Deep River is the neighbouring community to Canadian Nuclear Laboratories - Canada's premier nuclear science and technology organization. The facility is a major site for nuclear research and technology development. There are approximately 3,000 personnel associated with the work of CNL.[61]

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Appendix 2: Existing Culinary Tourism Festivals and Events

Asset	Summary	Organizer/Operator	Timing
Renfrew Craft Beer and Food Truck Festival	Live music, local breweries, and food truck vendors	Town of Renfrew	1-Day annual event in October
Tapas and Trails	Award-winning series of culinary adventure tourism hikes that supports charities	Laurentian Valley/Aqua Event Management	1-Day annual event in July
Fall Flavours Festival	Features food contests, craft breweries and spirits, handmade market, food vendors, yoga, and live entertainment	Laurentian Valley	1-Day annual event in September
Farm to Fork Series	Small-group dining experiences using fresh local ingredients that showcase the region's unique cultural heritage	Whitewater Inn	Events available throughout the year
Tap and Cork Route	Self-guided tour showcasing the region's best wines, beers, ciders and spirits	OVTA and Pontiac Region	Year-round (participants create their own itinerary based on time of year and business hours)
Taste of the Valley	Series of events that promotes and supports local food producers	County of Renfrew	Seasonal (August through November)
Renfrew Fair	Agricultural fair with livestock events, exhibits, art, local produce, food, and vendors	Renfrew Agricultural Society	Multi-Day annual event in September

Appendix 3: Market Readiness Spectrum

The following scale was used by the the OVTA Project Team to rate the businesses along the culinary tourism value chain (in the Stakeholder Database), according to current and readily available knowledge about the business and public facing marketing assets.

What is 'Perception of Market Readiness'?

Market readiness criteria helps tourism marketers understand whether a "product" or experience is ready or appropriate to be launched into a particular marketplace i.e. marketed. It lets them know whether this is better suited for locals or international visitors and whether the experience can handle the additional travel that international promotion would garner. It also helps you understand if a certain type of visitor's expectations will be met.

Market readiness is a spectrum... and almost every destination has its own criteria or categories. When we talk about food tourism and market readiness, we generally talk about <u>five key points on the spectrum:</u>

Business Ready (1)

Being business ready means that one has filed for a business license and can sell and/or offer a product. That includes permits and insurance as well. Maybe you have a phone line and a bare bones website letting folks know what it is you offer. In most provinces, this is the bare minimum required to operate a business.

Some food and drink businesses stay at this point on the spectrum for their entire existence because they are <u>not interested in providing a tourism experience.</u>

Visitor Ready (2)

Visitor ready means the business has all the boxes checked for "Business Ready" but is also ready to accept local visitors. That means having signage on the property people can easily find them, they offer tourism experience (even if it's bare bones),and providing some method of communicating with customers year-round (even if that's an automated message out of season). This is the basic level of readiness to conduct tourism operations in Ontario.

Near Market Ready (3)

Most businesses fall into the near market readiness category in Ontario. Here are some common criteria we look at to qualify a business as near market ready:

- They meet visitor ready criteria.

- They provide a published pricing policy.

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- They have marketing materials such as a brochure, rack card or website.

- They have claimed their google listing and keep hours of operation up to date.

- They have a few amenities to make travel easier including site-based parking in close proximity and washrooms available for visitors.

- During their operating season, they maintain a quick, <24-48-hour response time for reservations and booking requests.

- They are active on at least one relevant social media channel.

Market Ready (4)

Market Readiness means that the business has met all the previous criteria, and also practices food marketing and is looking to attract visitors from outside your community. That includes: Keeping their website and social media UP TO DATE – regularly. That includes your google listing, trip advisor page and other review sites.

- Keeping regular and posted business hours, with no exceptions.

- Have high resolution images and video footage for promotional and training

  purposes.

- Have frontline staff who are trained in customer service and provide storytelling

  moments.

Export Ready, or Travel Trade Ready (5)

Export ready refers to a business that markets to and through travel trade distribution sales channels, understands commission or net rate pricing, agrees to trade bookings and has a cancellation policy. Common things our national tourism board looks for in export ready businesses:

- Been in business at least one year, with a proven track record for safe and professional operation.

- Demonstrate an adequate budget and marketing plan that includes international tourism operators.

- Understand the roles played by receptive tour operators, tour operators, travel wholesalers, and retail travel agents and understand rack or retail pricing, agent commissions and wholesale net rates at each level.

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- Are willing to include receptive tour operators in your marketing and sales plan and provide contracted wholesale net rates to receptive tour operators.

- Provides detailed pricing and program information to tour operators and wholesalers at least one year in advance of selling season.

- Are prepared to set up billing arrangements with the tour operator, wholesale agency or receptive tour operator.

- Ensure they are able to accommodate and adapt to the needs of the market (e.g., tour bus access and parking, washroom facilities, maximum group size, group pricing, and frontline staff that speak the language of your target markets), If they plan to pursue group business.

- Carry adequate insurance (discuss this with your receptive operator as sometimes they can add suppliers to their existing policies at nominal cost).

- Provide support (free or reduced rates) for international media and travel trade familiarization tours.

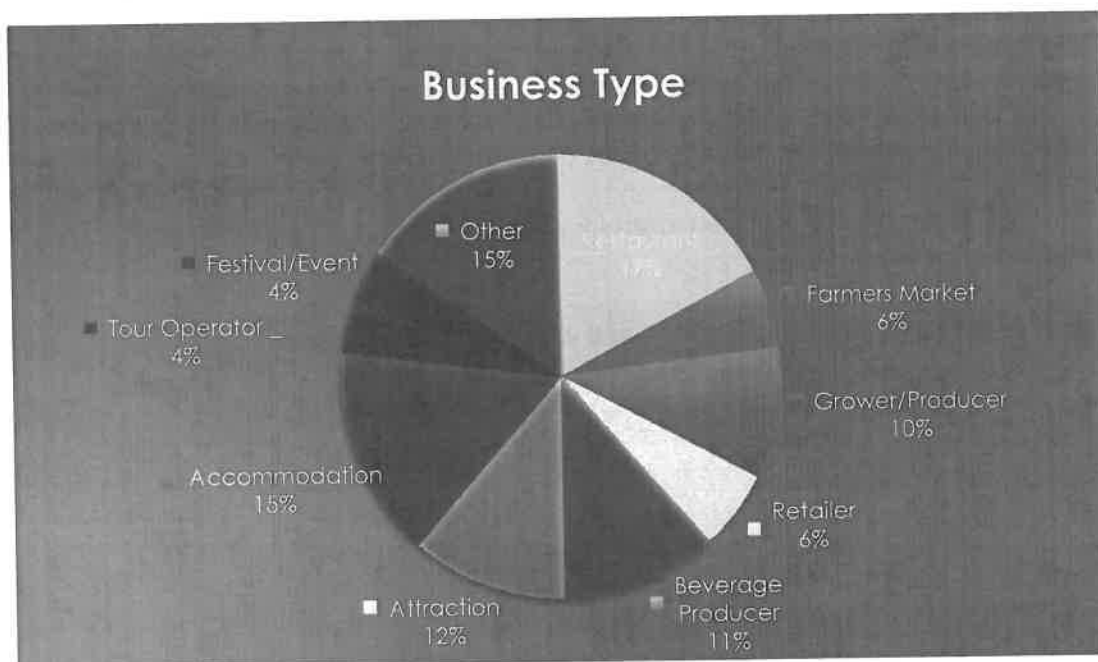- Offer currency exchange rates consistent with industry norms.

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Appendix 4: Survey Responses

Methodology

The stakeholder survey was conducted online using Google Forms between October 3- 16, 2022. OVTA staff invited culinary tourism stakeholders from across the region via email to complete the survey. The survey was completed by 37 people.

Responses

1. **What type of business do you own/operate/manage? Please select from the list below (all that apply):**

Business Type

- Other 15%
- Restaurant 17%
- Festival/Event 4%
- Farmers Market 6%
- Tour Operator 4%
- Grower/Producer 10%
- Accommodation 15%
- Retailer 6%
- Attraction 12%
- Beverage Producer 11%

2. **Are you currently involved in or aware of any food and drink groups, committees, or initiatives in the Ottawa Valley and region? If so, please name them below.**

   - No/Blank: 19
   - Ottawa Valley Food Co-operative: 9
   - Taste of the Valley: 4
   - Tap & Cork route: 2 Farm to Fork: 1
   - Ontario Indigenous Food Tourism Table: 11
   - OVTA: 1

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- Bonnechere Valley Tourism Development: 1

- Quebec-Croquez Outaouais: 1

- Farms Open: 1

- Other: 4

    - Farmers markets (Deep River Eganville)

    - Whitewater Inn

    - Cycle the Valley

    - Yes

3. **Do you currently partner with any local or regional businesses? (e.g. for events, products, food trails, food tourism experiences)**

   Yes (23)
   No/Blank (14)

   a. **If you answered yes, please describe your current partnerships:**

      - We have a farm store on site and bring in products from a number of other producers and artisans from around the valley.

      - Running the Petawawa Container Market we have food partners and food truck participants.

      - For Opeongo Nordic's annual loppet, we partner with Madawaska Coffee

      - Farms Open event

      - Local and Regional Beer, Liquor Wine Partners to put on member events

      - Bonnechere Caves

      - Tasting collaboration, food pairings

      - Providing food for an adventure enterprise

      - I use local producers of products that I sell at my store in tasting events and sampling events. I also pair with local restaurants and product producers to enhance product events Ie: the Petawawa Ramble Pork on a bun- J&E's Bored and Saucy provides the sauces.

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- Our shop features local farmers and makers. We have hosted markets for a wider range of makers as well. We also have been hosting Pop Up Art, curated by the Ottawa Valley Community Open Arts Studio, for the last four years.

- Participation as a tour stop for Open Farms and participant in Taste of the Valley and select Farmers markets

- Maven Catering, Whitewater Brewery, Laurentian Brew Kombucha and Perch Restaurant have all partnered with us for our annual WILDPATH farm to table dinner.

- We use other food producers products in our tasting room.

- Sell products wholesale to Grandmas Pantry, Calabogie Rustic, Fifth Chute, Ottawa Valley Coffee (Renfrew and Arnprior). Vendor with OVFC.

- I partner with Hedgview Farm Organics and Kasia's Gourmet Kitchen for Farm to Fork dinner events.

- Farmers' Markets in specific towns in RC

- Selling ice cream at Brewery Events and giving away dog treats from local business for customers with furry friends.

- La Vida Tours - Tours , Bee Savvy - pairing & tasting, local honey and maple syrup producers

- I work with a local Restaurant/caterer to do underground dining events at my establishment

- Tapis and Trails, Town of Petawawa, Town of Renfrew, Braeside McNab, Westmeath Rec Asssociation, Pembroke Regional Hospital, many more groups we do tastings for events. Some events are charity and some generates revenue.

- We partnered with other farm organizations and the County of Renfrew and a corporate sponsor (The Cooperators) to put on a one day open house event. So the public could visit farms (Farms Open)

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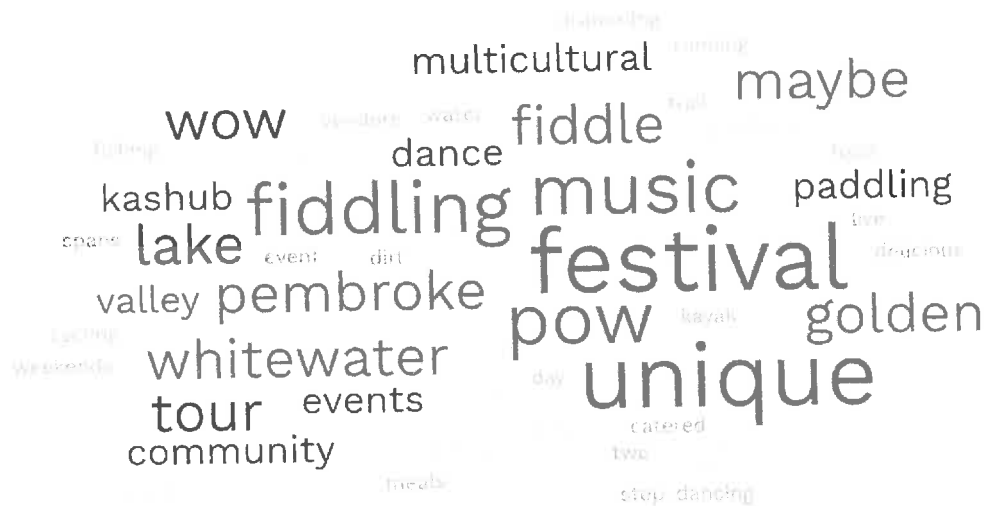4. **What three words would you use to describe tourism generally in the Ottawa Valley and region?**

Data consolidated and visualized using Word Cloud.

5. **What are three things that attract visitors to Ottawa Valley?**

Data consolidated and visualized using Word Cloud.

6. **Are there any food and drink experiences that are particularly unique to the Ottawa Valley? (Purged "No," "Unsure," and "Unaware")**

Data consolidated and visualized using Word Cloud.

7. **Are there any cultural experiences that are particularly unique to the Ottawa Valley?**

Data consolidated and visualized using Word Cloud.

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8. **What three words would you use to describe the food and drink scene in the Ottawa Valley?**

Data consolidated and visualized using Word Cloud.

9. **How important is local food and drink from the Ottawa Valley to your product and/or service offering?**

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10. **What, if any, challenges do you face with making local food and drink a part of your product and/or service offering? Please describe.**

- Hours of operation can sometimes be limited.
- Quality food at affordable rates
- This is what we do. 100% local for our farm store model. The one challenge is getting the product here. We have to do a lot of driving to other farms to pick up product.
- Lack of small food businesses participating in the RCDHU certification - Lack of food trucks and proper connections/power at event locations. Insurance fees for events that have alcohol service are expensive. Lack of staff from the businesses to support events outside of their operations.
- Distance from venue. Short hours/close early.
- We provide an online market for locally produced food and non-alcoholic drinks. Could always use more producers.
- Skilled Labour
- There are not enough high-quality options located in our area
- Costs, and distance between my food truck to other food producers
- Lack of variety of restaurants
- Availability, and consistency
- Alcohol regulations keep my business out of restaurants and resellers. The LCBO and AGCO make it hard for a small farm-based alcohol producers to reach target markets through unnecessary taxes and controls.
- Timing of production
- Many times producers are not fully ready to come to market. Products are made in home kitchens, labelling is not market ready.
- Cost, delivery, consistency of product.
- Substandard product from other producers and cost of the product
- The cost of buying local produce etc and incorporating that price into my prices. Ppl don't understand the cost of food, much less locally produced food.
- There aren't many options out this way. No breweries, not many makers or cool restaurants.
- Days Open/Closed Hours Open/Closed. Lack of cooking staff
- Regular supply, cost is sometimes prohibitive
- I'm not aware of any comprehensive list of restaurants that offer a unique, tourism worthy menu. Visitors are looking for cuisine and/or decor that is unique to the area.
- More offerings
- No challenge
- 1) Convenience - You have to be organized and place orders/pickups (not like a trip to grocery store). 2. Regulations - I would love to offer wild game (moose, venison, partridge), meats that would have been/are traditionally hunted here. We can't sell/serve meat not processed in an approved plant.
- Delivery costs and accessibility

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- We face challenges with increased prices from sourcing local high-quality product and making sure we aren't passing too much of that cost onto customers. We also struggle with the regulations that go along with creating our own products or using others.
- Exposure & marketing
- Consistent supply
- The time to implement ideas
- Price, availability, consistency
- Lack of Qualified staff, marketing expertise, cost, organizational capacity

11. **What <u>typical and/or seasonal</u> foods, beverages, dishes, and experiences do you think tourists should try when visiting the Ottawa Valley? (Please list them)**

- Wilno Tavern for traditional Polish fare. Seasonal beers at several local breweries. If camping and preparing their own food - Farmer's markets for fresh produce, meats, honey, seasonings etc. Venison is on some menus e.g. Madawaska Coffee has a great sandwich with venison - many folks hunt deer locally. Chelsea Buns from the Foodland and/or Freshmart in Eganville. And of course, Beaver Tails in Killaloe (they originated in Killaloe).
- Madawaska Coffee's maple latte, Wilno Tavern's perogies, any poutine from Charlie D's, Wes' Chips, fig scone from Fifth Chute Coffee, pizza from Neat Coffee & Music
- Fine dining, Greek, Swiss food
- I hate to say it but leverage Poutine - people love it. Farm-to-table meals - harvest experiences. I would love to see more culinary experiences where the attendees curate and create their own meals, under a chef's supervision/guidance, as part of the dining experience.
- Polish food, maple syrup
- Maple syrup based dishes, locally produced meats including bison, fresh produce of all kinds.
- Winter Food Carnival,
- Farm to fork local and fresh-international-authentic
- Craft breweries that offer food
- Maple syrup, Local craft beverages
- There's lots of grass-fed beef products are available in the region.
- Soups and stews wildlife
- In my immediate area of the Ottawa Valley- The Shed Petawawa, Dog House Brewing, Madawaska Coffee
- Wild game, grass fed beef, maple syrup, orchards, organic vegetables, raw honey, cider and wines, sourdough bread.
- maple in the spring, apples, squash and produce in fall, various meats year round
- Neat Café, Whitewater Brewery, The Nook, Little Things Canning, Sour Jo's,

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- Fish our waterways, foraged food
- Maple Crepes at Krave Bistro, Maple products, Craft Breweries, Wes Fries, Huglis Blueberries
- Local meats, produce, drinks, anything created in the area by the area.
- Spring- Maple syrup Summer- produce and ethically raised meat, Fall- apples, Winter- ice fishing
- Maple items (not just syrup - veggies and meats cooked with syrup), wild game.
- Mackie's! We bring the warmth of the West Indies to the heart of RC
- Taste of the Valley events
- Pumpkin Pie Ice Cream, The Sheds Donair, DogHouse Breweries selection of craft beer. It is difficult to pinpoint one unique "dish" that is unique to the Ottawa Valley, would be great if a collaboration allowed for more innovation.
- Maple Syrup. Local beer. Local cider. Whitewater rafting. Hiking (for example Oiseau Rock). Biking on rural roads and old rail right of ways. Skidoo tours.
- Fiddleheads, harvest vegetables, local meats/sausages no
- Taste of the Valley series of events,
- Crab apple cocktails such as the Crabby Lady or Stiff Apple Pie
- Pierogi, maple syrup, pies and tarts, Sausage Rolls, artisan foods, tourtiere, grass-fed beef, farm fresh eggs, fresh picked vegetables and blue berries

12. **Are you aware of any local businesses that are doing a particularly good job offering foods, beverages, dishes, or experiences that showcase the history, heritage, culture, and foodways of the Ottawa Valley? (Please list them below)**
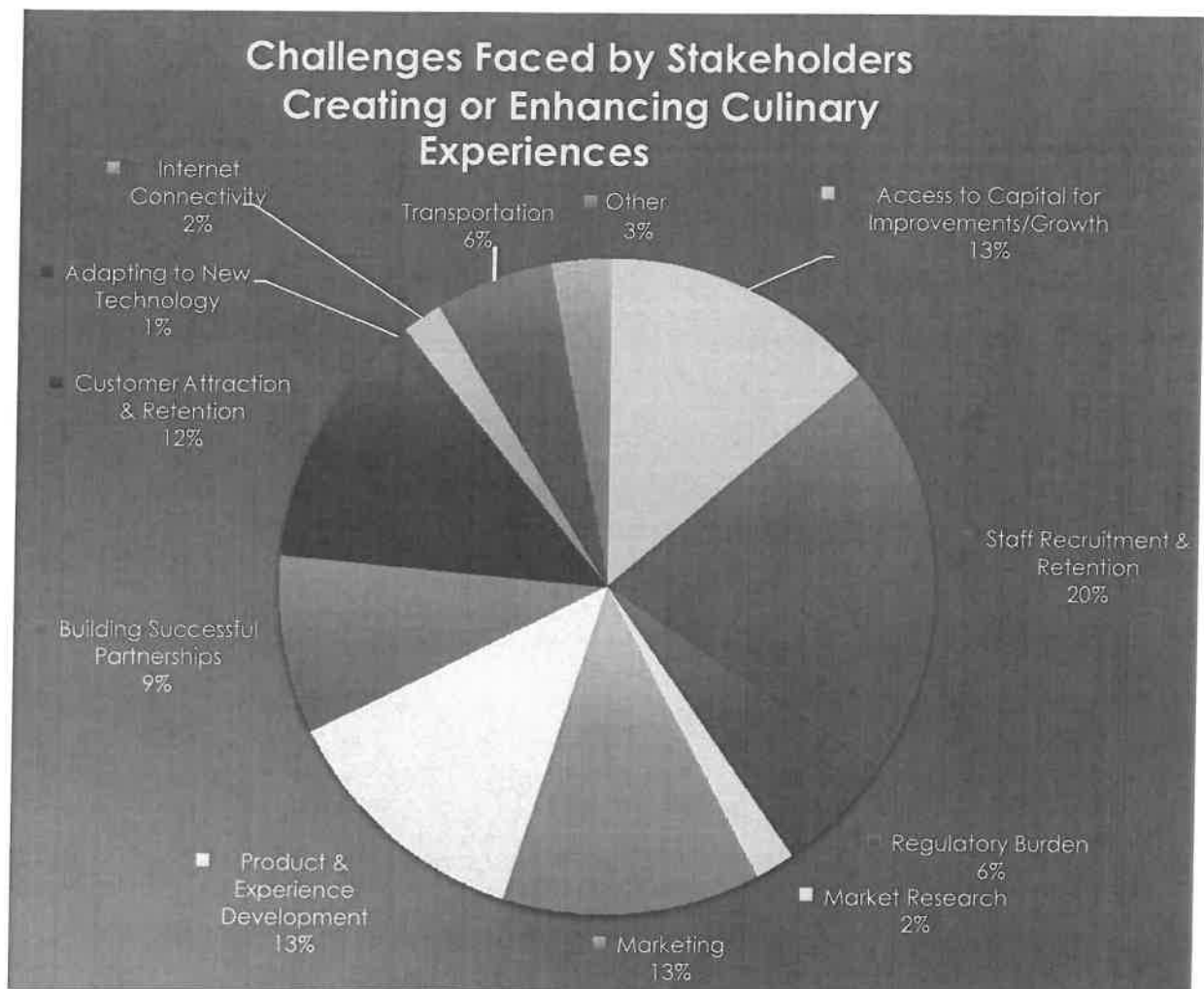
- Whitewater Brewing Company. Wilno Tavern. Madawaska Coffee. Fifth Chute Coffee. Calabogie Brewing Company. Charlie D's. The Shed. Neat Coffee Shop. The Nook Creperie. Hugli's Blueberry Ranch
- Wilno Tavern
- The Shed Petawawa upholds the Newfie traditional meals in their poutine offers - it's not just the food when you go there you get a feel like you are there. Dog House Brewing Company Ltd. is a nano brewery with military roots that are marketing that brand very well.
- Wilno Tavern, Balmoral, Whitewater Brewery, Madawaska Coffee (local artists)
- Ottawa Valley Coffee - Arnprior & Renfrew - On the Rocks Calabogie,
- Whitewater Inn-Beachburg. Whitewater Brewery-Cobden. On the Rocks- Calabogie
- Wilno Tavern.
- Ottawa Valley Farm to Fork. Paradisio Bees. Mighty Fine Bakehouse. Zach Loeks. Brooker's Cider. Heather's Hearth. Somewhere Inn. Fifth Chute (that's us!)

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- Not really except for a few clubs like Germania but the Oktoberfest is one day
- The small shops that sell local products.
- I'm not aware of any that are marketing local cuisine. a good start would be a marketing plan to showcase those who are, or have a local food festival to inspire operators
- Whitewater Inn
- Dog House Brewing Company, all labels celebrate Grn Petawawa
- Square Timber and Whitewater Brewery are doing a great job of their beers and menu pairings.
- Katia's Kitchen and Griffith Farms
- Dog House Brewery, The Shed, Madameek and Ottawa Valley Coffee
- Whitewater In in Beachburg
- Whitewater Brewery, The Courtyard Bistro, Pembroke
- There are several businesses offering culinary experiences but I am not sure they incorporate much Ottawa Valley culture and history. The Wilno Tavern incorporates both logging history and Polish settlement. But there is lots of untapped local heritage still to build upon.

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13. **For each of the below statements please indicate your level of agreement (1 = Strongly Disagree 5 = Strongly Agree):**
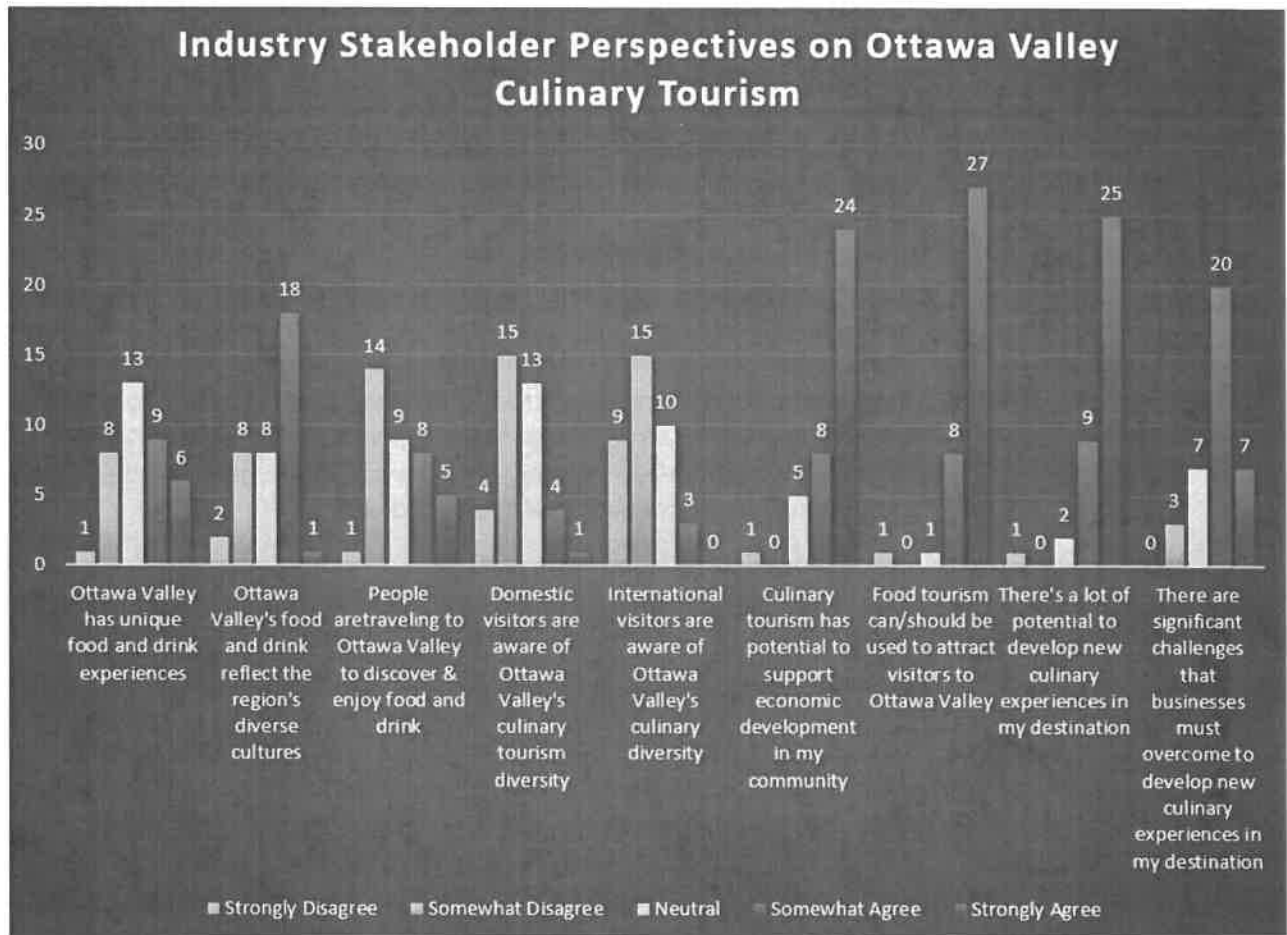
14. **What are the top 3 challenges you face in creating or enhancing a food and beverage experience as part of your business?**

Challenges Faced by Stakeholders Creating or Enhancing Culinary Experiences

- Internet Connectivity 2%
- Adapting to New Technology 1%
- Customer Attraction & Retention 12%
- Transportation 6%
- Other 3%
- Access to Capital for Improvements/Growth 13%
- Staff Recruitment & Retention 20%
- Building Successful Partnerships 9%
- Product & Experience Development 13%
- Marketing 13%
- Regulatory Burden 6%
- Market Research 2%

15. On a scale of 1 to 10 (with 1 being not interested at all and 10 being very interested) how interested are you in participating in the development of new food tourism products and/or experiences in the Ottawa Valley?

Stakeholder Interest in Participating in Future Culinary Tourism Development

16. Is there anything else you would like to share with us at this time? (Selected Comments)

- I would love to see more interactive food experiences where you harvest and curate your own meal. I would love to see more retro food experiences where communities come gather together. Church suppers and potluck style experiences so that you can discover and taste new meals and dishes and also meet and connect with people outside your circle.
- I think that the Ottawa Valley currently has a lot of little hidden gems throughout it. Marketing and expanding on some of those would be a really great initiative.
- Day visitors and cottagers/campers/overnight visitors need these types of activities and relish taking in the natural vibe on farms and in natural settings. Families look for these types of activities while on vacation.
- I would love to see collaboration and growth to create a vast, creative and colourful culinary experience in the Ottawa Valley. PBAN in Petawawa has done a fantastic job of uplifting entrepreneurs and highlighting local businesses, it would be great to grow this to include the whole Valley so that there can be a sense of cohesiveness and an experience that is spread across the entire Valley. To create a sense of whole would be

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super beneficial so that those supporting local businesses can feel like a part of something bigger when enjoying those connected within this network.

- We need a highlight list with a country road map of tasting & local food and B&B sites. We had visitor from Montreal renting a cottage in Calabogie but they had no idea of any local food experiences other than brewery restaurants. But now there are many on farms with stores, tours, and tastings to offer, even if it's just open on weekends. We also need to run some fun local food tasting contests and promote artisanal products perhaps by getting a celebrity to come and check them out.

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Appendix 5: Gap Analysis

Engagement with stakeholders evidenced a strong motivation to further develop culinary tourism. 86% of industry survey respondents noted that culinary tourism has the potential to support community economic development. Along the same vein, 94% agreed that culinary tourism can, and should, be used to attract visitors to the region. Yet, while 91% indicated that there's much potential to develop culinary tourism in the Ottawa Valley, surveys also suggested that there were significant barriers to fruitful development. In fact, 72% of respondents agreed that there were significant challenges that businesses needed to address in order to develop new culinary tourism experiences. Only 8% disagreed that such challenges existed.

Culinary tourism presents the Ottawa Valley with an exciting destination development opportunity, but only after challenges to that development are addressed. This gap analysis summarizes the weaknesses and challenges that have surfaced in our research, and that the region faces in its current culinary tourism product development. Preliminary recommendations identified here, were further refined and integrated into the strategic framework.

Food Identity

Current State: The Ottawa Valley has an opportunity to promote its distinct regional food identities. When survey respondents were asked if they knew of any food and drink experiences that are particularly unique to the Ottawa Valley, some answered in the negative. Others listed restaurants such as Whitewater Brewing and On the Rocks, while others still answered with variations of craft beer/breweries or maple syrup. Similarly, these are the 'typical or seasonal foods' most mentioned. Key informant interviews confirmed industry survey findings. Interviewees generally struggled to identify dishes or ingredients historically or culturally significant to the Ottawa Valley. Numerous respondents answered with restaurant names, while some outright stated that nothing came to mind. Most consensus was achieved on breweries, some of which produce beer that is popular well outside the Ottawa Valley region, as well as locally produced maple syrup. When asked explicitly whether the Ottawa Valley has unique food and drink experiences, nearly 25% responded in the negative (Strongly/Somewhat Disagree), 40% positive (Strongly/Somewhat Agree), and 30% chose Neutral. For the purposes of this analysis, we can even take "Neutral" as a negative response because, ideally, a food identity should resonate strongly enough with local entrepreneurs that they are aware of it. The vast majority of key informant interviews articulated that food is a secondary reason for tourists to visit Ottawa Valley, usually right behind sports and outdoor recreation.

Key Takeaway: While these restaurants are popular with locals and tourists alike, they alone do not provide distinctive regional food identities. Along the same vein, though Renfrew County has become known for its maple syrup and craft beer, what makes these unique is not discussed fully.

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Desired Outcome: Food identities (or tastes of place) that are distinctive to the Ottawa Valley, especially in the minds of locals and operators who create experiences around them for visitors.

Recommendation to Bridge Gap: Draw on immigrant and Indigenous histories and continued cultural importance to harness the Ottawa Valley's tastes of place.

Renfrew County has an extensive history of German and Polish migration. In Canadian immigration history, as newcomers settled in, their traditional foodways collided with the economic, cultural, social, and political realities of their new homes. New, often distinctive foodways were born of these collisions. Historically, pressure to assimilate was one of the strongest of these factors, owing to which newcomers had to adapt how they cooked traditional food to preserve memories of home. During the late twentieth century, national discourse shifted from assimilation to celebrations of multiculturalism, mostly tokenistic as it did not offer enough agency nor opportunities for stakeholders in those cultures to articulate their own cultural identities. Therefore, Renfrew County's strong, identifiable migration history offers an opportunity to more cohesively connect regional identity with the cultures of migrants. Such initiatives should always involve strong collaboration with cultural stakeholders (e.g. restaurateurs of German or Polish backgrounds serving their traditional cuisines), and should ideally be spearheaded by those stakeholders.

Alongside celebrating immigrant roots, any regional culinary identity should also celebrate the original, Indigenous inhabitants of the lands, in this case the Algonquins of Pikwakanagan. Without collaborating with, and incorporating the perspectives of First Nations stakeholders, the resulting culinary strategy risks providing consumers with an incomplete understanding of regional identity. Ideally, the ingredients that culinary entrepreneurs use to showcase their foodways are sourced locally. Continued emphasis on locally sourced ingredients, including from Indigenous producers, will intensify the product's taste of place while ensuring that dollars stay in Renfrew County to further benefit local stakeholders. Lastly, bridging the gap should not be limited to a focus on culinary. As a subset of cultural tourism, culinary tourism celebrates cultural identity more broadly. Thus, any initiative hoping to conceptualize a regional culinary identity should do so in the context of culture. For example, a festival celebrating German identity can include purveyors of food, as well as musicians and artisans of that ethnic group.

Consumer Awareness of the Ottawa Valley Foodscape

Current State: Consumers are not adequately aware of the Ottawa Valley's culinary tourism products.

When prompted with the statement "People are traveling to Ottawa Valley to discover & enjoy food and drink, only 35% of stakeholders surveyed agreed, while 40% disagreed. For the prompt "Domestic visitors are aware of the Ottawa Valley's culinary tourism diversity, 13% of industry stakeholders agreed, while over 50% responded in the negative. 64% of respondents agreed that international visitors were unaware of the region's culinary diversity; only 8% believed that international tourists knew of it. The above, alongside the fact that most key informants identified

food as a secondary reason for tourists to visit the Ottawa Valley, suggests tourists may be unaware of opportunities for unique culinary experiences in the region.

Desired Outcome: Increase consumer awareness of the Ottawa Valley's culinary tourism product.

Recommendation to Bridge Gap (1): After conceptualizing a strengthened regional food identity around the above recommendation, equip operators with marketing and advertising resources (knowledge and funding).

When asked about the biggest challenges operators face when attracting visitors to their businesses, culinary stakeholders identified marketing and advertising as a significant issue. Some entrepreneurs articulated that they do not necessarily have the budgets nor skill sets to pursue marketing and advertising efficiently. 15% of survey respondents identified "Marketing" or "Market Research" as one of their top 3 challenges to creating or enhancing their culinary experiences. Others highlighted local resistance to change (i.e. embracing tourism) as a cultural barrier that deterred producers from learning how to add value to their culinary products. For example, one stakeholder stated that better educational strategies are needed to show local producers how to market their food products in the "modern age" so that they can relate to the desires of contemporary culinary tourists.

The above challenges are an opportunity for DMOs to equip industry stakeholders with the knowledge needed to reframe their products in value-added terms, especially in ways that reflect current touristic demands for food that is locally and/or ethically sourced, organic, reflects taste of place, or a combination of these. New culinary businesses, or those that are culinary secondarily and looking to expand into that sector, will benefit from these resources, be they group workshops or individual coaching sessions.

Various culinary stakeholders spoke to a lack of funding opportunities relevant to them. For example, the general manager for an attraction featuring a restaurant in Renfrew noted during an interview that they want to grow the culinary side of their experience but simply do not have the advertising and marketing budgets to do so, additionally noting that there were not a lot of government grants for culinary specifically. Given the appropriate financial resources, such businesses would be better equipped to market and thus expand their culinary offerings.

Recommendation to Bridge Gap (2): More concerted efforts by municipalities, townships, and DMOs to market the Ottawa Valley's culinary experiences to potential tourists from key target markets.

By supporting businesses along the culinary tourism value chains through marketing efforts that focus on food and drink specifically, DMOs can maximize the return on any resources (monetary or otherwise) invested in those businesses.

Culinary stakeholders articulated their strongest current geographic markets, towards whom DMOs can focus their marketing efforts, especially pertaining to the region's food and drink offerings:

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- Domestic
  - Ottawa and its surroundings, which attract a lot of day-trippers.
  - Renfrew County, because there is a strong support locally for inter-county travel and small businesses.
  - Mixed responses for Toronto/GTA depending on the business, but it was a key market for some like high-end accommodations.
  - Eastern Ontario more generally.
  - Quebec (especially Montreal).
  - Out of province visitors (barring Quebec) were generally rare.
- International tourists, where they were significant, were mostly from the United States and Europe. For some businesses, international visitors made up a large contingent of the clientele.
  - An upscale accommodation noted that around 30% of their autumn visitors were from Europe (Germany, Belgium, Netherlands), a figure that dropped to 10% during the summer months.
  - A sporting attraction reported 15% international visitors throughout any given year (10% from Europe and to a lesser extent Asia and Oceania; 5% American), while another outdoor recreation company reported 35% international visitors (20% from the United States, 15% other).

Recommendation to Bridge Gap (3): Training and resources to improve the perceived market readiness of businesses along the culinary value chain across the region, with an equity-centered approach addressing disparities in product strength between different municipalities and townships.

According to analysis of the asset inventory, half of the culinary businesses rated 5 for perceived market readiness are found in or around Foresters Falls. Businesses rated highly for this criteria are generally lacking in western Renfrew County (none in Eganville, Golden Lake, Madawaska, Barry's Bay, Pembroke, and Petawawa). Additionally, some of the most important tourist centers in the Ottawa Valley are lacking culinary businesses rated highly (4 or 5) for perceived market readiness. Arnprior, Renfrew, and Eganville each have only one such business, whereas the rest of their businesses are rated 2-3. Of the nearly 20 businesses in Pembroke, only 2 are rated highly in terms of market readiness.

In addition to data from the asset inventory, various interviewees also implied a lack of high-market-ready choices for tourists. This was true of restaurants. In fact, a well-reputed restaurateur stated that they had trouble recommending other eateries that their out-of-town customers could visit because they were uncertain that their customers would enjoy the resulting experience. While delectable culinary experiences exist across the region, for culinary tourists seeking to sample the best of the Ottawa Valley, traveling between well-reputed restaurants that are far apart would be inconvenient. This also limits who will visit Renfrew County to those who have private vehicles. This was also true of accommodations. Stakeholders testified that tourists to the region were extremely limited in accommodation choice, especially with the lack of hotels in smaller towns. Where hotels did exist, many were in various states of disarray, further limiting choice. According to Ontario-based market segmentation research, those who are likely

to identify as foodies prefer hotels for their accommodations (48.2%). By contrast, the types of accommodations that make up much of Renfrew County's inventory - bed and breakfasts, campsites, and cottages - did not fare as well at 11.7%, 14.5%, and 21.8% respectively. The lack of appealing hotels can therefore reduce the Ottawa Valley's appeal to foodies.

Targeting the weaknesses of businesses along the culinary tourism value chain with low-medium perceived market readiness using individually tailored training and resources will fill existing disparities between localities in the region, resulting in exceptional value for tourists no matter which part of the Ottawa Valley they visit. The Ottawa Valley will benefit from an increasingly positive perception of its culinary tourism offerings, which will improve its brand image more broadly.

Infrastructure & Amenities

Current State: Stakeholders interviewed and surveyed articulated a need to build or upgrade infrastructure/amenities that tourists demand, most importantly hotels, public washrooms, and mobile and internet service. Visualized, the asset inventory confirms that high quality accommodations are lacking in parts of the region frequented by tourists.

Desired Outcome: A network of infrastructure and amenities that meets the needs of tourists visiting the Ottawa Valley.

Recommendation to Bridge Gap: Short of improving the quality and number of hotels and public washrooms, alongside internet and mobile connectivity, there is an opportunity to market the Ottawa Valley to tourists who do not necessarily demand these things. Certain types of tourists can travel without some or even all of the above.

"Disconnected" tourists are the most extreme example of travelers who reject many of the above amenities. This type of tourism is a growing subset that champions disconnecting from everyday life while traveling. The process inherently involves little to no use of mobile phones and internet, while also avoiding chain hotels. A disconnected tourist may instead opt to sleep in a lodge, or at a campsite. The group "disconnected tourists" does not necessarily exclude food tourists. Both groups overlap in their appreciation for adventurous living that sets a vacation apart from daily life. Culinary tourism can easily appeal to disconnected travelers when it is marketed as an adventurous means to connect back to one's roots. One example of this would be an Ottawa River fishing expedition in which a tourist spends days onboard a charter without their technological devices, sustaining himself using the river's bountiful resources.

"Day-trippers" visit destinations for a day and return to their homes by night. They therefore represent a market for destinations without a large variety of hotels to target. Day-trippers can be foodies. For example, many interviewees described Ottawa residents who traveled to Renfrew County during the day to eat at their favorite restaurants, or shop for produce, returning after a few hours. Thus, promoting short culinary activities and experiences to nearby source markets (Ottawa, Kingston, and even within Renfrew County) can attract foodie or food-

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centered day-trippers. Nevertheless, this is by no means an ideal solution given that overnight tourists typically spend much more money at destinations than their day-tripper counterparts. Focusing exclusively on day-trippers would pose an issue in its own right. For that reason, this recommendation should only be incorporated in tandem with others with the goal of balancing day-trippers and overnight guests.

"Active-self organized" tourists do not necessarily require the comfort of amenities. They may even bring their own accommodations (campers and motorhomes), eliminating the need for hotels and public washrooms. However, they may need consistent mobile and internet connectivity to navigate. Therefore, any strategy seeking to attract active, self-organized tourists would also aim for install reliable coverage throughout the region.

"Adventurers" who seek the appeal of the wilderness close to the city. This group has more diverse motivations than disconnected tourists and includes mountain-bikers, kayakers, canoers, fisherman, hunters, hikers, snowmobilers, cross-country skiers, campers, etc. While they are not necessarily disconnected tourists, disconnecting from the city may be a part of the appeal for them. Depending on the nature of their activity, they may not expect certain amenities. For example, hikers, campers, and hunters may not require hotels, whereas kayakers, canoers, snowmobilers, and skiers probably would. It is also likely that none would expect reliable mobile and internet coverage while in the wilderness, though some may after the conclusion of daily activities (for example, skiers would expect WiFi at their lodge). Travelers who are recreationally adventurous may also be interested in adventurous culinary experiences - those that they would not encounter at home. Therefore, some of these travelers will identify as foodies or food-centered consumers. Furthermore, those interested in outdoor recreation tend to have a broader interest in healthy living, of which food is an important part that can be used to draw in this market segment.

"Cottagers" became a key market during the COVID-19 Pandemic because many urbanites moved to their rural properties to bring variety to their daily lives through a change of scenery. Cottagers would not need hotels or public washrooms, but depending on their motivations they may demand internet and mobile coverage. For example, 40-65 professionals who work from home and come to their cottages for a change of scenery would require strong internet and mobile connection for their remote jobs. Marketing the Ottawa Valley to cottage-owners would increase the number of people reliably generating local spending year-over-year. Couples who may be looking for 'cute' day-tripping ideas.

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COUNTY OF RENFREW

BY-LAW NUMBER

A BY-LAW TO AUTHORIZE THE WARDEN AND CLERK TO ENTER INTO A FORMAL AGREEMENT WITH THE CITY OF PEMBROKE AND THE OTTAWA VALLEY TOURIST ASSOCIATION WITH RESPECT TO ONGOING FINANCIAL AND PROGRAM PARTICIPATION IN A DESTINATION MARKETING ORGANIZATION (DMO) FOR A FIVE-YEAR TERM COMMENCING ON JANUARY 1, 2023

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

AND WHEREAS the importance and need for a concerted, coordinated tourism marketing, promotion and development function in the Ottawa Valley, including the City of Pembroke and the County of Renfrew, is recognized;

AND WHEREAS all parties agree that on-going financial participation and support provided by all parties, the Ottawa Valley Tourist Association (OVTA) representing tourism industry members, the City of Pembroke and the County of Renfrew, should be provided on an equitable basis amongst the parties;

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

1.   THAT the Council of the County of Renfrew approve entering into an agreement with the Council of the Corporation of the City of Pembroke and the Ottawa Valley Tourist Association with respect to tourism promotion and development, attached hereto as Schedule "I".

2.   THAT the Warden and Clerk are hereby authorized to sign and seal all things, papers and documents necessary or incidental to the execution of the By-law.

3.   THAT this By-law shall come into force and take effect upon the passing thereof.

4.   THAT By-law 32-18 is hereby repealed.

READ a first time this 26th day of April 2023.

READ a second time this 26th day of April 2023.

Read a third time and finally passed this 26th day of April 2023.

_____   _____
PETER EMON, WARDEN   CRAIG KELLEY, CLERK

SERVICE AGREEMENT
2023 - 2027

Ottawa Valley

Pembroke
the heart of the ottawa valley

THIS AGREEMENT made in triplicate this _____day of _____, 2023

BETWEEN

THE CORPORATION OF THE COUNTY OF RENFREW, as represented by the Warden and the CAO/Clerk thereof:
(Hereinafter referred to as the County)

OF THE FIRST PART;

AND

THE CORPORATION OF THE CITY OF PEMBROKE, as represented by the Mayor and the CAO thereof;
(Hereinafter referred to as the City)

OF THE SECOND PART;

AND

THE OTTAWA VALLEY TOURIST ASSOCIATION, as represented by the Chair of the Association,
(Hereinafter referred to as the OVTA)

OF THE THIRD PART.

This agreement recognizes the importance and need for a concerted, coordinated tourism promotion and development function on a County of Renfrew-City of Pembroke basis.

Notwithstanding the existence of individual municipal tourism related activities, this Agreement seeks to set out in detail a specific set of tourism promotion and development programs which will represent the basis for an ongoing financial participation by the County of Renfrew and the City of Pembroke towards a regional tourism program.

This strategic alliance will leverage community, private and public sector resources to achieve tourism promotion and development. It will provide sustainable long-term financial resources toward this important economic development activity.

The vehicle for associated actions and programs shall be the Ottawa Valley Tourist Association (OVTA).

NOW THEREFORE THE PARTIES HERETO AGREE AS FOLLOWS:

1. The following programs will be undertaken by County of Renfrew tourism staff in conjunction with the OVTA and financed jointly by the private sector, the County of Renfrew and City of Pembroke:

    a) Develop an overall tourism promotion and development strategy, which incorporates the interests of the County and the City and increases visitation to the Ottawa Valley through marketing.

    b) Maintain a tourism display booth for promotional purposes and promote County-City tourism assets at promotional trade shows and similar events beyond the borders of the County-City aimed at the leisure travel market. The City shall be given the opportunity to be represented at any consumer shows attended by the OVTA at no cost to the City, other than usual travel and accommodation expenses. It is understood that established OVTA procedures regarding participation of members at such shows would be adhered to.

    c) Produce and/or commission ads for placement in appropriate marketing channels to position the Ottawa Valley as a four-season tourist destination.

    d) Continue to develop the OVTA website and social media as online tourism promotional channels and maintain a link on the home page of the OVTA website to all OVTA member municipalities within Renfrew County, including the City of Pembroke.

    e) Continue to actively pursue editorial promotion of the County-City through contact with key media and the hosting of familiarization tours, which benefit the region, including the City of Pembroke. At least one familiarization tour per year shall be based in or includes the City of Pembroke.

    The OVTA shall share with the City of Pembroke copies of digital assets (photos & video b-roll) collected by the OVTA for tourism marketing and promotional purposes. The City of Pembroke shall be provided with the opportunity to collaborate with the OVTA on digital asset acquisition initiatives. Such initiatives may be subject to a financial or in-kind contribution by the City of Pembroke.

    f) Identify potential provincial and/or federal funding programs and pursue approved applications in support of regional tourism promotion and development goals in collaboration with County of Renfrew Economic Development, organizations and municipalities of the tourism industry.

2

g) Produce and distribute the Ottawa Valley Road Map or primary marketing tool to select target markets.

h) Undertake additional assignments as a result of suggestions and recommendations of the OVTA Board of Directors, the City of Pembroke Planning and Development Committee and the County of Renfrew's Development and Property Committee. Support to the City of Pembroke for the promotion of special events will be provided when and if required.

2.   Any business located within the geographic boundary of the City of Pembroke is eligible to become a member of the OVTA providing they meet the membership criteria and pay the annual dues established by the OVTA Board of Directors. Each member shall be provided with one complimentary directory listing on the OVTA website.

Non-profit cultural heritage tourism attractions, including the Upper Ottawa Valley Heritage Centre, Hydro Electric Museum, Royal Canadian Legion Branch 72 Museum, 42nd Field Regimental Museum and the Pembroke Heritage Murals shall be exempt from paying annual membership dues and provided with one complimentary directory listing on the OVTA website.

3.   The OVTA Board of Directors will approve an annual marketing plan and establish a budget developed within the timelines of the City of Pembroke and County of Renfrew planning and budget development process. The budget shall be presented to the County's Development and Property Committee and the City's Planning and Development Committee for input and review and consolidation into the County's Development and Property Committee budget prior to final approval by County Council.

4.   The County shall provide the following financial and administrative supports to the OVTA:

a) Provide office space and access to common boardrooms, reception and storage area totaling approximately 1,060 square feet as well as utilities.

b) Provide telephone, fax, photocopy, postage machines and IT support.

c) Direct County of Renfrew tourism staff to support tourism marketing initiatives. The core tourism staff presently consists of three full-time County of Renfrew employees supervised by the Manager of Economic Development. The County shall be fully responsible for their salaries and benefits and these persons shall remain employees of the County at all times. The level of staffing may be changed at the sole discretion of the County.

d) Based on the OVTA draft budget, the County will provide annual financial support towards salaries and benefits for tourism staff and to directly support tourism marketing initiatives. In 2023, that amount will be $290,275 and this contribution will be adjusted annually at the same rate as the County's budget.

5. The City of Pembroke shall contribute to the OVTA an annual amount based on the prior year's weighted assessment calculated on an annual basis. In 2023, that amount shall be $32,253. This contribution is to be paid directly to the OVTA, quarterly, beginning in January of each year of this agreement.

In recognition of the City's financial contribution, a position on the OVTA's Board of Directors shall be made available to an elected or appointed representative of the City to be appointed by City Council. In addition, one City staff member shall also be welcome on the OVTA Board of Directors, in a non-voting position. It is agreed upon that should the City Council appointed seat be vacant, the City staff representative on the board assume shall voting rights on behalf of the City.

6. The County of Renfrew's Manager of Economic Development shall oversee staff, attend all OVTA Board meetings, coordinate financial reporting, hiring and recruiting, and coordinate reporting to the County's Development and Property Committee and the City's Planning and Development Committee.

7. Tourism staff report to the County of Renfrew's Development and Property Committee through the Manager of Economic Development and Director of Development and Property. The City of Pembroke Planning and Development Committee and OVTA Board representatives, will report to City Council and appropriate committees when required. An annual report shall provide the City of Pembroke's Planning and Development Committee.

8. The OVTA shall maintain a close working relationship with the Ontario's Highlands Tourism Organization (OHTO) to ensure optimal benefit to County of Renfrew municipalities, City of Pembroke and organizing tourism industry.

9. The signing officers for the OVTA shall be the County's Director of Development and Property, Manager of Economic Development and the Chair of the OVTA. The signature of two of these three persons shall be required for all financial transactions.

10. This Agreement shall be for a term of 5 years commencing on January 1, 2023. The Agreement may be terminated by any of the parties upon 6 months' written notice.

IN WITNESS WHEREOF this Agreement has been executed on behalf of the County of Renfrew by the Warden and Clerk, on behalf of the City of Pembroke by the Mayor and Clerk, and on behalf of the Ottawa Valley Tourist Association by its Board Chair.

SIGNED, SEALED & DELIVERED)
)
)
This ____day of _____, 2023)

At the City of Pembroke)
Province of Ontario)

This ____day of _____, 2023)

At the City of Pembroke)
Province of Ontario)

This ____day of _____, 2023)

THE CORPORATION OF THE
COUNTY OF RENFREW

Per_____Warden
    Peter Emon

Per _____CAO/Clerk
    Craig Kelley

THE CORPORATION OF THE
CITY OF PEMBROKE

Per _____Mayor
    Ron Gervais

Per _____CAO
    Dave Unrau

THE OTTAWA VALLEY TOURIST
ASSOCIATION

Per _____Chair
    Chris Melmoth

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ENTERPRISE RENFREW COUNTY REPORT
Prepared by: Melissa Marquardt, Manager of Economic Development
Prepared for: Development and Property Committee
April 11, 2023

INFORMATION

1. **CORE Business Consultations and Services Year-End Report**

   The following data details Enterprise Renfrew County's (ERC) consultation and outreach efforts from April 1, 2022 – March 31, 2023.

Core Activity (on-going)	Year-to-Date	Annual Target
General business inquiries	899	750
Business consultations	331	175
New business registrations	41	20
New jobs created	50	25
French Language Grant (Special Project)	**Project Results**	**Project Target**
Virtual Workshop Number/Attendance	4/38	4/30
Business Consultations	1	5
Networking Event Attendance	27	20
Francophone Inquiries	20	15
Francophone Entrepreneur Award (Marie-Josée Lévesque, Owner of Bumpy Roads Studio)	1	1
Starter Company Plus Program (complete)	**Results**	**Target**
New business registrations	13	15
Businesses expanded	15	6
New jobs created (FT and PT)	47	20
Value of investment leveraged	$268,320	$112,000
Summer Company Program (complete)	**Results**	**Target**
New youth business registrations	4	5
Jobs created	5	5
Total Grants Awarded for Starter Company Plus and Summer Company Programs	$75,000	
Workshops and Outreach		
Workshops and CORE Training Delivery	20 (virtual and in-person) Total attendance: 362	
Direct outreach to promote programs and services to municipal offices, libraries, partner organizations, schools, events, etc.	7 Events Attended / 468 Attendees	
Referrals to supporting internal and external partner organizations, governments and agencies	343	

The following is a breakdown of the annual business consultations by municipality:

Municipality	# Consults	% Total Consults
Admaston/Bromley	8	2.42%
Algonquins of Pikwakanagan First Nation	4	1.21%
Arnprior	38	11.48%
Bonnechere Valley	17	5.14%
Brudenell, Lyndoch and Raglan	3	0.90%
Deep River	12	3.63%
Greater Madawaska	9	2.72%
Head, Clara and Maria	3	0.90%
Horton	13	3.93%
Killaloe, Hagarty and Richards	8	2.42%
Laurentian Hills	4	1.21%
Laurentian Valley	4	1.21%
Madawaska Valley	8	2.42%
McNab/Braeside	9	2.72%
North Algona Wilberforce	8	2.42%
Pembroke	81	24.47%
Petawawa	34	10.27%
Renfrew	44	13.29%
Whitewater Region	14	4.23%
Outside of Renfrew County	7	2.11%
Undecided	3	0.90%
TOTAL	**331**	**100.00%**

FORESTRY REPORT
Prepared by: Lacey Rose, County Forester
Prepared for: Development and Property Committee
April 11, 2023

INFORMATION

1. **Forest Stewardship Council Standard**

    Staff has spent time reviewing and providing feedback on an updated certification Forest Stewardship Council® (FSC®) standard that is set to come into effect sometime this year. The Renfrew County Forest (RCF) has been FSC® certified since 2009, which means our forest management practices adhere to regional standards and are audited annually by an independent third party. There are some major changes to the updated standards that will result in significantly increased administrative workload. Concerns were expressed at multiple consultation stages since 2016 but issues remain in the final draft.

    Staff are evaluating and encouraging other certification options through our group certification holder in the case that the new FSC® standard is no longer feasible for a forest of our scale. As stated in our 2017-2026 Forest Management Plan, if certification becomes uneconomical, administratively prohibitive or otherwise no longer appropriate, a system will be put in place for activities on RCF to be periodically audited by an impartial, third party for sustainable forestry practices. More information will be provided to Committee as it becomes available.

2. **Community Outreach**

    Community outreach during the month of March included:

    a) Delivering a speech at a breakfast for volunteers from the Bernadette McCann House for International Women's Day on March 9.
    b) Attending the monthly board meeting of the Shaw Woods Outdoor Education Committee (SWOEC) with Chair Brose as an advisor on March 23. Items of note included:
        –   An Easter Egg Hunt, with face-painting and a storybook walk, hosted by the North Algona Wilberforce Township at Shaw Woods was held on April 8 from 1:00 p.m. to 3:00 p.m.
        –   Co-Chair of the SWOEC board presented to the Renfrew County Road Supervisors Association.
        –   As a response to on-going issues of dogs being off-leash onsite, increased signage and outreach has been implemented.
        –   A new parking lot for overflow parking was added late last year and has been beneficial in reducing "side-of-the-road" parking.

- Education programs are in very high demand with most days booked for the remainder of the school year.

c) Speaking to a grade 9 class at MacKenzie Community School about forestry in Renfrew County and careers in forestry on March 30.

d) Communicating with Whitewater Heritage Society who have expressed an interest in trail improvement and promotion at Beachburg Tract.

3. **Forests Ontario**

Attached as Appendix FOR-I is correspondence from Rob Keen, CEO of Forests Ontario thanking Warden Emon for his assistance with the article "Past tree plantings lead to current success in the Ottawa Valley as concerns grow for forestry's future" in the Fall magazine of Our Forest. Forests Ontario is hosting a series of town halls and landowner workshops to discuss the benefits of tree planting, of which the first event will be taking place on Earth Day, April 22, 2022, at the Horton Community Centre from 9:00 a.m. – 1:00 p.m.

4. **County Forest Tracts Harvesting**

Since last month, harvest and hauling have wrapped up at Beachburg and Pershick Tracts. Harvest also occurred at Crow's Nest Tract but hauling will not take place until after the spring melt/half loads. Total invoiced revenue to date for 2023 is $180,104.62.

5. **Recruitment**

The recruitment and interview process for a Forestry Technician is currently underway, as approved in the 2023 budget.

6. **Carbon Offset Credits**

Staff has investigated the potential of deriving carbon offset credits from Renfrew County Forest. Staff will overview a presentation at Committee. Due to confidential information about pricing and model outputs, the presentation will move to closed part way though.

FORESTS ONTARIO

15 Maple Ave Unit #103
Barrie, ON L4N 2N6

www.forestsontario.ca

Friday March 31, 2023

Warden Peter Emon, County of Renfrew
9 International Drive
Pembroke, Ontario
K8A 6W5

RE: Invitation to Tree Planting Town Hall and Landowner Workshop in Renfrew, Ontario

Dear Peter:

Thanks so much for taking the time to help us with our recent story in *Our Forest* magazine regarding the importance of the forest sector to the Ottawa Valley. Your support and expertise are greatly appreciated and it is always a pleasure to talk to you or put you in touch with our dedicated staff members.

As part of our ongoing efforts to ensure the long-term sustainability of Ontario's forests and support local forest sector businesses, we are hosting a series of town halls and landowner workshops. Our goal with these in-person events is to connect with landowners and discuss the benefits of tree planting on their property and in their communities, as well as share information on the benefits of sustainable forestry practices. The first of these events takes place on Earth Day, April 22, in the Ottawa Valley and we would love for you to attend as either a guest or a speaker. The event details are as follows:

> **Date: Saturday, April 22, 2023**
> **Time: 9:00 a.m. – 1:00 p.m.**
> **Location: Horton Community Centre**
> **Address: 1005 Castleford Rd, Renfrew, Ontario, K7V 3Z8**

We will also be extending an invitation to local government officials including Minister Graydon Smith and MPP John Yakabuski, mill owners, and members of the media. If you have any questions or if there is anyone you'd like us to invite, please don't hesitate to let me know.

All the best,

Rob Keen, RPF
CEO, Forests Ontario

The Voice for our Forests

REAL ESTATE DIVISION REPORT
Prepared by: Kevin Raddatz, Manager of Real Estate
Prepared for: Development and Property Committee
April 11, 2023

INFORMATION

1. **Real Estate – 2023 Capital and Capital Under Threshold Projects**

    Attached as Appendix RE-I is a summary report of capital and capital under threshold projects approved in the 2023 budget.

Real Estate - 2023 Capital Projects

Location	Work Description	Status			Comments
		Budget	Quote	Status	
County Admin Building	Generator Transfer Switch	$33,000			Schedule for Q3
	Barrier Free Doors (EFA grant)	$59,385			Carry-over 2022 , schedule for Q3
Renfrew County Place	HVAC - Replacement/upgrade	$220,000		In Design - Tender in May	Carry-over 2022
	Paramedic Parking Shelter	$425,000		In Design - Tender in April	Carry-over 2022
	Parking Lot - Paving	$50,000			Carry-over 2022 , schedule for Q4
	Flat Roof Replacement	$341,000		In Design - Tender in May	
80 McGonigal					
Paramedic Bases	Arnprior - Asphalt/concrete curbs	$10,000			Schedule for Q4
	Petawawa - Asphalt/concrete curbs	$20,000			Schedule for Q3
	Petawawa - Refurbish concrete floor	$17,600			Schedule for Q3
OPP	Parking Lot - geotechnical investigation	$16,500			Schedule for Q2

PLANNING DIVISION REPORT
Prepared by: Bruce Howarth, MCIP, RPP, Manager of Planning Services
Prepared for: Development and Property Committee
April 11, 2023

INFORMATION

1. **Marshall's Bay Meadows Update**

    Phase 3 and 4a of the Marshall's Bay Meadows was issued final approval this month. This final approval will result in a total of 128 new dwellings including:

    - 39 Single Detached Units
    - 32 Semi-Detached Units
    - 57 Multiple attached units

2. **ZenCity – Chippawa Shores**

    Lindsey Bennett-Farquhar, Senior Planner, will provide an overview of the recently submitted Chippawa Shores plan of subdivision and a demonstration on how the newly acquired software "ZenCity" can assist with public engagements for plan of subdivision applications.

Carbon Offset Potential
for the
Renfrew County Forest

Development & Property Committee

April 11, 2023

Lacey Rose, RPF

1

Background

August 10, 2021 D&P Recommendation

THAT the Development and Property Committee recommend that staff review the potential of carbon developments for County of Renfrew owned forests and provide their findings to Committee at a future meeting.

2

What are Carbon Offset Programs?

- A carbon offset is a credit for greenhouse gas (CO_2) reductions achieved by one party that can be purchased and used to compensate (offset) the emissions of another party.
- New and still developing.
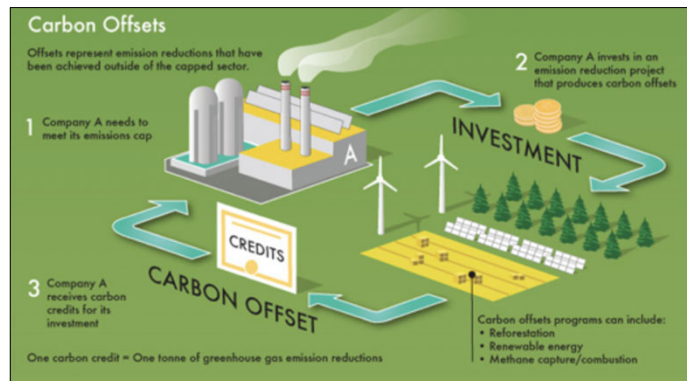
Offset Programs

- Voluntary Offsets:
  - Program already exists
  - Shorter time commitment and more flexible requirements
  - Not regulated by government
  - Buyers include large corporations with retail-facing business providing option or promotion of carbon neutrality, e.g. airlines, oil, car manufacturers
  - It works by letting emitters (including individuals, governments or businesses) fund and take credit for greenhouse gas reductions from a different project or activity elsewhere.
  - Projects can generate credits for up to **40 years**, with no requirement to monitor the forest after this.

Offset Programs

- Compliance Market Offsets:
    - Still non-existent in Ontario. "Environment Canada has stated its intention to prioritize the development of an IFM protocol for the federal offset system and is likely to release a draft in the fall of 2022". There has been a similar statement since 2017.
    - Government regulated, popular in Quebec and California.
    - Highest carbon pricing and "dependable demand".
    - Required to report and verify carbon stocks for **100 years** following the crediting period.
    - After 20 years, a new baseline is established for continued credit generation of up to 100 years.

5

How does this apply to Renfrew County Forest?

- Private forest areas can qualify as and sell offset credits as an Improved Forest Management project
    - Committing to sequester **more CO2 than they would otherwise** by and improving maintaining sustainable forest management practices over the long term.
    - Have to be able to demonstrate you're **doing more** than "business as usual".
    - Harvesting is still permitted.
    - A long-term commitment to keeping forest as forest and sustainable management is required. Cannot sell land or convert to non-forest, commitment goes with title.
    - Must have and maintain 3rd party forest certification.
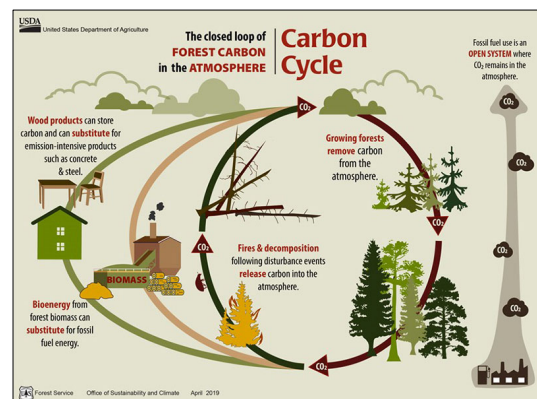
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ADDENDUM TO THE PLANNING DIVISION REPORT
Prepared by: Bruce Howarth, MCIP, RPP, Manager of Planning Services
Prepared for: Development and Property Committee
April 11, 2023

BY-LAWS

3.   **OPA 35 – Bill 109 and Bill 23 Implementation**

Recommendation: THAT the Development and Property Committee recommends that County Council pass a By-law to adopt and approve Official Plan Amendment No. 35.

>   **Background**
>   Attached as Appendix PLAN-I is Official Plan Amendment No. 35 (OPA 35). OPA 35 was drafted as a result of Provincial amendments to the Planning Act under Bill 109 "More Homes for Everyone Act, 2022" and Bill 23 "More Homes Built Faster Act, 2022". Among many changes, Bill 109 would implement financial penalties on municipalities in the form of application refunds if applications (Zoning, Official Plan, and Site Plan) were not processed within specific time periods.   A working group comprised of County Staff, local municipal staff, and a local development consulting firm was established to review Bill 109 and discuss options to address the Provincial revisions to the Planning Act.
>
>   A public meeting was held on December 21, 2022 to hear and consider input regarding the proposed amendment, since the original OPA was drafted, and Bill 23 was also passed by the Province. OPA 35 was subsequently further modified to implement both Provincial legislation changes under Bill 109 and Bill 23. The revisions to the OPA as a result of Bill 23 include updated "additional unit" policies and updated policies regarding the use of site plan control.
>
>   The revised OPA was circulated in accordance with the Planning Act, including to all local municipalities, the Ministry of Municipal Affairs and Housing, and all persons who participated in the first public meeting in December. A second public meeting was held on April 11.
>
>   Municipalities across Ontario are implementing/reviewing policies to address the changes made to the Planning Act under Bills 109 and 23. Examples include the Town of Arnprior, Town of Petawawa, Town of Renfrew, Township of Laurentian Valley, Township of South Frontenac, Town of Mono, United Counties of Stormont, Dundas and Glengarry, Wellington County, Township of Adelaide Metcalfe, Peterborough County, Township of North Frontenac, City of Orillia, City of Ottawa, County of Frontenac, City of Hamilton… and the list goes on.
>
>   Jp2g Consultants provided a follow-up letter, attached as Appendix PLAN-II, in response to the circulation of the revised OPA 35. The letter indicated disappointment that their

previously identified concerns presented at the first public meeting did not result in changes to OPA 35. The letter also stated that four municipalities (Ajax, Brampton, Burlington and Oakville) that have passed Official Plan Amendments in response to Bill 109 have had their amendments appealed to the Ontario Land Tribunal. These amendments were all very similar to the proposed County OPA 35 in that they have also 'front loaded' the process and are also proposing to require external agency and possibly peer reviews prior to submission.

Ahead of the second public meeting staff received an email from Doris Murray expressing that they do not agree or want any by-laws on or against any property they own.

At the second public meeting the following comments were received:

1. Albert Krushenskie – Objects to Official Plan Amendment No. OPA 35 and does not give consent to have his properties included in an Official Plan.
2. Donna Burns – Disapproves of the timing of the meeting. Questioned how the County can plan for lands that you do not own.

As noted in previous staff reports, OPA 35 proposes to fundamentally change the method that certain planning applications are processed. Changing the process is not one that County staff or the working group were looking to make, but the change was made necessary by the Provincial decision to implement financial penalties on municipalities.

County staff agree that the proposed approach will not likely achieve significant "time savings" for the overall review of certain development application(s), but it will speed up the review of a "complete" planning application and will reduce the amount municipalities would be required to refund in penalties if timelines were not met. County staff and the working group considered several alternative policy/procedural approaches. These other approaches considered would have resulted in:

a) Approval Authorities being penalized for not processing applications in accordance with new timeframes;
b) Municipalities needing to up-staff, including hiring experts to review the range of submissions;
c) Repetitively deeming applications "incomplete";
d) Significantly raising fees/alternative fee approaches;
e) Refusing applications as the "deadline" for a decision approaches;
f) Likely resulting in more appeals/Ontario Land Tribunal (OLT) hearings.

Bill 109 did not change the municipalities' responsibility for the review of planning applications, but did change the timeframe that municipalities have to make a decision on a complete application. The proposed revised process is already implemented in many municipalities across Ontario and will likely become "industry standard" moving

forward. While staff understand that a few of the proposed amendments implementing Bill 109 have been appealed to the OLT, the majority have not been appealed and are in effect including the Town of Petawawa and the Township of Laurentian Valley. The amendment was circulated and provided to the Ministry of Municipal Affairs and Housing. The Ministry did not indicate any concerns with the enhanced or "front-ended" pre-consultation review proposed in OPA 35. It is staff's recommendation that a by-law be adopted to approve Official Plan Amendment No. 35.

COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW TO ADOPT AMENDMENT NO. 35 TO THE OFFICIAL PLAN
OF THE COUNTY OF RENFREW**

WHEREAS the Council of the Corporation of the County of Renfrew, in accordance with the provisions of Sections 17 and 21 of the Planning Act, as amended hereby enacts as follows:

1.   THAT Amendment No. 35 to the Official Plan of the County of Renfrew, consisting of the attached text is hereby adopted and approved.

2.   THAT this By-law shall come into force and take effect on the day of final passing thereof.

READ a first time this 26th day of April 2023.

READ a second time this 26th day of April 2023.

READ a third time this 26th day of April 2023.

_____   _____
PETER EMON, WARDEN   CRAIG KELLEY, CLERK

AMENDMENT NO. 35

TO THE

OFFICIAL PLAN

OF THE

COUNTY OF RENFREW

Prepared For: The Corporation of
                  the County of Renfrew

Prepared By: Development & Property
                  Department
                  (Planning Division)
                  County of Renfrew
                  9 International Drive
                  Pembroke, Ont.
                  K8A 6W5

                  April 26, 2023

AMENDMENT NO. 35 TO THE OFFICIAL PLAN FOR

THE COUNTY OF RENFREW

THE CONSTITUTIONAL STATEMENT

PART A - THE PREAMBLE does not constitute part of this amendment.

PART B - THE AMENDMENT consisting of the following text constitutes Amendment No. 35 to the Official Plan for the County of Renfrew.

PART A - THE PREAMBLE

Purpose

The purpose and effect of the proposed amendments to the County of Renfrew Official Plan is to update some of the Implementation and Interpretation policies set out in Section 17. These updates are in accordance with provincial planning direction and changes to the Planning Act, put forth through Bill 109, the More Homes For Everyone Act, 2022 and Bill 23, the More Homes Built Faster Act, 2022.

Location

The Official Plan amendment affects lands throughout the entire County, therefore a key map or description of the affected lands is not provided.

Basis

The Official Plan for the County of Renfrew was adopted by the Council of the County of Renfrew on March 27, 2002, and approved by the Minister of Municipal Affairs and Housing on June 16, 2003. The Official Plan was recently updated by Official Plan No. 31, under Section 26 of the Planning Act, and approved by the Minister of Municipal Affairs and Housing on August 19, 2021. This amendment represents the thirty-fifth amendment to the Official Plan.

In addition, the Official Plan Amendment includes enabling policies to allow municipalities to delegate the approval of zoning amendments which are minor in nature which include the removal of holding zones and temporary use by-laws.

Summary of Key Changes to the Official Plan

The proposed changes will help differentiate between the general inquiry process and a new, pre-application review process, enhance the requirements for a complete application, adds complete application requirements for site plan applications, and provides fee options for municipalities to consider when implementing a tariff of fee by-law. New policies were added to enable municipalities to delegate the approval of minor zoning amendments.

PART B - THE AMENDMENT

All of this part of the document entitled Part B - The amendment, consisting of the following text constitutes Amendment No. 35 to the Official Plan.

Details of the Amendment

The Official Plan is amended as follows:

a) Sub-section 2.2(11)(g) is amended by inserting the words "or site alteration by-law" immediately following "site plan control".

b) Sub-section 4.3(3) is deleted in its entirety and replaced with the following:

"Small-scale new residential development shall be permitted by the severance process as infilling or minor rounding out within the village area. Infilling is defined as the creation of a lot between two existing dwellings which are separated by not more than 40 metres (133 feet) or between an existing dwelling and a street which are separated by not more than 40 metres (133 feet)."

c) Sub-section 2.2(24) is renamed from "Secondary Dwelling Units" to "Additional Dwelling Units" and the subsection is deleted in its entirety and replaced with the following:

Additional dwelling units are considered a self-contained residential use with kitchen and bathroom facilities that are within or accessory to a permitted single detached, semi-detached, or row house dwelling (where each primary dwelling is on a separately conveyable lot). Additional dwellings are also permitted as separate, detached dwellings. Additional dwelling units must comply with any applicable laws and standards including the building code, the fire code, and property standards by-laws. Examples of additional dwellings include what are commonly known as in-law flats, basement apartments, granny suites, and coach houses. Additional dwelling units are allowed on a property provided the following criteria are satisfied:

(1) In urban areas serviced by municipal water and sewer:

    a. two residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land are permitted, if all buildings and structures ancillary to the detached house, semi-

detached house or rowhouse cumulatively contain no more than one residential unit; or

b. three residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land is permitted, if no building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units; or

c. one residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse on a parcel of urban residential land is permitted, if the detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units.

(2) In areas that are serviced by private septic system and/or a private well:

a. One additional (a secondary dwelling) unit may be considered per lot.

b. The local Zoning By-law may include minimum standards for secondary dwelling units including (but not limited to): dwelling unit area, minimum lot area, parking, and servicing.

c. A secondary dwelling unit shall be permitted on lots greater than 0.8 Ha in area. The secondary dwelling is required to share the same water and septic/sewer services as the primary dwelling unit. Secondary dwelling units on properties that are greater than 2 Ha are not required to share the same water and septic systems.

d. For lots less than 0.8 Ha in area, but greater than 0.4 Ha, a secondary dwelling unit may be considered on a case-by-case basis through the submission of a minor variance application. The proponent of the application will be required to demonstrate that the site is suitable for the proposed secondary unit including matters such as (but not limited to): dwelling unit area, minimum lot area, surrounding land uses, parking, and servicing. An engineering report prepared by a qualified professional shall be submitted with the minor variance application that demonstrates that the additional effluent output can be satisfactorily managed and that there is a potable source of water (quantity and quality) for the secondary unit.

e. A secondary dwelling unit may not be severed from the lot with the primary dwelling.

f. Mobile homes and Recreational Vehicles will not be considered as a secondary dwelling.

g. A secondary dwelling shall not be permitted on 'at capacity lakes' or 'lakes near capacity'.

h. A secondary dwelling may be permitted on waterfront properties by minor variance provided a study is submitted demonstrating no negative impacts on the water body, the availability of potable drinking water (quantity and quality), and that addresses septic effluent.

i. On lands designated Agriculture, a secondary dwelling may be permitted by the local municipality through the requirements of the local zoning by-law. The secondary dwelling is to be located in close proximity to the primary dwelling. The secondary dwelling location should not sterilize agriculturally productive land or create conflict for adjacent farms.

d) Sub-section 9.3(2)(a) (ii) and (iii) are amended by adding the words "or development agreements" immediately following "site plan control".

e) Sub-section 17.5(3)(a) is deleted and replaced with the following:

"residential development of 10 or less residential units"

f) In the first sentence of Sub-Section 17.5(4), the words "the Council of" are deleted.

g) Section 17.5(6) is deleted and replaced with the following:

"Proposals subject to the provisions of this section may require the approval of plans and drawings (including elevations and cross-section views) which illustrate the location of all buildings and structures to be erected and showing the location of all facilities and works to be provided. In accordance with the provisions of the Planning Act, as amended from time to time, the owner of land may be required to enter into a Site Plan

Control Agreement and provide to the satisfaction of the approval authority such matters as:

(a)   road widenings of highways that abut the land, to provide the minimum road right-of-way widths that would conform to the Ministry of Transportation Permit Requirement Area requirements;

(b)   access to and from the land;

(c)   on-site vehicular loading and parking facilities;

(d)   lighting facilities of the land or any buildings or structures thereon;

(e)   all means of pedestrian access;

(f)   matters related to building construction required under a by-law referred to in Section 97.1 of the Municipal Act, 2001;

(g)   matters relating to exterior access to each building that will contain affordable housing units or to any part of such building, but only to the extent that it is a matter of exterior design;

(h)   the sustainable design elements on any adjoining highway under a municipality's jurisdiction, including without limitation trees, shrubs, hedges, plantings or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facilities;

(i)   facilities designed to have regard for accessibility for persons with disabilities;

(j)   facilities for the storage of garbage and other waste material;

(k)   required Municipal easements;

(l)   grading or alteration in elevation or contour of the land and disposal of storm, surface and waste water from the land; and

(m)   The appearance of the elements, facilities and works on the land or any adjoining highway under a municipalities jurisdiction is not subject to site plan control, except to the extent that the appearance impacts a matter of health, safety accessibility, sustainable design, or the protection of adjoining lands."

h) Section 17.5(9) is deleted and replaced with the following:

    (a)   In addition to consideration being given to the need for the enlargement or improvement of road allowances, in any site plan review the application will be circulated to an adjacent road authority (local road and/or County Road). It is the intent of the road authority to acquire suitable road widenings where necessary to ensure safe traffic flows on roads.

    (b)   An owner may not be required by a municipality to provide a highway widening unless the highway to be widened is shown on or described in an official plan as a highway to be widened and the extent of the proposed widening is likewise shown or described.

i) In the first sentence of subsection 17.5(8), the words "The Council of the local municipality and/or County Council" are deleted and replaced with "The approval authority".

j) By adding the following new subsection (6) to "Section 17.6 – Holding Provisions" immediately following Subsection 17.6(5):

"(6) An approval authority may by by-law delegate the authority to pass a by-law to remove a holding zone to a committee of council or an individual who is an officer, employee or agent of the municipality."

k) By adding the following new subsection (2) to "Section 17.8 – Temporary Uses" immediately following subsection 17.8(1):

"(2) An approval authority may by by-law delegate the authority to pass a by-law to authorize the temporary use of land buildings or structures in accordance with subsection 39(1) of the Planning Act to a committee of council or an individual who is an officer, employee or agent of the municipality."

l) By adding the following text to the end of Section "17.14 – Zoning By-laws" immediately following the last sentence:

"An approval authority may by by-law delegate the authority to pass a by-law which is minor in nature to a committee of council, or an individual who is an officer, employee or agent of the municipality."

m) The text in Section 17.16 is deleted and replaced with the following:

Municipalities may, by by-law, establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to the Municipality or to the Committee of Adjustment in respect of the processing of each type of application provided for in the tariff. Fees for applications may vary based on complexity of the application processing and review requirements. In addition to application fees, municipalities may implement fees for other matters such as pre-consultations, incomplete applications, and peer review.

n) Section 17.17 is deleted and replaced with the following:

17.17 Pre-consultation Review, and Complete Application

The specific submission requirement for any given application will be based on the scale of the proposal, its location, and its location in relation to other land uses and where described by the policies of the plan as determined by the approval authority. The County and/or Local municipalities may develop guidelines, Terms of References (TOR) and/or general descriptions of the studies, reports and information that may be required as part of a complete application. These guidelines/TOR may be included as an appendix to this plan, and may be revised, in both instances without the need for an Official Plan Amendment.   Applicants are encouraged to submit a pre-consultation request ahead of submitting any applications for development. Where required by by-law by an approval authority, applicants are required to undertake a pre-consultation review with the approval authority before submitting an application.

(1) Pre-consultation - Stage 1

Prior to the submission of an application under the Planning Act, an applicant is encouraged to submit a pre-consultation - stage 1 with the approval authority. The purpose of the stage 1 pre-consultation is to determine and identify issues or policies affecting a proposed planning application. The stage 1 pre-consultation would identify any required information or material required at the time of application submission or for the pre-consultation - stage 2 review. At the stage 1 review, the need to proceed with a stage 2 will be identified.

(2) Pre-consultation - Stage 2

a) Depending on the scope, issues, and scale of a proposed planning application, an approval authority may determine that a stage 2 pre-consultation is necessary.   The need to undertake a pre-consultation - stage 2 will be identified during the stage 1 review. The purpose of the stage 2 is to review the proposed application and the relevant studies and/or information outlined in Section 17.3, prior to the submission of an application. This may include a meeting held with the approval authority and any other external agency as deemed appropriate by the approval authority.

b) The stage 2 pre-consultation review may require peer review, technical sign-off or acceptance, and/or external agency sign-off of technical studies as part of the review process. The stage 2 review may also incorporate public engagement as part of the review process (See Section 17.18). This engagement may include the hosting of public information sessions, open houses, public meetings, or other strategies.

c) The approval authority undertaking the pre-consultation review process will provide written confirmation to an applicant upon completion of the pre-consultation review process.

(3) Complete Application

Applications for official plan amendment, zoning by-law amendment, plan of subdivision, plan of condominium, site plan, and consent shall be supported by a complete application. The purpose of requiring a complete application is to ensure that the approval authority has the necessary information to make informed decisions and/or comments on the aforementioned applications and to initiate the time frames for processing applications under the Planning Act.

The applications noted above must be accompanied by the information prescribed under the Planning Act (including the fee) and any or all information outlined below:

(a)   Confirmation of completion of pre-consultation review
(b)   Air Emissions Study
(c)   Aggregate Impact Study
(d)   Archaeological/Heritage Assessment
(e)   Blasting Impact Study
(f)   Environmental/Biological Survey
(g)   Environmental Impact Study (EIS)

(h)   Environmental Site Assessment (Phase I and II)
(i)   Geological/Geotechnical Study
(j)   Housing Study
(k)   Hydrogeological Study
(l)   Landscaping Plan
(m)   Land Use Compatibility Assessment
(n)   Lot grading and drainage
(o)   Market Impact Study
(p)   Noise Impact Study
(q)   Planning Rationale Report
(r)   Public Consultation Strategy
(s)   Servicing Study
(t)   Stormwater Management Plan
(u)   Survey
(v)   Traffic Impact Study
(w)   Tree Preservation Plan/Study
(x)   Urban Design Study
(y)   Vibration Study
(z)   Financial life cycle or asset management analysis
(aa)   Visual Impact Assessment
(bb)   Karst analysis as per Section 2.2.9(c)
(cc)   Elevation survey
(dd)   Minimum Distance Separation Forms
(ee)   Septic Report
(ff)   Architectural Drawings (Elevations/Design Details)
(gg)   Photometric/lighting plan
(hh)   Sun/shade analysis
(ii)   Ministerial approval where applicable (i.e., MTO permits, ECA's, archaeological submissions, record of site condition)
(jj)   Outside agency approval where applicable (i.e., Hydro One, Enbridge, TSSA, Bell, Rogers, School Boards)

This list of information is not intended to be exhaustive. Other information may be required by the approval authority in consultation with other agencies in response to a particular development proposal to deem an application complete. In addition, other studies may be required to address issues that arise during the processing of applications. Qualified professional consultants retained by and at the expense of the proponent shall carry out the studies.

The approval authority may require peer review of the studies at the proponent's expense.

Without limiting the generality thereof, reports submitted in support of a planning application are to include the following information/sections: A description of the proposal; methodology of the study; a summary of all recommendations (including conditions of approval or mitigative measures); and a conclusion statement.

o) In the first sentence of the second paragraph of Section 17.18, the words "by Council" are deleted. In the second sentence of the second paragraph of Section 17.18, immediately following the words "requested to", the words "conduct public engagement pre-application and/or" are added.

p) By making the following changes to Section 16 – Township of Whitewater Region Policies:

1) By amending Section 16.2.11(3)(c) to delete the words "site plan agreements" and replacing them with "/or other municipal agreements".2) By amending Section 16.2.11(3)(h) to delete the words "site plan" and replacing them with "other municipal".

3) By amending Section 16.3.1(2)(f)(v) to delete the words "the plan of subdivision site plan control process" and replacing them with "other municipal agreement".

4) By amending Section 16.5(3) to delete the words "and a site plan agreement".

5) By amending Section 16.7 to delete the words "or site plan approval".

Implementation and Interpretation

The implementation and interpretation of this Amendment shall be in accordance with the respective policies of the Official Plan for the County of Renfrew.

2.2(11)(g) - The local municipality may use agreements, site plan control **or site alteration by-law**, or other measures to ensure the protection of a natural shoreline.

2.2(24) – ~~Secondary Dwelling Units~~ **Additional Dwelling Units**

> **Additional dwelling units are considered a self-contained residential use with kitchen and bathroom facilities that are within or accessory to a permitted single detached, semi-detached, or row house dwelling (where each primary dwelling is on a separately conveyable lot). Additional dwellings are also permitted as separate, detached dwellings. Additional dwelling units must comply with any applicable laws and standards including the building code, the fire code, and property standards by-laws. Examples of additional dwellings include what are commonly known as in-law flats, basement apartments, granny suites, and coach houses. Additional dwelling units are allowed on a property provided the following criteria are satisfied:**

> **(1) In urban areas serviced by municipal water and sewer:**

>> **a. two residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land are permitted, if all buildings and structures ancillary to the detached house, semi-detached house or rowhouse cumulatively contain no more than one residential unit; or**

>> **b. three residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land is permitted, if no building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units; or**

>> **c. one residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse on a parcel of urban residential land is permitted, if the detached house, semi-detached**

house or rowhouse contains no more than two residential units and no other building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units.

(2) In areas that are serviced by private septic system and/or a private well:

a. One additional (a secondary dwelling) unit may be considered per lot.

b. The local Zoning By-law may include minimum standards for secondary dwelling units including (but not limited to): dwelling unit area, minimum lot area, parking, and servicing.

c. A secondary dwelling unit shall be permitted on lots greater than 0.8 Ha in area. The secondary dwelling is required to share the same water and septic/sewer services as the primary dwelling unit. Secondary dwelling units on properties that are greater than 2 Ha are not required to share the same water and septic systems.

d. For lots less than 0.8 Ha in area, but greater than 0.4 Ha, a secondary dwelling unit may be considered on a case-by-case basis through the submission of a minor variance application. The proponent of the application will be required to demonstrate that the site is suitable for the proposed secondary unit including matters such as (but not limited to): dwelling unit area, minimum lot area, surrounding land uses, parking, and servicing. An engineering report prepared by a qualified professional shall be submitted with the minor variance application that demonstrates that the additional effluent output can be satisfactorily managed and that there is a potable source of water (quantity and quality) for the secondary unit.

e. **A secondary dwelling unit may not be severed from the lot with the primary dwelling.**

f. **Mobile homes and Recreational Vehicles will not be considered as a secondary dwelling.**

g. **A secondary dwelling shall not be permitted on 'at capacity lakes' or 'lakes near capacity'.**

h. **A secondary dwelling may be permitted on waterfront properties by minor variance provided a study is submitted demonstrating no negative impacts on the water body, the availability of potable drinking water (quantity and quality), and that addresses septic effluent.**

i. **On lands designated Agriculture, a secondary dwelling may be permitted by the local municipality through the requirements of the local zoning by-law. The secondary dwelling is to be located in close proximity to the primary dwelling. The secondary dwelling location should not sterilize agriculturally productive land or create conflict for adjacent farms.**

Also known as accessory or basement apartments, secondary suites and in-law flats, a secondary dwelling unit is a self-contained residential unit with kitchen and bathroom facilities. A secondary dwelling unit is permitted within a single detached, semi-detached, or row house dwelling, or within structures accessory to dwellings (such as above garages). Secondary dwelling units are also permitted as separate, detached dwellings. Secondary dwelling units must comply with any applicable laws and standards. This includes the Building Code, the Fire Code and property standards bylaws.

(1) For properties on full municipal services, the local Zoning By-law may include minimum standards for secondary dwelling units including (but not limited to): dwelling unit area, minimum lot area, parking, and servicing.

(2) For properties that are serviced by private septic system and well, a secondary dwelling unit shall be permitted on lots greater than 0.8 Ha in area. The secondary dwelling is required to share the same water and septic/sewer services as the primary dwelling unit. Secondary dwelling units on properties

that are greater than 2 ha are not required to share the same water and septic systems.

(3) For lots less than 0.8 Ha in area, but greater than 0.4 Ha, a secondary dwelling unit may be considered on a case-by-case basis through the submission of a minor variance application. The proponent of the application will be required to demonstrate that the site is suitable for the proposed secondary unit including matters such as (but not limited to): dwelling unit area, minimum lot area, surrounding land uses, parking, and servicing. An engineering report prepared by a qualified professional shall be submitted with the minor variance application that demonstrates that the additional effluent output can be satisfactorily managed and that there is a potable source of water (quantity and quality) for the secondary unit. Municipalities may require a site plan prior to approval of a secondary dwelling unit.

(4) A secondary dwelling unit may not be severed from the lot with the primary dwelling.

(5) Mobile homes and Recreational Vehicles will not be considered as a secondary dwelling.

(6) A secondary dwelling shall not be permitted on 'at capacity lakes' or 'lakes near capacity'.

(7) A secondary dwelling may be permitted on waterfront properties by minor variance provided a study is submitted demonstrating no negative impacts on the water body, the availability of potable drinking water (quantity and quality), and that addresses septic effluent. Municipalities may require a site plan prior to approval of a secondary dwelling unit.

(8) On lands designated Agriculture, a secondary dwelling may be permitted by the local municipality through the requirements of the local zoning by-law. The secondary dwelling is to be located in close proximity to the primary dwelling. The secondary dwelling location should not sterilize agriculturally productive land or create conflict for adjacent farms.

4.3(3) - **Small-scale new residential development shall be permitted by the severance process as infilling or minor rounding out within the village area. Infilling is defined as the creation of a lot between two existing dwellings which are separated by not more than 40 metres (133 feet) or between an existing dwelling and a street which are separated by not more than 40 metres (133 feet).** Generally, new residential development shall occur in the form of single-detached lots created by the severance process as infilling or minor rounding out within the village area. Infilling is defined as the creation of a lot between two existing dwellings which are

~~separated by not more than 40 metres (133 feet) or between an existing dwelling and a street which are separated by not more than 40 metres (133 feet).~~

9.3(2)(a) – Policies related to development adjacent to an At Capacity Lake

ii. All new tile fields are setback at least 300 metres from the shoreline of lakes and it can be demonstrated that there will be no impacts on lake water quality from either the septic system or other land uses (dwelling, accessory buildings, site alteration). Development must be supported by a report prepared by a qualified professional that demonstrates the lake and the related hydrologic functions will be protected, improved or restored. Mitigation measures and/or alternative development approaches may be required. Site plan control **or Development agreements** may be utilized by the local municipality to implement any recommended mitigation measures; or

iii. A site-specific soils investigation prepared by a qualified professional demonstrates that phosphorus can be retained in deep, native, acidic soils on-site. A report, prepared by a qualified professional, is required to demonstrate that there will be no negative impact on the lake water quality as a result of any development. Site plan control **or Development agreements** may be utilized by the local municipality to implement any recommended mitigation measures.

17.5 Site Plan Control

Site plan control is a mechanism used to control design features of residential, commercial, industrial and institutional developments. Provisions for such features as off-street parking and loading, walkways, lighting, buffering, garbage storage, grading, stormwater facilities, outdoor storage, landscaping, exterior façade, and other features can be addressed.

(1) County Council shall encourage the use of the site plan control provisions of the Planning Act to implement the policies and provisions of this Plan and the local Official Plans, and to coordinate and enhance the built environment of the local community.

(2) Pursuant to the Site Plan Control provisions of the Planning Act, the whole of the County is designated as a proposed Site Plan Control Area.

(3) A local Council may, by by-law, designate the whole or any part of its municipality as a Site Plan Control Area. The following uses, however, will be excluded from site plan control unless otherwise indicated in the local Official Plan:

(a)   **residential development of 10 or less residential units** ~~residential development of one or two dwelling units per lot, unless the associated lands exhibit physical constraints to development, or are considered environmentally sensitive, or have water frontage~~;

(b)   agricultural buildings and structures associated with farming operations typical to the area; and

(c)   buildings and structures for flood control or conservation purposes.

(4)   Within a Site Plan Control Area ~~the Council of~~ a municipality may require site plans, drawings and/or agreements to ensure the provisions of all or any of the matters described in Section 41 of the Planning Act, including matters relating to exterior design, and facilities for accessibility for people with disabilities. With respect to exterior design, site plan control may address the character, scale, appearance and design features of buildings and their sustainable designs as well as sustainable design elements on the adjoining street (landscaping, permeable pavement materials, street furniture, curb ramp, waste and recycling containers and bicycle parking facilities.)

(5)   The basic criteria to be used for reviewing development proposals are contained in the relevant policies of this Plan or local Official Plan. Through the application of these policies, the municipalities will seek to provide for development which, among other things will:

(a)   be functional for the intended use;

(b)   be properly designed for on-site services and facilities;

(c)   be safe for vehicular and pedestrian movements;

(d)   provide compatibility of conceptual design amongst uses;

(e)   minimize adverse effects on adjacent properties; and

(f)   be designed to encourage active transportation strategies.

(6)   Proposals subject to the provisions of this section may require the approval of plans and drawings **(including elevations and cross-section views)** which illustrate the location of all buildings and structures to be erected and showing the location of all facilities and works to be provided. In accordance with the provisions of the Planning Act, as amended from time to time, the owner of land may be required to enter into a Site Plan Control Agreement and provide to the satisfaction of the ~~Municipality~~ **approval authority** such matters as:

(a)   road widenings of highways that abut the land, to provide the minimum road right-of-way widths that would conform to the Ministry of Transportation Permit Requirement Area requirements;

(b)　access to and from the land;

(c)　on-site vehicular loading and parking facilities;

(d)　lighting facilities of the land or any buildings or structures thereon;

(e)　all means of pedestrian access;

(f)　~~landscaping of the land~~ **matters related to building construction required under a by-law referred to in Section 97.1 of the Municipal Act, 2001**;

(g)　**matters relating to exterior access to each building that will contain affordable housing units or to any part of such building, but only to the extent that it is a matter of exterior design;**

(h)　**the sustainable design elements on any adjoining highway under a municipality's jurisdiction, including without limitation trees, shrubs, hedges, plantings or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facilities;**

(i)　**facilities designed to have regard for accessibility for persons with disabilities;**

(j)　facilities for the storage of garbage and other waste material;

(k)　required Municipal easements; and

(l)　grading or alteration in elevation or contour of the land and disposal of storm, surface and waste water from the land;

(m)　**the appearance of the elements, facilities and works on the land or any adjoining highway under a municipalities jurisdiction is not subject to site plan control, except to the extent that the appearance impacts a matter of health, safety accessibility, sustainable design, or the protection of adjoining lands.**

(7)　It is intended that the Site Plan Control Policies established in this Plan may serve as the policies for all local municipalities covered by this Plan and that it will not be necessary to include specific Site Plan Policies in local Official Plans. Nothing in this Plan, however, shall prevent a local Official Plan from refining or elaborating upon the Site Plan Control Policies of this Plan or, broadening the range of application provided that there is no conflict with this Plan.

(8)　~~The Council of the local municipality and/or County Council~~ **The approval authority** may require the owners of lands, proposed for development under site

plan control, to enter into one or more agreements under the Planning Act, to address all the matters contained therein.

(9)   **(a) In addition to consideration being given to the need for the enlargement or improvement of road allowances, in any site plan review the application will be circulated to an adjacent road authority (local road and/or County Road). It is the intent of the road authority to acquire suitable road widenings where necessary to ensure safe traffic flows on roads.**

(b) An owner may not be required by a municipality to provide a highway widening unless the highway to be widened is shown on or described in an official plan as a highway to be widened and the extent of the proposed widening is likewise shown or described.

~~In addition to consideration being given to the need for the enlargement or improvement of local road allowances, in any site plan review which abuts a County Road, it is the intent of the County of Renfrew to acquire suitable road widenings where necessary to ensure safe traffic flows on County Roads. Therefore, it is the policy of County Council that all site plan approvals adjacent to County Roads are circulated to the County for review prior to their approval.~~

(10)   Outdoor storage areas should be adequately screened and not be visible from the road to ensure these uses are not a distraction to the travelling public and to maintain the aesthetic character of the area.

17.6   Holding Provisions

(1)   Where the use of land for a particular purpose has been established but details related to design, servicing, phasing, environmental considerations and other matters have not been completely resolved, a Local Council may apply holding provisions within the zoning by-law as provided under Section 36 of the *Planning Act, 1990.* At the time of rezoning to the holding category, Local Council shall identify the criteria for development that are to be met at a later date. The criteria may include the phasing of development or the completion of any necessary agreements. Local Council may consider additional criteria beyond those specified in this Plan as deemed necessary for a particular development, provided they are specified at the time of rezoning by way of a Council Resolution, an explanatory note to the by-law amendment or other appropriate means.

(2)   The holding provision shall be applied by the use of a holding symbol "h" in conjunction with the appropriate zone symbol denoting the eventual use of the lands.

(3)   Prior to removing a holding symbol, Local Council shall be satisfied that all the necessary criteria have been met. Subdivision and development agreements may be used as a means of satisfying a Local Council that removal of the holding provisions is appropriate.

(4)   Under the holding provisions, interim or passive uses such as open space, conservation and existing uses will be permitted.

(5)   An amending By-law removing the holding symbol shall not require the full public participation process with mechanism for appeal as outlined in Sections 34(11) and 34(25.1) of the *Planning Act, 1990*. Local Council shall give notice of its intention to pass an amending By-law to persons and agencies prescribed by regulation made under the *Planning Act*. When the holding symbol "h" has been removed, the land use provisions of the appropriate zone shall apply.

(6)   An approval authority may by by-law delegate the authority to pass a by-law to remove a holding zone to a committee of council or an individual who is an officer, employee or agent of the municipality.

17.8   Temporary Uses

(1)   A Temporary Use By-law is a by-law passed by a local Council for the purpose of allowing a use that is otherwise prohibited by that municipality's zoning by-law. The by-law must define the land or lands to which it applies and it shall prescribe the period of time during which it is in effect, in accordance with the *Planning Act*.

The following criteria shall apply where a Temporary Use By-law, pursuant to the authority of Section 39 of the *Planning* Act, is used by local municipalities in the implementation of the Official Plan.

   (a)   Temporary Use By-laws shall not be passed for the purpose of permitting uses that are not in conformity with this Plan.

   (b)   The proposed use shall be compatible with the surrounding land uses.

   (c)   Required services shall be adequate for the proposed use.

   (d)   Access and parking shall be appropriate for the proposed use.

(2)   An approval authority may by by-law delegate the authority to pass a by-law to authorize the temporary use of land buildings or structures in accordance with subsection 39(1) of the Planning Act to a committee of council or an individual who is an officer, employee or agent of the municipality.

17.14   Zoning By-laws

The local Zoning By-law will be the primary means of implementing the policies of this Plan. **An approval authority may by by-law delegate the authority to pass a by-law**

which is minor in nature to a committee of council, or an individual who is an officer, employee or agent of the municipality.

17.16 Tariff of Fees

~~Local municipalities~~ **Municipalities may**, by by-law, establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to the Municipality or to the Committee of Adjustment in respect of the processing of each type of application provided for in the tariff. **Fees for applications may vary based on complexity of the application processing and review requirements. In addition to application fees, municipalities may implement fees for other matters such as pre-consultations, incomplete applications, and peer review of studies.**

17.17 Pre-consultation **Review,** and Complete Application

The specific submission requirement for any given application will be based on the scale of the proposal, its location, and its location in relation to other land uses and where described by the policies of the plan as determined by the approval authority. The County and/or Local municipalities may develop guidelines, Terms of References (TOR) and/or general descriptions of the studies, reports and information that may be required as part of a complete application. These guidelines/TOR may be included as an appendix to this plan, and may be revised, in both instances without the need for an Official Plan Amendment. Applicants are encouraged to submit a pre-consultation request ahead of submitting any applications for development. Where required by by-law by an approval authority, applicants are required to undertake a pre-consultation review with the approval authority before submitting an application.

(1)   Pre-consultation – Stage 1

Prior to the submission of an application under the Planning Act an applicant is encouraged to ~~pre-consult~~ **submit a pre-consultation – stage 1** with the approval authority. The purpose of the ~~pre-consultation~~ **stage 1 pre-consultation** is to determine **and identify issues or policies affecting a proposed planning application.** ~~the scale and scope of~~ **The stage 1 pre-consultation would identify** any required information or material **required at the time of application submission or for the pre-consultation review – stage 2 review. At the stage 1 review, the need to proceed**

with a stage 2 will be identified. ~~necessary to ensure the submission of a complete application~~.

(2)   Pre-consultation – Stage 2

a)   Depending on the scope, issues, and scale of a proposed planning application, an approval authority may determine that a stage 2 pre-consultation is necessary. The need to undertake a pre-consultation – stage 2 will be identified during the stage 1 review.   The purpose of the stage 2 is to review the proposed application and the relevant studies and/or information outlined in Section 17.3, prior to the submission of an application. This may include a meeting held with the approval authority and any other external agency as deemed appropriate by the approval authority.

b)   The stage 2 pre-consultation review may require peer review, technical sign-off or acceptance, and/or external agency sign-off of technical studies as part of the review process. The stage 2 review may also incorporate public engagement as part of the review process (See Section 17.18). This engagement may include the hosting of public information sessions, open houses, public meetings, or other strategies.

c)   The approval authority undertaking the pre-consultation review process will provide written confirmation to an applicant upon completion of the pre-consultation review process.

(3) Complete Application

Applications for official plan amendment, zoning by-law amendment, plan of subdivision, **plan of condominium, site plan,** and consent shall be supported by a complete application. The purpose of requiring a complete application is to ensure that ~~Council~~ **the approval authority** has the necessary information to make informed decisions and/or comments on the aforementioned applications and to initiate the time frames for processing applications under the Planning Act.

The applications noted above must be accompanied by the information prescribed under the Planning Act (including the fee) and any or all information outlined below:

(a)   Confirmation of completion of pre-consultation review
(b)   Air Emissions Study
(c)   Aggregate Impact Study
(d)   Archaeological/Heritage Assessment
(e)   Blasting Impact Study
(f)   Environmental/Biological Survey
(g)   Environmental Impact Study (EIS)

(h)   Environmental Site Assessment (Phase I and II)
(i)   Geological/Geotechnical Study
(j)   Housing Study
(k)   Hydrogeological Study
(l)   Landscaping Plan
(m)   Land Use Compatibility Assessment
(n)   Lot grading and drainage
(o)   Market Impact Study
(p)   Noise Impact Study
(q)   Planning Rationale Report
(r)   Public Consultation Strategy
(s)   Servicing Study
(t)   Stormwater Management Plan
(u)   Survey
(v)   Traffic Impact Study
(w)   Tree Preservation Plan/Study
(x)   Urban Design Study
(y)   Vibration Study
(z)   Financial life cycle **or asset management** analysis
(aa)   Visual Impact Assessment
(bb)   Karst analysis as per Section 2.2.9(c)
(cc)   Elevation survey
(dd) Minimum Distance Separation Forms
(ee)   Septic Report
(ff)   Architectural Drawings (Elevations/Design Details)
(gg) Photometric/lighting plan
(hh) Sun/shade analysis
(ii)   Ministerial approval where applicable (i.e., MTO permits, ECA's, archaeological submissions, record of site condition)
(jj)   Outside agency approval where applicable (i.e., Hydro One, Enbridge, TSSA, Bell, Rogers, School Boards)

(3)   This list of information is not intended to be exhaustive. Other information may be required by the approval authority in consultation with other agencies in response to a particular development proposal to deem an application complete. In addition, other studies may be required to address issues that arise during the processing of applications. Qualified professional consultants retained by and at the expense of the proponent shall carry out the studies. The approval authority may require peer review of the studies at the proponent's expense.

Without limiting the generality thereof, reports submitted in support of a planning application are to include the following information/sections: A description of the proposal; methodology of the study; a summary of all recommendations (including conditions of approval or mitigative measures); and a conclusion statement.

(4)   The specific submission requirement for any given application will be based on the scale of the proposal, its location, and its location in relation to other land uses and where described by the policies of the plan.

17.18 Public Consultation

Applications for Plans of Subdivision, Consents, Minor Variances, Zoning By-law Amendments, and Official Plan Amendments will follow the public consultation processes for giving notice and holding meetings in accordance with the requirements of the Planning Act and associated regulations.

Alternatives to public consultation, beyond the minimum requirements of the Planning Act, may be considered for major and/or controversial planning applications where deemed appropriate by Council. A developer may be requested to **conduct public engagement pre-application, and/or** prepare a "Public Consultation Strategy" as part of a complete application. The strategy should outline a specific process for notifying and engaging the public regarding the specific application.

Public notice and a public meeting shall not be required for technical Official Plan and Zoning By-law changes which, in the opinion of Council, do not affect the policies and intent of the document they are amending.

CHANGES TO SECTION 16 – TOWNSHIP OF WHITEWATER REGION POLICIES

16.2.11(3)(c) -Phase 3: Implementation

> i.   The approved Site Development and Mitigation Plan, and requirements for the design and installation of septic systems shall be implemented through zoning, development agreements (subdivision, condominium or consent) and**/or other municipal agreements** site plan agreements.

16.2.11(3)(h) - Notwithstanding any other provision of this Plan to the contrary, for the lands located within the Waterfront – Exception Two (Muskrat Lake) designation, a natural vegetative buffer, which is at least 20 metres (66 feet) in depth, measured from the normal high water mark, shall be required for all new development and redevelopment. All lands located within the buffer area shall be maintained in a natural vegetative state in accordance with the Natural Shoreline Buffer policies of Section 16.2.6 of

this Plan. The requirements for protection of buffer areas shall be implemented through rezoning, development agreements or ~~site plan~~ **other municipal** agreements.

16.3.1(2)(f)(v) - when the 100 metre setback is waived due to a screen of mature vegetation, agreements must be entered into that ensure the screening effect of the vegetation is not compromised. Either a consent agreement or **other municipal agreement** ~~the plan of subdivision site plan control process~~ shall be used to carry out this requirement.

16.5(3) - A site evaluation report ~~and a site plan agreement~~ may be required by the Township in support of requests to reduce the setback for existing lots of record beyond that which is established in the zoning by-law. The site evaluation report will clearly identify the compensating features that justify the reduction in setback and will propose mitigation measures to further reduce the impact of the development.

16.7 - Site evaluation reports shall be required for waterfront development proposals greater than 5 lots, resort or condominium development. Council may also require a site evaluation report to support waterfront development proposals containing less than 5 lots. The site evaluation report shall take into consideration the existing water quality of the water body, surface water runoff, impacts and loadings of phosphorous from septic systems, type of soils, stormwater management and nature of vegetation. The Township shall, at the expense of the developer, retain the services of a qualified professional to review the site evaluation report to ensure the protection of water quality. Mitigation measures arising as a result of the recommendations of the evaluation report and/or peer review shall be implemented as a condition of development. ~~or site plan approval.~~ The report shall also address relevant requirements for waterfront development as outlined in Section 2 – General Development Policies of this Plan.

Jp2g Consultants Inc.
ENGINEERS · PLANNERS · PROJECT MANAGERS

March 27, 2023

County of Renfrew
Development and Property
9 International Drive
Pembroke, Ontario
K8A 5S2

Attn   Bruce Howarth, Manager of Planning Services

Re   Official Plan Amendment No. 35

Dear Mr. Howarth,

Further to our letter dated December 14, 2022, and the presentation delivered at the public meeting held by way of special session of County Council on December 21, 2022, we are now in receipt of the notice of a second public meeting, with respect to proposed to be held on April 11, 2023, with respect to proposed Official Plan Amendment No. 35.

We have taken the opportunity to review the updated Official Plan Amendment document and are disappointed that the latest draft does not address the concerns that we previously identified. Specifically, we continue to object to three points:

- **The need for a pre-consultation meeting involving "any other external agency"**

    The *Planning Act* is clear that the requirement to pre-consult is limited to consultation with a municipality. External agencies should be involved in due course through the application review process.

- **Reference to peer review as part of the stage 2 pre-consultation**

    Peer reviews are an important part of the process, but the assertion that they may be required before an application can be considered complete is contrary to the *Planning Act*. Pre-consultation is for municipalities to provide direction on "information and materials" that the council considers it may need in advance of the submission, it is not an exercise in the review and determination of the appropriateness of the submission materials before accepting the application.

- **The inclusion of plans of subdivision, Plans of Condominium and Consent applications in the proposed Official Plan Amendment.**

    This is beyond the scope of the changes required by Bills 109 and is contrary to the spirit and intent of the legislation which is to speed up the approval and delivery of new housing. There is no need to make

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existing processes that are unaffected by Bill 109 more cumbersome, which will in turn slow the application process down.

We continue to be of the opinion that the additional layers of pre-consultation will serve to make the process longer and discourage prospective applicants from participating in the process, which is the opposite of the intentions of Bill 109. We trust that the County will consider our comments in preparing a staff report and making a recommendation to the Development and Property Committee and ultimately to County Council.

As discussed previously, we continue to encourage the County to seek a legal opinion on the changes being proposed through Official Plan Amendment No. 35. We would also like to draw to your attention the fact that as of the writing of this letter, we are aware of four Ontario municipalities (Ajax, Brampton, Burlington and Oakville) that have passed Official Plan Amendments in response to Bill 109 and have had their amendments appealed to the Ontario Land Tribunal (OLT). While we have not seen the appeal documents themselves (they are in the 'intake' stage with the OLT), we have reviewed the Official Plan Amendments passed by the four aforementioned municipalities and the public comments that were submitted as part of those approval processes. The adopted Official Plan amendments are all very similar to the proposed OPA No. 35 in that they have also 'front loaded' the process and are also proposing to require external agency and possibly peer reviews prior to submission.

If the County does pass Official Plan Amendment No. 35, we would appreciate being provided a copy of the notice of decision

Yours truly,

Jp2g Consultants Inc.
Engineers • Planners • Project Managers

Anthony Hommik, MCIP, RPP
Manager | Planning Services

Minister's message

Our government has made significant progress in tackling Ontario's housing supply crisis – and we're far from done. We have introduced a range of bold and transformative measures over the past three years to increase housing supply and we can see their growing and positive impact. In the last two years, housing starts in Ontario reached a level not seen in more than 30 years – and just last year, rental housing starts in our province reached an all-time high.

These positive trends are a result of the policies our government has championed – but we know that more needs to be done in order to reach our goal of **1.5 million new homes by 2031**. That's why our government promised to update and adjust our housing supply action plan throughout our current mandate, so we can continue to make progress toward that goal.

Helping Homebuyers, Protecting Tenants supports increased density and building more homes in existing communities, while making sure that enough land is available for the many new homes and jobs our province needs.

We're also taking steps to make life easier for renters. We are continuing to invest in the Landlord and Tenant Board to improve services for tenants and landlords and quickly resolve active and future cases. We're also introducing changes that would, if passed, clarify and enhance tenants' rights to install air conditioners. We're proposing to further strengthen protections against evictions due to renovations, demolitions and conversions, as well as those for landlord's own use. Finally, we're proposing to double the maximum fines under the *Residential Tenancies Act, 2006*, bringing them to half a million dollars for corporations – reinforcing Ontario's maximum fines as the toughest in Canada.

We know the challenge young people, newcomers and growing families face in finding the right home. Our government is committed to helping them overcome this challenge. That's why, in addition to our work to create more homes, we are exploring a cooling-off period to give home buyers time to reconsider the purchase of a new freehold home. We're also protecting first-time home buyers' financial savings by expanding deposit insurance for First Home Savings Accounts of credit union members. In addition, we're looking at modular construction and other innovative construction options to reduce the cost of building attainable housing.

Students and seniors have unique housing needs, including the need for more affordable housing and long-term care spaces. Meanwhile labour and supply chain challenges continue to slow housing construction, limiting our ability to build the homes Ontarians require. That's why we've committed to releasing updates to our housing supply action plans every year, to help address new challenges and meet unique needs.

Achieving our goal won't be easy. No single government – municipal, provincial or federal – can solve the housing supply crisis alone. We are counting on our municipal and federal partners to be part of the solution so that, working in partnership, we can create the homes that Ontarians need today, tomorrow and in the decades to come.

Protecting tenants and building rentals

Reducing case backlog

We're working with the Landlord and Tenant Board to reduce active applications and improve client service for its applicants. We're providing funding to appoint additional adjudicators and hire more staff at the Landlord and Tenant Board. These resources will help to expedite the residential dispute resolution process and support the overall housing supply challenges across the province. These resources will allow the Landlord and Tenant Board to:

- process, schedule, and resolve applications faster
- streamline processes for tenants and landlords
- improve service standards and client experience
- build on work that is already underway to help reduce the backlog

Air conditioning

We are continuing to take steps to make life easier for renters, with proposed changes that would clarify and enhance their right to install air conditioning in their units. Under this proposal landlords would be unable to prohibit the installation of air conditioning units in rental apartments, provided the following conditions are met:

- renters would have to notify their landlord, in writing, that they intend to install an air conditioner
- the air conditioner would have to be installed safely and securely without causing damage
- renters would pay for the air conditioner, installation and maintenance
- installation and maintenance would have to comply with any applicable laws, including municipal by-laws
- Where the landlord supplies the electricity:
  - renters would be required to inform their landlord about the air conditioner's energy efficiency and how much they anticipate using it
  - landlords would be allowed to charge a seasonal fee based on the actual electricity cost or an estimate based on the information provided by the tenant

These changes would come into force on proclamation.

Reinforcing rules against evictions

The plan also proposes to further strengthen renter protections. When requiring a tenant to vacate a unit in order for it to be renovated, landlords would be required to provide:

- proof that the unit must be vacant for renovations to take place
- updates on the status of the renovations, in writing
- a 60-day grace period to move back in, once the renovations are complete

Landlords must allow tenants to move back in at a similar rent once renovations are complete. If they do not, the tenant would now have **two years after moving out, or six months after renovations** are complete (whichever is longer), to file a complaint with the Landlord and

Tenant Board. Adding the proposed six-month post-renovation time frame recognizes that some renovations may take more than two years to complete.

If a landlord chooses to evict a tenant in order to use the unit themselves or have a family member move in, our proposed changes would require the landlord (or their family members) to move into the unit by a specific deadline, to be prescribed in future regulation.

The Province is also proposing to double the maximum fines for offences under the *Residential Tenancies Act* (such as bad faith evictions) to:

- $100,000 for individuals
- $500,000 for corporations

Ontario's maximum fines for residential tenancy offences are the **highest in Canada**.

To make it easier for both tenants and landlords, we're proposing that the plain language form (PDF) provided by the Landlord and Tenant Board must be used for payment agreements when a tenant is in arrears for rent. This would help ensure all parties fully understand their rights and responsibilities.

All the changes in this section would come into force on proclamation.

Build more homes for renters

Our goal is to create 1.5 million homes by 2031 – and that includes rental homes.

We will continue to call on the federal government to defer the Harmonized Sales Tax (HST) on all new large scale purpose-built rental housing projects to tackle the ongoing housing affordability crisis. The province would support this measure, as it would help spur the construction of more rental housing units while helping to create jobs, encourage economic development and support growth.

More Homes Built Faster introduced changes to enable home builders to replace older rental apartments with larger, more modern rental buildings. Municipalities can establish demolition and conversion by-laws which regulate what developers do when replacing these buildings. We will consult on how to create a balanced regulatory framework governing municipal rental replacement by-laws.

For example, where municipalities require landowners to build replacement units, we are considering requiring these replacement units to have the same core features as the original units (such as the same number of bedrooms), while permitting some flexibility when it comes to size. We're also looking at measures to give existing tenants the right to move back into the new unit at a similar rent.

This would help protect affordable housing while encouraging the revitalization of older, deteriorating buildings and increasing rental housing supply.

We will launch consultations upon introduction of the *Helping Homebuyers, Protecting Tenants Act*.

Helping homebuyers

First Home Savings Account protections

The First Home Savings Account (FHSA) is a new type of registered savings plan for Canadians, which provides tax benefits for people saving for their first home. It is expected to be offered in 2023. This new registered plan would give prospective first-time home buyers the ability to save $40,000 on a tax-free basis. Like a Registered Retirement Savings Plan (RRSP), contributions would be tax-deductible, and withdrawals to purchase a first home—including from investment income—would be non-taxable, like a Tax-Free Savings Account (TFSA).

We want to help first time home buyers save for their down payment, and that includes protecting their accounts. That's why we're proposing to provide unlimited deposit insurance for FHSAs held at Ontario credit unions and caisses populaires.

Cooling-off period for purchases of newly built freehold homes

We will consult with the public and stakeholders on:

- introducing a cooling-off period when people buy a new freehold home from a builder
- requiring home builders to tell their customers about the cooling-off period

This would allow buyers to cancel their purchase agreement within a specified timeframe, strengthening protections and building consumer confidence.

As part of the consultation, we will seek feedback on how long the cancellation period should last, disclosure requirements and whether to include a cancellation charge.

We are also seeking input on requiring all new home purchase agreements to be reviewed by a lawyer. This will help consumers understand the details and any risks associated with buying their home.

Using modular construction for attainable housing

We are looking at modular construction and other innovative options to reduce the cost of building attainable housing. As part of this work, we will engage with the housing sector, municipalities and Indigenous communities to consider different opportunities to build housing – using modular and other technologies – in communities across the province. This is another step for the development of the attainable housing program, which will leverage crown lands and seek partnerships for development lands across the province.

Streamlined provincial land-use planning policy

To increase housing supply and help speed up planning approvals, we propose to integrate the [Provincial Policy Statement (PPS)](#) and [A Place to Grow: Growth Plan for the Greater Golden Horseshoe (APTG)](#) into a single Provincial Planning Statement. The changes would simplify existing policies and refocus them on achieving housing outcomes while giving large and fast-growing municipalities the tools they need to help deliver housing. It would ensure that appropriate planning policies are in place to support growth throughout the province and respond to market needs, while recognizing that one size does not fit all.

Increased housing supply

Maintain a mix of housing types

All municipalities would be required to provide a range and mix of housing options, such as single an semi-detached housing, multiplexes, low- and mid-rise apartments, additional residential units, multi-generational housing, and community and supportive housing. Municipalities would also be required to work with service managers to address the full range of housing options, including housing affordability needs.

More rural housing

We're proposing greater flexibility to build homes in rural areas, including allowing:

- more residential development in rural settlements and multi-lot residential housing on rural lands
- more homes to be built on farms while minimizing the impacts on agriculture
- partnerships with the private sector to provide water and wastewater services

This would help smaller and more rural communities address their local housing needs and provide adequate housing for farmers and farm workers.

Build up near transit

Twenty-nine large and fast-growing municipalities would be required to plan for growth in major transit station areas and other strategic growth areas (for example, downtowns). Minimum density targets would apply to major transit station areas and strategic growth areas, and they would be encouraged to plan for density levels that would support transit use on greenfield lands.

Major transit station area
Areas within a 10-minute walk of a transit station – about 500 to 800 metres.

Planning for growth

As part of their role, municipalities must plan for future population and employment growth. Under the proposed changes, municipalities would need to ensure land is ready to meet their community's future housing and employment needs.

Managing municipal settlement area boundaries

Municipalities would have more flexibility in when and where they expand their settlement area boundaries. They would consider available infrastructure, avoid specialty crop areas and mitigate agricultural impacts and use consistent criteria when calculating how far livestock farms should be from homes.

Settlement area
> Built up areas within municipalities where development is concentrated and which have a mix of land uses, and lands which have been designated for development in an official plan.

Protecting employment lands

The proposed changes would ensure land is available for industry and manufacturing, encourage office and institutional uses in areas closer to transit and provide flexibility to convert employment lands for local uses – supporting the kinds of development and jobs that communities need.

Balancing housing and other needs

Some industries need to be separated from residential areas to reduce the impact of noise, odours and other undesirable by-products. Housing cannot be located too close to these areas under the proposed Provincial Planning Statement.

Infrastructure to support new homes

Incorporating child-care and schools in planning

School boards and municipalities must work together and would be encouraged to integrate schools into developments in innovative ways in the new Provincial Planning Statement.

Corridor protection

Communities need electricity, transit and transportation. Under the proposed Provincial Planning Statement, municipalities would be required to protect corridors and rights-of-way for this type of infrastructure and would be encouraged to co-locate them where possible.

Corridors
> Linear strips of public land for transportation, transmitting and distributing oil and gas, electricity or telecommunications.

Less work for more growth

Some land-use planning elements are also covered in other provincial policies and legislation. We're proposing to:

- reduce duplication in planning for water, wastewater and stormwater infrastructure
- encourage municipalities to plan for the energy needs of their growing communities

Balance housing with resources

Protecting farmland

To encourage an agricultural systems approach, under the proposed Provincial Planning Statement, municipalities would have to map and designate prime agricultural areas to support an agri-food network.

Agri-food network
> An agri-food network includes the infrastructure, services and other agri-food assets needed to sustain and enhance the prosperity of the agri-food sector. For example, this includes transportation systems, agricultural services, farm markets, distributors and primary food processors.

Protecting water

Encouraging municipalities to adopt a watershed planning approach would protect water resources while facilitating more new home construction.

Accessing aggregates

Aggregate resources, such as stone, sand and gravel, are essential to building our growing communities. We are proposing to create consistent requirements for aggregate extraction, ensuring fairness between expansions and new applications. All applicants within and adjacent to natural heritage features and near prime agricultural areas will continue to follow provincial guidelines.

We will continue to recognize access to mineral aggregates as a matter of provincial interest and will maintain existing requirements to protect "close to market" aggregate resources and existing pits and quarries. This will ensure the aggregates are available to build new homes and infrastructure while limiting the impacts to the environment and community.

Climate change

Municipalities would be required to focus on improving air quality and to prepare for the impacts of a changing climate under the proposed Provincial Planning Statement.

Greenbelt Plan

We will maintain all Greenbelt Plan protections, including policies on environmental and agricultural lands. Should a new Provincial Planning Statement be created, we would amend the Greenbelt Plan to continue all existing protections.

Freezing provincial housing development fees

To reduce the cost of building housing, we're planning to freeze 74 provincial fees at current levels – including several related Tribunals Ontario, the Ontario Land Tribunal and the Building Code. We'll be consulting on implementation of the fee freezes via Ontario's Regulatory Registry.

The *Planning Act*

We're proposing updates to the *Planning Act* that support changes in the Provincial Planning Statement, including the definition of area of employment. Other proposed changes include allowing the minister to exempt individual projects from needing to comply with provincial policies and plans, in addition to specifying zoning as part of a Minister's Zoning Order. The minister would also have the authority to require home builders working with the Provincial Land and Development Facilitator to come to agreements (for example on community benefits). These changes would help facilitate priority projects and get housing built faster.

Listening to municipalities

More Homes For Everyone required municipalities to gradually refund zoning by-law and site plan application fees if they failed to make a decision within specified time periods. We've listened to municipal feedback and have postponed the start date from **January 1 to July 1, 2023** to give them time to adjust.

Municipalities also told us that some smaller projects (for example, housing near train tracks) need to be able to address the type of concerns provided in a site plan review. We're proposing to allow municipalities to use site plan control for residential projects with 10 or fewer units in specific circumstances.

Building capacity to speed up approvals

We know that labour shortages are limiting home construction. We're proposing to address the shortage of building inspectors by redesigning the qualification program and supporting uptake of the new internship program. Developing more tools and guidance materials would also help to make their jobs more efficient.