**COUNTY COUNCIL**

**10:00 A.M., WEDNESDAY, September 27, 2023**

**AGENDA**

Page

1. Call to Order.
2. Land Acknowledgment.
3. Moment of Silent Reflection.
4. National Anthem.
5. Roll Call.
6. Disclosure of Pecuniary Interest and General Nature Thereof.
7. Adoption of the Minutes of August 30, 2023. 3
8. Warden's Address.
9. Delegations:
   a) 10:15 a.m. – Jennifer Layman, Allan Wren, Peter Seeman, Artem Chaplynsky and Chris Gray, Senior Consultant, Grassroots Public Affairs. Update on the Pembroke and Area Airport.
   b) 10:45 a.m. - Jodi Bucholtz, Manager, Algonquin College, Eastern Ontario Immigrant Attraction and Retention Strategy 47
   c) 11:30 a.m. – Aimee Bailey - Truth and Reconciliation Recognition Event
10. Correspondence.
11. 11:45 - Closed Meeting – pursuant to Section 239 of the Municipal Act, 2001, as amended for the purpose of:
    a) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board; (Habitat for Humanity).
    b) a proposed or pending acquisition or disposition of land by the municipality or local board (Keys Public School, Deep River); (Town of Renfrew).
12. Committee Reports:

| | | | |
|---|---|---|---|
| 12:30 p.m. – 12:45 p.m. | a) | Operations Committee | 154 |
| 12:45 p.m.. – 1:00 p.m. | b) | Health Committee | 163 |
| 1:00 p.m. – 1:15 p.m. | c) | Development & Property Committee | 169 |
| 1:15 p.m. – 1:30 p.m. | d) | Finance & Administration Committee | 174 |

13. By-laws:

    a) By-law 122-23 - A By-law To Acquire Land County Road 512 (Foymount Road)
    b) By-law 123-23 - A By-law authorizing the Warden and CAO/Clerk to sign a renewal of the Agreement between the County of Renfrew Paramedic Service and Arnprior Regional Health to deploy Paramedics in the Emergency Department.

14. Written Reports from Representatives Appointed to External Boards

    a) Association of Municipalities Ontario (AMO) - Verbal
    b) Chalk River Stewardship Council - Attached 188
    c) Eastern Ontario Regional Network (EORN) – Verbal
    d) Federation of Canadian Municipalities (FCM) - Verbal
    e) Rural Ontario Municipal Association (ROMA) - Verbal

15. Notice of Motions.

16. Members' Written Motions.

17. New Business

18. Confirmatory By-law 124-23 - A By-law to Confirm the Proceedings of the Council of the County of Renfrew at the meeting held on September 27, 2023.

19. Adjournment.

**NOTE:** Any submissions received from the public, either orally or in writing may become part of the public record/package.

COUNTY OF RENFREW

**MINUTES OF THE PROCEEDINGS**
**of the**
**COUNCIL OF THE CORPORATION**
**of the**
**COUNTY OF RENFREW**

**- Ordinary Session -**

County Council
Pembroke, Ontario
August 30, 2023

GENERAL SESSION

The General Session of the Council of the Corporation of the County of Renfrew met at 9:00 a.m. on Wednesday, August 30, 2023.

The Warden, Peter Emon, presided.

Warden Emon cited the Land Acknowledgement, identifying that the meeting was being held on the traditional territory of the Algonquin People. As we gather this morning, I would like to acknowledge on behalf of Council and our community that we are meeting on the traditional territory of the Algonquin People. We would like to thank the Algonquin people and express our respect and support for their rich history, and we are extremely grateful for their many and continued displays of friendship. We also thank all the generations of people who have taken care of this land for thousands of years.

The meeting opened with a moment of silent reflection and the singing of the National Anthem.

The roll was called and all members were found to be present except, Councillor Bennett, Councillor Doncaster (attended by Zoom at 10:24 a.m.), Councillor Nicholson (arrived at 9:09 a.m.), Councillor Weir. No pecuniary interest was disclosed.

Moved by Councillor Murphy
Seconded by Councillor Mayville
THAT the minutes of June 28, 2023 be adopted. CARRIED.

Warden Emon addressed Council as follows:

Members of County Council:

During the month of July and August, I attended 24 meetings on County business.

From August 19- 22, I attended the AMO Annual Conference held in London along with many members of County Council and County staff. Over 1,500 members of AMO were present at the conference.

During the conference I attended the AMO Board of Directors Meeting, Topics of discussions included upcoming conference and conference key messages. It was noted that this was the largest AMO conference on record.

The County of Renfrew participated in 8 delegations during the conference.

On Monday morning, we met with the Jill Dunlop, Minister of Colleges and Universities, to discuss the shortage of paramedics in Ontario and to relay the ongoing recruitment fears, and to address the recent announcement that did not include Renfrew County in the areas that are receiving educational incentive programs.

In the afternoon we met Dough Downey, Minister of the Attorney General to address the ongoing shortage of Justices of the Peace and the physical availability of Justices of the Peace, as well as the funding shortfall caused by recent policy changes.

At our meeting with Ministry of Education parliamentary assistant Patrice Barnes, we brought our concerns regarding a lack of child care spaces in Renfrew County.

We met with Parliamentary Assistant Dawn Gallagher Murphy, Ministry of Health to address the County of Renfrew concerns with the funding formula for local health units. We were encouraged by the announcement by the Minister that funding would be restored to a 70/30 level, alleviating financial pressures to the obligated municipalities moving forward.

On Tuesday morning we met with Parliamentary Assistant Amarjot Sandu, Ministry of Infrastructure to discuss funding opportunities for County Road 51 (Petawawa Boulevard), and presented a progressive concept of matching our asset management plan with a provincial standard for pavement and bridge condition indexing.

We met with Minister Michael Parsa, Ministry of Children, Community and Social Services as the County of Renfrew is part of phase 2 of the Employment Services Transformation in October this year. The Reduction in funding for the Ontario Works program will have a significant impact on our services. We advocated for a funding review of social assistance programs that have a tremendous impact on our resources in 2024, and beyond.

Our meeting with Parliamentary Assistant John Jordan from the Ministry of Long-Term Care addressed the County of Renfrew's concerns with the Minimum Data Set – Case Mix Index Funding Model as Ontario long term care homes continue to gather data at significant health human resource expense toward determining a case mix index value to determine percentage

of per diem funding. We are hopeful to be part of a working group to examine the future of long term care policy changes in Ontario.

Our final delegation was Tuesday afternoon with Minister Graydon Smith, Ministry of Natural Resources and Forestry to address the issues of accurate and current flood mapping for the major rivers and tributaries in the region.

All of these meetings were incredibly beneficial and we have begun to receive feedback on our requests already. Staff will be contacting the appropriate ministries for follow up meetings in the very short term.

As the Chair of the Eastern Ontario Wardens' Caucus, I attended a number of delegations with various ministries, addressing the key priorities of housing, long term care and paramedic services. Once again, the Caucus was held in high regard and we will be working on next steps as we focus our efforts on a Queen's Park Day and a Parliament Hill Day, both scheduled for October.

I also attended the ROMA Board Meeting, Councillor Murphy will provide a report later on in today's meeting.

The 16th Annual Warden's Golf Tournament is being held on September 21, 2023 at the Dragonfly Gold Links with a shotgun start at 11:00 a.m.

On behalf of Council, I wish to express our sincere condolences to former Warden and Mayor of the Township of Whitewater Region Don Rathwell and his family on the passing of his sister Beatrice Wilson, who passed away on July 17, 2023.

On behalf of Council, I wish to express our sincere condolences to the family of former Councillor of the Township of Laurentian Valley George Hodgkinson who passed away on July 17, 2023.

County of Renfrew acknowledged and lowered the flags to mark the passing of the Honourable James K. Bartleman, who served as the 27th Lieutenant Governor of Ontario from 2002 to 2007.

I will remind those assembled here of the following - the County of Renfrew, Experience our history, Share our future.

This concludes my address for this session of County Council.

The CAO/Clerk noted that correspondence received was forwarded to Council.

Delegations were heard as follows:

a) 9:15 a.m. Municipal Finance Manager, Watson & Associates, Economists Ltd. Byron Tan overviewed the background on Development Charges in Ontario and provided findings from the study and concluded his presentation at 10:17 a.m.

   Council discussed several options and scenarios in regards to the scope of development charges and growth related projects. Council was encouraged to submit any further questions they had to the Finance and Administration Department prior to September 8, to be included in the September Finance and Administration Committee Meeting.

Council recessed at 10:50 a.m. and reconvened at 11:04 a.m.

Moved by Councillor Brose
Seconded by Councillor MacKenzie
BE IT RESOLVED THAT Council move into a closed meeting - pursuant to Section 239 of the Municipal Act, 2001, as amended for the purpose of:

(a) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board;
(b) a proposed or pending acquisition or disposition of land by the municipality or local board (Keys Public School, Deep River and Renfrew County Housing Corporation property sale, Arnprior); and
(c) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (Long-Term Care Homes Accreditation).

Time: 11:05 a.m. CARRIED.

THAT the Meeting resumed in Open Session at 11:50 a.m.

Councillor Jennifer Murphy introduced the Retirement of Rosalyn Gruntz, and presentations and speeches were provided acknowledging her dedication and service to the County during the past 25 years.

Council recessed for lunch at 12:27 p.m. Council reconvened at 1:28 p.m. with the same persons present.

Councillor Jennifer Murphy, Chair of the Finance and Administration Committee brought in and read the resolutions in the following report:

August 30, 2023

To the Council of the Corporation
Of the County of Renfrew

Members of County Council:

We, your **Finance and Administration Committee**, wish to report and recommend as follows:

**INFORMATION**

1. **Retirement – Deputy Clerk/Executive Assistant – Rosalyn Gruntz**

   Rosalyn Gruntz, Deputy Clerk/Executive Assistant provided notice of her retirement effective August 31, 2023. Rose joined the County of Renfrew on February 16, 1998 and has over 25 years of service. During her years of service Rose has worked with Chief Administrative Officer/Clerk Norm Lemke until his retirement and then successfully trained Jim Hutton and Paul Moreau. Her current work in progress, Craig Kelley, will now be in a position to train her replacement. We would like to extend our thanks to Rose for all her hard work and dedication over the years and we wish her health and happiness as she moves on to this next chapter in her life!

2. **New Deputy Clerk/Executive Assistant – Gwen Dombroski**

   The County of Renfrew is pleased to announce that the hiring process to fill the role of retiring Deputy-Clerk/Executive Assistant, Rosalyn Gruntz has been completed. Gwen Dombroski, previously the Deputy Clerk/Communications Coordinator at the Township of Madawaska Valley, has accepted the position and began her duties with the County of Renfrew the week of August 14. Gwen is in very capable hands with Rose showing her the County ropes. You will have an opportunity to meet Gwen at County Council, if you didn't meet her during Committee week. Chief Administrative Officer/Clerk Craig Kelley indicated that he had worked with Gwen in the past, and is confident that she will grow into the role, with big shoes to fill. Congratulations and welcome Gwen.

3. **Council Remuneration – June 30, 2023**

   Attached as Appendix I is the Treasurer's Statement of Remuneration and Expenses paid to County Council as at June 30, 2023.

4. **Treasurer's Report – June 30, 2023**

   Attached as Appendix II is the June 30, 2023 monthly one-page financial summary, along with the Treasurer's Report for the General Revenue Fund, Bonnechere Manor, Miramichi Lodge, Public Works and Renfrew County Housing Corporation.

5. **Town of Deep River Correspondence**

Attached as Appendix III is a letter dated August 1, 2023 from the Corporation of the Town of Deep River regarding their Council approval of a resolution for a grant of $55,000 to offset the Development Charges related to the new Deep River & District Hospital's (DRDH) new Long-Term Care Project and sending a proportional grant matching community challenge letter to the Town of Laurentian Hills, Town of Petawawa, United Townships of Head Clara Maria and the County of Renfrew. Currently, the County of Renfrew does not have a provision for granting funds to these type of requests. Our Committee recommended that this letter be brought forward to County Council for further discussion.

6. **16th Annual Warden's Golf Tournament – Website Registration and Payment**

The 2023 Warden's Golf Tournament is scheduled for Thursday, September 21, 2023 at the Dragonfly Golf Course in Renfrew and the County of Renfrew website is now available for online registration and payment at Annual Wardens Golf Tournament - County of Renfrew:

**Date:** Thursday, September 21, 2023
**Time:** 11:00 a.m. shot gun start with scramble format
**Location:** Dragonfly Golf Links – 955 Opeongo Road, Renfrew
**Cost:** $360.00 per team or $90.00 per individual

Entry fee includes green fees, riding cart, boxed lunch, swag bag, after game appetizers and door prizes. The proceeds of the tournament will be donated to the Support for All Fund – County of Renfrew 2023 Ontario Winter Games Legacy Fund and the Housing and Homelessness Fund. For registration questions please contact Greg Belmore, Manager of Human Resources, at GBelmore@countyofrenfrew.on.ca or 613-735-3675 ext. 427.

7. **Employee Recognition Program – Corporate Policy J-05**

On April 26, 2023, County Council approved Policy J-05 Employee Recognition Program. Employee recognition is the acknowledgement of an individual or team's behaviour, effort and accomplishments that support the County's goals and values. The County of Renfrew's Employee Recognition Program is a way for the County of Renfrew to promote a workplace culture that strives to recognize and appreciate the commitment, dedication and contributions of all employees at the County of Renfrew.

Attached as Appendix IV is the bulletin announcing the first round of nominees and the successful recipients of the County's Employee Recognition Program for the period of March to June, 2023. Nominations are now open for the July to September period, closing September 30. The nomination can be done via the County of Renfrew website found here: https://forms.countyofrenfrew.on.ca/Public-Site/County-of-Renfrew-Employee-Recognition-Nomination

Congratulations to all of the winners and nominees and a big thank you to all of those who made nominations!

This policy contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

8. **Co-Op Opportunities**

The Human Resources division was pleased to welcome Mackenzie Dellaire on a two-week co-op placement. Mackenzie joined the County of Renfrew from Canadore College, where she was studying Office Administration. Mackenzie actively contributed to the success of our HR team by effectively performing various administrative duties. We hope that the experience gained at the County serves her well in her future career.

The Human Resources division is currently lining up additional co-op opportunities for the fall and winter semesters with Cambrian College for an HR placement lasting seven weeks, and Lambton College for an HR placement for four months. The Human Resources division is continuing to seek out further co-op opportunities for the County of Renfrew.

Co-op programs provide an opportunity to scout and evaluate potential future employees. They often have up-to-date knowledge of the latest trends and technologies in their field, which can contribute to innovative solutions and creative thinking. Co-op students often come from diverse backgrounds and cultures. Having a diverse workforce can contribute to a more inclusive and dynamic work environment, fostering creativity and understanding. Supervising and mentoring co-op students provides the County's existing employees with the chance to develop their leadership and management skills. This can be beneficial for their career growth, as well as for the County's succession planning.

This concerted effort at attracting co-op opportunities supports Strategic Plan Goal #2, Workforce Development.

**RESOLUTIONS**

9. **Non-Union Salary Grid Annual Adjustment**

**RESOLUTION NO. FA-CC-23-08-73**
Moved by Chair
Seconded by Committee
THAT County Council approve that the County of Renfrew's non-union salary grid be adjusted annually based on the June 12 month average of the Consumer Price Index (CPI) for Ontario (all items) as determined by Statistics Canada; AND THAT the adjustment will be effective for Pay Period #1 each year; AND FURTHER THAT this adjustment will not be lower than any increase negotiated with any union collective agreement; AND FURTHER THAT a revised Employment By-law #1 be brought forward to a future session of County Council.

**Background**

For many years, the non-union salary grid has been increased based on the guidelines provided by Council in September each year, as staff begin the work of developing the annual budget. In the last six months of 2021, the Ontario CPI averaged 4.42% on an annualized basis and Council directed that the non-union salary grid be adjusted by 1.75% for 2022. In the last six months of 2022, the Ontario CPI averaged 6.43% on an annualized basis and Council directed that the non-union salary grid be adjusted by 2% for 2023.

In 2021, Council approved a new non-union salary grid, based on the result of a comprehensive salary/pay equity review completed by an external service provider. This review compared our 2021 non-union salaries to 14 comparator municipalities and established a target salary based on the 55$^{th}$ percentile of all comparators. Based on this review, some non-union salaries were increased to ensure market competitiveness and pay equity compliance. However, many of our positions did not receive any adjustment. The non-union salary grid has not kept pace with inflation. In addition, when our comparators approve increases above the 1.75% and 2% approved for the County of Renfrew, then our staff compensation falls below even the 55$^{th}$ percentile salary grid target. Our Committee directed that a copy of the Closed Report prepared by Gallagher Benefits Services (Canada) Group Inc. for the Non-Union Market Review, dated March 23, 2022 be distributed in password protected format to County Council, as many of the new Councillors have not seen this document.

Because of the foregoing, the Chief Administrative Officer/Clerk and Treasurer have been canvassing other Eastern Ontario Wardens' Caucus (EOWC) municipalities and researching alternative methods to ensure that salaries remain competitive, while at the same time maintaining affordability for County of Renfrew taxpayers. The labour market is dynamic and very competitive, and other public organizations are trying to recruit and retain the same pool of talent currently employed by the County of Renfrew. It is essential that we establish some stability and predictability into to annual non-union salary adjustment process to ensure that we maintain our position as an "employer of choice" within the community. Further erosion of our salary grid against that of the other local public sector employers, will begin to have a significant impact on our ability to recruit and retain staff.

The recommendation is to use the June 12 month average of the Consumer Price Index (CPI) for Ontario (all items) as determined by Statistics Canada to ensure that we have the information by August each year to allow staff to begin developing the salary budget worksheets. The following table provides a comparison of the actual Council approved non-union adjustment vs the proposed average Ontario CPI adjustment vs the actual union wage adjustment:

| | | 12 mth Avg Ontario CPI (all items) | Use Avg CPI Increase for Next Year | NonUnion Approved Increase | Highest Union Increase |
|---|---|---|---|---|---|
| June | 2020 | 1.16% | | | |
| June | 2021 | 1.47% | 1.16% | 1.50% | 1.60% |
| June | 2022 | 5.39% | 1.47% | 1.75% | 2.00% |
| June | 2023 | 4.79% | 5.39% | 2.00% | 2.75% |
| June | 2024 | | 4.79% | ? | 3.25% |
| June | 2025 | | | ? | 3.25% |

This initiative contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

**BY-LAWS**

10. **By-law to Appoint A Deputy Clerk**

**RESOLUTION NO. FA-CC-23-08-71**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law to Appoint a Deputy Clerk for the County of Renfrew.

**Background**
With the departure of Ms. Rose Gruntz at the end of August, it is prudent to appoint Ms. Gwen Dombroski as Deputy Clerk effective September 1, 2023.

11. **Corporate Policies and Procedures – Human Resources**

**RESOLUTION NO. FA-CC-23-08-74**
Moved by Chair
Seconded by Committee
THAT County Council approve the amended Corporate Policy E-04 Vacation effective January 1, 2024; AND approve the new Corporate Policy J-06 Return of Service Incentive Program as a pilot project from September 1, 2023 to December 31, 2023 for Bonnechere Manor Long-Term Care Home; AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted.

**Background**
Attached as Appendix V are the following policies:

a) **E-04 Vacation**
In today's rapidly evolving business landscape, organizations are constantly seeking innovative ways to attract and retain top talent. One crucial aspect that plays a pivotal role in employee satisfaction and retention is the vacation policy. In the race to secure the best and brightest employees, a competitive vacation policy acts as a powerful recruitment tool. By enhancing vacation entitlement, the County demonstrates its commitment to supporting employees' personal and familial well-

being, thus appealing to a broader and more diverse pool of talent. Allowing employees to take ample time off enables them to recharge, reduce burnout, and return to work with renewed energy and focus.

A progressive vacation policy sends a clear message that the County values work-life balance and prioritizes the well-being of its employees. This commitment to employee welfare fosters a positive work culture.

The labour market is dynamic and competitive, with organizations constantly vying for a competitive edge. To attract and retain talent, it is essential to keep up with industry norms and benchmarks. By aligning and enhancing the vacation policy compared with other upper tier municipalities, the County positions itself as a forward-thinking entity that adapts to market trends.

As the workforce becomes more diverse in terms of generational demographics, it is crucial to cater to the preferences and expectations of different age groups. Younger generations, such as Millennials and Generation Z, place a high value on work-life balance and experiences. Enhancing vacation entitlement is a strategic move that not only attracts and retains top talent but also contributes to a positive work culture, improved morale, increased productivity, and reduced turnover.

This policy contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

b) **J-06 Return of Service Incentive Program**

Long-Term Care (LTC) facilities are facing a significant staffing shortage across many regions. This shortage is a result of a combination of factors, including the aging population, an increase in the number of individuals requiring long-term care, increased workloads, the COVID-19 pandemic, and unavailability of workers. Addressing the staffing shortage at Bonnechere Manor is crucial to ensuring residents receive the care and support they need and deserve.

The purpose of the Return of Service Incentive Program (the “Program”) is to outline the requirements and implementation of the Return of Service Incentive (the “Incentive”). This Policy will be a pilot project from September 1, 2023 until December 31, 2023. The Incentive is a one-time payment, which is paid to a New Recruit prior to commencing employment with the County of Renfrew with the sole objective of incentivizing them to accept employment with the County. The Incentive is subject to all applicable taxes, deductions and withholdings as required by law.

This new policy also contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

12. **County Road 512 – Foymount Road Reconstruction – Temporary and Long-Term Borrowing**

**RESOLUTION NO. FA-CC-23-08-75**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law to Authorize the Submission of an Application to Ontario Infrastructure and Lands Corporation ("OILC") for Financing of Capital Work (Foymount Road Reconstruction); to Authorize Temporary Borrowing from OILC to Meet Expenditures in Connection with such Capital Work; AND to Authorize Long-Term Borrowing for such Capital Work Through the Issue of Debentures to OILC.

**Background**
The County of Renfrew Long-Term Financing Plan includes the provision to debt finance individual capital projects in excess of $3 million.

At the June County Council Meeting, Resolution No. OP-CC-23-06-78 was adopted to accept the tender submitted by Bonnechere Excavating Incorporated (BEI), Renfrew, Ontario for the reconstruction of County Road 512-Foymount Road and County Structure B257 (Harrington Creek Bridge). The project is now projected to cost $7,985,000 over two years and anticipated to be completed by October 2024.

| **County Road 512 (Foymount Road) B257 (Harrington Creek Structure)** | **2023 Budget** | **Low Tender** | |
|---|---|---|---|
| | | **Projected** | **Variance Over/(Under)** |
| **Construction – Tender Amount County Road 512** | $3,250,000.00 | $5,776,500.97 | $2,526,500.97 |
| **Construction – Tender Amount Harrington Creek Structure** | $650,000.00 | $593,683.12 | ($56,316.88) |
| **Utility Relocations** | $595,000.00 | $703,786.53 | $108,786.53 |
| **Property Purchases** | $75,000.00 | $115,000.00 | $40,000.00 |
| **Engineering - Design/Tendering** | $30,000.00 | $30,000.00 | - |
| **Engineering – Contract Administration and Supervision** | $300,000.00 | $300,000.00 | - |
| **Material Testing (Allowance)** | $50,000.00 | $50,000.00 | - |
| **Contingency** | $256,717.50 | $288,825.05 | $32,107.55 |
| **Applicable Taxes** | $83,472.50 | $128,088.69 | $44,616.19 |
| **Total** | **$5,290,190.00** | **$7,985,884.36** | $2,695,694.36 |
| *Projected costs are based on Tender results, internal costs, and line painting | | | |

As staff move into the 2024 budget cycle, and long-term capital planning, these increased costs will need to be addressed and will be reported on during the Fall Asset Management Plan and the Long-Term Financial Plan update to Council.

It is now necessary for County Council to adopt a by-law to authorize borrowing to meet expenditures made in connection with the reconstruction of County Road 512-Foymount Road and County Structure B257 (Harrington Creek Bridge), from Rodden Creek to Miller Road, Township of Bonnechere Valley. The recommendation is to utilize the short-term Construction Financing Program from Infrastructure Ontario while the project is under construction, which will be transitioned to a 10-year fixed debenture upon completion. The current construction loan rate is estimated at 5.42% (variable) and the 10-year fixed debenture rate estimate is 4.84%. Both rates are subject to change up to the final approval of Infrastructure Ontario.

All of which is respectfully submitted.

Jennifer Murphy, Chair

And Committee Members: J. Brose, G. Doncaster, M. Donohue, P. Emon, A. Giardini, V. Jahn, D. Mayville

The Report was adopted as presented.

August 30, 2023

To the Council of the Corporation
Of the County of Renfrew

Members of County Council:

We, your **Community Services Committee**, wish to report and recommend as follows:

**INFORMATION**

**1. Renfrew County Housing Corporation Annual General Report for 2022**

Attached as Appendix I is the 2022 Annual General Report for Renfrew County Housing Corporation.

**2. Strategic Housing and Homelessness Plan**

The Renfrew County Housing Corporation Board of Directors approved staff to commence a strategic housing and homelessness plan that will provide objectives for the next ten (10) years in the following key areas:

- the maintenance and revitalization of Renfrew County Housing Corporation (RCHC) stock;
- continued support to maintain the viability of non-profit housing stock;
- develop additional affordable housing units - through the consultation of a consultant to identify the number of additional affordable housing units to strive towards new construction or the conversion of non-residential buildings into residential units;
- funding plans that will increase private market rent affordability through rent allowance (set monthly rate) and rent supplement (rent-geared-to-income subsidy) programs;
- community partner engagement to ensure that homelessness prevention programs meet community needs, working to ensure clients with needs have wraparound services;
- supportive housing services within the RCHC portfolio for tenants that require additional supports to continue living independently.

Section 6 of the Housing Services Act requires service managers to write a plan to address housing and homelessness for at least ten (10) years. The initial plan was adopted during 2013, with an update during 2019 and an addendum to address the COVID-19 pandemic and senior's housing strategy during 2021. It is anticipated that the new plan will take upwards of six months to complete, and it is recommended that as in previous years that an external party be hired to help author and coordinate the necessary community and staff engagement to develop the plan. The new housing and

homelessness plan will be an important tool for setting a vision and clear objectives to guide decisions regarding future budgets and investment plans.

**3. Annual Rent Increase Guideline for 2024**

In accordance with the Residential Tenancies Act, Ontario has set the maximum rent increase for 2024 at 2.5%. The rent increase guideline is the maximum amount a landlord can increase rent for most tenants without the approval of the Landlord and Tenant Board. Section 116 of the Residential Tenancies Act prescribes that landlords must provide tenants at least 90 days written notice of the landlord's intention to increase rent. The Renfrew County Housing Corporation Board of Directors at their meeting on August 16, 2023 approved a 2.5% rent increase to the maximum rents of all units effective January 1, 2024.

**4. Rent Increase in Addition to Guideline Amounts**

The Renfrew County Housing Corporation Board of Directors approved an increase to rent in the amount of $10.00 per month above the annual rent increase guideline for all units within the Renfrew County Housing Corporation portfolio except for units at the following locations: Albert St. Arnprior; Burwash St. Arnprior; Russell St. Arnprior; Francis St. Renfrew, McLean St. Renfrew; George Ave. Renfrew; Allan Ave. Renfrew; and Archibald Ave. Renfrew (the referred to Renfrew addresses are also known as Moran Heights).

Resolution RCHC-C-18-09-37 was proposed by staff at the September 2018 board meeting to address the significant variance of rent amounts charged for 1-bedroom apartment units across the portfolio. The rent amounts in the rural areas including Deep River, Cobden, Eganville, Beachburg, Barry's Bay, and Palmer Rapids had significantly lower rents compared to Arnprior, Renfrew, and Pembroke. The resolution directed that rent at the rural apartments be increased by $10.00 per month more, on top of the rent increase guideline amount and this decision was in effect for five years starting 2019 and ending 2023.

An assessment of rent subsidies at the beginning of August 2023 projects that 104 tenants may be impacted by the rent increases as these tenants are currently not eligible for a rent-geared-to-income subsidy and are paying maximum rent.

**5. Presentation to the Renfrew County and District Health Unit Board of Directors**

Attached as Appendix II is the presentation for the June 27, 2023, Renfrew County and District Health Unit Board of Directors meeting. Both Chair Giardini and the Director of Community Services outlined the Community Services Committee role regarding the various services offered through the department. The presentation was well received by the Renfrew County and District Health Unit Board of Directors.

## 6. New Francophone Licensed Child Care Centre

The Conseil des écoles catholiques du Centre-Est has built a Francophone Catholic elementary school in Arnprior named l'**École élémentaire catholique des Deux-Rivières.** The school will have a Francophone licensed child care centre named Centre éducatif Coeur des Jeunes des Deux-Rivières. This is an agency that the County of Renfrew Child Care and Early Years Division already has service agreements with, for its location in Pembroke at l'école élémentaire et secondaire publique L'Équinoxe. The new centre in Arnprior is hoping to open on August 28 and is looking to be licensed for 140 child care spaces.

## RESOLUTIONS

## 7. Intimate Partner Violence and Violence Against Women

**RESOLUTION NO. CS-CC-23-08-36**
Moved by Chair
Seconded by Committee
THAT County Council endorse the following recommendations resulting from the Culleton, Kuzyk & Warmerdam Inquest Jury Recommendations of June 28, 2022:

- Community Services set up a She C.A.N fund utilizing the Homelessness Prevention Program Funding (HPP) allowing for grants per year of up to $5,000. This fund and the funding source to be reviewed annually.
- Community Services introduce annual staff training regarding Intimate Partner Violence (IPV) and that this training be offered to other County of Renfrew departments to enhance their skill set when working with the community.
- Community Services create a routine screening process for applicants by asking people if they are currently or have recently experienced IPV, entering through Housing, Ontario Works or Child Care service entry points in order to streamline supports and services.
- Community Services management participate on local boards/committees that focus on IPV activities in the community.
- Community Services strike an in-house committee consisting of staff from Ontario Works, Community Housing, and Child Care and Early Years to review how IPV applicants access our services to ensure a seamless IPV focussed approach.

**Background**
At the March 28, 2023 meeting of County Council, JoAnne Brooks, Coordinator for End Violence Against Women - Renfrew County (EVA) and Lisa Oegema, Anti-Human Trafficking Program Manager, Victim Services of Renfrew County, appeared before council to highlight the work of the two groups to eliminate violence against women in Renfrew County, and to ask council to act and endorse recommendation #1 from the jury at the coroner's inquest into the murders of Carol Culleton, Anastasia Kuzyk and Nathalie Warmerdam. The County of Renfrew passed a resolution declaring intimate

partner violence and violence against women an epidemic. During the meeting of County Council on March 28, 2023, Community Services Committee was asked to bring back recommendations from the Jury Recommendation document that could be implemented by the County of Renfrew.

**BY-LAWS**

**8. Amendment to By-Law 100-20 – Ontario Works Policies and Procedures**

**RESOLUTION NO. CS-CC-23-08-37**
Moved by Chair
Seconded by Committee
THAT County Council amend By-law 100-20 authorizing the County of Renfrew to establish Ontario Works policies and procedures to replace Policy OW-I Internal Control Measures and Policy OW-II Funerals.

**Background**
The County of Renfrew is the Consolidated Municipal Service Manager responsible for delivery of Ontario Works in the County of Renfrew. The Ontario Works Act and provincial directives prescribe the rates and eligibility criteria for the majority of benefits available through the Ontario Works program. Where municipal discretion exists to establish local benefits and/or payment levels, By-Law 100-20 provides the County of Renfrew with authority to do so.

Policy OW-1 Internal Control Measures - This policy required amendments to remove the manual cheque process as this functionality no longer exists, and to include the additional payment controls which have been introduced into the Social Assistance Management System (SAMS) by the Province.

Policy OW-2 Funerals - This policy has been amended to reflect a recommendation that the eligible maximum for funeral benefits in the County of Renfrew be increased from $4,000 to $4,500. Additional amendments have also been made in the policy to capture the technical enhancements that have been made in SAMS to issue these benefits.

All of which is respectfully submitted.

Anne Giardini, Chair
And Committee Members: P. Emon, D. Grills, D. Mayville, N. Nicholson, G. Serviss

The Report was adopted as presented

Councillor James Brose, Chair of the Development and Property Committee brought in and read the resolutions of the following report:

August 30, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Development and Property Committee**, wish to report and recommend as follows:

**INFORMATION**

1. **Rural Economic Development Program Funding Agreements**

a) Rehabilitation of K & P Recreational Trail

The County of Renfrew was successful in their Ontario Rural Economic Development (RED) funding application for improvements for the K & P Recreational Trail to a maximum of $8,833.33. The proposed work includes culvert replacement, grading, compaction and aggregate application on the K & P Recreational Trail and will be split over 2023 and 2024.

The County of Renfrew has agreed to provide funding equivalent to 75% up to a maximum amount of $26,500, with the remainder of the funding ($8,833.33) to be provided by the Province of Ontario. This project funding must be used by 2024. The County portion of the project funds will come from the existing K & P Recreational Trail budget for 2023 and is included in the previously approved 2023 Work Plan; however, additional funds will be required to be allocated in 2024 to complete the works under the RED funding.

b) Rural Community Inclusion Pilot Project

The County of Renfrew was also successful in a co-application with the County of Lanark for their Ontario Rural Economic Development (RED) funding application for a Rural Community Inclusion Pilot Project to a maximum of $131,719.50. The Pilot Project will be spearheaded by the County of Lanark with the development of a Marketing Strategy and Implementation of the Plan for Rural Community Inclusion. The Pilot Project will span over three years from 2023-2026. The County of Renfrew has agreed to provide funding up to a maximum amount of $44,000 over three years to be partially funded by the Provision of Unallocated Funds. This initiative is part of Goal #2 – Workforce Development in the County of Renfrew Strategic Plan 2023-2026.

Resolution No. FA-CC-23-06-60 provided the Chief Administrative Officer/Clerk delegated authority for the month of July to approve consultant appointments and contract awards that would normally require Committee and/or Council approval. Under this delegated authority By-laws 107-23 and 108-23 were passed to execute agreements with His Majesty the King in Right of Ontario as represented by the Minister of Agriculture, Food and Rural Affairs – Rural Economic Development (RED) Program.

2. **Algonquin Trail – Land Use Agreements**

County of Renfrew Corporate Policy GA-13, Land Use Agreement Policy – County of Renfrew Owned Trails, dictates the requirements for encroachments on County of Renfrew lands along the Algonquin Trail and the K & P Recreational Trail.

Attached as Appendix I are two encroachment applications that have been approved by our Committee for 1) an existing encroachment along the Algonquin Trail, in the Town of Arnprior, near Ida Street North, and 2) a request for a new entrance on County Road 1 (River Road), which would require the driveway to cross and encroach on the Algonquin Trail, in the Township of McNab/Braeside, near Wrangell Road.

3. **Renfrew County Housing Corporation Property – Arnprior**

The availability of affordable housing is a critical concern affecting the well-being and prosperity of Renfrew County. The County has an opportunity to engage in a collaborative effort with housing providers to utilize Renfrew County Housing Corporation (RCHC) lands for the development of affordable housing projects.

Corporate Policy – GA-02 Disposal of Assets contains a section regarding Housing needs which reads "*The Social Services Department will be notified through internal circulation regarding the surplus status of a property and will be afforded the opportunity to determine whether the real property is suitable for housing purposes. If it is determined that the real property is suitable for housing purposes, non-profit and cooperative housing groups within the County may be afforded the opportunity to acquire the real property at current market value. As part of the report to the appropriate Standing Committee and Council concerning the declaration of a property as surplus and the disposal of said property, Council may elect to approve a grant to housing provider to offset the acquisition cost where deemed appropriate. The sale of the property at market value in a recommendation for a grant will be submitted to Council."*

1) Addressing the Housing Crisis: The shortage of affordable housing options in Renfrew County has reached a critical level. Leveraging lands owned by Renfrew County Housing Corporation for housing development can contribute significantly to alleviating this crisis and improving the quality of life of residents.

2) Optimizing RCHC Assets: An opportunity to make use of RCHC assets. RCHC-owned lands offer a valuable opportunity to contribute positively to the community by providing much-needed housing options.

3) Public-Private Partnership: Collaborating with housing providers enables the County of Renfrew and RCHC to tap into their expertise in housing development and management. This partnership model allows for efficient project execution and better allocation of resources.

4) Economic Impact: Affordable housing projects stimulate economic growth by creating jobs, increasing property values, and attracting new residents and businesses to the area. This aligns with our goals for a prosperous Renfrew County.

This initiative reflects Goal # 5 – Attainable Housing and Infrastructure in the County of Renfrew Strategic Plan 2023-2026.

Our Committee directed staff to to review opportunities with housing providers for the use of County of Renfrew and Renfrew County Housing Corporation owned lands.

4. **Taste of the Valley**

The first Taste of the Valley event for 2023 was held in Eganville on Saturday, August 12, from 10:00 a.m. to 3:00 p.m., with over 45 vendors in attendance and approximately 1,000 visitors.

Vendor attendance for all 2023 locations has exceeded previous years registration with two locations already sold out of space:

- Calabogie – 57 vendors registered (new location for 2023)
- Deep River – 58 vendors registered (sold out)
- Cobden – 118 vendors registered
- Pembroke (Holiday edition) – 68 vendors registered (sold out)

Upcoming event dates include Calabogie – September 9; Deep River – September 30; Cobden – October 14; and Pembroke – December 16. All events are held from 10:00 a.m. to 3:00 p.m. More information is available at www.TOTV.ca.

5. **Canadian Nuclear Laboratories and the Organization of Canadian Nuclear Industries Supplier Day – September 7, 2023**

Canadian Nuclear Laboratories (CNL) and the Organization of Canadian Nuclear Industries (OCNI) are hosting a supplier day on September 7, from 8:30 a.m. to 2:30 p.m., at the Chalk River site.

The Supplier Day is an opportunity for Renfrew County and MRC Pontiac businesses to connect with members of Canada's nuclear industry supply chain and learn more about the program of work underway at CNL and the opportunities it could create.

The Industry Day includes a trade show, luncheon, networking, and a full schedule of presentations and updates on CNL's future plans and opportunities for the supply chain.

CNL has made available a select number of booths at no charge for local businesses from Renfrew County, MRC Pontiac and local indigenous communities.

Local businesses are encouraged to register for the event at https://forms.office.com/Pages/ResponsePage.aspx?id=Oee3uOXjN0iVlVV-MeVidq5b895igOJIsu4f0ATOir5UQ1dVSEJVTEdLSUNCUkdJRjFPR0tUUjlVNS4u.

6. **New Economic Development Business Newsletter**

The Economic Development Division is launching a digital quarterly newsletter for the local business community. The goal is to inform, engage and educate the Ottawa Valley business community about government announcements, legislative changes, funding opportunities, market intelligence, research and relevant business information.

The newsletter also aims to put a spotlight on the enterprising spirit in Renfrew County by featuring two to three businesses from a variety of sectors in each issue. Businesses are encouraged to complete the content repository form at https://investrenfrewcounty.ca/BizSpotlight.

Businesses, organizations, municipalities and entrepreneurs are encouraged to sign-up to receive the digital newsletter at https://investrenfrewcounty.ca/Newsletter. The first issue was released in August.

7. **Ottawa Valley Tourist Association Data Collection**

Ontario Tourism Industry Health Check Report
Destination Ontario has released the Ontario Tourism Industry Health Check Report as of May 31, 2023.

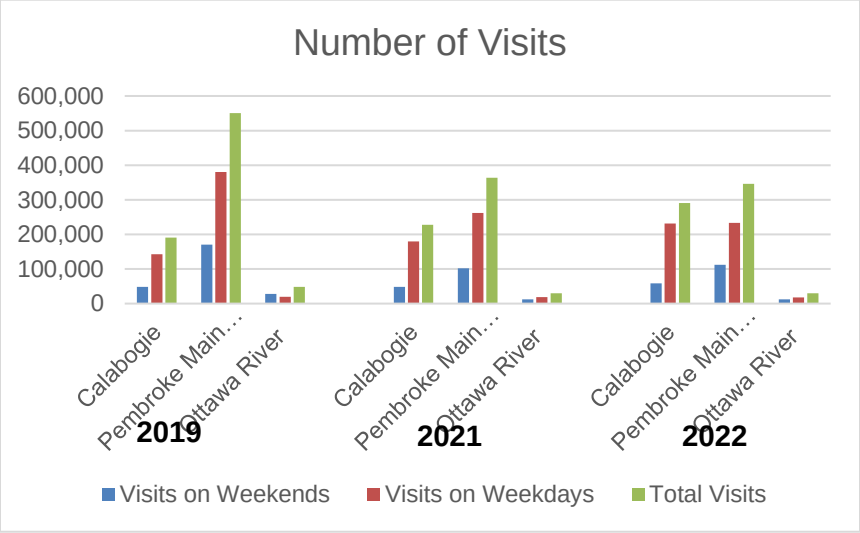
Geo-Fencing Data Project
In collaboration with Ontario's Highlands Tourism Organization (OHTO), the Ottawa Valley Tourist Association (OVTA) and county destination partners in the Ontario's Highlands region participated in a pilot geo-fencing data collection project in order to obtain more timely statistics about the local visitor economy.

Using GPS, wi-fi and cellular technology, data was collected for 2019, 2021 and 2022, with 2019 being a benchmark year pre-pandemic and subsequent years measuring post-pandemic recovery. For this pilot project, data was collected in three areas including:

- The Ottawa River: specifically OWL Rafting, Wilderness Tours, Whitewater Village, Whitewater Cottage and RV Resort
- K&P Calabogie Trailhead to Millenium Trail
- Downtown Pembroke and Waterfront Marina

Data collection also provided demographic and market profile information, including top origin of visitors, household income, media consumption habits, activity preferences, etc.

The OVTA is continuing to work with OHTO to explore additional opportunities and associated costs for data collection from other geographic areas across Renfrew County in order to get a more accurate picture of visitation to the region.




| Year | Geographic Area | Visits on Weekends | Visits on Weekdays | Total Visits |
|---|---|---|---|---|
| 2019 | Calabogie | 48,257 | 142,581 | **190,838** |
| | Pembroke Main St. & Waterfront | 170,136 | 380,443 | **550,779** |
| | Ottawa River | 28,222 | 19,981 | **48,203** |
| 2021 | Calabogie | 47,947 | 179,734 | **227,681** |
| | Pembroke Main St. & Waterfront | 102,046 | 261,526 | **363,572** |
| | Ottawa River | 11,994 | 18,847 | **30,841** |
| 2022 | Calabogie | 58,923 | 231,637 | **290,560** |
| | Pembroke Main St. & Waterfront | 112,451 | 233,613 | **346,064** |
| | Ottawa River | 11,994 | 17,847 | **29,841** |

<u>2019 Demographic Profile</u>

| Location | Top Location of Origin | Type of Visitor/Highlights | Top Ranking Visitor Profile Details |
|---|---|---|---|
| **Calabogie** | • Renfrew<br>• Deep River<br>• Almonte | • Average household income between $103,625-$121,708<br>• Over 40% from two person households<br>• 66% labour force participation<br>• Over 80% use Facebook, 80% use YouTube & 40% for Instagram and LinkedIn | • Median age 53-57<br>• 76%-80% homeowners<br>• Enjoy gardening (67%) & Canoeing/Kayaking (44%) |
| **Ottawa River** | • Ottawa<br>• Toronto<br>• Whitewater Region | • Average household income between $112,000-$120,000<br>• Over 30% from two person households<br>• 66% labour force participation<br>• Over 75% use Facebook, 65% use YouTube | • Median age 51-55<br>• 72%-75% homeowners<br>• Enjoy nature, bird watching, snowmobiling<br>• Listen to country music radio |
| **Pembroke Main St. + Waterfront Park** | • Ottawa<br>• Petawawa<br>• Pembroke | • Average household income between $104,337-$115,604<br>• Over 43% from two person households<br>• 65% labour force participation<br>• Over 78% use Facebook, 66% use Youtube | • Median age 52-53<br>• 70%-73% homeowners<br>• Enjoy Cycling (45%) Fitness Walking (55%) & Arts & Crafts (47%) |

2021 Demographic Profile

| Location | Top Location of Origin | Type of Visitor/Highlights | Top Ranking Visitor Profile Details |
|---|---|---|---|
| **Calabogie** | • Ottawa<br>• Renfrew<br>• Whitewater Region | • Average household income between $99,685-$118,789<br>• Over 43% from two person households<br>• 65% labour force participation<br>• Over 80% use Facebook, 67% use YouTube & 35% for Instagram and 34% LinkedIn | • Median age 55-58<br>• 73%-78% homeowners<br>• Gardening (70%) & Bowling (44%) |
| **Ottawa River** | • Toronto<br>• Ottawa<br>• Mississauga | • Average household income between $128,000-$131,000<br>• Over 52% from two person households<br>• 69% labour force participation<br>• Over 75% use Facebook & 72% use YouTube | • Median age 49-50<br>• 72%-77% homeowners<br>• Ice Skating (36%), Camping (43%) & Yoga (28%) |

| Location | Top Location of Origin | Type of Visitor/Highlights | Top Ranking Visitor Profile Details |
|---|---|---|---|
| **Pembroke Main St. + Waterfront Park** | • Ottawa<br>• Petawawa<br>• Pembroke | • Average household income between $108,380-$120,247<br>• Over 41% from two person households<br>• 65% labour force participation<br>• Over 79% use Facebook & 68% use YouTube | • Median age 51-52<br>• 71%-77% homeowners<br>• Cycling (45%), Camping (47%) & Fitness Walking (44%) |

2022 Demographic Profile

| Location | Top Locations of Origin | Type of Visitor/Highlights | Top Ranking Visitor Profile Details |
|---|---|---|---|
| **Calabogie** | • Ottawa<br>• Renfrew<br>• Horton | • Average household income between $102,147-$115,307<br>• Over 46% from two person households<br>• 62% labour force participation<br>• Over 80% use Facebook, 67% use YouTube | • Median age 55-59<br>• 77%-79% homeowners<br>• Cycling (44%), Camping (46%) & Canoeing/Kayaking (44%) |
| **Ottawa River** | • Ottawa<br>• Whitewater Region<br>• Petawawa | • Average household income between $115,686-$117,764<br>• Over 46% from two person households<br>• 67% labour force participation<br>• Over 78% use Facebook & 69% use YouTube | • Median age 52<br>• 65%-68% homeowners<br>• Canoeing & Kayaking (42%), Camping (45%) & Hiking/Backpacking (38%) |
| **Pembroke Main St. + Waterfront Park** | • Petawawa<br>• Pembroke<br>• Laurentian Valley | • Average household income between $105,626-$114,273<br>• Over 42% from two person households<br>• 64% labour force participation<br>• Over 80% use Facebook & 67% use YouTube | • Median age 51-52<br>• 71%-75% homeowners<br>• Cycling (45%), Camping (47%) & Fitness Walking (54%) |

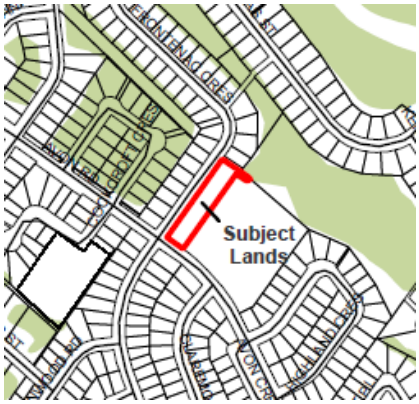
8. **Appointment to Ontario Professional Foresters Association Council**

County Forester, Lacey Rose, R.P.F., has been nominated by her peers to let her name stand for Vice President of the Ontario Professional Foresters Association. The Ontario Professional Foresters Association (OPFA) is a regulatory body that governs, sets standards of entry and practice of professional forestry in Ontario. The OPFA also protects the public by providing them with simple, inexpensive legal mechanisms for complaints against members to be dealt with. OPFA Council is the governing body

(similar to a board of directors) that sets strategic direction for the Association. Professional foresters are the only regulated professionals in natural resources. Members are nominated and stand for elections. Elected officers (e.g., Vice President and President) stand for a one-year term and may be re-elected to serve again. Lacey previously served as Councillor for Central East from 2016-2020.

9. **New Subdivision – Deep River (47T-23002)**

A new plan of subdivision application has been submitted in the Town of Deep River. The plan of subdivision consists of five blocks and has a total area of 0.476 hectares. The subdivision lands have road frontage along Frontenac Crescent and Avon Crescent. The subdivision proposes to create 12 townhouse units. The subdivision lands were severed from the abutting Morison School site this year. The application is being circulated in accordance with the Planning Act – due to recent Planning Act changes, a public meeting will not be held. The submitted subdivision and supporting information is available to be viewed by the public on Zencity or by scanning the following QR code.




10. **Draft Approval – King's Landing (47T-22001)**

The plan of subdivision for King's Landing, Township of Madawaska Valley, in the village of Barry's Bay, was draft approved on July 7, 2023. The plan of subdivision consists of lots/blocks for a total of 78 residential lots including:

- Blocks/Lots for semi-detached dwellings,
- Blocks for multiple attached dwellings,
- Lots for single detached dwellings,
- A block for a 42-unit apartment building or 44 stacked Townhouses, and
- Blocks of land for water access, stormwater management, and a pumping station.

11. **Final Approval – Petawawa Town Centre (47T-21003)**

Final approval was given on July 20, 2023 for the plan of subdivision for Petawawa Town Centre, Town of Petawawa. The plan of subdivision consists of 96 multiple attached units, parkland to be dedicated to the Town, and land for utilities including a Stormwater Management area.

12. **Request for Proposal DP-2023-02 – Flood Hazard Identification and Priority Setting Exercise**

Staff at the County and some local municipalities have been working with members of both the Province and Federal Governments to update Flood Plain hazard mapping. The County was successful in obtaining a grant from the federal government under the Flood Hazard Identification and Mapping Program (FHIMP). The grant would cover 50% of this first stage.

A Request for Proposal was issued for the Flood Hazard Identification and Priority Setting Exercise to qualified Engineering Consultant firms to conduct a flood hazard identification and priority setting exercise for the jurisdiction. This is the first stage of the process. The objective of this project is to determine priority areas where new or updated flood mapping is needed, and what data will need to be acquired, to complete the mapping.

This project is aligned with the federal flood mapping framework (NRCan, 2018), of which the objectives of this project will be to:

a) Identify current mapping status,
b) Identify shortfalls in current data and mapping,
c) Identify and prioritize areas for acquiring new mapping, and
d) Develop a plan to acquire data required for flood mapping and implement flood mapping across the county.

These plans will enable the County to be prepared for effective response to any future potential flood mapping funding opportunities.

A total of six proposals were received and the results are as follows:

| | | |
|---|---|---|
| 1) | Ahydtech Geomorphic Ltd., Guelph, Ontario | $37,137 |
| 2) | IN Engineering + Surveying, Brockville, Ontario | 45,138 |
| 3) | Aquafor Beech Ltd., Mississauga, Ontario | 76,475 |
| 4) | Dillon Consulting Ltd., Toronto, Ontario | 122,680 |
| 5) | Water's Edge, Cambridge, Ontario | 123,245 |
| 6) | J.L. Richards, Ottawa, Ontario | 134,690 |

All amounts exclude applicable taxes

The proposals were evaluated on a range of criteria including understanding of the assignment, capabilities of the project team, previous experience on similar

assignments, strategy, methodology, and innovativeness of design approach, schedule, and cost. The proposal submitted by Ahydtech Geomorphic Ltd. was evaluated as the best combination of all factors included in the assignment.

This procurement followed the process set out in Corporate Policy GA-01 Procurement of Goods and Services and was awarded to Ahydtech Geomorphic Ltd., under authority of the Director of Development and Property. Staff confirm there are sufficient funds to complete project.

As indicated, 50% of the cost of this first stage is supported by the grant. The remainder of the cost would be up to the County with support from local municipalities.

**RESOLUTIONS**

13. **Request for Proposal DP-2023-01 – Climate Action Plan**

**RESOLUTION NO. DP-CC-23-08-87**
Moved by Chair
Seconded by Committee
THAT County Council award Request for Proposal DP-2023-01 for the Climate Change Action Plan to Ainsworth Inc., Toronto, Ontario in the amount of $72,522 plus applicable taxes; AND FURTHER THAT the funds be taken from the Provision of Unallocated Funds.

**Background**
A Request for Proposal (RFP) was re-issued for the second time (previous proposal in 2022 with no submissions) in response to the County Council resolution to develop a climate change action plan to reduce greenhouse gas emissions for the County of Renfrew.

The proposal is to develop a Climate Change Action Plan (CCAP) outlining short term targets and actions required to improve energy efficiency, reduce energy consumption, scale up renewable energy generation, and reduce greenhouse gas emissions. The scope of the Plan will consider all County of Renfrew green-house gas emission sources, including natural gas consumption, vehicle fuel sources, and indirect electrical consumption. The CCAP will conduct a thorough identification of energy-consuming assets, including fleet, administrative buildings, infrastructure, and housing. The broader goal of the plan is to provide recommendations for the County operations to be fully decarbonized by 2050 and to provide a foundation for County staff to craft actionable policies.

The project and bid amounts include five phases:

- Phase 1: Project planning, visioning and communication plan development,
- Phase 2: Completion of a full inventory of greenhouse gas in the community and corporation,

- Phase 3: Assessment of current situation and setting of emissions reduction target,
- Phase 4: Provide recommendation to develop Climate Change Action Plan policies. Set the structure to develop implementation and monitoring strategy, and
- Phase 5: Create a ready Climate Change Action Plan.

In 2023, Council allocated $130,000 towards initiatives identified in the County of Renfrew Strategic Plan 2023-2026. The Climate Change Action Plan project reflects Goal # 6 – Environmental Resiliency in the Strategic Plan. This Climate Action Plan is to identify a path forward for a 'sustainable community' and identify and close gaps in the existing policy framework to achieve the vision and goals that will be developed in the Plan. The action plan is to ultimately develop a results-oriented policy document that will identify various projects and further policy initiatives that can be implemented to achieve climate change goals and overall greenhouse gas reductions.

Four qualified proposals were received that satisfied the criteria of the work plan. The Ainsworth Inc. proposal was the lowest bid, but the price still exceeds the anticipated budgeted amount of $25,000 for this project.

| | | |
|---|---|---|
| 1) | Ainsworth Inc., Toronto, Ontario | $72,522 |
| 2) | CIMA Canada Inc., Ottawa, Ontario | 114,312 |
| 3) | ICLEI Canada, Toronto, Ontario | 127,200 |
| 4) | SIA Partners Inc., Montreal, Ontario | 171,850 |
| | All amounts exclude applicable taxes | |

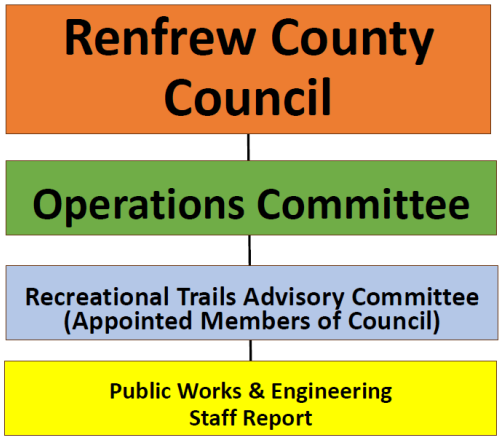
14. **Proposed Recreational Trails Advisory Committee Terms of Reference**

**RESOLUTION NO. DP-CC-23-08-92**
Moved by Chair
Seconded by Committee
THAT County Council recommends to the Striking Committee that the K & P Recreational Management Advisory Committee and the Trails Advisory Committee be amalgamated into a single Recreational Trails Advisory Committee; AND FURTHER THAT County Council approve the Terms of Reference for the Recreational Trails Advisory Committee.

**Background**
During the 2023 Budget Workshop meetings in February of 2023, a Business Case was presented which included the transfer of responsibility for Trails from the Development and Property Department to the Public Works and Engineering Department.

Attached as Appendix II is the Terms of Reference for the amalgamated Recreational Trails Advisory Committee. Both the K & P Recreational Management Advisory Committee and the Trails Advisory Committee reviewed the Terms of Reference with no concerns.

The proposed Recreational Trails Advisory Committee structure would be as follows:




The Striking Committee will meet in December when the Warden strikes the new committees for 2024.

**BY-LAWS**

15. **Acquisition of the Mississippi Valley Conservation Authority (MVCA) owned section of the K & P Trail Network**

**RESOLUTION NO. DP-CC-23-08-93**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law authorizing the Warden and Chief Administrative Officer/Clerk to enter into an Agreement of Purchase and Sale with the Mississippi Valley Conservation Authority for the County of Renfrew section of the K & P Trail for one dollar ($1), with a free and clear title; AND FURTHER THAT the Chief Administrative Officer/Clerk be authorized to enter into a Lease Agreement with the Mississippi Valley Conservation Authority for the County of Renfrew section of the K & P Trail, for the nominal sum of one dollar ($1) annually until such time as the Agreement is terminated or the purchase is completed; AND FURTHER THAT an Agreement be entered with County of Lanark to share in 19% of costs to free and clear title.

**Background**
The County has received an update from the County of Lanark that they intend to continue with negotiations for the acquisition of an additional section of the former K & P Rail Corridor from the Mississippi Valley Conservation Authority (MVCA).

The section of corridor to be acquired is approximately 35.2km long with 6.7km in Renfrew County, 20.7km in Lanark County, and 7.8km in Frontenac County. In order to facilitate the acquisition, a significant amount of legal survey and legal services is anticipated, estimated to cost approximately $350,000 in total. If acquisition were to move forward, with this

costing, and approval was received to proceed, the County of Renfrew would be responsible for 19% of the total cost; or approximately $67,000 (though this could increase from estimate).

Lanark County is the lead on discussions with MVCA; however, will keep County staff in the loop as negotiations proceed. Staff will bring forward updates in the future on the acquisition and may require approval at a future meeting to contribute to the acquisition.

Attached as Appendix III is a map that outlines the proposed purchase.

16. **Town of Deep River Affordable Housing Initiative**

**RESOLUTION NO. DP-CC-23-08-94**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law to execute a Memorandum of Understanding between the County of Renfrew and the Town of Deep River on a shared opportunity to purchase the discontinued Keys Public School located at 167 Brockhouse Way, Town of Deep River for a potential future housing initiative and community hub; AND FURTHER THAT funds required for the County's 50% portion of the appraisal be taken from the Renfrew County Housing Corporation Purchase Services account.

**Background**
The County of Renfrew and the Town of Deep River partnered to submit an Expression of Interest in May 2023 to the Renfrew County District School Board for the possibility of repurposing the school located at 167 Brockhouse Way, Town of Deep River for affordable housing initiations.

17. **Phil Donohue and Helen McGregor (Agent: Jp2g Consultants Inc.) – Official Plan Amendment No. 41 (OPA 41)**

**RESOLUTION NO. DP-CC-23-08-95**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law to approve Official Plan Amendment No. 41 (OPA 41).

**Background**
Attached as Appendix IV is the proposed Official Plan Amendment No. 41. The OPA application is to amend Schedule A of the Official Plan to re-designate a 1.4 hectare property from Agriculture to Agriculture – Exception Three. The change in designation would facilitate the severance of one new residential lot.

Lot creation in the Agriculture designation is limited to large agricultural lots, existing agriculture-related commercial and industrial use, lot adjustments, and for a surplus

dwelling. The proposed severance related to this Official Plan Amendment does not conform to the Official Plan.

A Planning Justification Report (including an Agricultural Impact Assessment) was submitted in support of the OPA. The report indicates that the proposed severance does not conflict with the objectives of the Provincial Policy for the Agriculture designation. Agricultural uses of the severed and adjacent properties are already limited due to the size of the property (the subject lands are only 1.39 hectares in area), the presence of existing dwellings surrounding the property, and a watercourse.

The subject lands are within a small cluster of residential uses; the proposed severance is considered an infill lot between existing dwellings. The new lot, and the existing residential lots in the area, are separated from the agriculture lands to the northeast by the existing creek. The Planning Justification Report concluded that agricultural operations in the area would not be negatively impacted by the introduction of a new residential lot within the existing cluster of dwellings; and that the new lot would not introduce new land use conflicts or compatibility issues.

A public meeting was held at the Township of Admaston/Bromley office on June 15, 2023. The application was circulated in accordance with the requirements of the Planning Act. No concerns have been identified. 18. PWC-2023-54 – Wylie Creek Bridge Replacement on Algonquin Trail

**RESOLUTION NO. DP-CC-23-08-98**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law authorizing execution of Contract PWC-2023-54 as submitted by Bonnechere Excavating Inc., Renfrew, Ontario for the replacement of the Wylie Creek Bridge, on the Algonquin Trail, Town of Laurentian Hills in the amount of $540,345 plus applicable taxes.

**Background**
Wylie Creek Bridge is located on Algonquin Trail, approximately 3km north of Wylie Road, in the Town of Laurentian Hills.

A Request for Tender was issued for the replacement of the Wylie Creek Bridge on the Algonquin Trail. Tenders were received until 2:00 p.m., August 22, 2023 and the results of the submissions are as follows:

1. Bonnechere Excavating Inc., Renfrew, Ontario $540,345

All amounts exclude applicable taxes

The replacement of Wylie Creek Bridge will be with a full highway loading capable bridge due to the remote location and need for crossing with construction and

maintenance equipment in the future. The replacement of this bridge will allow for the completion and opening of this section of Algonquin Trail potentially by the end of 2024.

Though only one submission was received, it is considered competitive. The tendered cost is less than the replacement of B005 (Scollard Bridge), which was of similar scope and completed in 2022.

**Financial Implications**

The 2023 Algonquin Trail Development budget includes funds in the amount of $4,177,792.

Though there are relatively substantial funds allocated for the development of Algonquin Trail, there is also still approximately 104km of Algonquin Trail remaining to be developed, which includes other large structures in need of rehabilitation or replacement, 15.6km of trail currently being constructed 'from scratch' through Garrison Petawawa, substantial drainage improvements, some base repairs, and granular application for an appropriate surface for all users. Staff confirm that there are sufficient funds allocated to complete the replacement of Wylie Creek Bridge; and will present an estimate of costs for development of the Algonquin Trail northward at a future meeting.

Item #2 Algonquin Trail – Land Use Agreements was severed from the report and a recorded vote was requested on the following resolution:

Moved by Councillor Donohue
Seconded by Councillor Doncaster
THAT the Council for the County of Renfrew deny the Land Use Applications presented herein, and direct staff to require the applicant in Arnprior to relocate the fence. DEFEATED.

| | | | For | Against | For | Against |
|---|---|---|---|---|---|---|
| **MUNICIPALITY** | **COUNCILLOR** | **# Votes** | **x** | **x** | **Wtd** | **Wtd** |
| Township of Horton | Bennett, D. | **8** | | | 0 | 0 |
| Township of North Algona Wilberforce | Brose, J. | **10** | | X | 0 | 10 |
| Town of Deep River | Doncaster, G. | **8** | X | | 8 | 0 |
| Township of Admaston/Bromley | Donohue, M. | **9** | X | | 9 | 0 |
| Town of Renfrew | Emon, P. | **15** | | X | 0 | 15 |
| Town of Laurentian Hills | Giardini, A. | **7** | X | | 7 | 0 |
| Township of Head, Clara & Maria | Grills, D. | **2** | | x | 0 | 2 |
| Township of Brudenell, Lyndoch & Raglan | Jahn, V. | **7** | | x | 0 | 7 |
| Town of Arnprior | Lynch, D. | **18** | | x | 0 | 18 |
| Township of McNab/Braeside | MacKenzie, M. | **16** | | x | 0 | 16 |
| Township of Killaloe, Hagarty & Richards | Mayville, D. | **8** | x | | 8 | 0 |
| Township of Bonnechere Valley | Murphy, J. | **12** | | x | 0 | 12 |
| Township of Whitewater Region | Nicholson, N. | **18** | x | | 18 | 0 |
| Town of Petawawa | Serviss, G. | **33** | | x | 0 | 33 |
| Township of Laurentian Valley | Watt, K. | **19** | | x | 0 | 19 |
| Township of Greater Madawaska | Weir, R | **16** | | | 0 | 0 |
| Township of Madawaska Valley | Willmer, M. | **15** | | x | 0 | 15 |
| **TOTAL** | | **221** | **5** | **10** | **50** | **147** |
| | | | **Motion Failed** | | | |

Moved by Councillor Murphy
Seconded by Councillor Jahn
THAT Policy GA-13, Land Use Agreement Policy – County of Renfrew Owned Trails is reviewed including the fee structure and be further discussed during an upcoming Development and Property Committee Meeting. CARRIED

Item #17 The Agricultural Designation was questioned and staff offered to provide additional information at an upcoming meeting

All of which is respectfully submitted.

James Brose, Chair

And Committee Members: D. Bennett, P. Emon, D. Lynch, M. MacKenzie, G.Serviss, K. Watt, R. Weir

The Report was adopted as amended.

Council recessed at 2:50 p.m. and reconvened at 3:03 p.m. with the same persons present except Councillor Valerie Jahn.

Councillor Glenn Doncaster, Chair of the Operations Committee brought in and read the resolutions in the following report:

August 30, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Operations Committee**, wish to report and recommend as follows:

**INFORMATION**

1. **Monthly Project Status Report**

   Attached as Appendix I is the Monthly Project Status Report for the information of Council.

2. **Capital Program Variance Report**

   Attached as Appendix II is the Capital Program Variance Report for the information of Council.

3. **Appointment to Canadian Public Works Association Board of Directors**

   Attached as Appendix III is a letter from American Public Works Association (APWA) President, Gary Losier, P.Eng appointing Lee Perkins, Director of Public Works and Engineering to a two-year term as President-Elect for 2023-2024 and President for 2024-2025 of the Canadian Public Works Association (CPWA) Board of Directors. A thank you letter to the County of Renfrew for its support of the Director of Public Works and Engineering for his involvement with the APWA/CPWA is also attached. The purpose of the CPWA Board of Directors is to serve as the "voice of public works in Canada" by focusing on public policy at the federal government level.

   The APWA and its subsidiary CPWA serve professionals in all aspects of public works—a fact that sets it apart from other organizations and makes it an effective voice of public works throughout North America. With a worldwide membership of more than 30,000 strong, APWA/CPWA includes not only personnel from local, county, state/province, and federal agencies, but also private sector personnel who supply products and services to those professionals.

   As a comprehensive public works resource, APWA/CPWA continues in its rich tradition of making a difference both on an individual and professional level. APWA/CPWA is a not-for-profit organization that prides itself on its ability to provide varied educational

and networking opportunities that help public works personnel grow in their professionalism and improve the quality of life in the communities they serve.

**RESOLUTIONS**

4. **Fire Radio System**

**RESOLUTION NO. OP-CC-23-08-98**
Moved by Chair
Seconded by Committee
THAT County Council approve the cost of the Fire Radio Dispatch System be split equally in the amount of $21,184.84, taxes included, amongst the following 17 participating user agencies: the Towns of Deep River, Laurentian Hills, Petawawa, and Renfrew; the Townships of Admaston/Bromley, Bonnechere Valley, Brudenell, Lyndoch and Raglan, Greater Madawaska, Horton, Killaloe, Hagarty and Richards, Laurentian Valley, Madawaska Valley, McNab/Braeside, North Algona Wilberforce, and Whitewater Region; the City of Pembroke, and the Algonquins of Pikwakanagan First Nation.

**Background**
County Council in May adopted the following resolution to proceed with the purchase of the Fire Radio Dispatch System:

**"RESOLUTION NO. OP-CC-23-05-59**
THAT County Council approve a new console and radio system be purchased from BearCom in the amount of $318,710 plus applicable taxes; AND FURTHER THAT a cost-sharing agreement be entered into between the following 17 user agencies: Towns of Deep River, Laurentian Hills, Petawawa, Renfrew, the Townships of Admaston/Bromley, Bonnechere Valley, Brudenell, Lyndoch and Raglan, Greater Madawaska, Horton, Killaloe, Hagarty and Richards, Laurentian Valley, Madawaska Valley, McNab/Braeside, North Algona Wilberforce, Whitewater Region, the City of Pembroke, and the Algonquins of Pikwakanagan First Nation; AND FURTHER THAT the system be placed in the County of Renfrew Asset Management Plan."

Attached as Appendix IV is a copy of the various cost share opportunities.

- **Option 1** – Population based costing
- **Option 2** – Call based costing
- **Option 3** – Equal cost share
- **Option 4** – Weighted value assessment share

Given the principle that a fire call is of equivalent importance to each of the 17 user agencies, an equal share model would appear to be most appropriate. Discussions are ongoing with the multiple partner agencies in regards to repayment starting in 2024.

**BY-LAWS**

5. **County Structure C137 (Hanson Creek Culverts)**

**RESOLUTION NO. OP-CC-23-08-100**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law authorizing a contribution of $210,244.11 to the Township of McNab/Braeside for the County of Renfrew's portion of road works to be completed over County Structure C137 (Hanson Creek Culverts).

**Background**
County Structure C137 (Hanson Creek Culverts) is located on Robertson Line, approximately 2km west of County Road 2 (White Lake Road), Township of McNab/Braeside. As reported previously, during the design for the reconstruction project, the Township of McNab/Braeside approached the County of Renfrew to explore potential for raising the elevation of the roadway at the location of the structure due to very poor, dangerous, road grades on either side of the structure. As such, the County agreed to replace with a longer culvert to accommodate the grade raise; the Township of McNab/Braeside is responsible for other costs attributed with raising the road at this location.

To reduce costs and save repetition of works, County staff requested that the Township of McNab/Braeside include the County's portion of paving, shouldering, and installation of guiderail in their road reconstruction tender. The road reconstruction tender has now closed, and the County's portion of the works in the tender totals $210,244.11. County staff have reviewed the costs and find them comparable with unit rates on County road projects.

**Financial Implications**
The 2023 Capital Budget includes $600,000 for the replacement of C137 (Hanson Creek Culverts). It is projected that the County has incurred costs in the amount of approximately $365,000 thus far and the total cost of the project will be approximately $575,244.11 with the contribution to the Township of McNab/Braeside road reconstruction project.

Staff confirm that there are projected to be sufficient funds in the project budget to complete the project in partnership with the Township of McNab/Braeside.

6. **PWO-2023-08 – Fuel Inventory Management System**

**RESOLUTION NO. OP-CC-23-08-101**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law authorizing execution of Contract PWO-2023-08 as

submitted by Triangle Pump Service Limited, Gloucester, Ontario for a Fuel Inventory Management System in the amount of $194,969 plus applicable taxes.

**Background**
The proposed Fuel Inventory Management System electronically controls access, security, inventory and account administration. The current five Public Works Patrols have up to three fuel types (gasoline, diesel, and dyed diesel) that can be accessed by multiple County of Renfrew Department staff. The proposed system, with control of the fuel types, will eliminate the possibility of cross fueling, unauthorized access and improved tracking and account management.

Tenders were requested for a Fuel Inventory Management System and the results received are as follows:

| | | |
|---|---|---|
| 1. | Triangle Pump Service Limited, Gloucester, Ontario | $194,969.00 |
| 2. | Comco Canada Ltd., Barrie, Ontario | $203,700.98 |
| 3. | 1999377 Ontario Limited o/a CTRL Petroleum, Lively, Ontario | $255,066.68 |
| 4. | Facility Management & Construction Div. of MI Petro (Central) Inc., Stouffville, Ontario | $367,400.00 |
| | All amounts exclude applicable taxes | |

Once the system is installed there is a monthly fee of $229 for use of the software. This fee will commence one year after the system is commissioned. Future increases to this fee will be based on the Consumer Price Index (CPI) set in January for the previous year.

**Financial Implications**
The 2023 Capital Budget allocation for a Fuel Inventory Management System is $125,000. Staff confirm that there are sufficient funds in the 2023 Operations Budget for the completion of this project as tendered.

Item #4 Fire Radio System Resolution No. OP-CXC-08-98 was severed from the report.

**RESOLUTION NO. OP-CC-23-08-98**
Moved by Councillor Donohue
Seconded by Councillor Mayville
THAT County Council approve the cost of the Fire Radio Dispatch System be allocated as Option 4, Weighted Value Assessment amongst the following 17 participating user agencies: the Towns of Deep River, Laurentian Hills, Petawawa, and Renfrew; the Townships of Admaston/Bromley, Bonnechere Valley, Brudenell, Lyndoch and Raglan, Greater Madawaska, Horton, Killaloe, Hagarty and Richards, Laurentian Valley, Madawaska Valley, McNab/Braeside, North Algona Wilberforce, and Whitewater Region; the City of Pembroke, and the Algonquins of Pikwakanagan First Nation.
CARRIED.

#6 Fuel Inventory Management System - Council questioned if the monthly fees were included and considered during the tender process. Staff will confirm.

All of which is respectfully submitted.

Glenn Doncaster, Chair

And Committee Members: D. Bennett, P. Emon, D. Lynch, M. MacKenzie, K. Watt, M. Willmer

The Report was adopted as amended.

Councillor Michael Donohue, Chair of the Health Committee brought in and read the resolutions of the following report:

August 30, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Health Committee**, wish to report and recommend as follows:

1. **Bonnechere Manor Resident Statistics**

| Statistics | May 2023 | June 2023 | July 2023 |
|---|---|---|---|
| Population at end of Month | 176 | 176 | 174 |
| # of Female Residents | 101 | 100 | 98 |
| # of Male Residents | 75 | 76 | 76 |
| Vacant Beds at End of Month | 2 LTC / 2 Respite | 2 LTC / 2 Respite | 4 LTC / 2 Respite |
| YTD Occupancy Rate: LTC<br>Respite | 99.18%<br>0.00% | 99.49%<br>0.00% | 99.13%<br>0.00% |
| Resident Deaths | 3 | 3 | 6 |
| Resident Discharges | 1 | 0 | 0 |
| Resident Admissions | 3 | 3 | 4 |

2. **Miramichi Lodge Resident Statistic**s

| Statistics | May 2023 | June 2023 | July 2023 |
|---|---|---|---|
| Population at end of Month | 163 | 163 | 164 |
| # of Female Residents | 104 | 105 | 105 |
| # of Male Residents | 59 | 58 | 59 |
| Vacant Beds at End of Month | 2 LTC / 1 Respite | 2 LTC / 1 Respite | 1 LTC / 1 Respite |
| YTD Occupancy Rate: LTC<br>Respite | 97.55%<br>34.11% | 97.68%<br>43.09% | 97.82%<br>47.17% |
| Resident Deaths | 5 | 7 | 4 |
| Resident Discharges | 0 LTC / 4 Respite | 0 LTC / 3 Respite | 1 LTC / 4 Respite |
| Resident Admissions | 9 LTC / 4 Respite | 7 LTC / 3 Respite | 6 LTC / 4 Respite |

3. **Home & Community Care Support Services Champlain Client Waitlist Information**

| Renfrew County Long-Term Care Homes (LTCHs) | Patients waiting for 1st choice from Community/Hospital | Patients waiting for 1st choice to transfer from another LTCH | Totals |
|---|---|---|---|
| Bonnechere Manor | 112 | 39 | 151 |

| Renfrew County Long-Term Care Homes (LTCHs) | Patients waiting for 1st choice from Community/Hospital | Patients waiting for 1st choice to transfer from another LTCH | Totals |
|---|---|---|---|
| Caressant Care Cobden | 43 | 19 | 62 |
| Deep River & District Hospital – The Four Seasons Lodge | 12 | 8 | 20 |
| Grove (The) Nursing Home | 108 | 35 | 143 |
| Groves Park Lodge | 37 | 22 | 59 |
| Marianhill Inc. | 42 | 24 | 66 |
| Miramichi Lodge | 207 | 57 | 264 |
| North Renfrew LTC Services | 46 | 23 | 69 |
| Valley Manor Inc. | 26 | 13 | 39 |
| **Totals** | **633** | **240** | **873** |

4. **Inequities in Paramedic Service Billing**

The Wardens from the Counties of Lanark, Leeds and Grenville, Prescott and Russell, Stormont, Dundas and Glengarry and Renfrew sent a letter dated July 7, 2023 requesting to meet with the City of Ottawa Mayor Mark Sutcliffe to discuss the modernization of Paramedic Services in Ontario and the pressing issue of inequities in paramedic service billing that our respective jurisdictions are facing.

5. **Renfrew County Virtual Triage and Assessment Centre**

Renfrew County Virtual Triage and Assessment (RCVTAC) Centre held its last on-site clinic at the 'old' Grove site in Arnprior on July 18, 2023. On July 25, 2023 RCVTAC opened its doors at 80 McGonigal Street West in Arnprior. The new location serves patients who are in need of an assessment and treatment by a paramedic, physician and or a hybrid appointment with a paramedic in person and a physician via video. The central location features two exam rooms, a waiting room, and a staff workspace.

6. **Community Support Services Funding Increase 2023/24**

Ontario Health East advised the Bonnechere Manor Senior Adult Day Program on July 17, 2023 that they would receive one-time funding in the amount of $14,617 in the fiscal year 2023/24 to support community services. This is a 3% one-time increase, replacing the 2% planning assumption that has been incorporated into the initially issued Multi-Sector Accountability Agreement (MSAA). This is a one-time increase and is not currently official base funding. The Ministry has confirmed, that subject to the necessary approvals, it anticipates this one-time funding will become ongoing funding.

7. **Government Requiring Licences for Temporary Agencies and Recruiters**

Effective January 1, 2024, a temporary help agency ("THA") or recruiter operating in Ontario must have a licence, or have submitted a license application, to operate. Long-

term care home operators who knowingly engage the services of an unlicensed THA or recruiter will be in violation of the Ontario Employment Standards Act, 2000 ("ESA").

To be licensed, a recruiter or THA must complete the necessary application form, pay a $750 fee and provide a $25,000 security payment. The form includes information such as the applicant name, directors and officers, as well as details regarding locations where the applicant conducts business globally.

A licence will expire one year after the date of issue, unless it is renewed before the expiry date. During the application renewal process the license remains valid unless notice has been issued by the Director revoking the license. License status for all THA providers, whether in good standing, suspended or revoked, will be made available for public access.

**BY-LAWS**

8. **Employment Agencies – Bonnechere Manor**

**RESOLUTION NO. H-CC-23-08-91**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law authorizing the Warden and the Chief Administrative Officer/Clerk to engage in an agreement with Mapletree Employment Solution Services for the provision of agency staff services at Bonnechere Manor.

**RESOLUTION NO. H-CC-23-08-92**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law authorizing the Warden and the Chief Administrative Officer/Clerk to engage in an agreement with Valiant Hearts Healthcare Services Inc. for the provision of agency staff services at Bonnechere Manor.

**Background**
Bonnechere Manor with the support of Committee and Council continues to engage in varied strategies to support the recruitment and retention of staff. Initiatives currently underway include new Corporate policies J-04 Employee Referral Bonus Program as well as the recently approved initiative to hire a maximum of twenty international personal support workers. Until such time as these programs come to full fruition we continue to rely upon contracting agency staff in order to provide frontline care services.

We are seeking Council's approval to adopt two by-laws authorizing the Warden and Chief Administrative Officer/Clerk to engage in agreements with Mapletree Employment Solution Services and Valiant Hearts Healthcare Services Inc. for the provision of agency staff services to support the required staffing complement at Bonnechere Manor.

With the ongoing staffing challenges, Mapletree Employment Solution Services has been providing agency staff since July 2022 at which time the agreement was vetted through our legal counsel, and agreed to by the Canadian Union of Public Employees (CUPE) Local 1508 through a Letter of Understanding.

Due to staffing challenges experienced over the summer period, July 2023, Valiant Hearts Healthcare Services Inc. commenced the provision of agency staff services at Bonnechere Manor under an agreement vetted by legal counsel and accepted by CUPE Local 1508 via Letter of Understanding dated July 2022. We are seeking Committee's approval to request County Council to adopt by-laws authorizing these contractual agreements.

Item #6 – Community Support Services Funding Increase 2023/24 Council requested that staff advise them when they receive the timelines on the approvals.

All of which is respectfully submitted.

Michael Donohue, Chair

And Committee Members: P. Emon, D. Grills, V. Jahn, J. Murphy, N. Nicholson, R. Weir, M. Willmer

The Report was adopted as presented.

Moved by Councillor Watt
Seconded by Councillor Willmer
THAT the following By-laws be enacted and passed:

a) By-law 109-23 – A By-law to appoint a Deputy Clerk.
b) By-law 110-23 – A By-law to amend By-Law 63-03 Human Resources Corporate Policies and Procedures for the County of Renfrew.
c) By-law 111-23 – A By-law to authorize certain new capital work of the Corporation of the County of Renfrew; to Authorize the Submission of an application to Ontario Infrastructure and Lands Corporation (OILC) for financing of such Capital Work; to authorize temporary borrowing from OILC to meet expenditures in connection with such capital work; and to authorize long-term borrowing for such capital work through the issue of debentures to OILC.
d) By-law 112-23 - A By-law to enter into an agreement of Purchase and Sale with the Mississippi Valley Conservation Authority for a Section of the K & P Trail within the County of Renfrew.
e) By-law 113-23 – A By-law to adopt amendment No. 41 to the Official Plan of the County of Renfrew.
f) By-law 114-23 – A By-law Authorizing the County of Renfrew to Enter into an Agreement with the Township of McNab/Braeside for sharing of costs for the reconstruction of Robertson Line at County Structure C137 (Hanson Creek Culverts).
g) By-law 115-23 -A By-law to execute Contract PWO-2023-08 for a Fuel Inventory Management System for the County of Renfrew Patrol Yards.
h) By-law 116-23 - A By-law authorizing an agreement with Mapletree Employment Solution Services for staffing services for Bonnechere Manor Long-Term Care Home.
i) By-law 117-23 – A By-law Authorizing an Agreement with Valiant Hearts Healthcare Services for Staffing Services for Bonnechere Manor Long-Term Care Home.
j) By-law 118-23 – A By-law to Amend By-Law 100-20 Being a By-Law to Establish Policies and Procedures for Ontario Works Services for the County of Renfrew.
k) By-law 119-23 - A By-Law for the execution of a Memorandum of Understanding with the Town of Deep River.
l) By-law 120-23 A By-Law for the Execution of Contract Pwc 2035-54 for the Replacement of the Wylie Creek Bridge – Algonquin Trail CARRIED.

Councillor Doncaster left the room at 3:36 p.m.

Written Reports from Representatives Appointed to External Boards

a) Association of Municipalities Ontario (AMO) No Report
b) Chalk River Laboratories Environmental Stewardship Council Report Provided
c) Eastern Ontario Regional Network (EORN) No Report
d) Federation of Canadian Municipalities (FCM) Verbal Report
e) Rural Ontario Municipal Association (ROMA). No Report one is forthcoming in September.

Councillor Doncaster returned to the meeting at 3:39 p.m.

Moved by Councillor Nicholson
Seconded by Councillor Murphy
WHEREAS there is an urgent need for affordable housing across the County of Renfrew and Pembroke;
AND WHEREAS there are individuals with no housing and a waiting list of 1423 applications to gain access into the Renfrew County Housing Corporation community housing;
AND WHEREAS we also have too many young families, adults and seniors in housing situations where they have to decide between rent, utilities, food and medication each month;
AND WHEREAS there is a demonstrated need to support housing as a whole in our communities given lower tier municipal resources have insufficient capacity to lead or facilitate address affordable housing;
THEREFORE, be it resolved that County Council direct staff to study and bring back options by the end of Q1 2024 to create an organization (like Prince Edward County Affordable Housing Corporation) that can provide leadership and facilitation across upper and lower tiers, partners and developers to increase affordable housing in Renfrew County and Pembroke. Any resources needed to examine these options to be included in the 2024 Budget proposal. **CARRIED**.

Moved by Councillor Murphy
Seconded by Councillor Nicholson
WHEREAS the local tier municipalities of Bonnechere Valley, Whitewater Region and North Algona Wilberforce have expressed support to apply for funding for a pilot program including public charging stations and electronic ride share vehicles in September 2023;
AND WHEREAS this initiative and its model will benefit all of the residents in Renfrew County;
AND WHEREAS a timely application for the funding is critical to this project;
AND WHEREAS there are little to no options for transit in the rural and remote areas of Renfrew County;
AND WHEREAS there is a demonstrated need to support transit for low income and seniors;
THEREFORE, be it resolved that County Council supports the application to the rural transit fund and direct staff to issue a letter of support and budget for any resources needed to be included in the 2024 Budget proposal. **WITHDRAWN**

Council agreed that the resolution read was not the original resolution included in the County Council Agenda for August 30, 2023 and it did not meet the Notice of Motion allowable time through the Procedural By-Law to amend the agenda. The following resolution was provided:

Moved by Councillor Murphy
Seconded by Councillor Nicholson
WHEREAS the lower tier municipalities of Bonnechere Valley, Whitewater Region and North Algona Wilberforce have expressed support to apply for funding for a pilot program including public charging stations and electronic ride share vehicles in September 2023;
AND WHEREAS this initiative and its model will benefit all of the residents in Renfrew County;
AND WHEREAS a timely application for the funding is critical to this project;

NOW THEREFORE be it resolved that this is a notice of motion being brought forward from Councillor Jennifer Murphy requested the County's support for this project with more details to be presented at the meeting. **CARRIED.**

**New Business**

Councillor Donohue referred to the Ministry of Health funding announcements presented during the AMO Conference that will impact the County including the dedicated offloading nurse program, increased land ambulance funding. He also referenced the public health funding split, and public health funding increase.

Councillor Lynch thanked the Warden for participating in the Cultural Market.

Warden Emon noted that due to scheduling conflicts the September 14, 2023 Finance and Administration Committee Meeting may be rescheduled to September 18, 2023 and notice is forthcoming.

Moved by Councillor Donohue
Seconded by Councillor Brose
THAT By-law 121-23, being a By-law to Confirm the Proceedings of the Council of the County of Renfrew at the meeting held on August 30, 2023 be now numbered, deemed read three times and passed. CARRIED.

Moved by Councillor Serviss
Seconded by Councillor Willmer
THAT County Council adjourn. Time – 4:13 p.m. CARRIED.

# Eastern Ontario Immigrant Attraction & Retention Strategy.

Supporting a Strong, Healthy, Vibrant, and Diverse Future for The County of Renfrew, Lanark County, City of Ottawa, the United Counties of Leeds and Grenville, Stormont, Dundas and Glengarry United Counties, and the United Counties of Prescott and Russell

## Eastern Ontario Immigrant Attraction and Retention Strategy Partners

EASTERN ONTARIO TRAINING BOARD
COMMISSION DE FORMATION DE L'EST ONTARIEN

Local Immigration Partnership
Partenariat local pour l'immigration
LANARK & RENFREW

olip | plio
ottawa local immigration partnership | partenariat local pour l'immigration d'ottawa

RSIFEO
RÉSEAU DE SOUTIEN À L'IMMIGRATION FRANCOPHONE DE L'EST DE L'ONTARIO

ST. LAWRENCE · RIDEAU IMMIGRATION PARTNERSHIP

This project is funded by Immigration, Refugees and Citizenship Canada

Immigration, Refugees and Citizenship Canada
Immigration, Réfugiés et Citoyenneté Canada

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# Executive Summary

The Eastern Ontario region is currently experiencing an exciting period of growth, with the potential for an increase in population through coordinated efforts and collaboration. Although the Canadian and local economies have seen a rapid recovery from the impact of COVID-19 compared to other advanced economies, an acute labour shortage creates uncertainty for both businesses and workers.

To address this shortage, the 2022-2024 Immigration Levels Plan aims to continue welcoming immigrants at a rate of approximately 1% of Canada's population, with plans to admit 431,645 permanent residents in 2022, 447,055 in 2023, and 451,000 in 2024. The community and business leaders involved in the Eastern Ontario immigration strategic planning process recognize that the region's growth will require a greater reliance on newcomers from outside of Canada rather than the sources of population growth the region has been experiencing in recent years.

The sustained fiscal capacity of a government relies on a mutually reinforcing relationship between population and economic growth. In the case of urban centers like Ottawa and the surrounding rural communities in Ontario, driving economic and demographic expansion is crucial to enhancing the government's fiscal resilience and providing critical public services and infrastructure. It is essential to emphasize that the goal of this growth should be rooted in the pragmatic imperative of strengthening fiscal capacity rather than being driven solely by a desire for status or reputation.

The movement of people in Canada and globally has sparked discussions on how to engage best and mobilize actors at all levels to provide safe and inclusive environments for newcomers. At the forefront of this action are municipalities, which possess significant assets such as proximity to citizens and the ability to act quickly.

**Economic and demographic expansion is crucial to enhancing the government's fiscal resilience and providing critical public services and infrastructure.**

Urban areas have traditionally attracted newcomers due to established social, economic, and community networks. However, in recent years, smaller municipalities and rural areas have become increasingly popular destinations for newcomers. This shift in settlement patterns is driven

by federal policy and will impact rural communities' municipalities and their citizens, requiring advance planning and resource mobilization to maximize the contribution of newcomers to the local labour market and foster their inclusion in the community's social fabric through various equity, diversity, and inclusion initiatives.

Skilled and unskilled labour shortages are a major concern across Eastern Ontario. Our municipal leaders, economic development partners and business owners recognize that immigrant attraction and retention can play a pivotal role in helping to address these shortages. Local Immigration Partnership - Lanark & Renfrew, in partnership with The Eastern Ontario Training Board, Ottawa Local Immigration Partnership, Réseau de soutien à l'immigration francophone de l'est de l'Ontario and St. Lawrence-Rideau Immigration Partnership – Leeds and Grenville believe the region can succeed with a holistic regional immigration strategy.

This immigrant attraction and retention strategy aim to showcase the promising practices that Canadian municipalities are currently implementing to welcome newcomers. It also aims to provide municipal leaders and the Eastern Ontario community with a blueprint to attract newcomers and strengthen their integration in regional communities over the next three to five years.

To enhance immigrant integration, municipalities can implement three key objectives: establishing a shared vision and priorities, leveraging Local Immigration Partnerships (LIPs) and Réseau en immigration francophone (RIF) for bottom-up insights, and building relationships with higher levels of government. By doing so, they can create a more welcoming and inclusive environment for newcomers. In addition, through collaboration and coordinated efforts within the first 12 months of this strategy, the regional partners within Eastern Ontario can leverage existing digital content to establish a comprehensive website portal to promote the area as a destination and streamline settlement and integration support.

# The Eastern Ontario Immigration Strategy: Vision and Objectives

Eastern Ontario is increasingly becoming the growth engine of Ontario, with its abundant natural resources, expanding manufacturing sector, and growing tourism industry. Its strategic location, skilled workforce, and supportive business environment make it an attractive destination for investment and economic development in the province. The leaders of local government, community, and business sectors are determined to maintain the region's status as an Ontario growth engine. To achieve this objective, the vision for immigration is designed to serve as a supporting mechanism for the community's broader goal.

Ontario's vision is to create a dynamic and sustainable economy that leverages the region's unique strengths and advantages, such as its natural resources, skilled workforce, and diverse communities, to drive long-term growth and prosperity. This includes attracting new investment, fostering innovation and entrepreneurship, and developing a highly skilled workforce to support the region's evolving industries and businesses. Attracting, retaining, and integrating new immigrants is a crucial priority for Eastern Ontario's vision of becoming a prosperous and welcoming region while contributing to the provincial vision.

The strategy's goals are summarized into two principal categories: Attraction and the Retention and Integration of New Immigrants. The rationale and measurement framework for each of these objectives is found in Section 3.2.

## Key Immigration Strategy Objectives: Overview

1. Establish a shared vision and set of priorities among regional municipalities and develop collaborative mechanisms that foster mutually beneficial planning and support the region's appeal to newcomers.
2. Leveraging the Local Immigration Partnerships (LIPs) and Réseau en immigration francophone (RIF) in the region as drivers of bottom-up ideas and perspectives from their respective stakeholders to inform how the region's immigrant attraction and retention strategy evolves over time.

3. Building/strengthening relationships with higher levels of government to align to favourable policies and plans and mobilize investments on priority actions determined collaboratively by the municipalities and LIPs/RIF.

## 1.1 Introduction

### 1.1.1 About Eastern Ontario

Eastern Ontario is a vast region of Canada that encompasses diverse communities, industries, and natural landscapes. Among the many counties and municipalities that make up this region are the County of Renfrew, Lanark County, Ottawa, the United Counties of Leeds and Grenville, Stormont, Dundas and Glengarry United Counties, and the United Counties of Prescott and Russell. Each of these areas has its own unique character and offerings.

The County of Renfrew is a picturesque area known for its natural beauty and charming rural communities. The region is home to diverse recreational activities and attractions, including pristine lakes, scenic parks, and historic landmarks, offering visitors and residents a unique and authentic taste of country living.

Lanark County is a hidden gem known for its rolling hills, tranquil lakes, and vibrant arts scene. The region's dominant economic sectors include a thriving agricultural industry, artisanal food and drink offerings, and outdoor recreational opportunities, making it an ideal destination for those seeking a relaxed and authentic rural lifestyle.

As the capital city of Canada, Ottawa is a dynamic and cosmopolitan hub of culture, politics, and commerce. Known for its stunning natural setting along the Ottawa River and Rideau Canal, Ottawa is a vibrant city that offers something for everyone, from world-class museums and galleries to thriving culinary and nightlife scenes.

The United Counties of Leeds and Grenville, located along the St. Lawrence River, is a collection of rural communities that offer a peaceful and idyllic way of life. The region's dominant economic sectors include agriculture and manufacturing. With a rich history and heritage, the area is home to various charming towns and villages and scenic countryside and waterways that provide ample outdoor recreation and relaxation opportunities.

The United Counties of Stormont, Dundas and Glengarry are communities that blend rural charm with modern conveniences. The region's dominant economic sectors include agriculture and manufacturing. In addition, it is home to various cultural and recreational attractions, including historic landmarks, festivals and events, and abundant outdoor activities such as fishing, hiking, and skiing.

Nestled along the Quebec border, the United Counties of Prescott and Russell are rural communities offering a relaxed and authentic way of life. The region's dominant economic sectors include agriculture and food processing, and it is known for its agricultural heritage and scenic countryside. The area is also home to a growing arts and culture scene and a variety of recreational opportunities such as golf, skiing, and fishing.

The region is home to a rich diversity of industries, including mining, forestry, agriculture, and manufacturing, as well as a growing tourism sector that showcases the area's natural beauty and recreational opportunities.

**Home to a rich diversity of industries, including mining, forestry, agriculture, manufacturing, and a growing tourism sector.**

### 1.1.2 About the LIPs and RIF in Eastern Region

Local Immigration Partnerships (LIPs) and Réseau en immigration francophone (RIFs) are collaborative initiatives between local governments, settlement agencies, community groups, and other stakeholders to enhance the successful integration of immigrants and refugees into their communities. These partnerships are critical in identifying local needs and developing strategies to support newcomers accessing services and opportunities, improving language skills, and building social connections.

The Local Immigration Partnership - Lanark & Renfrew is a collaborative effort to support the integration of immigrants and newcomers into the community. The partnership works towards improving access to resources and services, promoting intercultural understanding, and enhancing economic opportunities for newcomers by engaging with local organizations and stakeholders.

The Eastern Ontario Training Board is a non-profit organization focusing on workforce development and training initiatives in eastern Ontario. Through partnerships with employers, community groups, and other stakeholders, the board works towards improving access to employment opportunities, enhancing the skills and competencies of the local workforce, and addressing the needs of newcomers to the community.

The Ottawa Local Immigration Partnership is a collaborative initiative to facilitate the successful integration of immigrants and newcomers into Ottawa. The partnership works towards identifying local needs and developing strategies to support newcomers accessing services, building social connections, and improving language skills by collaborating with local organizations and community stakeholders.

The Réseau de soutien à l'immigration francophone de l'est de l'Ontario is a network of francophone organizations and stakeholders that aims to enhance the successful integration of francophone immigrants and newcomers into eastern Ontario. The network collaborates and partners with various organizations to improve access to services, promote intercultural understanding, and enhance economic opportunities for francophone newcomers.

The St. Lawrence-Rideau Immigration Partnership is a collaborative initiative between local governments, community groups, and other stakeholders to enhance the successful integration of immigrants and newcomers into Leeds and Grenville. The partnership works towards identifying local needs and developing strategies to support newcomers in accessing services, building social connections, and enhancing economic opportunities through collaboration and partnership.

### 1.1.3 The Need: Why do we need a Regional Immigrant Attraction & Retention Strategy?

The region is comprised of a dynamic urban centre and rural communities that would benefit from an influx of population to support ongoing economic growth and maintain their vitality. Skilled and unskilled labour shortages are a significant concern across Eastern Ontario, including the County of

Renfrew, Lanark County, Ottawa, the United Counties of Leeds and Grenville, Stormont, Dundas and Glengarry United Counties, and the United Counties of Prescott and Russell. In addition, our communities can see that their economies are not doing as well as they had in the past: shops are closing, downtowns are not as busy as they once were, the population is aging, many youths are either leaving or unemployed/underemployed, and we are coming out of a global pandemic which changed the employment landscape in many instances.

Our municipal leaders, economic development partners and business owners recognize that immigrant attraction and retention can play a pivotal role in helping to address these shortages while also considering housing, welcoming attitudes, and relevant supports available to strengthen our attractiveness to immigrants. Immigration is one channel through which small and medium-sized communities can have more confidence in a viable future.

Since 2016, there has been a significant shift in the workforce supply in Eastern Ontario. The number of available workers from within the region is decreasing, and with an aging local labour market population, many Eastern Ontarians are expected to retire soon. To maintain its strong economic growth, the region must seek out workers from outside the area and beyond.

To ensure the region's continued growth, ensuring the supply of talent to fuel local workforce needs will likely be the biggest challenge the six regions will face in the coming years. However, by collaborating and supporting one another, the six counties can work together to implement a unified immigration strategy to achieve greater success. This Strategy will address workforce needs and economic priorities and contribute to the community's social, cultural, and economic development, including those who come for compassionate or humanitarian reasons.

Although the federal government is responsible for setting immigration policies and levels, local decisions can significantly influence a community's ability to attract and retain immigrants. Effective immigration policies must reflect the needs and realities of the communities where new immigrants are needed. Therefore, this collective immigrant attraction and retention strategy for Eastern Ontario aims to support local immigration efforts while aligning with the provincial government's goals of attracting and retaining more immigrants to the region.

### 1.1.4 The Consultation and Research Methodology

The Eastern Ontario Immigrant Attraction and Retention Strategy was prepared after consultation with local immigration settlement agencies, community groups, businesses, and critical public service organizations across all regions led by Lockhart Facilitation.

Community consultation is essential, particularly when developing strategies to enhance the successful integration of immigrants and newcomers into a community. The Local Immigration Partnerships (LIPs) and Réseau en immigration francophone (RIF) play a critical role in this process by engaging their partners and adapting the overall project goals to the specific needs and characteristics of their communities. Their work is an asset to the project, and acknowledging the effort and importance of community consultation adds tremendous leverage to its success. Through this work, the project gained a deeper understanding of the distinct challenges and opportunities facing each community, allowing for the development of tailored strategies that are more effective and responsive. Ultimately, community consultation is vital in building more inclusive, welcoming communities that support the successful integration of immigrants and newcomers. Therefore, it is essential to the success of any project focused on this objective.

12 community consultation sessions were hosted, ten delivered through English facilitation and two in French, to which the following organizations and community members contributed insights and guidance:

- Counties and municipalities (14)
- Post-secondary institutes (3)
- School boards (4)
- Social service agencies (6)
- Economic Development (9)
- Healthcare services (4)
- Employment support services (8)
- Workforce planning (3)
- Manufacturing sector (2)
- Retail sector (2)
- Francophone organizations (9)
- Newcomers, immigrants, refugees, and international students (15)

The Strategy project team conducted a customized survey to gather feedback from 40 respondents about their experiences and opinions on immigration in their community. The survey included questions on various topics, such as the significance of immigration to the community, the difficulties encountered in attracting and retaining immigrants, and

suggestions for implementing better strategies to support immigrant integration. The survey also asked about specific obstacles that immigrants may encounter while accessing services, such as language or cultural differences, and the types of services or programs that respondents believe would be most beneficial.

The Strategy project team also reviewed immigration strategies developed in other regions across Canada. In recent years, dozens of communities have developed plans for attracting, integrating, and retaining immigrants. These plans provided helpful insight into how other communities are addressing this issue.

### 1.1.5 The Immigration Strategy Development Process: Desired Outcomes

The project team led by Local Immigration Partnership - Lanark & Renfrew, in partnership with The Eastern Ontario Training Board, Ottawa Local Immigration Partnership, Réseau de soutien à l'immigration francophone de l'est de l'Ontario and St. Lawrence-Rideau Immigration Partnership – Leeds and Grenville were tasked with developing the first collaborative immigration strategy for the six partnering communities that includes the following six key requirements:

- Formulate and effectively convey the necessity of immigration in the upcoming years.
- Propose strategies based on successful approaches to facilitate the necessary institutional transformations to make our region more inviting and desirable.
- Involve the business sector in recruiting and integrating immigrants into the labour force.
- Advocate for governments to revise their perspective on immigration to small and medium-sized communities and the dynamics between migration from rural and urban areas.
- Establish robust support systems for immigrants to facilitate their integration and wellbeing.
- Launch strategy within Eastern Ontario through a virtual summit, presentations to municipal leaders and community members, and ongoing meetings.

### 1.1.6 Municipalities and Immigration

The Canada-Ontario Immigration Agreement (COIA) Agreement in 2005 marked a significant change in how municipalities in Ontario were involved in immigration. This agreement paved the way for the establishment of LIPs and RIFs as a way to implement this intention. The Federal government's regionalization policy has also been promoting immigrant settlement in small communities for some time now.

Although there has been growing recognition of the role of municipalities since COIA, it is important to note that their role is not new. Establishing LIPs and RIFs has allowed for greater collaboration and support among municipalities to facilitate the successful integration of immigrants and newcomers in their communities.

Immigration is a shared jurisdiction between the federal and provincial governments, and there hasn't been much of a role for local government – particularly outside the largest urban centres. However, in recent years the dynamics have changed as more immigrants settle outside of the Toronto-Montreal-Vancouver-Calgary urban centres, and municipal governments realize how important attracting talent is to their continued growth and vitality.

If Eastern Ontario and other communities are to attract and retain immigrants in the years ahead successfully, it will involve a true partnership of local government, settlement agencies, business groups and other local stakeholders.

### 1.1.7 Immigration: A Coordinated Approach

The six counties that comprise Eastern Ontario have never come together with a coordinated approach to address this critical regional challenge. As a result, the project team believes that ensuring the supply of workers will grow to meet the local economy's needs is truly a regional challenge.

Although the urban centre of Ottawa and rural communities in the surrounding five counties possess their own unique traits, they share many similarities in terms of their economies and job markets, which underscores the importance of collaboration between municipalities in attracting and retaining immigrants to the region. However, various organizations form an ecosystem beyond local governments crucial to ensuring successful immigrant integration into our communities. This ecosystem includes immigrant service providers, hospitals, schools, churches, and other public institutions. Additionally, the business sector in the urban centre of Ottawa and beyond must recognize the significance of immigration to the region's future workforce. Reluctance to hire immigrants by businesses could contribute to a tight labour market and impede the region's growth potential.

**The successful integration of immigrants and newcomers in communities.**

Nonetheless, beyond local governments, the ecosystem of organizations mobilized and galvanized by the LIPs/RIF plays a crucial role in ensuring we can appeal to, retain, and integrate immigrants into our communities. These entities include immigrant service providers, hospitals, schools, churches, and other public institutions. Similarly vital is the business sector, which must recognize the significance of immigration to the region's future workforce. Should businesses display reluctance to hire immigrants, this could contribute to an increasingly tight labour market and, ultimately, impede the growth potential of our region. The LIPs and RIFs serve as local engagement and strategy groups, bringing together various organizations across multiple sectors to coordinate and amplify their efforts toward shared goals. These entities include immigrant service providers, hospitals, schools, churches, and other public institutions. Similarly vital is the business sector, which must recognize the significance of immigration to the region's future workforce. Should businesses display reluctance to hire immigrants, this could contribute to an increasingly tight labour market and, ultimately, impede the growth potential of our region.

**The provincial and federal governments play essential roles in the plan.**

Lastly, the provincial and federal governments play essential roles in this plan. The federal government must consider the potential impact on the availability of workers in the Eastern Ontario economy when implementing changes to the national labour market and immigration policies to avoid any unintended reduction in the workforce. In addition, the federal government has helped with immigration in small and mid-sized urban and rural areas across the country through initiatives like LIPs and RIFs. The provincial government is also an important partner because they want to see rural areas grow and thrive, which means it will need to bring in more new immigrants in the coming years.

A key objective of the Eastern Immigrant Attraction and Retention Strategy is to align and coordinate the policy objectives and aspirations of the federal and provincial governments to the needs of the region's communities. An important asset in this alignment is the connection between the LIPs and RIF in each partnering community, as they have the unique position of building local strategies and engagements.

### 1.1.8 Key Language & Definitions

What is the difference between an immigrant and a refugee? Immigrants are pulled to leave their home country in search of economic opportunities or personal reasons, but they also have the option to return. In contrast, refugees are pushed out of their homes due to persecution, war, or violence and cannot return until their safety can be guaranteed, which could take many years or even decades.[1]

Recent Immigrant or Newcomer[2]: This term refers to landed immigrants who came to Canada up to five years before a given census year. For the 2021 Census, recent immigrants are landed immigrants who arrived in Canada between January 1, 2016, and Census Day, May 11, 2021.

Migrant[3]: While there is no formal legal definition of an international migrant, most experts agree that an international migrant changes their country of usual residence, irrespective of the reason for migration or legal status. Generally, a distinction is made between short-term or temporary migration, covering movements between three and 12 months, and long-term or permanent migration, referring to a change of country of residence for one year or more.

Refugee[4]: A refugee is unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for race, religion, nationality, membership of a particular social group, or political opinion. War and ethnic, tribal and religious violence are leading causes of refugees fleeing their countries.

Asylum Seeker[5]: An asylum-seeker seeks international protection but has not yet been granted refugee status. When an individual fleeing conflict or persecution arrives in a new country, they must submit a formal claim for refugee status. This claim is evaluated by the host country, after which asylum seekers may be legally recognized as refugees.

1 UNCHR. 2018. Frequently Asked Questions. "What is the difference between a migrant and a refugee?", https://www.unhcr.ca/newsroom/faq/.

2 Statistics Canada. 2023. Canada's Ethnocultural Mosaic, 2021 Census: Definitions. "Recent Immigrants", https://www.statcan.gc.ca/en/subjects-start/immigration_and_ethnocultural_diversity

3 UNCHR. 2018. Definitions. "Refugees and Migrants", https://refugeesmigrants.un.org/definitions

4 1951 Convention Relating to the Status of Refugees, https://www.unhcr.org/3b66c2aa10.html

5 UNCHR. 2018. Frequently Asked Questions, https://www.unhcr.ca/newsroom/faq/

## 1.2 Immigration Level Trends in the Region

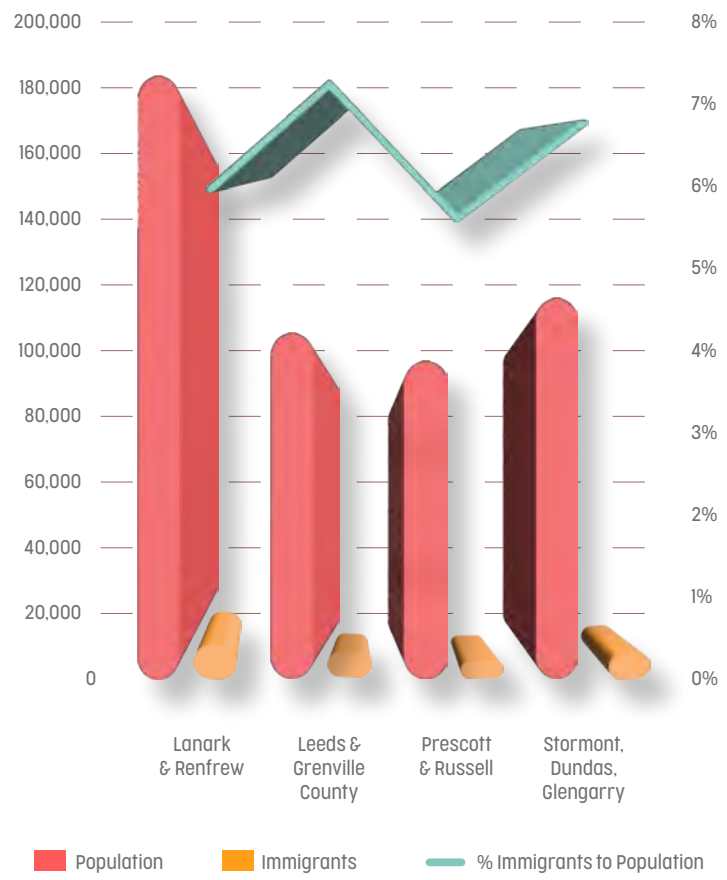
### Why should immigrants consider Eastern Ontario?

Eastern Ontario is an amazing place to live, work, and have fun because of its natural beauty, outdoor recreation opportunities, friendly communities, and vibrant arts and culture. The region has a strong economy with diverse mining, forestry, and tourism industries. There are also many festivals and events throughout the year, showcasing the region's rich cultural heritage, including francophone culture.

However, the region also faces some challenges. One of the main challenges is attracting and retaining skilled workers, particularly in remote and rural areas. This can impact the region's economic growth and competitiveness. Another challenge is the aging population, which can pressure healthcare and social services. Additionally, the region's vast size and its scattered population can create logistical challenges for the delivery of services and infrastructure development. The following charts reflect the percentage of immigrants in the total partnering community, comparing rural and urban trends to that of the provincial and trends of the country as a whole.

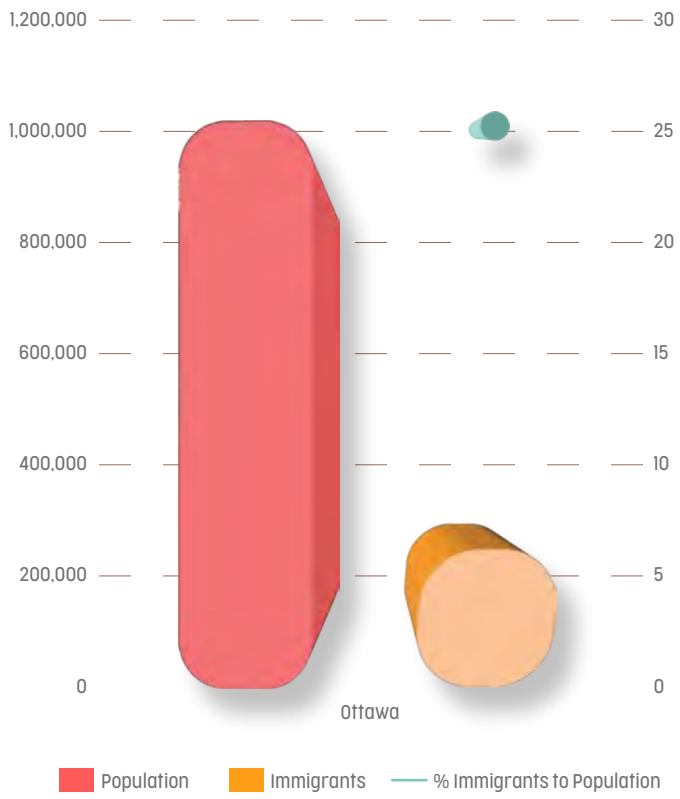
1.2 Immigration Level Trends in the Region

**Percentage of immigrants to total population - Lanark and Renfrew, Leeds and Grenville, Prescott and Russell, Stormont, Dundas, and Glengarry.**

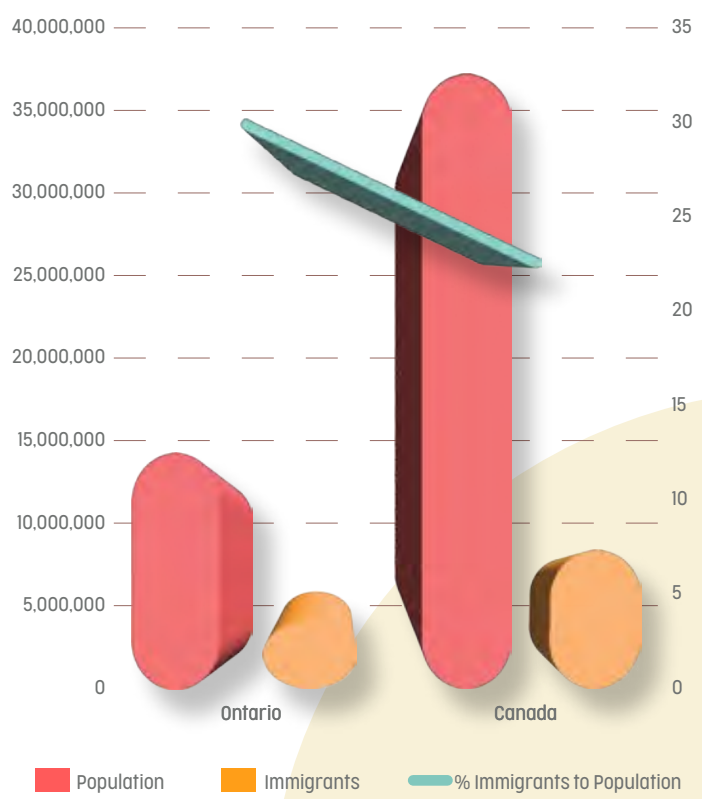


## 1.2 Immigration Level Trends in the Region

**Percentage of immigrants to total population - Ottawa**




**Percentage of immigrants to total population - Ontario & Canada**




(Source: Statistic Canada 2021. Labour force characteristics by immigrant status, annual and Labour force status by visible minority, immigrant status and period of immigration, highest level of education, age and gender)

Most importantly, Eastern Ontario has a bright economic future due to its abundant natural resources, including minerals, forestry, and renewable energy sources such as hydroelectricity and biomass. The region also has a diverse economy, including healthcare, education, and tourism. The government is investing in infrastructure projects such as transportation, broadband, and community development to support economic growth. Furthermore, the region has a strong entrepreneurial spirit and innovation culture, with numerous startups and incubators. Overall, Eastern Ontario has the potential for sustainable growth and development. Its location in Ontario and neighbouring Quebec is a big advantage and has helped industries like transportation, tourism, and retail grow steadily to serve the local population. Also, the region has many successful small and medium-sized businesses, which has helped the economy keep growing.

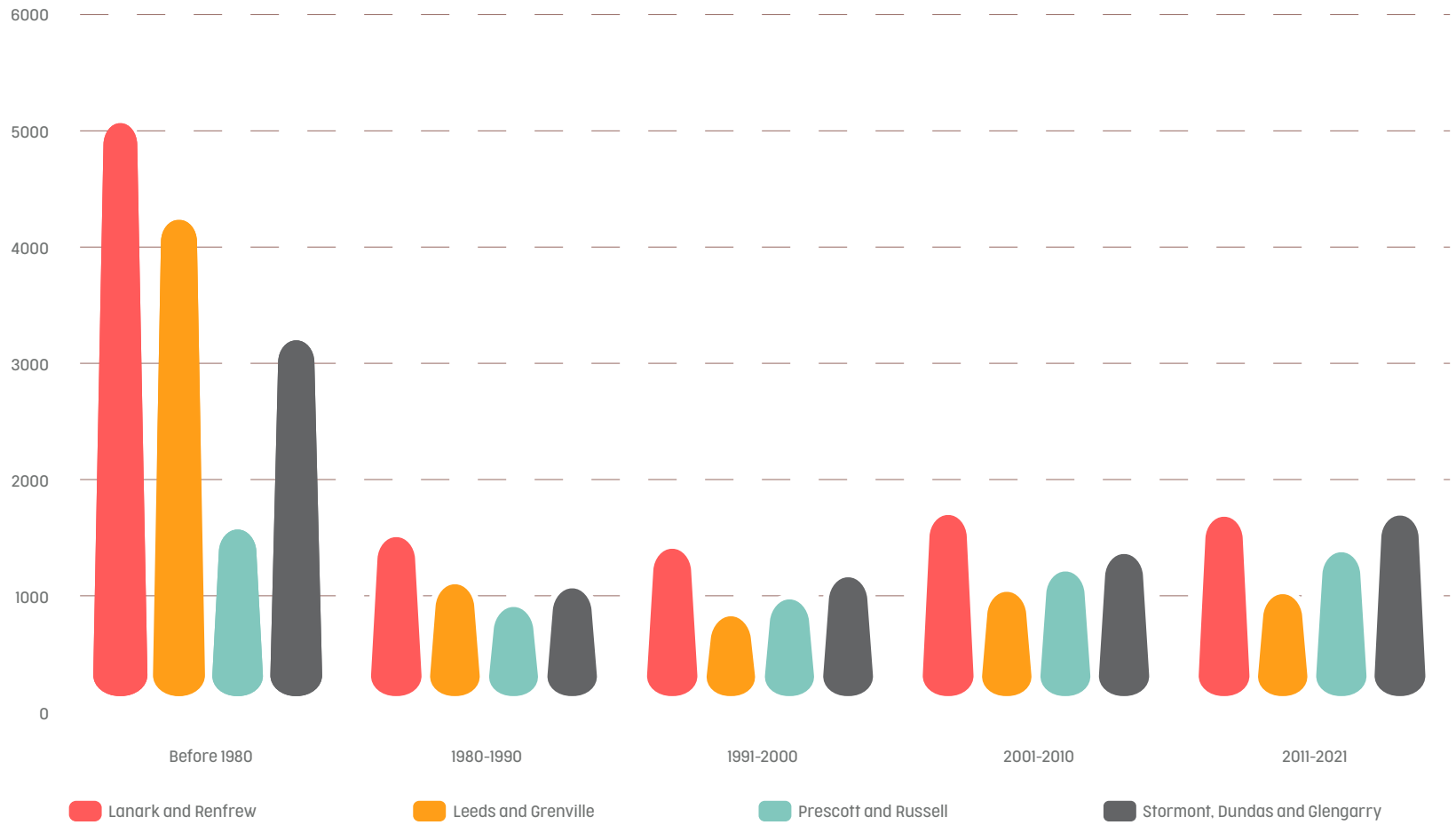
The Eastern region's communities have had varying levels of success in attracting immigrants, with differing social, cultural, and human capital characteristics among those who choose to live there. As well, while there are similarities among the region's rural communities, there are significant differences between rural and urban areas. The following charts and paragraphs will compare rural and urban centres and examine how the region compares to Ontario and Canada.

### 1.2.1 When did the bulk of immigrants arrive in each region?

While there was a surge in immigration in Canada before 1980, this trend declined after the initial surge, particularly in Lanark and Renfrew Counties. However, between 2000 and 2010, the number of immigrants climbed in Lanark and Renfrew Counties and slightly decreased in the following decade. Overall, there has been a steady growth in immigration in recent years, which can be attributed to the increased number of programs and incentives designed to encourage settlement in the country.

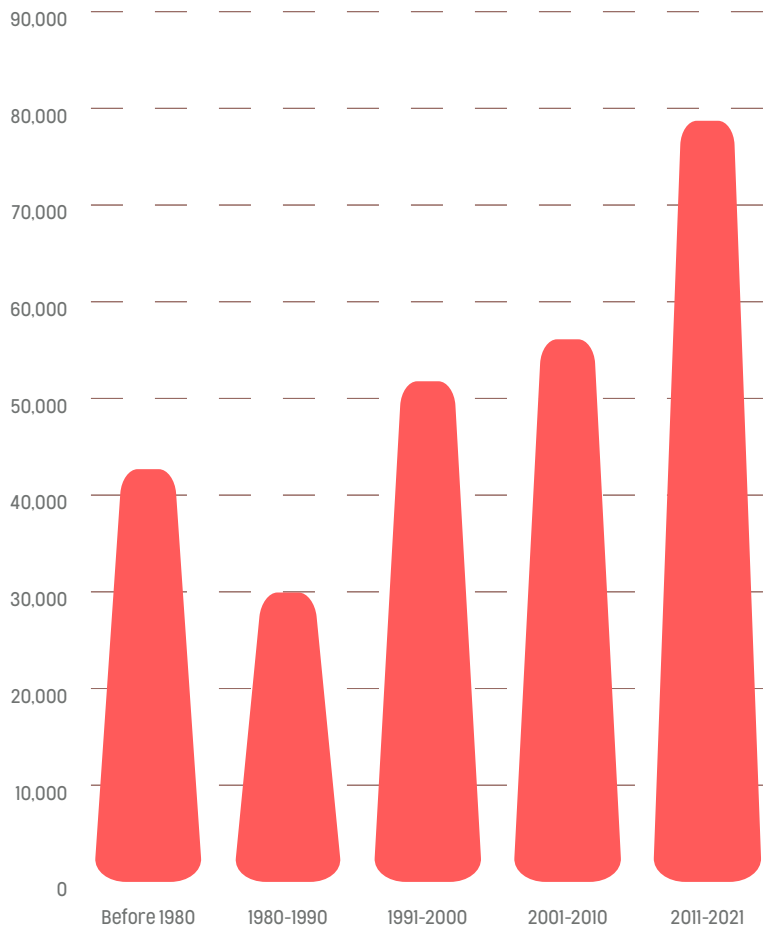
## 1.2.1 Immigrants by period of arrival *(cont'd next page)*

**Immigrants by period of arrival - Lanark and Renfrew, Leeds and Grenville, Prescott and Russell, Stormont, Dundas and Glengarry.**

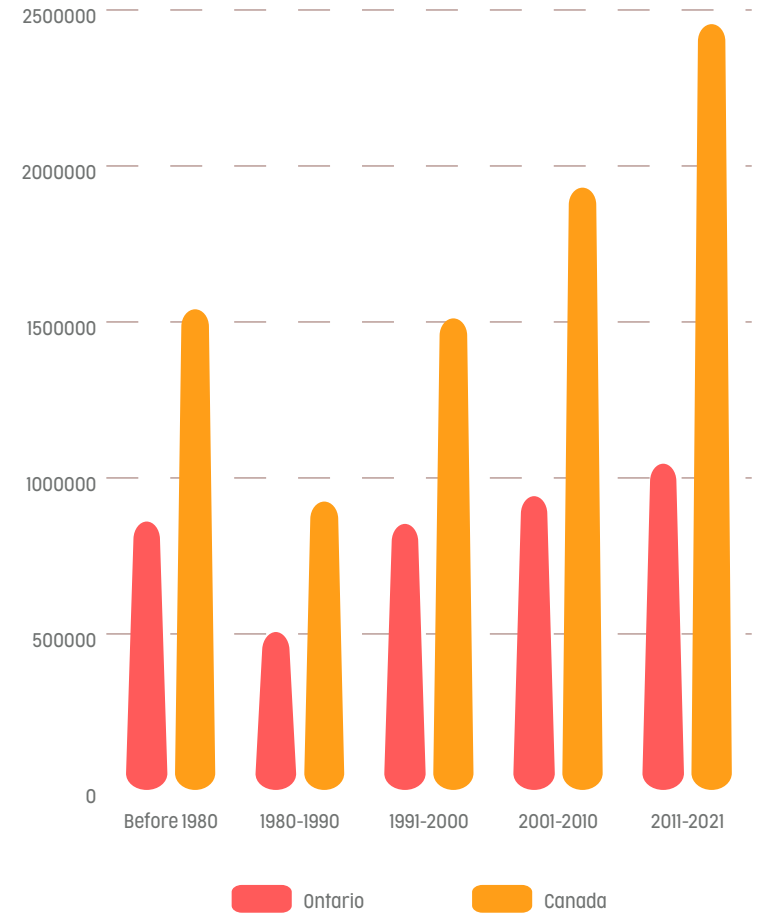


## 1.2.1 Immigrants by period of arrival

**Immigrants by period of arrival - Ottawa.**




**Immigrants by period of arrival - Ontario, Canada.**



Before 1980, Canada experienced a surge in immigration at the county, city, province, and national levels. However, this trend declined after the initial surge, with the county level withstanding the worst of it.

Specifically, the Lanark and Renfrew Counties saw a drop in the percentage of immigrants after this, with this trend continuing more or less until the 2010s.

Although immigration slightly increased in the counties in the 2000s and 2010s, the growth was not as robust as in the City of Ottawa, the province of Ontario, or the country as a whole.

However, between 2000 and 2010, the number of immigrants climbed in Lanark and Renfrew Counties and slightly decreased in the following decade.

Stormont, Dundas and Glengarry County and Leeds and Grenville County also saw most immigration occur before the 1980s. However, it is nearly twice as many as there have been in recent years. Meanwhile, it is interesting to note in the chart that while the number of immigrants is higher before 1980 Prescott and Russell, it is not that much more than in later periods.

Lanark and Renfrew Counties did see a slight decrease between 2011 and 2021 from 1,555 in 2001-2010 to 1,540 in the more recent slice of time. There was no drastic leap in immigration for the counties through the past decades, though Stormont, Dundas and Glengarry matched pace with Lanark and Renfrew Counties.

Overall, while most partnering countries saw their main surge in immigration before the 1980s, Ontario, Ottawa, and Canada have experienced a larger influx of newcomers in recent years.

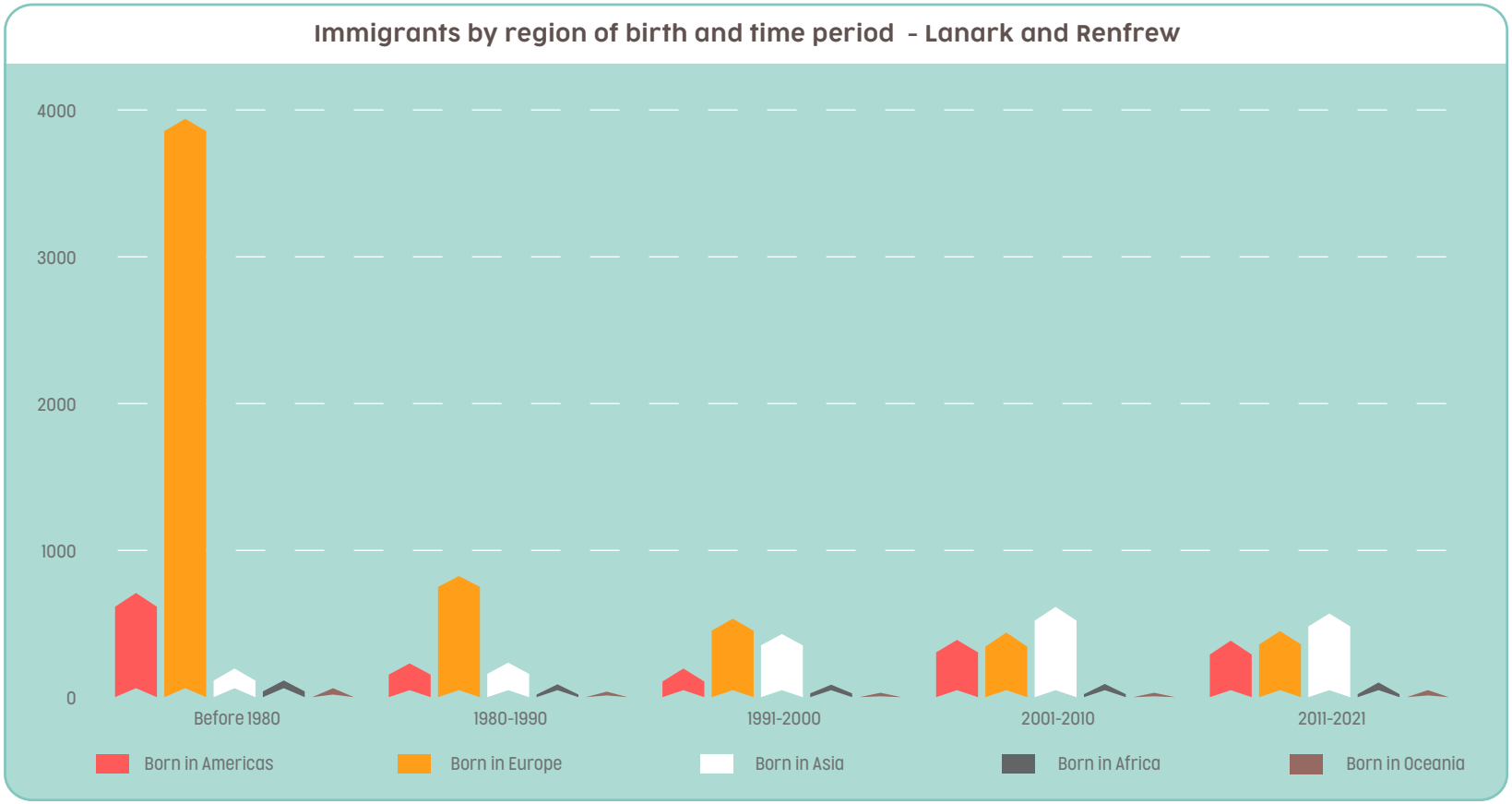
The charts indicate that there has been very steady growth as time goes on. This can be attributed to the increased number of programs and incentives designed to encourage settlement in the country.

(Source: Statistic Canada 2021. Labour force characteristics by immigrant status, annual and Labour force status by visible minority, immigrant status and period of immigration, highest level of education, age and gender)

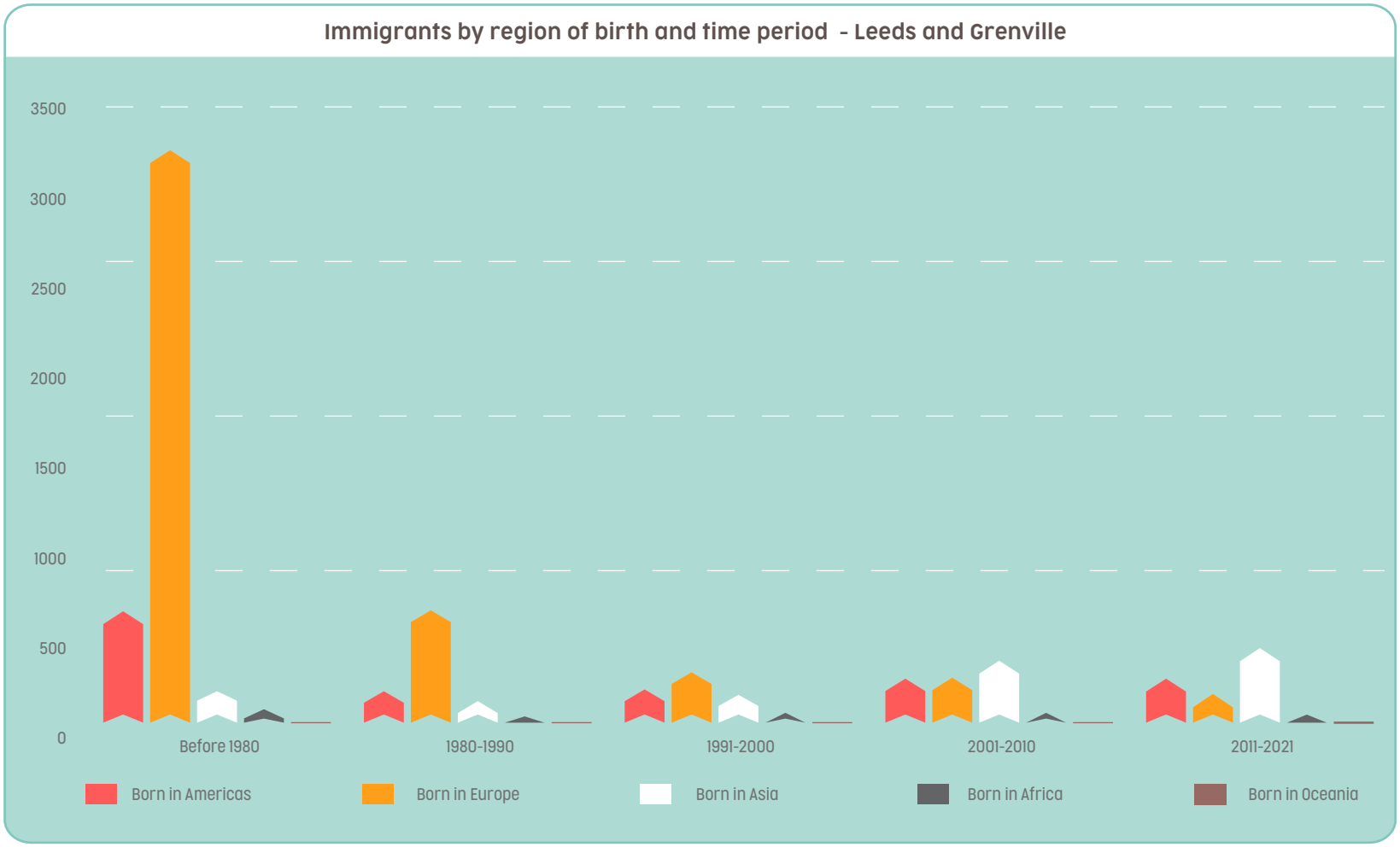
### 1.2.2 Immigrants by region of birth and period of arrival

The source regions of immigrants arriving in rural counties within the Region have undergone a significant change. Before 1980, most immigrants came from Europe, but since 1991, a significant portion has been coming from Asia and Africa. This shift in demographics indicates a rapid evolution of the cultural landscape. The influx of new customs, traditions, and ways of life is diversifying the local cultural scene.

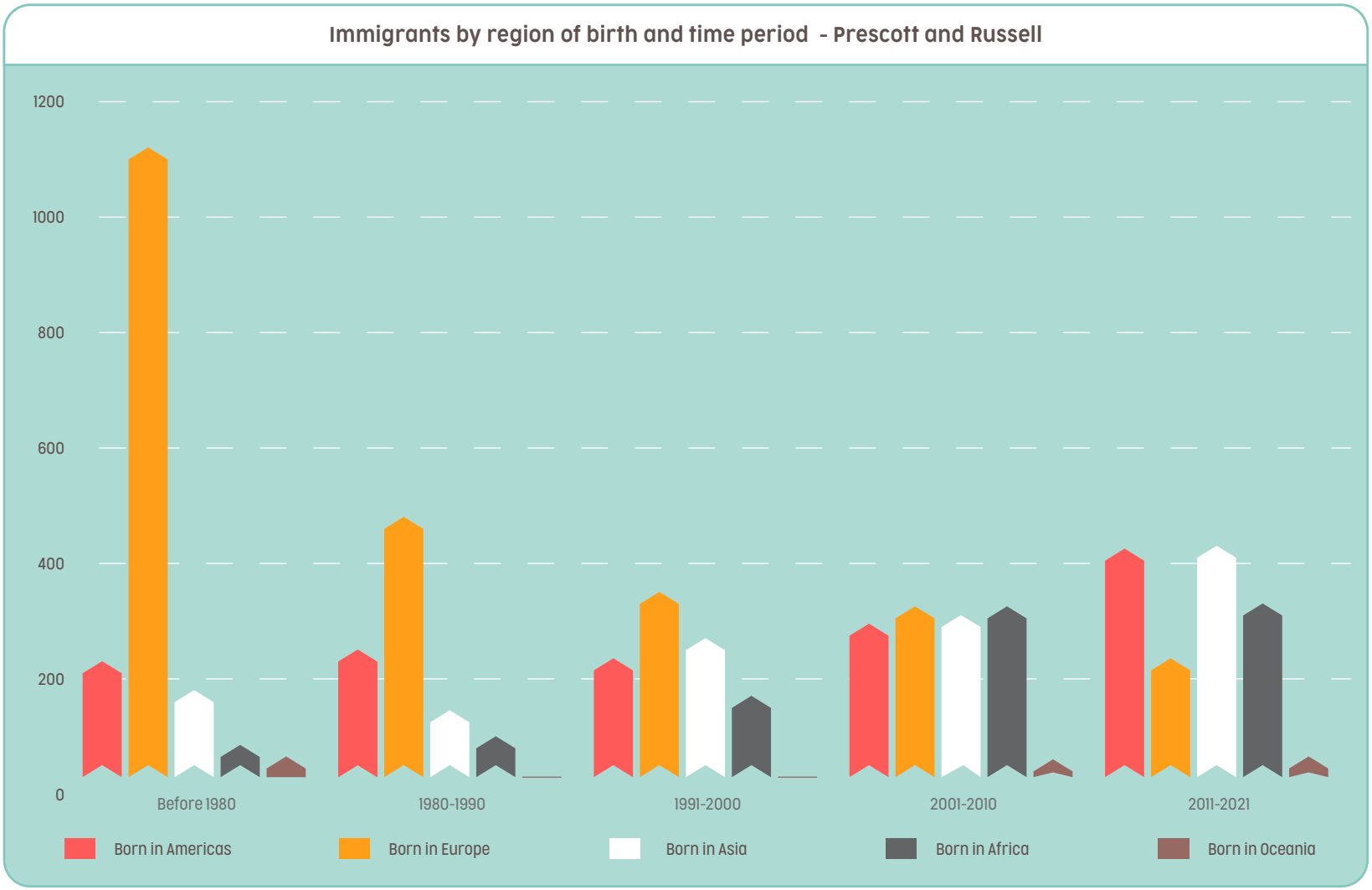
## 1.2.2 Immigrants by region of birth and time period



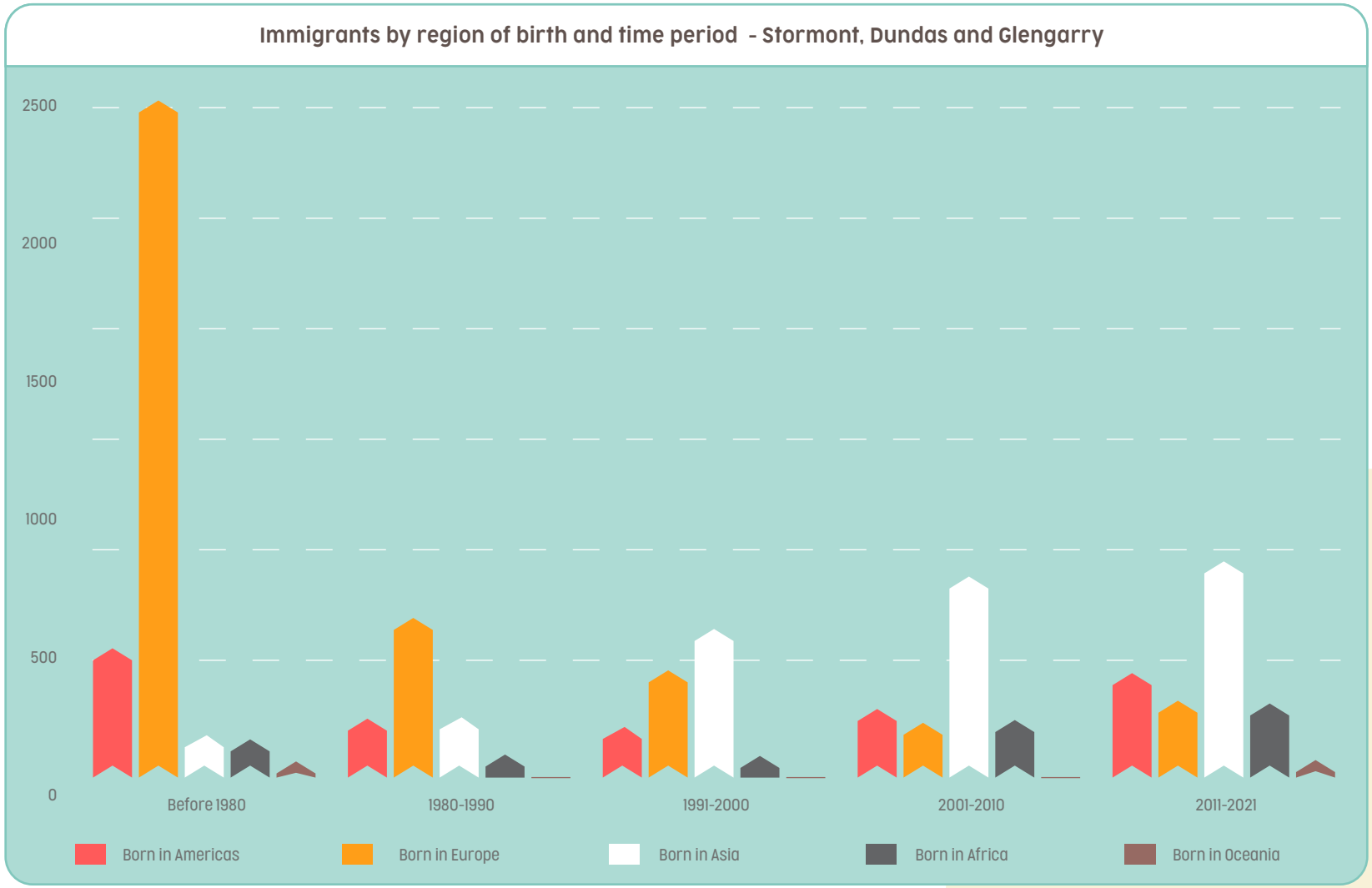
## 1.2.2 Immigrants by region of birth and time period *(cont'd next page)*



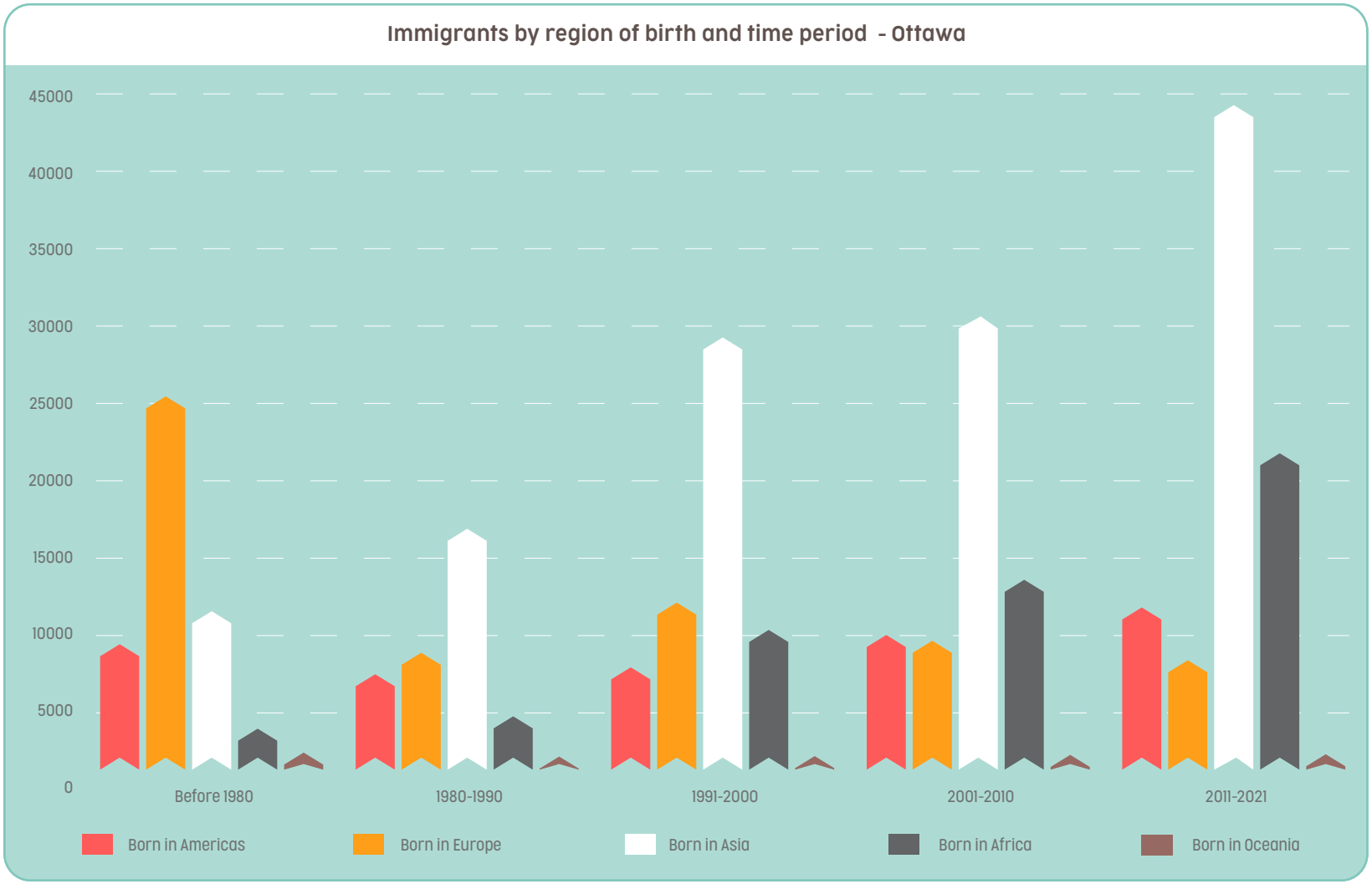
## 1.2.2 Immigrants by region of birth and time period



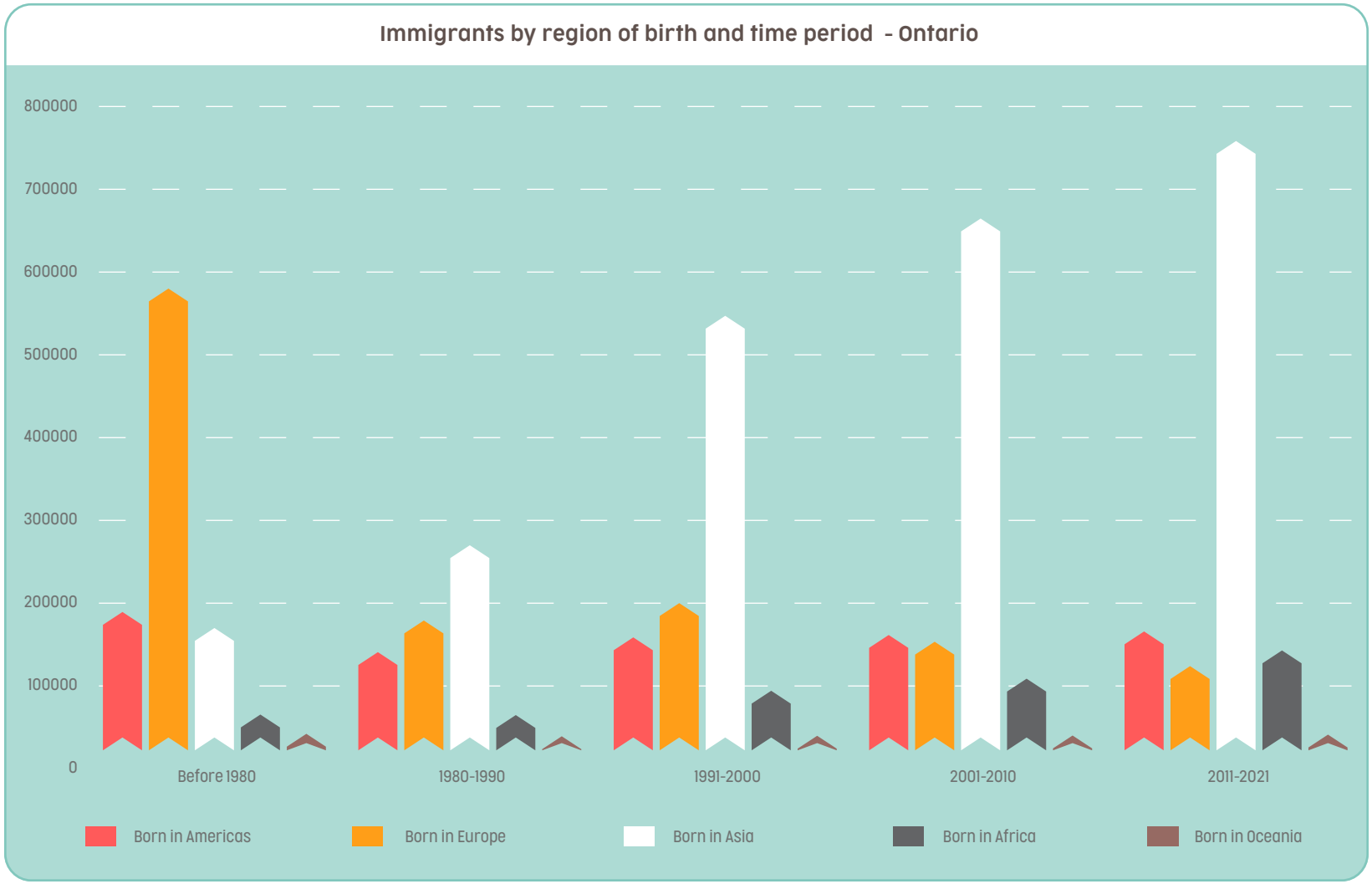
## 1.2.2 Immigrants by region of birth and time period *(cont'd next page)*



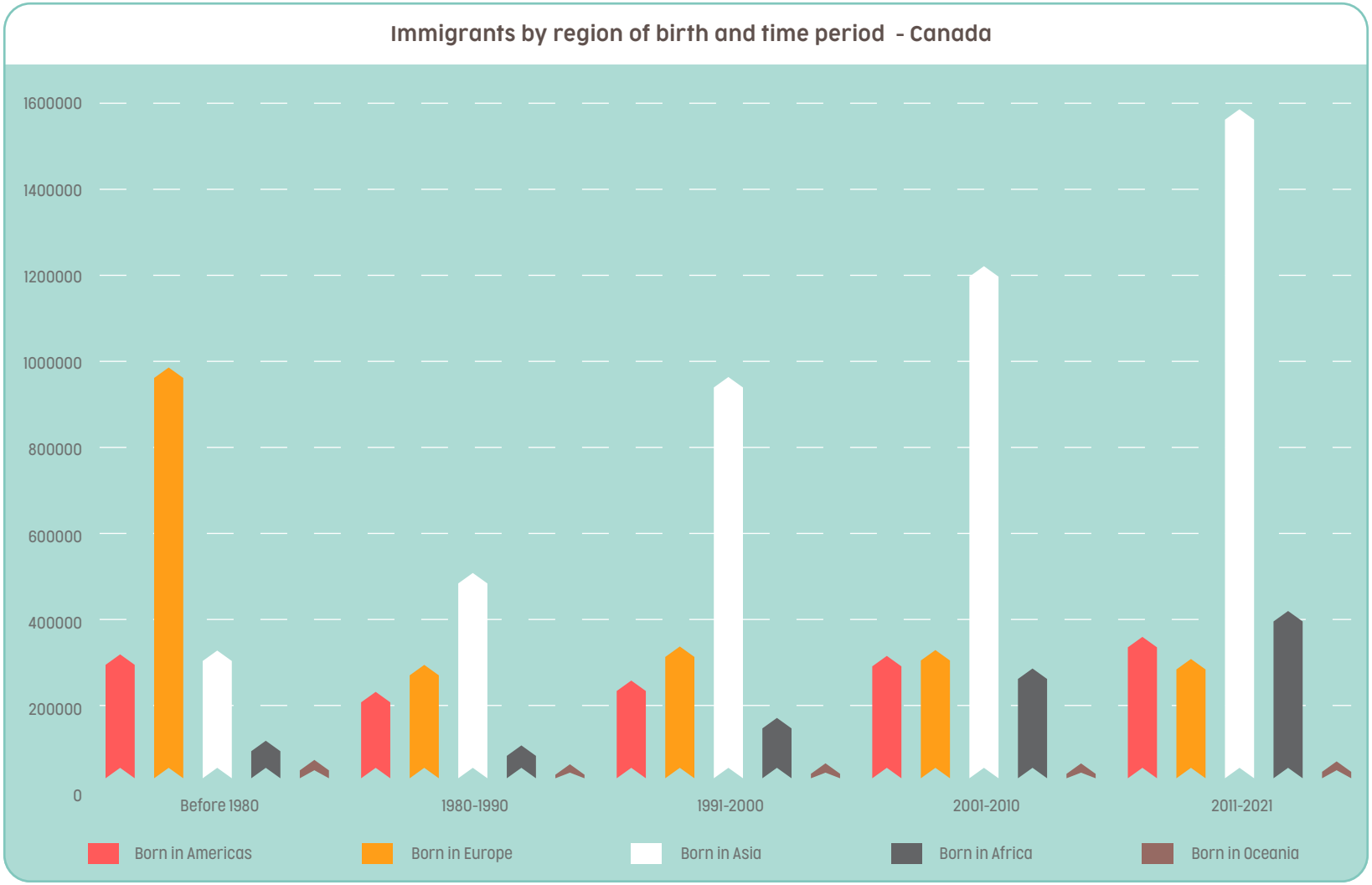
## 1.2.2 Immigrants by region of birth and time period



## 1.2.2 Immigrants by region of birth and time period *(cont'd next page)*



## 1.2.2 Immigrants by region of birth and time period



The data shows a notable shift in the source regions of immigrants arriving from all world regions in recent years. While most immigrants before 1980 came from Europe, the data reveals that most immigrants have arrived from Asia and Africa since 1991.

This suggests that the cultural landscape of rural counties in the Region is evolving rapidly: new customs, traditions, and ways of life increasingly diversify the makeup of the local cultural scenes.

The span between 2001-2010 saw a surge of immigrants from Africa in all counties, potentially due to the aftermath of conflicts that occurred in the continent during the 90s and early 2000s. During this period, there was also a notable increase in the number of immigrants from Asia, a trend that is continuing to today.

This trend in the counties is consistent with what is happening in Ottawa, Ontario, and Canada, where newcomers from Asia now constitute most of the data. Immigrants from Oceania are statistically insignificant in all three areas, while newcomers from the Americas and Europe are now remarkably similar. The number of African immigrants has also increased, although it is still significantly smaller than those from Asian countries. This represents a significant departure from the historical trend, where European immigrants made up most of the data before the 1980s. Overall, the data highlights a rapidly changing immigration landscape in Canada, with immigrants from Asia and Africa arriving in greater numbers after the 1980s.

(Source: Census Profile, 2021 Immigrant status and period of immigration by place of birth: Canada, provinces and territories, census divisions and census subdivisions)

### 1.2.3 Immigrants by age group

According to the data, there has been an upward trend in the number of young immigrants settling in the Lanark, Renfrew, Leeds and Grenville, and Stormont, Dundas, and Glengarry regions, with a significant portion falling within the 25-54 age range. This demographic shift is a promising sign for the region's economic growth. Furthermore, it would be beneficial to prioritize non-permanent residents, especially those in the working-age bracket, as they hold significant potential for impact.

| LANARK AND RENFREW | | | | | |
|---|---|---|---|---|---|
| **Age/status** | 0-14 | 15-25 | 25-54 | 55-64 | 65 and old |
| **Non-immigrants** | 99% | 97% | 94% | 94% | 88% |
| **Immigrants** | 1% | 2% | 5.5% | 6% | 12% |
| **Non-permanent residents** | 0% * | 1% | 0.5% | 0% * | 0% |
| * So few as to be statistically insignificant. | | | | | |

| LEEDS AND GRENVILLE | | | | | |
|---|---|---|---|---|---|
| **Age/Status** | 0-14 | 15-25 | 25-54 | 55-64 | 65 and old |
| **Non-immigrants** | 99% | 97% | 94% | 92% | 85% |
| **Immigrants** | 1% | 2.2% | 5.8% | 8% | 15% |
| **Non-permanent residents** | 0% * | 0.8% | 0.2% | 0% * | 0% |
| * So few as to be statistically insignificant. | | | | | |

| PRESCOTT AND RUSSELL | | | | | |
|---|---|---|---|---|---|
| **Age/Status** | 0-14 | 15-25 | 25-54 | 55-64 | 65 and old |
| **Non-immigrants** | 98% | 96% | 96% | 94% | 92% |
| **Immigrants** | 1.5% | 3.4% | 3.6% | 6% | 8% |
| **Non-permanent residents** | 0.5% | 0.6% | 0.4% | 0% * | 0% |
| * So few as to be statistically insignificant. | | | | | |

| STORMONT, DUNDAS, AND GLENGARRY | | | | | |
|---|---|---|---|---|---|
| **Age/Status** | 0-14 | 15-25 | 25-54 | 55-64 | 65 and old |
| **Non-immigrants** | 98% | 96% | 91% | 93% | 89% |
| **Immigrants** | 1.6% | 2.6% | 8% | 7% | 11% |
| **Non-permanent residents** | 0.4% | 1.4% | 1% | 0% * | 0% |
| * So few as to be statistically insignificant. | | | | | |

| OTTAWA | | | | | |
|---|---|---|---|---|---|
| **Age/Status** | 0-14 | 15-25 | 25-54 | 55-64 | 65 and old |
| **Non-immigrants** | 89% | 77% | 66% | 69% | 65% |
| **Immigrants** | 9% | 16% | 31% | 30% | 35% |
| **Non-permanent residents** | 2% | 7% | 3% | 0% * | 0% * |
| * So few as to be statistically insignificant. | | | | | |

| ONTARIO | | | | | |
|---|---|---|---|---|---|
| **Age/Status** | 0-14 | 15-25 | 25-54 | 55-64 | 65 and old |
| **Non-immigrants** | 91% | 77% | 61% | 63% | 56% |
| **Immigrants** | 7% | 16% | 35% | 37% | 43% |
| **Non-permanent residents** | 2% | 7% | 4% | 0% | 0% |
| * So few as to be statistically insignificant. | | | | | |

| CANADA | | | | | |
|---|---|---|---|---|---|
| **Age/Status** | 0-14 | 15-25 | 25-54 | 55-64 | 65 and old |
| **Non-immigrants** | 92% | 79% | 68% | 73% | 70% |
| **Immigrants** | 6% | 16% | 28% | 26% | 30% |
| **Non-permanent residents** | 1% | 7% | 4% | 1% | 0%* |
| * So few as to be statistically insignificant. | | | | | |

### 1.2.3 Immigrants by age group (cont'd)

The data shows that although older immigrants still make up the majority in Lanark and Renfrew Counties, as well as in Leeds and Grenville County, the proportion of younger immigrants is increasing. Notably, in Stormont, Dundas, and Glengarry, younger and older immigrant groups are just a few dozen people apart.

The data highlights a significant trend in recent immigration as it primarily targets the young population, particularly those in the working age group of 25-54 years old. This is a positive sign for the region's economic growth, implying an influx of young and potentially skilled workers. In addition, it is worth noting that younger immigrants are likely to arrive with their parents or guardians instead of travelling alone. Therefore, it can be inferred that immigrants under 24, especially those under 14, are likely coming with their families.

Ottawa, Prescott, and Russell have charts demonstrating that most immigrants entering those areas are younger. This is the same as the charts for Ontario and Canada. They also show that immigrants in the same age range make up the majority of newcomers, which aligns with the federal government's focus on attracting working-age individuals to settle in Canada.

Although there is a significant population of newcomers in the 24 and under category, as mentioned above, most are likely dependents of immigrants who came to Canada. It is worth noting that there is still a considerable number of individuals aged 55 and over among all charts. This is likely due to immigrants who settled in the area at a younger age and have aged naturally while living in Canada.

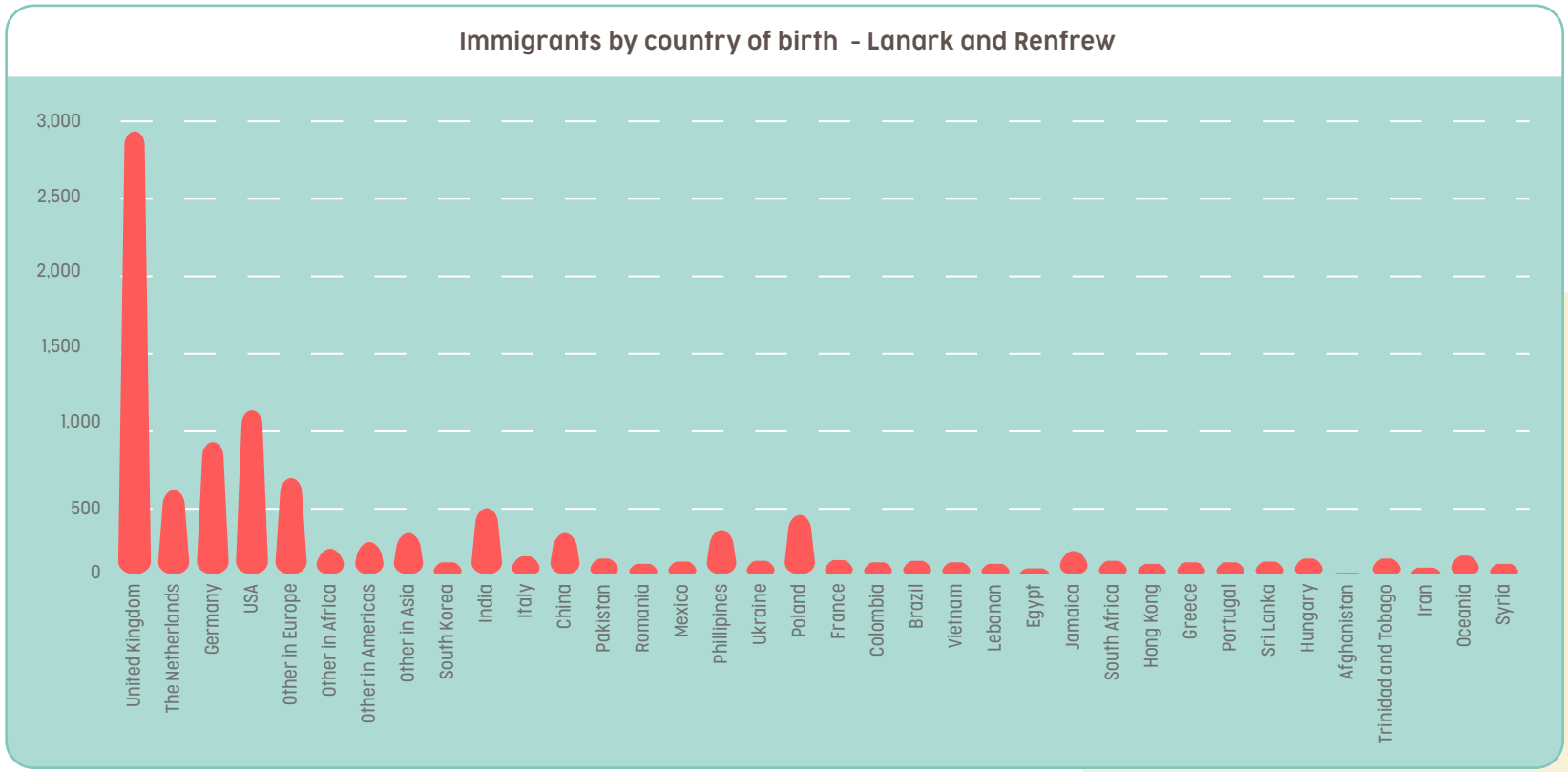
It is important to prioritize non-permanent residents in our Strategy, as they have significant potential for impact. In the partnering regions, it is interesting to note that the number of non-permanent residents is relatively low, even among working-age people. For instance, within the 55-64 age bracket, there are very few non-permanent residents and none among those 65 and above. However, in contrast to this, cities such as Ottawa, Ontario, and Canada have a considerably higher number of non-permanent residents, even among the senior population. It is worth noting that this is likely due to factors such as aging while living in Canada or holding work Visas rather than being invited as Temporary Foreign Workers (TFWs) for the first time. Given the federal government's policy of transition to permanency, focusing on non-permanent residents could yield quick results.

(Source: Statistic Canada. Census Profile, 2021 Census of Population - Lanark, Renfrew, Leeds and Grenville, Prescott and Russell, Stormont, Dundas, and Glengarry, Ottawa, Ontario, Canada)

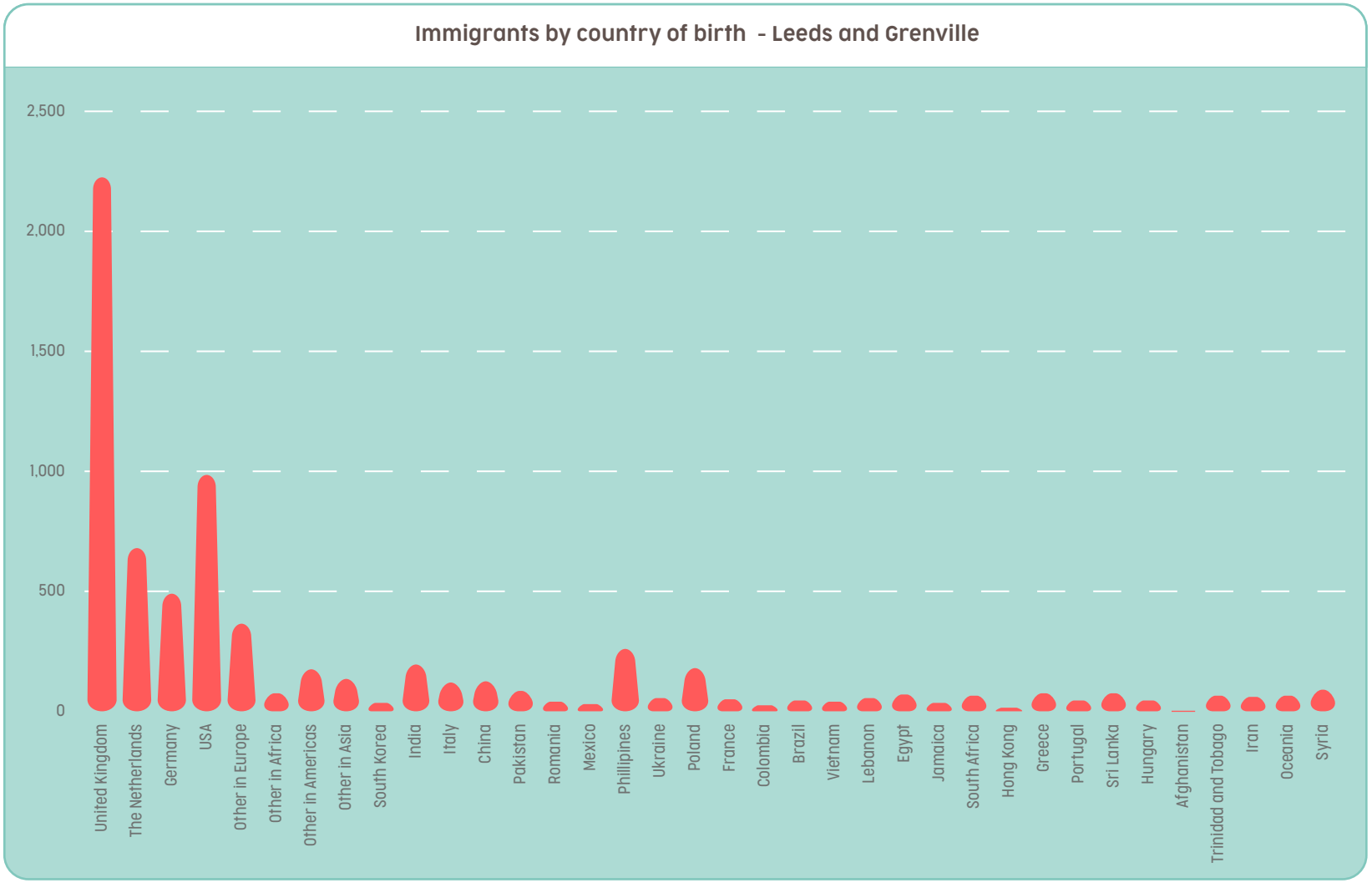
### 1.2.4 Immigrants by country of birth

While there has been an increasing diversity of immigrants in several counties, there remains a dominant proportion of European immigrants, particularly from the United Kingdom. However, recent trends show a shift towards more diversity, with growing numbers of immigrants from Asia and other parts of the US. Additionally, there is a significant presence of African immigrants, particularly in Ontario and Ottawa as a whole.

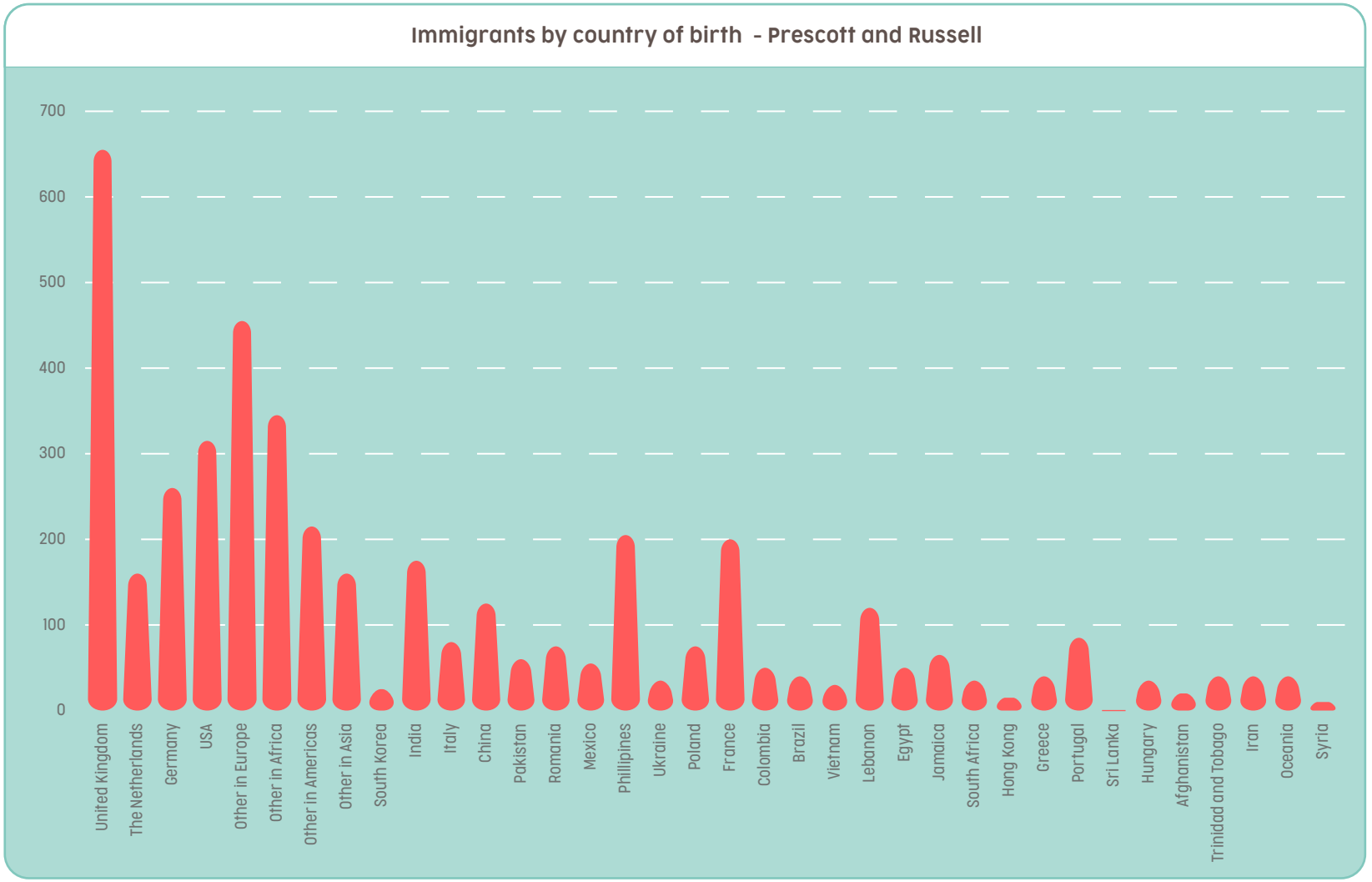
1.2.4 Immigrants by country of birth *(cont'd next page)*



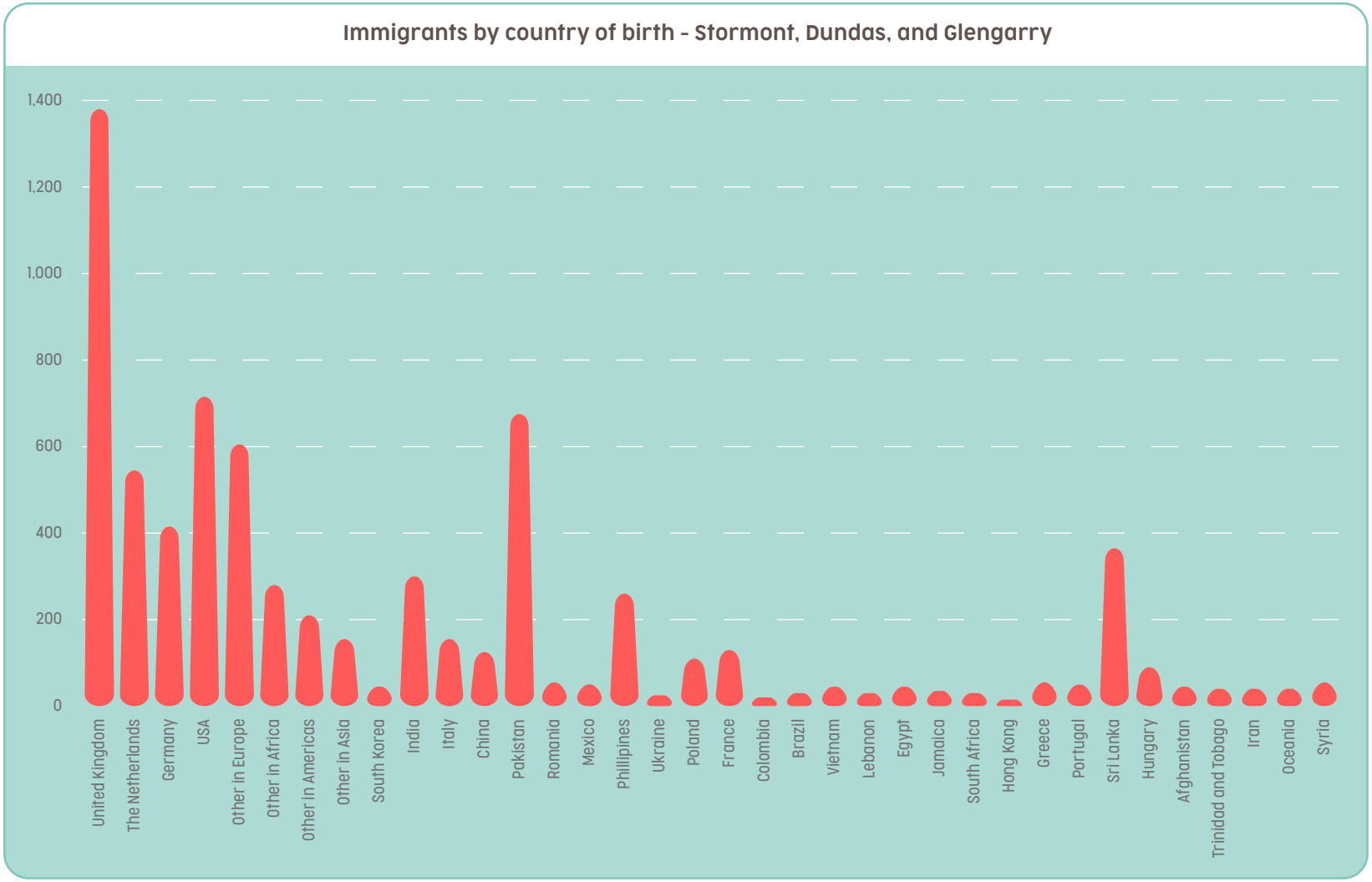
## 1.2.4 Immigrants by country of birth



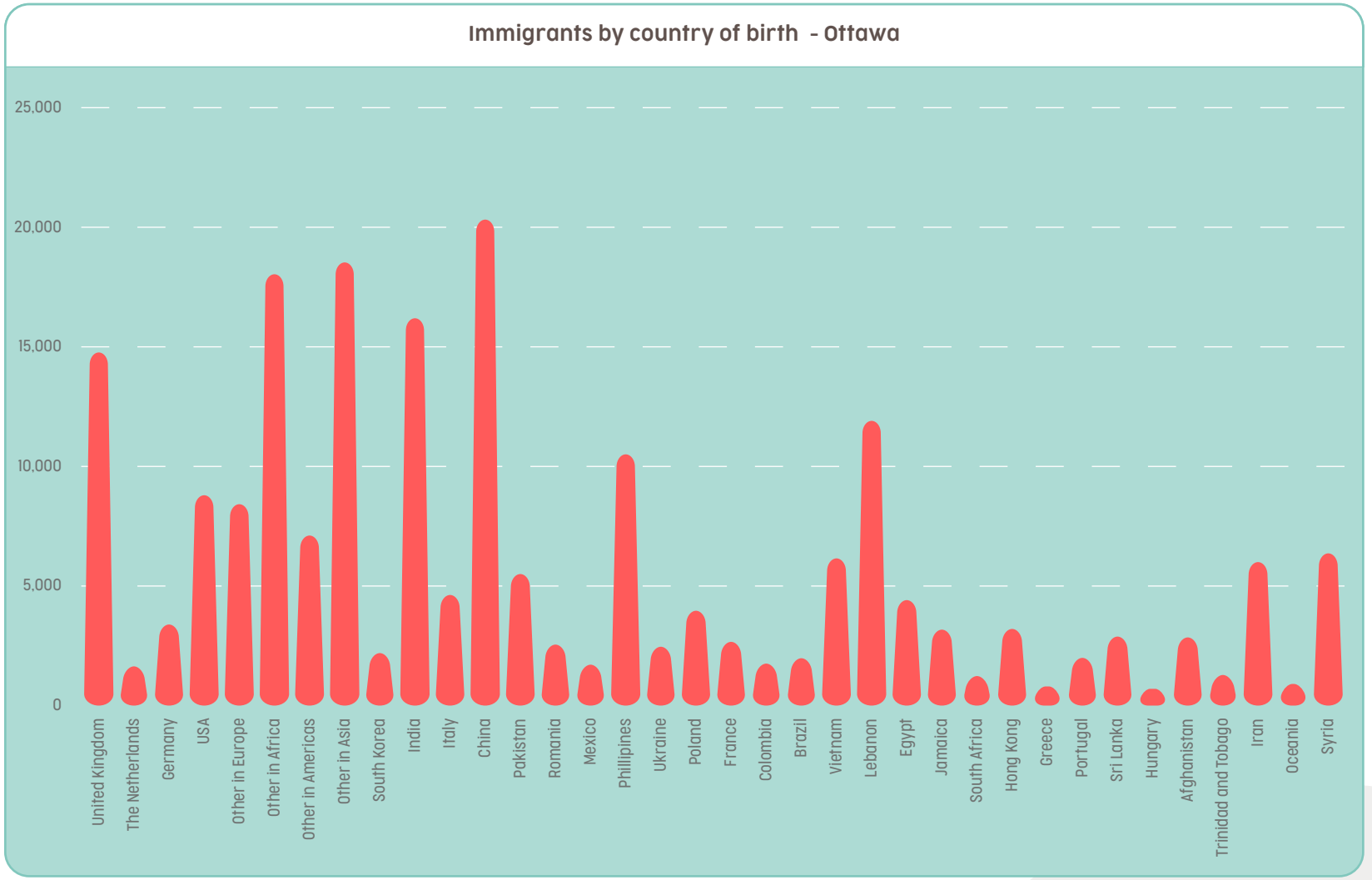
## 1.2.4 Immigrants by country of birth *(cont'd next page)*



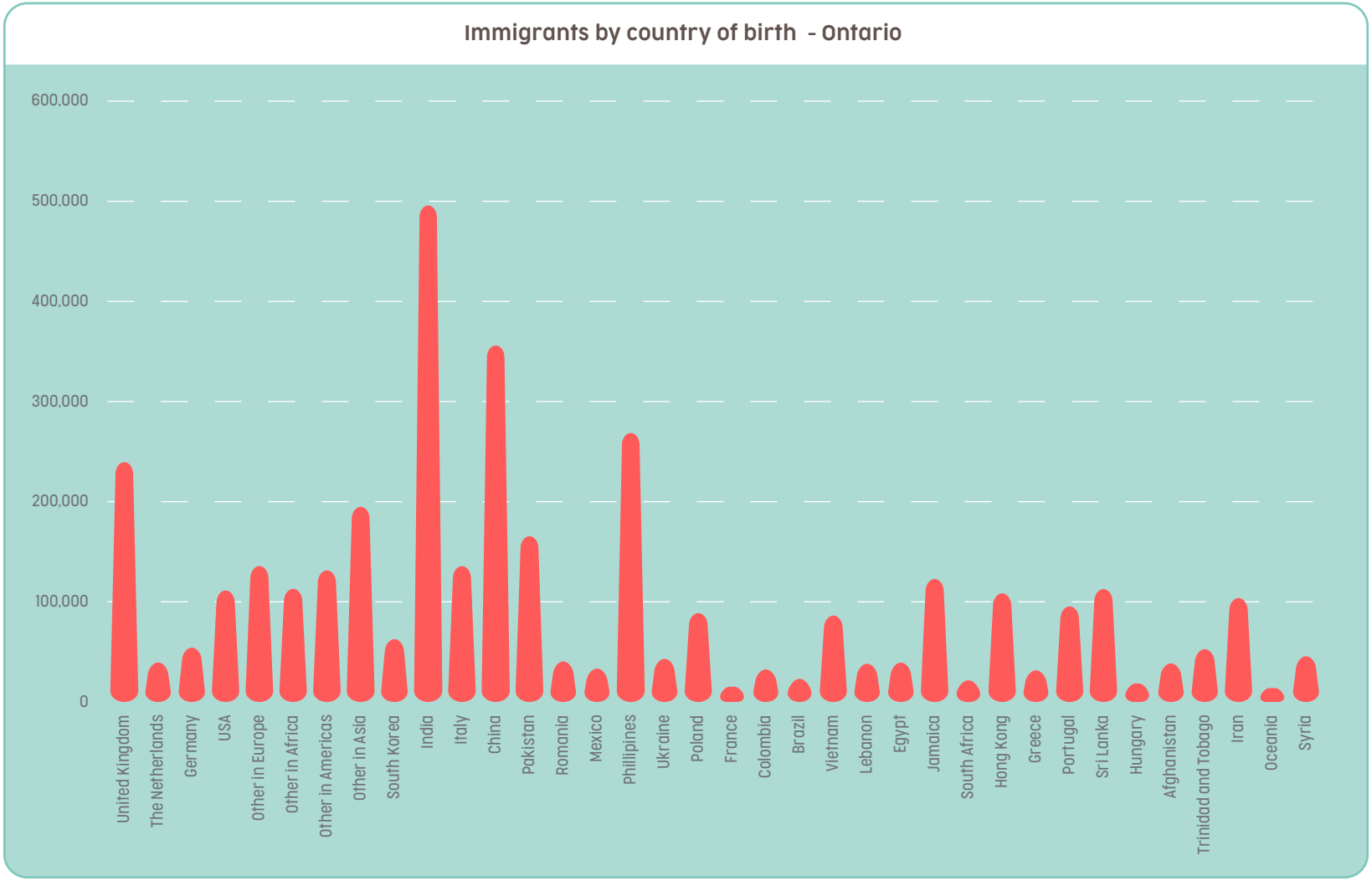
## 1.2.4 Immigrants by country of birth



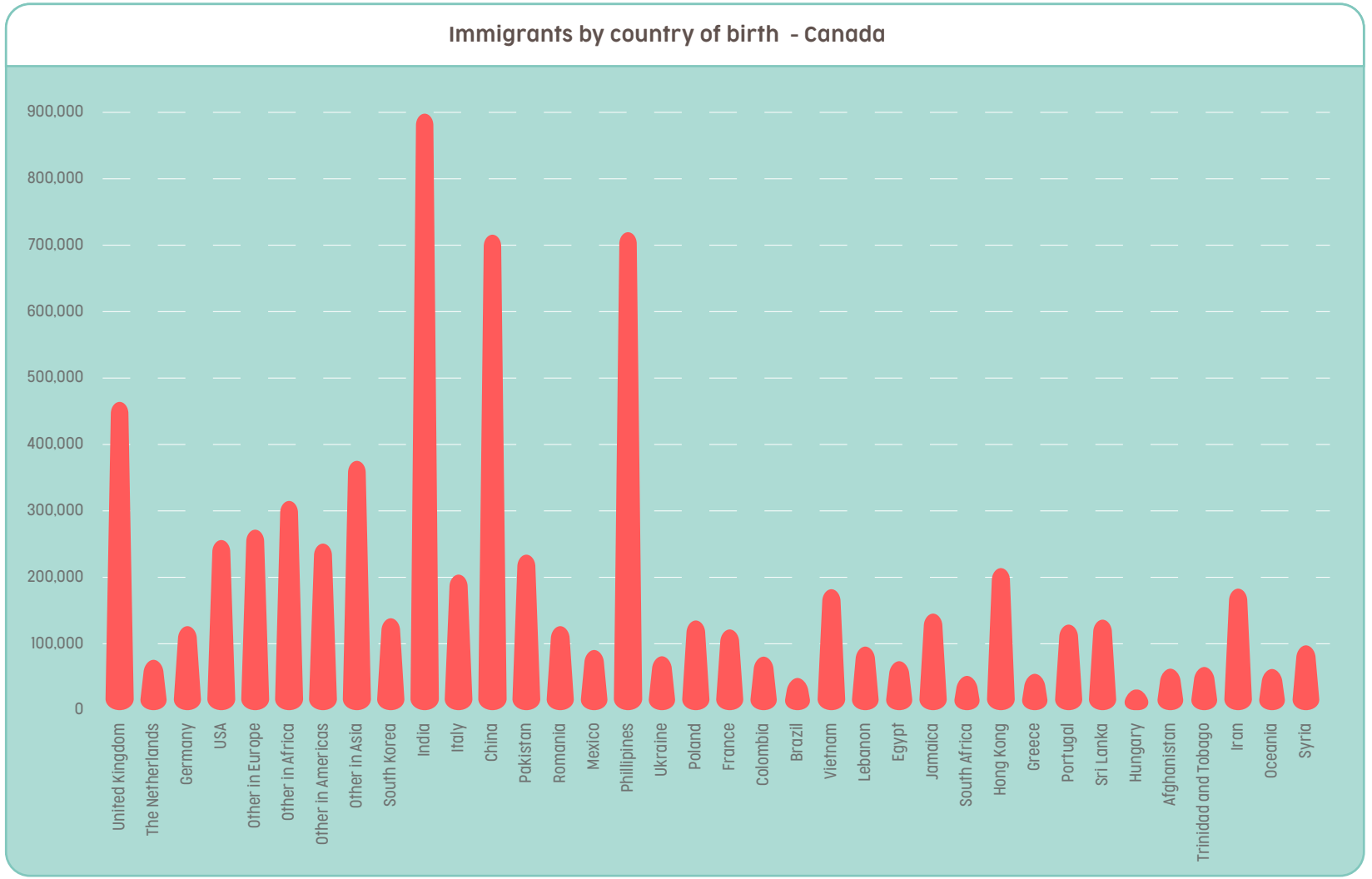
## 1.2.4 Immigrants by country of birth *(cont'd next page)*



## 1.2.4 Immigrants by country of birth



## 1.2.4 Immigrants by country of birth



The data suggests that the historical European immigration boom, particularly in the partnering counties (excluding Ottawa), has led to a dominant proportion of immigrants with origins from the United Kingdom. The influence of the Netherlands on farming in these counties is also noteworthy.

While the immigrant origins are diverse in all charts, it is clear that European backgrounds still dominate in Lanark and Renfrew Counties. However, recent years have seen a shift towards more diversity, although these counties may not have been perceived as welcoming to immigrants from Asia and Africa.

Despite the lack of Syrian immigrants in Renfrew County, there are about 60 in Lanark County. In addition, there is a growing population of Filipinos in both counties, likely due to increased temporary foreign workers (TFW) and local business initiatives.

As noted, the dominant place of birth for Leeds and Grenville is the United Kingdom, with 2,225. It surpasses all other countries of birth, even those that are popular in Europe. However, there is a strong presence of American immigrants (985). And while Europe remains the most popular origin, there is a growing number of new immigrants coming from areas like the Philippines (269), India (195), and other countries in North and South America (175).

While the European influence (UK, France, Germany etc.) in Prescott and Russell is undoubted, there is a very large population of immigrants from other regions. Much like all charts, there is a noteworthy number of Americans (315), Filipinos (205), Indians (175), and other parts of America (215). Still, in this region, there is more Lebanese folk (120) than in some of the other charts.

**It is important to consider the diverse backgrounds of recent immigrants when developing attraction strategies**

Stormont, Dundas, and Glengarry again show a significant slant towards Europeans (particularly the British). However, they have 675 immigrants from Pakistan, 365 Sri Lankans and then 300 Indians, 260 Filipinos and 125 Chinese, among many other origins. As a result, they are the most culturally diverse of the rural regions.

In contrast, the charts for Ottawa, Ontario, and Canada reveal significant changes in immigrant backgrounds. While the impact of the UK and Europe remains prominent, there are large spikes in immigrants from India, China, and the Philippines.

Ottawa, in particular, has many immigrants with African backgrounds, which may be attributed to its reputation for bilingualism. Many African countries were colonized by the French, resulting in a strong tradition of French as their mother tongue, making bilingual Ottawa an attractive place for them to settle. In all charts, there are few newcomers from Oceania, whether recently or historically.

It is important to consider the diverse backgrounds of recent immigrants when developing attraction strategies.

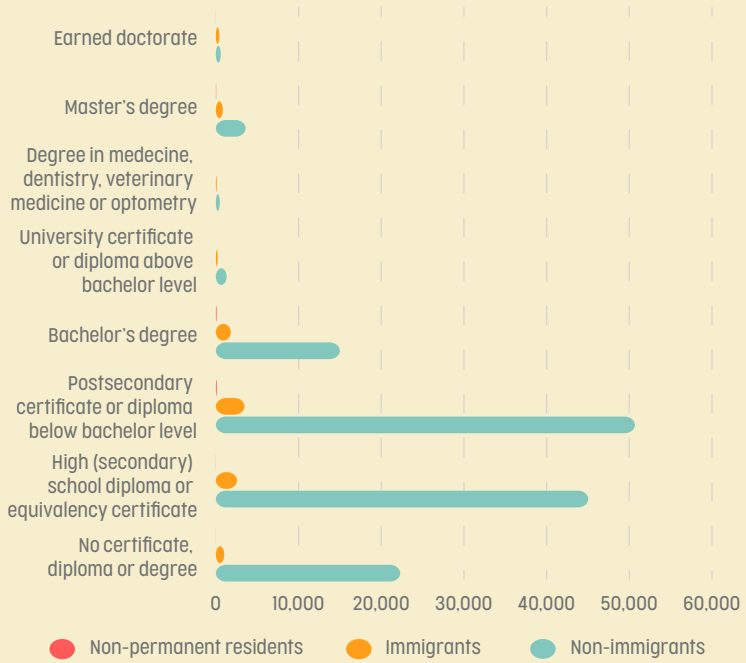
(Source: Census Profile, 2021 Immigrant status and period of immigration by place of birth: Canada, provinces and territories, census divisions and census subdivisions)

### 1.2.5 Immigrant status by the level of education

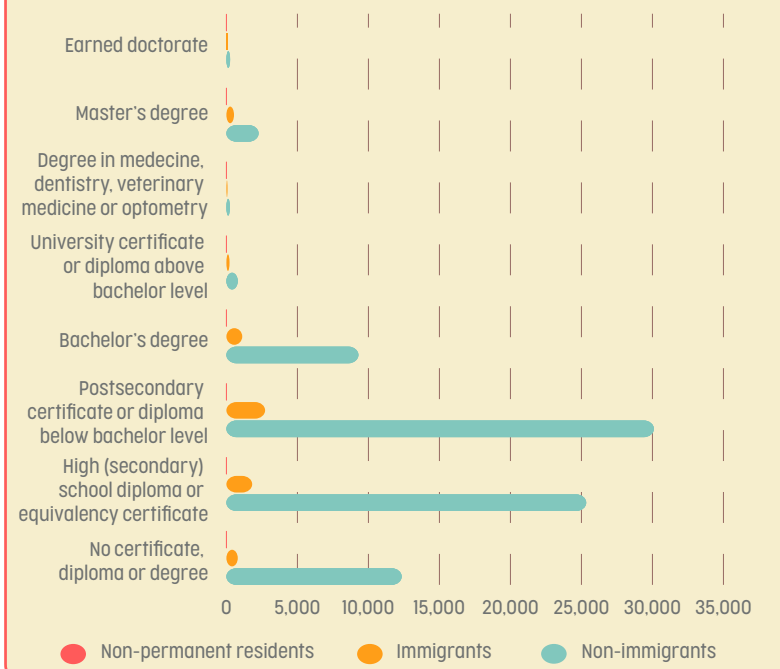
Ottawa and other partnering counties in Ontario and Canada boast a highly educated population, with many government jobs requiring a post-secondary degree and many immigrant applicants also expected to hold such qualifications. The emphasis on education in Canada, which is seen as crucial for career success, and the additional points awarded for educational attainment in the immigration application process, likely contribute to this high level of education.

## 1.2.5 Immigrant status by the level of education

**Highest level of education by immigrant status - Lanark and Renfrew**

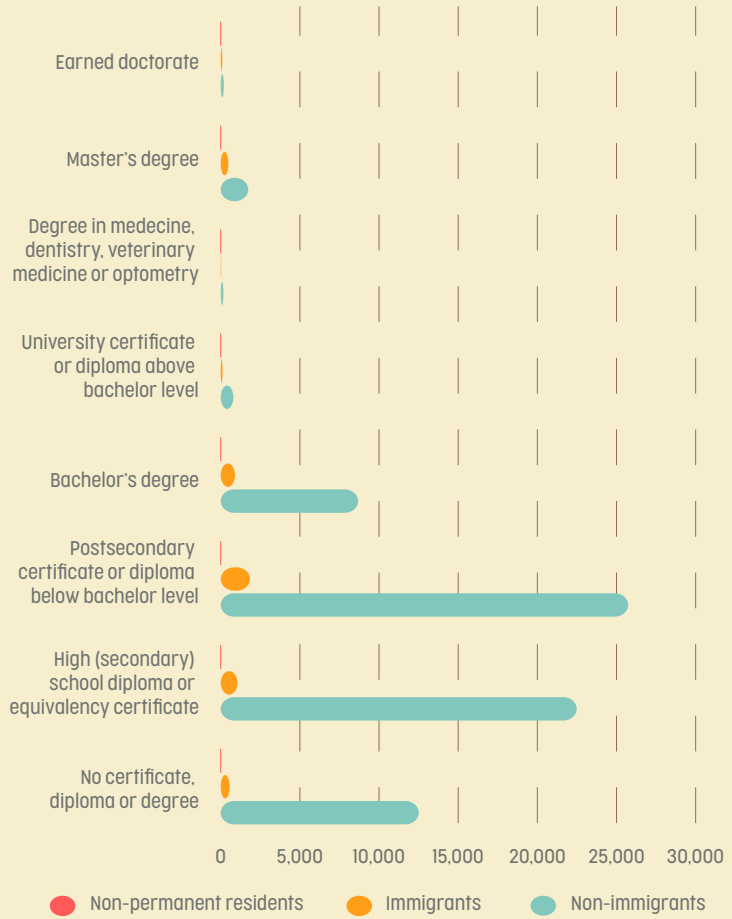



**Highest level of education by immigrant status - Leeds and Grenville**

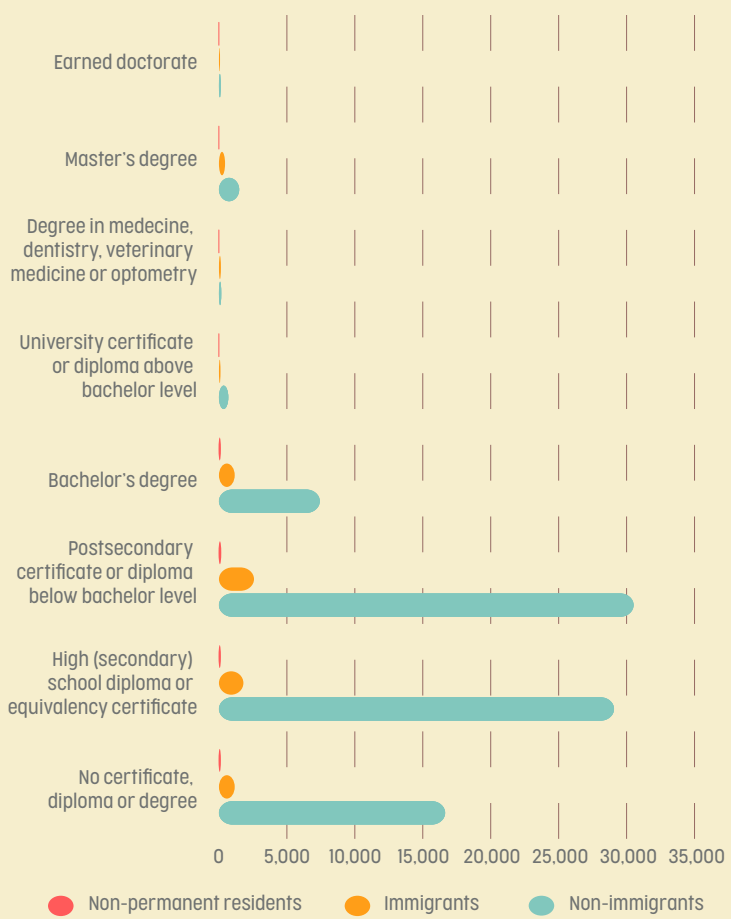


## 1.2.5 Immigrant status by the level of education *(cont'd next page)*

### Highest level of education by immigrant status - Prescott and Russell

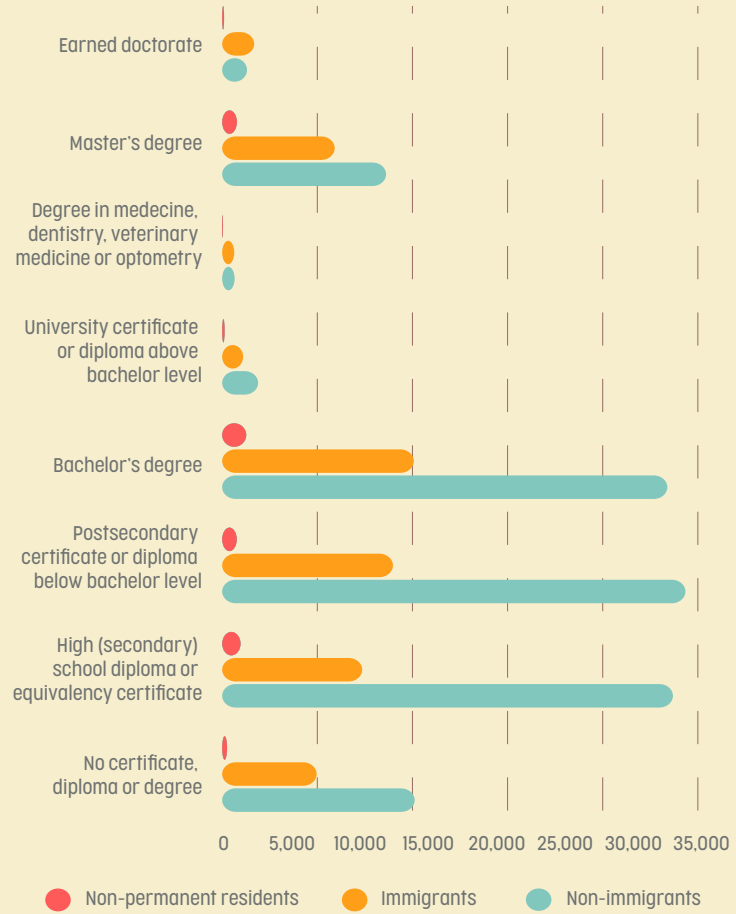



### Highest level of education by immigrant status - Stormont, Dundas and Glengarry

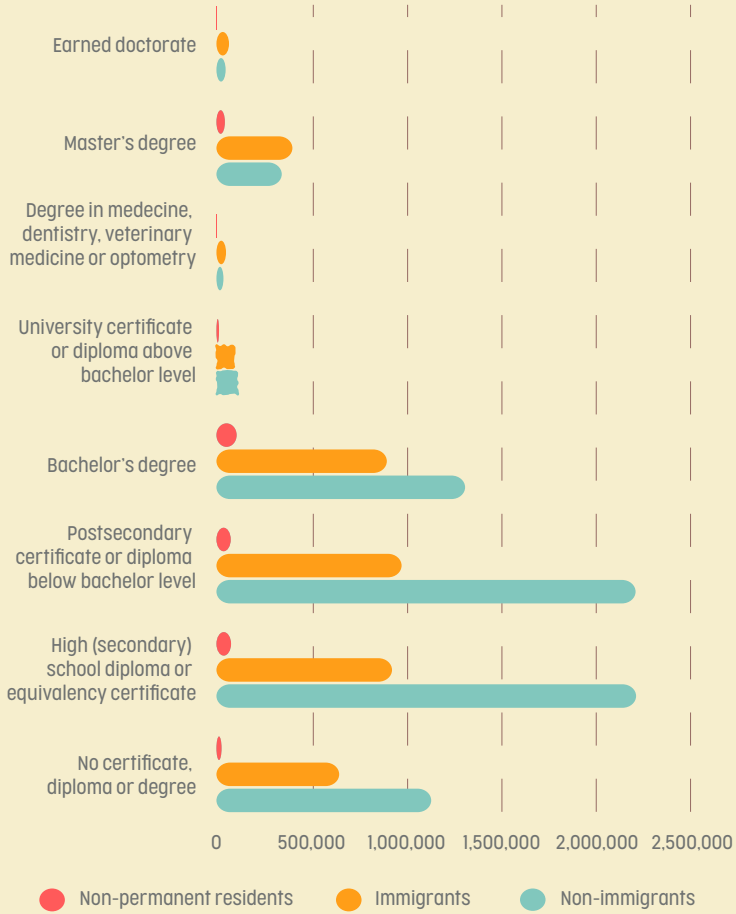


## 1.2.5 Immigrant status by the level of education

### Highest level of education by immigrant status - Ottawa

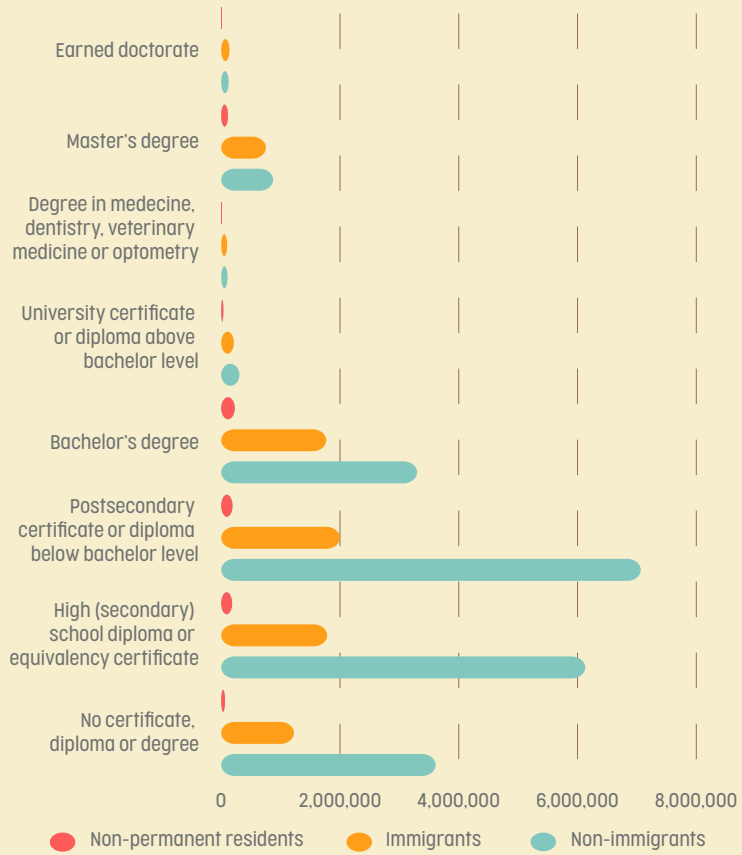



### Highest level of education by immigrant status - Ontario



## 1.2.5 Immigrant status by the level of education

**Highest level of education by immigrant status - Canada**




The data shows significant differences in educational attainment levels between regions, with some having a higher proportion of highly educated individuals than others.

In general, higher levels of education are associated with higher wages and better employment opportunities. Therefore, regions with a higher proportion of highly educated individuals may have stronger and more resilient economies.

The Ontario and Canada charts demonstrate comparable results across all categories, matching numbers observed in a post-secondary certificate, diploma, or degree attainment.

The Ottawa chart, while displaying many similarities, exhibits variations possible due to the presence of two universities and several colleges in the city, including Algonquin College, as well as another university and various CEGEPs in nearby Gatineau.

A post-secondary degree is also needed to work in most government jobs, a major industry sector in Ottawa. Overall, the population displays a relatively high level of education. As well most immigrants to these regions also have a very high level of education, with many possessing a bachelor's or master's degree.

(Source: Statistic Canada. Highest level of education by visible minority and immigrant status: Canada, provinces and territories, census divisions and census subdivisions with a population of 5,000 or more. Lanark, Renfrew, Leeds and Grenville, Prescott and Russell, Stormont, Dundas and Glengarry, Ottawa, Ontario, Canada)

### 1.2.5 Immigrant status by the level of education (cont'd)

In Ottawa, over half of the population has a post-secondary education, and over a third has a university degree. This indicates that the city has a highly educated workforce that can meet the demands of a knowledge-based economy. Furthermore, it suggests that Ottawa has a high potential for innovation and entrepreneurship, as highly educated individuals are more likely to start their businesses.

On the other hand, in the partnering regions, notably Lanark and Renfrew Counties, only around a quarter of the population has a post-secondary education, and just over 10% have a university degree. This suggests that the region may have a lower capacity for innovation and entrepreneurship and a lower potential to attract highly skilled industries. This may lead to the outflow of highly skilled individuals to other regions, resulting in a brain drain and potentially negatively impacting the region's economy.

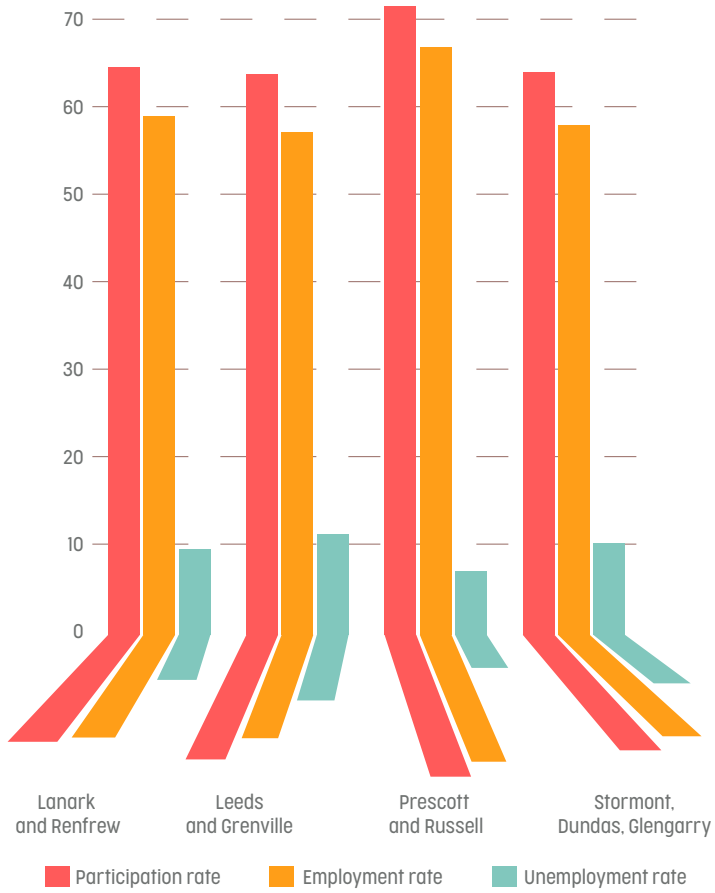
The immigrants who move to the partnering regions have a certificate or diploma, if not a bachelor's degree. The important level of education among immigrants is most likely due to the need for a degree to succeed in one's career within the country and the extra "points" it gives them in their application to Canada. Canada is a highly educated country, regardless of country of origin.

### 1.2.6 Immigrants by labour market activity (Estimate)

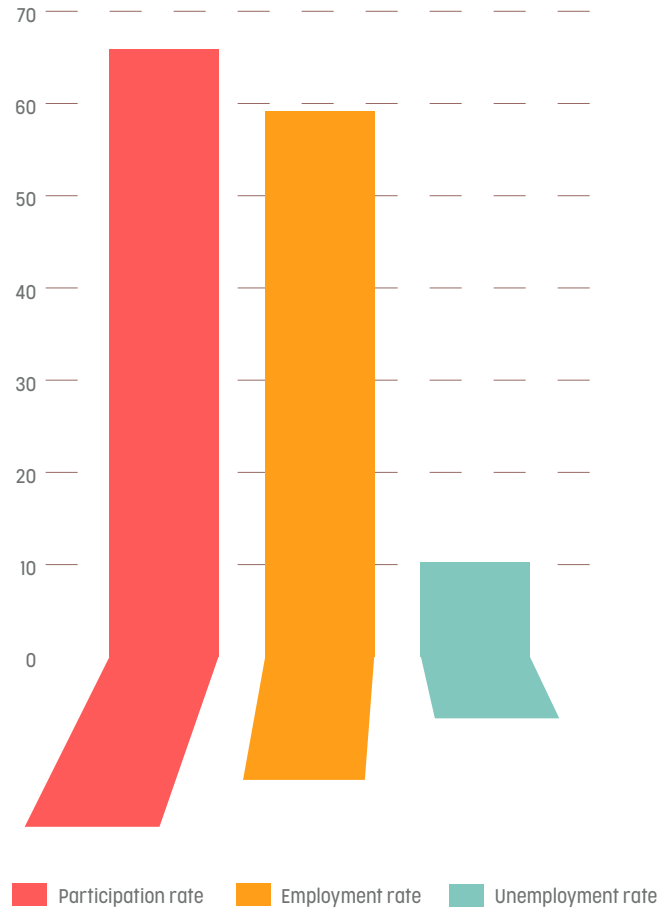
While the charts presented in the source are estimates, they are based on other Statistics Canada data, providing confidence in the findings. According to the data, immigrants have remarkably low unemployment rates, and there appears to be a strong correlation between employment and immigration status. This may be due to the critical connection between steady employment and the ability to remain in Canada. It is important to note that the proportion of immigrants not in the labour force includes individuals who have retired, are too young to work, have taken sabbaticals, or are unable to work due to long-term illness or disability.

## 1.2.6 Immigrants by labour market activity *(cont'd next page)*

**Participation, employment and unemployment rates - Lanark and Renfrew, Leeds and Grenville, Prescott and Russell, Stormont, Dundas, and Glengarry**

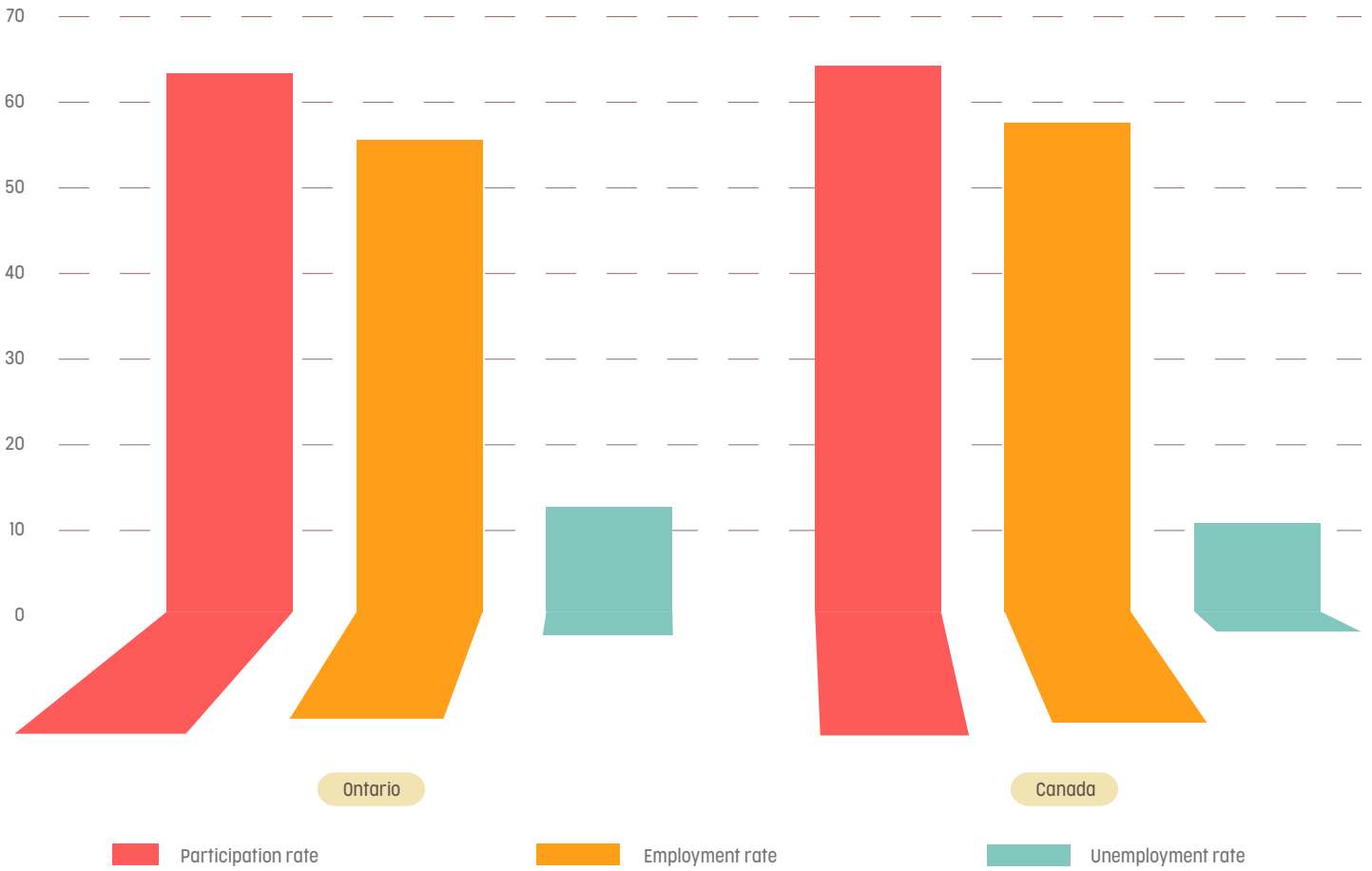



**Participation, employment and unemployment rates - Ottawa**



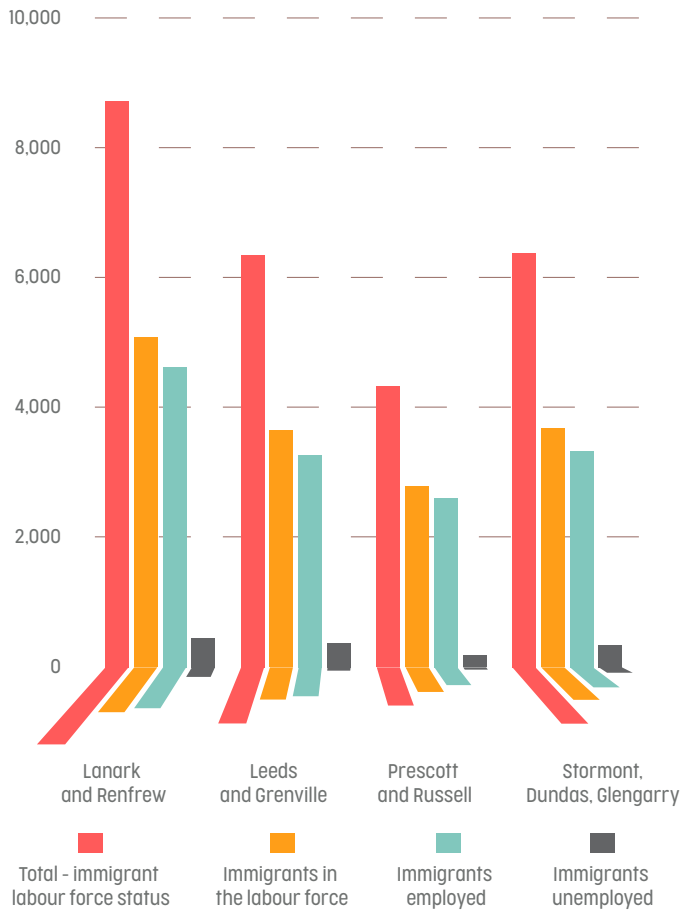
## 1.2.6 Immigrants by labour market activity

**Participation, employment and unemployment rates - Ontario and Canada**

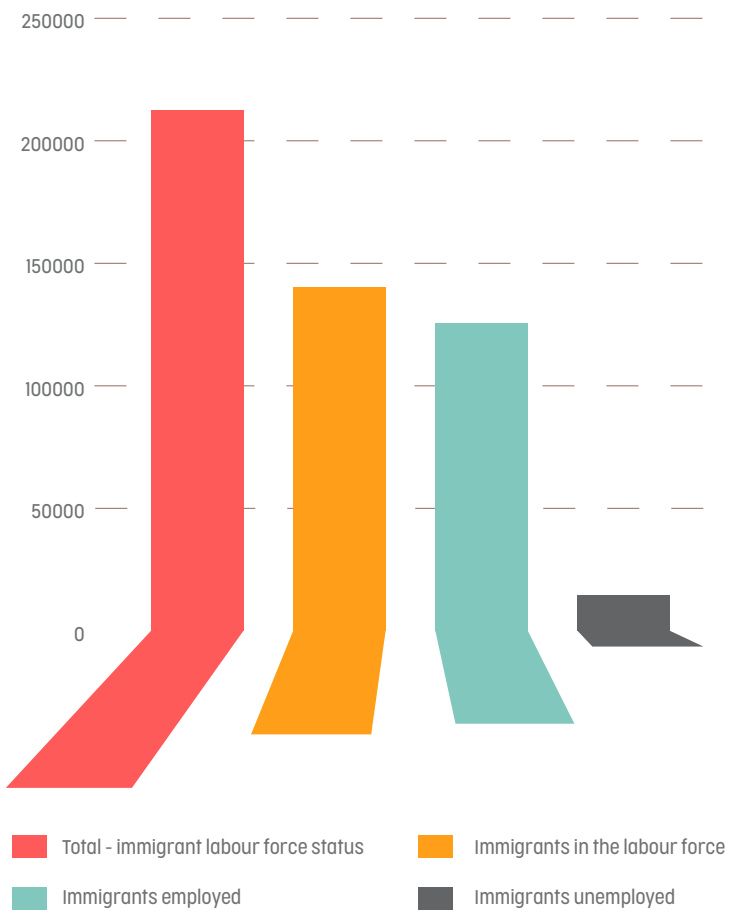


## 1.2.6 Immigrants by labour market activity *(cont'd next page)*

**Immigrants by labour force status estimates - Lanark and Renfrew, Leeds and Grenville, Prescott and Russell, Stormont, Dundas, and Glengarry**

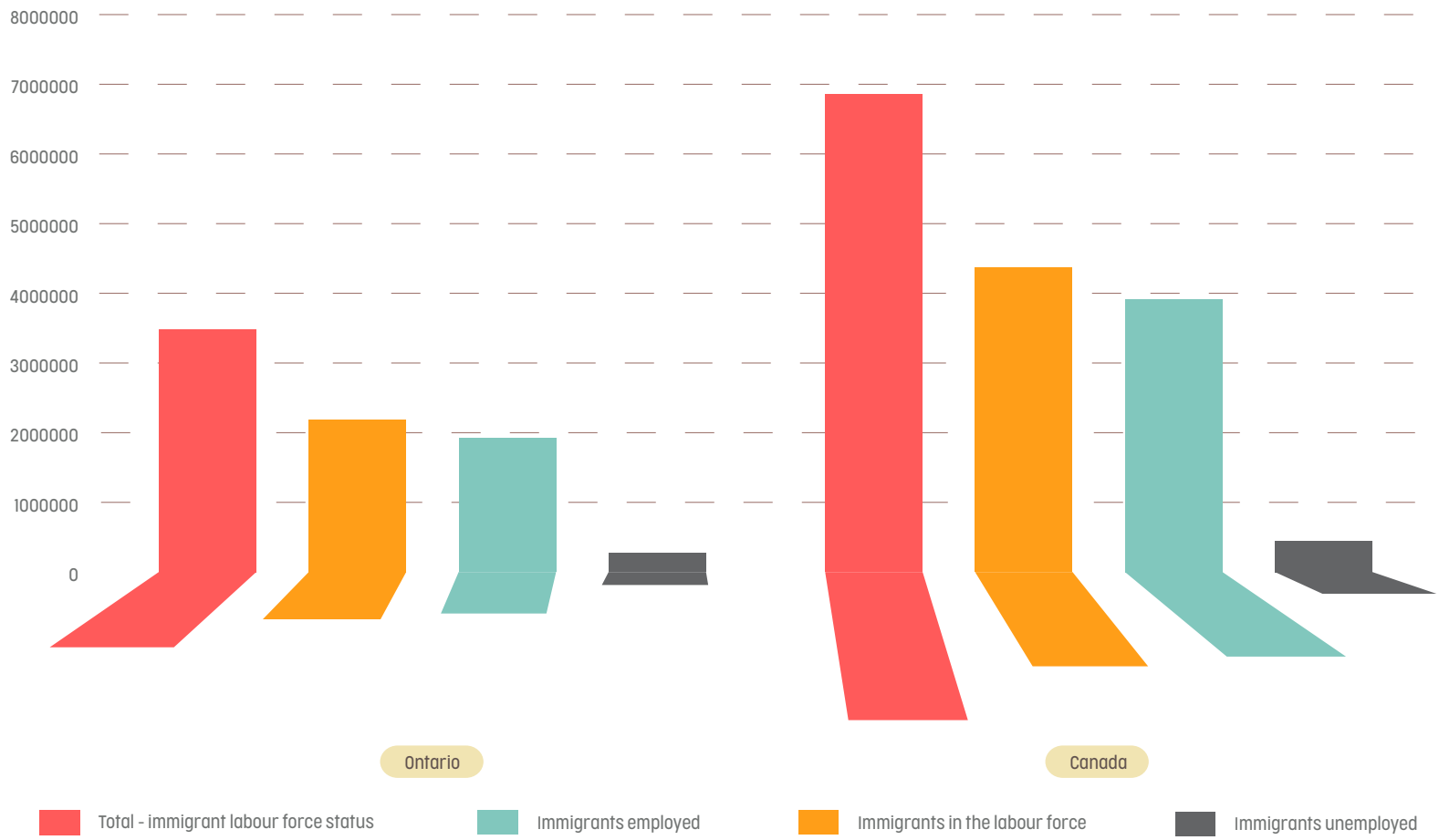



**Immigrants by labour force status estimates - Ottawa**



## 1.2.6 Immigrants by labour market activity

**Immigrants by labour force status estimates - Ontario and Canada**



It is imperative to acknowledge that the above charts present estimates, and despite the researchers' best efforts to ensure accuracy, it remains challenging to reflect the reality of the situation. However, it is worth noting that the selected figures were grounded in other Statistics Canada charts and statistics, providing some level of confidence in the findings.

The charts indicate remarkably low unemployment rates among immigrants, which could be attributed to the crucial link between steady employment and the ability to remain in Canada. Notably, the number of employed immigrants nearly matches the total number of immigrants in the labour force in all charts. This correlation may partly explain the strong connection between people's employment and immigration status.

It is worth highlighting that the proportion of immigrants not in the labour force encompasses individuals who have retired, are unable to work due to long-term illness or disability, are too young to work, and have taken sabbaticals for distinct reasons.

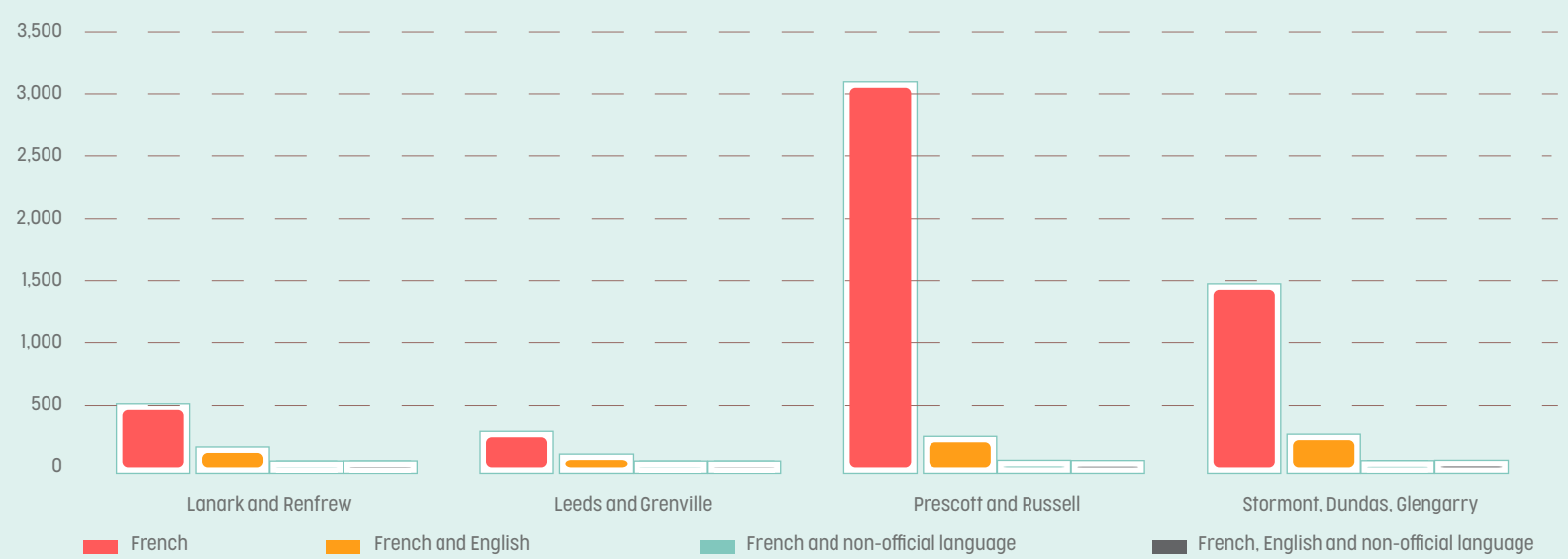
(Source: Statistic Canada 2021. Labour force characteristics by immigrant status, annual and Labour force status by visible minority, immigrant status and period of immigration, highest level of education, age and gender)

### 1.2.7 Immigrants with French as their Mother Tongue (Estimates)

Canada has a significant population of immigrants whose mother tongue is French, with over 1.6 million French-first speakers across the country. However, it is important to note that this group represents only a small fraction of the overall population in many areas, and the numbers may not accurately reflect the actual situation. Nonetheless, in regions with established bilingual or francophone communities and services, such as Prescott and Russell, a higher percentage of French-first-speaking immigrants indicates the importance of such services in attracting and supporting francophone immigrants.

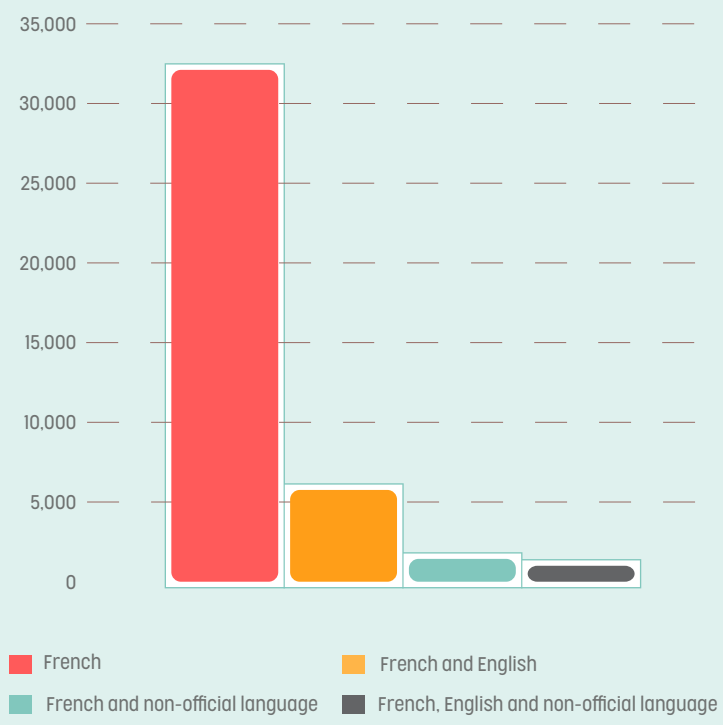
## 1.2.7 Immigrants with French as their Mother Tongue

**Immigrants with French as mother tongue count estimates - Lanark and Renfrew, Leeds and Grenville, Prescott and Russell, Stormont, Dundas, and Glengarry**

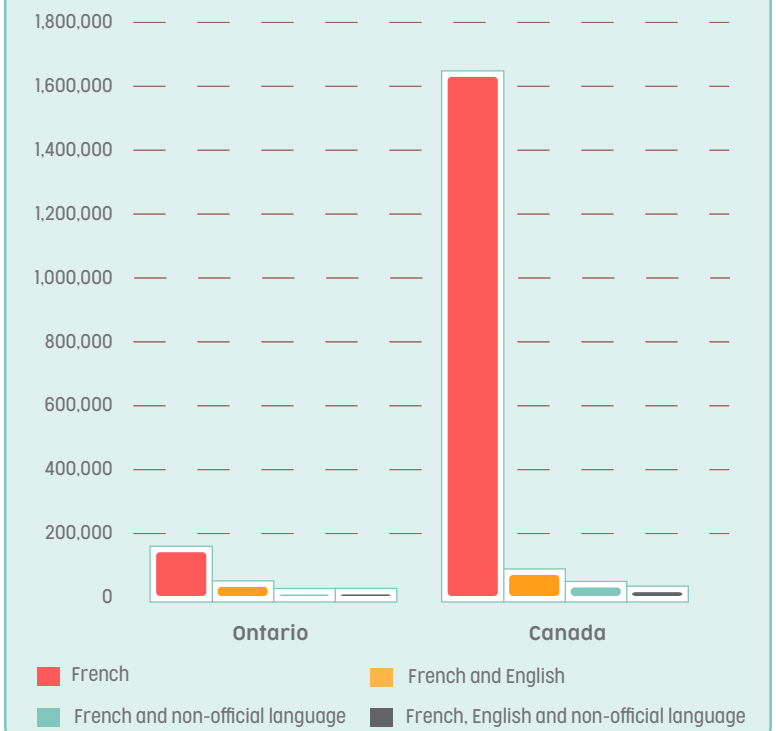


## 1.2.7 Immigrants with French as their Mother Tongue

**Immigrants with French as mother tongue count estimates - Ottawa**




**Immigrants with French as mother tongue count estimates - Ontario and Canada**




It is important to recognize that the charts presented above are based on estimations. While the researchers have made significant efforts to ensure their accuracy, it can still be challenging to capture the reality of the situation. Nonetheless, it is worth noting that the figures presented are grounded in other Statistics Canada charts and statistics, providing some confidence in the findings.

### 1.2.7 Immigrants with French as their Mother Tongue *(cont'd)*

It is also worth mentioning that this analysis focuses on immigrants who speak French as their mother tongue. As such, there is no mention of English as a first language.

Interestingly, the number of immigrants who identify French only as their first language is significantly higher than those who are bilingual or trilingual.

In Canada, for instance, the number of French-first speakers immigrants is 1,625,025, compared to 136,963 in Ontario, 32,109 in Ottawa, 466 in Lanark and Renfrew Counties, 240 in Leeds and Grenville County, 3,049 in Prescott and Russell and 1,427 in Stormont, Dundas and Glengarry.

While these numbers may appear high on their own, it is essential to remember that they represent only a small fraction of Canadian-born French speakers and an even smaller fraction of the overall population of a given area.

Once more, these numbers are an estimate, but if the estimates were accurate, they would reflect the following.

For example, in Renfrew County, despite no francophone settlement services, 4.8% of immigrants have French as their mother tongue, which adds a 0.2% of francophones to their minority francophone population.

Similarly, in Lanark County, 3.8% of immigrants speak French as their first language, around 0.2% of the total population. French/English bilingual immigrants comprise 1% of newcomers and 0.06% of Lanark County's population.

In Stormont, Dundas, and Glengarry, 18.3% of immigrants speak French as their first language, around 1.6% of the total population. French/English bilingual immigrants comprise 2.7% of newcomers and 0.19% of the county's population.

Numbers are significantly higher in Prescott and Russell; 57% of immigrants speak French as their first language, around 3.2% of the total population. French/English bilingual immigrants comprise 3.7% of newcomers and 0.21% of the county's population. The significantly higher percentage can be attributed to the availability of services fully in French and the bilingual nature of the area.

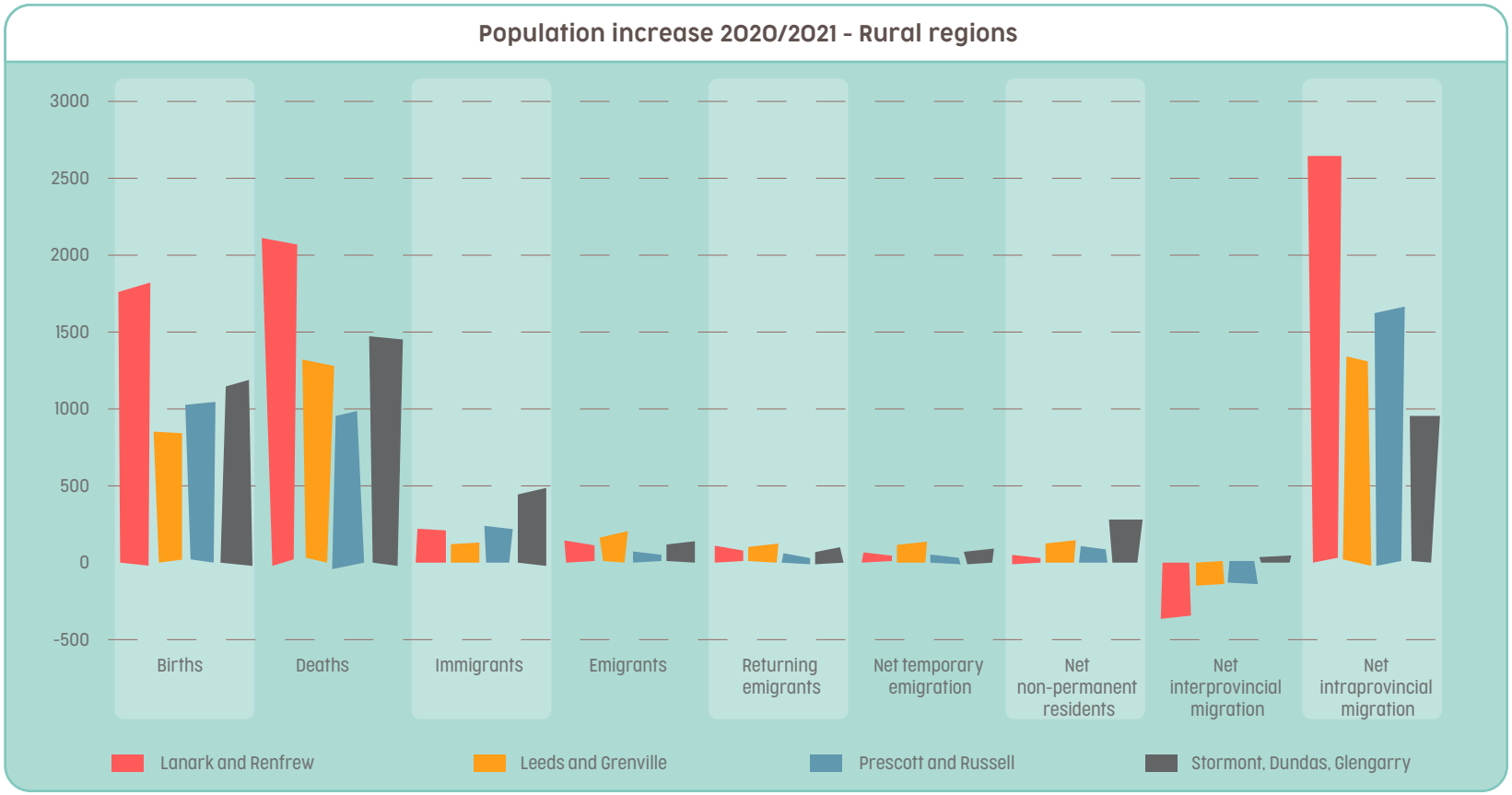
Furthermore, in all partnering countries, the number of those identifying with French as a mother tongue and another language is statistically small. Despite the numbers being small, there is still an attractive aspect for francophone immigrants to the region as an established bilingual or francophone community can be leveraged and grown. Bilingual services offer the opportunity to create a supportive and welcoming environment for the francophone immigrant population.

(Source: Statistic Canada. Immigrant status and period of immigration by mother tongue: Canada, provinces and territories, census metropolitan areas and census agglomerations and Census Profiles, Census 2021 Census of Population.)

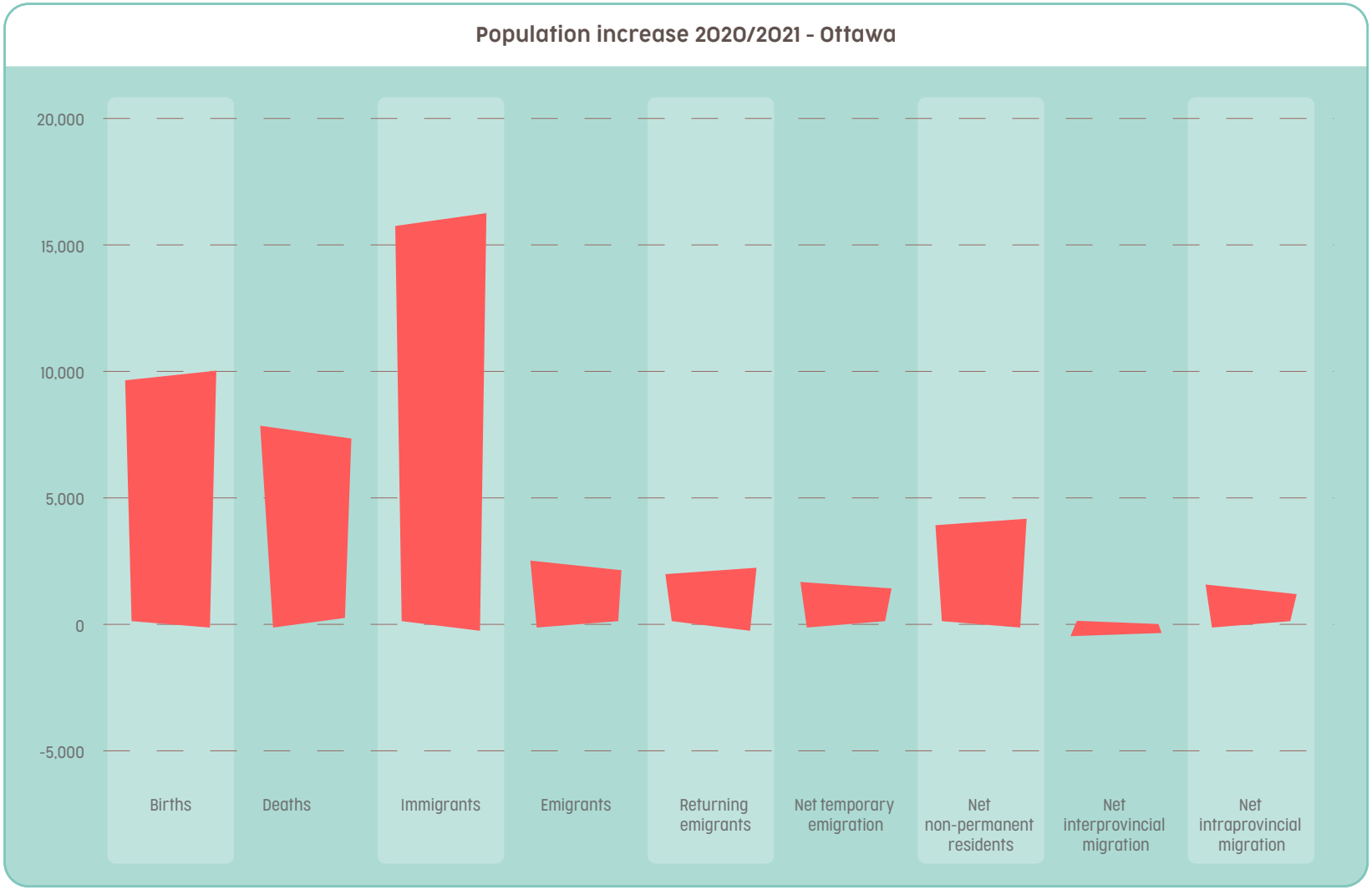
### 1.2.8 Net Population Increase – by Component

Immigration plays a significant role in population growth in Ottawa, Ontario, and Canada, surpassing the impact of natural births. However, the charts also reveal a troubling trend in Lanark and Renfrew Counties and Leeds and Grenville County, where the number of deaths exceeds that of births. There is limited immigration to offset the decline.

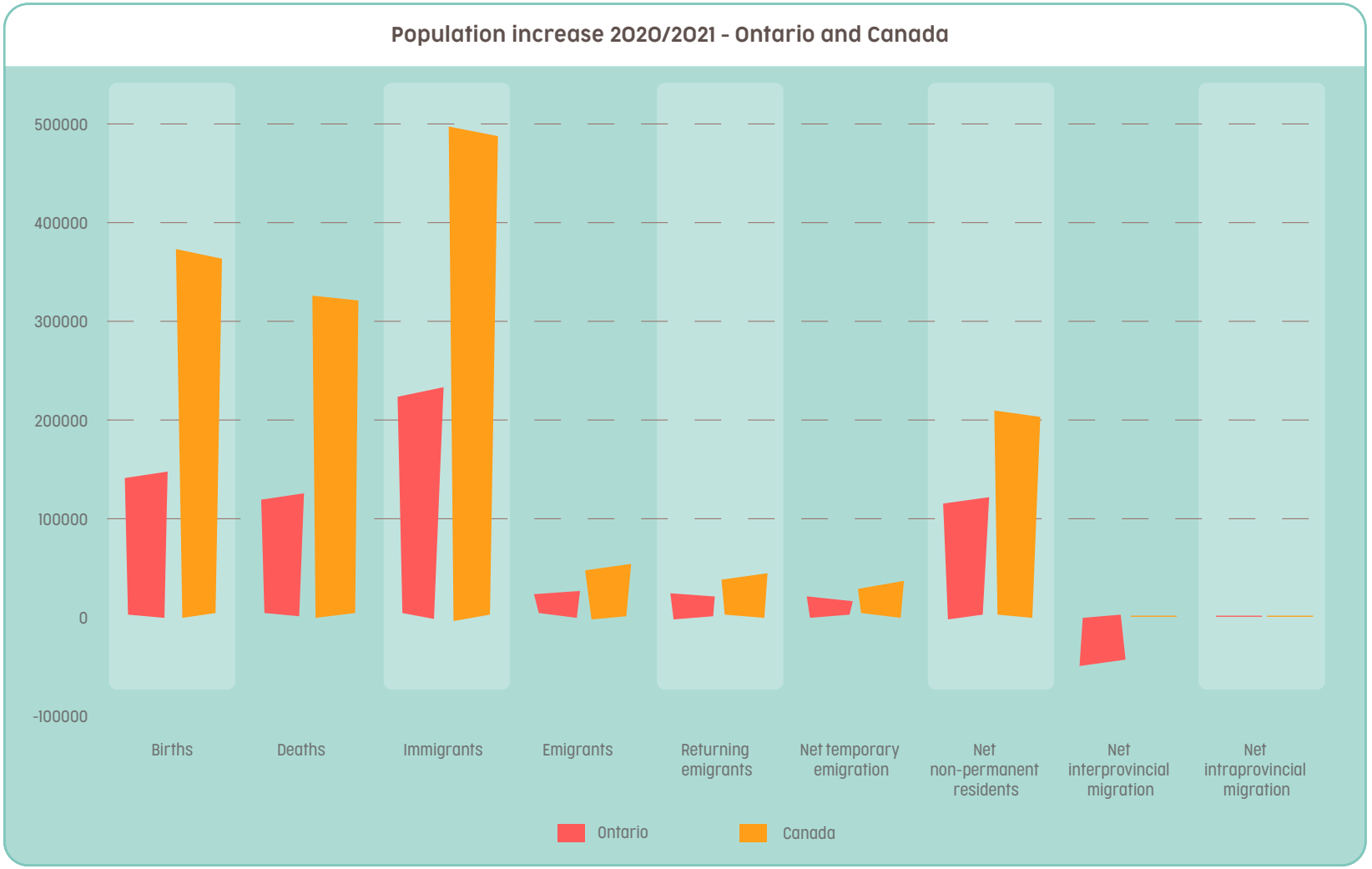
## 1.2.8 Net Population Increase – by Component *(cont'd next page)*



## 1.2.8 Net Population Increase – by Component



## 1.2.8 Net Population Increase – by Component




(Source: Statistic Canada. Components of population change by census division 2020/2021.)

### 1.2.8 Net Population Increase – by Component (cont'd)

The charts above provide a snapshot of the population trends observed in 2020-2021, albeit with the caveat that the COVID-19 pandemic may have significantly impacted these figures. Nevertheless, they offer valuable insights into the prevailing population dynamics.

Across the Ottawa, Ontario, and Canada charts, a consistent pattern emerges, wherein the number of births and deaths remains relatively stable, with births slightly outnumbering.

However, it is immigration that truly drives population growth.

In the case of Ottawa, for instance, while there were 2,174 more births than deaths, the number of immigrants arriving in the city in 2020-2021 was nearly twice as high, totalling 16,003. Although the Ontario and Canada charts exhibit a similar trend, the discrepancy is less pronounced.

Nonetheless, immigration has emerged as the predominant contributor to population growth, surpassing births in its impact. For example, when combining the figures for Lanark and Renfrew counties, there were only 199 new immigrants, compared to 2,090 deaths and 1,781 births. Additionally, the number of non-permanent residents in these regions is negligible, in contrast to the figures observed in the Ottawa, Ontario, and Canada charts.

Leeds and Greenville showed 842 births and 1,300 deaths, and Stormont, Dundas, and Glengarry showed 1,167 births and 1,451 deaths. In all partnering regions, the deaths outpace the births by sometimes a relatively large margin. Without increased immigration, the counties will see their population drop. Due to insufficient immigration, the population will drop in Lanark and Renfrew Counties and Leeds and Grenville County.

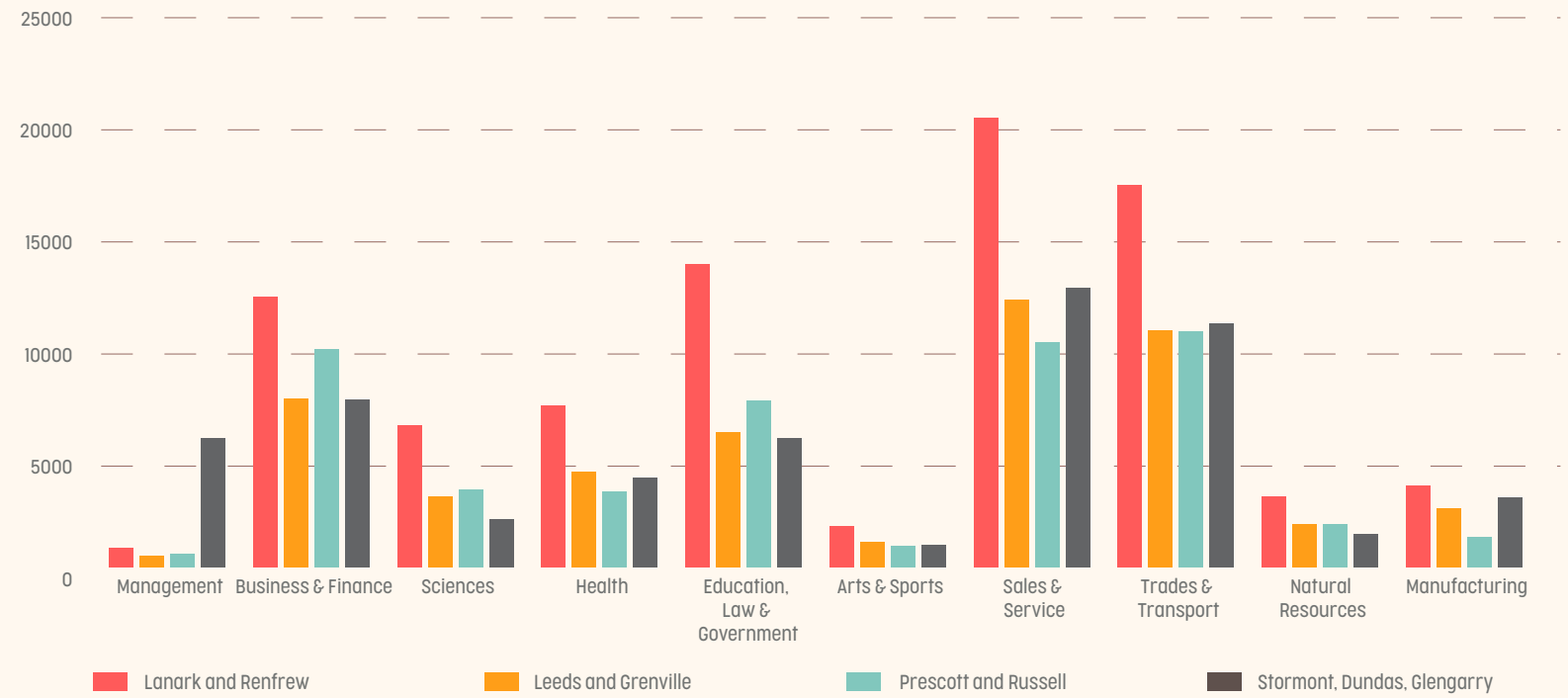
It is important to recognize that the charts for Lanark County and Renfrew Counties and Leeds and Grenville County indicate a concerning trend. The number of deaths surpasses that of births, with limited immigration to offset the decline. Consequently, the population of these areas may be at risk of declining in the future. On the other hand, Prescott and Russell showed 1,026 births and 954 deaths, which has a naturally growing population in contrast but would still benefit from increased immigration.

### 1.2.9 Number of Persons Working in Selected Occupations

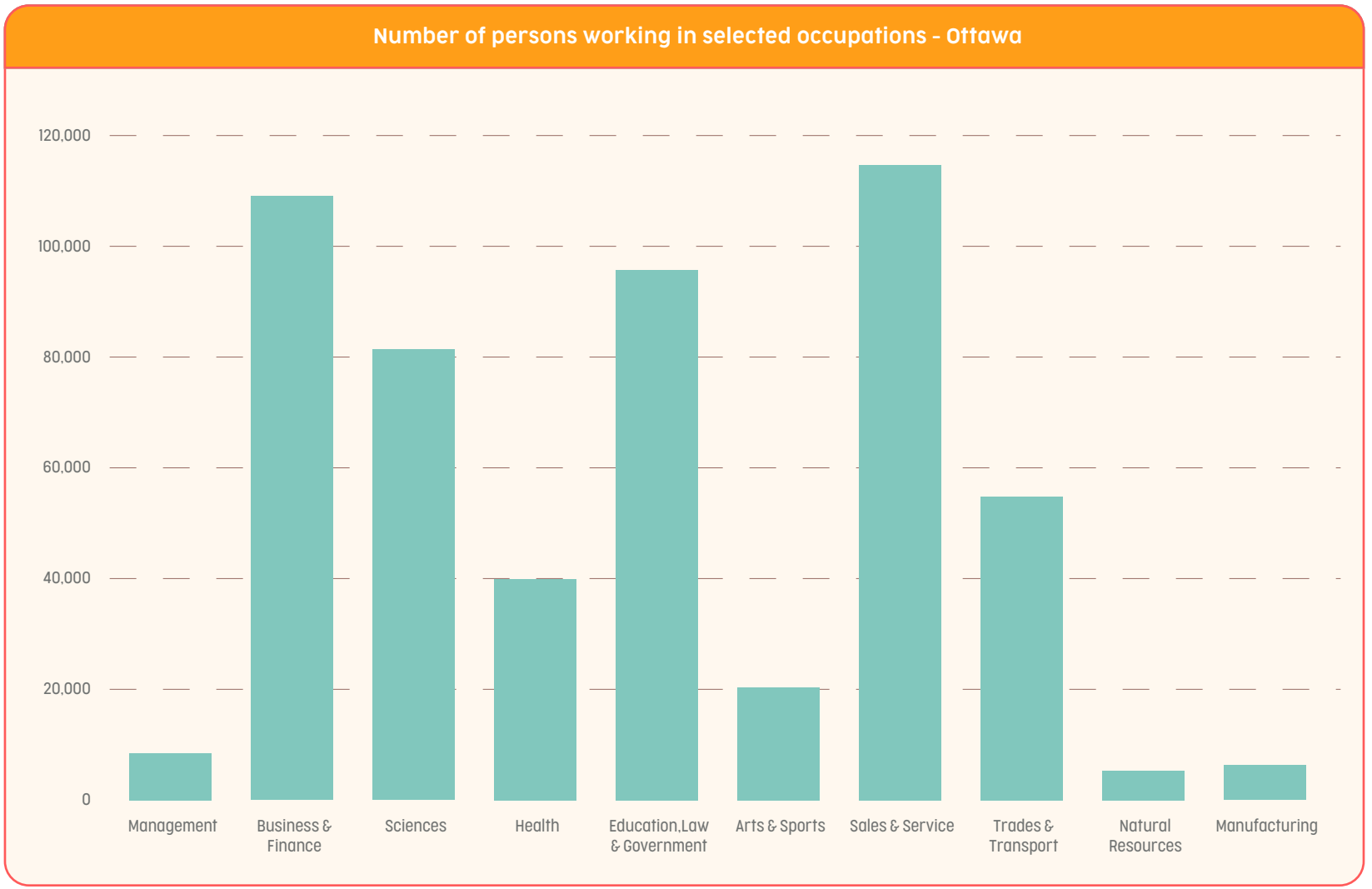
Across all charts and regions, Sales and Service is the primary employment sector, with over one million jobs in this field in Canada, far exceeding the next largest sector, Business and Finance. However, there are also regional differences in employment patterns, with some areas having a greater concentration of jobs in rural sectors such as Trades and Transportation. In contrast, others have a higher proportion of jobs in Education, Law, and Government.

## 1.2.9 Number of Persons Working in Selected Occupations *(cont'd next page)*

**Number of persons working in selected occupations - Rural regions**

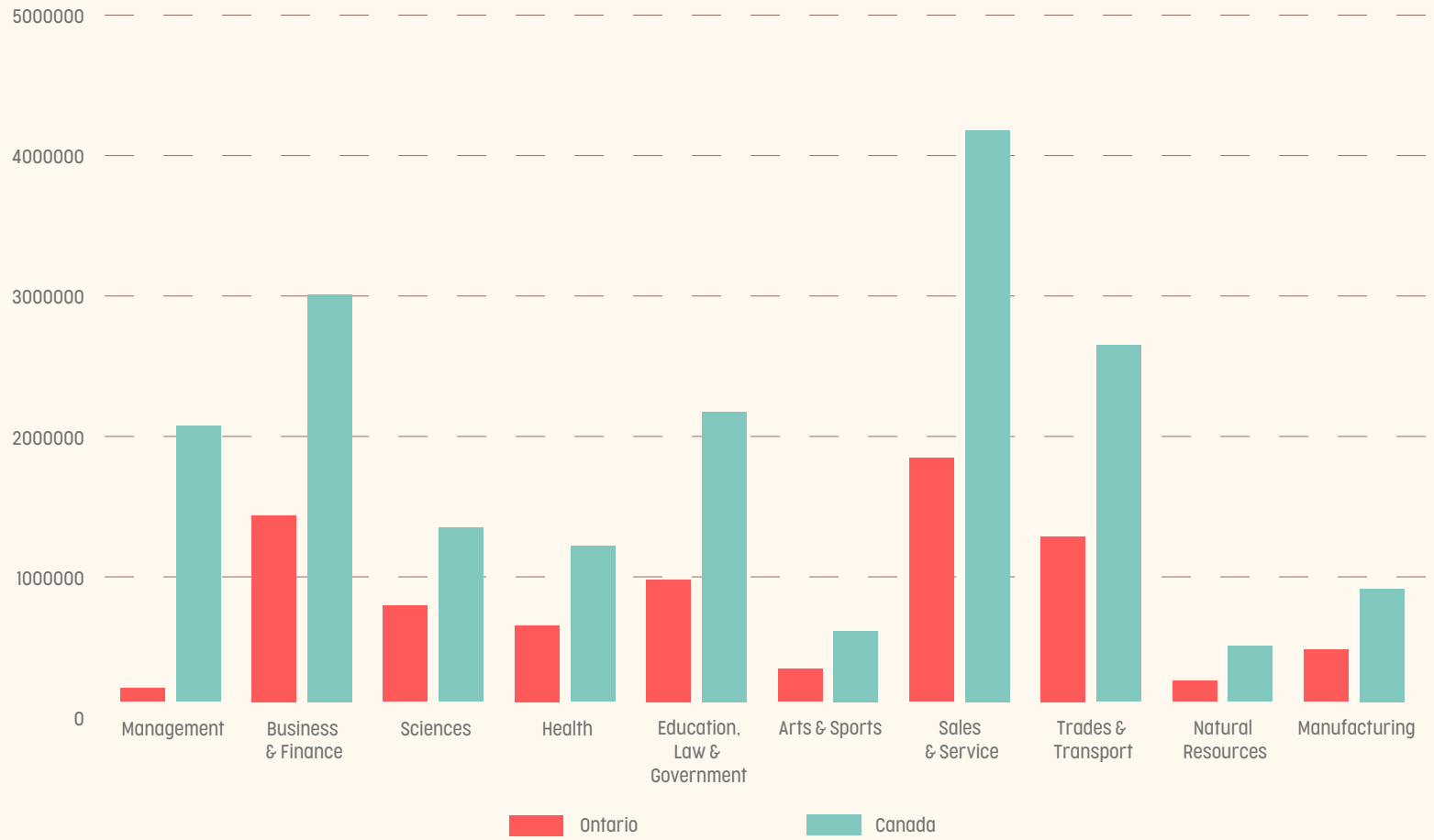


## 1.2.9 Number of Persons Working in Selected Occupations



## 1.2.9 Number of Persons Working in Selected Occupations

**Number of persons working in selected occupations - Ontario and Canada**



### 1.2.9 Number of Persons Working in Selected Occupations (cont'd)

Employment opportunities exist in many different sectors. While some jobs may not fit within the chart's categories, it still provides a valuable overview of the job market in the Partnering Regions, Ottawa, Ontario, and Canada as a whole.

Sales and service careers dominate the nation, with over one million jobs in that sector, far surpassing the next field, business and Finance. Interestingly, the sales and service sector also generated the most jobs across all the charts.

In Ottawa, it is unsurprising that many people work in the education, law, and government sectors (95,710). However, the business and finance sector (109,065) employed more people, despite the city's reputation as a government hub.

A startling observation is Ontario's lack of management jobs (95,240) compared to the rest of Canada (1,963,600).

Lanark County and Renfrew Counties both display similar graphs, with the top industries being Sales and Services (20,065), Trades and Transportation (17,040), and education, law, and government (13,520). These results are unsurprising, given that these regions typically focus more on rural jobs.

In Leeds and Greenville County, Sales and Services dominate (11,910), with Trades and Transport (10,555) following. Business and Finance (7,515) comes up in third place.

In Prescott and Russell County, numbers are similar, but Trades and Transport (10,525) is the biggest employment sector, but it is very closely followed by Sales and Service (10,050) and then Business and Finance (9,730).

Stormont, Dundas, and Glengarry County have Sales and Services (12,460) as their main sector. It is followed by Trades and Transport (10,870) and Business and Finance (7,460). Cornwall matches the trend with Sales and Services (5,945), Trades and Transport (4,005) and Business and Finance (2,810).

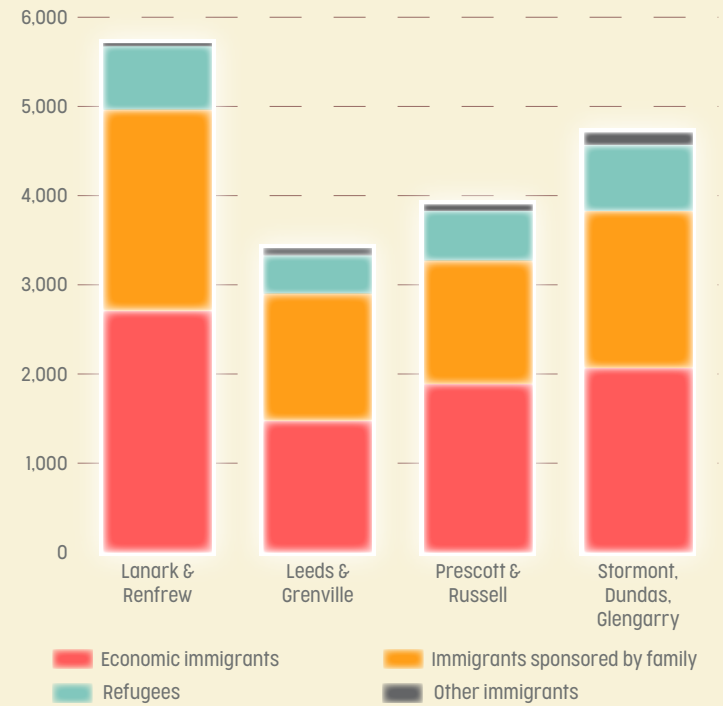
(Source: Townfolio 2022. Labour Force. Lanark, Renfrew, Leeds and Grenville, Prescott and Russell, Stormont, Dundas and Glengarry, Ottawa, Ontario, Canada.)

### 1.2.10 Immigrants by Stream of Immigration

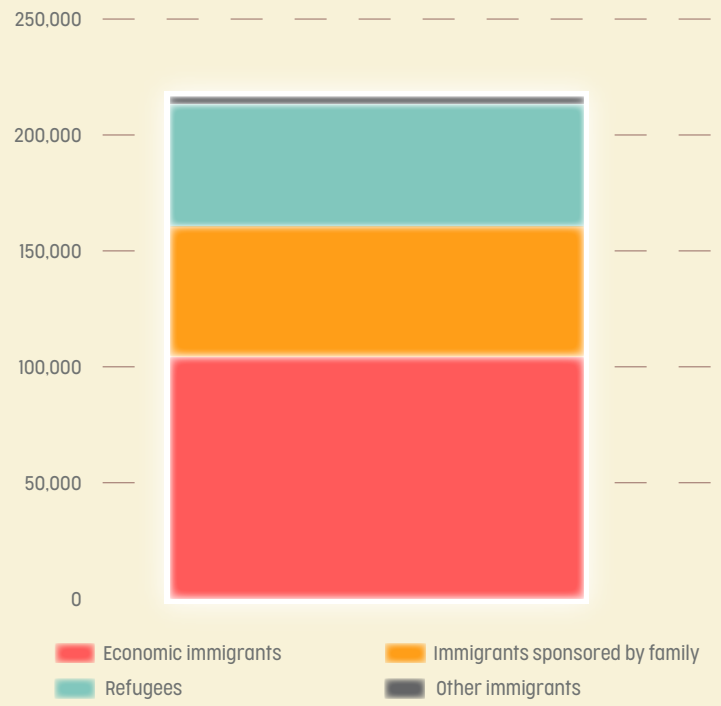
Across all regions in Canada, economic immigrants make up the majority of immigrants, while family-sponsored immigrants are almost equally represented in Lanark and Renfrew Counties and Leeds and Grenville County. This underscores the significance of considering families' needs when developing an immigration strategy.

## 1.2.10 Immigrants by Stream of Immigration *(cont'd next page)*

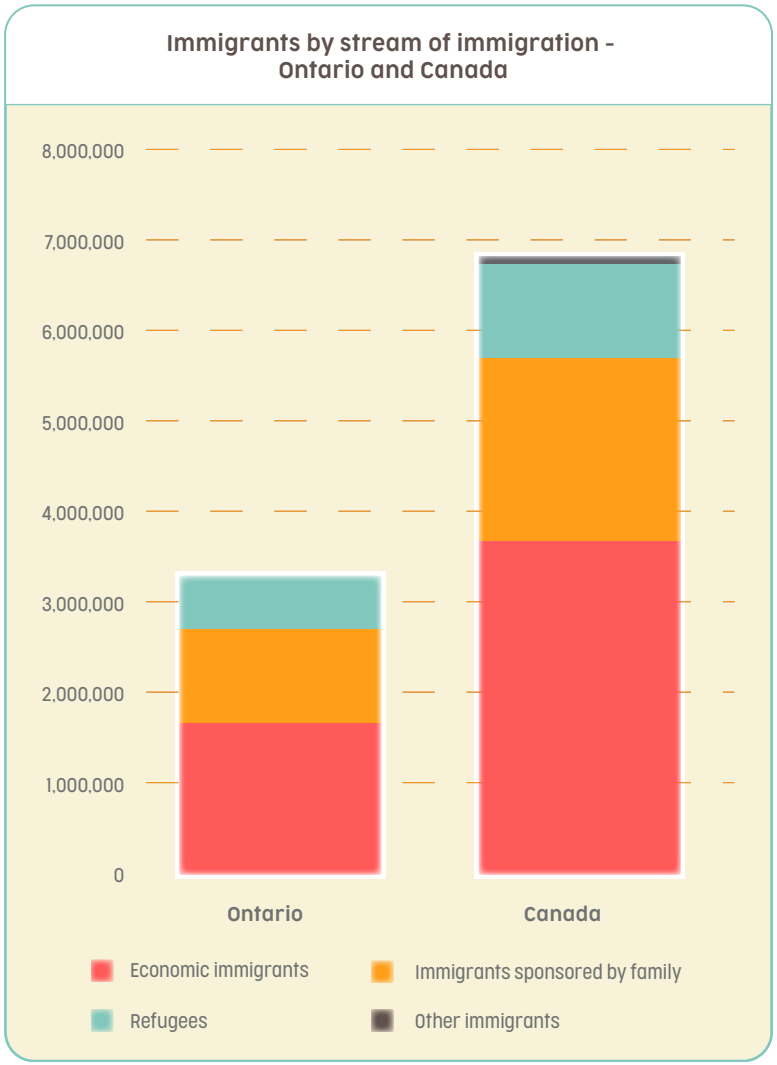
**Immigrants by stream of immigration - Rural Regions**




**Immigrants by stream of immigration - Ottawa**



## 1.2.10 Immigrants by Stream of Immigration




### 1.2.10 Immigrants by Stream of Immigration (cont'd)

In all charts, the majority of immigrants are economic immigrants. While the numbers due fluctuate between the regions, they are always the majority. However, family-sponsored immigrants are nearly on par in Lanark and Renfrew Counties and Leeds and Grenville County.

Following all the charts, it is clear that most immigrants are expected to come to Canada for economic opportunities. If they find it to their liking and/or become citizens, they bring their families. Therefore, families' needs must be considered when creating an immigration strategy.

(Source: Statistic Canada. Admission category and applicant type for the immigrant population in private households admitted between 1980 and 2021.)

# Barriers Faced by Newcomers

Newcomers face a myriad of challenges that impact their integration and sense of belonging to Canada. The following are results from a focus group with 13 newcomers, immigrants, refugees, and international students living in Eastern Ontario, held by the Project Team in February 2023. Some of the questions asked included: What brought you to live where you currently reside? What were the reasons that made you want to stay here? What supports were available to you before or after you arrived in your community? What challenges have you faced in your community? What improvements would you like to see in how newcomers are supported in your community? What supports would you recommend? These questions aimed to elicit information about the factors influencing newcomers' decisions to settle and stay in communities and the challenges they face during the settlement process. The responses to these questions provided valuable insights into the needs of newcomers, informing and validating the strategic objectives of this Strategy.

## Finding an Adequate Job Can Be Difficult for Recent Immigrants

Forty-six percent of focus group participants cited it as the greatest difficulty in their communities. Many recent immigrants also have trouble getting their foreign education credentials or experience recognized, forcing them into lower-paying jobs outside their field of study and expertise. Sometimes they are unable to find work at all and are unemployed.

## Language Barriers

Language remains a significant barrier for newcomers with limited proficiency in Canada's official languages (English and French). The inability to converse in these languages can severely limit one's job prospects and hinder access to health and social services in the community.

## Lack of "Canadian Experience" in the Workforce

Lack of Canadian experience can be compounded for newcomers as most employers seek this experience. Qualified applicants may find that the years of experience they bring from their country of origin are not enough to fill this gap. Many even rely on "survival jobs" to pay the bills. In addition, in small communities and rural areas, newcomers may be "discounted" for being different in a variety of ways, such as language accents, different names, personal presentation and physical appearance, printed presentation (e.g., résumés and letters that might not be consistent with Canadian norms).

## Racism and Discrimination

Newcomers to Canada often face significant challenges related to racism and discrimination within their host communities. Despite efforts to promote diversity and inclusion, many newcomers experience hate crimes, racial profiling, and other forms of discrimination. Studies have shown that as many as one-fifth of newcomers to Canada face discrimination in various situations after they arrive[1]. The Ontario Commission of Human Rights has recognized employers' requirement of "Canadian experience" as discriminatory. In addition, a survey conducted by the Canadian Institute for Identities and Migration[2] in March 2017 found that 78 percent of respondents reported hearing negative comments about immigrants in Canada either "often or occasionally." These statistics highlight the ongoing challenges newcomers face in integrating into Canadian society and the urgent need for continued efforts to promote inclusivity and combat discrimination.

## Transportation

Transportation is a roadblock for recent immigrants, especially in rural communities which lack public transportation. Transportation challenges were also experienced in more urban centres within Eastern Ontario, with transportation cited as unreliable.

1 Statistics Canada. 2021. Longitudinal Immigration Database (IMDB) Interactive Application: Economic Outcomes, https://www150.statcan.gc.ca/n1/pub/71-607-x/71-607-x2019003-eng.htm

2 Canadian Institute for Identities and Migration. March 2017. "Public Perceptions on Radicalization and Resilience", https://www.ciim.ca/en/view_survey.php?id=10

## Housing

Finding quality, adequate, and attainable housing is also challenging for newcomers, who are almost three times more likely to be in a 'core housing need' than non-immigrants. Across Eastern Ontario, there is a housing shortage, both rental and for purchase, and affordable housing options.

Addressing the lack of housing and transportation is crucial to retaining immigrants and non-immigrant populations. The ROMA Task Force on Attainable Housing and Purpose-Built Rentals report8 proposes solutions the Province can implement without significant financial expenditure. These include supporting purpose-built rental housing, enabling "tiny homes" as affordable and attainable housing options within municipalities, more home-sharing initiatives, and considering rural subdivisions. In addition, municipalities in the region actively seek innovative solutions to address the housing disparity many residents face. To this end, some municipalities have opted into services such as Sparrow, which aims to provide affordable housing to those in need. Others are engaging in the Tiny Homes Project, which explores alternative housing options that can be built quickly and cost-effectively. By taking these innovative approaches and leveraging new provincial policies and funding related to attainable housing, municipalities are working to address the urgent need for lower and middle-income affordable and accessible housing in the region and improve the quality of life for residents struggling to find adequate housing options.

Municipalities are actively seeking innovative solutions to address many residents' transportation barriers, such as limited public transit options and the high cost of owning a personal vehicle. For example, Lanark and Frontenac Counties have implemented a community carpooling initiative to provide residents with an affordable and convenient transportation option. By taking these innovative approaches, municipalities have an opportunity to collaborate and develop coordinated systems to address rural transportation barriers rather than working in isolation. This approach can lead to a more efficient and effective transportation system that benefits all residents in the region.

# The Path Forward in the Eyes of Our Community

The Eastern Ontario region's economy can benefit from strategic growth driven by the attraction and retention of a diverse and skilled immigrant population. To achieve this goal, it is crucial to ensure that the skill sets of newcomers are aligned with the current labour market gaps in the region. By strategically matching the skills of immigrants with the needs of the local labour market, the region can promote economic growth and innovation while creating new opportunities for newcomers and existing residents. This approach can lead to a more dynamic and resilient economy that benefits the community.

We need the economy to keep growing steadily to pay for Ontario's important public services and infrastructure. Urban areas like Ottawa in Eastern Ontario are well-positioned to help with this economic and population growth. We need to take a long-term view on immigration, even though some short-term challenges and problems make it hard for Eastern Ontario to attract and retain immigrants. We address those issues in the plan below. Still, it is imperative to get everyone - the federal, provincial, and local governments and community groups - to agree that immigration is not just a way to fill short-term labour gaps but a critical part of the region's long-term growth plans.

## 3.1 The Vision for Immigration into Eastern Ontario

The attraction, retention and integration of new immigrants is a key priority for all communities in the Eastern Region, integral to each community's vision and plans for economic growth and equity and inclusion.

### 3.1.1 Becoming an equitable, inclusive and welcoming community

The results from the community consultations held by the LIPs and RIF recognized that becoming an equitable, inclusive, and welcoming community is essential to attracting, retaining, and integrating new immigrants. The characteristics of welcoming communities, as identified by Pathways to Prosperity, provide a guide for measuring progress toward this vision. While

economic security remains the top priority, numerous other factors contribute to a welcoming community, including access to services and supports, positive attitudes towards diversity, and social and civic engagement opportunities. Therefore, municipal leaders and community organizations need to collaborate and coordinate efforts to create a welcoming environment for all newcomers and to continue to address challenges and barriers to integration. By prioritizing the characteristics of welcoming communities, Eastern Ontario can ensure that all residents, including newcomers, thrive in a diverse and inclusive society.

In 2022, Pathways to Prosperity updated the characteristics of welcoming communities. This report, commissioned initially by Citizenship and Immigration Canada, Integration Branch, reviews the current knowledge concerning welcoming communities. The characteristics of welcoming communities in order of priority are as follows:

1. Access to affordable, adequate, and suitable housing
2. Employment and entrepreneurship opportunities
3. Access to suitable health care, including mental health care
4. Access to immigrant-serving agencies that meet immigrants' needs
5. Positive attitudes toward immigrants and racial, cultural and religious diversity
6. Access to transportation
7. Educational opportunities
8. Access to services and supports for French-speaking immigrants by French speakers
9. Immigrant-friendly municipal features and services
10. Ongoing commitment to anti-racism and anti-oppression
11. Coordination and collaboration among community organizations and different levels of government working toward welcoming communities
12. Equitable neighbourhoods
13. Opportunities to form and join social and community networks
14. Positive Indigenous-immigrant relations and understanding
15. Immigrant-friendly police and justice system
16. Access to diverse religious and ethnocultural organizations
17. Civic and political participation opportunities
18. Access to inclusive public spaces and recreation facilities
19. Equitable media coverage, representation, and content

The most critical factors are economic security – employment, housing, and social capital followed by services and attitudes relating to integrating new immigrants into the community. Immigrant-friendly services and institutions round out the list.

This list represents 19 guideposts to check our progress toward our vision of becoming welcoming communities that are attractive to newcomers. How are public attitudes changing towards new immigrants and the role of immigrants in our community? Are public services becoming more relevant to immigrants' needs and accessible? Is there broadening social engagement? How does the media address the changing demographic dynamic in our community?

### 3.1.2 Guiding Principles

The 16 key objectives developed below are meant to define how we will make progress toward our vision on a localized level and collaboratively in some instances using the following guiding principles:

- Involve newcomers as key players
- Work with what you have
- Build and maintain relationships
- Gain political will
- Plan with the long-term horizon in mind
- Ensure research-based decision making
- Emphasize process and build capacity

## 3.2 Key Objectives: Overview

Using the insight from the local stakeholder consultations, 16 key objectives have been developed to help us collectively and locally work towards the vision of becoming an inclusive community leveraging immigration to support our economic and social goals.

**The most critical factors are economic security: employment, housing, and social capital.**

This strategy acknowledges that different regions in Eastern Ontario may have varying readiness levels to grow and retain their newcomer population effectively. Due to resource limitations, not all regions may be able to pursue all 16 recommended key objectives within the next three to five years. The primary aim of this strategy is to serve as a flexible framework that community leaders can use as a reference point and modify to suit their local context. We recognize that certain key objectives may necessitate financial backing, and we see this strategy as a means to obtain funding for

joint initiatives or targeted local projects. Municipal leaders are encouraged to convene annually over the next three to five years to review progress and chart the next steps in their region's implementation of this strategy.

Each objective has seven components: timeframe, lead, partner/resource, priority level, why, how and accountability/ measurement, as described below.

1. Timeframe: This was determined based on input from the key immigration stakeholders in the region, including government, settlement service providers, employers and industry associations, community organizations and academic institutes, and on the logistics and effort required to achieve the objective.
    - Short-term: 6-12 months
    - Medium-term: 1-2 years
    - Long-term: 3 years or ongoing
2. Potential Lead Organization: The organization(s) in the local community are primarily responsible for implementing the key objective. Many of these objectives involve provincial or federal jurisdiction, and the local lead organization(s) must work closely with our partners to develop the key objective.
3. Partner(s)/Resources: The organizations(s) and resources that are positioned to support the objective and work with the local lead organization(s).
4. Priority Level: This was determined from the consultation process with key immigration stakeholders.
    - High: Very important to achieving our vision.
    - Low: Important to the strategy but not critical to success.
5. Purpose: Provides a summary description and context for why the key objective has been included.
6. Implementation Recommendation: Provides a high-level description of how we can achieve the key objective. The lead organization (s) will be tasked with developing specific tactics and activities.
7. Accountability/ Measurement: Provides ways to ensure we are achieving results for the key objective. Key indicators of success have been identified using the Pathway to Prosperity Canada's Toolkit, *Measuring Welcoming Communities: A Toolkit for Communities and Those Who Support Them.*[1]

1 Pathways to prosperity: Canada. Pathways to Prosperity Canada. (2023, March). Retrieved from http://p2pcanada.ca/library/measuring-welcoming-communities-a-toolkit-for-communities-and-those-who-support-them/

### 3.2.1 Key Immigration Strategy Priority Actions: Overview

#### 1. Attraction of New Immigrants

The first category of the strategy involves attracting new immigrants and includes the following objectives:

1a. Strategically aligning local labour market goals to regional immigrant attraction Strategy.

1b. Attracting more immigrant entrepreneurs and promoting their success in local communities.

1c. Aligning immigrant investors with local investment requirements and making more strategic use of immigration as a source of foreign direct investment.

1d. Establishing a website portal that serves as a single platform for promoting immigration to Eastern Ontario.

1e. Leverage and build on the work of post-secondary institutions to attract newcomers to the region.

1f. Concentrating on attracting French-speaking immigrants.

1g. Strengthening immigrant integration and building local stories of successful integration to showcase as a means of encouraging prospective newcomers to come to the region.

1h. Promoting Eastern Ontario to prospective newcomers across the world, as well as to immigrants already in Canada.

#### 2. Retention and Integration

To ensure proper coordination and alignment of immigrant settlement and retention services, the strategy entails the following objectives:

2a. Creating a comprehensive website portal that summarizes all the available services for immigrants.

2b. Increasing public awareness of the importance of immigration and the need for a welcoming community.

2c. Establishing a network that refers spousal employment opportunities.

2d. Ensure Francophone immigrants have broad access to English language training

2e. Setting an example for municipal governments to integrate immigrants and foster immigrant-friendly public services.

2f. Promoting immigrant-friendly public and personal services.

2g. Integrating professional immigrants into local business networks.

2h. Encouraging local immigrant networks and promoting cross-pollination among them.

## 3.2.2 Key Objectives: Attraction of New Immigrants

| Strategic Objective | 1a. Strategically aligning local labour market goals to regional immigrant attraction Strategy |
|---|---|
| Timeframe | Medium to longer-term |
| Suggested Lead(s) | Municipalities<br>Settlement Employment Organizations<br>Organizations such as Invest Ottawa<br>Regulatory Bodies<br>Educational Institutions<br>Skills Development Centres<br>Local Employers<br>IRCC<br>Ontario Government<br>LIPs |
| Partner(s)/Resources | Elected Officials (MPs, MPPs, and City Councillors)<br>Employment agencies<br>ACCES Employment Network<br>World Skills<br>New Canadians<br>Provincial Nominee Program |
| Priority Level | High |
| Purpose | Section 1.2.9 shows that immigrants have low unemployment rates across all regions, and their employment numbers almost match their total labour force representation. However, immigrants in Eastern Ontario Region struggle to find jobs in their areas of expertise, resulting in a rising number of unfilled positions in various industries due to a mismatch of qualifications to vacant job opportunities.<br><br>Given this challenge, this priority should focus on two things: 1) improving how high-skilled immigrants can be supported to land jobs that are commensurate to their credentials; a solution that will help communities in the region deal with the shortages in skilled jobs, including physicians, nurses, engineers, IT professionals, entrepreneurs, etc.; and 2) addressing the workforce needs in frontline service industries, transportation, customer contact centers, personal support workers, tourism industry, and seasonal workers. |

*~ continued next page*

## 3.2.2 Key Objectives: Attraction of New Immigrants

| | |
|---|---|
| Implementation Recommendations | Municipal leadership, support from both provincial and federal governments, and the active involvement of economic development organizations and employers are key factors for successfully implementing this priority action.<br>Recommended Action:<br>· Establish a collaborative partnership among the key stakeholders and create a standing table for ongoing strategy refinement.<br>· Pool data and insight from participating stakeholders to define and track the labour market characteristics of the newcomers joining the component communities.<br>· Chart progress pathways in recognizing the credentials of highly skilled immigrants and work with employers to put pressure on regulatory bodies.<br>· Work with skills development centres and educational institutions to plan pathways for bridge pieces of training to allow newcomers to transfer skills into new fields of employment.<br>· Work with employers to hire newcomers by establishing incentives and by analyzing concerns they may have or perceive when hiring newcomers. For example, support employers to establish short-term contracts for newcomer employees to allow them to showcase their talent and gain Canadian experience and to enable employers to lower perceived risks.<br>· Identify and scale up targeting employment programs that have demonstrated success, such as the Visible Minority Immigrant Women Employment Program by World Skills. |
| Accountability/ Measurement | Local municipalities will track progress in this priority and course correct as necessary. Specifically, the municipalities may:<br>- Develop performance indicators that are measurable and aligned with the aims of this action.<br>- Collect and analyze data on the performance indicators to measure progress and identify areas for improvement. This data can be collected through custom and targeted surveys (like employer surveys), focus groups and interviews with specific stakeholders (like immigrants, settlement executives, etc.), and consultation with key stakeholders, including government executives and economic development organizations. It is important to ensure that the data collected is reliable, valid, and relevant to the performance indicators.<br>- Regularly report on the progress made toward the performance indicators to ensure accountability and transparency. This reporting can be done through annual reports, dashboards, or other communication channels that provide relevant data and analysis to the public and other stakeholders. The reporting should highlight successes, challenges, and areas for improvement and include recommendations for future actions.<br>- Evaluation: Conduct periodic evaluations to assess the impact of the strategies implemented and identify areas for improvement. This evaluation should involve an analysis of the data collected, reviewing the performance indicators, and consulting with key stakeholders. The evaluation should also include an assessment of the effectiveness of the strategies implemented and recommendations for future actions.<br>- Continuous Improvement: Make necessary adjustments and improvements based on the evaluation results. This will help ensure that the local strategies are effective and relevant across the region and that they continue to align local immigrant attraction goals and regional labour market requirements. |

## 3.2.2 Key Objectives: Attraction of New Immigrants

| Strategic Objective | 1b. Attracting more immigrant entrepreneurs and promoting their success in local communities. |
|---|---|
| Timeframe | Medium to long-term |
| Potential Lead(s) | Municipalities<br>Economic Development Organizations<br>Established Immigrant Entrepreneurs<br>LIPs<br>Settlement Organizations<br>IRCC<br>Ministry of Citizenship, Immigration, and International Trade<br>Educational Institutions to help establish business incubation centres for immigrant entrepreneurs. |
| Partner(s)/Resources | Business Development Company (BDC)<br>Invest Ottawa (now covers Eastern Ontario)<br>Entrepreneurship Connections – ACCES Employment<br>Ottawa Newcomer Entrepreneurs One Hub<br>CACIA Program - Le Conseil Économique et Social d'Ottawa Carleton (CÉSOC) |
| Priority Level | High |
| Purpose | The economy of the region thrives on small and medium business enterprises. Furthermore, in the region, a substantial number of small and medium-sized businesses are immigrant-owned and led.<br>These businesses play a vital role in local economies and contribute to the social fabric of both rural and communities in the region. By attracting more immigrant entrepreneurs with growth potential and a keen interest in succession planning, we can create new economic growth and innovation opportunities and ensure that small and medium-sized businesses continue to thrive.<br>Yet, there are indications that the number of young entrepreneurs in Ontario who are ambitious and export-oriented is declining. We need new cohorts of young entrepreneurs to create the next generation of export-driven companies in manufacturing, services, and technology. |

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## 3.2.2 Key Objectives: Attraction of New Immigrants

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| Implementation Recommendations | On the one hand, the implementation should target attracting immigrant entrepreneurs and, on the other, promote the entrepreneurship of immigrants in the region.<br>Opportunities in this priority action include:<br>· The Start-Up Visa program is designed to attract immigrant entrepreneurs looking to set up a business in Canada to build products and services to be exported worldwide.<br>· Ontario Immigrant Nominee Program (OINP)<br>· Canada's Global Talent Stream<br>· Business Incubators and Accelerators<br>· Trade Missions<br>· Regional Economic Development Initiatives |
| Accountability/ Measurement | Municipal leadership is required to establish a measurement framework, including progress indicators, data sourcing, pooling and development, and progress reporting. Examples of indicators to track include:<br>- Adopting the Start-Up Visa and other key programs (OINP, Canada's Global Talent Stream, etc.)<br>- Arrival of new immigrant entrepreneurs in the region<br>- The number of new businesses launched by immigrants<br>- The amount of investment generated<br>- The number of jobs created<br>A comprehensive measurement strategy will need to be established, drawing from existing measurement toolkits, including the Pathway to Prosperity Canada's Toolkit to measure welcoming communities.<br>Conduct a periodic evaluation of progress on this priority action. |

| **Strategic Objective** | **1c. Aligning immigrant investors with local investment requirements and making more strategic use of immigration as a source of foreign direct investment.** |
|---|---|
| Timeframe | Long-term |
| Potential Lead(s) | Community Futures Development Corporation Networks<br>Venture Capitalists<br>Regional Innovation Centres (RICs)<br>Economic Development Organizations (EDOs)<br>Industry Associations<br>Business Development Bank of Canada (BDC)<br>Angel Investor Networks |

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## 3.2.2 Key Objectives: Attraction of New Immigrants

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|---|---|
| Partner(s)/Resources | Canada Business Ontario<br>Chamber of Commerce within each region |
| Priority Level | High |
| Purpose | Immigrant investors play a crucial role in bringing new investment to communities. However, their investments primarily focus on local services like retail, food service, and accommodation. This investment is essential for the growth of local firms and should be continued. Nevertheless, there is an opportunity to be more strategic by connecting immigrant investors with ambitious local entrepreneurs and potential business succession opportunities.<br>Partnering with immigrant investors can be a game-changer for young entrepreneurs seeking growth capital and access to international markets. Although cultural and management differences may exist, these obstacles can be overcome.<br>In addition, many business owners in Eastern Ontario are above the age of 55 and lack a concrete succession plan. In such cases, immigrant investors can provide crucial investment opportunities, enabling business owners to monetize the value they have built up in their firms when they retire. |
| Implementation Recommendations | Set up an Eastern Ontario committee of business groups to look at ways to strengthen the role of immigrant investment in the region. Create a community of practice (CoP) rather than working in silos*. |
| Accountability/ Measurement | Track the number of new immigrant entrepreneurs in the community.<br>Track the number of immigrant investors involved in succession-related investments.<br>Key Indicators as identified in Pathway to Prosperity Canada's Toolkit, Measuring Welcoming Communities: A Toolkit for Communities and Those Who Support Them<br>- Rate of self-employment<br>- Rate of success among entrepreneurs in both the short and long term<br>- Availability of reliable information in both official languages and other top languages of new arrivals about supports and services available for immigrant employment and entrepreneurship |

* CoPs are hubs of knowledge creation and sharing in an organization due to the wealth of experiences, insights, and perspectives that reside at the professionally diverse member level. CoPs are critical because they serve as an ongoing learning venue for professionals from various disciplines who share similar goals, interests, problems and approaches. The essential currency of CoPs involves the establishment of trust, the creation of learning opportunities, the development of a collaborative platform and the establishment of a distributed leadership model.

## 3.2.2 Key Objectives: Attraction of New Immigrants

| Strategic Objective | 1d. Establishing a website portal that serves as a single platform for promoting immigration to Eastern Ontario. |
|---|---|
| Timeframe | Short-term |
| Potential Lead(s) | Economic Development Organizations<br>Local Agencies Serving Immigrants<br>LIPs<br>RIF |
| Partner(s)/Resources | Immigration Greater Moncton |
| Priority Level | High |
| Purpose | During the development of this strategic plan, feedback from stakeholders emphasized the requirement for a centralized repository that contains comprehensive information about the advantages of immigrating to Eastern Ontario and the procedures involved in the process.<br>Rather than separately promoting each of the six communities and creating competition amongst themselves to attract immigrants to settle, work, and enjoy life in their respective communities, a collaborative approach would be more effective. Furthermore, by showcasing all the various communities in a single platform, even smaller communities would have a more significant presence and wider reach, facilitating the achievement of their promotional objectives. |
| Implementation Recommendations | While numerous regions in Eastern Ontario have websites for promoting their areas to potential residents, few websites cater specifically to the immigrant population. To address this gap, developing a comprehensive website that serves as a one-stop-shop, with multilingual translation, for all information related to relocating to Eastern Ontario is crucial.<br>This website should cover all aspects of immigrating, including the different ways to immigrate, the steps to take upon arrival, and the benefits of living, working, and playing in Eastern Ontario. |
| Accountability/ Measurement | Within 12 months, a new one-stop-shop web portal will be online and updated regularly. |

## 3.2.2 Key Objectives: Attraction of New Immigrants

| Strategic Objective | 1e. Leverage and build on the work of post-secondary institutions to attract newcomers to the region. |
|---|---|
| Timeframe | Medium to long-term |
| Potential Lead(s) | Municipalities<br>Post-secondary Institutes (PSI)<br>Employment agencies<br>Industry Associations<br>Chambers of Commerce |
| Partner(s)/Resources | Local Immigration Partnerships<br>Connector Program Canada<br>Ottawa Connector Program<br>Workforce Planning Boards<br>Sectoral Councils<br>Ontario Ministry of Citizenship, Immigration & International Trade<br>Professional Associations<br>Settlement Organizations |
| Priority Level | High |
| Purpose | Eastern Ontario's universities and colleges are vital in attracting and integrating new immigrants. However, some challenges need to be addressed, such as ensuring that graduates have the necessary skills to meet labour market needs, integrating students into the local communities, and improving their English language proficiency to help them integrate into the local labour market.<br><br>As of 2022, Eastern Ontario's prominent post-secondary institutions had more than 16,820 international students (see table below), making them an ideal target for immigration. Upon graduation, these students do not face education or credential recognition challenges and have gained valuable work experience in the community. In addition, having lived in the region for one to four+ years, they are familiar with the local culture and business practices, making them an excellent fit for local employers. |

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## 3.2.2 Key Objectives: Attraction of New Immigrants

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| Implementation Recommendations | According to feedback from education stakeholders, they are not permitted to advertise themselves as a path to Canadian citizenship. Nonetheless, they can increase efforts to attract and integrate international students into the community to regionalize these potential skilled workers during their studies.<br>An ongoing challenge for recent international student graduates has been securing employment in their desired field, which is also an issue for native-born Ontario residents. However, with the low unemployment rates and significant labour market gap, international students have a unique advantage in obtaining employment in their field. Therefore, it is essential to establish links between students and experiential learning opportunities, including transition-to-work programs in local companies during and after graduation. In addition, students should be encouraged to proactively market themselves for local options, with support from employment agencies, such as resume development, networking, referrals, etc.<br>Recent trends indicate that international students are at heightened risk of exploitation by human trafficking networks, possibly correlating to their greater challenges in finding suitable employment after completing their studies.<br>Furthermore, post-secondary institutions and employment agencies can work together to formalize a strategy to promote employment opportunities throughout Eastern Ontario to retain international student graduates in the region. |
| Accountability/ Measurement | To ensure the success of this priority action in Eastern Ontario, the accountability and measurement mechanisms would need to include the following:<br>- Tracking the post-graduation employment rate of international students in Eastern Ontario to assess the effectiveness of our efforts to attract and integrate international students into the community.<br>- Monitoring the participation of international students in transition-to-work programs in local companies during and after graduation to assess the effectiveness of our efforts to establish links between students and experiential learning opportunities.<br>- Track the effectiveness of the support provided by employment agencies to international students, such as resume development, networking, and referrals, to assess the effectiveness of our efforts to encourage students to market themselves for local options proactively.<br>- Monitor the risk of human trafficking among international students and track any correlations with challenges in finding suitable employment after completing their studies. |

## 3.2.2 Key Objectives: Attraction of New Immigrants

**Table: International Post-Secondary Students in the Eastern Ontario Region (Full-time in 2022)**

| Institution | # of international students |
|---|---|
| Algonquin College (Ottawa, Pembroke, Perth) | 4,080 |
| Carleton University (Ottawa) | 6,510 |
| University of Ottawa (Ottawa) | 5,630 |
| St. Lawrence College (Brockville, Cornwall) | 600 |

*Does not include private post-secondary institutes. (Source: 2022 OCAS Data Warehouse and OUAC Undergraduate Application Statistics)

| Strategic Objective | 1f. Concentrating on attracting French-speaking immigrants. |
|---|---|
| Timeframe | Medium to long-term |
| Potential Lead(s) | Le Réseau de soutien à l'immigration francophone de l'Est de l'Ontario |
| Partner(s)/Resources | Centre culturel francophone<br>Labour Market Planning Boards |
| Priority Level | High |
| Purpose | The bilingual and bi-cultural features of Eastern Ontario have played a crucial role in its economic and social development for many years. As the community grows and diversifies, it will become more multicultural, a positive trend. Nonetheless, it is essential to maintain the region's Francophone heritage and continue attracting Francophone immigrants while promoting the use of both English and French in our society. Our stakeholders reaffirmed this commitment during the strategic planning process.<br>Recent years have seen a notable rise in immigrants with French as their first language. According to the National Household Survey, between 2016 and 2020, approximately 37,000 immigrants moved to Eastern Ontario, primarily in Ottawa and Prescott & Russell, and spoke French as their mother tongue. The percentage of total immigrants with French as their first language varies between 3.8% and 57%, depending on the community. |

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## 3.2.2 Key Objectives: Attraction of New Immigrants

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| Implementation Recommendations | Collaborate with the provincial government to encourage immigration from French-speaking nations. Promote the Eastern Ontario region as a bilingual community, where French is widely spoken while recognizing that proficiency in English is also essential for finding employment in the region. Le Réseau de soutien à l'immigration francophone de l'Est de l'Ontario (RSIFEO), the Francophone Immigration Support Network of Eastern Ontario, is a valuable partner in this effort. Work with employers to ensure they prioritize bilingualism when recruiting foreign workers and immigrants.<br>The 2023 Ontario Budget commits $123.2 million to boost Francophone immigration in Canada, including support for Canadian employers to recruit French-speaking foreign workers and increased support for these immigrants once they arrive in Canada. In addition, in 2024-2025, the upcoming round of Immigration, Refugees and Citizenship Canada funding will offer support through RSIFEO for organizations seeking to expand or establish French-language services led by and for the Francophone community. |
| Accountability/ Measurement | Track the number of immigrants into Eastern Ontario from French-speaking countries.<br>Key Indicators as identified in Pathway to Prosperity Canada's Toolkit, Measuring Welcoming Communities: A Toolkit for Communities and Those Who Support Them<br>The key indicators that measure the number of immigrants into Eastern Ontario from French-speaking countries are not explicitly mentioned. Still, some information is provided on the availability and effectiveness of French immigrant-serving agencies and specialized services to meet the needs of French-speaking immigrants, including multi-barrier groups. This includes:<br>- Assess areas with the greatest need for French-language services, identify organizations equipped to lead efforts in these areas, and support these organizations in the next round of funding.<br>- Availability of French immigrant-serving agencies with a variety of services – in person and/or online (e.g., needs assessment, information and orientation, employment-related services);<br>- Availability of reliable information about French immigrant-serving organizations in the community, the services they provide, and how to access them;<br>- Level of knowledge of French immigrant-serving agencies in the community, the services they provide, and how to access them;<br>- Evidence of effectiveness of French immigrant-serving agencies in meeting French-speaking immigrants' needs;<br>- Availability of specialized services by French agencies to meet the needs of multi-barrier groups (e.g., racialized women, youth, seniors, 2SLGBTQI+, refugees, and immigrants with disabilities);<br>- Availability of reliable information about specialized services by French agencies to meet the needs of multi-barrier groups;<br>- Evidence of effectiveness of specialized services by French agencies in meeting the needs of multi-barrier groups;<br>- Availability of supports that facilitate the use of French immigrant services (e.g., childcare, transportation, flexible service delivery options and timing);<br>- Perceptions of connections (formal and informal) between recent French-speaking immigrants, the more established French-speaking immigrant community, and the French-speaking non-immigrant community; |

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## 3.2.2 Key Objectives: Attraction of New Immigrants

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|---|---|
| Accountability/ Measurement *cont'd* | - Level of satisfaction with:<br>  - The delivery and quality of services for French-speaking immigrants<br>  - The delivery and quality of specialized services for multi-barriered French-speaking immigrants<br>  - Interpersonal treatment from agency staff (e.g., courtesy and respect, experiences of interpersonal discrimination)<br>  - Connections (formal and informal) between recent French-speaking immigrants, the more established French-speaking immigrant community, and the French-speaking non-immigrant community. |

| **Strategic Objective** | **1g. Strengthening immigrant integration and building local stories of successful integration to showcase as a means of encouraging prospective newcomers to come to the region.** |
|---|---|
| Timeframe | Medium-term |
| Potential Lead(s) | Municipalities<br>Settlement Service Providers<br>Economic Development key players<br>Local Immigration Partnerships<br>Chambers of Commerce<br>Community Associations<br>Non-Profit Organizations |
| Partner(s)/Resources | Post-secondary Institutes<br>Local Media<br>Business and Professional Associations<br>Provincial and Federal Government |
| Priority Level | Low |
| Purpose | Existing immigrant friends, family networks, and immigrant influencers have been vital marketing channels for promoting new immigration across Canada. However, most stakeholders who participated in the strategic planning process believe that we could and should take additional steps to enhance this approach to attract more immigrants to the region. This method serves as an effective way to market the area and strengthens local family and ethnocultural-community networks. |

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## 3.2.2 Key Objectives: Attraction of New Immigrants

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| Implementation Recommendations | Collaborate with ethnocultural-community networks and immigrant settlement agencies to establish a structured strategy for promoting Eastern Ontario to the friends and family of current immigrants.<br>Partner with the provincial government to execute this plan.<br>Create videos and written testimonials featuring new immigrants who share their positive experiences of assimilating into the local community that align with labour market needs. Use this content to bolster the newly developed web portal's effectiveness and localized marketing campaigns.<br>Recommended Actions:<br>1. Research existing government initiatives related to immigrant integration: Review the current government policies and programs related to immigrant integration in the region, helping to identify areas for collaboration with the government to enhance the existing efforts.<br>2. Build relationships with government officials: Reach out to government officials responsible for immigrant integration and establish a relationship with them. Introduce officials to the Strategic Plan developed and discuss how to work together to achieve our objectives.<br>3. Identify funding opportunities: Explore government funding opportunities that align with our objectives. We can implement programs that support immigrant integration and promote successful integration stories by tapping into these resources.<br>4. Create partnerships with local organizations: Work with local organizations to enhance our efforts. By collaborating with ethnocultural and community groups, we can create a network that supports the integration of newcomers and promotes the region as an attractive destination.<br>5. Develop joint initiatives: Develop joint initiatives with the government that align with our objectives. By working together, we can develop programs that provide newcomers with the resources they need to succeed and promote successful integration stories. This will help attract more immigrants to the region and strengthen local family and ethnocultural-community networks.<br>6. Expand marketing efforts to include more targeted outreach to existing immigrant networks, such as friends, family, and influencers.<br>7. Engage immigrant influencers, such as community leaders, social media personalities, and business owners, to help promote the region and encourage immigration.<br>8. Develop local success stories that highlight the experiences of successful immigrants who have integrated into the community. |
| Accountability/ Measurement | A formal campaign is developed and monitored for results.<br>A series of testimonials in differing formats are developed and used.<br>- Track the number of immigrant influencers engaged in marketing efforts, such as community leaders, social media personalities, and business owners, to assess the effectiveness of our outreach.<br>- Track the number of local success stories developed and shared through various channels to measure efforts' effectiveness in showcasing the region as a welcoming and inclusive community for newcomers.<br>- Track the number of immigrants who come to Ottawa and rural communities through existing networks, such as friends, family, and influencers, to assess the effectiveness of marketing efforts. |

## 3.2.2 Key Objectives: Attraction of New Immigrants

| Strategic Objective | 1h. Promoting Eastern Ontario to prospective newcomers across the world, as well as to immigrants already in Canada. |
|---|---|
| Timeframe | Medium-term |
| Potential Lead(s) | Municipalities<br>Post-secondary Education Institutions<br>Economic Development key players<br>LIPs<br>Destination Marketing Organizations (DMOs)<br>Provincial Nominee Programs (PNPs)<br>Industry Associations |
| Partner(s)/Resources | ACCES Employment Network<br>New Canadians<br>CARE Centre for Internationally Educated Nurses<br>Newcomer Centre of Peel (NCP)<br>IRCC<br>Settlement Service Providers<br>Global Talent Stream (GTS) |
| Priority Level | Low |
| Purpose | Many immigrants arriving in Canada often settle in major cities such as Montreal, Toronto, Vancouver, and Calgary. While this is often recommended, most immigrants who settled in Eastern Ontario cited the region's lower cost of living, shorter commute times, and friendly neighbourhoods as their primary reasons. These benefits should be communicated to other recent immigrants to Canada who may be seeking an alternative to high-cost, large urban centers, such as smaller cities like Ottawa and neighbouring rural communities.<br>This also holds true for other areas of Ontario, as the province attracts almost half of the immigrants to Canada each year, and the government is doubling the number of economic immigrants selected in 2025 to address the critical labour shortage[1]. The City of Ottawa is becoming a more popular destination for immigrants, and we have an opportunity to leverage its appeal. Encouraging immigrants to consider other career options in Eastern Ontario's smaller communities is essential to achieve the lifestyle many immigrants find unattainable in larger urban centers. |

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1 Government of Canada, S. C. (2022, November 18). Labour shortage trends in Canada. Government of Canada, Statistics Canada. Retrieved from https://www.statcan.gc.ca/en/subjects-start/labour_/labour-shortage-trends-canada

## 3.2.2 Key Objectives: Attraction of New Immigrants

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| Implementation Recommendations | While the City of Ottawa has already achieved some success in attracting secondary immigrants from other parts of Canada, it is recommended that a more formal approach be implemented to promote Eastern Ontario as an attractive destination for both working and living.<br>Partner with the provincial government on this approach.<br>Integrate this strategy with other efforts to attract workers/population to the region—for example, immigrant influencers or current immigrants as advocates. For example, Welcome Ottawa Week (WOW) provides a unique opportunity to foster collaboration among different regions by organizing discovery days that showcase the diverse attractions and amenities of Eastern Ontario. |
| Accountability/ Measurement | To measure the success of this initiative, the following key indicators should be tracked:<br>- Number of new immigrants who settle in Eastern Ontario: This indicator should track the number of immigrants who settle in the region, including those who have migrated from other parts of Canada and those who have immigrated from other countries.<br>- Economic impact of immigration: This indicator should measure the economic impact of immigration on the region, including the contribution of immigrants to the local labour market and the growth of local businesses.<br>- Retention rates of immigrants: This indicator should track the percentage of immigrants who remain in the region after a certain period, such as 5 or 10 years.<br>- Integration of immigrants: This indicator should measure the level of integration of immigrants into the local community, including their participation in community events and their engagement in local organizations. |

## 3.2.3 Key Objectives: Retention and Integration

| Strategic Objective | 2a. Creating a comprehensive website portal that summarizes all the available services for immigrants. |
|---|---|
| Timeframe | Short-term |
| Potential Lead(s) | Municipalities<br>Local Immigration Partnerships<br>Local Agencies Serving Immigrants (LASI) |
| Partner(s)/Resources | Newcomer Information Centre<br>Ontario Ministry of Citizenship, Immigration, and International Trade<br>IRCC<br>Service Provider Coalitions in the region |
| Priority Level | High |
| Purpose | The purpose of this action is to empower newcomers to have as full a view as possible of all the available supports and to maximize the reach and use of funded programs and services by newcomers across the region.<br>This action should leverage and connect existing portals, such as the City of Ottawa's Immigration Portal, OLIP's new Partnership Portal, LIP-Lanark & Renfrew's Newcomer Portal, and the LASI Collaborative Portal, which makes settlement services available online, and which allows the use of agency specializations by the clients of all agencies. This Portal is particularly useful for newcomers in rural communities, where there may not be specialized settlement services. |
| Implementation Recommendations | Several areas in Eastern Ontario have pre-existing resources in print and digital formats dedicated to immigrants. This presents a chance to enhance and modernize these resources cohesively. Moreover, instead of simply directing immigrants to different organizations, it is crucial to provide a clear overview of specific services required by them.<br>We can take inspiration from other regions that have successfully established similar one-stop-shop portals and use them to shape our initiatives. This web portal should be seamlessly linked to the promotional website mentioned earlier. |
| Accountability/ Measurement | Within 12 months, a new one-stop-shop web portal will be online and updated regularly.<br>The lead partners will establish a measurement framework for this action. Indicators of success may include both process and outcome indicators.<br>Process Indicators<br>- Number of organizations contributing<br>- Participation of all LIPs in the region<br>- Securing municipal leadership and sustained involvement<br>- Scope of services included<br>- Promotion and outreach to immigrants<br>Outcome indicators:<br>- Change in number of newcomers accessing services profiled in the portal<br>- Satisfaction of newcomers determined through custom surveys/focus groups |

## 3.2.3 Key Objectives: Retention and Integration

| Strategic Objective | 2b. Increasing public awareness of the importance of immigration and the need for a welcoming community. |
|---|---|
| Timeframe | Medium to long-term |
| Potential Lead(s) | Local Immigration Partnerships |
| Partner(s)/Resources | OLIP / Welcoming Ottawa Week<br>LIP-Lanark & Renfrew's Culture Connect<br>IRCC's National Welcoming Week<br>National Francophone Week<br>Heritage Canada<br>Community organizations and non-profit groups that work with newcomers<br>Local schools and educational institutions<br>Municipal governments and city councils<br>Local businesses and chambers of commerce<br>Media outlets such as newspapers, radio stations, and social media platforms<br>Immigration lawyers and settlement agencies<br>Provincial and federal government agencies responsible for immigration and settlement<br>Faith-based organizations and religious leaders<br>Community leaders and influencers<br>Public libraries and cultural centers |
| Priority Level | High |
| Purpose | Eastern Ontario needs to foster a welcoming community for newcomers to ensure retention and a sense of belonging. It is essential to cultivate an open-minded community that values and supports immigrants. All aspects of the community should be welcoming, and this cannot be willed into existence by mere words. Cultivating a welcoming community requires extensive engagements, fostering shared understanding through dialogues, documentaries, and myriad discoveries such as guided tours. It also requires modelling welcoming attitudes through awards and stories that create new narratives.<br>The Welcoming Ottawa Week (WOW), established by OLIP in 2013 (10 years ago), has taken the above approach of building / cultivating a welcoming community. As a result, welcoming Ottawa Week (WOW) is having tremendous growth and impact. Its expansion in the region had already begun last year (2022) when OLIP and LIP – Lanark & Renfrew collaborated to produce a regional calendar of events. |

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## 3.2.3 Key Objectives: Retention and Integration

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| Implementation Recommendations | Replicate the WOW model in the region in ways that fit the uniqueness of each community in the region.<br>Seek funding to document the model for easy replication. And leverage the tools and resources provided by IRCC through National Welcoming Week.<br>Draw from Canadian Heritage resources to develop a framework for celebrating immigrants' special heritage months (Black History Month, Asian History Month, Arab Heritage Month, Islamic Heritage Month, Francophone National Week, and cultural and religious festivities. The LIPs & RIFSEO in the region will also collaborate to establish and implement a calendar of events that recognize immigrant communities and promote greater appreciation for our communities' diversity.<br>Engage the business community to host special events for immigrants and their members to promote newcomers' participation and forge connections.<br>The LIPs /RIF will facilitate the engagement of newcomers in local festivities and events and promote interest and appreciation in the local culture, history, and institutions. They should be encouraged to actively participate in their communities and engage with organizations that interest them within the community.<br>Engaging and collaborating with numerous organizations and local stakeholders is crucial to ensure that everyone understands the significance of immigration and their role in facilitating the successful integration of new immigrants. This increased awareness will foster a more welcoming and supportive community for immigrants, with a particular emphasis on promoting the role of WOW in this initiative. |
| Accountability/ Measurement | An annual survey of new immigrants should be conducted to evaluate progress in this area.<br>Recommended Action:<br>1. Gather data on the community from local organizations and community event volunteer committees to establish a benchmark for the current number of immigrants who are engaging with these groups and participating in community activities.<br>2. Number of visual materials and information shared: Set a target for the number of visual materials (such as social media posts, videos etc.) and information pieces (such as fact sheets and infographics) that will be shared with local businesses and community organizations. For example, the target could be to share at least 50 visual materials and ten information pieces within the initiative's first year.<br>3. Reach of the media and public awareness campaign: Set a target for the number of organizations and individuals reached by the media and public awareness campaign. For example, the target could be to reach at least 100 organizations and 1000 individuals within the first year.<br>4. New immigrant engagement and participation: Set a target for the number of new immigrants who engage with local organizations and participate in community activities. For example, the target could be a 3%-5% increase (from the benchmark) of recent immigrants engaged with local organizations and participating in at least one community activity within the first year across Eastern Ontario. |

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## 3.2.3 Key Objectives: Retention and Integration

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| Accountability/ Measurement | Key Indicators as identified in Pathway to Prosperity Canada's Toolkit, Measuring Welcoming Communities: A Toolkit for Communities and Those Who Support Them<br>- Evidence of positive attitudes toward immigration and toward racial, cultural, and religious diversity in the community<br>- Evidence of positive attitudes toward immigrants of all racial, cultural, and religious backgrounds and their intersections in the community<br>- Rate of hate crimes targeting immigrants across all racial, cultural, and religious backgrounds in the community<br>- Rate of discrimination toward immigrants across all racial, cultural, and religious backgrounds in the community<br>- Evidence of social cohesion among immigrants and non-immigrants of all racial, cultural, and religious backgrounds<br>- Evidence of a sense of inclusion within the community among immigrants of all racial, cultural, and religious backgrounds<br>- Evidence of mainstream organizations and institutions making reasonable efforts to be inclusive and accommodating of immigrants from all racial, cultural, and religious backgrounds<br>- Evidence of support by community leaders across a variety of sectors (e.g., business, civic, social) for the concerns and interests of immigrants from all racial, cultural, and religious backgrounds<br>- Level of satisfaction with:<br>  - The degree of respect and value community members give to immigrants from all racial, cultural, and religious backgrounds in the community<br>  - Mainstream organizations and institutions' efforts to be inclusive and accommodating of immigrants from all racial, cultural, and religious backgrounds of the support by community leaders across a variety of sectors (e.g., business, civic, social) for the concerns and interests of immigrants from all racial, cultural, and religious backgrounds<br>  - Level of awareness of the media and public awareness campaign among the general population<br>  - Evidence of positive attitudes toward immigration and newcomers among individuals who were exposed to the media and public awareness campaign<br>  - Evidence of increased engagement of individuals and organizations with the local immigrant community because of the media and public awareness campaign |

## 3.2.3 Key Objectives: Retention and Integration

| Strategic Objective | 2c. Establishing a network that refers spousal employment opportunities. |
|---|---|
| Timeframe | Medium-term |
| Potential Lead(s) | Employment agencies<br>Local employers |
| Partner(s)/Resources | Settlement Service Providers<br>Connector Program Canada<br>Ottawa Connector Program |
| Priority Level | High |
| Purpose | Eastern Ontario presents job prospects and entrepreneurial opportunities for both immigrants and non-immigrants. However, due to the relatively small size of some communities, access to suitable job options for spouses can be limited. This can hinder the influx of new immigrants and make it difficult to retain them, as an unhappy spouse may push their partner to relocate to a bigger urban center.<br>Although there is no definitive solution to this challenge, steps can be taken to broaden the employment prospects for spouses. One such measure is for employers hiring foreign workers to establish a referral network for spousal employment and exchange resumes within the group. |
| Implementation Recommendations | A spousal employment referral network (for both immigrants and non-immigrants) should be created, through which the resumes of spouses can be shared with human resource managers of participating companies. Additionally, a service should be established to assist spouses in their job search within the communities of Eastern Ontario.<br>The development and expansion of childcare services must be prioritized to ensure they are available to immigrant families with children. This will help to remove a significant barrier to employment for many newcomers who are parents. To achieve this, we can collaborate with community organizations, childcare providers, and government agencies to assess the current availability of childcare services in the region and identify gaps that need to be addressed. We can also advocate for funding and policies that support the expansion of high-quality, affordable childcare services for immigrant families. By providing access to childcare, we can support immigrant parents in their pursuit of employment and contribute to the overall economic growth of our society.<br>Establish an Eastern Ontario Connector Program network. *Ottawa already has an established Connector Program through Ottawa Community Immigrant Services Organization (OCISO). |
| Accountability/ Measurement | Monitor the outcomes of the newly established referral network.<br>Rate of employment of working-age immigrants<br>Rate and duration of unemployment of working-age immigrants<br>Rate of underemployment: percent overqualified for the work they do, rate of employment in lower-skilled jobs |

## 3.2.3 Key Objectives: Retention and Integration

| Strategic Objective | 2d. Ensure Francophone immigrants have broad access to English language training |
|---|---|
| Timeframe | Medium to long-term |
| Potential Lead(s) | Le Réseau de soutien à l'immigration francophone de l'Est de l'Ontario |
| Partner(s)/Resources | English as a Second Language (ESL) Service Providers<br>Post-secondary Institutes<br>Libraries |
| Priority Level | High |
| Purpose | Bilingualism is a requirement for a portion of the workforce in federally and provincially funded organizations. This has enriched our culture and made the City of Ottawa a national example of how a community can foster vibrant institutions in both official languages.<br>However, the potential pool of new immigrants from the global French-speaking population is small, and rural communities in Eastern Ontario have not successfully attracted Francophone immigrants in the past.<br>On a positive note, Francophone immigration in Eastern Ontario is increasing, but there is still room for improvement in the distribution of the Francophone population. |
| Implementation Recommendations | Advocate for the provincial government to maintain its emphasis on attracting Francophone immigrants and keeping ties with Francophone countries.<br>Ensure that a wide range of immigrant services is offered in French.<br>Collaborate with local businesses to encourage them to recruit proficient immigrants in English and French.<br>The 2023 Ontario Budget commits $123.2 million to boost Francophone immigration in Canada, including support for Canadian employers to recruit French-speaking foreign workers and increased support for these immigrants once they arrive in Canada. As well, in 2024-2025, the upcoming round of Immigration, Refugees and Citizenship Canada funding will offer support through RSIFEO for organizations seeking to expand or establish French-language services led by and for the Francophone community. For example, English conversation tables or even LINK programs are part of services that could be funded through the next round of IRCC funding if deemed important. |
| Accountability/ Measurement | Track the number of ESL students enrolled in Eastern Ontario programs – offered in both day and evening classes. |

## 3.2.3 Key Objectives: Retention and Integration

| Strategic Objective | 2e. Setting an example for municipal governments to integrate immigrants and foster immigrant-friendly public services. |
|---|---|
| Timeframe | Long-term |
| Potential Lead(s) | Municipal elected officials and senior staff<br>Community organizations focused on immigrant integration<br>Immigrant service providers and settlement agencies<br>Local business associations and chambers of commerce<br>Community leaders and influencers |
| Partner(s)/Resources | Local Immigration Partnerships<br>Beyond Welcoming Immigrants and Refugees to Canada: The Role of Municipalities (Toolkit for Inclusive Municipalities in Canada and Beyond)<br>City of Kingston Workplace Inclusion Charter<br>KEYS Better Integration (IBI) Project - Service Provision Model<br>Halifax<br>Municipal Association of Ontario<br>Ontario Ministry of Municipal Affairs and Housing<br>Welcoming Communities Initiative<br>Association of Municipalities of Ontario<br>Municipal World<br>Ontario Municipal Social Services Association<br>Ontario Municipal Human Resources Association |
| Priority Level | Low |
| Purpose | The municipal government has a significant stake in attracting and retaining immigrants in the local community, as they aspire to cultivate lively and thriving communities. Throughout Canada, municipal governments are implementing policies to expedite the recruitment of immigrants across different government departments.<br>In addition to hiring immigrants, city and town halls can spearhead the provision of immigrant-friendly services and further aid in integrating immigrants into local networks. |

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## 3.2.3 Key Objectives: Retention and Integration

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| Implementation Recommendations | Municipal leaders across the six regions collaborate to develop targeted strategies for increasing internal employment opportunities for immigrants and enhancing the delivery of immigrant-friendly services, including public transportation. This is particularly vital in the rural communities of Eastern Ontario, where many new immigrants and foreign workers do not own vehicles and rely heavily on public transportation or alternative means of transportation. During community consultations, stakeholders emphasized the significance of public transportation in each region.<br>To facilitate municipal engagement, leaders can use the Beyond Welcoming Immigrants and Refugees to Canada: The Role of Municipalities toolkit[1] as a blueprint and disseminate the resulting strategy template widely.<br>Recommended Actions:<br>· Establishing a municipal Inclusion Charter and/or "access without fear" policy.<br>· Creating a package of useful information to give each new resident or family.<br>· Ensure that basic information about community groups and community services is available in hard copy and on the municipal website with a translation option.<br>· Provide cross-cultural awareness training.<br>· Developing and implementing mentorship programs to connect new immigrants with established professionals in their field and help them navigate the local job market.<br>· Partnering with local businesses to offer paid internships and job shadowing opportunities for new immigrants, providing them with valuable work experience and a chance to establish professional networks.<br>· Providing language training and interpretation services to facilitate communication and integration into the community for non-native English/French speakers.<br>· Collaborating with community organizations and settlement agencies to provide social and cultural integration programs, such as community events, cultural festivals, and language exchange programs.<br>· Creating municipal policies and programs that promote affordable housing ensures that new immigrants have access to safe and secure housing options.<br>· Providing access to healthcare services and resources that are culturally and linguistically appropriate to meet the unique needs of new immigrants.<br>· Establishing a dedicated municipal office or point of contact to provide information, support, and advocacy for new immigrants and help them navigate the various services and resources available to them. |

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1 Canadian Commission for UNESCO. (n.d.). Retrieved from https://en.ccunesco.ca/-/media/Files/Unesco/Resources/2019/08/CIMToolkitNewComers.pdf

## 3.2.3 Key Objectives: Retention and Integration

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| Accountability/ Measurement | To ensure immigrant-friendly service delivery, city and town halls can appoint a designated resource person responsible. Additionally, they can enhance their inclusivity by diversifying their staffing and service delivery.<br>To measure progress towards more immigrant-friendly service delivery, the following indicators can be used:<br>- The number of designated resource persons appointed by city and town halls responsible for ensuring immigrant-friendly service delivery.<br>- The extent to which staffing and service delivery have been diversified, including recruiting and retaining staff from diverse cultural backgrounds, languages, and life experiences.<br>- The extent to which immigrant-friendly services are accessible, including the number of translated materials and language interpretation services offered.<br>- The number of cross-cultural awareness training sessions provided to staff and volunteers to enhance their cultural competency skills.<br>- The number of complaints or feedback received from immigrants regarding the quality of services and the response time to these concerns.<br>- The number of positive reviews or feedback received from immigrants regarding their experience with city and town hall services. |

| **Strategic Objective** | **2f. Promoting immigrant-friendly public and personal services.** |
|---|---|
| Timeframe | Long-term |
| Potential Lead(s) | Local Immigration Partnerships |
| Partner(s)/Resources | OLIP's Equity Ottawa Partnership<br>Grant Makers' Table<br>LIPs<br>Municipalities<br>Settlement Service Providers<br>Wired: Evaluating Settlement Online (WESO) Toolkit<br>City of Kingston Workplace Inclusion Charter<br>KEYS Better Integration (IBI) Project - Service Provision Model |

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## 3.2.3 Key Objectives: Retention and Integration

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| Priority Level | Low |
| Purpose | Long-term public and private services need to be sensitive to the needs of immigrants and contribute to the vision of creating an inclusive community. This includes building service organizations' capacity to plan for the needs of immigrants and to change internal systems and approaches that may be posing systemic barriers or causing disparities in service access and use.<br>It also promotes welcoming attitudes and practices in religious organizations and personal service providers. |
| Implementation Recommendations | To promote the integration of immigrants into the community, key public services need to include immigration in their planning efforts. Private industries should also consider how an increase in immigrants will impact their businesses and how they can tailor their services to be more immigrant-friendly. Specific measures should be taken to make services more accommodating to immigrants, and these best practices should be widely promoted to the community.<br>Recommended Action:<br>1. Draw from the knowledge, resources, and tools created by the Equity Ottawa Partnership in Ottawa. These include organizational change action plan framework, an online community of practice, progress monitoring framework, and tools and resources to support organizations to plan internal capacity development for equity.<br>2. Needs Assessment: LIPs and RIF would conduct a needs assessment to identify the challenges immigrants face when accessing public and personal services in the community.<br>3. On-Site Evaluation: LIPs and RIF would visit participating service providers, such as hospitals, schools, libraries, banks, and government offices, to assess the level of service currently provided and identify areas for improvement. Factors such as cultural sensitivity, language barriers, and availability of information in languages other than English or French can be evaluated.<br>4. Feedback and Recommendations: Based on their evaluation, LIPs and RIF would provide feedback to service providers on what they are doing well and where they need to improve to be more immigrant-friendly. They would provide recommendations for specific actions that could be taken, such as multilingual signage or organizing cross-cultural training for staff.<br>5. Follow-Up: LIPs and RIF could conduct follow-up visits to service providers to assess the changes' effectiveness and provide ongoing support and guidance as needed.<br>6. Development of Service Standards: LIPs and RIF could work with service providers to develop standards for immigrant-friendly service delivery, including benchmarks for accessibility, cultural sensitivity, and language services.<br>7. Multilingual Resources: Service providers could develop multilingual resources such as brochures, flyers, and web content to help immigrant clients access and understand services better.<br>8. Cultural Competence Training: Service providers could participate in cultural competence training to develop the skills and knowledge necessary to interact effectively with immigrants from diverse backgrounds.<br>9. Collaboration and Referrals: LIPs and RIF could foster collaboration among service providers and refer clients to appropriate services to ensure they receive comprehensive and coordinated care.<br>*~ continued next page* |

## 3.2.3 Key Objectives: Retention and Integration

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| Implementation Recommendations | 10. Community Feedback Mechanism: LIPs and RIF could create a community feedback mechanism, such as a survey or hotline, to gather feedback from immigrant clients about their experiences with service providers and identify areas for improvement.<br>Overall, the initiative would aim to create a more welcoming and inclusive community by improving the accessibility and quality of public and personal services for immigrants.<br>The Ontario Budget 2023 proposes to provide $208 million over five years, starting in 2023-24, and $54 million ongoing to Employment and Social Development Canada to expand the Enabling Fund for Official Language Minority Communities to support local official language minority community organizations to deliver employment assistance services. |
| Accountability/ Measurement | Assess the advancement in service delivery provided by public and personal service providers and highlight and endorse those who demonstrate an "immigrant-friendly" approach.<br>- The number of public and personal service providers who participated in the program.<br>- The number of services that were improved or made more immigrant-friendly resulted from the program.<br>- Feedback from immigrants on the program's effectiveness in improving their experiences with public and personal services.<br>- The number of public and personal service providers who receive recognition for their efforts to improve their services for immigrants.<br>Key Indicators as identified in Pathway to Prosperity Canada's Toolkit, Measuring Welcoming Communities: A Toolkit for Communities and Those Who Support Them<br>- Availability and use of feedback mechanisms to assess the quality of public and personal services provided to immigrants.<br>- Evidence of responsiveness and action taken in response to feedback received from immigrants.<br>- Number and type of training and resources provided to public and personal service providers to improve their ability to provide immigrant-friendly services.<br>- Number of immigrants who report feeling well-served and satisfied with the public and personal services they receive.<br>- Number of public and personal service providers who demonstrate cultural sensitivity and intercultural competence in their interactions with immigrants.<br>- Public and personal service providers are disseminating evidence of positive messaging about immigrants and their contributions to the community.<br>- Level of satisfaction with:<br>  - The availability and quality of information provided to immigrants.<br>  - The availability and accessibility of public and personal services.<br>  - The cultural sensitivity and intercultural competence of public and personal service providers.<br>  - The portrayal of immigrants in public and personal services. |

## 3.2.3 Key Objectives: Retention and Integration

| Strategic Objective | 2g. Integrating professional immigrants into local business networks. |
|---|---|
| Timeframe | Medium to long-term |
| Potential Lead(s) | Chamber of Commerce<br>Eastern Ontario Regional Network<br>Eastern Ontario Training Board<br>Ontario Business Improvement Area Association (OBIAA)<br>Business Improvement Associations (BIAs) |
| Partner(s)/Resources | Service Clubs<br>Post-secondary Institutes<br>Employers<br>Local economic development agencies<br>Local business associations and networks<br>Local industry associations<br>Professional immigrant networks and associations<br>Local colleges and universities with programs related to the industries in the region<br>Business incubators and accelerators<br>Employment services and settlement agencies |
| Priority Level | Low |
| Purpose | One significant hurdle in retaining professional and investor-class immigrants is their capacity to integrate into local business networks, founded on trust and personal connections that develop over an extended period. This can be a challenging task, not just for immigrants.<br>Nonetheless, if we aspire to retain professional and investor immigrants in the region, they must join these business networks. |
| Implementation Recommendations | We can encourage formal business-related networks such as Rotary, Chamber of Commerce, industry associations, management groups, etc., to welcome immigrants into their networks actively. Furthermore, we can encourage immigrants to invest time and effort in building these networks within the local community. |
| Accountability/ Measurement | Encourage formal business-related networks to host a networking and member recruitment event in respective areas across Eastern Ontario to encourage immigrant participation and integration into local business networks. The Chamber of Commerce would host the events in collaboration with Service Clubs, Post-secondary Institutes and Employers. |

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## 3.2.3 Key Objectives: Retention and Integration

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| Accountability/ Measurement | Measurable outcomes could include:<br>· The number of events hosted across Eastern Ontario<br>· The number of attendees<br>· The number of new members among immigrant professionals and investors<br>· The number of new immigrant professionals who secure employment or establish a business through connections made at the events<br>· The number of immigrant professionals who are mentored by established members of the local business community<br>· The number of successful partnerships between immigrant-owned businesses and local businesses<br>The events would aim to create a welcoming and supportive environment for immigrant professionals and investors, providing them with the resources and connections they need to integrate successfully into the local business community.<br>Local Chambers of Commerce could also offer membership to winners of some entrepreneur competitions, such as speed speech competitions. However, sometimes immigrant entrepreneurs do not have the budget or interest to participate in local associations or clubs. Still, they may want to connect more if offered a one-year subscription or incentive.<br>Key Indicators as identified in Pathway to Prosperity Canada's Toolkit, Measuring Welcoming Communities: A Toolkit for Communities and Those Who Support Them<br>- Rate of participation in professional organizations<br>- Perceptions of intercultural understanding between immigrants and members of the receiving community (from the perspective of immigrants and members of the receiving community)<br>- Perceptions of intercultural understanding between French-speaking immigrants and French-speaking members of the receiving community (from the perspective of immigrants and members of the receiving community)<br>- Perceptions of connections (informal and formal) among recent immigrants, more established immigrants, and non-immigrants (from the perspective of immigrants and non-immigrants)<br>- The diversity of representation in professional organizations and business networks, including representation from immigrant communities<br>- The availability and accessibility of mentorship and support programs for immigrant professionals and entrepreneurs<br>- The extent to which immigrant professionals and entrepreneurs can access funding and financial support for their business ventures<br>- The level of satisfaction among immigrant professionals and entrepreneurs with the resources and support available to them through local business networks and organizations. |

## 3.2.3 Key Objectives: Retention and Integration

| Strategic Objective | 2h. Encouraging local immigrant networks and promoting cross-pollination among them. |
|---|---|
| Timeframe | Long-term |
| Potential Lead(s) | Chamber of Commerce<br>Ethno-cultural Community Groups<br>Local cultural and ethnic associations<br>Community centers and clubs<br>Immigrant-led organizations<br>Local religious institutions<br>Non-governmental organizations (NGOs) focused on immigrant integration and community building |
| Partner(s)/Resources | Local Immigration Partnerships<br>Newcomers Association of Canada<br>Community foundations<br>Employment Ontario<br>Ontario Council of Agencies Serving Immigrants (OCASI)<br>Social services organizations<br>Settlement service providers<br>Volunteer organizations and programs<br>Local media outlets and publishers |
| Priority Level | Low |
| Purpose | Research has shown that forming immigrant clusters in both urban and rural areas is essential for the long-term retention of immigrants. These clusters enable the emergence of specific services for immigrant groups, including food, entertainment, and personal and professional services. By offering these services to the broader community, native-born Ontarians can connect more with immigrant populations.<br>Unfortunately, there are very few immigrant populations of sufficient scale in rural Eastern Ontario to form such groups. Although around 30 ethnocultural community groups across the region, many are small or inactive. Therefore, it is essential to foster cooperation and networking between similar immigrant groups across the region to overcome the challenges of small immigrant communities. By doing so, even in areas where the population is smaller, immigrants can connect with others and form a stronger community. |

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## 3.2.3 Key Objectives: Retention and Integration

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| Implementation Recommendations | Engage with existing ethnocultural-community groups to explore opportunities to strengthen their interactions and collaborations. Various funding programs are available from both federal and provincial governments to support the establishment and development of these groups, and it is vital to encourage immigrant communities in Eastern Ontario to take advantage of these resources.<br>Recommended Actions:<br>1. Conduct a needs assessment to determine the needs of ethnocultural community groups in Eastern Ontario, such as the type of resources they need, the services they require, and the barriers they face.<br>2. Use the needs assessment results to connect existing ethnocultural community groups in Eastern Ontario with similar groups in other regions and encourage collaboration and networking.<br>3. Provide capacity-building support to these groups, including training, mentorship, and funding opportunities, to help them build the skills and knowledge they need to grow and achieve their goals.<br>4. Increase the visibility of ethnocultural community groups in Eastern Ontario by promoting their events, activities, and achievements through social media, local media, and other communication channels.<br>5. Provide language support for ethnocultural community groups in Eastern Ontario by offering translation and interpretation services and ensuring that information and resources are available in multiple languages.<br>6. Foster partnerships between ethnocultural community groups and local businesses, government agencies, and other organizations to promote cross-pollination and collaboration. |
| Accountability/ Measurement | With the growth of the immigrant population in Eastern Ontario, there is an opportunity for the emergence of active and engaged ethnocultural-community groups that can provide services and support.<br>Key Indicators as identified in Pathway to Prosperity Canada's Toolkit, Measuring Welcoming Communities: A Toolkit for Communities and Those Who Support Them<br>- Availability of inclusive public spaces, facilities, and programs (e.g., culturally appropriate public spaces and facilities, diverse calendar of activities/modalities, programs and facilities for immigrants), including for multi-barriered groups (e.g., racialized women, youth, seniors, 2SLGBTQI+, refugees, immigrants with disabilities)<br>- Availability of reliable information in both official languages and other top languages of new arrivals about public spaces, facilities, and programs (general programs and programs for multi-barriered groups)<br>- Level of knowledge of public spaces, facilities, and programs in the local community (general programs and programs for multi-barriered groups)<br>- Rate of usage of public spaces, facilities, and programs by immigrants (including immigrants from multi-barriered groups)<br>- Evidence of sense of inclusion in public spaces, facilities, and programs (including among immigrants from multi-barriered groups)<br>- Evidence of intercultural competence and understanding of immigrants' needs (including immigrants from multi-barriered groups) among administrators and staff of public spaces, facilities, and programs<br>- Availability and accessibility of diverse religious and ethnocultural organizations |

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## 3.2.3 Key Objectives: Retention and Integration

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| Accountability/ Measurement | - Availability of reliable information in both official languages and other top languages of new arrivals about religious and<br>- Level of satisfaction with:<br>  - The availability and quality of public spaces, facilities, and programs, including for multi-barriered groups<br>  - Information about public spaces, facilities, and programs, including for multi-barriered immigrants<br>  - Interpersonal treatment from administrators and staff of public spaces, facilities, and programs (e.g., courtesy and respect, patience with language/communication barriers if seeking assistance, experiences of interpersonal discrimination)<br>  - Interpersonal treatment from other members of the public while using public spaces, facilities, and programs<br>- Ethnocultural organizations in the community, the services/programming they provide, and how to access them<br>- Level of knowledge of religious and ethnocultural organizations in the community, the services/programming they provide, and how to access them<br>- Availability and accessibility of religious and ethnocultural services and amenities in the community (e.g., shops, restaurants, social clubs/associations, recreational activities, language schools, and places of worship)<br>- Availability of information in both official languages and top languages of new arrivals about religious and ethnocultural services and amenities in the community<br>- Level of knowledge of religious and ethnocultural services and amenities in the community<br>- Level of involvement in local religious and ethnocultural communities<br>- Evidence of sense of attachment to local religious and ethnocultural communities<br>- Evidence of social connections and support between recent immigrants and co-ethnic and co-religionist immigrants with longer residence as well as co-ethnic and co-religionist non-immigrants<br>- Availability and accessibility of information, programs, and services to assist with immigrant settlement and welcoming offered through religious and ethnocultural organizations in both official languages and top languages of new arrivals<br>- Evidence of effectiveness of information, programs, and services to assist with immigrant settlement and welcoming offered through religious and ethnocultural organizations<br>- Availability of specialized services and supports to meet the needs of multi-barriered groups within religious and ethnocultural communities (e.g., racialized women, youth, seniors, 2SLGBTQI+, refugees, immigrants with disabilities)<br>· Evidence of effectiveness of specialized services and supports to meet the needs of multi-barriered groups within religious and ethnocultural communities |

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## 3.2.3 Key Objectives: Retention and Integration

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| Accountability/ Measurement | - Level of satisfaction with:<br>  - Information, programs, and services to assist with immigrant settlement and welcoming offered through religious and ethnocultural organizations<br>  - Specialized services and supports to meet the needs of multi-barriered groups within religious and ethnocultural communities<br>  - Information about religious and ethnocultural organizations in the community<br>  - Interpersonal treatment by diverse religious and ethnocultural organizations, including by non-immigrant members and those in leadership positions (e.g., courtesy and respect, patience with language/communication barriers if seeking assistance, experiences of interpersonal discrimination) |

# Strong, Healthy, Vibrant and Diverse

For Eastern Ontario to maintain its economic and demographic expansion, an increasing number of newcomers will have to migrate from other countries or parts of Canada. It is imperative to have thriving urban and rural communities in Ontario. Therefore, the goal of growing and advancing Eastern Ontario is linked with the objective of an inclusive and expanding society.

The coming three to five years will be difficult for the six regions of Eastern Ontario: The County of Renfrew, Lanark County, Ottawa, the United Counties of Leeds and Grenville, Stormont, Dundas and Glengarry United Counties, and the United Counties of Prescott and Russell. The economy's configuration is evolving, necessitating novel sources of economic development. Concurrently, the region's labour market is more open than in decades. As a result, the "value proposition" that appeals to private sector business investment in Eastern Ontario is evolving.

Therefore, local, provincial, and federal stakeholders need to regard immigration into Eastern Ontario not only as a tactical solution to fill labour gaps but as a primary source of talent, investment, networks, and culture that will drive the community to the next level as a growth engine for Ontario.

September 27, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Operations Committee**, wish to report and recommend as follows:

**INFORMATION**

1. **Monthly Project Status Report**

   Attached as Appendix I is the Monthly Project Status Report for the information of Council.

2. **Capital Program Variance Report**

   Attached as Appendix II is the Capital Program Variance Report for the information of Council.

3. **Renfrew County Road Supervisors Association Roadeo**

   The local Renfrew County Road Supervisors Association Roadeo was held in Petawawa on September 7, 2023 showcasing the talented operators that not only the County of Renfrew has, but all partner Municipalities are fortunate to have in their organizations. The top three out of forty-two contestants were County of Renfrew Operators. The top two, Ryan Fraser (Goshen Patrol) and Gerry Phanenhour (Southwest Patrol), represented the Renfrew County Road Supervisors Association at Clinton, Ontario in the provincial Roadeo on September 20, 2023.

4. **Bridge Naming Policy**

   The bridges and large culverts throughout the County of Renfrew, for the most part, are named after local landmarks, e.g., Ski Hill Bridge on County Road 58 (Round Lake Road), which is in reference to the community of Alice's downhill ski facility which is no longer in existence. Our Committee directed staff to develop a policy for the purpose of naming bridges within the County of Renfrew.

5. **McMahon Road Culvert County Structure Assumption**

   In early May, County staff were made aware of a culvert in a failed state condition under McMahon Road, 0.18km east of Ferguslea Road, Township of Admaston/Bromley. The culvert is not a County Structure; however, it does have a span of 3m. At the June meeting of County Council, Resolution OP-CC-23-06-77 was passed as follows:

"THAT County Council approve the assumption of McMahon Road Culvert on McMahon Road, 0.18km east of Ferguslea Road, Township of Admaston/ Bromley; AND FURTHER THAT costs for design and construction on McMahon Road Culvert be shared equally between the County of Renfrew and the Township of Admaston/Bromley; AND FURTHER THAT staff be directed to complete the design for the replacement of McMahon Road Culvert and present 2023 budget implications at a future meeting."

The design for McMahon Road Culvert has been completed by the County staff and shared with staff of the Township of Admaston/Bromley for approval to proceed. It is currently estimated that the overall replacement can be completed for less than $200,000, including design and construction, which would be shared equally between the County and the Township. In an effort to expedite the project and realize savings, the County would proceed with replacement utilizing the County Day Labour Construction forces. As McMahon Road Culvert is in a failed state condition and requires replacement this year, our Committee directed staff to proceed with the replacement of the culvert under the 2023 Capital Budget in the estimated amount of $100,000 for the County portion of the project costs.

**BY-LAWS**

6. **County Road 512 (Foymount Road) Road Widening**

**RESOLUTION NO. OP-CC-23-09-108**
Moved by Chair
Seconded by Committee
THAT County Council adopt a By-law to acquire property described as part of Lot 26, Concession 14, Part 6 on Plan 49R-20186 in the geographic Township of Sebastopol, Township of Bonnechere Valley, from Andrew Leight and Sally Leight for the sum of Two Thousand Dollars ($2,000); AND FURTHER THAT the property described be dedicated as part of the public highway upon registration of the transfer documents.

**Background**
In support of the reconstruction of County Road 512 (Foymount Road), the County entered into an Option to Purchase Agreement with the property owners following the finalization of their recent property purchase within the project limits. The road widening land to be transferred to the County of Renfrew is identified as part of Lot 26, Concession 14 in the Geographic Township of Sebastopol, Township of Bonnechere Valley and is described as Part 6 on Plan 49R-20193, which is attached as Appendix III.

All of which is respectfully submitted.

Glenn Doncaster, Chair

And Committee Members: D. Bennett, P. Emon, D. Lynch, M. MacKenzie, K. Watt, M. Willmer

County of Renfrew
Department of Public Works & Engineering
*Experience Our History, Share Our Future!*

**Department of Public Works & Engineering**
**Capital Works Monthly Project Status Report - September 2023**

| Project Name/Municipality | | Location | | Lengths | Description | Status/Schedule | | | | | | | Comments |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | From | To | | | EA | Survey | Design | Tender/RFP | Award | Const. Start | Const. End | |
| **ROAD RECONSTRUCTION/REHABILITATION** | | | | | | | | | | | | | |
| 2 | Daniel Street S. | Galvin Street | Edey Street | 0.20 | Intersection Reallignment | 100% | 100% | 100% | April | May | June | October | In cooperation with Arnprior; Design by Jp2g |
| | *Arnprior* | | | | | | | | | | | | |
| 30 | Lake Dore Road | Highway 60 | Sperberg Road | 3.26 | Reconstruction | 100% | 100% | 100% | May | June | August | October | Design by Tatham; Construction by R.G.T. Clouthier |
| | *North Algona/Wilberforce* | | | | | | | | | | | | |
| 37 | Murphy Road | County Road 26 (Doran Road) | County Road 51 (Petawawa Blvd.) | 0.93 | Design for Reconstruction | 30% | 100% | 30% | 2024 | 2024 | 2024 | 2024 | In cooperation with Petawawa; Design by Jp2g |
| | *Petawawa* | | | | | | | | | | | | |
| 512 | Foymount Road | B257 (Harrington Creek Bridge) | Miller Road | 6.57 | Reconstruction | 100% | 100% | 100% | May | June | August | November-2024 | Design by BTE; Utility relocation ongoing; Construction by BEI |
| | *Bonnechere Valley* | | | | | | | | | | | | |
| 635 | Swisha Road | Highway 17 | Interprovincial Bridge | 2.58 | Cross Drain Replacement | 100% | 100% | 100% | February | March | April | May | Internal design and construction; Complete |
| | *Laurentian Hills* | | | | | | | | | | | | |
| | Traffic Signal Upgrades | Various Locations | | | | | | | | | | | |
| **BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION** | | | | | | | | | | | | | |
| B044 | Douglas Bridge | Admaston/Bromley (CR5 Stone Road) | | | Rehabilitation | 100% | 100% | 100% | April | April | June | October | Design by Stantec; Construction by BEI |
| B064 | Pilgrim Road Bridge | Brudenell, Lyndoch & Raglan (Pilgrim Road) | | | Rehabilitation | 100% | 100% | 100% | January | February | May | July | Design by JLR; Construction by BEI; Complete |
| B257 | Harrington Creek Bridge | Bonnechere Valley (CR512 Foymount Road) | | | Replacement | 100% | 100% | 100% | May | June | 2024 | 2024 | Included in 512 reconstruction project |
| B310 | Ski Hill Bridge | Laurentian Valley (CR58 Round Lake Road) | | | Rehabilitation | 100% | 100% | 100% | March | April | June | October | Design by Stantec; Construction by BEI |
| C025 | Borne Road Culvert | Laurentian Valley (Borne Road) | | | Rehabilitation | 100% | 100% | 100% | January | February | August | October | Design by WSP; Construction by JWK; |
| C115 | Dunlop Crescent Dual Culvert | Head, Clara and Maria (Dunlop Crescent) | | | Replacement | 100% | 100% | 100% | January | February | March | April | Internal design and construction; Complete |
| C137 | Hanson Creek Culverts | McNab/Braeside (Robertson Line) | | | Replacement | 100% | 100% | 100% | February | March | July | July | Design by WSP; Internal Construction; In cooperation w/ McNab/Braeside; Complete |
| C168 | Lake Clear Tri Culverts | Bonnechere Valley (Lake Clear Road) | | | Rehab or Replace | 100% | 100% | 60% | June | June | September | October | Internal design; Internal Construction |
| C191 | Dicks Road Culvert | Laurentian Valley (Dicks Road) | | | Rehabilitation w/ Liner | 100% | 100% | 90% | April | May | August | August | Design by Stantec; Internal Construction |
| C197 | Etmanskie Swamp Culvert | Madawaska Valley (CR62 John Street) | | | Rehabilitation w/ Liner | 100% | 100% | 100% | April | April | August | September | Design by JLR; Internal Construction |
| C325 | Neilson Creek Culvert | Bonnechere Valley (Lake Clear Road) | | | Liner | 100% | 100% | 90% | 2024 | | 2024 | 2024 | Design by Stantec; Construction deferred |
| | General Bridge Repairs | Various Locations | | | | | | | | | | | |
| **FUTURE ENGINEERING** | | | | | | | | | | | | | |
| B007 | Butler Bridge | Admaston/Bromley (Butler Road) | | | Design for Rehabilitation | 100% | 100% | 100% | 2022 | 2022 | 2024 | 2024 | Design by Stantec |
| B102 | Brennans Creek Bridge | Killaloe, Hagarty & Richards (CR512 Queen Street) | | | Design for Rehabilitation | 100% | 100% | 100% | 2022 | 2022 | 2024 | 2024 | Design by Stantec |
| B103 | O'Grady Bridge | Killaloe, Hagarty & Richards (O'Grady Settlement Road) | | | Design for Rehabilitation | 10% | 10% | 0% | May | June | TBD | | Design by HP |
| B108 | Tramore Bridge | Killaloe, Hagarty & Richards (Tramore Road) | | | Design for Rehabilitation | 90% | 100% | 60% | 2022 | 2022 | 2024 | 2024 | Design by HP |
| B145 | Combermere Bridge | Madawaska Valley (CR62 Combermere Road) | | | Design for Rehabilitation | 10% | 10% | 0% | July | August | TBD | | To be awarded |
| B156 | Burnt Bridge | Brudenell, Lyndoch & Raglan (Burnt Bridge Road) | | | Resign for Replacement | 90% | 100% | 50% | 2022 | 2022 | 2024 | 2024 | Design by JLR |
| B181 | Peter Black Bridge | Laurentian Valley (CR24 White Water Road) | | | Design for Rehabilitation | 10% | 10% | 0% | April | May | TBD | | Design by WSP |
| B232 | Cochrane Creek Bridge | North Algona Wilberforce (Cement Bridge Road) | | | Design for Rehabilitation | 90% | 100% | 10% | 2022 | 2022 | TBD | | Design by HP |
| C001 | Berlanquet Creek Culvert | Admaston/Bromley (CR5 Stone Road) | | | Design for Replacement | 30% | 100% | 10% | 2022 | 2022 | TBD | | Design by HP |
| C040 | Snake River Culvert | Admaston/Bromley (CR8 Cobden Road) | | | Design for Rehab or Replace | 30% | 10% | 10% | June | July | 2024 | 2024 | RFP needed for design |
| C051 | Harris Creek Culvert | Admaston/Bromley (Proven Line) | | | Design for Replacement | 100% | 100% | 90% | May | June | 2024 | 2024 | Internal design; Geotech by GEMTEC |
| C062 | John Watson Culvert 2 | Brudenell, Lyndoch & Raglan (John Watson Road) | | | Design for Replacement | 100% | 100% | 60% | May | June | 2024 | 2024 | Internal design; Geotech by GEMTEC |
| C130 | Lochiel Creek Culvert North | McNab/Braeside (CR63 Miller Road) | | | Design for Replacement | 100% | 100% | 90% | 2022 | 2022 | TBD | | Design by Stantec |
| C136 | Robertson Twin Pipes | McNab/Braeside (Robertson Line) | | | Design for Replacement | 10% | 10% | 0% | July | August | TBD | | RFP needed for design |
| C201 | Broomes Creek Culvert | Whitewater Region (CR7 Foresters Falls Road) | | | Design for Replacement | 90% | 90% | 50% | 2022 | 2022 | 2024 | 2024 | Design by JLR; Includes dam |
| C204 | Bellowes Creek Culvert | Whitewater Region (CR12 Westmeath Road) | | | Design for Rehabilitation | 100% | 100% | 100% | 2022 | 2022 | 2024 | 2024 | Design by WSP |
| C215 | Elm Creek Culverts | Whitewater Region (Snake River Line) | | | Design for Replacement | 10% | 10% | 0% | July | August | TBD | | RFP needed for design |
| C221 | Kenny's Culvert | Whitewater Region (Pleasant Valley Road) | | | Design for Replacement | 60% | 30% | 20% | July | August | TBD | | RFP needed for design |
| C268 | St. Columbkille's Culvert | Laurentian Valley (CR58 Round Lake Road) | | | Design for Replacement | 90% | 100% | 60% | 2022 | 2022 | 2024 | 2024 | Design by Stantec |

County of Renfrew
Department of Public Works & Engineering
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**Operations Division Monthly Project Status Report - August 2023**
**Department of Public Works & Engineering**

**OPERATIONS PROGRAMS**

| | Type | Description | Term (Years) | Type | Specification | Tender | Award | Start | Complete | Status/Comments |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Pavement Marking | Paint/Glass Beads/Lines/Symbols | 1 | Equipment/Material | February | March | April | May | September | **Complete** |
| 2 | Street Sweeping | Winter/Debris Removal | 1 | Equipment | March | March | April | April | June | **Complete** |
| 3 | Manhole and Catch Basin Cleaning | Winter/Debris Removal | 1 | Equipment | March | March | April | April | July | **Complete** |
| 4 | Roadside Brushing | Tree/Brush Removal | 1 | Equipment | May | June | June | July | November | Ongoing |
| 5 | Steel Sign Post Quotation | Sign Installation Hardware | 1 | Material | March | April | April | April | July | **Complete** |
| 6 | Weed Control | Wild Parsnip/Poison Ivy | 5 | Equipment/Material | April | April | May | June | August | **Complete** |
| 7 | Signs &Traffic Control Equipment | Road Signage | 1 | Material | March | March | April | April | August | **Complete** |
| 8 | Winter Sand | Winter Abrasives | 1 | Supply/Delivery/Process | May | August | Aug.-Sept. | Aug.-Sept. | October | Ongoing |
| 9 | Loader Rental | Winter Operations | 1 | Equipment | July | Augudt | September | September | Apr-24 | Ongoing |
| 10 | AVL Service Renewal | Automatic Vehicle Location | 10 | Application/Network/Data | May | 2020 | 2020 | June | 2030 | Ongoing |
| 11 | Shouldering | Granular/Sealing | 1 | Material/Installation | Internal | Internal | Internal | June | October | Ongoing |
| 12 | Calcium Chloride | Pre-wet Sodium Chloride | 1 | Material | August | September | September | September | September | Ongoing |
| 13 | Crack Sealing | Pavement Preservation | 1 | Material/Installation | May | July | July | August | September | **Complete** |
| 14 | Curb Repair | Replace/Repair | 1 | Material/Repair | May | August | September | September | October | Ongoing |
| | | | | | | | | | | |

**EQUIPMENT TENDERS**

| | Tender | Description | Quantity | Type | Specification | Tender | Canoe | Award | Delivery | Status/Comments |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | HDT (Heavy Duty Truck) | Combination Plow/Spreader | 3 | Replace | April | - | September | October | 2024 | Retendering |
| 2 | LDT (Light Duty Truck(s)) | (1/2 ton 4WD) | 1 | Replace | April | September | - | September | 2023 | Ongoing |
| 3 | Wheeled Excavator | Wheeled Excavator and Attachments | 1 | New | April | - | September | October | 2023 | Ongoing |
| 4 | Tractor | Tractor | 1 | Replace | April | - | September | October | 2023 | Ongoing |
| 5 | Roller 3' | Shoulder Compaction | 1 | New | April | - | September | September | 2023 | Ongoing |
| 6 | U-Body Water Tank | PW Operations -CP | 1 | New | April | September | - | September | 2023 | Ongoing |
| 7 | Enclosed Cargo Trailer 20' | Construction Section | 1 | Replace | April | April | - | June | 2023 | **Complete** |
| 8 | Equipment Refurbishment(s) | As per Spring Inspection | Varies | Existing | April | April | - | May - November | 2023 | Ongoing |
| 9 | Brusher Head | 1 new / 1 replacement | 2 | 1 Replace/1 New | April | - | September | September | 2023 | Ongoing |
| | | | | | | | | | | |

**HOUSING**

| | Tender | Location(s) | Type | Type | Design | Tender | Award | Start | Complete | Status/Comments |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Fuel Inventory and Access Systems | WWRP/CP/GP/SWP/CalP | Systems | New | July | July | August | September | Sept.-Oct. | Ongoing |
| 2 | Waste Oil Storage Systems | WWRP/SWP/GP/CP | Construct | Replace | April | June/July | July/August | September | Sept.-Oct. | Ongoing |
| | | | | | | | | | | |
| | | | | | | | | | | |

**ROAD MAINTENANCE AGREEMENTS/FACILITY AGREEMENTS**

| | Service Provider | Location | Year | Type | Start | Complete | Term | | | Status/Comments |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Town of Arnprior | County Road 1, County Road 2 | 2022 | Winter Road Maintenance | 2023 | 2033 | 10 | | | Ongoing |
| 2 | Town of Deep River | County Road 72, County Road 73 | 2020 | Winter Road Maintenance | 2020 | 2030 | 10 | | | Complete |
| 3 | Town of Renfrew | County Road 20, County Road 52 | 2019 | Winter Road Maintenance | 2019 | 2029 | 10 | | | Complete |
| 4 | Township of Carlo Mayo | County Road 517 | 2022 | Winter Road Maintenance | 2022 | 2023 | Annual | | | Complete |
| 5 | Contractor | County Road 635 | 2022 | Winter Road Maintenance | 2022 | 2023 | Annual | | | Ongoing |
| 6 | Algonquins of Pikwakanagan | Golden Lake | 2022 | Use of facilities and materials | 2022 | 2027 | 5 | | | Complete |
| 7 | Bonnechere Valley | Foymount | 2022 | Use of facilities and materials | 2022 | 2027 | 5 | | | Complete |
| | | | | | | | | | | |

County of Renfrew
Department of Public Works & Engineering
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**Operations Division - Capital Monthly Project Status Report - August 2023**
**Department of Public Works & Engineering**

| | Project Name/Municipality | Location | | Lengths | Description | RFP/Tender | Const. Award | Const. Start | Const. End | Comments |
|---|---|---|---|---|---|---|---|---|---|---|
| | | From | To | | | | | | | |
| **ROAD RECONSTRUCTION/REHABILITATION** | | | | | | | | | | |
| 1 | River Road | Lochwinnoch Road | Algonquin Trail | 2.27 | Rehabilitation | April | May | June | July | |
| | *Horton & McNab/Braeside* | | | | | | | | | |
| 4 | Storyland Road | County Road 653 (Chenaux Road) | Alex Lane | 2.80 | Rehabilitation | May | June | September | October | |
| | *Horton* | | | | | | | | | |
| 20 | Bruce Street | Highway 60 | Highway 17 | 3.11 | Rehabilitation | May | May | July | September | |
| | *Renfrew & Horton* | | | | | | | | | |
| 24 | White Water Road | Highway 17 | County Road 40 (Greenwood Road) | 2.45 | Rehabilitation | 2022 | 2022 | June | June | |
| | *Laurentian Valley* | | | | | | | | | |
| 37 | Murphy Road | Highway 17 | County Road 26 (Doran Road) | 2.16 | Rehabilitation | March | April | June | June | |
| | *Petawawa* | | | | | | | | | |
| 42 | Forest Lea Road | Highway 17 | County Road 51 (Pembroke Street W) | 4.22 | Rehabilitation | May | May | July | September | |
| | *Laurentian Valley* | | | | | | | | | |
| 58 | Road Lake Road | Deer Trail Road | B101(Bonnechere River Bridge) | 2.52 | Rehabilitation | May | May | June | July | |
| | *Killaloe, Hagarty and Richards* | | | | | | | | | |
| 65 | Centennial Lake Road | 2872 Centennial Lake Rd. | Black Donald Access Point | 1.63 | Rehabilitation | May | June | July | August | |
| | *Greater Madawaska* | | | | | | | | | |
| 508 | Calabogie Road | County Road 34 (Norton Road) | Mill Street | 1.84 | Rehabilitation | May | June | July | October | |
| | *Greater Madawaska* | | | | | | | | | |
| 508 | Calabogie Road | Goshen Road | Highway 17 | 4.36 | Rehabilitation | May | June | July | October | |
| | *McNab/Braeside* | | | | | | | | | |
| 515 | Palmer Road | Finch Road | County Road 514 (Schutt Road) | 6.50 | Rehabilitation | April | May | June | July | |
| | *Madawaska Valley & Brudenell Lyndoch & Raglan* | | | | | | | | | |
| 517 | Dafoe Road | Radcliffe Twp Line (Coulas Rd) | Serran Road | 2.73 | Rehabilitation | May | June | July | September | |
| | *Madawaska Valley* | | | | | | | | | |
| 517 | Dafoe Road | Serran Road | County Road 62 (Combermere Road) | 3.22 | Rehabilitation | 2022 | 2022 | June | June | |
| | *Madawaska Valley* | | | | | | | | | |
| Various | Scratchcoat | Various Locations | Various Locations | | Scratch Coat Paving | May | June | July | August | |
| | *Various Locations* | | | | | | | | | |
| | | | | | | | | | | |

## 2023 CAPITAL PROGRAM VARIANCE - ROADS/BRIDGES

| Road # | Location | From | To | Budgeted Length (km) | Actual Length (km) | 2023 BUDGET | September Projected | Variance | Carry Over |
|---|---|---|---|---|---|---|---|---|---|
| **Road Reconstruction/Rehabilitation** | | | | | | | | | |
| **Note: Limits and Length of projects are approximate and subject to revision based on final design and budgets** | | | | | | | | | |
| 1 | River Road | Lochwinnoch Road | Algonquin Trail | 2.27 | 1.88 | 1,137,007 | 879,000 | -258,007 | 0 |
| | *McNab/Braeside & Horton* | | | | | | | | |
| 2 | Daniel Street S. | Galvin Street | Edey Street | 0.20 | 0.20 | 680,000 | 680,000 | 0 | 0 |
| | *Arnprior* | | | | | | | | |
| 4 | Storyland Road | Alex Lane | County Road 653 (Cheneux Road) | 2.84 | 2.80 | 1,309,911 | 1,357,000 | 47,089 | 0 |
| | *Horton* | | | | | | | | |
| 20 | Bruce Street | Highway 60 | Highway 17 | 3.11 | 2.61 | 539,559 | 562,000 | 22,441 | 0 |
| | *Renfrew & Horton* | | | | | | | | |
| 24 | White Water Road | Highway 17 | County Road 40 (Greenwood Road) | 2.45 | 2.40 | 388,000 | 388,000 | 0 | 0 |
| | *Laurentian Valley* | | | | | | | | |
| 24 | White Water Road | Stafford Third Line | Highway 17 | 2.57 | | 0 | 0 | 0 | 0 |
| | *Laurentian Valley* | | | | | | | | |
| 30 | Lake Dore Road | Highway 60 | Sperberg Road | 3.26 | 3.26 | 2,529,548 | 3,324,347 | 794,799 | 0 |
| | *North Algona/Wilberforce* | | | | | | | | |
| 37 | Murphy Road | Highway 17 | County Road 26 (Doran Road) | 2.16 | 1.20 | 1,077,840 | 782,000 | -295,840 | 0 |
| | *Petawawa* | | | | | | | | |
| 37 | Murphy Road | County Road 26 (Doran Road) | County Road 51 (Petawawa Blvd.) | 0.93 | 0.00 | 490,588 | 100,000 | -390,588 | 0 |
| | *Petawawa* | | | | | | | | |
| 42 | Forest Lea Road | Highway 17 | County Road 51 (Pembroke Street W) | 4.22 | 4.25 | 759,352 | 735,000 | -24,352 | 0 |
| | *Laurentian Valley* | | | | | | | | |
| 58 | Round Lake Road | Deer Trail Road | B101 (Bonnechere River Bridge) | 2.52 | 2.53 | 1,257,480 | 1,175,195 | -82,285 | 0 |
| | *Killaloe, Hagarty and Richards* | | | | | | | | |
| 65 | Centennial Lake Road | 2872 Centennial Lake Rd | Black Donald Access Point | 1.63 | 1.76 | 686,230 | 614,144 | -72,086 | 0 |
| | *Greater Madawaska* | | | | | | | | |
| 508 | Calabogie Road | County Road 34 (Norton Road) | Mill Street | 1.84 | 1.97 | 918,160 | 1,031,965 | 113,805 | 0 |
| | *Greater Madawaska* | | | | | | | | |
| 508 | Calabogie Road | Goshen Road | Highway 17 | 4.36 | 3.70 | 1,251,345 | 1,178,625 | -72,720 | 0 |
| | *McNab/Braeside* | | | | | | | | |
| 512 | Foymount Road | B257 (Harrington Creek Bridge) | Miller Road | 6.57 | 6.57 | 4,490,190 | 8,250,000 | 3,759,810 | 0 |
| | *Bonnechere Valley* | | | | | | | | |
| 515 | Palmer Road | Finch Road | County Road 514 (Schutt Road) | 6.50 | 2.55 | 2,080,870 | 1,487,747 | -593,123 | 0 |
| | *Madawaska Valley & Brudenell, Lyndoch & Raglan* | | | | | | | | |
| 517 | Dafoe Road | Radcliffe Twp Line (Coulas Rd) | Serran Road | 2.73 | 2.65 | 1,274,410 | 1,176,000 | -98,410 | 0 |
| | *Madawaska Valley* | | | | | | | | |
| 517 | Dafoe Road | Serran Road | County Road 62 (Combermere Road) | 3.22 | 3.30 | 70,000 | 70,000 | 0 | 0 |
| | *Madawaska Valley* | | | | | | | | |
| 635 | Swisha Road | Highway 17 | Interprovincial Bridge | 0.30 | 0.30 | 300,000 | 340,000 | 40,000 | 0 |
| | *Laurentian Hills* | | | | | | | | |
| | Scratch Coat Paving | Various Locations | | | | 750,000 | 723,000 | -27,000 | 0 |
| | | | **ROAD RECONSTRUCTION/REHABILITATION TOTALS** | **53.68** | | **21,990,490** | **24,854,022** | **2,863,532** | **0** |

| Structure # | Structure Name | Location | 2023 BUDGET | September Projected | Variance | Carry Over |
|---|---|---|---|---|---|---|
| **Bridge/Culvert Reconstruction/Rehabilitation** | | | | | | |
| B044 | Douglas Bridge | Admaston/Bromley (CR5 Stone Road) | 1,800,000 | 1,100,000 | -700,000 | 0 |
| B064 | Pilgrim Road Bridge | Brudenell, Lyndoch & Raglan (Pilgrim Road) | 380,000 | 470,000 | 90,000 | 0 |
| B257 | Harrington Creek Bridge | Bonnechere Valley (CR512 Foymount Road) | 800,000 | 600,000 | -200,000 | 0 |
| B310 | Ski Hill Bridge | Laurentian Valley (CR58 Round Lake Road) | 1,200,000 | 1,069,000 | -131,000 | 0 |
| C025 | Borne Road Culvert | Laurentian Valley (Borne Road) | 800,000 | 775,000 | -25,000 | 0 |
| C115 | Dunlop Crescent Dual Culvert | Head, Clara and Maria (Dunlop Crescent) | 415,000 | 250,000 | -165,000 | 0 |
| C137 | Hanson Creek Culverts | McNab/Braeside (Robertson Line) | 600,000 | 576,000 | -24,000 | 0 |
| C168 | Lake Clear Tri Culverts | Bonnechere Valley (Lake Clear Road) | 419,000 | 419,000 | 0 | 0 |
| C191 | Dicks Road Culvert | Laurentian Valley (Dicks Road) | 200,000 | 200,000 | 0 | 0 |
| C197 | Etmanskie Swamp Culvert | Madawaska Valley (CR62 John Street) | 1,300,000 | 1,100,000 | -200,000 | 0 |
| C325 | Neilson Creek Culvert | Bonnechere Valley (Lake Clear Road) | 31,000 | 31,000 | 0 | 0 |
| | General Bridge Repairs | Various Locations | 100,000 | 100,000 | 0 | 0 |
| | | **BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION TOTALS** | **8,045,000** | **6,690,000** | **-1,355,000** | **0** |

| ID | Name | Location | 2023 BUDGET | September Projected | Variance | Carry Over |
|---|---|---|---|---|---|---|
| **Roads/Bridge/Culvert Future Engineering** | | | | | | |
| B007 | Butler Bridge | Admaston/Bromley (Butler Road) | 20,000 | 20,000 | 0 | 0 |
| B102 | Brennans Creek Bridge | Killaloe, Hagarty & Richards (CR512 Queen Street) | 10,000 | 10,000 | 0 | 0 |
| B103 | O'Grady Bridge | Killaloe, Hagarty & Richards (O'Grady Settlement Road) | 26,500 | 34,000 | 7,500 | 0 |
| B108 | Tramore Bridge | Killaloe, Hagarty & Richards (Tramore Road) | 20,000 | 20,000 | 0 | 0 |
| B145 | Combermere Bridge | Madawaska Valley (CR62 Combermere Road) | 150,000 | 150,000 | 0 | 0 |
| B156 | Burnt Bridge | Brudenell, Lyndoch & Raglan (Burnt Bridge Road) | 53,000 | 53,000 | 0 | 0 |
| B181 | Peter Black Bridge | Laurentian Valley (CR24 White Water Road) | 180,000 | 105,000 | -75,000 | 0 |
| B232 | Cochrane Creek Bridge | North Algona Wilberforce (Cement Bridge Road) | 50,000 | 50,000 | 0 | 0 |
| C001 | Berlanquet Creek Culvert | Admaston/Bromley (CR5 Stone Road) | 40,000 | 40,000 | 0 | 0 |
| C040 | Snake River Culvert | Admaston/Bromley (CR8 Cobden Road) | 25,000 | 25,000 | 0 | 0 |
| C051 | Harris Creek Culvert | Admaston/Bromley (Proven Line) | 20,000 | 20,000 | 0 | 0 |
| C062 | John Watson Culvert 2 | Brudenell, Lyndoch & Raglan (John Watson Road) | 45,000 | 20,000 | -25,000 | 0 |
| C130 | Lochiel Creek Culvert North | McNab/Braeside (CR63 Miller Road) | 40,000 | 40,000 | 0 | 0 |
| C136 | Robertson Twin Pipes | McNab/Braeside (Robertson Line) | 61,000 | 61,000 | 0 | 0 |
| C201 | Broomes Creek Culvert | Whitewater Region (CR7 Foresters Falls Road) | 200,000 | 200,000 | 0 | 0 |
| C204 | Bellowes Creek Culvert | Whitewater Region (CR12 Westmeath Road) | 30,000 | 30,000 | 0 | 0 |
| C215 | Elm Creek Culverts | Whitewater Region (Snake River Line) | 36,000 | 36,000 | 0 | 0 |

## 2023 CAPITAL PROGRAM VARIANCE - ROADS/BRIDGES

| | Road # | Location | From | To | Budgeted Length (km) | Actual Length (km) | 2023 BUDGET | September Projected | Variance | Carry Over |
|---|---|---|---|---|---|---|---|---|---|---|
| | C221 | Kenny's Culvert | Whitewater Region (Pleasant Valley Road) | | | | 20,000 | 20,000 | 0 | 0 |
| | C268 | St. Columbkille's Culvert | Laurentian Valley (CR58 Round Lake Road) | | | | 90,000 | 90,000 | 0 | 0 |
| | | | | **FUTURE ENGINEERING TOTALS** | | | **1,116,500** | **1,024,000** | **-92,500** | **0** |
| | Traffic Signals - Upgrades | | Various Locations | | | | 200,000 | 200,000 | 0 | 0 |
| | | | | **SAFETY DEVICES TOTALS** | | | **200,000** | **200,000** | **0** | **0** |
| | | | | **CAPITAL PROGRAM TOTAL:** | | | **31,351,990** | **32,768,022** | **1,416,032** | **0** |

**COUNTY OF RENFREW**

**BY-LAW NUMBER 122-23**

**A BY-LAW TO ACQUIRE LAND COUNTY ROAD 512 (FOYMOUNT ROAD)**

---

WHEREAS under Section 6(1) and Section 8 of the Municipal Act, S.O. 2001, c.25, as amended, a municipality may pass by-laws to acquire land;

AND WHEREAS under Section 5(3) of the Act, the County of Renfrew's capacity, rights, powers and privileges must be exercised by By-law;

AND WHEREAS under Section 31(6) of the Act, if a municipality acquires land for the purpose of widening a highway, the land acquired forms part of the highway to the extent of the designated widening;

AND WHEREAS the County Operations Committee has reviewed and approved the transfer of the land described, for the purpose of road reconstruction.

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

1. THAT the Corporation of the County of Renfrew acquire the lands described as part of Lot 26, Concession 14, Part 6 on Plan 49R-20193, in the geographic Township of Sebastopol, Township of Bonnechere Valley, from Andrew Leight and Sally Leight for the sum of Two Thousand Dollars ($2,000).

2. THAT the lands are hereby dedicated as part of the highway namely County Road 512 (Foymount Road) immediately upon registration of the transfer documents.

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

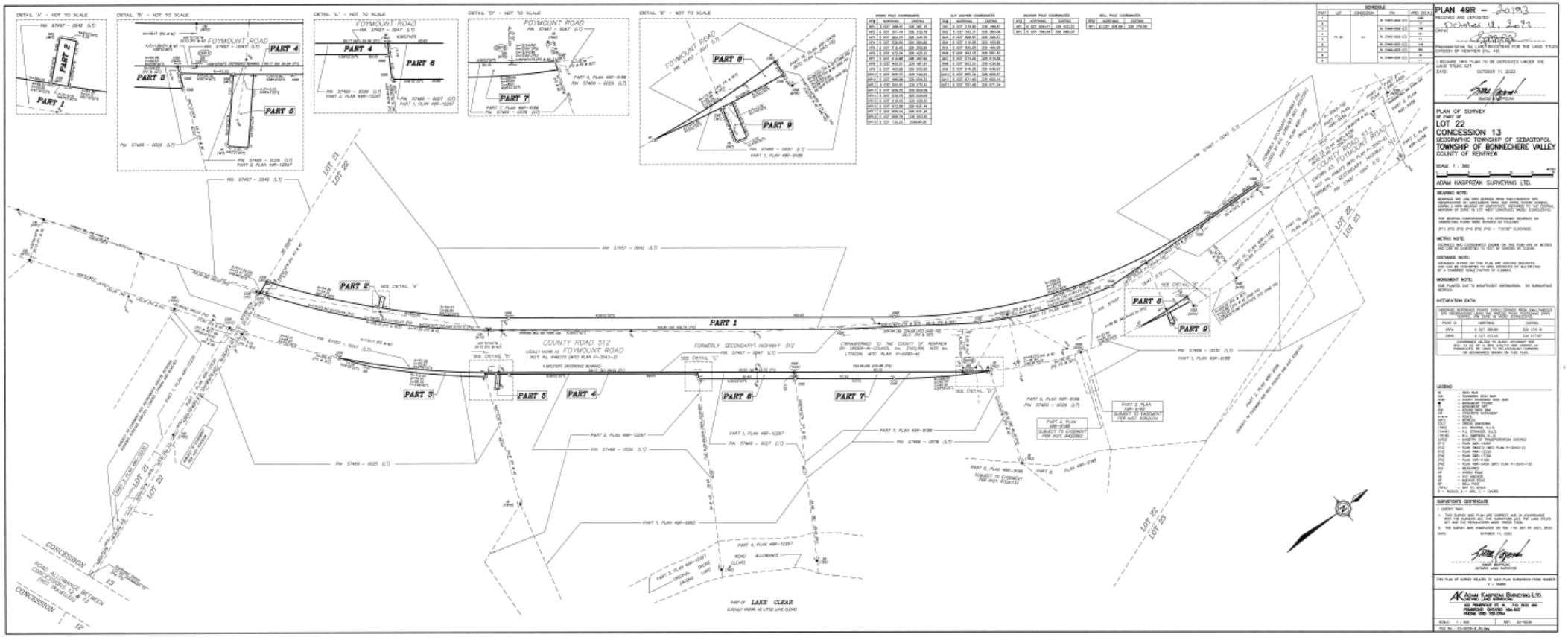
READ a first time this 27th day of September 2023.

READ a second time this 27th day of September 2023.

READ a third time and finally passed this 27th day of September 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK


PLAN 49R –
PLAN OF SURVEY
OF PART OF
LOT 22
CONCESSION 13
GEOGRAPHIC TOWNSHIP OF SEBASTOPOL
TOWNSHIP OF BONNECHERE VALLEY
COUNTY OF RENFREW
SCALE 1 : 500
ADAM KASPRZAK SURVEYING LTD.
BEARING NOTE:
DISTANCE NOTE:
MONUMENT NOTE:
INTERPOLATION DATA:
LEGEND
SURVEYOR'S CERTIFICATE
PART 1
PART 2
PART 3
PART 4
PART 5
PART 6
PART 7
PART 8
PART 9
COUNTY ROAD 512
FORMERLY SECONDARY HIGHWAY 512
FOYMOUNT ROAD
CONCESSION 13
CONCESSION 12
LOT 21
LOT 22
LOT 23
LAKE CLEAR

September 27, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Health Committee**, wish to report and recommend as follows:

**INFORMATION**

**1. Presentation – Role of the Community Paramedic**

Commander Amber Hultink and Heather Quinn, an Advanced Care Paramedic with Halton Region, discussed how Community Paramedics can support health care needs and community connections during a webinar hosted by Dying with Dignity Canada on Wednesday, September 20.

In 2018/19, Commander Hultink was seconded to the Canadian Foundation for Healthcare Improvement as the Canadian Paramedic Improvement Lead, to work on a pan-Canadian project to implement Paramedics Providing Palliative Care in seven (7) jurisdictions across Canada. She has brought this knowledge to serve residents in the County of Renfrew with optimal end of life care through the Palliative Program.

**2 AMO Conference Long-Term Care Delegation – Case Mix Index Funding**

On August 21, 2023, The Warden, Health Committee Chair, Chief Administrative Officer, and Director of Long-Term Care (DLTC) attended a delegation with Ministry of Long-Term Care (LTC) Parliamentary Assistant, MPP John Jordan and LTC Assistant Deputy Minister, Jeff Butler. The opportunity was utilised to present a case to replace the current case mix index (CMI) funding model with a per bed funding model. Ministry representatives indicated an interest in re-examining the CMI model. An invitation was subsequently extended to the DLTC to participate in stream two of the Technical Advisory Sub-Group (TASG) with a focus on funding to support high-acuity residents.

Meeting bi-weekly, the focus will be on the following topics:

A. Review how the LTC operating funding framework supports high-acuity residents, focusing particularly, on the CMI and High-Intensity Needs Fund (HINF).

B. Explore opportunities to streamline the funding framework to better address the needs of residents with higher-than-average acuity levels.

C. Consider the impact of new and existing programs supporting high-acuity residents (e.g., LTC Staffing Plan, Local Priorities Fund, Behavioural Supports Ontario), examine whether:

- Both CMI and HINF are effective components of the funding model:

D. Develop recommendations to address identified challenges and opportunities.

**RESOLUTIONS**

**3. Mental Health, Addictions, and Homelessness Hub**

**RESOLUTION NO. H-CC-23-09-101**
Moved by Chair
Seconded by Committee
THAT Health Committee direct staff to draft a Terms of Reference and investigate funding options to create a mobile Health/Support Hub to present at the October Health Committee meeting for approval.

**Background**

Research shows that people experiencing mental health and addiction conditions are disproportionately affected by homelessness. While many factors can lead to homelessness, mental health plays a significant role—an estimated 25 to 50 percent of homeless people live with a mental health condition. Addressing this social crisis will require new ways of helping these critically vulnerable people. Health/support hubs are a way of providing outreach support to people experiencing mental health problems, addictions, and homelessness. With many services in one location, health/support hub models can help people by establishing immediate connections with appropriate services and supports. The Mental Health Commission of Canada claims that improved mental health care depends on providing access to the right combination of services, treatments, and supports when and where people need them.

**4. Long-Term Care Homes Smoking Policy**

**RESOLUTION NO. H-CC-23-09-104**
Moved by Chair
Seconded by Committee
THAT County Council authorize Policy G-009 Smoking Regulations with a review date of March 1, 2023, for the County of Renfrew Long-Term Care Homes, Bonnechere Manor and Miramichi Lodge remain applicable for an additional six-month period.

**Background**

March 1, 2023, County Council supported the revision to the Long-Term Care Homes Policy G-009 Smoking Regulations, removing 'residents of Bonnechere Manor and Miramichi Lodge' from the policy, permitting residents to smoke on the property no closer than nine metres from the entrance to each Home, in compliance with the Smoke Free Ontario Act, 2017.

At the request of Committee and Council, the six-month review has resulted in lessening the resident safety risk for those that were leaving the property to smoke however, it has been noted that there are now new smokers seeking to use the designated smoking area. Staff is requesting that the County of Renfrew Long-Term Care Homes Policy G-009

Smoking Regulations, remain applicable for an additional six-month period to further assess.

**5. Restorative Care Business Case – Bonnechere Manor**

**RESOLUTION NO. H-CC-23-09-105**
Moved by Chair
Seconded by Committee
THAT County Council approve the attached business case to support the Restorative Care staffing complement at Bonnechere Manor by increasing two (2) full-time Physiotherapy Assistant positions (2,080 hours x 2) from existing part-time hours effective October 22, 2023.

**Background**

The Physiotherapy Assistant (PTA) and Rehab Assistant play critical roles in ensuring residents remain active and mobile as part of the Home's interdisciplinary team. They deliver a variety of one-to-one physiotherapy treatments and small group exercise programs. They help to enhance residents' quality of life by ensuring they have the proper mobility equipment to ambulate, and the equipment needed to for falls prevention by maintaining this inventory. They are also responsible for the falls' prevention and documentation (RAI-MD) and attend resident care conferences.

Currently, the staffing complement is three (3) part time Rehab Assistant positions and three (3) part time Physiotherapy Assistant positions. By converting the part time hours into two (2) full time combined PTA/Rehab Assistant positions, the residents would benefit with consistent treatments, programming, and overall service. And as well, staff would be able to build stronger person-centred relationships aligning with the Butterfly Approach. Creatin fulltime positions is consistent with several reports including the Provincial Long-Term Care Staffing Plan and the Long-Term Care COVID-19 Commission recommendation for increased full-time positions.

**6. Upgrade Advance Care Nurse Call System Phase Two & Three – Miramichi Lodge**

**RESOLUTION NO. H-CC-23-09-106**
Moved by Chair
Seconded by Committee
THAT County Council award the Nurse Call System Upgrade Phase Two and Phase Three projects as per the County of Renfrew GA-01 Procurement of Goods and Services Policy, Section 20.7 for the quoted price of $175,308.72 excluding HST to Cimtel Inc. / Wireless RNA Technology Inc. for KPI Software, Smart Report Module, 30 Corridor Displays and cabling and integration of Mitel Head End which was approved through the Miramichi Lodge 2023 Capital Budget.

**Background**

The sum of $200,000.00 was approved through the Miramichi Lodge 2023 Capital Budget for the Nurse Call System Upgrade Phase Two and Phase Three projects. Cimtel Inc. / Wireless RNA Technology Inc. was the original installer and maintains the comprehensive contract for this equipment and provided a total project cost of $175,308.72 excluding HST for KPI software smart report module $11,522.25; 30 corridor displays and cabling $98,920.20; and integration of Mitel Head End $64,866.27.

Procurement of Goods and Services Policy GA-01, article 22.1 c) supports that "where only one source of supply would be acceptable and/or cost effective due to compatibility, or safety and liability concerns", the requirement for competitive bid solicitation for goods, services and construction may be waived under the joint authority of the appropriate Director and the Chief Administrative Officer.

Corporate Policy GA-01, article 20.7 "awards emanating from a Request for Proposal that exceed $150,000 require the approval of County Council." Staff is seeking Committee's recommendation to County Council to award this project to Cimtel Inc. / Wireless RNA Technology Inc.

**7. Emergency ERV #4 Heat Exchanger Recommendation – Miramichi Lodge**

**RESOLUTION NO. H-CC-23-09-107**
Moved by Chair
Seconded by Committee
THAT County Council approve the reallocation of $11,404 for the emergency repair to the energy recovery ventilation unit #4, from the $25,000 previously approved in the 2023 Miramichi Lodge Budget for a study of the energy recovery ventilation rooftop system.

**Background**

Miramichi Lodge has four Energy Recovery Ventilation (ERV) Rooftop units, each one providing tempered 100% fresh air to each resident home area for three stories of resident rooms. The ERV #4 has a cracked exchanger that heats the air when outside air temperatures are lower than the room setting, and this requires replacement before the season's temperatures change.

As per Corporate Policy GA-01, Procurement of Goods and Services 17.0, purchases not exceeding $15,000, shall include evidence that a minimum of two quotes were obtained with the Director having the decision authority. Quotes were received from Irvcon Ltd. $11,404 and Valley Refrigeration Ltd. $11,613.

**BY LAWS**

**8. Arnprior Regional Health/County of Renfrew Paramedic Service Agreement**

**RESOLUTION NO. H-CC-23-09-102**
Moved by Chair
Seconded by Committee

THAT County Council adopt a By-Law authorizing the Warden and CAO/Clerk to sign a renewal of the Agreement between the County of Renfrew Paramedic Service and Arnprior Regional Health to deploy Paramedics in the Emergency Department.

**Background**

The County of Renfrew Paramedic Service and Arnprior Regional Health have been benefitting by the rotating roster of Paramedics working in the Arnprior Regional Health Emergency Department since late December 2022. The program has been well received by both Paramedics who are happy to provide support to a partner agency and emergency staff, for assistance to relieve emergency department pressures during surge periods and amid staffing shortages.

All of which is respectfully submitted.

Michael Donohue, Chair

And Committee Members: P. Emon, D. Grills, V. Jahn, J. Murphy, N. Nicholson, R. Weir, M. Willmer

**COUNTY OF RENFREW**

**BY-LAW NUMBER 123-23**

**A BY-LAW AUTHORIZING THE WARDEN AND CLERK TO APPROVE AN AGREEMENT BETWEEN THE COUNTY OF RENFREW AND ARNPRIOR REGIONAL HEALTH FOR A PARTNERSHIP TO INCLUDE PARAMEDICS IN THE EMERGENCY DEPARTMENT.**

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

WHEREAS the County of Renfrew deems it desirable to enter into an agreement with Arnprior Regional Health for a partnership with the County of Renfrew Paramedic Service to deploy Paramedics in the Emergency Department.

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

1. The agreement attached to and made part of this by-law shall constitute an agreement between the Corporation of the County of Renfrew and Arnprior Regional Health.

2. That the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this by-law.

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

READ a first time this 27th day of September 2023.

READ a second time this 27th day of September 2023.

READ a third time and finally passed this 27th day of September 2023.

_____ _____

PETER EMON, WARDEN CRAIG KELLEY, CAO/CLERK

September 27, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Development and Property Committee**, wish to report and recommend as follows:

**INFORMATION**

1. **Economic Development Strategic Planning**

The Economic Development Division is collaborating with Renfrew County Community Futures Development Corporation (RCCFDC) to undertake a strategic planning exercise for the creation of a new three-year economic development strategic plan for the region.

This strategic planning partnership exercise provides the Economic Development Division with cost savings in consultant fees, while reducing redundancies in surveys, interviews, outreach and research with the local business and municipal sectors.

Working with McSweeney and Associates, the planning process began in September 2023 and will continue until February 2024 and will include the following components:

- A county-wide client/business/municipal survey to determine current needs/priority areas of focus,
- One-on-one interviews with community stakeholders,
- A facilitated session with key economic development, municipal and business partners to validate research findings, identify key strategic pillars and potential action priorities (Economic Development Summit in early December),
- A facilitated session with the RCCFDC's Board of Directors to validate strategic priorities and actions,
- A facilitated session with Renfrew County Council and economic development staff to validate strategic priorities and actions,
- Two individual plans (one for each organization) focused on actions, encompassing a three-year period,
- Presentation of County of Renfrew Economic Development Strategic Plan to Development and Property Committee (February 2024), and
- Presentation of RCCFDC Strategic Plan to RCCFDC Board of Directors.

2. **Tourism and Hospitality Employer Pulse Survey**

Tourism SkillsNet Ontario (TSNO) has launched its bi-annual Tourism and Hospitality Employer Pulse survey to gather data and insights in order to better understand businesses' key challenges and barriers, ongoing recovery efforts, as well as share best practices. The survey remains open until September 29, 2023.

The results will be reported in the fall issue of the TSNO SkillsNet Ontario: Workforce Issues, Opportunities & Impact Quarterly Report.

3. **Travel Trade Familiarization Tours**

As part of the Ottawa Valley Tourist Association's (OVTA) travel trade efforts promoting La Route Champlain itinerary, two familiarization tours are scheduled/occurred highlighting various experiences and tourism operators along the route, including:

- Salut Canada (Francophone tourism portal) – Sept 6-9, 2023: OWL Rafting, Whitewater Inn and Valley Cycle Tours, Bonnechere Caves, Driftwood Provincial Park, Somewhere Inn Calabogie and The Nook Creperie.
- Faszination (German tour operator) – Oct 3-5, 2023: Somewhere Inn Calabogie, Eagle's Nest Calabogie, Bonnechere Caves and Spectacle Lake Lodge.

These two opportunities are a direct result of the OVTA's membership with Ontario's Highlands Tourism Organization's Travel Trade Partnership.

4. **Bridges to Better Business/Small Business Week**

Enterprise Renfrew County, in partnership with Renfrew County Community Futures Development Corporation, is hosting Bridges to Better Business, a series of in-person and virtual workshops and training opportunities during Small Business Week in October.

The weeklong series includes:

- October 16, 2023: Topics include content calendar creation, Instagram playground and reels, and Canva; facilitated by Baker Consulting and Lotus City Media with lunch provided by Mackie's Golden Meals.
  Cost: $28 +HST
  Location: In-person at 9 International Drive, Pembroke

- October 17, 2023: Topics include content calendar creation, Instagram playground and reels, and Canva. Facilitated by Baker Consulting and Madawaska Media with lunch provided by Nala's Kitchen.
  Cost: $28 +HST
  Location: In-person at Murray Yantha Centre, McNab/Braeside

- October 18, 2023: The Storytelling Blueprint - How to tell your business story. Facilitated by Kevin Smith.
  Cost: FREE
  Location: Virtual

- October 19, 2023: Guest Smart - How to get media interviews. Facilitated by David Cohen.
  Cost: FREE
  Location: Virtual

To register follow Enterprise Renfrew County on social media or visit: https://forms.countyofrenfrew.on.ca/Invest/Enterprise-Renfrew-County/Bridges-to-Better-Business-Small-Business-Week.

Enterprise Renfrew County gratefully acknowledges the support of the City of Pembroke, the Towns of Petawawa and Arnprior, the Townships of Laurentian Valley, McNab/Braeside and Greater Madawaska, and FedDev Ontario.

5. **1030 Lea Street – New Build - Progress Report**

Progress continues as the first, second and third level walls and roofing are framed on the multi-unit affordable and supportive housing complex at the corner of Lea and Douglas Streets in Pembroke, Ontario. A Zencity webpage for the project, featuring construction updates, provides the viewer with a description of the project along with progress images.

The parking lot subgrade has been installed and prepped for a staging area for framing materials. To date all wood framing has been delivered to site outside of the roof trusses.

Authorized changes to date total $94,564.38 with a revised construction value to date of $3,209,244.11. Cost savings change order is still forthcoming with an approximate estimated value of $30,000-$40,000.

6. **Prime Agriculture Mapping**

At the August 30, 2023 session of County Council there was a question regarding prime agricultural mapping. The areas designated as prime agricultural areas in the County of Renfrew Official Plan are identified in accordance with policies, guidelines and information from the Province through the Ministry of Municipal Affairs and Housing (MMAH) and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

The County (and all local municipalities) are required to designate and protect areas that have been identified as meeting the classification for “prime agricultural areas”

in accordance with Section 2.3.1 of the Provincial Policy Statement (PPS). A "prime agricultural area" is defined as:

> Prime agricultural area: means areas where prime agricultural lands predominate. This includes areas of prime agricultural lands (Class 1-3) and associated Canada Land Inventory Class 4 through 7 lands, and additional areas where there is a local concentration of farms which exhibit characteristics of ongoing agriculture. Prime agricultural areas may be identified by the Ontario Ministry of Agriculture and Food using guidelines developed by the Province as amended from time to time. A prime agricultural area may also be identified through an alternative agricultural land evaluation system approved by the Province.

The County (and local municipal) Official Plan Agricultural designation includes areas that are not strictly class 1-3 soils, and may include wet or hazard areas not suitable for agricultural uses, or may include pockets of existing residential uses or other existing commercial/industrial/institutional uses. The policies of the PPS, (trickled down to local policy) significantly restrict "non-agricultural" uses from locating in these areas where prime agricultural lands predominate.

Over the past few years, the Province has updated policies to allow some flexibility for non-agricultural uses on farms as "on-farm diversified uses", or "agricultural related uses". The County Official Plan has already been updated to allow for these on-farm expanded uses but does not include new lot creation. Agriculture-related uses means those farm related commercial and industrial uses that are directly related to farm operations in the area, support agriculture, benefit from being in close proximity to farm operations, and provide direct service to farm operations as an exclusive activity. On-farm diversified uses are small scale uses that are secondary to the principal use of the property and help support the farm. On-farm diversified uses include, but are not limited to, home occupations, home industries, agri-tourism uses, and uses that produce value-added agricultural products.

**RESOLUTIONS**

7. **Pembroke and Area Airport**

**RESOLUTION NO. DP-CC-23-09-103**
Moved by Chair
Seconded by Committee
THAT County Council approve County staff to work with the Pembroke and Area Airport Commission and their selected consultant to assist with their strategic economic development efforts and bring back a report to County Council.

**Background**

The Pembroke and Area Airport is operated by the six partner municipalities who are the Towns of Petawawa, Deep River, and Laurentian Hills, the Townships of Laurentian Valley and Whitewater Region and, the City of Pembroke. All partnering municipalities have members on the Pembroke and Area Airport Commission, as well as, Garrison Petawawa who is a non-voting member. Over the past several years, the Pembroke and Area Airport Commission has been fundraising to repave the airport runway and upgrade the lighting and there is now an opportunity to receive government funding. In light of this, the Pembroke and Area Airport Commission is looking for support from the County of Renfrew.

8. **Bonnechere Manor Seniors Village Concept – Public Private Partnership (P3)**

**RESOLUTION NO. DP-CC-23-09-107**

Moved by Chair

Seconded by Committee

THAT County Council direct staff to develop the concept of a modular seniors village at Bonnechere Manor, Town of Renfrew and bring back options, including funding, to Council for consideration; AND FURTHER THAT staff work with the Town of Renfrew on this concept.

**Background**

At the August meeting of the Development and Property Committee, staff were directed to review opportunities with housing providers on the use of County of Renfrew and Renfrew County Housing Corporation owned lands and bring back updates and considerations.

The availability of affordable housing is a critical concern affecting the well-being and prosperity of Renfrew County. There is an opportunity to engage in a collaborative effort with housing providers to utilize County of Renfrew owned lands for the development of affordable housing projects.

All of which is respectfully submitted.

James Brose, Chair

And Committee Members: D. Bennett, P. Emon, D. Lynch, M. MacKenzie, G. Serviss, K. Watt, R. Weir

September 27, 2023

To the Council of the Corporation
Of the County of Renfrew

Members of County Council:

We, your **Finance and Administration Committee**, wish to report and recommend as follows:

**INFORMATION**

1. **Retirement – Jeffrey Foss, Director of Corporate Services/Treasurer**

   Jeffrey Foss, Director of Corporate Services/Treasurer provided notice of his retirement effective December 15, 2023. Jeff joined the County of Renfrew on November 9, 1998 and has over 25 years of providing sound financial advice to staff and elected. In 2021, Jeff lead the shift to a Corporate Services model, integrating many administration services into a unified department. We are all sure that he will miss budget workshops, as we know deep down these were his passion. He silently waited each meeting to don his glasses, leaping at every opportunity to address a calculation error, or to dig deep into the corporate memory. We would like to extend our thanks to Jeff for all his hard work and dedication over the years and we wish him health and happiness as he moves on to this next chapter in his life!

2. **Retirement – Laura LePine, Director of Community Services**

   Laura LePine, Director of Community Services, provided notice of her retirement effective January 12, 2024. Laura joined the County of Renfrew on October 13, 1998 and has been an integral part of the transformation of the department. Starting as an Employment Services Agent and working through the download of services to the County in the early 2000's, Laura has lead the charge. Becoming the Director in 2018, Laura lead her team through the human services integration at Renfrew County Place, and again at the Administration Building, after the extensive renovation that saw all Community Services divisions operate under one roof for the first time in County history. We will certainly miss Laura's passion for her job, the people that her department serves, and the good work that she's been responsible for in the community. We wish her all of the best as she embarks on a fabulous new career of devotion to her family and some great adventures.

3. **Ontario East Municipal Conference**

   The Ontario East Municipal Conference was held September 6-8, 2023 in Ottawa. Craig Kelley, Chief Administrative Officer/Clerk, attended along with Warden Peter Emon, and alongside other members of Renfrew County staff. The conference was focused on local initiatives and innovation, and was well attended by many members of local municipal councils. The full agenda can be found here (www.oemc.ca). The County of Renfrew was well represented as it presented to the attendees on the implementation and success of the Renfrew County Virtual Triage and Assessment Centre (RC VTAC)

program, as well as engagement on the Regional Housing Initiative (7 in 7) as put forward by the Eastern Ontario Wardens' Caucus (EOWC), and a presentation on the wood basket and bio-economy in Eastern Ontario. Dates have been released for next year as September 11-13, 2024 and will return to the Ottawa Conference and Event Centre.

4. **2023 Tax Rates Summary**

Attached as Appendix I is a summary identifying the 2023 general use tax rates for municipalities within Renfrew County. The source of this data is the Online Property Tax Analysis (OPTA) system.

5. **2023 Taxable and PIL Levy by Levy Type**

Attached as Appendix II is a report created by multiplying the 2023 general use tax rates (above) by the 2023 assessment totals on the 2023 return roll and by our Council approved tax ratios. The source of this data is the Online Property Tax Analysis (OPTA) system using the general tax rate for upper and lower tiers, excluding any "special area rates" (street lights, etc.).

6. **2023 Levy Summary Report**

Attached as Appendix III is a chart that identifies the real budget impact on ratepayers in each municipality based on the tax rates adopted by each municipal council. The Online Property Tax Analysis (OPTA) system multiplies the adopted general tax rates by the Current Value Assessment (CVA) totals in each property class and then calculates the estimated taxation after applying the correct tax ratios. It calculates the levy change from 2022 to 2023 and then subtracts Weighted Current Value Assessment (CVA) Growth percentage to arrive at the "net budget impact" percentage for each municipality.

7. **Municipal Property Assessment Corporation (MPAC)**

Attached as Appendix IV is a Municipal Property Assessment Corporation (MPAC) Update advising that on August 16, 2023 the Ontario Government filed Regulation 261/23 under the *Assessment Act* to extend the current assessment cycle, and the valuation date of January 1, 2016, through to the end of the 2024 taxation year.

8. **News Release – Ministry of Health**

Attached as Appendix V is a News Release dated August 22, 2023 advising that the Province is returning to the 75/25 provincial/municipal funding model for public health agencies. The County of Renfrew met with Parliamentary Assistant Dawn Gallagher Murphy, Ministry of Health as a delegation at the August Association of Municipalities of Ontario (AMO) Annual Conference to, once again, raise our concerns about the 2019 decision to change the cost-share formula.

9. **Watson & Associates – Development Charges**

Mr. Byron Tan, Manager Municipal Finance, Watson & Associates, Economists Ltd. provided an overview of the Development Charges Study for the County of Renfrew at our August meetings of the Finance & Administration Committee and County Council.

At the August 30, 2023 session of County Council, staff were requested to distribute a copy of this study to each municipality, along with an invitation for them to submit any questions they may have by 4:00 p.m. on Friday, September 8, 2023.

Many municipalities indicated that they have yet to meet with their Council to discuss Development Charges, and given the importance of this issue, County staff will defer this Development Charges Question/Answer Summary until the October Finance & Administration Committee meeting to allow adequate time for all municipalities to provide their input.

**RESOLUTIONS**

10. **Service Delivery Review**

**RESOLUTION NO. FA-CC-23-09-79**
Moved by Chair
Seconded by Committee
THAT County Council approve that StrategyCorp Inc. be enlisted to provide an update to the 2020 Service Delivery Review, at an estimated quotation of $30,555 (excluding HST), as a strategic review of the County's organizational structure; AND THAT funding for this initiative come from the Provision for Unallocated Funds.

**Background**
In 2020, StrategyCorp Inc. completed a very comprehensive service delivery review of the County of Renfrew, with several key themes and action items identified. Since that time, the administration team has acted upon several of the recommendations with varying levels of success. However, since that time, we have navigated a pandemic, recruitment and retention issues, and, more recently, a spate of retirements of key positions. In order to effectively move the County forward in a progressive manner, and to address some of the key identified priorities of council, it is prudent that a review be taken of the organizational structure in order to address how the administration will adapt to a different environment than existed in 2020. Attached as Appendix VI is the proposal submitted by StrategyCorp. Inc.

It is anticipated that this review and possible recommendations, will assist the Chief Administrative Officer/Clerk navigate the "new normal". The review will be inclusive of feedback from key personnel, including those departing, and with elected officials. Due to the work completed already, and the depth of knowledge StrategyCorp Inc. already has with our organization, they are best suited to complete this updated review.

11. **2024 Budget Schedule**

**RESOLUTION NO. FA-C-23-09-81**
Moved by Chair
Seconded by Committee
THAT County Council approve the 2024 Budget Guideline with a 3% annual levy target increase.

Attached as Appendix VII is the 2024 budget schedule. This schedule provides a summary of the budget development process here at the County of Renfrew culminating in a two-day budget workshop on January 24 and 25, 2024.

At the request of the Warden during the 2023 Budget Workshop, staff have organized a special Council meeting for Thursday November 9, 2023 to present an update on the County's Asset Management Plan including asset condition ratings, 10-year capital plans and the long-term financial plan. Staff advised the Committee they were preparing a status quo service level budget for 2024 until further information is presented at this November 9 meeting.

However, Committee discussed the 2024 Budget challenges and determined that a levy target increase of 3% should be established.

All of which is respectfully submitted.

Jennifer Murphy, Chair

And Committee Members: J. Brose, G. Doncaster, M. Donohue, P. Emon, A. Giardini, V. Jahn, D. Mayville

## 2023 Tax Rates Summary

Using Actual rates on August 4, 2023 10:35AM EST.

| Municipality | Residential Occupied | New Multi-residential Occupied | Multi-residential Occupied | Commercial Occupied | Excess Land | Vacant Land | On-Farm Bus. 1 | On-Farm Bus. 2 | Industrial Occupied | Excess Land | Vacant Land | Large Industrial Occupied | Excess Land | Landfills Occupied | Pipelines Occupied | Farm Occupied | Managed Forests Occupied |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Tax Ratios** | 1.00000000 | 1.00000000 | 1.94360000 | 1.81470000 | | | | | 2.46690400 | | | 2.78203200 | | 1.18906600 | 1.33280000 | 0.25000000 | 0.25000000 |
| **Education- Retained** | | | | 0.01250000 | 0.01250000 | 0.01250000 | | | 0.01250000 | 0.01250000 | 0.01250000 | 0.01250000 | 0.01250000 | 0.00980000 | 0.00980000 | | |
| **Education** | 0.00153 | 0.00153 | 0.00153 | 0.00880000 | 0.00880000 | 0.00880000 | 0.0022 | 0.0022 | 0.00880000 | 0.00880000 | 0.00880000 | 0.00880000 | 0.00880000 | 0.00880000 | 0.00880000 | 0.0003825 | 0.0003825 |
| **Upper General** | 0.00391501 | 0.00391501 | 0.00760921 | 0.00710457 | 0.00710457 | 0.00710457 | 0.00710457 | 0.00710457 | 0.00965795 | 0.00965795 | 0.00965795 | 0.01089168 | 0.01089168 | 0.00465520 | 0.00521792 | 0.00097875 | 0.00097875 |
| **Admaston/Bromley Township, 4742** | 0.00742786 | 0.00742786 | 0.01443679 | 0.01347934 | 0.01347934 | 0.01347934 | 0.01347934 | 0.01347934 | 0.01832382 | 0.01832382 | 0.01832382 | 0.02066454 | 0.02066454 | 0.00883222 | 0.00989985 | 0.00185696 | 0.00185696 |
| **Arnprior Town, 4702** | 0.00913245 | 0.00913245 | 0.01774984 | 0.01657266 | 0.01657266 | 0.01657266 | 0.01657266 | 0.01657266 | 0.02252889 | 0.02252889 | 0.02252889 | 0.02540678 | 0.02540678 | 0.01085909 | 0.01217173 | 0.00228311 | 0.00228311 |
| **Bonnechere Valley Township, 4738** | 0.00691418 | 0.00691418 | 0.01343840 | 0.01254716 | 0.01254716 | 0.01254716 | 0.01254716 | 0.01254716 | 0.01705662 | 0.01705662 | 0.01705662 | 0.01923547 | 0.01923547 | 0.00822142 | 0.00921522 | 0.00172855 | 0.00172855 |
| **Brudenell, Lyndoch and Raglan Township, 471** | 0.00588769 | 0.00588769 | 0.01144331 | 0.01068439 | 0.01068439 | 0.01068439 | 0.01068439 | 0.01068439 | 0.01452437 | 0.01452437 | 0.01452437 | 0.01637974 | 0.01637974 | 0.00700085 | 0.00784711 | 0.00147192 | 0.00147192 |
| **Deep River Town, 4796** | 0.01072964 | 0.01072964 | 0.02085413 | 0.01947108 | 0.01947108 | 0.01947108 | 0.01947108 | 0.01947108 | 0.02646899 | 0.02646899 | 0.02646899 | 0.02985020 | 0.02985020 | 0.01275825 | 0.01430046 | 0.00268241 | 0.00268241 |
| **Greater Madawaska Township, 4706** | 0.00450282 | 0.00450282 | 0.00875167 | 0.00817126 | 0.00817126 | 0.00817126 | 0.00817126 | 0.00817126 | 0.01110802 | 0.01110802 | 0.01110802 | 0.01252698 | 0.01252698 | 0.00535415 | 0.00600135 | 0.00112570 | 0.00112570 |
| **Head, Clara & Maria Township, 4798** | 0.00208325 | 0.00208325 | 0.00404900 | 0.00378047 | 0.00378047 | 0.00378047 | 0.00000000 | 0.00000000 | 0.00513918 | 0.00513918 | 0.00513918 | 0.00579567 | 0.00579567 | 0.00247712 | 0.00277656 | 0.00052081 | 0.00052081 |
| **Horton Township, 4746** | 0.00573182 | 0.00573182 | 0.01114037 | 0.01040153 | 0.01040153 | 0.01040153 | 0.01040153 | 0.01040153 | 0.01413985 | 0.01413985 | 0.01413985 | 0.01594611 | 0.01594611 | 0.00681551 | 0.00763937 | 0.00143296 | 0.00143296 |
| **Killaloe, Hagarty & Richards Township, 4731** | 0.00711078 | 0.00711078 | 0.01382052 | 0.01290394 | 0.01290394 | 0.01290394 | 0.01290393 | 0.01290393 | 0.01754162 | 0.01754162 | 0.01754162 | 0.01978243 | 0.01978243 | 0.00845519 | 0.00947725 | 0.00177770 | 0.00177770 |
| **Laurentian Hills Town, 4792** | 0.00742021 | 0.00742021 | 0.01442192 | 0.01346546 | 0.01346546 | 0.01346546 | 0.01346546 | 0.01346546 | 0.01830492 | 0.01830492 | 0.01830492 | 0.02064326 | 0.02064326 | 0.00882312 | 0.00988966 | 0.00185505 | 0.00185505 |
| **Laurentian Valley Township, 4766** | 0.00460686 | 0.00460686 | 0.00895389 | 0.00836007 | 0.00836007 | 0.00836007 | 0.00836007 | 0.00836007 | 0.01136468 | 0.01136468 | 0.01136468 | 0.01281643 | 0.01281643 | 0.00547786 | 0.00614002 | 0.00115171 | 0.00115171 |
| **Madawaska Valley Township, 4726** | 0.00548456 | 0.00548456 | 0.01065979 | 0.00995283 | 0.00995283 | 0.00995283 | 0.00995283 | 0.00995283 | 0.01352988 | 0.01352988 | 0.01352988 | 0.01525822 | 0.01525822 | 0.00652150 | 0.00730982 | 0.00137114 | 0.00137114 |
| **McNab/Braeside Township, 4701** | 0.00677188 | 0.00677188 | 0.01316183 | 0.01228893 | 0.01228893 | 0.01228893 | 0.01228893 | 0.01228893 | 0.01670558 | 0.01670558 | 0.01670558 | 0.01883959 | 0.01883959 | 0.00805220 | 0.00902556 | 0.00169297 | 0.00169297 |
| **North Algona Wilberforce Township, 4769** | 0.00705164 | 0.00705164 | 0.01370557 | 0.01279661 | 0.01279661 | 0.01279661 | 0.01279661 | 0.01279661 | 0.01739572 | 0.01739572 | 0.01739572 | 0.01961789 | 0.01961789 | 0.00838487 | 0.00939843 | 0.00176291 | 0.00176291 |
| **Petawawa Town, 4779** | 0.00457279 | 0.00457279 | 0.00888767 | 0.00829824 | 0.00829824 | 0.00829824 | 0.00829824 | 0.00829824 | 0.01128063 | 0.01128063 | 0.01128063 | 0.01272165 | 0.01272165 | 0.00543735 | 0.00609461 | 0.00114320 | 0.00114320 |
| **Renfrew Town, 4748** | 0.01081286 | 0.01081286 | 0.02101587 | 0.01962210 | 0.01962210 | 0.01962210 | 0.01962210 | 0.01962210 | 0.02667429 | 0.02667429 | 0.02667429 | 0.03008172 | 0.03008172 | 0.01285720 | 0.01441138 | 0.00270322 | 0.00270322 |
| **Whitewater Region Township, 4758** | 0.00709743 | 0.00709743 | 0.01379456 | 0.01287971 | 0.01287971 | 0.01287971 | 0.01287971 | 0.01287971 | 0.01750868 | 0.01750868 | 0.01750868 | 0.01974528 | 0.01974528 | 0.00843931 | 0.00945945 | 0.00177436 | 0.00177436 |

# 2023 Taxable and PIL Levy from 2023 Freeze by Levy Type

Using Actual rates on August 4, 2023 10:41AM EST.

| | Residential | New Multi-resi | Multi-residential | Commercial | | | | | Industrial | | | Large Industrial | | Landfills | Pipelines | Farm | Managed Fores | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Occupied | Occupied | Occupied | Occupied | Excess Land | Vacant Land | On-Farm Bus. 1 | On-Farm Bus. 2 | Occupied | Excess Land | Vacant Land | Occupied | Excess Land | Occupied | Occupied | Occupied | Occupied | |
| **Education** | 15,955,778 | 42,327 | 250,284 | 9,491,878 | 61,237 | 197,860 | 489 | 110 | 305,402 | 8,582 | 17,300 | 345,792 | 3,595 | 4,218 | 3,328,415 | 233,631 | 19,050 | 30,265,948 |
| **Renfrew Co, 4700** | 40,933,381 | 108,309 | 1,244,747 | 6,985,185 | 49,319 | 159,053 | 1,580 | 355 | 329,469 | 9,368 | 18,603 | 427,984 | 4,449 | 2,004 | 1,973,569 | 597,816 | 48,744 | 52,893,934 |
| **McNab/Braeside Township, 4701** | 6,354,442 | 0 | 13,675 | 165,393 | 210 | 569 | 0 | 0 | 37,419 | 748 | 5,140 | 0 | 0 | 896 | 288,340 | 99,244 | 4,947 | 6,971,024 |
| **Arnprior Town, 4702** | 8,766,389 | 21,169 | 644,707 | 1,455,008 | 6,182 | 74,913 | 0 | 0 | 137,469 | 2,046 | 15,441 | 138,081 | 1,585 | 0 | 33,460 | 1,541 | 0 | 11,297,992 |
| **Greater Madawaska Township, 4706** | 3,765,923 | 0 | 0 | 126,068 | 717 | 2,676 | 0 | 0 | 1,517 | 0 | 0 | 0 | 0 | 156 | 0 | 6,818 | 8,155 | 3,912,032 |
| **Brudenell, Lyndoch and Raglan Township, 4719** | 1,342,044 | 0 | 8,720 | 74,136 | 1,441 | 68 | 0 | 0 | 14,169 | 774 | 0 | 0 | 0 | 22 | 0 | 26,214 | 5,529 | 1,473,118 |
| **Madawaska Valley Township, 4726** | 4,123,177 | 0 | 25,552 | 360,260 | 141 | 6,695 | 0 | 0 | 48,394 | 908 | 2,940 | 0 | 0 | 55 | 0 | 4,942 | 5,280 | 4,578,344 |
| **Killaloe, Hagarty & Richards Township, 4731** | 2,589,965 | 0 | 15,424 | 124,259 | 0 | 2,235 | 0 | 0 | 2,838 | 0 | 0 | 0 | 0 | 52 | 0 | 15,624 | 3,957 | 2,754,353 |
| **Bonnechere Valley Township, 4738** | 3,415,134 | 0 | 48,198 | 188,781 | 1,250 | 2,409 | 0 | 0 | 34,473 | 883 | 0 | 0 | 0 | 45 | 0 | 60,867 | 11,184 | 3,763,223 |
| **Admaston/Bromley Township, 4742** | 2,092,840 | 0 | 0 | 61,718 | 0 | 0 | 775 | 0 | 14,379 | 233 | 0 | 0 | 0 | 39 | 283,136 | 287,068 | 4,814 | 2,745,001 |
| **Horton Township, 4746** | 2,226,188 | 0 | 16,243 | 133,672 | 313 | 1,004 | 0 | 0 | 28,131 | 915 | 0 | 0 | 0 | 88 | 233,337 | 41,097 | 3,018 | 2,684,006 |
| **Renfrew Town, 4748** | 6,474,236 | 166,659 | 591,143 | 2,322,987 | 31,031 | 57,948 | 0 | 0 | 130,610 | 1,480 | 9,677 | 51,915 | 1,179 | 1,389 | 33,824 | 1,234 | 143 | 9,875,455 |
| **Whitewater Region Township, 4758** | 5,648,190 | 0 | 31,879 | 426,198 | 1,560 | 6,508 | 254 | 0 | 30,821 | 2,091 | 1,406 | 102,103 | 725 | 164 | 174,385 | 342,138 | 4,437 | 6,772,857 |
| **Laurentian Valley Township, 4766** | 4,770,826 | 0 | 17,451 | 911,320 | 16,139 | 11,366 | 763 | 418 | 26,507 | 276 | 2,646 | 117,679 | 3,463 | 596 | 310,065 | 80,715 | 3,731 | 6,273,963 |
| **North Algona Wilberforce Township, 4769** | 3,199,805 | 0 | 0 | 143,769 | 695 | 605 | 52 | 0 | 44,895 | 104 | 0 | 0 | 0 | 37 | 0 | 55,809 | 12,787 | 3,458,558 |
| **Petawawa Town, 4779** | 7,108,311 | 26,133 | 696,058 | 2,872,528 | 16,046 | 78,862 | 0 | 0 | 25,460 | 851 | 450 | 0 | 0 | 0 | 235,514 | 1,459 | 3,012 | 11,064,685 |
| **Laurentian Hills Town, 4792** | 2,456,282 | 0 | 7,687 | 368,031 | 1,710 | 11,967 | 671 | 0 | 33,588 | 2,122 | 0 | 0 | 0 | 0 | 644,212 | 854 | 4,586 | 3,531,708 |
| **Deep River Town, 4796** | 4,089,676 | 45,268 | 118,141 | 2,191,617 | 8,513 | 8,548 | 0 | 0 | 7,395 | 0 | 0 | 530,769 | 0 | 112 | 30,617 | 0 | 391 | 7,031,047 |
| **Head, Clara & Maria Township, 4798** | 129,048 | 0 | 0 | 88,849 | 0 | 2,480 | 0 | 0 | 949 | 968 | 0 | 0 | 0 | 0 | 297,603 | 0 | 173 | 520,070 |
| **Total Lower Tier** | 68,552,476 | 259,229 | 2,234,877 | 12,014,593 | 85,949 | 268,854 | 2,515 | 418 | 619,014 | 14,397 | 37,701 | 940,547 | 6,952 | 3,651 | 2,564,492 | 1,025,623 | 76,147 | 88,707,435 |
| **Grand Total - All Taxes** | 125,441,635 | 409,865 | 3,729,907 | 28,491,655 | 196,505 | 625,767 | 4,584 | 883 | 1,253,885 | 32,348 | 73,604 | 1,714,323 | 14,996 | 9,872 | 7,866,476 | 1,857,069 | 143,941 | 171,867,317 |
| **% of Total** | 72.99% | 0.24% | 2.17% | 16.58% | 0.11% | 0.36% | 0.00% | 0.00% | 0.73% | 0.02% | 0.04% | 1.00% | 0.01% | 0.01% | 4.58% | 1.08% | 0.08% | 100.00% |

Taxable and PIL Levy From Returned Roll

Renfrew Co, 4700

| Name | Levy 2023 | Levy 2022 | Levy Change ($) | Levy Change (%) | Weighted CVA GROWTH | Notional Levy Increase |
|---|---|---|---|---|---|---|
| Admaston/Bromley Township, 4742 | 2,745,001 | 2,449,335 | 295,667 | 12.07% | 1.99% | 10.08% |
| Arnprior Town, 4702 | 11,297,992 | 10,292,980 | 1,005,013 | 9.76% | 6.85% | 2.92% |
| Bonnechere Valley Township, 4738 | 3,763,223 | 3,588,561 | 174,662 | 4.87% | 1.81% | 3.05% |
| Brudenell, Lyndoch and Raglan Township, 4719 | 1,473,118 | 1,442,205 | 30,914 | 2.14% | 0.39% | 1.76% |
| Deep River Town, 4796 | 7,031,047 | 6,809,128 | 221,919 | 3.26% | 0.46% | 2.80% |
| Greater Madawaska Township, 4706 | 3,912,032 | 3,565,378 | 346,654 | 9.72% | 2.85% | 6.87% |
| Head, Clara & Maria Township, 4798 | 520,070 | 519,753 | 316 | 0.06% | 0.10% | (0.04%) |
| Horton Township, 4746 | 2,684,006 | 2,571,494 | 112,513 | 4.38% | 1.88% | 2.50% |
| Killaloe, Hagarty & Richards Township, 4731 | 2,754,353 | 2,590,086 | 164,267 | 6.34% | 1.28% | 5.06% |
| Laurentian Hills Town, 4792 | 3,531,708 | 3,516,514 | 15,194 | 0.43% | 0.53% | (0.10%) |
| Laurentian Valley Township, 4766 | 6,273,963 | 5,988,871 | 285,092 | 4.76% | 0.61% | 4.15% |
| Madawaska Valley Township, 4726 | 4,578,344 | 4,361,641 | 216,702 | 4.97% | 3.21% | 1.76% |
| McNab/Braeside Township, 4701 | 6,971,024 | 6,490,532 | 480,492 | 7.40% | 3.02% | 4.38% |
| North Algona Wilberforce Township, 4769 | 3,458,558 | 3,336,976 | 121,582 | 3.64% | 1.12% | 2.53% |
| Petawawa Town, 4779 | 11,064,685 | 10,243,007 | 821,678 | 8.02% | 1.59% | 6.43% |
| Renfrew Town, 4748 | 9,875,455 | 9,417,143 | 458,312 | 4.87% | 1.96% | 2.91% |
| Whitewater Region Township, 4758 | 6,772,857 | 6,214,199 | 558,657 | 8.99% | 2.07% | 6.92% |
| County of Renfrew | 52,893,934 | 50,540,388 | 2,353,546 | 4.66% | 2.16% | 2.50% |

**Subject:** FW: MPAC: Property Assessment Update

Good afternoon Craig,

On August 16, the Ontario government filed Regulation 261/23 under the *Assessment Act* to extend the current assessment cycle, and the valuation date of January 1, 2016, through to the end of the 2024 taxation year.

This means that property taxes for the 2024 taxation year will continue to be based on the January 1, 2016 valuation date. Property assessments will remain the same as they were for the 2023 tax year, unless there have been changes to the property.

In addition to the recent Regulation, the government will conduct a review of Ontario's property assessment and taxation system.

MPAC shares the government's interest in ensuring the accuracy, transparency, and fairness of property assessments and we are committed to the continuous improvement of the property assessment and taxation system for the benefit of all Ontarians. While MPAC is not responsible for setting tax rates or collecting property taxes, we welcome the opportunity to work with the Province to ensure the property assessment process is optimal for both property owners and municipalities.

If you have any questions, please reach out to your local MPAC Account Manager.

Sincerely,

Carmelo Lipsi
Vice President, Valuation & Customer Relations
Chief Operating Officer

mpac.ca
Municipal Property Assessment Corporation
1340 Pickering Parkway, Suite 101 L1V 0C4

**Subject:** FW: Ontario Investing in a Stronger Public Health Sector

**From:** Ontario News <newsroom@ontario.ca>
**Sent:** August 22, 2023 3:03 PM
**Subject:** Ontario Investing in a Stronger Public Health Sector

Ontario

NEWS RELEASE

# Ontario Investing in a Stronger Public Health Sector

## Province also increasing funding to municipalities to connect people to paramedics and ambulance services faster

**August 22, 2023**
Ministry of Health

LONDON — The Ontario government is taking an important step forward to deliver on Your Health: A Plan for Connected and Convenient Care by increasing provincial funding for public health agencies to build a robust public health sector that has the support and resources needed to connect people to faster, more convenient care in their communities.

Starting January 1, 2024, the province will restore $47 million in provincial annual base funding for public health units, which is the level previously provided under the 75 per cent provincial / 25 per cent municipal cost-share ratio. The province is also providing local public health units an annual one per cent funding increase over the next, three years so they can more effectively plan ahead and prepare. This will also allow time for the province to collaborate with municipalities on a longer-term sustainable funding agreement that will not put any additional financial burden on municipalities.

“Building a stronger public health system, with more convenient and consistent access to public health services, is one more way our government is connecting people in Ontario to health care closer to home,” said Sylvia Jones, Deputy Premier and Minister of Health. “The pandemic showed that we need a stronger public health system and this increased funding will help to create a more connected public health system that will support Ontario communities for years to come.”

The province will also work with its partners to refine and clarify the roles of local public health units, to reduce overlap of services and focus resources on improving people’s access to programs and services close to home. One-time funding, resources and supports will be offered to local public health agencies that voluntarily merge to streamline and reinvest back into expanding programs and services.

To connect people to emergency care faster and increase the availability of paramedics and ambulances in communities, Ontario is increasing land ambulance funding to municipalities by an average of six per cent, bringing the province’s total investment this year to over $811 million.

The province is also investing an additional $51 million into the Dedicated Offload Nurses Program over the next three years which helps reduce delays paramedics encounter dropping off patients at a hospital and allows them to get back out into the community faster. This investment will help 30 municipalities

cover around 800,000 dedicated hours to support offloading ambulance patients in the emergency department, ensuring paramedics can get back out in the community faster.

With Your Health: A Plan for Connected and Convenient Care, the government continues to take action to strengthen the health care system so that it is responsive and is evolving to meet the health needs and priorities of Ontarians, no matter where they live.

# Quick Facts

- Key public health lessons learned from the COVID-19 pandemic will inform how Ontario strengthens the public health sector, including the importance of local public health agencies having capacity to respond in a crisis, the benefit of collaboration across the health care system and the need for stability and sustainability to help local public health agencies plan for, and be able to respond to, ongoing and future crises and challenges.
- Provincial funding for local public health agencies to support the delivery of public health programs and services has increased by approximately 16 per cent since 2018.
- The province's 2023 investment of $811 million in the Land Ambulance Services Grant represents an average funding increase of 11 per cent for municipalities over the last two years.
- Nearly 200 patient care models being led by more than 50 paramedic services across the province are now approved to provide more appropriate and timely care options for eligible 9-1-1 patients in the community instead of in the emergency department.
- Ontario is investing an additional $44 million this year in 165 high volume and smaller emergency departments to reduce wait times and provide people with faster and easier access to timely care close to home.

# Additional Resources

- Ontario Reducing Wait Times in Emergency Departments
- Ontario Helping More Students Become Paramedics
- Your Health: A Plan for Connected and Convenient Care

# Media Contacts

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# Renfrew County – Strategic Organizational Review:
## Proposed Scope and Pricing

**To:** Craig Kelley, Chief Administrative Officer, County of Renfrew
**From:** StrategyCorp Inc. (SCI)
**Date:** 2023/06/21
**Re:** Proposed Scope and Pricing for a Strategic Review of Renfrew County's Organizational Structure

Further to our discussion on May 24, 2023, StrategyCorp has developed a draft scope of work and proposed pricing to complete a strategic review of the County of Renfrew's organizational structure. This document lays out our understanding of the core issues and objectives of the assignment, proposed high level activities, and a high-level cost estimate based on the work plan.

### Our Understanding of the Assignment

Renfrew County is transitioning from a period marked by significant, long-term transformation. From 2020 onwards, the county utilized Municipal Modernization funding to renovate and centralize services in its Central Administration Building. This overhaul occurred simultaneously with a service delivery review that undertook to review and revise the County's service delivery model, as well as the unprecedented circumstances caused by the COVID-19 pandemic.

Now, as the pandemic effects recede, an unpredictable 'new normal' takes its place. This new landscape is defined by rapid shifts in population demographics, resident expectations, workforce dynamics, and economic pressures. Like all municipalities, Renfrew County must contend with these changes and consider the best path forward. However, the upcoming wave of retirements among the County's senior leadership adds an extra layer of complexity.

These shifts present both challenges and opportunities. The impending leadership changes mean the loss of extensive experience at a critical juncture. But this transition also provides a chance to reassess and potentially restructure municipal administration to boost efficiency and innovation in service delivery. To facilitate this transition, Renfrew County is seeking assistance for a strategic review of its organizational structure.

### Scope and Objectives

A strategic organizational review of the County of Renfrew's administrative structure will aim to:

- Ensure that the County's "form follows function" be aligning the top-level organizational structure to optimally deliver against its strategic objectives and constraints
- Evaluate roles and responsibilities of the County's leadership positions to enable it to address

upcoming gaps in senior capacity and capability optimally

To successfully accomplish this, the scope of this review will include:

- Assessing the current state of the organizational structure to identify core challenges and opportunities
- Benchmarking against peer comparators to inform structure options
- Aligning design principles to evaluate organizational design decisions
- Defining a future-state macro organizational structure
- Recommend changes to SLT roles and responsibilities to enable the future state design

As a strategic review, the scope of this review will be limited to senior leadership positions and the first and second levels of the organizational structure (departments and business units) to inform the macro organizational structure.

## Proposed Approach

To complete this review, we propose a four-phase approach based on StrategyCorp's Organizational Design methodology. A high-level overview of the key activities, timelines, and deliverables is provided in the table below. A detailed project workplan and timeline will be developed as part of Phase 1, and work can be accelerated or extended based on the County's requirements.

| Phase | 1. Kickoff | 2. Current State | 3. Future State | 4. Final Report |
|---|---|---|---|---|
| Objectives | Align on a detailed project work plan | Evaluate key issues and opportunities | Define the future state org structure | Develop recommendations to implement |
| Activities | • Project kick-off meeting<br>• Data and Document Request<br>• Develop detailed project workplan | • Conduct key stakeholder interviews with SLT and direct reports<br>• Map core services and processes to organizational structure<br>• Identify key strategic objectives and challenges<br>• Benchmark against 3-4 comparator municipalities<br>• Analyze in scope roles and responsibilities<br>• Summarize opportunities, challenges, and organizational implications | • Design principles workshop<br>• Prioritize opportunities<br>• Define design options and rationale<br>• Evaluate options against design principles<br>• Select future state model<br>• Identify role and responsibility gaps vs future state | • Map future state macro org structure<br>• Define role and responsibility changes<br>• Develop implementation plan and timelines<br>• Summarize future considerations and risks<br>• Develop and validate final report |
| Outputs | Detailed Work Plan | Current State Assessment and Opportunities | Future State Model | Final Report |
| Timeline | Week 1 | Weeks 2-4 | Weeks 4-6 | Week 7 |

## Proposed Price

Based on the proposed scope and workplan, StrategyCorp estimates could be completed for a fixed fee cost of $30,555 (excluding HST). This is based on an estimate of 110 hours of effort, and subject to amendment based on additional clarifications, constraints, or assumptions related to the scope or work plan.

# County of Renfrew
# 2024 Budget Schedule

| | Major Activities | Dates |
|---|---|---|
| 1. | Finance & Administration Committee recommendation to County Council for approval of Non Union COLA targets for 2024 | August 30 |
| 2. | 10 Year Capital Plans submitted to the Treasurer. **Public Works to provide PCI and BCI for entire Road, Bridge and Culvert inventory.** | September 22 |
| 3. | Non-Union salary and wage projections to Treasurer. | September 22 |
| 4. | Internal charges/recoveries are finalized and sent directly to receiving departments from Treasurer for:<br>• Finance<br>• HR<br>• IT<br>• Property (Leases) | September 29 |
| 5. | **Development of 2023 budget** by the Finance Division in consultation with each Director and appropriate staff. Business Cases – Staffing Report(s) must be submitted as per the Business Cases – Standard Operating Procedure | October 2 – November 24 |
| 6. | **Asset Management Plan Update to County Council – Special Meeting** | **November 9** |
| 7. | Review of Detailed Departmental Budgets with CAO:<br>• ½ day session in Council Chambers for each Director and appropriate staff<br>• detailed review of staffing, revenue and expense projections, capital plans and reserves<br>• CAO to receive an overview and provide input | November 24 – December 8 |
| 8. | CAO / Treasurer Review of Consolidated Budgets. | December 8 |
| 9. | CAO Review of Consolidated Budget with Senior Leadership Team. | December 12 |
| 10. | Warden and Finance Chair review of Consolidated Budget. | December 14 |
| 11. | Committee Review of Detailed Budgets:<br>• Operations (Tuesday, January 16 – 1:00 p.m.)<br>• Development and Property (Tuesday, January 16 – 9:30 a.m.)<br>• Health (Wednesday, January 17 - 9:30 a.m.)<br>• Community Services (Wednesday, January 17 – 1:00 p.m.)<br>• Finance & Administration (Thursday, January 18 – 9:30 a.m.) | January 16 - 18 |
| 12. | Consolidated Budget Workshop and Council Approval of 2024 Budget. | Wednesday, January 24 and Thursday, January 25 (if necessary) |

**CNL**
**Science Collaboration Centre**
**Ribbon Cutting**
**1415 hrs, 06 September 2023**

Deputy Warden Report

1. I attended the CNL Science Collaboration Centre Ribbon Cutting Ceremony today and was part of the "Reserved Seating" at the Ceremony. Speeches were made by:
   a. Fred Dermarkar (President & CEO AECL),
   b. Hieu Vu (Director General Portfolio Management and Corporate Secretariat Branch, Natural Resources Canada,
   c. Sue D'Eon (Mayor, Town of Deep River - Host Town), and
   d. Joe McBrearty (President & CEO CNL).

   **Note:** (1) President\CAP Dermarkar advised that AECL has in place five 15 year agreements with the Algonquin's of Ontario for use of land at CNL. To be reviewed every fifteen years.
   (2) President\CAO McBrearty advised this building was a "Collaboration" of a host of people and companies that pulled together to make this building a reality. Further, it is hoped that this building could be used to host conferences, etc.
   ***I suggested that maybe a County Council Meeting could be held at this location but it would take a lot of liaison.**

2. Other attendee's included Mayor Gary Serviss (Petawawa) and Colonel J.C. Guiney.

   **Note:** Colonel Guiney would like to attend a County Council meeting in the near future to thank County Paramedics for their assistance in the Helicopter Crash at CFB Petawawa.
   **I advised Colonel Guiney I would advise Warden and CAO of his request**.

3. The Facility

The Science Collaboration Centre was constructed using the Integrated Project Delivery (IPD) approach. IPD is a collaborative, transparent, and continuous improvement-based project delivery format built on a strong foundation of information sharing and shared risk and rewards.
This facility will serve as the central planning and collaboration space for the companies science and technology programs. Constructed using mass timber products sourced from within Canada, the innovative and sustainable new facility features modern office space, 44 meeting rooms, collaborative flex spaces, a university-style auditorium with 200 theatre style-seats, a welcoming library space, and a roof-top terrace. This building exemplifies CNL's vision for the future, providing a sustainable, modern, collaborative world-class facility which will provide a home for the world's best and brightest researchers, delivering a program of work which addresses the most pressing issues of our time.

**Note**: (1) This is one of three non-nuclear buildings recently constructed at the CNL facility using mass timber.
(2) 1,395 Cubic metres of mass timber
(3) 319 Cubicle spaces
(4) 9,500 square footage of building blueprint
(5) Received honourable mentions at the Architecture and Best in North America categories from Fast Company's 2021 World Changing Ideas programs.

**COUNTY OF RENFREW**

**BY-LAW NUMBER 124-23**

**A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE COUNTY OF RENFREW AT THE MEETING HELD ON SEPTEMBER 27, 2023**

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WHEREAS Subsection 5(1) of the *Municipal Act, 2001, S.O. 2001, Chapter 25*, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

AND WHEREAS Subsection 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the County of Renfrew at this meeting be confirmed and adopted by by-law;

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

1. The action of the Council of the County of Renfrew in respect of each motion and resolution passed and other action taken by the Council of the County of Renfrew at this meeting is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.

2. The Warden and the appropriate officials of the County of Renfrew are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the County of Renfrew referred to in the preceding section.

3. The Warden, and the Clerk, or in the absence of the Clerk the Deputy Clerk, are authorized and directed to execute all documents necessary in that behalf and to affix thereto the corporate seal of the County of Renfrew.

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

READ a first time this 27th day of September 2023.

READ a second time this 27th day of September 2023.

READ a third time and finally passed 27th day of September 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK