



## COUNTY COUNCIL

10:00 A.M., WEDNESDAY, March 27, 2024

### AGENDA

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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 February 28, 2024.
8. Warden's Address.
9. Delegations:
  - a) 10:15 a.m. - Lorenz Kelo - Ontario Senior Achievement Award 2023
10. Correspondence.
11. 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 (Renfrew County and District Health Unit).
  - b) a proposed or pending acquisition or disposition of land by the municipality or local board (Transitional Housing).
12. Committee Reports:

10:45 a.m. – 11:00 a.m.	a)	Operations Committee	55
11:00 a.m. – 11:15 a.m.	b)	Development & Property Committee	129
10:15 a.m. – 11:30 a.m.	c)	Community Services Committee	220
11:30 a.m. – 11:45 a.m.	d)	Health Committee	250
11:45 a.m. – 12:00 p.m.	e)	Finance & Administration Committee	297
13. By-laws:
  - a) By-law 33-24 – A By-law to Designate County Road 16 (Victoria Street) at Wolfe Avenue as a Pedestrian Crossover.

- b) By-law 34-24 - A By-law for the Execution of Contract PWC-2024-09 Rehabilitation of County Structures C001 (Berlanquet Creek Culvert) and C134 (Campbell Drive Culvert).
  - c) By-law 35-24 – A By-law for the Execution of Contract PWC-2024-10 Rehabilitation of County Structure C204 (Bellows Creek Culvert).
  - d) By-law 36-24 – A By-law For the Execution of an Extension to Contract PWO-2023-03 for Pavement Marking.
  - e) By-law 37-24 - Employment By-Law # 1 for County Officers and Staff.
  - f) By-law 38-24 - A By-law to Establish and Require Payment of User Fees and Charges.
  - g) By-law 39-24 - A By-law to Amend By-Law 63-03 Human Resources Corporate Policies and Procedures for the County of Renfrew.
  - h) By-law 40-24 – A By-law for the Execution of Contract PWC-2024-22 for the Rehabilitation of Three Bridges – Algonquin Trail.
  - i) By-law 41-24 – A By-law to Delegate Authority to the GIS Coordinator for Sharing GIS Data with Corporations.
  - j) By-law 42-24 – A By-law to Enter into an Agreement with the Province of Ontario to Accept the Community Emergency Preparedness Grant in Support of Emergency Preparedness in the County of Renfrew.
  - k) By-law 43-24 – A By-law to Enter into an Agreement with Ontario Health for the Development of a Community Paramedicine Website in Consultation with Industry Partners
  - l) By-law 44-24 – A By-Law Authorizing the Warden and Clerk to Execute an Agreement Between the County of Renfrew and Ontario Health for IV and Wound Care Specialized Equipment .
  - m) By-law 45-24 – A By-Law Authorizing the Warden and Clerk to Execute an Agreement Between the County of Renfrew and Ontario Health to Operate Two Short-Stay Respite Care Beds at Miramichi Lodge Effective January 1, 2024 to December 31, 2024.
14. Written Reports from Representatives Appointed to External Boards
- a) Association of Municipalities Ontario (AMO)
  - b) Chalk River Stewardship Council
  - c) Eastern Ontario Regional Network (EORN)
  - d) Federation of Canadian Municipalities (FCM)
  - e) Rural Ontario Municipal Association (ROMA).
15. Notice of Motions.
16. Members’ Written Motions.
- |   |             |
|---|-------------|
| Councillor Dan Lynch – Brownfield Remediation Tax Assistance Program (BRTAP) – Tabled from the February 28, 2024 Council Meeting. | Page<br>324 |
| Staff Report on Brownfield Remediation Tax Assistance Program.  |             |
17. New Business
- |  |     |
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| 18. Confirmatory By-law 49-24 - A By-law to Confirm the Proceedings of the Council of the County of Renfrew at the meeting held on March 27, 2024. | 326 |
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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**

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**- Ordinary Session -**

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County Council  
Pembroke, Ontario  
Wednesday, February 28, 2024

## GENERAL SESSION

The General Session of the Council of the Corporation of the County of Renfrew met at 10:00 a.m. on Wednesday, February 28, 2024.

The Warden, Peter Emon, presided.

Warden Emon recited the Land Acknowledgement, identifying that the meeting was being held on the traditional territory of the Algonquin People.

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 Debbie Grills, Glenn Doncaster attended virtually and Valerie Jahn was on a leave of absence. No pecuniary interest was disclosed.

Moved by Councillor Brose

Seconded by Councillor Weir

THAT the minutes of January 24 and 25, 2024, and January 31, 2024 be adopted. CARRIED.

Warden Emon addressed Council as follows:

During the month of February, I attended 26 meetings on County business.

Chair Anne Giardini, CAO Craig Kelley and I conducted interviews for the Director of Community Services position, and we are happy to announce that Andrea Patrick has accepted the position after being in the acting position for over a month.

On February 2, CAO Kelley and I met with local publishers from the Valley Gazette, North Renfrew Times and the Eganville Leader to listen to their concerns regarding advertising and publishing. They spoke of the increased costs associated with running the local newspapers and competing with online newspaper versions.

CAO Kelley and I met with the Miramichi Lodge Auxiliary to discuss a location for them to use as the room they have been using was only provided temporarily. I was extremely impressed with their volunteer success and fund raising in the past, along with their enthusiasm to continue volunteering.

On behalf of the Eastern Ontario Warden's Caucus, I was at Queen's Park to meet with the Director of Policy within the Premier's Office, with Minister Lisa Thompson, Ministry of Agriculture, Food and Rural Affairs, and Minister Kinga Surma, Minister of Infrastructure to discuss the EOWC 7 in 7+ Regional Housing Plan.

Mayor Gervais and I met with staff at Algonquin College, Pembroke Waterfront Campus, to discuss the Province's announcement regarding capping enrollment of international students and what the impact would be on the College and our community.

On February 22<sup>nd</sup>, it was my pleasure to welcome the four new international Personal Support Worker recruits at Bonnechere Manor. Fleury Dushime of Burundi, Achile Awashare and Linda Samule-Uche of Nigeria, and Mavis Kissi of Ghana.

I participated in a fireside chat at the Ottawa Valley Business Summit held by the Upper Ottawa Valley Chamber of Commerce. Topics discussed included:

- An overview of County Council and how it relates to local municipalities and the Province.
- An update on the Renfrew County Virtual Triage and Assessment Centre, and the continuance of their success and ongoing development.
- The County role in the local economy understanding the labour shortages, how to attract new residents to the area, and continuing to make Renfrew County an attractive and welcoming community, as well as what partnerships can be gained through the private sector and not-for-profit agencies.

On February 26<sup>th</sup>, I, along with MPP John Yakabuski, CAO Kelley and Director Lee Perkins attended a post-ROMA Conference meeting with the Ministry of Infrastructure Parliamentary Assistant Amarjat Sandhu to further discuss the implementation of a consistent Provincial mandated Pavement Condition Index (PCI) process and expansion of highway 417 including alternative solutions.

I would like to thank Deputy Warden Dan Lynch and the Community Services Department for attending the Coldest Night of the Year walk, hosted by The Grind. County Council and staff also supported fundraising initiatives organized by the Community Services Department over the past few weeks.

I have continued to Chair the Warming Centre meetings supported by Clerk Gwen Dombroski, CAO Craig Kelley, now Director Patrick and Chief Nolan. A report recounting the progress is forthcoming.

I was invited to participate on a United Way of Eastern Ontario panel on rural Ontario economic development and opportunities. I spoke about municipal sustainability challenges and the results of many years of provincial down loading.

I attended the Short Term Accommodations meeting arranged by Laurentian Valley with politicians and staff, including CAO Kelley, Director Jason Davis and Manager Melissa Marquardt to discuss the issues and concerns with short term rentals. It was fulsome discussion and a report will be coming in the future.

This past Sunday, I attended the book launch of Jamie Bramburger's new book Sudden Impact - The Almonte Train Wreck of 1942, a well-research novel of the horrific events in our neighbouring community.

The Ottawa Valley Tourist Association has launched the 2024 Tourism Awards which recognize and honour tourism champions across the Ottawa Valley. The Ottawa Valley Tourism Awards are presented annually by the OVTA to individuals, businesses, and events that recognize the importance of working together for the growth of the local tourism industry, as well as offering exceptional visitor experiences.

Award nominations are now being accepted in the following categories:

- Tourism Champion
- Business/Organization of the Year
- Event of the Year
- Sustainability Champion
- Tourism Marketing
- New Tourism Product

The nomination deadline is March 25, 2024. I will be a member of the judging panel. The awards will be presented during the OVTA's Annual General Meeting and Tourism Conference on April 16 in Renfrew.

There is a poster on your desks which we ask you display at your municipal offices to encourage people to nominate deserving individuals, businesses and events in their communities.

On behalf of Council, I wish to express our sincere condolences to the family, friends, and Arnprior community on the passing of Glenn Arthur, who passed away on February 16, 2024. Glen spent 35 years leading Arnprior's recreation department and was integral in bringing in and running youth sports programs, seniors' activities, sports, festivals, and facilities to the Arnprior area. He continued being a volunteer in the community after his retirement and received Arnprior's Volunteer of the Year in 2023. Glenn was a key player in the origins of planning the 2023 Ontario Winter Games and he stepped in at the last moment to assist us with an event in Arnprior.

Thank you for showing your support on Pink Shirt Day, also known as Anti Bullying Day, by wearing pink and for your continued respect towards each other in the chambers. Your actions set a positive example for our community and promote a culture of kindness and inclusivity. We appreciate your dedication to creating a safe and respectful environment for all.

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.

Peter Emon, Warden

Delegations were heard as follows:

- a) 10:11 a.m. - Dr. Jason Morgenstern, Medical Officer of Health, Renfrew County and District Health Unit.  
Dr. Jason Morgenstern spoke to the Strengthening Public Health Initiative mergers presented to Health Units August 2023 by Ontario's Deputy Premier and Minister of Health, Sylvia Jones. The Renfrew County District Health Unit is currently participating in studies with neighbouring Health Units and assessing merging options. He added that the implementation date for proposed mergers is January 2025.
- b) 10:39 a.m. - Ian Duff, President and Nancy Johnston, Director – Strategic Initiatives, McSweeney & Associates  
Mr. Duff introduced and reviewed the Economic Development Strategic Plan.

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

Council recessed at 11:10 a.m. Council reconvened at 11:19 a.m. with the same persons present, including Debbi Grills (virtually).

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

February 28, 2024

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. Health and Housing Crisis Engagement Team**

The Director of Emergency Services provided Health Committee with a presentation on the new MESA Team (formerly referred to as the “Hub” model). This collaborative initiative led by the Paramedic Service, Community Services, and the Development and Property Department will address the root causes of homelessness, addictions, and mental health while fostering a resilient and healthier community for all residents in Renfrew County.

The new MESA Team, the proposed name for the Health and Housing Crisis Engagement Team marks a pivotal initiative within the County of Renfrew to address the critical intersection of health and homelessness. Recognizing the urgent need for a unified and multi-sectoral approach, MESA establishes an evidence-to-action model that not only acknowledges the complex challenges at the nexus of health and homelessness but also delineates a roadmap for coordinated, integrated solutions. This report underscores the commitment of the County of Renfrew's administration, community services, development and property, and emergency services departments to work synergistically in executing a transformative strategy that goes beyond individual silos and leverages the collective expertise and resources of the community. MESA embodies a bold and compassionate endeavor to address the root causes of homelessness while fostering a resilient and healthier community for all residents of the County of Renfrew. The name is derived from the term used for a flat-topped hill; a formation that has steep sides all around, resembling a table (Mesa comes from the Latin mensa, meaning "table"). Tables represent a sturdy and helpful resources and have the means to stand up on their own feet without any assistance; traits that we are sure we would want our clients to have at the end of our engagement.

This initiative enhances Strategic Goal #3, Community Wellness and Healthcare.



## 2. **Emergency Management**

The Director of Emergency Services provided the Health Committee with a presentation on the Emergency Management Program with an all hazards approach to coordinating local resource utilization.

The County of Renfrew includes major river systems such as the Petawawa, Bonnechere, Madawaska and Ottawa. With over 900 lakes, many of which are watershed basis for these major river systems, flooding to some degree happens on an annual basis dependent on the watershed experience, precipitation and the rate of thaw experienced each spring. With a land area of 7,357.94 km<sup>2</sup> (2,840.92 sq mi), and a population density of 14.5/km<sup>2</sup> (37.4/sq mi) in (2021) the County of Renfrew and its residents are no stranger to flooding that has severely impacted critical infrastructure, bridges, culverts, roads, water intake systems and septage.

Critical infrastructure, residential, commercial, and seasonal properties have sustained irreparable damage due to major flooding emergencies in recent years. Multiple freshets annually and major floods in 2017, 2019, and 2023 have resulted in total loss of property and infrastructure as well as weeks long evacuations and displacement of families lasting years. Despite a persistent belief that the '100-year flood' is an irregular and unanticipated event, we have experienced record setting flooding since 2017 on many waterways that eclipse all historic records for the County. The province has assisted the residents through disaster relief funding and expert advice from Emergency Management Ontario in cooperation with the County of Renfrew and local Community Emergency Management Coordinators and councils. The need for enhanced readiness and capability enhancement is clear.

The Emergency Management department has applied for the Ontario Community Emergency Preparedness Grant to help communities and organizations purchase critical supplies, equipment and deliver training and services to improve local emergency preparedness and response. The goal of the grant is to purchase a gravity-feed sandbag processing machine, supplies and equipment to be shared among all local municipalities and First Nations.

The balance of the application focuses on services such as coordination of staff operators / volunteers from the County of Renfrew and participating local municipalities and partners for the delivery of shared public education, training, planning and coordination for flood mitigation, readiness, response, and recovery efforts across the County of Renfrew and its 17 member municipalities and the Algonquins of Pikwakanagan First Nation.

A 2024 goal for the Emergency Management department is to adopt a local response model of coordinating local staff and local volunteers i.e., one staff and up to six volunteers from each of the 20 organizations coming together to learn the essentials of basic emergency management, command, and control models, how to lead flood

mitigation efforts locally and how to support one another through inter-operable teams across Renfrew County.

The department has begun the planning phase of building this capability in advance of the spring freshet with the assistance of The Federal Agency for Technical Relief (THW) a governmental non-profit organization (NGO) under the auspices of the Federal Ministry of the Interior (BMI) and CPYC, a National Capital Region Disaster Relief organization that has assisted the County during the floods of 2017 and 2019. We will also be incorporating this training with a multi-municipal exercise for local municipal control groups that would like to participate.

This activity supports Strategic Plan Goal #6 – Environmental Resiliency.

**3. Dedicated Off-Load Nursing Funding Application**

The Paramedic Service will be applying for Dedicated Off-Load Nursing Funding for the 2024/25 year. Funding in the amount of \$421,000 was received in 2023/24 to facilitate early ambulance offload transfers of patients onto hospital stretchers and to provide clinical care and management to increase patient flow in the Emergency Department.

**4. Long-Term Care Resident Statistics**

Bonnechere Manor Statistics	November 2023	December 2023	January 2024
Population at end of Month	177	172	177
# of Female Residents	100	98	101
# of Male Residents	77	74	76
Vacant Beds at End of Month	1	5	3
YTD Occupancy Rate: LTC	99.46%	98.91%	96.51%
Resident Deaths	2	6	5
Resident Discharges	1	0	0
Resident Admissions	4	1	10

Miramichi Lodge Statistics	November 2023	December 2023	January 2024
Population at end of Month	164	158	156
# of Female Residents	105	101	99
# of Male Residents	59	57	57
Vacant Beds at End of Month	2 LTC / 0 Respite	6 LTC / 2 Respite	8 LTC / 2 Respite
YTD Occupancy Rate: LTC	98.19%	98.12%	95.65%
Respite	56.44%	53.70%	59.68%
Resident Deaths	6	7	9
Resident Discharges	1 LTC / 2 Respite	0 LTC / 4 Respite	0 LTC / 4 Respite
Resident Admissions	7 LTC / 3 Respite	3 LTC / 2 Respite	7 LTC / 4 Respite

## Home & Community Care Support Services Champlain Client Waitlist Information

Renfrew County Long-Term Care Homes (LTCHs)	Patients waiting for 1 <sup>st</sup> choice from Community/Hospital	Patients waiting for 1 <sup>st</sup> choice to transfer from another LTCH	Totals
Bonnechere Manor	112	36	148
Caessant Care Cobden	40	21	61
Deep River & District Hospital – The Four Seasons Lodge	9	4	13
Grove (The) Nursing Home	127	34	161
Groves Park Lodge	39	19	58
Marianhill Inc.	54	17	71
Miramichi Lodge	241	51	292
North Renfrew LTC Services	53	21	74
Valley Manor Inc.	43	15	58
<b>Totals</b>	<b>718</b>	<b>218</b>	<b>936</b>

As of February 13, 2024, there were 58 applicants on the combined Bonnechere Manor and Miramichi Lodge crisis waitlist for long-term care placement. There are 20 applicants residing in their homes, 17 applicants in retirement homes and 21 applicants are patients in hospitals. The County of Renfrew Paramedicine Program supports 55% of the applicants on the crisis waitlist for long-term care. To note, long-term care applicant statistics including total waitlisted and category assignment are subject to change on a daily basis.

### 5. **International Recruitment Strategy – Bonnechere Manor**

The first four of the anticipated twenty international personal support workers as approved by Council in May of 2023, commenced employment with Bonnechere Manor on February 22, 2024. This endeavour is intended to bolster permanent staffing stability.

This activity supports Strategic Plan Goal #2 – Workforce Development.

### 6. **Community Services Base Funding – Bonnechere Manor Senior/Adult Day Program**

Ontario Health, through Ontario Health East, advised that the Corporation of the County of Renfrew, Bonnechere Manor Senior/Adult Day Program will receive a 2% increase in base funding in the amount of \$9,744 in fiscal year 2023/2024, and a 3% increase in base funding in the amount of \$14,617 in fiscal year 2024/2025 to support Community Services Funding.

7. **Equipment and Training Fund – Miramichi Lodge**

Ontario Health, through Ontario Health East, advised the Corporation of the County of Renfrew, Miramichi Lodge will receive one-time funding in the amount of \$10,000 in the fiscal year 2023-24 to support the purchase of diagnostic equipment and/or associated training that targets improvements in the management and treatment of conditions that commonly lead to avoidable emergency department visits.

8. **Emergency Management Funding**

The Emergency Services Department has applied for the Ontario Community Emergency Preparedness Grant to help communities and organizations purchase critical supplies, equipment and deliver training and services to improve local emergency preparedness and response. The goal of the grant is to purchase a gravity-feed sandbag processing machine, supplies and equipment to be shared among all local municipalities and First Nations.

The balance of the application focuses on services such as coordination of staff operators / volunteers from the County of Renfrew and participating local municipalities and partners for the delivery of shared public education, training, planning and coordination for flood mitigation, readiness, response, and recovery efforts across the County of Renfrew and its 17 member municipalities and the Algonquins of Pikwakanagan First Nation.

As our 2024 goal, we will adopt a local response model of coordinating local staff and local volunteers i.e., one staff and up to six volunteers from each of the 20 organizations coming together to learn the essentials of basic emergency management, command, and control models, how to lead flood mitigation efforts locally and how to support one another through inter-operable teams across Renfrew County.

Attached as Appendix I is a letter from the Honourable Caroline Mulroney, President of the Treasury Board, Minister Responsible for Emergency Management providing confirmation of our successful grant application. The Emergency Services Department application was for \$49,600.00.

**RESOLUTIONS**

9. **Reallocation of Capital Funds – Bonnechere Manor**

**RESOLUTION NO. H-CC-24-02-20**

Moved by Chair

Seconded by Committee

THAT County Council approve the reallocation of the Bonnechere Manor Capital Funds for resident tubs in the amount of \$70,000 for the purchase of ARJO Huntleigh resident tub chair lifts at a cost of \$64,392.78 inclusive of HST.

**Background**

With the recent inspection of our resident bathing tubs and tub chair lifts, it was determined, that the tub chair lift replacements are a higher priority than the bathing tubs. As per Corporate Policy GA-01 Procurement of Goods and Services, Section 22.1(c) “where only one source of supply would be acceptable and/or cost effective due to compatibility, or safety and liability concerns” the Chief Administrative Officer and the Director of Long-Term Care support the sole purchasing of the resident tub chair lifts to ARJO Huntleigh. All the lifts within the Home have been purchased from ARJO Huntleigh, which allows consistency for staff training, and usage, and as well, the maintenance and upkeep is manageable on standardized equipment.

10. **Long-Term Care Service Accountability Agreement Schedule E – Form of Compliance Declaration**

**RESOLUTION NO. H-CC-24-02-21**

Moved by Chair

Seconded by Committee

THAT County Council authorize the Warden and Chief Administrative Officer/Clerk to sign the annual Schedule E – Form of Compliance Declaration issued pursuant to the Long-Term Care Service Accountability Agreement for each of Bonnechere Manor and Miramichi Lodge.

**Background**

Attached are the annual Schedule E-Form of Compliance Declarations to be signed for each of Bonnechere Manor and Miramichi Lodge and returned by the March 1, 2024 deadline.

11. **Surplus Vehicle Disposal**

**RESOLUTION NO. HC-CC-24-02-25**

Moved by Chair

Seconded by Committee

THAT County Council approve four County of Renfrew decommissioned 2018 vehicles be sold to St. John’s Ambulance (1), Algonquin College (1), and St. Lawrence College (2) at a purchase price of \$5,000 per vehicle.

**Background**

St John’s Ambulance, Algonquin College, and St Lawrence College support the goals of the County of Renfrew Paramedic Service. Educational institutions (Algonquin and St. Lawrence) provide paramedic students with driver training experiences and St. John Ambulance adds to the County of Renfrew Paramedic Service surge capacity and provides volunteer support of local community events. For these reasons, we recommend an extension of the municipal partner pricing to these organizations.

Per Corporate Policy GA-02: Disposal of Assets the Service has declared a surplus of four 2018 Mercedes Sprinter Ambulances. Local municipalities were notified of this surplus on January 2, 2024, with starting bids of \$5000.00 per vehicle. At deadline, no municipalities expressed interest in the purchase of any of these units.

Expression of interest for the vehicles at the municipal price was then solicited to the following charitable/educational organizations:

- Carefor – not interested.
- Sunshine Coach – not interested.
- St John’s Ambulance Pembroke – interested in purchasing one ambulance.
- Algonquin College – interested in purchasing one ambulance.
- St. Lawrence College – interested in purchasing two ambulances.

## **BY-LAWS**

### **12. ZOLL ONE Lease Agreement**

#### **RESOLUTION NO. HC-CC-24-02-26**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law authorizing the Warden and Chief Administrative Officer/Clerk to sign a lease agreement with ZOLL Canada for the ZOLL ONE Program to acquire and operationalize thirty-five (35) X-series monitor/defibrillator units to replace the existing fleet of monitor/defibrillators at an annual cost of \$344,241.30.

#### **Background**

The cardiac monitor/defibrillator is a vital piece of equipment that allows paramedics to perform vital signs, cardiac monitoring and provide lifesaving interventions of cardioversion or defibrillation. Most of the existing fleet of 33 Defibrillators were purchased by the County in 2012 and are now two years beyond their recommended lifecycle. Provisions were made in the 2024 budget workshop for the acquisition of new monitors. The Service has been researching replacement options and has solicited the results of a recent similar process undertaken by the County of Simcoe through a competitive Request for Proposal process and the Prescott-Russell Paramedic Service through a non-competitive process. The result of Prescott-Russell’s procurement was a lease agreement with ZOLL Canada which included a “piggy-back” clause for neighboring Paramedic Services.

We are seeking an exemption to the purchasing policy GA-01 to sole source this purchase under section 22.1 d) “where there is an absence of competition for technical or other reasons and the goods and/or services can only be supplied by a particular supplier and no alternative exists.”

We note the following reasons for choosing this supplier as a non-competitive purchase:

- 1) ZOLL One a lease (rental) for a 10-year term. During the first 5 years, a changeover of all initial units for brand new devices is included. The cost represents **two complete** fleets of cardiac monitors over the course of 10 years.
- 2) When changing the units at around 4-5 years, the Service can choose the new generation products if they are available by then, without any change in the payment terms. New products usually come at a higher price point, but ZOLL ONE users are not affected.
- 3) This program protects the Service from: increases in cost of productions (good costs), interest hikes or inflation.
- 4) This offer includes chargers, extra batteries, and initial accessories to get started (SPO2, NIBP cuffs, pads, training pads, simulators, etc.).
- 5) All units will be unlocked and active for Rescuenet Live (streaming) and CaseReview software which provides valuable clinical feedback on Paramedic performance such as:
  - Pediatric algorithm and approval for use in SEMI-AUTOMATIC MODE (analyzebutton).
  - Pediatric CPR feedback (depth and rate feedback in real time).
  - Adult CPR feedback (depth and rate), proven to more than double survival rates. The CPR challenge and clinical testing provides evidence that this technology will help County of Renfrew Paramedics provide better care to patients.
  - Real Time BVM feedback (volume and Rate)
- 6) All units have a license to push cases to the ZOLL Online Database for Storage, QA / QI for the duration of the program.
- 7) The program comes with a worry-free warranty. Even a broken screen that is not covered under a normal warranty is covered with the Worry-Free warranty.
- 8) Includes preventive maintenance for the duration of the term (10 years), with a white glove service (on-site technician).
- 9) Includes battery replacements, so there should not be any more battery purchases over the term of the program.
- 10) 1 x 12-leads cable replacement per year per unit.
- 11) Discount on accessories.
- 12) Includes complete deployment: opening the boxes, configuring the units, training trainers, super-users, end users. E-learning accesses.

The leasing option with ZOLL Canada shifts funding from capital purchasing to the annual operational budget and the cost has been included in the 2024 Emergency Service budget.

13. **Advance Care Nurse Call System – Miramichi Lodge**

**RESOLUTION NO. HC-CC-24-02-28**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law authorizing the Warden and Chief Administrative Officer/Clerk to sign the agreement with Resident Nurse Alert Technology Inc. for the installation of phase three of the Advanced Care Nurse Call System at Miramichi Lodge for the price of \$291,947.71 excluding HST as budgeted through the 2024 Miramichi Lodge Capital Budget.

**Background**

Over the last two years, Miramichi Lodge has completed two of the required three phases to upgrade the Nurse Call System. The first phase included required software conversion (migration of Connexcall & SMAs) over the next four years. Phase two involved replacement of the resident home area Advance Care Displays / Nurse Phone System Integration of “Smart Report Module” in support of call time-reporting and analysis. Phase three is the replacement of the original nurse call equipment (20 years old) with the Hardwired Advance Care IP Nurse Call system using existing cable and new CAT5e/CAT6 cable infrastructure.

The cost for the removal and installation of the New Advance Care IP Hardwired Nurse Call System is \$291,947.71 excluding HST. The 2024 Miramichi Lodge Capital Budget included \$315,000 for this upgrade. Resident Nurse Alert Technology Inc. was the original installer of the equipment in 2005. The new equipment is a proprietary system requiring their software to run diagnostics and change hardware.

Corporate Policy GA-01 Procurement of Goods and Services, Article 22.1 c) supports that “where only one source of supply would be acceptable and/or effective due to compatibility, or safety and liability concerns,” the requirement for competitive bid solicitation for goods, services and construction may be waived under joint authority of the appropriate Director and the Chief Administrative Officer. The Chief Administrative Officer and the Director of Long-Term Care support the sole purchasing of phase three Advance Care Nurse Call System. The value of this contract requires approval of County Council.

All of which is respectfully submitted.

Michael Donohue, Chair

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



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

February 28, 2024

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. Taste of the Valley 2023 Report**

Attached as Appendix I is the wrap-up report for the 2023 Taste of the Valley events.

### **2. Invest Renfrew County Newsletter**

The latest edition of the [Invest Renfrew County newsletter](#) was released on January 24, 2024.

### **3. Ottawa Valley Tourism Conference and Annual General Meeting (AGM)**

The Ottawa Valley Tourist Association's (OVTA) annual tourism conference and AGM is scheduled for April 16, 2024, during National Tourism Week. This full day event includes speakers and presentations about relevant tourism matters, the annual general meeting, and the presentation of the Ottawa Valley Tourism Awards. Location and registration information will launch in the coming weeks.

### **4. Enterprise Renfrew County Sponsorship Package**

Enterprise Renfrew County (ERC) has developed a sponsorship package that offers community partners, municipalities, and stakeholders the opportunity to formally support entrepreneurs accessing programs, training, and events regionally. The package and various sponsorship opportunities are available on the [Enterprise Renfrew County website](#).

### **5. Summer Company 2024 and Starter Company Plus**

Enterprise Renfrew County is now actively recruiting for the 2024 edition of the Summer Company and the spring intake session of the Starter Company Plus programs.

The Summer Company program, which is open to students aged 15-29 who plan to return to school in the fall, has five seats available. The program provides training and financial support up to \$3,000 for youth entrepreneurs who successfully run their own

business during the summer. More information, including how to apply before the May 15, 2024 deadline is available at <https://www.enterpriserenfrewcounty.com/summer-company>.

Starter Company Plus is a fast-tracked program that provides new or existing adult entrepreneurs, who have been in operation for less than five years, with training and support in establishing their business. Participants learn how to create a business plan, develop cash flow projections, understand insurance, legal and accounting requirements, and have the opportunity to compete for a grant up to \$4,000. Virtual information sessions for the spring intake of the Starter Company Plus program are scheduled for April 2 and 4, 2024, with an application deadline of April 12, 2024 at 12:00 p.m.

In order to receive a program application, interested applicants must participate in an information session. There is no cap on the number of program participants; however, financial grants are limited and not every participant will receive a grant. More information about the Starter Company Plus program, including how to register for an information session is available at <https://www.enterpriserenfrewcounty.com/starter-company-plus>.

#### 6. **Update on the Protection of Black Ash and its Habitat under the Endangered Species Act, 2007**

A decision has been reached and posted by the Ministry of the Environment, Conservation and Parks (MECP) on how the Endangered Species Act, 2007 protections apply to black ash and its habitat.

As of January 26, 2024, healthy black ash over 8cm at 1.37m diameter at breast height (DBH) are protected under the Endangered Species Act, 2007 (ESA) in the Town of Arnprior, and the Townships of Admaston/Bromley, Greater Madawaska, Horton, and McNab/Braeside.

Should any black ash in these areas greater than 8cm DBH require removal, it needs to be assessed by a “qualified professional”. If the tree is deemed “unhealthy”, a report can be submitted and it can be removed. If the tree is deemed “healthy”, it needs to be protected by a 30m radius reserve.

No decision has been made on the proposal for a new conditional exemption for forestry operations on private and municipal lands.

Forest operations on Crown land and in a forest management unit in accordance with the Crown Forest Sustainability Act (CFSA), are exempt from certain provisions of the ESA and will not be impacted. Further details are posted here: [Protecting Black Ash and its habitat under the Endangered Species Act, 2007 | Environmental Registry of Ontario](#).

Since 2021, comments have been submitted by County staff at all stages of consultation on this process. The comments submitted on the last stage of consultation are attached as Appendix II.

7. **Subdivision Activity Update**

47T-23002 – Draft approval was issued for the Morison Townhouses development in Deep River for 12 units. The developer will have up to 3-years to clear the conditions and attain final approval.

47T-24001 – The first subdivision application of 2024 was received and deemed complete. The subdivision is being called “River Lane Estates” and is located in the Township of Greater Madawaska on the south side of the Madawaska River and adjacent to the Township of McNab/Braeside. The subdivision proposes to create 26 waterfront lots. The proposal includes a plan of condominium 47CD-24002 for the creation of a private road to be used for access to the proposed waterfront lots. All of the information has been posted on the County of Renfrew [Zencity](#) engagement platform for public review.



QR Code

**RESOLUTIONS**

8. **Expression of Interest for Housing Alternatives**

**RESOLUTION NO. DP-CC-24-02-20**

Moved by Chair

Seconded by Committee

THAT County Council direct staff to create and issue an Expression of Interest (EOI) to develop affordable housing on County-owned lands; AND FURTHER THAT staff provide recommendations to Council at a future meeting.

**Background**

This Expression of Interest (EOI) will invite all interested parties to express interest in developing, and/or operating, and/or supporting, and/or owning the alternative housing on County-owned lands.

This EOI process is a modified approach from our traditional Request for Proposal process to develop affordable housing, with a focus on innovation, learning, and action. This modified approach will encourage innovative thinking, embrace flexibility to work in new ways, explore new relationships, pursue funding opportunities, and be responsive to learning. The expectation is to receive a wide variety of submissions from the development and social services sectors, presenting creative ways to use alternative housing technology (i.e., modular or pre-fabricated) to enhance our community and

provide affordable housing. We intend to document the process in order to replicate alternative housing development throughout the County.

The purpose of this EOI process is to develop a pilot project for alternative housing options. The process is governed by the following objectives:

- To leverage municipally-owned housing land assets, community stakeholder experience, and the innovative spirit of Renfrew County to prototype the development of alternative housing as infill housing;
- To reimagine all elements of affordable housing development including design, construction, management, funding, and environmental sustainability through the use of new and innovative approaches; and
- To efficiently address strategic directions and actions identified in the 10 Year Housing and Homelessness Plan and the Renfrew County Housing Master Plan.

To encourage innovative proposals, the EOI provides general, high-level guidelines. The County encourages new and creative solutions to develop alternative housing that explore different operating models, financing options, inventive partnerships between all types of stakeholders (builders, agencies, private/not-for-profit/charity, levels of government), the needs of the current tenants, and the size and type of dwelling to be developed.

9. **2024-2026 Economic Development Strategic Plan**

**RESOLUTION NO. DP-CC-24-02-21**

Moved by Chair

Seconded by Committee

THAT County Council adopt the 2024-2026 Economic Development Strategic Plan as presented.

**Background**

Attached as Appendix III, is the Economic Development Division's new three-year strategic plan. The Economic Development Division's strategic planning process was conducted in partnership with the Renfrew County Community Futures Development Corporation (RCCFDC) and resulted in a separate plan for each organization. The RCCFDC Board of Directors adopted their plan on February 13, 2024. Staff will continue to work with the consultants over the next couple of weeks to finalize the implementation plan.

10. **Memorandum of Understanding – Town of Renfrew**

**RESOLUTION NO. DP-CC-24-02-28**

Moved by Chair

Seconded by Committee

THAT County Council direct the Warden and Chief Administrative Officer/Clerk to

execute a Memorandum of Understanding with the Town of Renfrew regarding the potential development(s) at Renfrew County Place and Bonnechere Manor, both in Renfrew, Ontario.

**Background**

In August 2023, County Council directed staff to review opportunities with housing providers for the use of County of Renfrew owned land. County staff have identified the potential for two different development concepts on County owned land(s) within the Town of Renfrew at Renfrew County Place and Bonnechere Manor.

**BY-LAWS**

**11. Lease Agreement – 450 O’Brien Street, Renfrew**

**RESOLUTION NO. DP-CC-24-02-22**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law to enter into a lease agreement for a two-year period commencing March 1, 2024 with Paradise Childrens Programs Inc. for space at Renfrew County Place, 450 O’Brien Street, Renfrew, Ontario.

**Background**

In 2023 Paradise Childrens Programs Inc., operating as Child’s Paradise Day Care, expressed interest in entering into a new lease agreement with the County of Renfrew to continue business in the current space of 4,558 square feet at Renfrew County Place as the previous lease expired. After preliminary discussions and negotiations, Paradise Childrens Programs Inc. confirmed the lease agreement to be satisfactory.

The lease agreement between the Corporation of the County of Renfrew and Paradise Childrens Programs Inc. is for a two-year period, with an option to extend, commencing March 1, 2024 and expiring February 28, 2026.

**12. Official Plan Amendment No. 43 – Township of McNab/Braeside**

**RESOLUTION NO. DP-CC-24-02-23**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law to approve Official Plan Amendment No. 43 to change the designation of the lands from Agriculture to Rural.

**Background**

Official Plan Amendment No. 43 is submitted by Jp2g Consultants on behalf of 1332712 Ontario Inc. The application to amend the County of Renfrew Official Plan proposes to re-designate a vacant 9.0 hectare waterfront property along the Madawaska River (Lake Madawaska above the Arnprior Generating Station) from Agriculture to Rural. The

property was previously severed from a larger farm and includes direct access to Moreau Road.

The application submission includes a Planning Justification Study, prepared by Jp2g Consultants Inc., dated November 2, 2023. The study includes a 2005 Planning Justification Report prepared by Jp2g Consultants and an Agricultural Soils Assessment, prepared by AgPlan Limited, in December 2004. In accordance with the requirements of the Planning Act, a public meeting was held at the Township of McNab/Braeside municipal office on January 16, 2024.



A significant amount of public feedback was received through written submissions and attendance at the public meeting. Correspondence included submissions from the Renfrew County Federation of Agriculture, the Arnprior Regional Federation of Agriculture, and a petition that included 85 signatures. The comments can be generally summarized as opposition to the application and a concern for the preservation of agriculture lands. A complete list of the submissions and details regarding the concerns are included in the detailed staff report attached as Appendix IV.

Planning staff reviewed the application and support the approval of the requested Official Plan Amendment. This property has a long-history of previous planning approvals/review. The lands were formally designated by the Official Plan as rural, and are currently zoned for rural residential uses. When the Official Plan was modified by the Province through the comprehensive update, the designation was changed to Agriculture. We assume the Province was unaware of the history of this site and that the principle of development had been previously established through proper planning approvals. Staff view this application as a technical amendment to reinstate the Rural designation.

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

Councillor Murphy referenced Item #1 – Taste of the Valley, and expressed that the Township of Bonnechere Valley would be interested in hosting the 2024 Holiday Edition of Taste of the Valley.

Councillor Donohue referenced Item #6 – Protection of Black Ash, and invited the County Forester and the Manager of Planning Services as a delegation to an upcoming meeting at the Township of Admaston Bromley to further discuss the black ash legislation.

Councillor Weir provided an update on Item #7 – Subdivision Update Report.

The Director of Planning and Development provided an update on Item #8 - Expression of Interest for Housing Alternatives. It was noted that if municipalities would like to be included in the initiative and have surplus land that they are interested in developing, they can contact the Director of Planning and Development.

Councillor Donohue referenced Item #12 - Official Plan Amendment No. 43 – Township of McNab/Braeside, and questioned if the land ownership was the same as in 2005. Staff advised that the land was currently in a company name, however, the developer was the same person as in 2005. A supplementary question referenced the initial intent of the subdivision and the difference in zoning; if there is a timeline for a planned subdivision, it was noted there is not one; and if the land was inadvertently changed to agriculture. The Manager of Planning Services provided historical information on the agricultural zoning of the property.

Council recessed at 12:05 p.m. Council reconvened at 1:04 p.m. with the same persons present.

DRAFT

Councillor Anne Giardini, Chair of the Community Services Committee brought in and read the resolutions of the following report:

February 28, 2024

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. **2023 Fourth Quarter (October – December 31) Community Housing Registry Waitlist**

	<b>New Applications</b>	<b>Cumulative Applications</b>	<b>Transfer Applications</b>	<b>Special Priority Applications</b>
<i>Senior</i>	0	63	20	1
<i>Adult</i>	144	900	33	10
<i>Family</i>	30	502	34	76
<i>Total</i>	174	1465*	87	87

**\*Total Number of Applications – Bedroom Size Requested**

<i>Bedroom Size Requested</i>	<i>Senior</i>	<i>Adult</i>	<i>Family</i>
1	59	852	0
2	4	43	213
3	0	4	161
4	0	1	82
5	0	0	46
<i>Totals</i>	63	900	502

2. **2023 Fourth Quarter (October – December 31) Move Ins, Move Outs, and Internal Transfers Comparison**

	<b>Move Outs</b>	<b>Move Ins</b>	<b>Internal Transfers</b>
<i>Pembroke &amp; Area</i>	15	11	4
<i>Renfrew</i>	3	4	0
<i>Arnprior</i>	5	0	1
<i>Total</i>	23	15	5



3. **2023 Fourth Quarter (October – December 31) Landlord and Tenant Board Notices and Applications**

	Arnprior	Renfrew	Pembroke & Area
<i>N4-Notice to Terminate Tenancy Early for Non-Payment of Rent</i>	79	95	258
<i>N5-Notice to Terminate Tenancy Early</i>	15	8	28
<i>L1-Application to Evict a Tenant for Non-payment of Rent and to Collect Rent</i>	3	3	12
<i>L2-Application to End a Tenancy and Evict a Tenant or Collect Money</i>	1	2	5

4. **Affordable Homeownership Program Summary for 2023**

The Affordable Homeownership Program can provide up to \$25,000 towards the purchase of a new home for qualified households. Applications are currently open and are available on the County of Renfrew website or can be requested by contacting a Community Services office.

	Approved Applications	2023 Spending	Geographical Area
	1	\$19,900	City of Pembroke
	2	\$25,000	Town of Deep River
	3	\$25,000	Town of Renfrew
	4	\$18,500	City of Pembroke
	5	\$25,000	Town of Renfrew
<i>Total</i>	5	\$113,400	-

5. **2023 Ontario Renovates Program Summary for 2023**

The Ontario Renovates Program can provide up to \$10,000 for essential household repairs or accessibility upgrades. The program is currently closed; however, it will open again for applications in the spring of 2024. There will be a media release to announce the program opening date and eligibility requirements. Applications will be available on the County of Renfrew website or by contacting a Community Services office.

	Payment Amount	Date Issued	Geographical Area
	\$9,150.18	February 28, 2023	Township of Madawaska Valley
	\$7,000.00	February 28, 2023	Township of Horton
	\$10,000.00	February 28, 2023	City of Pembroke

	<b>Payment Amount</b>	<b>Date Issued</b>	<b>Geographical Area</b>
	\$2,105.26	March 31, 2023	North Algona Wilberforce
	\$10,000.00	March 31, 2023	Township of Whitewater Region
	\$8,245.50	March 31, 2023	Township of Brudenell Lyndoch & Raglan
	\$7,560.00	April 20, 2023	City of Pembroke
	\$960.00	April 30, 2023	Township of Horton
	\$4,350.00	June 30, 2023	Township of Whitewater Region
	\$5,434.00	July 15, 2023	City of Pembroke
	\$10,000.00	July 15, 2023	City of Pembroke
	\$5,400.00	July 31, 2023	City of Pembroke
	\$9,827.47	September 30, 2023	Town of Petawawa
	\$2,818.22	December 31, 2023	Township of Whitewater Region
<i>Total</i>	\$92,850.63	-	-

6. **2023 Fourth Quarter (October – December 31) Renfrew County Housing Corporation Rent Arrears**

Attached as Appendix I is the Arrears report.

Attached as Appendix II is the Arrears Comparison report.

7. **County of Renfrew Affordable Housing Activities**

Initiatives are currently underway to achieve the County of Renfrew’s strategic goal #5 of Attainable Housing and Infrastructure. The following is a list of recent and upcoming activities:

- The construction of nine affordable housing units and one rebuilt rent-geared-to-income unit within the City of Pembroke. Occupancy is anticipated for Spring 2024, providing ten households from the Renfrew County Housing Corporation’s centralized waitlist with a new home.
- The Renfrew County Housing Corporation (RCHC) Board approved the initiation of a 10-year strategic Housing and Homelessness Plan. Key areas of focus include maintaining and revitalizing RCHC stock, supporting non-profit housing viability, developing affordable units through consultation, implementing funding plans for private market rent affordability, engaging community partners for effective

homelessness prevention programs, and providing supportive housing services within the RCHC portfolio for tenants needing additional support.

- A Memorandum of Understanding was created between the County of Renfrew and the Town of Deep River on a shared opportunity to purchase the former Keys Public School at 167 Brockhouse Way in Deep River.
- Staff commenced an assessment of vacant properties and possible housing provider partnerships regarding the creation of affordable housing on County of Renfrew and Renfrew County Housing Corporation owned lands.
- Planning is underway for a County of Renfrew Housing Summit during 2024 that will provide community education and seek feedback regarding the development of attainable housing, possible partnerships, and funding opportunities.
- An application for additional Canada-Ontario Housing Initiative (COCHI) funding was submitted to the Ministry of Municipal Affairs and Housing this month for the addition of up to five new duplexes (10 two-bedroom units) on existing Renfrew County Housing Corporation property.
- Building Condition Assessments are currently being conducted regarding the state of community housing properties in the County of Renfrew.

#### 8. **Affordable Housing Corporation Overview**

Acknowledging the urgent need for affordable housing in Renfrew County and Pembroke, during the August 30, 2023 Council meeting, staff received direction to explore the establishment of an entity like the Prince Edward County Affordable Housing Corporation. Staff were asked to assess the feasibility of creating an additional corporation dedicated to affordable housing that would provide guidance and foster collaboration among upper and lower tiers, partners, and developers, with the aim of alleviating the housing shortage.

Attached as Appendix III is a presentation that was shared at the June 2023 Rural Ontario Municipal Association Board Meeting that provides an overview of the Prince Edward County affordable housing strategy. During 2017, Prince Edward County Council directed staff to propose recommendations for addressing the County's increasing affordable housing challenges and allocated \$250,000 in their 2018 budget to do so. In 2018, it was proposed that Prince Edward County establish an independent, not-for-profit affordable housing corporation to increase the supply of affordable housing. The newly formed corporation became operational in July 2020 and currently has eight housing projects at various stages of development. They project to have up to 800 affordable, supportive, and sustainable housing units in the next three years.

When evaluating the Prince Edward County model in the context of local applicability, factors to consider include:

- Comparability and viability of existing housing stock
- Council decisions regarding municipal contributions (land, construction, and the annual operating expenses of an additional board)

- Existing corporate structure and services
- Local strategic planning activities that are underway

The Prince Edward County model prominently utilizes private and public partnerships to foster financial stability in a blend of market and affordable rental units. Project ‘shovel readiness’ relies heavily on the availability and stacking of funding from various government levels and partners. Viability is additionally influenced by the promotion of business-friendly environments within local government that encourage growth, provide incentives for private sector development, and support the increase of new housing starts.

Several local initiatives were undertaken in 2023 with the aim of analyzing and expanding housing options for our residents. The current initiatives are aligned with the County of Renfrew’s Strategic Plan and are anticipated to have a positive impact on the level of affordable and attainable housing in Renfrew County. Staff expect that the forthcoming Housing and Homelessness Plan, along with other key strategic initiatives, will offer Council and the community an opportunity to shape the future of housing development within Renfrew County.

9. **Community Housing Capital Projects Update**

Attached as Appendix IV, is the Renfrew County Housing Corporation 2024 Capital Projects Update as of January 31, 2024.

10. **Priority Projects for Municipalities – Business Case**

Attached as Appendix V is a memo from the Ministry of Municipal Affairs and Housing (MMAH) dated January 22, 2024 providing municipalities with an opportunity to apply for funding under the Canada-Ontario Community Housing Initiative (COCHI) Residual allocation. Municipalities were invited to submit a business case for their top construction-ready priority project (with a funding cap of \$5 million) where funding can be committed within the 2023-24 fiscal year.

The County of Renfrew submitted a proposal to build five new duplexes in Renfrew and Arnprior using the same design and project management concepts as were used for the Cecil Street project in Pembroke, which replaced a single-unit residence with a duplex on the existing lot. Although the initial staff submission focuses on converting single detached buildings to duplexes, our team is open to collaborating with local planners to explore the potential of converting these structures into triplexes or even quadplexes. We aim to be flexible and responsive to the needs and opportunities presented in the planning process. Should funding be approved by MMAH, a detailed plan will be brought to the Renfrew County Housing Corporation Board for consideration and approval. Funding decisions are expected by late February/early March 2024.

11. **Letters from Township of Whitewater Region**

Attached as Appendix VI and Appendix VII are letters from the Township of Whitewater Region Council, highlighting needs seen in their region regarding child care and water and wastewater system affordability in rural Ontario.

12. **Health and Housing Crisis Engagement Team**

The new MESA Team, the new proposed name for the Health and Housing Crisis Engagement Team (formerly referred to as the 'Hub' model), marks a pivotal initiative within the County of Renfrew to address the critical intersection of health and homelessness. This collaborative initiative will be led by the Paramedic Service, Community Services, and Development and Property departments. Recognizing the urgent need for a unified and multi-sectoral approach, MESA establishes an evidence-to-action model that not only acknowledges the complex challenges at the nexus of health and homelessness but also delineates a roadmap for coordinated, integrated solutions. This report underscores the commitment of the County of Renfrew's administration, community services, development and property, and emergency services departments to work synergistically in executing a transformative strategy that goes beyond individual silos and leverages the collective expertise and resources of the community. MESA embodies a bold and compassionate endeavor to address the root causes of homelessness while fostering a resilient and healthier community for all residents of the County of Renfrew. The name is derived from the term used for a flat-topped hill; a formation that has steep sides all around, resembling a table (Mesa comes from the Latin mensa meaning 'table'). Tables represent a sturdy and helpful resources, and have the means to stand up on their own feet without any assistance; traits that we are sure we'd want our clients to have at the end of our engagement.

This initiative enhances Strategic Goal #3, Community Wellness and Healthcare.

13. **Ontario Works Caseload Statistics**

Month	2023 Total Caseload	2022 Total Caseload
January	1,161	1,052
February	1,167	1,083
March	1,182	1,118
April	1,185	1,127
May	1,189	1,147
June	1,182	1,143
July	1,168	1,120
August	1,167	1,132
September	1,161	1,149
October	1,187	1,131
November	1,209	1,143
December	1,204	1,124

14. **Child Care Inclusion Services Statistics**

The following chart indicates Inclusion Services monthly statistics from January 2023 to December 2023.

Month	Children Served
January	176
February	173
March	177
April	180
May	179
June	175
July	184
August	177
September	181
October	180
November	180
December	189

15. **Licensed Home Child Care Statistics**

The following chart indicates the County of Renfrew Licensed Home Child Care program monthly statistics from January 2023 to December 2023.

Month	Children Served	Open Homes	Children on Waitlist
January	38	7	131
February	37	7	120
March	36	7	135
April	39	7	138
May	44	7	148
June	45	7	155
July	43	7	168
August	44	7	153
September	47	8	171
October	48	8	190
November	50	8	196
December	42	7	204

16. **Licensed Child Care Statistics**

The following chart indicates monthly statistics for Licensed Child Care in Renfrew County from January 2023 to December 2023.

Month	Licensed Capacity	Operating Capacity	Children Served	Children Served, receiving Fee Subsidy
January	2275	1593	1584	343
February	2275	1598	1612	343
March	2275	1595	1625	353
April	2363	1633	1680	343
May	2363	1659	1727	343
June	2363	1682	1767	341
July	2363	1503	1422	322
August	2363	1528	1471	321
September	2503	1768	1753	309
October	2503	1789	1752	325
November	2503	1785	1802	344
December	2503	1785	1771	303

17. **Canada-Wide Early Learning and Child Care (CWELCC) Update**

On March 28, 2022, the Canada-Wide Early Learning and Child Care (CWELCC) agreement was signed by the federal and provincial governments with the vision that more families in Ontario will have access to high quality, affordable, flexible, and inclusive early learning and child care. CWELCC is a five-year plan (2022-2026) to reduce the cost of licensed child care for children under six to an average of \$10/day by 2026.

As the designated Service System Manger, the County of Renfrew Child Care and Early Years division is responsible for planning, directing, and managing growth at the local level under the CWELCC system. Since 2022, there have been a number of actions taken to help implement the CWELCC system in the County of Renfrew, including:

- Enrollment of 30 out of 32 licensed child care programs into the CWELCC system
- Reduction of parent fees for eligible children up to 52.75% from March 2022 rates
- Reduction of child care contributions for eligible families receiving fee subsidy by 50%
- Funding issued to licensed child care providers to increase wages for eligible Registered Early Childhood Educators (RECE's)

As part of the CWELCC agreement, Ontario has made the commitment to increase access to high-quality, affordable child care by allocating funding to support the creation of 86,000 new spaces by the end of 2026. This includes 33,000 new spaces that have already been created between 2019 and August 2022. The Ministry of Education

allocated CWELCC expansion targets to all municipalities in May 2023 as part of the Directed Growth Strategy and identified specific population criteria to be considered for the new spaces, including:

- Low-income families
- Children with special needs
- Children from diverse communities
- Indigenous families
- Francophone families

The Ministry of Education approved a total of 427 new CWELCC spaces to be created in the County of Renfrew between 2022 and 2026 as part of the Directed Growth Strategy. The following chart indicates the space allocation from May 2023.

	2022	2023	2024	2025	2026	Total Spaces
<b>School-based Spaces</b>	127	122	42	0	0	<b>291</b>
<b>Community-based Spaces</b>	26	48	62	0	0	<b>136</b>
<b>Total Spaces</b>	<b>153</b>	<b>170</b>	<b>104</b>	<b>0</b>	<b>0</b>	<b>427</b>

Out of the 427 spaces, 291 are designated as school-based spaces that were pre-approved projects by the Ministry of Education prior to the CWELCC agreement in 2022. All of these spaces are required to be counted in the total allocation for the County of Renfrew. The remaining 136 spaces are designated as community-based spaces. All spaces that have been allocated have already been created or are accounted for with existing projects in 2024 within the County of Renfrew. As per the chart, all space creation has been assigned to the years 2022-2024 and there has been zero growth allocated for the County of Renfrew in 2025 and 2026.

The Ministry of Education has formally provided opportunities for Service System Managers to request adjustments to their CWELCC space allocations in 2023. Every opportunity has been taken to request additional spaces for growth in the County of Renfrew and there have been no increases approved for the County of Renfrew to date.

## RESOLUTIONS

### 18. **Increased Licensed Child Care Space**

#### **RESOLUTION NO. CS-CC-24-02-07**

Moved by Chair

Seconded by Committee

THAT County Council advocates to the Province regarding the need for an increase to the licensed child care space allocation for the County of Renfrew through the Canada-



Wide Early Learning and Child Care (CWELCC) system; AND FURTHER THAT a resolution be drafted and brought to County Council for consideration.

### **Background**

The federal and provincial governments entered into the Canada-Wide Early Learning and Child Care agreement on March 28, 2022, that will span from 2022 to 2026 and will provide funding to assist with the goals of:

- Reaching an average base fee of \$10 per day for licensed child care spaces for children aged 0 to 5 by late 2025/early 2026
- Creating 86,000 new, high-quality, affordable licensed child care spaces (relative to 2019 levels) by the end of 2026
- Addressing barriers to provide inclusive child care, and
- Providing more opportunities to value the early child care workforce as well as providing them with training and development opportunities

In May 2023, the Ministry of Education provided all municipalities with their Directed Growth target numbers for new licensed child care spaces through the CWELCC system. The County of Renfrew was allocated the ability to create 427 new spaces during the span of the CWELCC agreement. All 427 spaces were designated to be created in 2022, 2023 and 2024 and the County of Renfrew was the only municipality in Ontario that was allocated zero growth for 2025 and 2026. All of the spaces that have been allocated have already been created or are accounted for with existing projects, meaning that there is no room for new growth within the CWELCC system in the County of Renfrew.

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 Nicholson provided an update on a recent meeting that was held with the Townships of Whitewater Region, Madawaska Valley, Town of Renfrew, MPP John Yakabuski, and the Parliamentary Assistant to the Minister of Infrastructure in regards to the recently passed resolution regarding the affordability of water and wastewater rates in rural municipalities.

Moved by Councillor Serviss  
Seconded by Councillor Giardini

WHEREAS in May 2023, the Ministry of Education provided all municipalities with their Directed Growth target numbers for new licensed child care spaces through the CWELCC system up to 2026; and

WHEREAS the Ministry of Education allocated spaces to Service System Managers to progress towards a target provincial ratio of spaces to children, or access rate, of 37% and the access rate for the County of Renfrew was approximately 20% in 2022 when the CWLECC agreement came into effect; and

WHEREAS the County of Renfrew was the only municipality in Ontario that was allocated zero growth for 2025 and 2026; and

WHEREAS all of the spaces that have been allocated for 2022, 2023, and 2024 have already been created or are accounted for with existing projects; and

WHEREAS in consultation with licenced child care operators in the County of Renfrew, and the County of Renfrew Community Services Department, it has been identified that there is an extreme shortage of child care spaces not only across the County but the province as a whole;

NOW THEREFORE the Council of the County of Renfrew recommends to the Hon. Stephen Lecce, Minister of Education, that the County of Renfrew be allocated 388 additional CWELCC spaces between now and the end of the CWELCC agreement in 2026 as requested in the Directed Growth Report that was submitted to the Ministry of Education on September 30, 2023. These spaces will allow for growth in licensed child care centres and the ability to increase licenced home-based child care in our rural municipalities, which will address waitlists and provide care to children in our region who need it; and

THAT this recommendation be forwarded to Hon. Doug Ford, Premier of Ontario | Hon. Michael Parsa, Minister of Children, Community & Social Services | Mr. John Yakabuski, MPP of Renfrew-Nipissing-Pembroke. CARRIED.

The Director of Community Services provided clarification on the current guidelines surrounding the CWELC system, the staffing requirements and challenges with the spots provided by the County of Renfrew.

Councillor David Bennett, Vice-Chair of the Operations Committee brought in and read the resolutions in the following report:

February 28, 2024

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. Winter Operations

Attached as Appendix I, is a summary of the winter events and precipitation amounts since the 2018/2019 winter season. This summary indicates the type of events which were responded to, as well as the type and amount of material used during the response. In viewing the data provided, it must be noted that the precipitation recorded is the total of a mixture of snow, rain, and freezing rain, etc.

The Table below outlines the Significant Weather Events declared to date for the 2023/2024 winter season. Staff continues to be ready to respond to winter events as they occur.

Declaration Start			Declaration End			Reason
Dec	3	8:30AM	Dec	4	9:30AM	Snow
Jan	9	9:00AM	Jan	10	9:50AM	Snow
Jan	12	9:00AM	Jan	13	5:00PM	Snow
Jan	24	11:00AM	Jan	26	2:30PM	Ice

### 2. Spring Load Restrictions

County of Renfrew By-law 11-12 is a By-law to Designate a Reduced Load Period on County Roads and pertains to spring load restrictions which may be imposed commencing March 1 and extending to May 31. Over the coming weeks, staff will be monitoring the spring weather conditions to determine the optimum time to impose the spring load restrictions. The County will be placing notices in the local newspapers and on the website to advise haulers of the spring load restrictions.

## RESOLUTIONS

### 3. **Declaration of Surplus Land – County Road 51 (Petawawa Boulevard) – Part of Lot 9, Range B, Town of Petawawa**

#### **RESOLUTION NO. OP-CC-24-02-14**

Moved by Chair

Seconded by Committee

THAT County Council declare surplus to the needs of the County of Renfrew the land on County Road 51 (Petawawa Boulevard) road allowance, located in Part Lot 9, Range B, Town of Petawawa, as indicated on the attached sketch.

#### **Background**

The County of Renfrew Public Works and Engineering Department has been approached by a landowner who wishes to purchase some land adjacent to his property. The land currently forms part of the County Road 51 (Petawawa Boulevard) road allowance, located in Part Lot 9, Range B, Town of Petawawa and is shown on the attached sketch.

The adjacent property, being civic address 2551 Petawawa Boulevard, is a commercial lot with an existing business located on the property. Much of the existing parking area and entranceway is encroaching on the County road allowance due to the size of the lot and location of the building. In reviewing the property, staff is of the opinion that there is a section of land that could be sold to the adjacent owner. The actual dimensions of the land to be transferred would be determined by a legal survey and in consultation with potentially affected utilities.

County staff will report further once the survey has been completed in order to pass a By-law to stop-up, close, and convey the land to the adjacent landowner for the value determined by an appraisal.

### 4. **B232 (Cochrane Creek Bridge) Closure and Removal**

#### **RESOLUTION NO. OP-CC-24-02-15**

Moved by Chair

Seconded by Committee

THAT County Council direct staff to commence the process required for closure and removal of County Structure B232 (Cochrane Creek Bridge), located on Cement Bridge Road, Township of North Algona Wilberforce.

#### **Background**

The 2024 Capital budget includes funds in the amount of \$450,000 for the rehabilitation of County Structure B232 (Cochrane Creek Bridge), located on Cement Bridge Road, approximately 150m north of Burchat Road, Township of North Algona Wilberforce. The map attached as Appendix II, further illustrates the location of this structure. The preliminary design was recently completed and identified that the structure is nearing

the end of its design life, and in poor condition. The Preliminary Design Report has identified four alternatives for the bridge, with cost estimates, as shown below:

Option 1 - Minimal Repairs, 5 – 10 year service life increase .....	\$251,100
Option 2 - Major Rehabilitation, 20 – 25 year service life increase .....	\$672,800
Option 3 - Superstructure Replacement, 75 year service life .....	\$599,100
Option 4 - Full Replacement, 75 year service life .....	\$800,000

Option 3 provides a 75 year service life, at a cost of \$7,988 per year of service life added; while Option 1, which is a lower upfront cost, has a cost of \$25,110 per year of service life added. As such, if works were to proceed on this County Structure, Option 3 - Superstructure Replacement would be the most cost efficient.

Cochrane Creek Bridge is located on a seasonally maintained road, supports less than 10 vehicles per day during operational months, and would only incur an additional 7.6km of travel in the rare instance a traveller is attempting to reach the other side of the bridge from Burchat Road, as shown on the map attached as Appendix III. Provided this limited negative impact, and the cost to rehabilitate/replace the structure, it is recommended that rehabilitation/replacement not proceed. Instead, staff recommend that the structure remain 'as is' and be monitored, and that screening studies in compliance with Municipal Class Environmental Assessment (MCEA) commence to facilitate the closure and removal of the structure. Following completion of the Cultural Heritage Evaluation Report (CHER) and Archaeological Assessment, as required under the MCEA, closure of the structure could be planned to proceed once it is identified that the structure's condition, and subsequent risk of failure, has reached borderline levels. Closure of the structure is anticipated to include the removal of the structure, and closure of Cement Bridge Road from Burchat Road to Cochrane Creek. It is estimated that the cost of completing the MCEA process and enacting the full closure, including removals, would be approximately \$240,000. It is also estimated that the removal of this structure from the County system would have ongoing savings going forward, as biennial Ontario Structure Inspection Manual (OSIM) inspections at a cost of approximately \$500 every two years, maintenance, and capital planning for the structure would no longer be required.

**5. Updates to Public Works and Engineering Department 2024 Capital Budget**

**RESOLUTION NO. OP-CC-24-02-16**

Moved by Chair

Seconded by Committee

THAT County Council approve amending the 2024 Capital budget as follows:

- a) increase the budget for County Road 37 (Murphy Road) by \$922,365 from \$1,537,635 to \$2,460,000;
- b) decrease the budget for County Structure B103 (O'Grady Bridge) by \$198,500 from \$238,500 to \$40,000;

- c) decrease the budget for County Structure B156 (Burnt Bridge) by \$427,000 from \$477,000 to \$50,000; and,
- d) decrease the budget for County Structure B232 (Cochrane Creek Bridge) by \$350,000 from \$450,000 to \$100,000.

### **Background**

County staff have had ongoing discussions with the Town of Petawawa regarding cost sharing for the reconstruction and urbanization of County Road 37 (Murphy Road) from Woodland Crescent to County Road 51 (Petawawa Boulevard). Initial cost sharing formulas would have required the County to contribute approximately 60%, or \$3,440,000, of the overall project cost, most recently estimated at approximately \$5,740,000.

In further discussions, the Town of Petawawa has advised that a contribution from the County of Renfrew of \$2,460,000 would be acceptable. As the County would typically only complete works near the surface, the Town of Petawawa will be the lead on the project and an Agreement indicating that the Town will take on any liability for additional costs due to unforeseen circumstances will be initiated. The 2024 Capital budget includes a contribution from the County of \$1,537,635 for the project. The recommended contribution of \$2,460,000 is \$922,365 greater than the approved budget and will require further amendments, as described in Item 4 and below, to offset the impact on the overall 2024 Capital budget.

The 2024 Capital budget includes funds in the amount of \$238,500 for the rehabilitation of B103 (O'Grady Bridge), located on O'Grady Settlement Road, approximately 4.5km north of County Road 512 (Foymount Road), Township of Killaloe, Hagarty and Richards. Design is continuing for the structure and it has been recently identified that the scope of the rehabilitation may be greater than what has been allocated in the budget. As such, it is recommended that the design be completed in 2024 and that construction for the rehabilitation or replacement of the structure be planned for a future year.

The 2024 Capital budget includes funds in the amount of \$477,000 for the rehabilitation of B156 (Burnt Bridge), located on Burnt Bridge Road, approximately 11km south of County Road 515 (Palmer Road), Township of Brudenell, Lyndoch and Raglan. Design is continuing for the structure and it has been recently identified that the scope would be for major rehabilitation regardless of whether the works proceeded in 2024 or 2025. As such, it is recommended that the design be completed in 2024 and that construction for the rehabilitation of the structure be planned for 2025.

All proposed amendments to the 2024 Capital budget will result in a \$53,135 decrease in the total overall budget for Capital Works.

## **BY-LAWS**

### **6. Alterations to County Roads and Structures**

#### **RESOLUTION NO. OP-CC-24-02-12**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law approving the alterations to County Roads and Structures.

#### **Background**

Section 35 of the Municipal Act 2001, S.O. 2001, c.25, as amended allows a municipality to pass By-laws removing or restricting the common law right-of-passage by the public over a highway and the common law right-of-access to the highway by an owner of land abutting a highway. For several of our 2024 capital projects, the work may include temporary or permanent changes, alterations or restrictions to the use of the highway, or to private entrances. These works, therefore, should be authorized by By-law.

Approval of the alterations to a highway is intended to be the final step in the design process, wherein Council authorizes the work to proceed, subject to the budget and tender process. The approval is intended to apply only to those Capital Projects, which would result in alterations to the highway that could affect a person's access to and from their land, or that could significantly restrict or alter the use of the highway for a period of time. Only those projects that involve significant alterations are presented for approval.

The approval of the alterations deals solely with the nature and extent of the work and does not approve funding or contract awards for the work. The approval of funding and contracts for the work would remain part of the normal budget, tendering, review, and approval processes. Temporary road closures, lane restrictions, and entrance closures may be required during construction. All existing entrances will be reinstated. Schedule "1" to the By-law outlines the projects that will involve changes to the highways and infrastructure which could affect the common law right-of-passage over the highway, or vehicle access to an adjacent private property.

### **7. Policy PW-22 – Naming Bridges and Culverts**

#### **RESOLUTION NO. OP-CC-24-02-13**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law to approve Corporate Policy PW-22, Naming Bridges and Culverts, for all County of Renfrew owned Bridges and Culverts.

**Background**

A draft Policy PW-22, Naming Bridges and Culverts, was presented to County Council in November 2023 with a request to provide comments to the Director by January 15, 2024. No comments were received and staff are recommending that the Policy be adopted as presented.

**8. PWC-2024-02 – B102 (Brennans Creek Bridge) Rehabilitation**

**RESOLUTION NO. OP-CC-24-02-17**

Moved by Chair

Seconded by Committee

THAT County Council approve Contract PWC-2024-02 as submitted by KB Civil Constructors Inc., North York, Ontario, for the rehabilitation of County Structure B102 (Brennans Creek Bridge), Township of Killaloe, Hagarty and Richards, in the amount of \$344,296.67, plus applicable taxes; AND FURTHER THAT County Council adopt a By-law to execute the Contract.

**Background**

County Structure B102 (Brennans Creek Bridge) is located located on County Road 512 (Queen Street), 1.45km south of Highway 60, Township of Killaloe, Hagarty and Richards.

Tenders were requested for the rehabilitation of Brennans Creek Bridge and the results received are as follows:

1. KB Civil Constructors Inc., North York, Ontario	\$344,296.67
2. Willis Kerr Contracting Ltd., Mountain, Ontario	380,506.90
3. Clearwater Structures Inc., Ajax, Ontario	413,233.00
4. Dalcon Constructors Ltd., Ottawa, Ontario	416,900.00
5. Bonnechere Excavating Inc., Renfrew, Ontario	420,279.00
6. 2274084 Ontario Ltd o/a GMP Contracting, Markham, Ontario	503,725.44
7. GIP Paving Inc., Kingston, Ontario	532,390.80

All amounts exclude applicable taxes

**Financial Implications**

The 2024 Capital budget allocation for the rehabilitation of Brennans Creek Bridge is \$600,000. A comparison of the 2024 proposed budget and projected costs is provided in the following table:



County Structure B102 (Brennans Creek Bridge)	Low Tender		
	2024 Budget	Projected	Variance Over/(Under)
Construction	410,000.00	344,296.67	(65,703.33)
Engineering - Design/Tendering	10,000.00	10,000.00	-
Engineering - Contract Administration & Supervision	100,000.00	100,000.00	-
Material Testing (Allowance)	10,000.00	10,000.00	-
Contingency	61,004.00	17,214.83	(43,789.17)
Applicable Taxes	8,996.00	7,859.33	(1,136.67)
<b>Total</b>	<b>600,000.00</b>	<b>489,370.83</b>	<b>(110,629.17)</b>

\*Projected costs are based on Tender results, internal costs, and line painting

Staff confirm that there are sufficient funds allocated to this in the 2024 Capital budget for the completion of this project as tendered.

9. **PWC-2024-06 – Relining of Various Culverts**

**RESOLUTION NO. OP-CC-24-02-18**

Moved by Chair

Seconded by Committee

THAT County Council approve Contract PWC-2024-06, as submitted by Aqua Tech Solutions Inc., Schomberg, Ontario, for the relining of various culverts, in the amount of \$207,725, plus applicable taxes; AND FURTHER THAT County Council adopt a By-law to execute the Contract.

**Background**

Tenders were requested for the relining of various culverts within the County of Renfrew and the results received are as follows:

- |  |              |
|--|--------------|
| 1. Aqua Tech Solutions Inc., Schomberg, Ontario          | \$207,725.00 |
| 2. Clearwater Structures Inc., Ajax, Ontario             | 232,496.00   |
| 3. Goldie Mohr Ltd., Ottawa, Ontario                     | 347,000.00   |
| 4. PipeFlo Contracting Corp., Hamilton, Ontario          | 460,950.00   |
| 5. GFL Environmental Services Inc., Mississauga, Ontario | 666,977.67   |
| 6. Capital Sewer Services Inc., Vaughan, Ontario         | 752,437.05   |

All amounts exclude applicable taxes

### Financial Implications

The costs of Contract PWC-2024-06 will be split over multiple projects included in the 2024 Capital budget as identified below:

County Road 8 (Cobden Road), 1 liner	\$29,860.72
County Road 70 (Ruby Road), 2 liners	50,760.16
County Road 508 (Calabogie Road), 5 liners	127,104.12

A comparison of the 2024 budget for each project will be prepared when the tenders close for the rehabilitation of each road. It is anticipated that the above costs for relining the identified culverts on each of these projects is much less than the cost of including replacement of the cross-culverts in the road rehabilitation tender.

### 10. PWC-2024-64 – County Road 64 (Opeongo Road) Rehabilitation

#### RESOLUTION NO. OP-CC-24-02-19

Moved by Chair

Seconded by Committee

THAT County Council approve Contract PWC-2024-64 as submitted by Greenwood Paving (Pembroke) Ltd., Pembroke, Ontario, for the rehabilitation of County Road 64 (Opeongo Road) from Wieland Shore Road to Constant Lake Road, a distance of 8.20km, Township of Bonnechere Valley, in the amount of \$1,718,606.60, plus applicable taxes; AND FURTHER THAT County Council adopt a By-law to execute the Contract.

#### Background

Tenders were requested for the rehabilitation of County Road 64 (Opeongo Road) from Wieland Shore Road to Constant Lake Road, a distance of 8.20km, Township of Bonnechere Valley, and the results received are as follows:

1. Greenwood Paving (Pembroke) Ltd., Pembroke, Ontario	\$1,718,606.60
2. Bonnechere Excavating Inc., Renfrew, Ontario	1,795,127.49
3. GIP Paving Inc., Carp, Ontario	1,894,656.00
4. B.R. Fulton Construction Ltd, Renfrew, Ontario	1,896,074.00
5. Thomas Cavanagh Construction Limited, Ashton, Ontario	1,896,608.95
6. McCrea Excavation Ltd., Pembroke, Ontario	2,073,109.00
All amounts exclude applicable taxes	

#### Financial Implications

The 2024 Capital budget allocation for Opeongo Road is \$2,599,214. A comparison of the 2024 budget and projected costs is provided in the following table:

County Road 64 (Opeongo Road)	Low Tender		
	2024 Budget	Projected	Variance Over/(Under)
<b>Construction</b>	2,287,625.98	1,726,006.60	(561,619.38)
<b>Engineering - Design/Tendering</b>	9,000.00	9,000.00	-
<b>Engineering - Contract Administration &amp; Supervision</b>	23,000.00	23,000.00	-
<b>Material Testing (Allowance)</b>	10,000.00	10,000.00	-
<b>Contingency</b>	228,762.60	86,300.33	(142,462.27)
<b>Applicable Taxes</b>	40,825.42	30,940.92	(9,884.50)
<b>Total</b>	<b>2,599,214.00</b>	<b>1,885,247.85</b>	<b>(713,966.15)</b>

\*Projected costs are based on Tender results, internal costs, and line painting

Staff confirm that there are sufficient funds allocated to this in the 2024 Capital budget for the completion of this project as tendered and will review the impact of this project's surplus on the overall 2024 Capital Plan as tenders for other planned projects continue to close.

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 presented.

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

February 28, 2024

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. Monthly Report – Chief Administrative Officer**

On a monthly basis, and as identified in meetings with the Warden and other Committee Chairpersons, it was agreed that regular communication/updates from the Chief Administrative Officer (CAO) would be beneficial to members of County Council. These reports are not an exhaustive list of all activities currently being completed in this office; rather, they offer context on the implementation of Council decisions and provide a look ahead to the next several weeks.

The primary focus in January was the completion of committee discussions, leading to the budget workshop meetings on January 24 and 25, 2024. These meetings were very successful and the engagement was welcomed. The process that was undertaken this budget year is being reviewed, and staff will be recommending some potential changes to the meeting and engagement structure for the 2025 budget year.

January was also the ROMA (Rural Ontario Municipal Association) conference in Toronto, where the CAO's office coordinated five delegations through the County of Renfrew, and assisted with an additional three delegations with the EOWC (Eastern Ontario Wardens' Caucus). Staff were pleased with the delegations and will be assessing outcomes over the next few weeks, while they follow up on communications with ministry staff. Staff will be evaluating the process followed for delegations and modifying how elected participants are prepared, to ensure it is being done in an effective manner.

Recruitment was underway for two key Senior Leadership Team members; congratulations to Andrea Patrick, the successful candidate for the Director of Community Services and recruitment is still ongoing for the Director of Corporate Services position. Further to discussions regarding the StrategyCorp Inc. organizational review, the position within Corporate Services has been redefined to put a greater emphasis on strategic planning and implementation, with an overall guidance role for the Treasury and other divisions within the department. It is expected that interviews

will take place throughout March. Other organizational changes are expected to roll out this month, as indicated in this report.

The focus for the next several weeks will be working with the collaborative efforts of the Paramedic Service, Community Services, and Development and Property on the new MESA Team, the new proposed name for the Health and Housing Crisis Engagement Team. Staff will be seeking meetings with the appropriate Ontario ministry staff and ministers in the coming months to advocate for funding for implementation and continuance. Staff will also be working with our partners in the health sector and with our municipal partners to ensure that the needs of the community are being met.

The CAO is the lead on the strategic advisory board of the EOWC, working alongside the Manager of Policy and Government Relations. Q1 2024 is shaping up to continue the busyness of 2023 with respect to the coordination of strategic planning efforts, coordination of the Chair's engagement with Provincial and Federal representatives, and rolling out key strategic priorities. Bi-monthly updates from the EOWC will be included in future meetings with County Council so information can be disseminated to the lower tier municipalities on efforts underway on a regional basis, including, but not limited to, the 7 in 7+ regional housing plan.

The CAO is also engaged with the Ottawa Valley Ontario Health Team (OVOHT) and is currently co-chairing a committee on Health Human Resources. This group is in the midst of a strategic review and consultation period with those in and adjacent to the section that are affected by the (lack of) resources. A full report is expected by Q2 2024.

A number of other key initiatives have been or will be addressed in other committee reports by their respective Director, including an update on this year's Warden's Golf Tournament (June 7) and County of Renfrew Appreciation Evening (November 21).

The Committee requested that the Chief Administrative Officer provide a quarterly update to Committee and County Council.

## 2. **Communications Report**

Staff continue to make great strides in engagement with the public and will be reporting on successes and new initiatives in this report and future reports. The County Communique remains a key piece of information for local municipalities, and a preliminary effort to continue the conversation surrounding shared services. Staff are examining the possibility of using the Communique as a method of communication with the public, using limited advertising resources.

Between April 15 and December 31, 2023, the Media Relations and Social Media Coordinator wrote and prepared 13 media releases on County-related topics, and reviewed and distributed an additional 14 releases which were prepared by other departments.

Topics of the releases have ranged from the return of the Warden’s Golf Tournament to the wrap up of the successful Summer Company program with a participant showcase at the Petawawa Youth Market, the presentation of the Warden’s Community Service Awards and a release highlighting delegation meetings at the AMO conference.

On the social media side of things, staff continue to aim for daily social media posts on Facebook, Instagram and X (formerly Twitter). In some instances, it is more when sharing posts from other divisions within the Corporation with their own pages (shares cannot be scheduled, so they are done at different times of the day). The Media Relations and Social Media Coordinator will also be posting on the County’s LinkedIn account.

Social media posts include highlighting committee and council meeting dates, including sharing YouTube links to the meetings; employment opportunity posts, which are well received and shared widely; progress of Public Works projects including traffic disruptions; and available funding programs through the Community Services Department.

Another aspect of the Media Relations and Social Media Coordinator position is serving as an Emergency Information Officer. In this regard, Significant Weather Event Public

<b>PLATFORM</b>	<b>REACH</b>	<b>FOLLOWERS</b>	<b>CHANGE</b>	<b>VISITS</b>
<b>Facebook</b>	166.9 K (-24%)	5.3 K	+516 (+1.8%)	25,697 (+61.5%)
<b>Instagram</b>	2,518 (-13.9%)	1,279	+114	893 (+15.2%)
<b>X (formerly Twitter)</b>		2,786	+417	

Service Announcements and social media posts throughout the spring and winter, in addition to Water Condition Statements, flood watch and warnings and Air Quality Statements due to the widespread forest fires last spring are prepared. This information was well shared by local municipalities. This information sharing is meant to solidify the County of Renfrew’s position as a trusted source for information during emergencies.

The Media Relations and Social Media Coordinator continues to produce monthly committee meetings through the video communications system in council chambers and assist with other meetings when virtual attendance is required by some participants.

3. **2024 Final Budget**

Attached as Appendix I is the final County of Renfrew 2024 Consolidated Budget, this document includes all items approved at the Budget Workshop held on January 24 and 25, 2024. The Adobe and Excel versions of this document have been posted on the County of Renfrew website at the following link: [Budget and Finance Reports - County of Renfrew](#).

4. **Council Remuneration**

Attached as Appendix II is the Treasurer's Statement of Remuneration and Expenses paid to County Council as of December 31, 2023.

**BY-LAWS**

5. **Council Remuneration By-law**

**RESOLUTION NO. FA-CC-24-02-20**

Moved by Chair

Seconded by Committee

THAT County Council adopt the revised By-law for the Remuneration of Members of the Council of the County of Renfrew effective January 1, 2024.

**Background**

The Remuneration By-law states that "All future council remuneration increases will be consistent with percentage increases as per Employment By-law #1, except where noted". As per the County of Renfrew, Elected Officials Market Review Final Report, the following resolution was adopted at a Special County Council meeting held on March 23, 2022:

"THAT County Council accept the recommendations of the County of Renfrew, Elected Officials Market Review Final Report, March 23, 2022;

AND FURTHER THAT the staff be directed to implement the following recommendations as part of the 2023 budget preparations:

1. That the Warden base salary be maintained, adjust Councillor base remuneration to align closer to the market median (within  $\pm 5\%$ ) to \$20,825 over four years to 2026 not inclusive of COLA as per number 3.
2. Maintain the current per diem rate to \$243 per ad hoc committee meeting based on full attendance.
3. Establish a formal pay policy to align with the same target pay policy as that defined for non-union employees."

Therefore, the Council base remuneration of \$16,428 was changed to \$18,001 on January 1, 2024, an annual phase in to the base salary of \$1,573 and as approved at the January 25, 2024 Budget Workshop, a 4.79% Cost of Living Allowance (COLA) increase was also approved, adjusting the Council base remuneration to \$18,863 effective January 1, 2024. The current per diem rate of \$243 per ad hoc committee meeting will be maintained.

<b>Position</b>	<b>2023</b>	<b>2024 Jan 1 - 4 year Adjustment (\$1,573 annually)</b>	<b>2024 COLA</b>
Warden	\$67,692		\$70,934
Councillor Salary	\$16,428	\$18,001	\$18,863
Standing Chairs	\$2,223		\$2,329
Standing Vice-Chairs	\$222		\$233
Ad Hoc Chairs	\$726		\$761
<b>Per Diem-No Change over 4 years</b>	<b>\$243</b>		<b>\$243</b>

6. **By-law to Appoint a Deputy-Clerk**

**RESOLUTION NO. FA-CC-24-02-21**

Moved by Chair

Seconded by Committee

THAT County Council approve that Craig Kelley be appointed as Deputy-Clerk for the County of Renfrew; AND FURTHER THAT the By-law to appoint a Deputy-Clerk for the County of Renfrew be adopted.

**Background**

Gwen Dombroski, was appointed as Deputy-Clerk effective September 1, 2023. Due to the recent structure changes presented through the StrategyCorp Inc. Report and adopted by County Council at the January 2024 Budget Workshop, By-law 109-23 a By-law to appoint a Deputy-Clerk in August 2023 is being repealed and a new By-law to appoint Craig Kelley as Deputy-Clerk for the County of Renfrew must be adopted.

7. **By-law to Appoint a Clerk**

**RESOLUTION NO. FA-CC-24-02-22**

Moved by Chair

Seconded by Committee

THAT County Council approve that Gwen Dombroski be appointed as Clerk for the County of Renfrew; AND FURTHER THAT the By-law to appoint a Clerk for the County of Renfrew be adopted.

**Background**

Gwen Dombroski, was appointed as Deputy-Clerk effective September 1, 2023. Due to the recent structure changes presented through the StrategyCorp Inc. Report and adopted by County Council at the January 2024 Budget Workshop, By-law 95-22 a By-law to appoint a Clerk in June 2022 is being repealed and a new By-law to appoint Gwen Dombroski as Clerk for the County of Renfrew must be adopted.



8. **By-law to Appoint a Treasurer**

**RESOLUTION NO. FA-CC-24-02-23**

Moved by Chair

Seconded by Committee

THAT County Council approve that Daniel Burke be appointed as the Treasurer for the County of Renfrew; AND FURTHER THAT the By-law to appoint a Treasurer for the County of Renfrew be adopted.

**Background**

Daniel Burke, Finance Manager, was appointed as Acting Treasurer effective November 20, 2023. Due to the recent structure changes presented through the StrategyCorp Inc. Report and adopted by County Council at the January 2024 Budget Workshop, By-law 131-23 a By-law to appoint an Acting Treasurer is being repealed and a new By-law to appoint Daniel Burke as Treasurer for the County of Renfrew must be adopted.

9. **Employment By-law #1**

**RESOLUTION NO. FA-CC-24-02-25**

Moved by Chair

Seconded by Committee

THAT County Council approve the following changes to the Non-Union Staff Salary Grid within Employment By-law #1:

1. Removal of the following positions:
  - a. Data Entry Clerk in Group 1;
  - b. Fundraising Coordinator in Group 2;
  - c. Accounting Clerk I – Finance in Group 5;
  - d. Executive Assistant/Deputy Clerk in Group 7;
  - e. Prosecutor in Group 8;
  - f. Manager Finance in Group 10.
2. Reclassification of the following positions:
  - a. Labourer from Group 1 to Group 2;
  - b. Construction Supervisor from Group 7 to Group 8.
3. Creation of the following positions:
  - a. Help Desk Support in Group 4;
  - b. Manager of Legislative Services/Clerk in Group 9;
  - c. Manager of Finance/Treasurer in Group 12;
4. Renaming of the following position:
  - a. Director of Corporate Services/Deputy Treasurer in Group 17;

AND FURTHER THAT the revised Employment By-law # 1 be adopted.

**Background**

A summary of the changes to Employment By-law #1 include items approved at the January 2024 budget workshop, Policy B-04 Classification Review System adjustments and the results of a housekeeping exercise are as follows:

## **2024 Budget Workshop Changes**

The following changes were a result of business cases presented and approved by County Council at the January 2024 budget workshop:

- a) Removal of the Executive Assistant/Deputy Clerk position in Group 7;
- b) Creation of the Manager of Legislative Services/Clerk position in Group 9;
- c) Removal of the Manager Finance position in Group 10;
- d) Creation of the Manager of Finance/Treasurer position in Group 12; and
- e) Renaming of the Director of Corporate Services/Deputy Treasurer position in Group 17.

### **B-04 Classification Review System Adjustments**

Consistent with County of Renfrew Policy B-04 Classification Review System requests completed in December 2023, several positions were brought forward with amended job descriptions. Accordingly, these positions were scored utilizing the County of Renfrew's job evaluation tool, which resulted in changes in their respective points, thereby warranting movement on the non-union staff salary grid within Employment By-law #1 as follows:

- a) Moving of the Labourer position from Group 1 to Group 2; and
- b) Moving of the Construction Supervisor position from Group 7 to Group 8.

### **Housekeeping Changes**

Due to organizational changes over the last several years, the following positions need to be removed or added:

- a) Removal of the Data Entry Clerk position in Group 1;
- b) Removal of the Fundraising Coordinator position in Group 2;
- c) Adding of the Help Desk Support position in Group 4;
- d) Removal of the Accounting Clerk I – Finance position in Group 5; and
- e) Removal of the Prosecutor position in Group 8.

## **10. Halton Region Resolution – FCM Board of Directors Election Process**

### **RESOLUTION NO. FA-CC-24-02-28**

Moved by Chair

Seconded by Committee

THAT County Council support the resolution from Halton Region – a proposal that the Federation of Canadian Municipalities (FCM) Board of Directors consider a biennial election process.

### **Background**

Members of the Ontario Caucus of the Federation of Canadian Municipalities (FCM) Board, of which Councillor Glenn Doncaster, Deep River, is part of, have been discussing the possibility of changing the election process for members of FCM. The resolution attached as Appendix III explains in great detail the benefits of this structural change. This item is intended to be brought forward to the FCM Board of Directors meeting in March.

All of which is respectfully submitted.

Jennifer Murphy, Chair

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

The Report was adopted as presented.

DRAFT

Moved by Councillor Murphy  
Seconded by Councillor Mayville

THAT the following By-laws be enacted and passed:

- a) By-law 18-24 – A By-law to Enter into a Lease Agreement with Paradise Childrens Programs Inc., 450 O’Brien Road, Renfrew, Ontario .
- b) By-law 19-24 - A By-law to Adopt Amendment No. 43 to the Official Plan of the County of Renfrew.
- c) By-law 20-24 – A By-law to Alter Highways and Structures in the County of Renfrew.
- d) By-law 21-24 - A By-law to Establish Policy PW-22 – Naming Bridges and Culverts for County of Renfrew Owned Structures.
- e) By-law 22-24 - A By-law for the Execution of Contract PWC-2024-02 B102 (Brennans Creek Bridge) Rehabilitation.
- f) By-law 23-24 - A By-law for the Execution of Contract PWC-2024-06 Relining of Various Culverts.
- g) By-law 24-24 - A By-law for the Execution of Contract PWC-2024-64 County Road 64 (Opeongo Road) Rehabilitation.
- h) By-law 25-24 - A By-law to Provide for the Remuneration of Members of the Council of the County of Renfrew.
- i) By-law 26-24 – A By-law to Appoint a Deputy Clerk.
- j) By-law 27-24 – A By-law to Appoint a Clerk.
- k) By-law 28-24 – A By-law to Appoint a Treasurer.
- l) By-law 29-24 – Employment By-Law #1 For County Officers and Staff
- m) By-law 30-24 – A By-law to Enter into an Agreement with ZOLL Canada for the purchase of 35 defibrillators.
- n) By-law 31-24 – A By-law to Execute a Contract for the Phase Three Advance Care Nurse Call System Replacement at the Miramichi Lodge Long-Term Care Home.

CARRIED.

Written Reports from Representatives Appointed to External Boards

- a) Association of Municipalities Ontario (AMO) – no report
- b) Chalk River Laboratories Environmental Stewardship Council  
Councillor Lynch overviewed the Chalk River Laboratories Report
- c) Eastern Ontario Regional Network (EORN)  
Councillor Murphy noted she was not able to attend the EORN meeting due to a meeting conflict.
- d) Federation of Canadian Municipalities (FCM) – no report
- e) Rural Ontario Municipal Association (ROMA).  
Councillor Murphy overviewed the ROMA report.

## Members Written Motions

### **Brownfield Resolution – Councillor Dan Lynch**

Moved by Councillor Lynch

Seconded by Councillor Watt

THAT County Council approves a request for participation in a Brownfield Remediation Tax Assistance Program (BRTAP) from the Town of Arnprior for OVD Inc., owner of the property at 12 Thomas Street, Arnprior be approved with the following principles:

- 1) A total grant payable value of 75% of eligible costs, not to exceed a maximum cap of \$1,121,750.00 (shared between the County of Renfrew and Town of Arnprior);
- 2) The grant payment period being phased over a maximum of ten years of development; and
- 3) That the annual grant payable be set at 75% of the tax increment (new tax revenues less existing tax revenues) subject to the establishment of, and in accordance with, the terms and conditions of the Brownfield Remediation Tax Assistance Program (BRTAP) Agreement;

AND FURTHER THAT the Brownfield Remediation Tax Assistance Program (BRTAP) Agreement and a By-law be brought to a future session of County Council. TABLED.

Council discussed the Brownfield Remediation Tax Assistance Program (BRTAP) and sought clarification on the process of providing the assistance and the impact to the County. They further discussed the relationship of BRTAP with Community Improvement Plans (CIP) and questioned whether a policy was in place to address the request. It was noted that currently the County of Renfrew does not have a policy regarding Brownfield Remediation or a policy on participating in community improvement plans, and suggested that additional information be brought forward at an upcoming Council meeting. Council also discussed the financial impact of a BRTAP.

Moved by Councillor Lynch

Seconded by Councillor Donohue

THAT County Council table the Brownfield Resolution until a staff report with additional information is presented at an upcoming Council Meeting. CARRIED.

### New Business

Warden Emon reminded Council to fill out the Zencity Survey on the County's Website regarding the Algonquin Trails.

Councillor Lynch thanked the County staff that participated in The Grind's - Coldest Night of the Year Event fundraiser on Saturday, February 24, 2024.

Moved by Councillor MacKenzie

Seconded by Councillor Grills

THAT By-law 32-24, being a By-law to Confirm the Proceedings of the Council of the County of Renfrew at the meeting held on February 28, 2024 be now numbered, deemed read three times and passed. CARRIED.

Moved by Councillor Watt

Seconded by Councillor Willmer

THAT County Council adjourn. Time – 2:49 p.m. CARRIED.

DRAFT

March 27, 2024

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 Capital Project Updates**

During the 2024 construction season, staff intend to issue monthly updates on construction projects being undertaken by the Public Works and Engineering Department. The update, provided through a link on the County of Renfrew website, will connect to the [Zencity](#) engagement platform for the 2024 Transportation Infrastructure Projects and shared with County staff, County Council, local municipalities, OPP, and social media. The 2024 Transportation Infrastructure Projects page provides the option for individuals to subscribe and receive notifications when a monthly project update is posted.

The first update will commence during the first week of April and will describe all projects planned for 2024. Each subsequent update will consist of:

- a) **Upcoming Projects** – a brief description of each project planned to commence over the next month, including anticipated start and completion dates, and traffic impacts.
- b) **Ongoing Projects** – a brief description of each project in progress and anticipated to stretch into or through the next month, including anticipated completion dates, and traffic impacts.
- c) **Completed Projects** – a brief description of each project completed over the past month.

The construction update will also include contact information for the Public Works and Engineering Department if the public has questions or concerns, as well as a link to [Municipal511](#) for more detailed information on traffic impacts from active construction projects.

### **2. Inspection of County Structures**

A Request for Proposal (RFP) was issued to prequalified firms for the inspections of County of Renfrew and Town of Petawawa structures, and the results received are as follows:

- |   |              |
|---|--------------|
| 1. HP Engineering Incorporated, Ottawa, Ontario | \$101,900.58 |
| 2. WSP Canada Inc., Ottawa, Ontario             | 253,683.65   |
- All amounts exclude applicable taxes.

A total of 126 County structures were included for the standard OSIM inspections, 12 County structures for enhanced OSIM, and 8 County structures for structural evaluation for the purposes of load posting evaluations. Two Town of Petawawa structures were included as part of the standard Ontario Structure Inspection Manual (OSIM) inspections. The proposals submitted were evaluated on a range of criteria, including understanding of the assignment, capabilities of the project team, previous experience on similar assignments, performance on past assignments for the County, schedule, and cost. The proposal submitted by HP Engineering Incorporated was the best combination of all factors considered.

The 2024 Infrastructure Management budget is \$240,000 and approximately \$120,000 of that budget is anticipated to be allocated for this assignment. Committee directed staff to proceed with awarding the contract to HP Engineering Incorporated. Staff will be invoicing the Town of Petawawa for their two structures once the inspections are completed.

**3. Winter Operations**

Attached as Appendix I is a five-year summary of the winter events and precipitation amounts since the 2018/2019 winter season. The Table below outlines the Significant Weather Events declared to date for the 2023/2024 winter season. Staff continues to be ready to respond to winter events as they occur.

Declaration Start			Declaration End			Reason
Dec	3	8:30AM	Dec	4	9:30AM	
Jan	9	9:00AM	Jan	10	9:50AM	Snow
Jan	12	9:00AM	Jan	13	5:00PM	Snow
Jan	24	11:00AM	Jan	26	2:30PM	Ice
Feb	15	11:50AM	Feb	16	1:00PM	Snow

**4. Spring Load Restrictions**

County of Renfrew By-law 11-12 is a By-law to Designate a Reduced Load Period on County Roads and pertains to spring load restrictions which may be imposed commencing March 1 and extend to May 31. The County placed advertisements in the local newspapers and provided notifications to the local municipalities to advise the public and commercial haulers that spring load restrictions commenced on March 4, 2024. Staff will be monitoring the progress of the spring breakup to determine whether or not it will be possible to lift road restrictions prior to May 31. The signs indicating the restrictions will be adjusted to reflect any changes to the period of the restrictions.



## RESOLUTIONS

### 5. Requests for Speed/Traffic Study Reviews

#### RESOLUTION NO. OP-CC-24-03-23

Moved by Chair

Seconded by Committee

THAT County Council implement a \$750 fee for speed/traffic review requests generated outside of the Corporation of the County of Renfrew.

#### Background

To achieve a balance between the quantity of applications and the associated expenses for the requested studies, a fee of \$750 covers the services of the Infrastructure Technician. This includes tasks such as installing and overseeing data collection, interpreting the gathered data, and drafting a report for County Council. Currently, most County Roads are designed for efficient material and goods transportation at a speed rating of 80 km/hr. Staff receive approximately three to four speed/traffic review requests per year. These requests for speed reductions are typically denied based on the road geometry—characterized by straightness, width, and well-defined shoulders and ditches—which does not yield the intended impact. Additionally, the prevailing industry norm acknowledges that, in the majority of studies conducted in recent years, up to 15% of drivers exceeding the posted speed limit are considered acceptable.

People engage in speeding for various reasons, and it is important to note that individual motivations may differ. Some common reasons why people may choose to exceed speed limits include:

- **Running Late:** One of the most common reasons is the desire to reach a destination quickly. Individuals who are running late for appointments, work, or other commitments may speed to save time.
- **Impatience:** Some people have a natural inclination towards impatience. They may feel frustrated by slow-moving traffic or long commutes, leading them to speed as a way to cope with their impatience.
- **Lack of Awareness:** Some drivers may not be fully aware of the speed limits in a given area or may not recognize the potential dangers associated with excessive speed.
- **Perceived Safety:** Some individuals may believe they have the skills to handle high speeds or may feel that their vehicles are equipped to handle it safely.
- **Social Influence:** The behavior of other drivers on the road can influence an individual's decision to speed. If a person perceives that speeding is common and socially acceptable, they may be more likely to engage in it themselves.
- **Emotional State:** Emotional factors such as stress, frustration, or anger can contribute to speeding. In some cases, individuals may use driving at high speeds as a way to cope with or release emotional tension.
- **Risk-Taking Behaviour:** Some people are naturally more inclined to take risks. Speeding may be a manifestation of a broader pattern of risk-taking behavior.

It is essential to address the issue of speeding through a combination of education, awareness campaigns, law enforcement, and infrastructure improvements. Understanding the reasons behind speeding behavior can help inform strategies to promote safer driving habits and reduce the associated risks on the roads.

The County of Renfrew will only consider a speed/traffic review request upon receipt of a resolution from the local municipality.

**6. County Road 62 and Highway 60 Realignment**

**RESOLUTION NO. OP-CC-24-03-24**

Moved by Chair

Seconded by Committee

THAT County Council support the Township of Madawaska Valley request for the realignment of County Road 62 and Highway 60 to a maximum upset limit of \$175,000, pending approval of Madawaska Valley's application to the Connecting Links program.

**Background**

Attached as Appendix II is a request for assistance in the realignment of an intersection in Barry's Barry. The junction of County Road 62 (Bay Street) and Highway 60 is experiencing challenges related to traffic turning movements and flow. The Township of Madawaska Valley is pursuing Connecting Links funding from the provincial government and is urging County Council to commit \$175,000 for the successful execution of this project. After careful evaluation, it has been identified that savings from various projects in the 2025 season can be allocated to accommodate this request.

**7. Municipal Operator Course – Fanshawe College**

**RESOLUTION NO. OP-CC-24-03-25**

Moved by Chair

Seconded by Committee

THAT County Council adopt the resolution for the development of a Municipal Operator Course at Fanshawe College, and initiated by the Association of Ontario Road Supervisors (AORS), as follows:

WHEREAS municipal public works departments from across the Province of Ontario provide invaluable services to our communities ensuring the health and safety of all residents; and,

WHEREAS if it was not for our municipal public works employees from across the Province of Ontario maintaining our public roads systems, our communities would not be able to function as emergency personnel could not respond to calls, school buses could not get our children to school, residents would not be able to get to work, school or appointments and many more basic functions would not be able to happen; and,

WHEREAS municipal public works departments are already feeling the impacts of a labour shortage, which will only be exasperated over the next three to five years, which will cause levels of service municipalities are able to provide to ensure the health and safety of our residents to decrease; and,

WHEREAS there is currently no provincial-wide course that properly trains potential

municipal public works employees, specifically relating to municipal heavy equipment. THEREFORE BE IT RESOLVED that the County of Renfrew supports the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address this issue;

AND FURTHER THAT the County of Renfrew calls on the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment Operator Course in 2024 through the Skills Development Fund;

AND FURTHER THAT a copy of this resolution be sent to the Honourable David Piccini, Minister of Labour, Immigration, Training and Skills Development, the Honourable Jill Dunlop, Minister of Colleges and Universities, MPP John Yakabuski, Renfrew-Nipissing-Pembroke, the Association of Municipalities of Ontario, the Association of Ontario Road Supervisors, the Rural Ontario Municipal Association, and the Ontario Good Roads Association.

### **Background**

Attached as Appendix III is a request from the Association of Ontario Road Supervisors (AORS) to support the development of a Municipal Operator Course at Fanshawe College. This course would provide potential municipal equipment operators the basic knowledge required to begin maintaining core infrastructure.

## **8. Province of Ontario Road Assumption/Funding**

### **RESOLUTION NO. OP-CC-24-03-26**

Moved by Chair

Seconded by Committee

THAT County Council support the resolution from the County of Lambton requesting the Province of Ontario to upload from local municipalities the responsibility of and costs associated with the continued construct, operation and maintenance of major municipally-owned highways throughout the Province of Ontario to the Ontario Ministry of Transportation, or increase the Ontario Community Infrastructure Fund to municipalities; AND FURTHER THAT that the Warden send a letter of support to the Honourable Prabmeet Singh Sarkaria, Ontario Minister of Transportation, the Honourable Doug Ford, Premier of Ontario, MPP John Yakabuski, Renfrew-Nipissing-Pembroke, the Association of Municipalities of Ontario, and the Eastern Ontario Wardens' Caucus.

### **Background**

Attached as Appendix IV is a resolution received from the County of Lambton requesting that the Province of Ontario upload from local municipalities the responsibility of and costs associated with the continued construct, operation and maintenance of major municipally-owned highways throughout the Province of Ontario to the Ontario Ministry of Transportation, or increase the Ontario Community Infrastructure Fund to municipalities.

9. **Municipal Fleet Survey**

**RESOLUTION NO. OP-CC-24-03-27**

Moved by Chair

Seconded by Committee

THAT County Council direct staff to move forward with incorporating white vehicles as part of their fleet for future purchases.

**Background**

Under the direction of the Operations Committee, staff initiated a survey, conducted by the Renfrew County Supervisors Association, to explore the idea of having all upper-tier and lower-tier municipal public works vehicles coordinated to be the same colour (white) and specifications in the future. The following is a summary of the comments received from all the municipalities that responded to the survey.

Municipality	Response
Town of Arnprior	Has started to implement this with all new vehicles. Smaller fleet vehicles (cars, half tons and vans, etc.) are all white and plow trucks are white cabs with yellow boxes. Currently they are staying with the yellow sand/salt units as it is still a standard colour for them and stands out fairly well during winter operations.
Town of Renfrew	Currently purchase all new vehicles to this standard, light vehicles are all white, plow units are white cabs with brown dump box/salt unit. Most of their fleet is white.
Township of Admaston/Bromley	Currently purchase white smaller vehicles, half tons, ¾ tons, and 1 tons. See no issues with newer purchases of tandem trucks being white with plain coloured boxes.
Township of Bonnechere Valley	Not in favour of white; brighter is better especially for winter. For the equipment, choose to have one attachment supplier to have less parts on hand. Unsure if County truck tenders fit their township truck applications.
Township of Greater Madawaska	Is interested; currently has most of their 1 tons and half tons already in white.
Township of Horton	In favor of the initiative and already has this in place; all fleet and plow trucks are standard white with grey boxes on plow trucks.
Township of Whitewater	Has started to specify white for light vehicles but have purchased yellow cab tandem trucks in the past.

Municipality	Response
City of Pembroke	Interested in getting more information on the logistics of how this might work and be advantageous for the City.

10. **PWC-2024-09 – Rehabilitation of County Structure C012 (Farquharson’s Culvert)**

**RESOLUTION NO. OP-CC-24-03-31**

Moved by Chair

Seconded by Committee

THAT the rehabilitation of County Structure C012 (Farquharson’s Culvert) not proceed as tendered; AND FURTHER THAT staff continue to monitor the service life of the structure.

**Background**

Along with two other County Structures, tenders were requested for the rehabilitation of County Structure C012 (Farquharson’s Culvert), located on South McNaughton Road, Township of Admaston/Bromley. The lowest tender amount received for Farquharson’s Culvert was \$313,782.

The 2024 Capital budget allocation for the rehabilitation of C012 (Farquharson’s Culvert) is \$200,000. A comparison of the 2024 proposed budget and projected costs is provided in the table below:

County Structure C012 (Farquharson’s Culvert)	2024 Budget	Low Tender	
		Projected	Variance Over/(Under)
Construction - Liner (PWC-2024-11)	110,000.00	313,782.00	203,782.00
Construction - Slopes, Surface, & Guiderail	30,000.00	30,000.00	-
Engineering - Design/Tendering	5,000.00	5,000.00	-
Engineering - Contract Administration & Supervision	25,000.00	25,000.00	-
Material Testing (Allowance)	15,000.00	15,000.00	-
Contingency	12,059.00	16,008.80	3,949.80
Applicable Taxes	2,941.00	6,058.04	3,117.04
Total	200,000.00	410,848.84	210,486.84
* Projected costs are based on Tender results, internal costs, and line painting			

As shown in the above table, the cost for rehabilitation of Farquharson’s Culvert is substantially higher than was budgeted. Staff estimate the projected rehabilitation cost of \$410,878.84 would only be slightly less than the cost to replace the structure in its entirety. As such, the financial benefit of performing this rehabilitation at this stage in the structure’s life is not present. It is recommended that the rehabilitation of Farquharson’s Culvert not proceed as tendered and that replacement of the structure be planned in 6-10 years when the structure nears the end of its service life. Minor costs will still be incurred for the structure in 2024, but they are anticipated to be less than \$50,000.

## BY-LAWS

### 11. County Road 16 (Victoria Street) Pedestrian Crossover Request – Town of Petawawa

#### **RESOLUTION NO. OP-CC-24-03-28**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law designating County Road 16 (Victoria Street) at Wolfe Avenue as a Pedestrian Crossover.

#### **Background**

Attached as Appendix V, is a resolution received from the Town of Petawawa, requesting that the County of Renfrew permit the installation of a pedestrian crossover at the intersection of Victoria Street (County Road 16) and Wolfe Avenue.

In accordance with Corporate Policy PW-14, Pedestrian Crossings on County Roads, Public Works and Engineering staff have conducted a review of the proposed location, including a traffic count, to determine if the location meets the warrants for a dedicated pedestrian crossover. The results, which have been included as Appendix VI, indicate that the location does not meet the warrants for a pedestrian crossover based upon the total traffic and pedestrian volumes. Regardless of the findings, staff is in favour of permitting the installation since the Town Council has shown their support for it and tendered the installation as part of an upcoming Town construction project. It is noted that the location does provide a link between a Town trail and Municipal sidewalks, although it does not appear that the majority of pedestrians use this location to cross Victoria Street.

In order to permit the installation, the County must first designate the subject location as a Pedestrian Crossover with the passing of a By-law. As a condition of the County's Policy, the Town of Petawawa is required, and agrees, to accept responsibility for all costs associated with the initial construction of the crossing, including pavement markings and signage. The Town will also be responsible for the future replacement of the Pedestrian Crossing equipment. The County will be responsible for the annual maintenance of the crossing and signage.

### 12. PWC-2024-09 – Rehabilitation of County Structures C001 (Berlanquet Creek Culvert) and C134 (Campbell Drive Culvert)

#### **RESOLUTION NO. OP-CC-24-03-30**

Moved by Chair

Seconded by Committee

THAT County Council approve Contract PWC-2024-09 as submitted by Clearwater Structures Inc., Ajax, Ontario, for the rehabilitation of County Structures C001 (Berlanquet Creek Culvert), located on County Road 5 (Stone Road), Township of Admaston/Bromley and C134 (Campbell Drive Culvert), located on Campbell Drive, Township of McNab/Braeside, in the amount of \$833,656.50, plus applicable taxes; AND FURTHER THAT County Council adopt a By-law to execute the Contract.

## Background

Tenders were requested for the rehabilitation of County Structures C001 (Berlanquet Creek Culvert), located on County Road 5 (Stone Road), and as indicated above, C012 (Farquharson’s Culvert), located on South McNaughton Road, both in the Township of Admaston/Bromley, and C134 (Campbell Drive Culvert), located on Campbell Drive, Township of McNab/Braeside.

The results received for the lowest cost options submitted are as follows:

1. Clearwater Structures Inc., Ajax, Ontario	\$1,147,438.50
2. Goldie Mohr Ltd., Ottawa, Ontario	1,316,054.00
3. Bonnechere Excavating Inc., Renfrew, Ontario	1,707,853.05
4. Michels Canada Co., Nisku, Alberta	1,828,815.95
5. Trilith Contracting Inc., Roslin, Ontario	2,139,799.85
All amounts exclude applicable taxes.	

Two rehabilitation alternatives for each structure were permitted in the tender, Option A was a ‘concrete invert liner’, and Option B was a ‘spray in structural liner’ (geopolymer or thermoset flexible system). These methods of rehabilitation are beneficial when the culvert structure has not yet met the end of its service life in order to significantly extend its service life at a lesser cost than would be incurred for replacement. Given the unique nature of lining works included in this tender, only the lining works for the culverts themselves were included; this will be the first step in the rehabilitation of each structure and additional works will be undertaken to repair slopes, install guiderail, and replace surface materials where required after this contract is completed.

The lowest cost submission, as submitted by Clearwater Structures Inc. is for Option A, rehabilitation with a concrete invert liner.

## Financial Implications

The 2024 Capital budget allocation for the rehabilitation of Berlanquet Creek Culvert is \$750,000. A comparison of the 2024 proposed budget and projected costs is provided in the table below:

County Structure C001 (Berlanquet Creek Culvert)	2024 Budget	Low Tender	
		Projected	Variance Over/(Under)
Construction - Liner (PWC-2024-11)	480,000.00	375,993.00	(104,007.00)
Construction - Slopes, Surface, & Guiderail	150,000.00	110,000.00	(40,000.00)
Engineering - Design/Tendering	10,000.00	10,000.00	-
Engineering - Contract Administration & Supervision	30,000.00	30,000.00	-
Material Testing (Allowance)	15,000.00	15,000.00	-
Contingency	53,409.00	18,481.45	(34,927.55)
Applicable Taxes	11,591.00	7,086.58	(4,504.42)
<b>Total</b>	<b>750,000.00</b>	<b>566,561.03</b>	<b>(183,438.97)</b>
* Projected costs are based on Tender results, internal costs, and line painting			

The 2024 Capital budget allocation for the rehabilitation of Campbell Drive Culvert is \$600,000. A comparison of the 2024 proposed budget and projected costs is provided in the table below:

County Structure C134 (Campbell Drive Culvert)	2024 Budget	Low Tender	
		Projected	Variance Over/(Under)
Construction - Liner (PWC-2024-11)	420,000.00	457,633.50	37,633.50
Construction - Slopes, Surface, & Guiderail	70,000.00	150,000.00	80,000.00
Engineering - Design/Tendering	5,000.00	5,000.00	-
Engineering - Contract Administration & Supervision	30,000.00	30,000.00	-
Material Testing (Allowance)	15,000.00	15,000.00	-
Contingency	50,917.50	22,881.68	(28,035.82)
Applicable Taxes	9,082.50	11,117.56	2,035.06
Total	600,000.00	691,632.74	91,632.73
* Projected costs are based on Tender results, internal costs, and line painting			

Award of the rehabilitation of Berlanquet Creek Culvert and Campbell Drive Culvert would incur a total contract value of \$833,656.50. The projected savings of \$183,438.97 on the budget for C001, and projected overage of \$91,632.73 on the budget for C134, would balance to an overall projected savings of \$91,806.24 to the 2024 Capital Program for the two projects.

Staff confirm that there are sufficient funds allocated to Berlanquet Creek Culvert and Campbell Drive Culvert in the 2024 Capital budget for the completion of these projects.

13. **PWC-2024-10 – Rehabilitation of County Structure C204 (Bellows Creek Culvert)**

**RESOLUTION NO. OP-CC-24-03-32**

Moved by Chair

Seconded by Committee

THAT County Council approve Contract PWC-2024-10 as submitted by Premier North Ltd., Huntsville, Ontario, for the rehabilitation of County Structure C204 (Bellows Creek Culvert), located on County Road 12 (Westmeath Road), approximately 4.5km east of County Road 21 (Beachburg Road), Township of Whitewater Region, in the amount of \$963,752, plus applicable taxes; AND FURTHER THAT County Council adopt a By-law to execute the Contract.

**Background**

Tenders were requested for the rehabilitation of County Structure C204 (Bellows Creek Culvert), located on County Road 12 (Westmeath Road), approximately 4.5km east of County Road 21 (Beachburg Road), Township of Whitewater Region, and the results received are as follows:

- |  |              |
|--|--------------|
| 1. Premier North Ltd., Huntsville, Ontario                   | \$963,752.00 |
| 2. 2274084 Ontario Ltd o/a GMP Contracting, Markham, Ontario | 1,155,907.64 |
| 3. Clearwater Structures Inc., Ajax, Ontario                 | 1,326,370.00 |
| 4. Bonnechere Excavating Inc., Renfrew, Ontario              | 1,546,023.00 |
- All amounts exclude applicable taxes.



**Financial Implications**

The 2024 Capital budget allocation for the rehabilitation of Bellows Creek Culvert is \$1,200,000. A comparison of the 2024 proposed budget and projected costs is provided in the table below:

County Structure C204 (Bellows Creek Culvert) Rehabilitation	2024 Budget	Low Tender	
		Projected	Variance Over/(Under)
Construction	1,010,000.00	963,752.00	(46,248.00)
Engineering - Design/Tendering	10,000.00	10,000.00	-
Engineering - Contract Administration & Supervision	45,500.00	70,000.00	24,500.00
Material Testing (Allowance)	15,000.00	15,000.00	-
Contingency	100,747.20	48,187.60	(52,559.60)
Applicable Taxes	18,752.80	18,370.04	(382.76)
<b>Total</b>	<b>1,200,000.00</b>	<b>1,125,309.64</b>	<b>(74,690.36)</b>
* Projected costs are based on Tender results			

Staff confirm that there are sufficient funds allocated to this in the 2024 Capital budget for the completion of this project as tendered.

**14. Contract PWO-2023-03 – Pavement Marking Contract Extension**

**RESOLUTION NO. OP-CC-24-03-33**

Moved by Chair

Seconded by Committee

THAT County Council approve Contract PWO-2023-03 for pavement marking as submitted by Trillium Pavement Marking (TPM), Carleton Place, Ontario, dated March 21, 2023, for an additional year (2024) in the amount of \$690,471.23, plus applicable taxes; AND FURTHER THAT County Council adopt a By-law to execute the contract extension.

**Background**

County Council adopted By-law 57-23, being a By-law for the execution of Contract PWO-2023-03 for Pavement Marking awarding the contract to Trillium Pavement Marking (TPM), Carleton Place, Ontario on April 26, 2023, in the amount of \$650,117.40, plus applicable taxes.

Clause TC-19.1 of the Contract contains provisions to permit an extension of the contract for up to four additional one-year periods, subject to satisfactory service, price, terms and conditions. Further, extensions are to be mutually acceptable and subject to a continued requirement for Council and budget approval.

TPM has proposed that the unit prices increase are in alignment with the Consumer Price Index of 2.9%. As a result, there will be an increase in the cost of the work in the amount of \$19,459.34, making the estimated value of the County’s share of the contract \$690,471.23, plus applicable taxes. This figure reflects the actual amount spent in 2023, which is \$671,011.89, plus applicable taxes. Staff confirm that there are sufficient funds

included in the 2024 Departmental Safety Devices budget of \$798,000 to cover the proposed amount.

To ensure timely submission of paperwork, the contractor has agreed to add a clause regarding Liquidated Damages to the contract of \$1,000 per week.

The work performed by TPM has been acceptable and staff recommends that the contract be extended for the 2024 season.

All of which is respectfully submitted.

Glenn Doncaster, Chair

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

## Winter Operations Monthly Summary 5-Year Comparison for Committee

Year	Month	No. of Event Days		Type of Event (days)			Material Used (tonnes)		Precipitation (mm)	
		Weekday	Weekend	Snow	Blowing Snow	Freezing Rain	Salt	Sand	Petawawa Station	Bancroft Station
2023	Nov	10	2	10	0	2	1,685.4	109.4	41.2	53.1
2022	Nov	8	2	9	0	5	1,127.5	215.9	31.8	62.1
2021	Nov	7	2	7	0	7	65.6	588.7	41.0	62.2
2020	Nov	8	3	9	0	3	1,749.0	312.0	39.0	86.8
2019	Nov	13	0	9	0	4	1,770.0	49.0	23.5	48.8
2023	Dec	15	7	16	0	6	3,439.6	435.4	57.2	75.7
2022	Dec	16	7	20	4	2	4,792.0	998.9	29.6	35.2
2021	Dec	18	8	19	1	8	5,565.4	1,679.9	55.0	78.9
2020	Dec	18	11	19	0	6	5,227.0	1,359.0	56.0	94.9
2019	Dec	18	8	20	3	7	5,101.0	1,616.0	43.5	68.5
2024	Jan	18	8	19	4	4	4,937.2	1,814.7	58	85.4
2023	Jan	21	6	24	5	7	6,455.5	3,972.2	15.8	26.2
2022	Jan	16	3	17	2	2	4,354.2	2,186.4	33.2	52.2
2021	Jan	15	6	17	2	5	3,322.3	2,121.6	5.0	34.8
2020	Jan	16	6	19	8	7	5,089.0	2,146.0	57.5	127.1
2024	Feb	10	3	11	0	2	1,840.4	500.2	19	18.5
2023	Feb	16	4	20	7	3	5,358.3	1,677.5	11.4	13.6
2022	Feb	16	7	14	12	4	5,803.3	1,724.4	57.4	100.8
2021	Feb	14	6	19	8	3	4,279.3	1,464.2	38.0	58.0
2020	Feb	13	5	15	9	1	3,754.0	1,165.0	52.0	53.8
2023	Mar	10	6	12	8	3	2,309	591.4	63.4	74.2
2022	Mar	11	5	12	5	6	3,022.4	1,205.1	15.4	10.6
2021	Mar	8	1	9	3	3	554.8	703.0	35.0	54.9
2020	Mar	7	0	7	3	0	987.3	325.0	23.4	23.5
2019	Mar	8	7	15	7	3	2,185.0	336.0	46.0	66.0
2023	Apr	2	1	3	0	2	1,109.3	165.5	156.6	139.8
2022	Apr	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2021	Apr	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2020	Apr	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2019	Apr	3	4	4	0	1	556.0	33.0	130.0	143.0



# Municipal Report

**Subject:** Connecting Link Three Way Stop  
**Meeting:** Council in Committee - 06 Feb 2024  
**Prepared For:** Council  
**Staff Contact:** Hilary Kutchkoskie, Operations Manager

---

## RECOMMENDATION:

THAT Council direct the Operations Manager to forward a request to the County of Renfrew regarding the Three Way Stop Realignment Study 60/62 conducted by Perspective Engineering as it pertains to the realignment of Opeongo Line/Bay Street to address issues at the Three Way Stop intersection; and

THAT Council request a funding commitment from the County of Renfrew in the amount of \$175,000 to enable the Township of Madawaska Valley to proceed to apply through the Connecting Link Funding in the 2024/25 or 2025/26 fiscal years for the Realignment Project.

## BACKGROUND INFORMATION:

In 2022, the Township applied to the Connecting Link program and was successful with the following request:

- Replace existing courtesy crosswalks that are currently epoxy and require replacement every year with colored concrete to delineate between the existing roadway and the crosswalk.
- Repaint lines and redo epoxy stop blocks.
- Adjust and pour concrete aprons around existing man holes that are within the travelled portion of the roadway to match new elevation and to reducing rocking and further cracking.

In discussion with staff, it was also identified that there is a need for a study to determine options for a right turn taper from Highway 62 onto Opeongo Line to ensure the safe and efficient movement of traffic. In 2023, this work was conducted along with the following evaluation of the three way stop.

Attached, please find the Connecting Link Alignment Memo, New Intersection Design and Traffic Study by Jason Ward at Perspective Engineering.

As the Connecting Link Funding model will not fund any Upper Tier entity the following preliminary costing is identified as the total project would amount to around \$340,000, with \$165,000 allocated for the Connecting Link and **\$175,000** for Bay Street or County Property.

For this project to proceed or even to be applied for, Council would require a commitment for the funding amount (**\$175,00.00**) from the County of Renfrew, indicating their willingness to commit their share of the funds for the project. The County of Renfrew Public Works Director would be consulted throughout the process. Municipal staff would proceed to apply through the Connecting Link Funding in the 2024/25 or 2025/26 fiscal years for the realignment project once the County of Renfrew confirms support.

**POLICY IMPLICATIONS:**

NOTE: the Connecting Link Funding will not fund any Upper Tier owned roads (Hwy 62). The Realignment Project at the intersection of Bay Street (Hwy 62) and Opeongo Line requires the County of Renfrew support to proceed.

**ATTACHED:**

[Barry's Bay Intersection Re Alignment Memo](#)

[New Intersection Design](#)

[Traffic Study of Barry's Bay Intersection](#)



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TO:	Mr. Hilary Kutchkoskie, Operations Manager	DATE:	October 27, 2023
FROM:	Jason Ward P.Eng.	PROJECT NO.:	2023-0104
PROJECT:	Connecting Link Funding Application		
SUBJECT:	2024/25 Funding		

---

**BACKGROUND**

As part of the 2023/24 Connecting Link Funding allocation, a traffic study was conducted at the intersection of Opeongo Line and Bay Street. The objective was to assess the current design and layout's service level and explore potential enhancements within the existing right of way.

**STUDY RESULTS**

The study's findings indicated that the intersection presently operates at a Level B (reasonably free flow) of service. To improve traffic flow, the possibility of adding right turn lanes for northbound vehicles heading east and eastbound vehicles heading south was considered. However, it was observed that these additional turn lanes reduced the opportunities for westbound traffic, as the intersection already experienced congestion. The right turn lanes led to vehicles having to wait longer, shifting from every third vehicle to every fourth.

Furthermore, during the intersection analysis, it was noted that the southwest corner near Mad Outdoors had a limited turning radius. This constraint forced larger vehicles to cross the centerline when traveling south. The issue stemmed from Bay Street being offset to the west within the right of way, which restricted the turning radius. To address this, it was suggested that realigning the northbound leg closer to the middle of the right of way, closer to the MacEwen fuel station, could provide more space for a larger turning radius for eastbound vehicles heading south. However, it was determined that even with a 15-meter turning radius, it would still not be sufficient for transport trucks but would accommodate dump trucks and garbage trucks. A design was developed to explore the costs and benefits of this option.

Considering that this project extends from Opeongo Line and reaches approximately 80 meters onto Bay Street, the costs would need to be shared between the Connecting Link (with funding requests to the MTO) and Bay Street (a county road, necessitating funds from the County). Preliminary cost estimates indicate that the total project would amount to around \$340,000, with \$165,000 allocated for the Connecting Link and \$175,000 for Bay Street or County Property.

For this project to proceed, the council would need approval from the County of Renfrew, indicating their willingness to commit their share of the funds for the project. Subsequently, applications for Connecting Link funding in the 2024/25 or 2025/26 fiscal years could be made.



**MEMO**  
Connecting Link Funding  
October 27, 2023  
Page 2

**CONCLUSION**

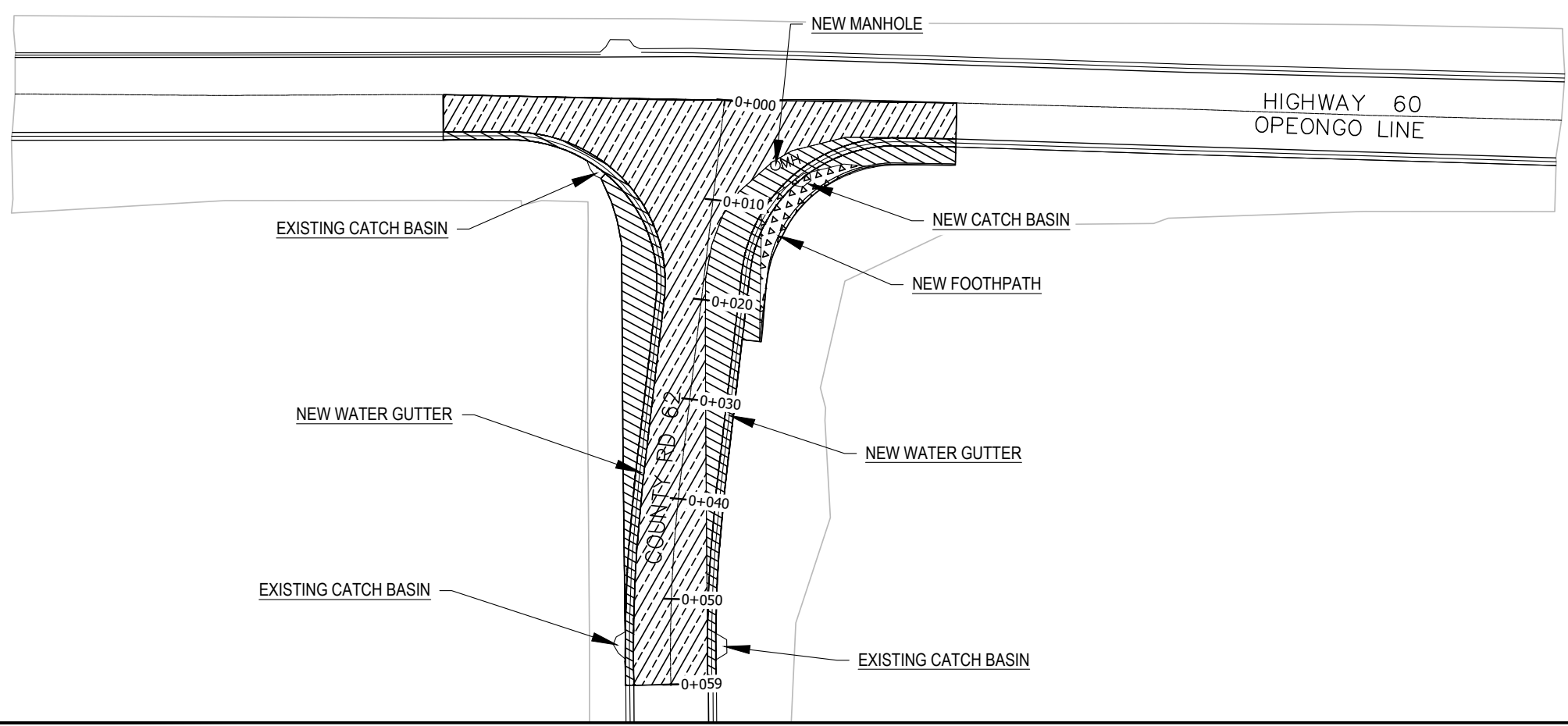
In summary, the traffic study of the Opeongo Line and Bay Street intersection showed it operates at Level B service. To address traffic flow issues, adding right turn lanes was considered, but it could worsen congestion. Additionally, a turning radius problem was identified due to roadway offset and would improve traffic flow.

To proceed with the larger turning radius, council must obtain approval and funding commitment from the County of Renfrew for an amount of approximately \$175,000. At this point council could direct staff to apply to the connecting link funding for the remaining \$165,000 in the 2024/25 or 2025/26 fiscal years.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jason Ward", is positioned above the typed name.

Jason Ward, P. Eng.  
**Perspective Engineering Inc.**



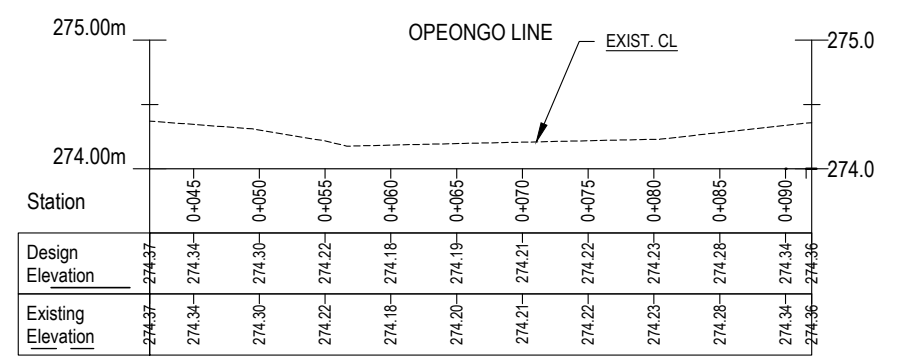
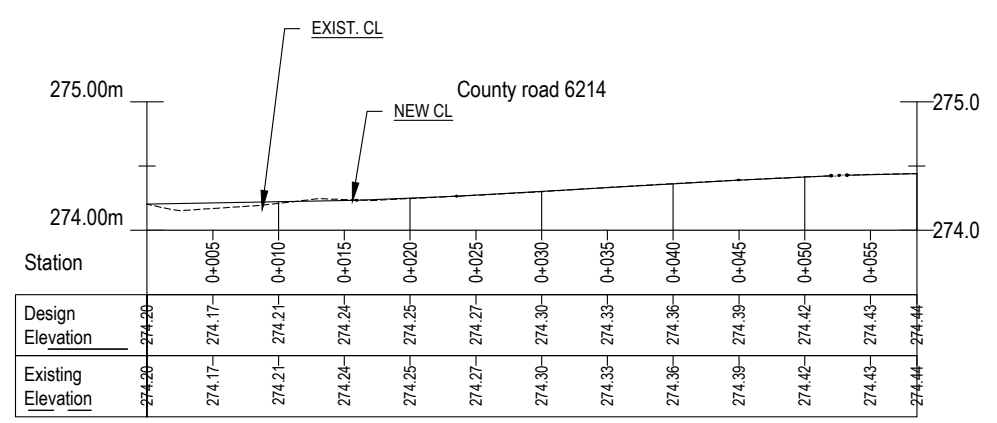
- GENERAL NOTES :**
- DO NOT SCALE DRAWINGS
  - ALL WORK SHALL BE CARRIED OUT IN ACCORDANCE WITH RELEVANT CODES AND GUIDELINES.
  - ALL DRAWINGS AND ADDENDA ARE TO BE READ AS, AND IN CONJUNCTION WITH, THE SPECIFICATIONS.
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**NOTES:**  
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- REMOVALS FEATURES LEGEND**
- FULL DEPTH ASPHALT REMOVAL 50MM - 170 MM
  - REMOVAL OF ITEM
  - EARTH EXCAVATION STRIPPING

DWG NAME:  
REMOVALS

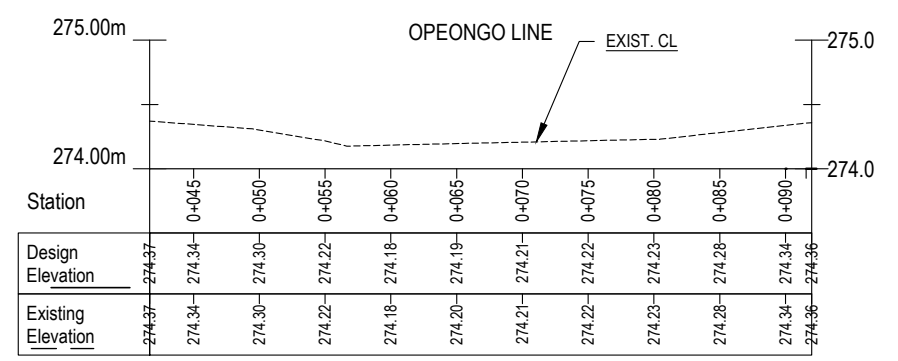
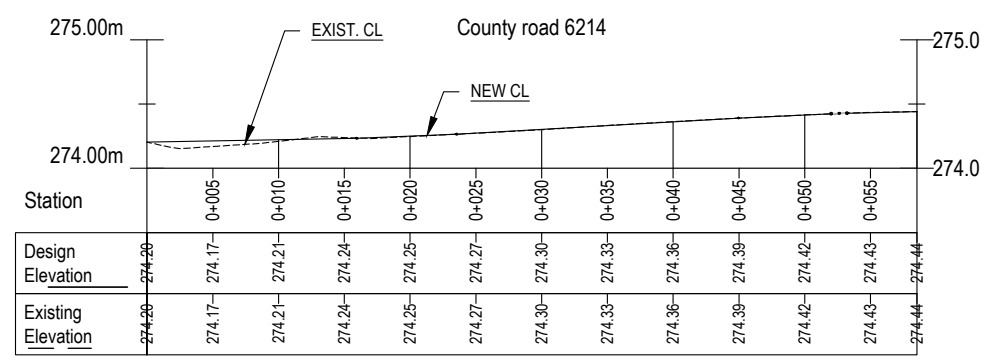
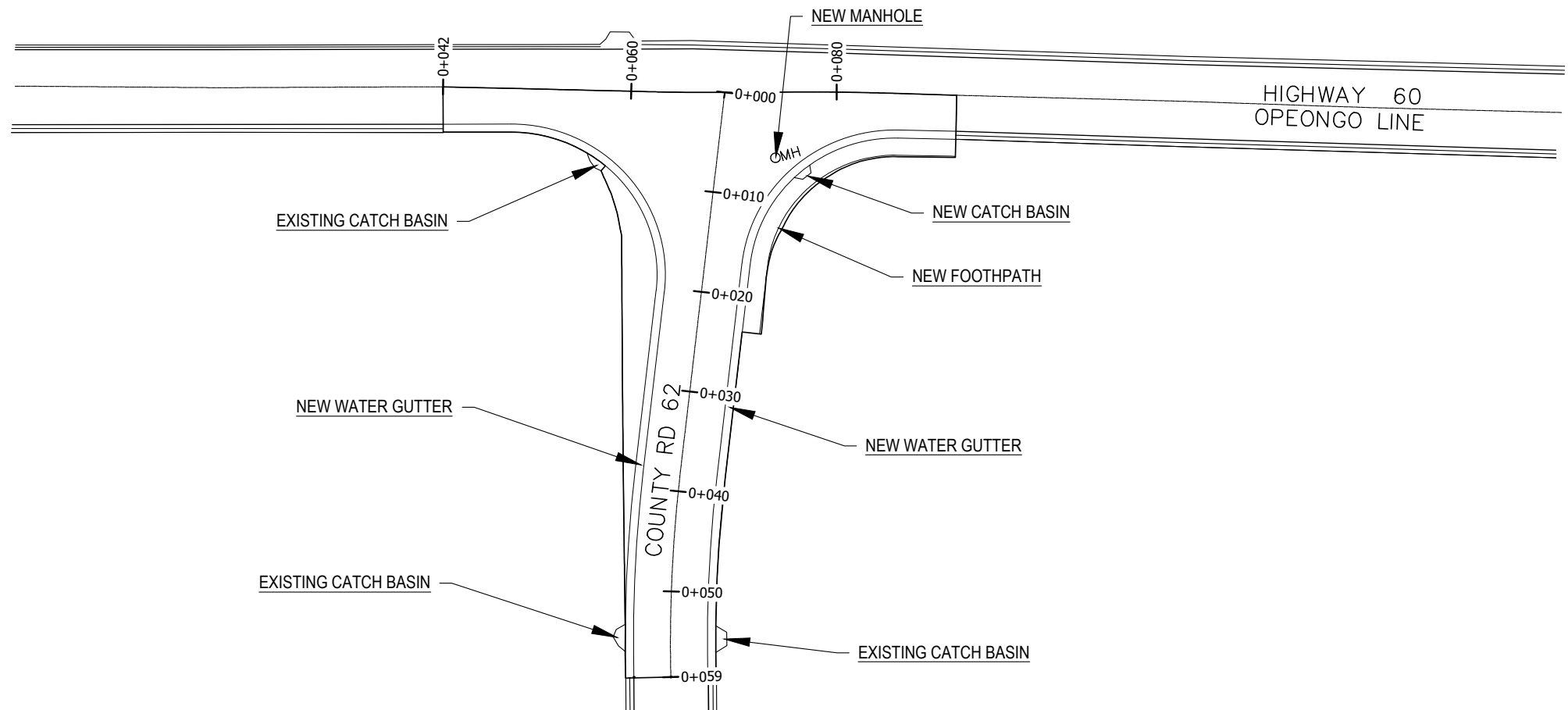
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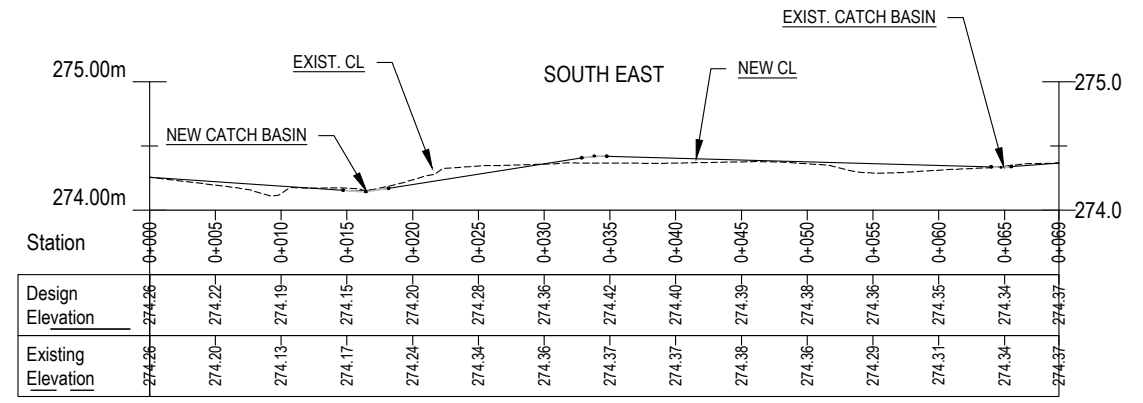
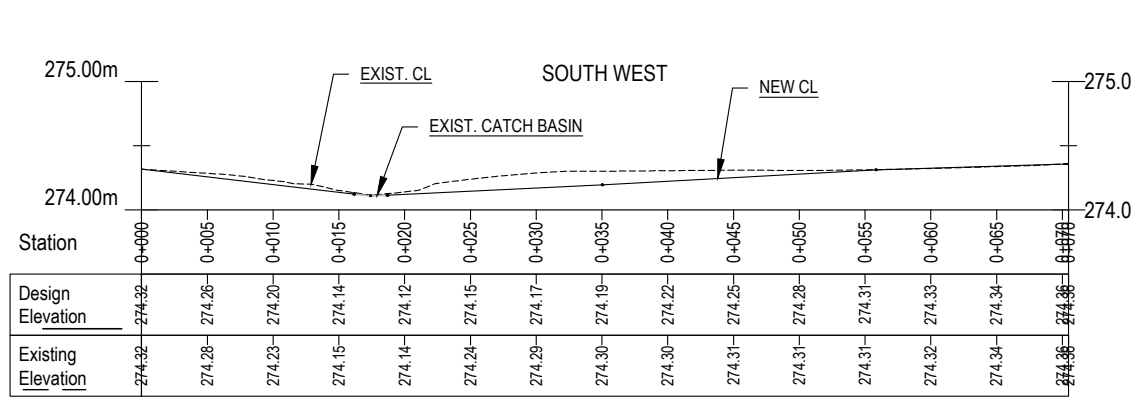
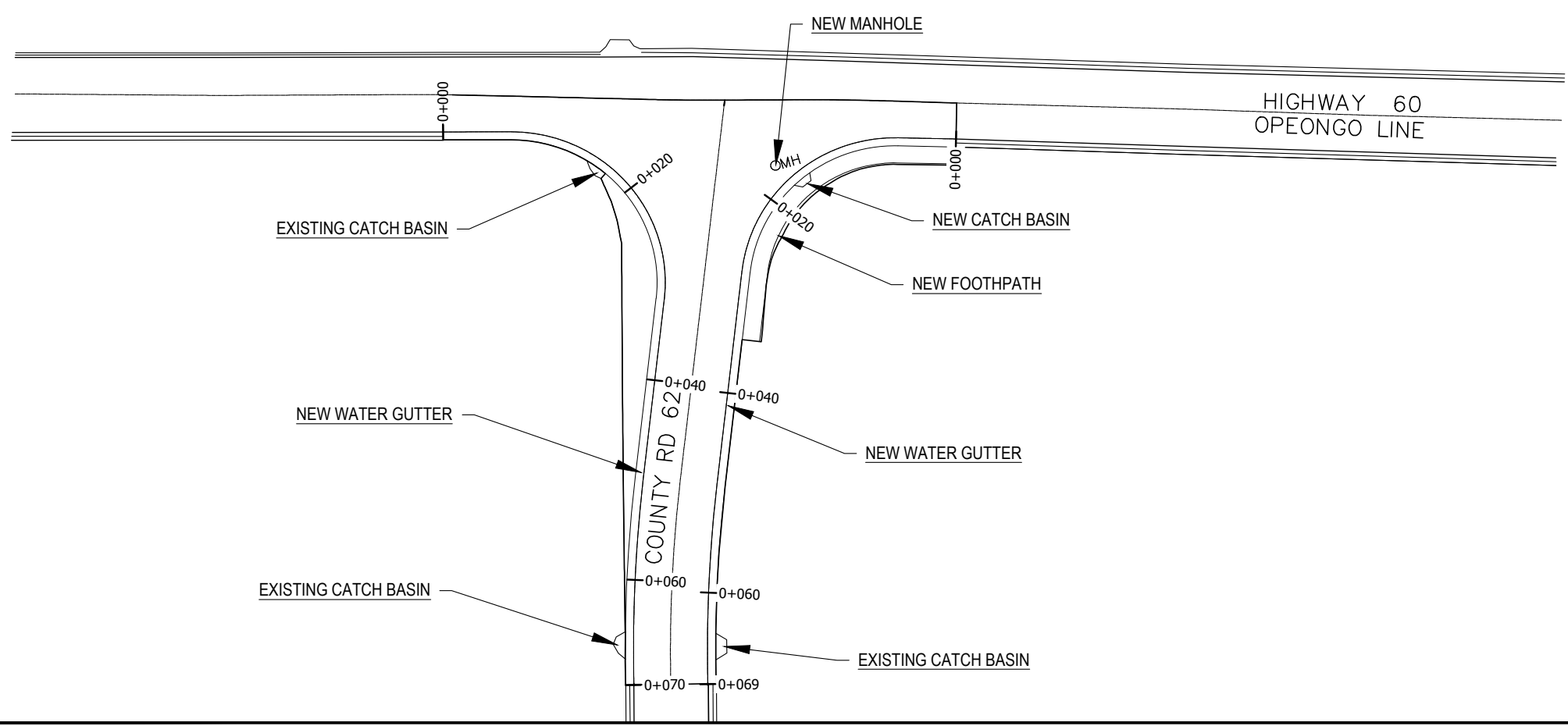
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PLAN & PROFILE

PROJECT INFORMATION:



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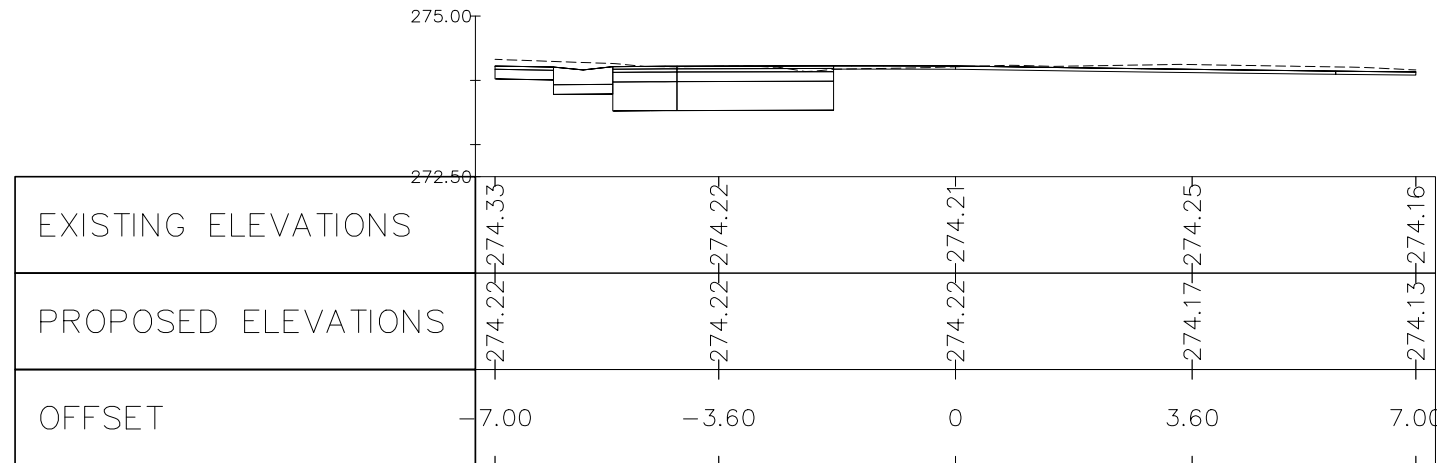
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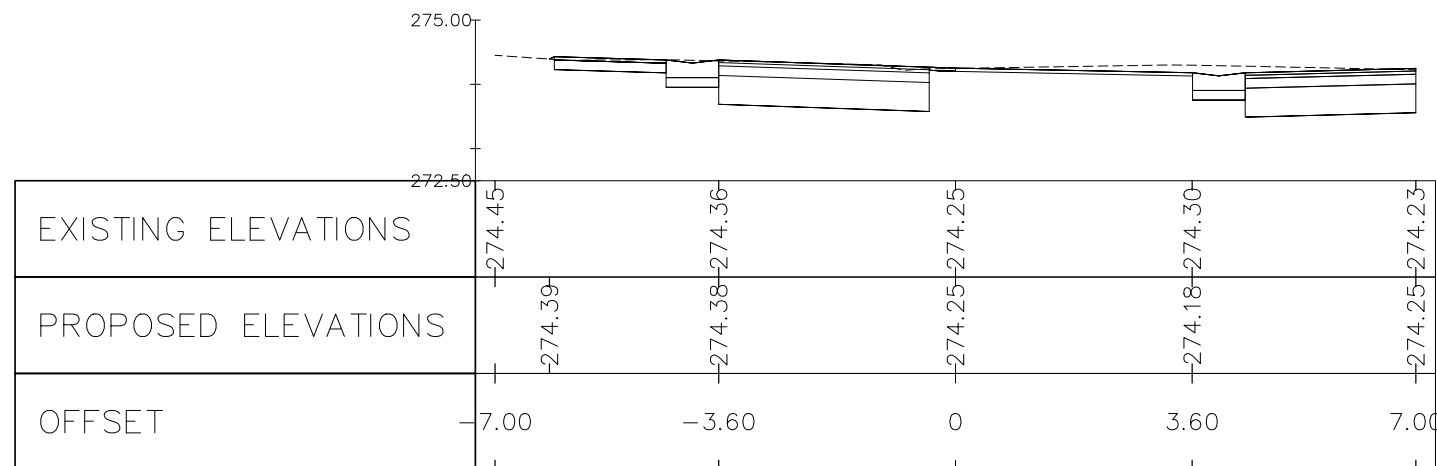


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**CROSS SECTION** at station 10.0



**CROSS SECTION** at station 20.0

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**NOTES:**

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CROSS SECTIONS

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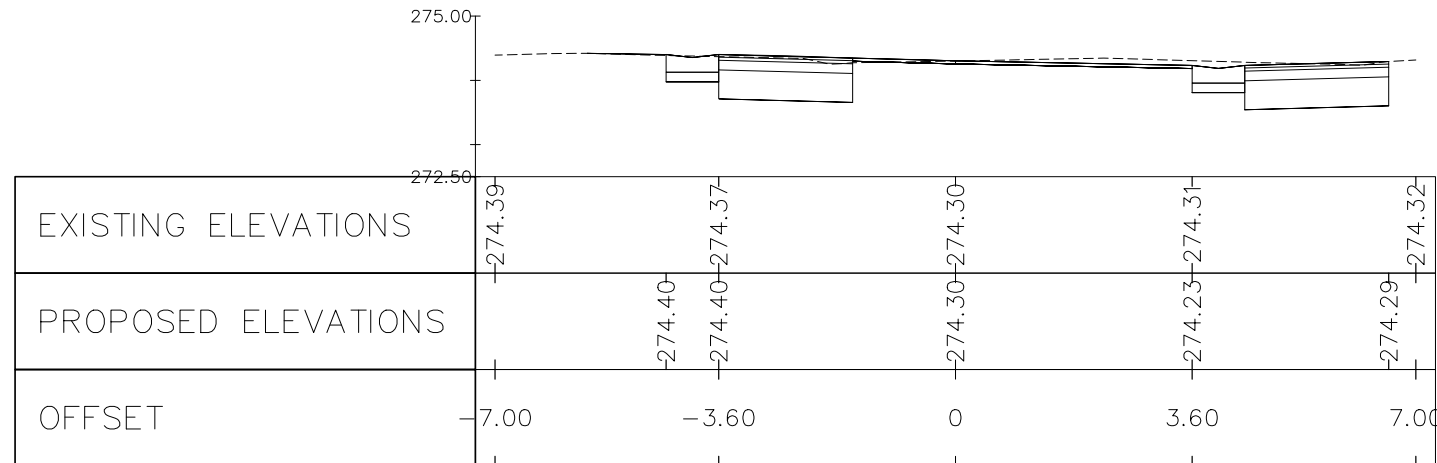


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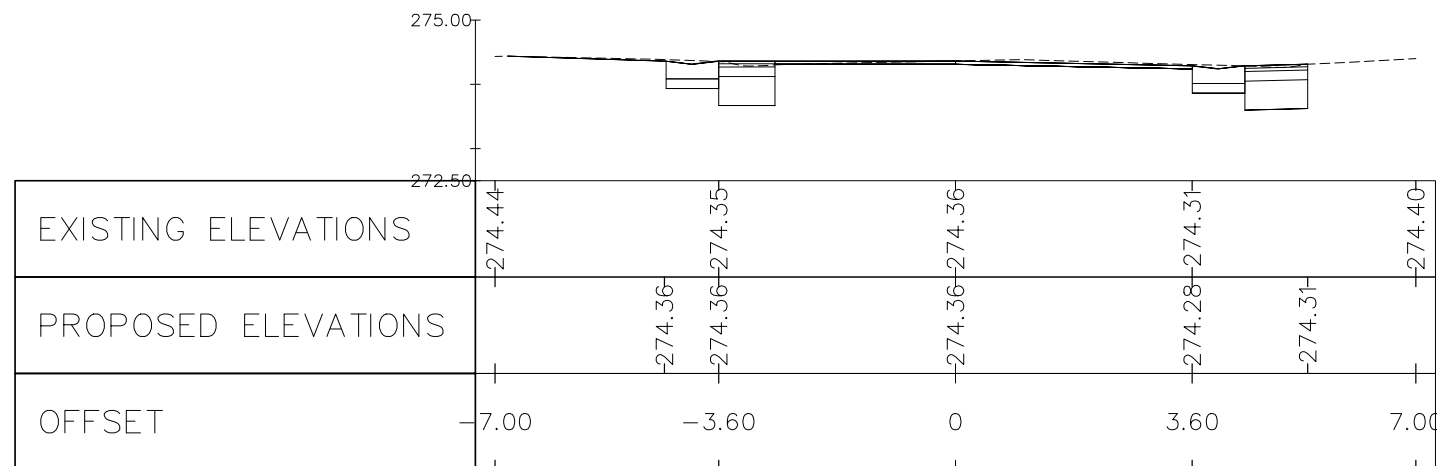
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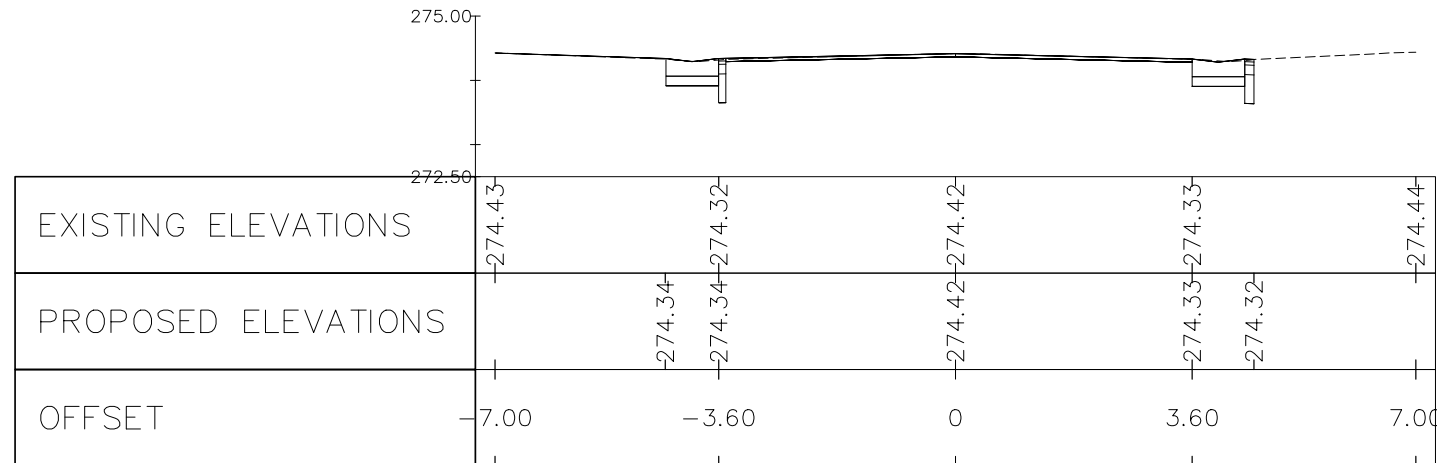


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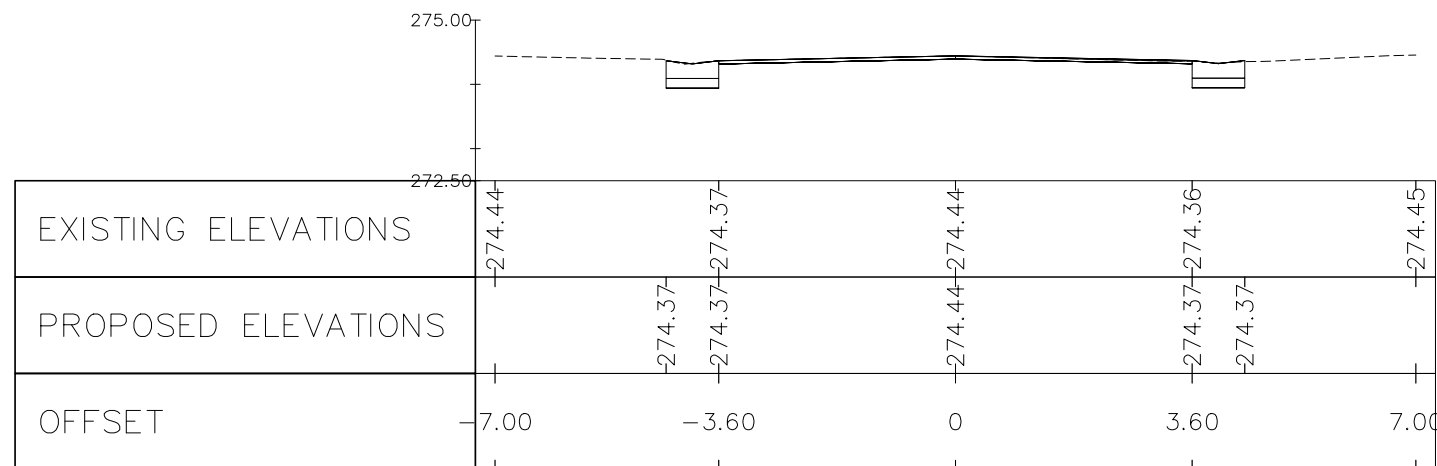
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**CROSS SECTION** at station 58.5

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DWG NAME:

CROSS SECTIONS

PROJECT INFORMATION:



DATE Oct. 11, 23

DWG #

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6

**Traffic Study of the Intersection of  
Opeongo Line and Bay Street**

Prepared for:

Township of Madawaska Valley

Prepared By:



October 2023

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## EXECUTIVE SUMMARY

This study was conducted to determine the feasibility of enhancing the geometric layout of Barry's Bay Intersection at Opeongo Line (Highway 60) and Bay Street (Highway 62) and assess its traffic flow performance. The intersection plays a vital role in the community and the region, serving various purposes, including commercial and residential needs. The study's scope encompassed turning movement traffic counts, traffic data analysis, capacity assessment of existing conditions, scenario-based performance evaluations, feasibility studies for layout changes, and detailed geometric design considerations.

**Methodological Framework:** The study followed a systematic approach, starting with a turning movement count survey to collect traffic data. The data underwent thorough analysis to understand existing traffic patterns and conditions. Capacity and level of service analyses were conducted to evaluate the intersection's current state. Proposed scenarios were developed and assessed for traffic performance. The study also delved into the development of geometric layout options.

### Key Findings:

- Existing Layout: The existing intersection design was found to perform reasonably well in terms of traffic flow.
- Test Scenario: A proposed layout with added right-turning lanes on the South Approach showed marginal improvements in traffic flow.

**Geometric Layout Options:** Two main layout options were considered for geometric enhancement:

1. Option 1: Addition of a Right-Turning Short Lane on the South Approach.
2. Option 2: Enhanced Turning Radius and Geometry.

**Comparison Between Layout Options:** A detailed comparison between the layout options revealed that Option 2, focusing on enhanced turning radius and geometry, offered substantial geometric improvements while maintaining symmetry and space for expansion. Despite the sacrifice of an additional right-turning lane, Option 2 was the preferred choice for its improved geometry for large vehicle movements.

**Recommendations:** The study recommends adopting Option 2, the enhanced geometric layout, as it aligns with design standards, maintains symmetry, and preserves space for future expansion. Option 2 is expected to provide a similar Level of Service (LOS) as the existing layout. Additionally, recommendations were provided for detailed geometric design aspects of the junction.

This study shows the comprehensive study for improving the Barry's Bay Intersection, ensuring it meets the needs of the community and enhances traffic flow while considering future growth and development.

## 1. INTRODUCTION

This formal report presents a comprehensive analysis and evaluation of the traffic conditions at the Barry's Bay Intersection located in Ontario, Canada. The intersection, situated at Latitude 45.488435 and Longitude -77.678368, marks the junction of Opeongo Line (Highway 60) and Bay Street (Highway 62). The report focuses on a detailed investigation of the intersection's traffic dynamics, geometric layout, and safety aspects, with the ultimate goal of enhancing traffic performance and overall safety. This study aims to provide valuable insights that can inform potential improvements to the intersection's design and operation.

### 1.1 BACKGROUND:

This section provides a contextual overview of Barry's Bay and its intersection, highlighting their individual significance within the broader regional landscape.

Barry's Bay, a serene rural community nestled in the heart of Madawaska Valley and a part of Renfrew County, stands as a testament to the harmonious blend of natural beauty, cultural heritage, and economic vitality. This charming town, situated at Latitude 45.488435 and Longitude -77.678368, boasts a population of 1,084 as of the 2021 Census. Encompassing an area of 2.252 km<sup>2</sup>, the town exudes a population density of 481.3/km<sup>2</sup>. Barry's Bay's significance is multifaceted and deeply rooted in its diverse attributes, each contributing to its identity and role within the Ottawa Valley. Its strategic location at the junction of Opeongo Line (Highway 60) and Bay Street (Highway 62), which plays a pivotal role in shaping its character and function within the broader regional context.



Figure 1-1 Aerial Image of Barry's Bay Intersection

**1.1.1 BARRY'S BAY'S SIGNIFICANCE**

**1.1.1.1 Cultural Heritage and Natural Beauty**

Barry's Bay is a testament to the richness of cultural heritage and natural beauty that defines the Ontario landscape. It stands as the gateway to Algonquin Provincial Park, a sanctuary of awe-inspiring landscapes and outdoor pursuits. The region's historical ties to indigenous communities, settlers, and Polish immigrants contribute layers of identity that are deeply ingrained in its cultural fabric. Nestled amid picturesque lakes, dense forests, and flowing rivers, the town's natural beauty offers an inviting escape for those seeking tranquility and respite from urban life.

Table 1-1: Manifold dimensions of Barry's Bay importance

Significance	Description
Gateway to Algonquin Provincial Park	Serving as a portal to Algonquin Provincial Park, renowned for its captivating natural vistas.
Tourism and Outdoor Recreation	Embracing outdoor enthusiasts with activities like hiking, fishing, and boating amid breathtaking landscapes.
Cultural Heritage	The town's historical connections to indigenous communities, settlers, and Polish immigrants enrich its identity.
Local Economy	Anchoring a robust economy through tourism-related ventures, including accommodations, dining, and retail.
Community Hub	Functioning as a central hub, offering services and spaces that foster community cohesion in the region.
Natural Beauty	Boasting lush lakes, verdant forests, and meandering rivers that provide solace and leisure for residents and visitors.
Recreational Events	Vibrant local events and festivals celebrating culture and heritage amplify communal bonds and draw tourists.
Proximity to Ottawa Valley	Aligning with the captivating allure of the Ottawa Valley, known for its rustic charm and creative energy.
Rural Lifestyle	Catering to those seeking a serene countryside lifestyle, distinct from the urban clamor of larger centers.
Regional Identity	Contributing to the regional identity of the Ottawa Valley—synonymous with nature's splendor and close-knit communities.

**1.1.1.2 Economic Vitality and Community Hub**

The town's economic vitality is interwoven with its vibrant tourism industry. Accommodations, dining establishments, rentals, and souvenir shops thrive as essential components of the local economy, nurturing both employment opportunities and commerce. Barry's Bay further serves as a community hub, extending its resources and services to smaller neighboring towns, underscoring its role as a central connection that fosters social cohesion and well-being.

**1.1.1.3 Recreational Offerings and Regional Identity**

Intrinsic to Barry's Bay's identity is its dedication to fostering recreational pursuits and celebrating its roots. The town hosts various local events and festivals that epitomize its cultural and historical heritage, while providing avenues for community engagement and visitor attraction. This collective identity contributes to the broader regional narrative, as Barry's Bay is integral to shaping the character of the Ottawa Valley—a region celebrated for its seamless blend of nature's beauty and the warmth of community.

Table 1-2: Key Attraction Proximate to Barry's Bay Intersection

Place	Key Points of Interest	Distance from Barry's Bay	Direction
Algonquin Provincial Park	Scenic landscapes, outdoor activities	Approx. 40 km	East
Whitney	Base for Algonquin Park exploration	Approx. 50 km	East
Combermere	Historic Opeongo Line, Madawaska River	Approx. 15 km	North
Madawaska River	Kayaking, canoeing, fishing	Varies	-
Wilno	Polish heritage, Wilno Heritage Park	Approx. 30 km	North
Killaloe	Fishing, boating, Foy Provincial Park	Approx. 30 km	West
Palmer Rapids	White-water kayaking, Madawaska River	Approx. 40 km	North
Eganville	Bonnechere Provincial Park, historical museum	Approx. 40 km	South
Bonnechere Caves	Guided cave tours, unique geological formations	Approx. 50 km	South

**1.1.2 BARRY'S BAY INTERSECTION'S STRATEGIC ROLE**

**1.1.2.1 Enabling Domestic and Recreational Mobility**

The Barry's Bay Intersection transcends mere geographic coordinates; it embodies a strategic confluence that facilitates domestic and recreational mobility. This intersection, serving as the juncture of Highway 60 and Highway 62, forms a pivotal access point for travelers seeking the charms of Barry's Bay and its neighboring attractions. Its connectivity to Algonquin Provincial Park, a veritable haven of natural wonders, resonates with tourists and nature enthusiasts, contributing substantially to the town's economic sustenance.

**1.1.2.2 Essential Node for Goods Movement**

The intersection's significance extends beyond leisurely exploration. Positioned at the crossroads of major highways, the Barry's Bay Intersection serves as a vital conduit for goods movement between diverse regions. This key link in the distribution chain facilitates the transfer of commodities, underpinning the functional efficiency of local businesses, markets, and services. This role in supporting the local economy underscores the criticality of the intersection.

**1.2 PURPOSE OF STUDY**

The central purpose of this comprehensive study is to conduct a thorough analysis and assessment of the Barry's Bay Intersection. The principal goal is to explore into the dynamics of traffic movement, geometric design, and safety at this critical juncture. By methodically examining these factors, the study endeavors to identify areas for improvement that can lead to enhanced traffic performance, increased safety measures, and a more efficient overall traffic flow.

**1.3 SCOPE OF SERVICES**

The scope of services for this study has been expansive, encompassing a multi-faceted approach aimed at addressing comprehensively the intricacies of the Barry's Bay Intersection. The following delineates the services undertaken, reported in the past tense:

**1.3.1 TURNING MOVEMENT TRAFFIC COUNT SURVEY**

Over the span of four consecutive days, specifically from Friday, July 14, 2023, to Monday, July 17, 2023, an exhaustive Turning Movement Traffic Count Survey was conducted. This survey meticulously recorded the traffic volume and movement patterns of six distinct traffic classifications, namely Motorbike, Car, Service Pickup, Bus, Trucks, and Trailers. These observations were systematically collected for all six directions at the intersection.

**1.3.2 ANALYSIS OF TRAFFIC DATA**

The collected traffic data underwent a thorough analysis to determine classified temporal traffic flow patterns. This analysis aimed to identify peak traffic hours, congestion patterns, and traffic volume trends, thereby achieving a comprehensive understanding of traffic dynamics.

**1.3.3 TRAFFIC STUDY OF EXISTING CONDITIONS**

A detailed examination of the existing traffic conditions at the study intersection was conducted. This included an evaluation of the intersection's then-current layout, signage, signalization, and control mechanisms.

**1.3.4 SCENARIO-BASED TRAFFIC PERFORMANCE EVALUATION**

Utilizing the collected data, the study explored various scenarios to evaluate traffic flow performance indicators. This evaluation involved quantifying traffic delays and assessing the efficiency of the intersection layout under different circumstances.

**1.3.5 FEASIBILITY STUDY OF PROPOSED LAYOUT**

Proposed modifications to the intersection's layout were evaluated from two perspectives: Traffic Performance and Geometric Considerations. The study assessed the advantages and disadvantages of these modifications in terms of traffic flow optimization and overall design feasibility.

**1.3.6 GEOMETRIC DESIGN LAYOUT**

A detailed Geometric Design Layout was developed for the proposed intersection improvements. This layout provided a visual representation of the suggested modifications, incorporating considerations for traffic lanes, signage, signals, turning radii, and pedestrian facilities.

With these services executed and analyzed, the study proceeds to present the findings, recommendations, and conclusions, which are elaborated upon in the subsequent sections of this report.



## 2. METHODOLOGICAL FRAMEWORK OF THE STUDY

The employed methodology for this study is a structured and comprehensive approach that encompasses multiple well-defined stages. These stages collectively contribute to a thorough analysis of the complexities intrinsic to the Barry's Bay Intersection. The methodology incorporates systematic data collection, meticulous analysis, and a comprehensive evaluation process. The following detailed explanation clarifies each stage of this methodological framework:

### 2.1 TRAFFIC COUNT SURVEY

The initial step encompassed an exhaustive Turning Movement Traffic Count Survey, spanning four consecutive days from Friday, July 14, 2023, to Monday, July 17, 2023. The survey's primary objective was to capture a holistic overview of vehicular activities at the Barry's Bay Intersection. This comprehensive assessment incorporated six distinct vehicle classifications, namely Motorbike, Car, Service Pickup, Bus, Trucks, and Trailers. To ensure a comprehensive understanding, data collection was executed for all six directions of traffic flow within the intersection.

### 2.2 ANALYSIS OF TRAFFIC COUNT

Subsequent to the data collection phase, an intricate analysis was conducted. This analysis transcended the realm of quantitative data interpretation, aiming to uncover meaningful insights. The focus of this phase encompassed the identification of peak traffic hours, the recognition of recurring congestion patterns, and the discernment of trends within traffic volume fluctuations. This in-depth analysis provided a nuanced comprehension of the intricate dynamics governing traffic movements.

### 2.3 CAPACITY AND LEVEL OF SERVICE ANALYSIS OF EXISTING TRAFFIC STATE

Leveraging the insights derived from the analysis of peak-hour traffic data, a comprehensive Capacity and Level of Service Analysis of the Existing Traffic State was undertaken. This critical stage involved the application of methodologies prescribed within the esteemed Highway Capacity Manual. The primary goal was to quantify the existing traffic capacity of the intersection and subsequently assign Level of Service ratings. These ratings provided experiential insights into the user interactions within the intersection. This analysis set the groundwork for assessing the potential impact of proposed enhancements.

### 2.4 PROPOSED SCENARIO DEVELOPMENT AND ANALYSIS

Building upon the established baseline, the study transitioned to the development of proposed scenarios. These scenarios were meticulously constructed to explore avenues for optimizing traffic performance at the Barry's Bay Intersection. Specific enhancements, such as the integration of additional Right Turning Short lanes on the West and South Approaches, were designed in this phase. Following the scenario development, a rigorous Capacity and Level of Service analysis was performed. This analytical exercise generated essential indicators of traffic performance, forming a basis for informed decision-making.

## **2.5 COMPARISON AND EVALUATION**

The subsequent phase involved an exhaustive comparison between the Base and proposed intersection layouts. This comparative assessment extended beyond numerical comparisons, encompassing a comprehensive evaluation of various dimensions, including safety improvements, operational efficiency gains, and the overall user experience. This meticulous weighing of pros and cons aimed to provide a holistic understanding of the potential benefits and drawbacks of each layout, ultimately aiding in informed conclusions.

## **2.6 GEOMETRIC DESIGN LAYOUT DEVELOPMENT**

The culminating stage of the methodology manifested in the meticulous development of a Geometric Design Layout. This layout was meticulously curated to adhere to the guidelines stipulated by the AASHTO Manual and the Geometric Design Guide for Canadian Roads. It provided an intricately detailed visual representation of the proposed intersection enhancements, encompassing meticulous specifications for traffic lanes, strategically placed signage, optimized signalization, precisely calculated turning radii, and thoughtful provisions for pedestrian facilities. This visual representation translated analytical insights into a tangible roadmap for potential implementation.

The employed methodological approach aimed to offer not just an in-depth analysis of traffic dynamics but also a well-informed foundation for proposed enhancements. The forthcoming sections of this report delve into the insights, recommendations, and conclusions derived from this meticulous methodology.

### 3. TURNING MOVEMENT COUNT SURVEY ANALYSIS

This section presents a comprehensive analysis of the Turning Movement Traffic Count Survey conducted at the pivotal junction of Opeongo Line (Highway 60) and Bay Street (Highway 62). Opeongo Line, being a vital transportation artery interlinking various regions within Renfrew County, plays a pivotal role in fostering regional connectivity, supporting recreational activities, and propelling economic growth. The purpose behind this meticulously executed survey was to assemble precise and comprehensive data pertaining to vehicular movements within this corridor. Such data serves as a crucial foundation for making informed decisions in the realms of traffic management and infrastructure development.

The amassed data obtained from this survey provides invaluable insights into traffic volumes, peak traffic hours, and congestion patterns. These insights are instrumental for transportation authorities and urban planners in recognizing and addressing areas of critical concern.

#### 3.1. SURVEY LOCATION

The conducted traffic count surveys were centered on Opeongo Line (Highway 60) at the crossroads with Bay Street (Highway 62). Table 3-1 below provides an overview of the survey location including coordinates (latitude and longitude), the nature of the survey, its duration, and survey dates. Refer to Figure 3.1 for a geographical visualization of these survey locations.

Table 3-1: Location, Coordinates, Type and Duration of Traffic Survey Locations

S. No.	Location	Coordinates (Lat, Long)	Type	Traffic Direction	Duration (Hours)	Survey Start Date
1	Barry's Bay Intersection	45.488435, -77.678368	Turning Movement Count	6	24 Hr – 4 Days	Friday, 14 <sup>th</sup> July 2023 to Monday, 17 <sup>th</sup> July 2023

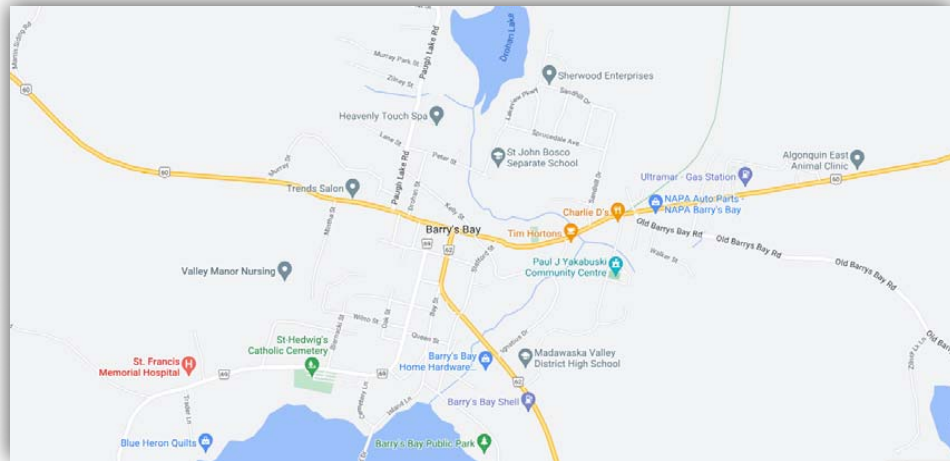


Figure 3.1 Map of survey locations

### 3.2. METHODOLOGY

The traffic volume study method employed is designed to ascertain the number, classifications, and movements of vehicles traversing a specific location. This data is instrumental in identifying crucial peak periods, understanding the impact of larger vehicles on overall traffic flow, and documenting the trend in traffic volume over time. The methodological approach includes the installation of cameras at strategically chosen positions to capture the traffic movement over a 24-hour period. From this video footage, raw data is extracted, specifically classified vehicle counts for six distinct vehicle types, namely Motorbike, Car, Service Pickup, Bus, Trucks, and Trailers.

Table 3-2 Vehicle Classification

Private Automobile Vehicles	S. No.	Vehicle Type	Heavy Vehicles	S. No.	Vehicle Type
	1	Motor bike		4	Bus
	2	Car		5	Truck
	3	Service Pickup		6	Trailer

The collected data from these surveys are in raw format, necessitating a two-step process for analysis. The footage extraction is a meticulous endeavor facilitated by specially designed software capable of simultaneous error removal, date/time verification, and stabilization. Once extracted, the footage undergoes rendering to ensure visual clarity and stability, thereby rendering it suitable for evaluation. A supervisory team assesses the suitability of the extracted data. Once approved, the processing team compiles the data into the designated forms provided by the client. These forms undergo meticulous cross-checking, and a finalized agreement is submitted to the traffic engineer.

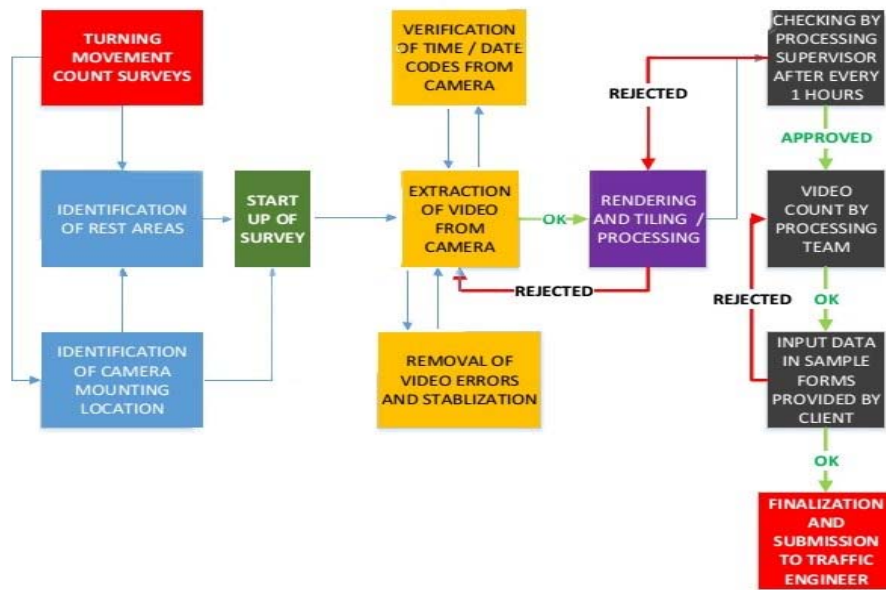


Figure 3.2 Vehicle Count Survey Methodology

### 3.3 SITE PICTURE AND DIRECTION MAP



Figure 3.3 Snap taken from Camera Mounting location at site (Barry's Bay Intersection)

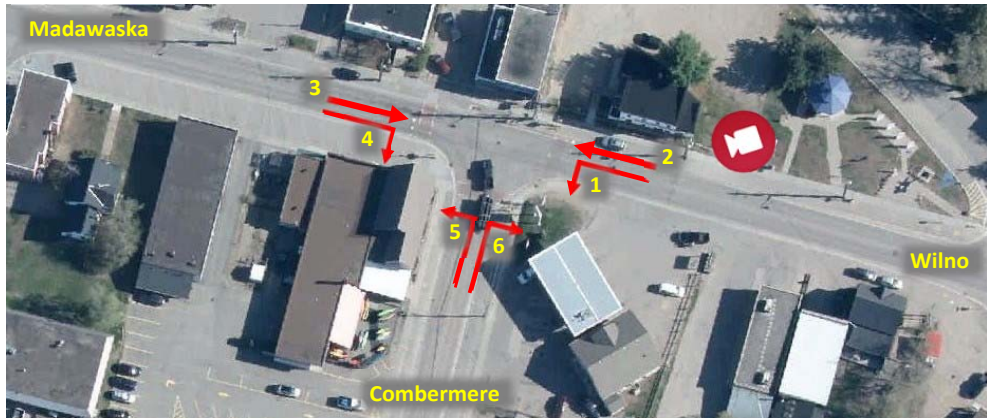


Figure 3.4 Counted traffic movements at Barry's Bay Intersection

### 3.4 VEHICLE COUNT SUMMARY (24 HOUR)

The subsequent Table 3-3 comprehensively presents the total and movement-wise count of vehicles observed over a 24-hour period for 4 days at Barry's Bay Intersection. Figure 3-5 displays the daily variations in traffic mode distribution, while Figure 3-6 illustrates the cumulative vehicle composition based on average daily traffic.

Table 3-3 Summary 24-hour count of Barry's Bay Intersection

Direction	Day	Date	Motorbike	Car	Pickup	Bus	Truck	Trailer	Total	
Total	Day 1	Friday, July 14, 2023	86	7,978	62	2	68	23	8,219	
	Day 2	Saturday, July 15, 2023	68	7,802	46	8	46	15	7,985	
	Day 3	Sunday, July 16, 2023	158	8,022	109	8	194	318	8,809	
	Day 4	Monday, July 17, 2023	107	7,998	106	10	187	257	8,665	
	Total 4 Days Vehicle Count			419	31,800	323	28	495	613	33,678
	Average Daily Traffic (Veh/ Day)			105	7,950	81	7	124	153	8,420
	Percentage Composition (%)			1%	94%	1%	0%	1%	2%	100%
1. From Wilno To Combermere	Day 1	Friday, July 14, 2023	25	1,088	12	-	4	3	1,132	
	Day 2	Saturday, July 15, 2023	3	884	5	-	10	3	905	
	Day 3	Sunday, July 16, 2023	31	903	16	2	15	56	1,023	
	Day 4	Monday, July 17, 2023	17	878	16	2	18	27	958	
	Total 4 Days Vehicle Count			76	3,753	49	4	47	89	4,018
	Average Daily Traffic (Veh/ Day)			19	938	12	1	12	22	1,005
	Percentage Composition (%)			2%	93%	1%	0%	1%	2%	100%
2. From Wilno To Madawaska	Day 1	Friday, July 14, 2023	22	2,034	21	-	18	13	2,108	
	Day 2	Saturday, July 15, 2023	23	1,962	14	2	18	6	2,025	
	Day 3	Sunday, July 16, 2023	32	2,075	48	3	55	82	2,295	
	Day 4	Monday, July 17, 2023	28	2,057	41	3	52	78	2,259	
	Total 4 Days Vehicle Count			105	8,128	124	8	143	179	8,687
	Average Daily Traffic (Veh/ Day)			26	2,032	31	2	36	45	2,172
	Percentage Composition (%)			1%	94%	1%	0%	2%	2%	100%
3. From Madawaska To Wilno	Day 1	Friday, July 14, 2023	15	1,847	14	2	30	4	1,912	
	Day 2	Saturday, July 15, 2023	11	2,224	10	1	9	6	2,261	
	Day 3	Sunday, July 16, 2023	17	2,029	24	3	55	59	2,187	
	Day 4	Monday, July 17, 2023	12	2,043	37	2	46	83	2,223	
	Total 4 Days Vehicle Count			55	8,143	85	8	140	152	8,583
	Average Daily Traffic (Veh/ Day)			14	2,036	21	2	35	38	2,146
	Percentage Composition (%)			1%	95%	1%	0%	2%	2%	100%
4. From Madawaska To Combermere	Day 1	Friday, July 14, 2023	8	1,039	9	-	7	-	1,063	
	Day 2	Saturday, July 15, 2023	11	972	13	2	1	-	999	
	Day 3	Sunday, July 16, 2023	19	1,083	14	-	24	39	1,179	
	Day 4	Monday, July 17, 2023	12	1,008	6	-	25	15	1,066	
	Total 4 Days Vehicle Count			50	4,102	42	2	57	54	4,307
	Average Daily Traffic (Veh/ Day)			13	1,026	11	1	14	14	1,077
	Percentage Composition (%)			1%	95%	1%	0%	1%	1%	100%
5. From Combermere To Madawaska	Day 1	Friday, July 14, 2023	4	949	3	-	5	1	962	
	Day 2	Saturday, July 15, 2023	10	887	3	2	1	-	903	
	Day 3	Sunday, July 16, 2023	23	1,099	5	-	28	42	1,197	
	Day 4	Monday, July 17, 2023	20	1,111	2	3	27	20	1,183	
	Total 4 Days Vehicle Count			57	4,046	13	5	61	63	4,245
	Average Daily Traffic (Veh/ Day)			14	1,012	3	1	15	16	1,061
	Percentage Composition (%)			1%	95%	0%	0%	1%	1%	100%
6. From Combermere To Wilno	Day 1	Friday, July 14, 2023	12	1,021	3	-	4	2	1,042	
	Day 2	Saturday, July 15, 2023	10	873	1	1	7	-	892	
	Day 3	Sunday, July 16, 2023	36	833	2	-	17	40	928	
	Day 4	Monday, July 17, 2023	18	901	4	-	19	34	976	
	Total 4 Days Vehicle Count			76	3,628	10	1	47	76	3,838
	Average Daily Traffic (Veh/ Day)			19	907	3	0	12	19	960
	Percentage Composition (%)			2%	95%	0%	0%	1%	2%	100%

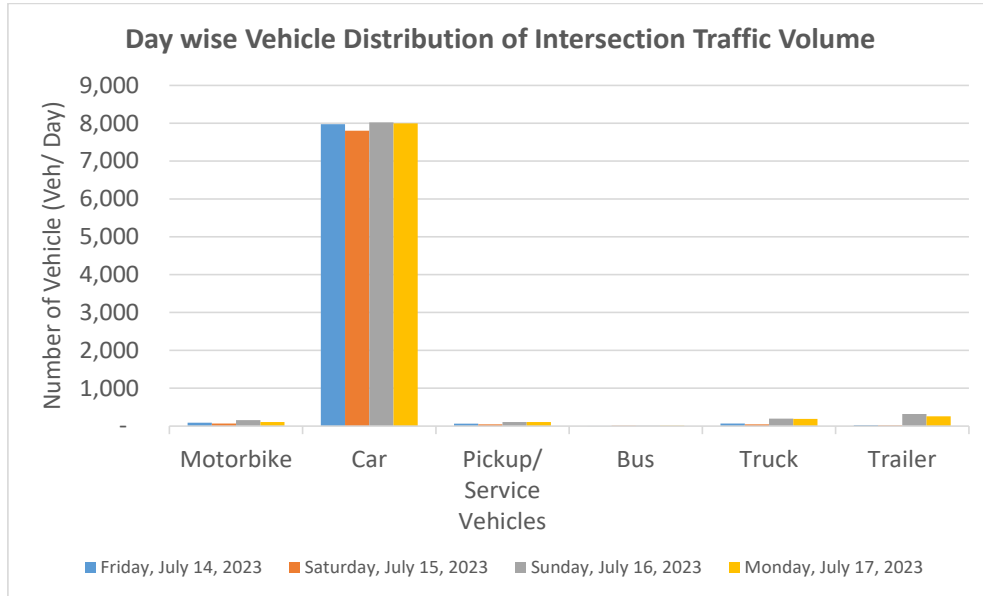


Figure 3.5 Total vehicle distribution (day wise) of traffic volume at Barry's Bay Intersection

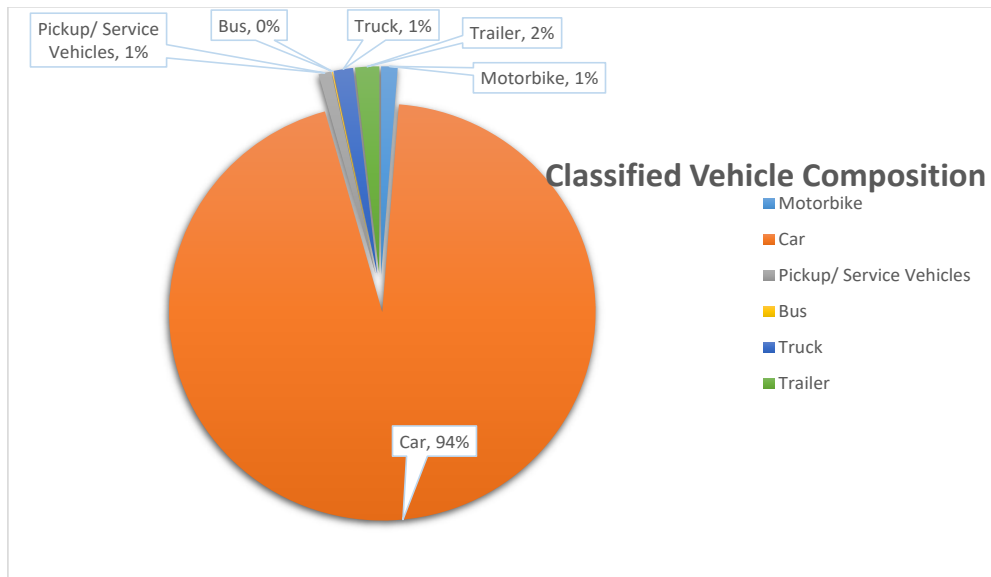


Figure 3.6 Classified Vehicle Composition (day wise) of traffic volume at Barry's Bay Intersection

### 3.5 PEAK HOUR TRAFFIC VOLUME

Peak hours signify the time periods of maximal traffic flow during a given day. Table 3-4 provides a details of the peak hour counts for different vehicle categories at Barry's Bay Intersection. Figure 3-7 visually represents the distribution of vehicles during the peak hours over a span of four days.

Table 3-4 Peak hour count of Barry's Bay Intersection

Dir	Day	Date	Peak Hour	M. Bike	Car	Pickup	Bus	Truck	Trailer	Total	
Total	Day 1	Friday, July 14, 2023	12:00	20	782	6	-	4	2	814	
	Day 2	Saturday, July 15, 2023	12:00	15	869	10	-	5	-	899	
	Day 3	Sunday, July 16, 2023	12:00	15	762	10	-	29	23	839	
	Day 4	Monday, July 17, 2023	11:00	10	726	7	1	19	23	786	
	Total 4 Days Peak Hour Vehicle Count				60	3,139	33	1	57	48	3,338
	Average Peak Hour Traffic (Veh/ Peak Hour)				12:00	15	785	8	0	14	835
	Percentage Composition (%)				2%	94%	1%	0%	2%	1%	100%
1. From Wilno To Combermere	Day 1	Friday, July 14, 2023	12:00	7	107	2	-	-	-	116	
	Day 2	Saturday, July 15, 2023	12:00	-	110	3	-	1	-	114	
	Day 3	Sunday, July 16, 2023	12:00	4	81	-	-	2	3	90	
	Day 4	Monday, July 17, 2023	11:00	-	99	2	1	1	1	104	
	Total 4 Days Peak Hour Vehicle Count				11	397	7	1	4	4	424
	Average Peak Hour Traffic (Veh/ Peak Hour)				12:00	3	99	2	0	1	106
	Percentage Composition (%)				3%	94%	2%	0%	1%	1%	100%
2. From Wilno To Madawaska	Day 1	Friday, July 14, 2023	12:00	7	249	-	-	1	2	259	
	Day 2	Saturday, July 15, 2023	12:00	7	202	3	-	3	-	215	
	Day 3	Sunday, July 16, 2023	12:00	4	184	7	-	10	5	210	
	Day 4	Monday, July 17, 2023	11:00	4	168	3	-	2	8	185	
	Total 4 Days Peak Hour Vehicle Count				22	803	13	-	16	15	869
	Average Peak Hour Traffic (Veh/ Peak Hour)				12:00	6	201	3	-	4	217
	Percentage Composition (%)				3%	92%	1%	0%	2%	2%	100%
3. From Madawaska To Wilno	Day 1	Friday, July 14, 2023	12:00	-	112	1	-	2	-	115	
	Day 2	Saturday, July 15, 2023	12:00	1	234	2	-	1	-	238	
	Day 3	Sunday, July 16, 2023	12:00	4	205	-	-	8	3	220	
	Day 4	Monday, July 17, 2023	11:00	3	201	1	-	7	5	217	
	Total 4 Days Peak Hour Vehicle Count				8	752	4	-	18	8	790
	Average Peak Hour Traffic (Veh/ Peak Hour)				12:00	2	188	1	-	5	198
	Percentage Composition (%)				1%	95%	1%	0%	2%	1%	100%
4. From Madawaska To Combermere	Day 1	Friday, July 14, 2023	12:00	3	98	-	-	-	-	101	
	Day 2	Saturday, July 15, 2023	12:00	6	125	1	-	-	-	132	
	Day 3	Sunday, July 16, 2023	12:00	1	113	2	-	5	3	124	
	Day 4	Monday, July 17, 2023	11:00	1	86	1	-	2	1	91	
	Total 4 Days Peak Hour Vehicle Count				11	422	4	-	7	4	448
	Average Peak Hour Traffic (Veh/ Peak Hour)				12:00	3	106	1	-	2	112
	Percentage Composition (%)				2%	94%	1%	0%	2%	1%	100%
5. From Combermere To Madawaska	Day 1	Friday, July 14, 2023	12:00	1	97	2	-	-	-	100	
	Day 2	Saturday, July 15, 2023	12:00	-	111	1	-	-	-	112	
	Day 3	Sunday, July 16, 2023	12:00	1	105	1	-	3	4	114	
	Day 4	Monday, July 17, 2023	11:00	2	92	-	-	4	2	100	
	Total 4 Days Peak Hour Vehicle Count				4	405	4	-	7	6	426
	Average Peak Hour Traffic (Veh/ Peak Hour)				12:00	1	101	1	-	2	107
	Percentage Composition (%)				1%	95%	1%	0%	2%	1%	100%
6. From Combermere To Wilno	Day 1	Friday, July 14, 2023	12:00	2	119	1	-	1	-	123	
	Day 2	Saturday, July 15, 2023	12:00	1	87	-	-	-	-	88	
	Day 3	Sunday, July 16, 2023	12:00	1	74	-	-	1	5	81	
	Day 4	Monday, July 17, 2023	11:00	-	80	-	-	3	6	89	



	<b>Total 4 Days Peak Hour Vehicle Count</b>	12:00	<b>4</b>	<b>360</b>	<b>1</b>	<b>-</b>	<b>5</b>	<b>11</b>	<b>381</b>
	<b>Average Peak Hour Traffic (Veh/ Peak Hour)</b>		<b>1</b>	<b>90</b>	<b>0</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>95</b>
	<b>Percentage Composition (%)</b>		<b>1%</b>	<b>94%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>100%</b>

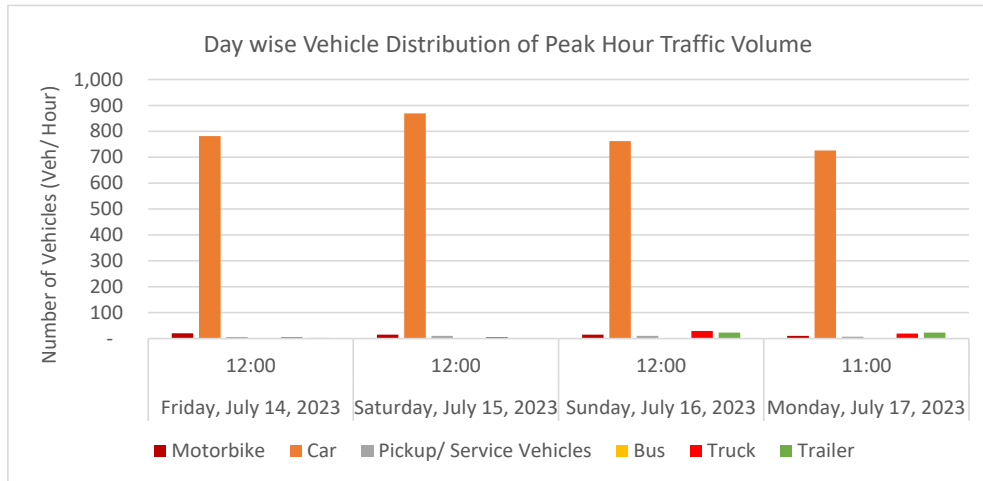
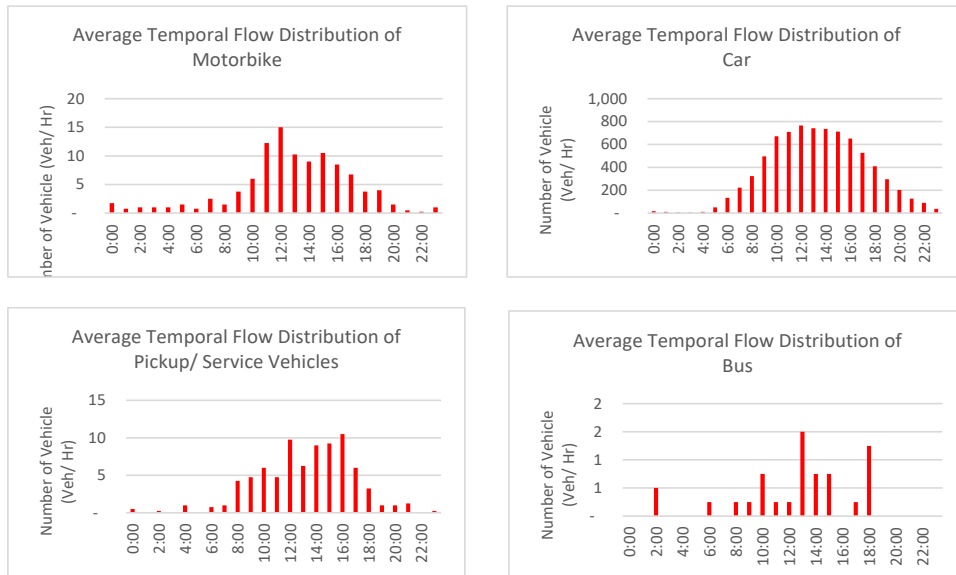


Figure 3.7 Peak Hour Vehicle distribution (day wise) at Barry's Bay Intersection

### 3.6 AVERAGE DAILY TRAFFIC TEMPORAL TRAFFIC FLOW DISTRIBUTION

The data collected over the course of four days, spanning 24 hours each day, is averaged to derive the average daily traffic. These averages are then plotted against the 24-hour timeline to visualize the temporal distribution of traffic flow for different vehicle categories. Figure 3-8 depicts the average flow pattern of various vehicle types over the four-day period.



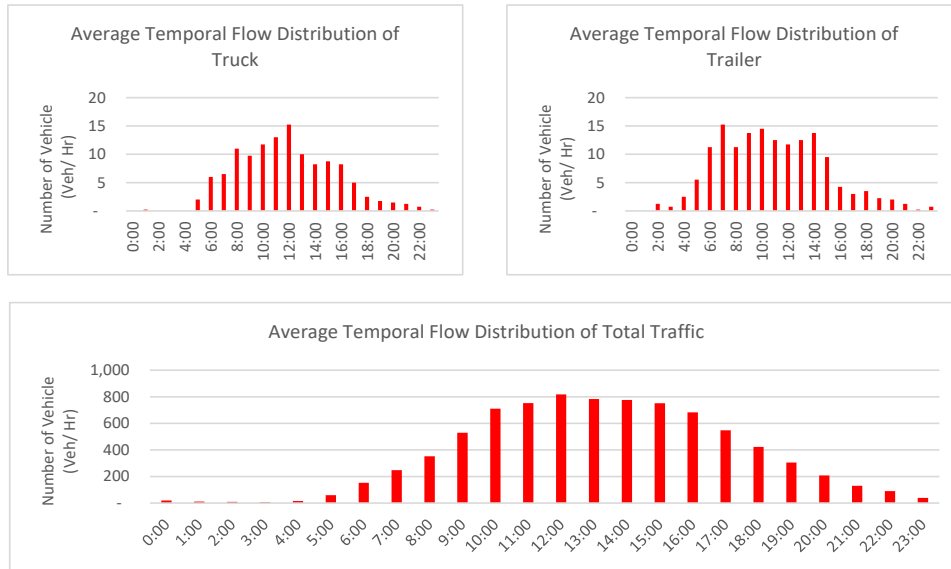


Figure 3.8 Average Daily Traffic Temporal Modal Flow Distribution at Barry's Bay Intersection

The culmination of this Turning Movement Traffic Count Survey Analysis provides an intricate understanding of the traffic dynamics at the Barry's Bay Intersection. This comprehensive data serves as the base for subsequent analyses and evaluations aimed at optimizing traffic flow and design enhancements.

#### 4. TRAFFIC ANALYSIS – EXISTING DESIGN

An in-depth analysis of the existing design and traffic flow conditions at the Barry's Bay Intersection is a pivotal endeavor to unveil its operational efficiency and unearth potential areas for optimization. The prevailing intersection layout entails a two-lane, two-way configuration that lacks a median on any of the three approaches. Control over all three approaches is facilitated by All Way Stop signage, which designates a single shared lane for the two-directional traffic on each approach.

##### 4.1 EXISTING LAYOUT



Figure 4.1 Existing Layout of Barry's Bay Intersection

##### 4.2 PEAK HOUR TRAFFIC

During the four-day observation period, a consistent trend in peak hour traffic patterns emerges, with the peak traffic flow consistently occurring between 12:00 and 13:00. For the purposes of this comprehensive analysis, the afternoon peak hour (12:00 - 13:00) has been selected as the focus. The average peak hour traffic volume has been meticulously calculated for all six directions, considering the varying peak hour factors and the percentage of heavy vehicles for each movement:

Table 4-1 Direction wise Average Peak Hour Traffic Count of Barry's Bay Intersection

Movement	EB-T	EB-R	WB-L	WB-T	NB-L	NB-R
Traffic Volume (veh/h)	198	112	106	217	107	95
Peak Hour Factor	0.85	0.87	0.83	0.86	0.86	0.83
Percentage of Heavy Vehicles	3%	2%	2%	4%	3%	4%

### 4.3 TRAFFIC ANALYSIS

Utilizing the authoritative methodology laid out in the Highway Capacity Manual (HCM) and based on the All Way Stop Control approach, a meticulous traffic analysis of the existing design has been conducted. The overarching goal is to gauge the performance of the traffic flow and unearth insights about delays and Level of Service (LOS) metrics within the existing design under real traffic conditions. The subsequent table encapsulates the multifaceted outcomes of this comprehensive analysis:

Table 4-2 Existing Delay and Level of Service of Intersection

Intersection Delay and LOS	
Intersection Delay, s/veh	13.2
Intersection LOS	B

Table 4-3 Movement wise Performance indicators of Existing Layout of Intersection

Movement	EB-T	EB-R	WB-L	WB-T	NB-L	NB-R
Traffic Vol, veh/h	198	112	106	217	107	95
Peak Hour Factor	0.85	0.87	0.83	0.86	0.86	0.83
Heavy Vehicles, %	3	2	2	4	3	4
Mvmt Flow	233	129	128	252	124	114
Number of Lanes	1	0	0	1	1	0
Approach	EB		WB		NB	
Opposing Approach	WB		EB			
Opposing Lanes	1		1		0	
Conflicting Approach Left			NB		EB	
Conflicting Lanes Left	0		1		1	
Conflicting Approach Right	NB				WB	
Conflicting Lanes Right	1		0		1	
HCM Control Delay	12.9		14.4		11.9	
HCM LOS	B		B		B	

### 4.4 LANE ANALYSIS

Investigating further into the details of lane-level analysis, considerations span the distribution of traffic volume and the impact of control measures. Subsequently, the following table summarizes a comprehensive range of parameters for the Northbound (NBLn1), Eastbound (EBLn1), and Westbound (WBLn1) lanes:

Table 4-4 Lane wise Performance indicators of Existing Layout of Intersection

Lane	NBLn1	EBLn1	WBLn1
Volume Left (% of total)	53%	0%	33%
Volume Through (% of total)	0%	64%	67%
Volume Right (% of total)	47%	36%	0%
Sign Control	Stop	Stop	Stop
Traffic Volume by Lane	202	310	323
Left Turn Volume	107	0	106

Lane	NBLn1	EBLn1	WBLn1
Through Volume	0	198	217
Right Turn Volume	95	112	0
Lane Flow Rate	239	362	380
Geometry Group	1	1	1
Degree of Utilization (X)	0.371	0.5	0.549
Departure Headway (Hd)	5.597	4.978	5.2
Convergence (Y/N)	Yes	Yes	Yes
Capacity	643	723	695
Service Time	3.634	3.008	3.228
HCM Lane Volume/Capacity Ratio	0.372	0.501	0.547
HCM Control Delay	11.9	12.9	14.4
HCM Lane Level of Service	B	B	B
HCM 95th-tile Queue Length	1.7	2.8	3.4

#### 4.5 FINDINGS

Upon meticulous analysis of the obtained data, a series of insightful findings emerge:

- The intersection operates with a moderate delay and falls under Level of Service B, indicative of acceptable traffic flow.
- The recorded peak hour traffic volumes range from 95 to 252 vehicles per hour, reflecting varying demand across different movements.
- The percentage of heavy vehicles fluctuates between 2% and 4% for different movements, influencing the overall traffic composition.
- An examination of individual lanes reveals a prevalence of stop sign control mechanisms.
- The Westbound lane (WBLn1) showcases the highest lane flow rate at 380 vehicles per hour.
- All examined lanes demonstrate a consistent Level of Service B in line with HCM standards.

These findings collectively provide a comprehensive snapshot of the existing traffic conditions at the Barry's Bay Intersection. While the intersection operates satisfactorily, the in-depth analysis could potentially illuminate avenues for streamlining traffic patterns, alleviating delays, and enhancing the overall intersection layout. Consequently, the stage is set for formulating informed recommendations and devising strategies for potential enhancements, all guided by the insights gleaned from this comprehensive traffic analysis.

## 5. TRAFFIC ANALYSIS – TEST SCENARIO

The testing layout for Barry's Bay Intersection considers the space constraints and the topographic survey results. With limited expansion opportunities along the East and West Approaches due to surrounding development, the focus is on expanding the Northbound Approach by adding a dedicated Short Lane for right-turning traffic. This configuration aims to enhance traffic flow and reduce congestion, especially during peak hours.

### 5.1 TEST SCENARIO LAYOUT



Figure 5.1 Test Scenario Layout of Barry's Bay Intersection

### 5.2 PEAK HOUR TRAFFIC

Peak Hour Traffic for the testing layout is selected same as for existing layout for the purpose of comparison between existing and testing layout. Further, as per available AADT dataset from MTO Ontario web portal, it has been observed that Highway 60 has shown negative growth of 0.5% per year for period compounded between 1994 and 2019. Therefore, application of growth factor has been skipped for future scenario and existing traffic demand is used as study traffic demand.

### 5.3 TRAFFIC ANALYSIS

Similar to the existing layout, the traffic analysis for the testing layout follows the HCM-based All Way Stop Control Methodology to assess traffic performance indicators such as delay and Level of Service (LOS). The results are summarized below:

Table 5-1 Test Scenario Delay and Level of Service of Intersection

Intersection Delay and LOS	
Intersection Delay, s/veh	13.0
Intersection LOS	B

Table 5-2 Movement wise Performance indicators of Test Scenario Layout of Intersection

Movement	EB-T	EB-R	WB-L	WB-T	NB-L	NB-R
Traffic Vol, veh/h	198	112	106	217	107	95
Peak Hour Factor	0.85	0.87	0.83	0.86	0.86	0.83
Heavy Vehicles, %	3	2	2	4	3	4
Mvmt Flow	233	129	128	252	124	114
Number of Lanes	1	0	0	1	1	1
Approach	EB		WB		NB	
Opposing Approach	WB		EB			
Opposing Lanes	1		1		0	
Conflicting Approach Left			NB		EB	
Conflicting Lanes Left	0		2		1	
Conflicting Approach Right	NB				WB	
Conflicting Lanes Right	2		0		1	
HCM Control Delay	13		14.5		10.8	
HCM LOS	B		B		B	

### 5.4 LANE ANALYSIS

Investigating further into the details of lane-level analysis, considerations span the distribution of traffic volume and the impact of control measures. Subsequently, the following table summarizes a comprehensive range of parameters for the Northbound (NBLn1, NBLn2), Eastbound (EBLn1), and Westbound (WBLn1) lanes:

Table 5-3 Lane wise Performance indicators of Test Scenario Layout of Intersection

Lane	NBLn1	NBLn2	EBLn1	WBLn1
Volume Left (% of total)	100%	0%	0%	33%
Volume Through (% of total)	0%	0%	64%	67%
Volume Right (% of total)	0%	100%	36%	0%
Sign Control	Stop	Stop	Stop	Stop
Traffic Volume by Lane	107	95	310	323
Left Turn Volume	107	0	0	106
Through Volume	0	0	198	217

Lane	NBLn1	NBLn2	EBLn1	WBLn1
Right Turn Volume	0	95	112	0
Lane Flow Rate	124	114	362	380
Geometry Group	7	7	2	2
Degree of Utilization (X)	0.239	0.181	0.503	0.552
Departure Headway (Hd)	6.902	5.7	5.008	5.227
Convergence (Y/N)	Yes	Yes	Yes	Yes
Capacity	520	630	723	692
Service Time	4.641	3.438	3.02	3.239
HCM Lane Volume/Capacity Ratio	0.238	0.181	0.501	0.549
HCM Control Delay	11.8	9.7	13	14.5
HCM Lane Level of Service	B	A	B	B
HCM 95th-tile Queue Length	0.9	0.7	2.9	3.4

## 5.5 FINDINGS

The analysis of the testing layout for Barry's Bay Intersection reveals marginal improvements in traffic flow compared to the existing layout. Key findings include:

- The testing layout demonstrates a slight reduction in intersection delay, from 13.2 seconds (existing layout) to 13.0 seconds.
- Northbound Traffic experience reduced control delays in the testing layout.
- The addition of a dedicated short lane for Northbound right-turning traffic enhances overall traffic separation and capacity utilization.
- Lane-level analysis confirms better traffic flow, with improved flow rates and departure headways in the testing layout.

The testing layout's improvements in control delays and lane-specific performance metrics underscore its effectiveness in enhancing traffic flow. The addition of a dedicated short lane stands out as an essential feature that optimizes intersection capacity, however, the improvement is only marginal not sufficient to conclusively endorse the case.



## 5.6 COMPARISON BETWEEN EXISTING AND TESTING LAYOUT:

A comprehensive comparison between the existing layout and the proposed testing layout highlights the slight benefits and performance improvements achieved by the latter. The following table provides a concise overview:

*Table 5-4 Comparison between existing and test layout*

Metric	Existing Layout	Testing Layout	Performance Impact
Intersection Delay (s/veh)	13.2	13.0	Slight Reduction
Intersection Level of Service (LOS)	B	B	Stable
Control Delay – EB (s)	12.9	13.0	Slightly Improved
Control Delay – WB (s)	14.4	14.5	Slightly Declined
Control Delay - NB (s)	11.9	10.8	Slightly Improved
Traffic Flow Efficiency	Mixed	Improved	Enhanced Traffic Separation

While the testing layout does exhibit some traffic flow improvement, it is not significant enough to warrant the change in layout, therefore, the focus should extend beyond marginal reductions in delay. A crucial consideration is the viability of geometric improvements that can provide a more spacious and efficient intersection layout.

Specifically, there's an opportunity to enhance the turning radius and turning maneuverability for heavy vehicles, such as trucks and buses. By optimizing the geometric design, we can potentially accommodate heavy vehicles more effectively and reduce the likelihood of congestion and delays, especially during peak hours.

Therefore, further evaluation is needed to be carried out, with a primary focus on geometric enhancements. The next chapter explores the potential for a more comprehensive redesign that not only improves traffic flow but also addresses the unique challenges posed by heavy vehicles. The geometric design analysis is to be carried out with aim to evaluate the potential to increase the turning radius of intersection approaches so as to provide a safer and more efficient transportation experience for all road users.

## 6. GEOMETRIC LAYOUT

Traffic Analysis of enhanced layout with addition of right turning short lane on South Approach shows marginal improvement compared to existing layout. This chapters aims at geometric analysis of Barry's Bay Intersection with perspective to enhance the geometry by utilizing the available Right-of-Way to improve the turning radius for heavy vehicle movements.

### 6.1 EXISTING GEOMETRY

The existing geometric layout of the Barry's Bay Intersection is characterized by a compact design. This layout comprises three main approaches - East, West, and South, each featuring a 1+1 lane configuration. This means that there is one lane designated for vehicles approaching the intersection and another for vehicles departing from it. The lane widths across all approaches are consistent, ranging between 3.7 to 3.8 meters. These lanes serve as shared lanes, accommodating traffic in both directions.

Of particular note is the restricted space available for expansion along the East and West Approaches. These limitations are due to nearby structures and properties. However, a significant opportunity for geometric enhancement exists along the South Approach. Approximately 7.74 meters of space is available on the right side of this approach, adjacent to a fuel station. This space represents the sole potential for improving the intersection's geometry.

A key observation from video footage and traffic studies is that the existing compact geometric layout performs satisfactorily in terms of traffic flow and related performance indicators. Notably, the East and West Approaches feature a turning radius of 15 meters, which aligns with the recommendations of the AASHTO Guide on "A Policy on Geometric Design of Highways and Streets." This turning radius is sufficient to support the turning maneuvers of a WB-19 vehicle, which is considered representative for two-lane open-highway conditions.

However, a point of concern is the West Approach, which currently has a turning radius of 10 meters. This low turning radius is primarily constrained by the presence of a Commercial Storefronts, on-street parking, and sidewalks, which limit the available space for improvements. Nonetheless, the space adjacent to the fuel station presents an opportunity to enhance the intersection's geometry and increase the turning radius on the West Approach without compromising access to the Commercial Storefronts or on-street parking. The following sections will delve into the selection of geometric design parameters and assess the potential for geometric improvements.

Table 6-1 Geometric Features of Existing Layout of Barry's Bay Intersection

Geometric Feature	East Approach (From Wilno)	West Approach (From Madawaska)	South Approach (From Combermere)
Number of Lanes	1+1	1+1	1+1
Lane Width (m)	3.82	3.72	3.79
Lane Type	Shared (Through + Left)	Shared (Through + Right)	Shared (Left + Right)
Median	No	No	No
Turning Radius (m)	15	10	15
Space Availability for Improvement	Restricted	Restricted	7.74m Space available on Right Side adjacent to Fuel Station

Above table provides a summary of the existing geometric features of the Barry's Bay Intersection, outlining key parameters such as lane configuration, lane width, lane type, median presence, and turning radii for each approach. It serves as a reference point for understanding the current intersection layout.



Figure 6.1 Geometric Features of Existing Layout extracted from Topographic survey

## 6.2 DESIGN PARAMETERS

Establishing design parameters is a fundamental step in enhancing the intersection's geometry. These parameters define the scope within which vehicles should be able to navigate the intersection without the need for complex maneuvers. AASHTO's Design Guide, known as "A Policy on Geometric Design of Highways and Streets," provides comprehensive standards for setting these design parameters.

### 6.2.1.1 Design Vehicle

Key controls in geometric highway design are the physical characteristics and the proportions of vehicles of various sizes using the highway. Therefore, it is appropriate to examine all vehicle types, establish general class groupings, and select vehicles of representative sizes within each class for design use. These selected vehicles, with representative weight, dimensions, and operating characteristics, are used to establish highway design controls for accommodating designated vehicle classes and are known as design vehicles.

AASHTO Design guide suggest the design vehicle should usually be a truck because offtracking (the path followed by the rear wheels of a vehicle that is turning) is much greater for trucks than for passenger cars. The WB-19 design vehicle is considered representative for two-lane open-highway conditions as per AASHTO, therefore, it is selected as design vehicle for this study. WB-19 is an interstate semitrailer with 21.03 meters bumper to bumper length. Following figure shows the dimension and turning path of WB-19 vehicle.

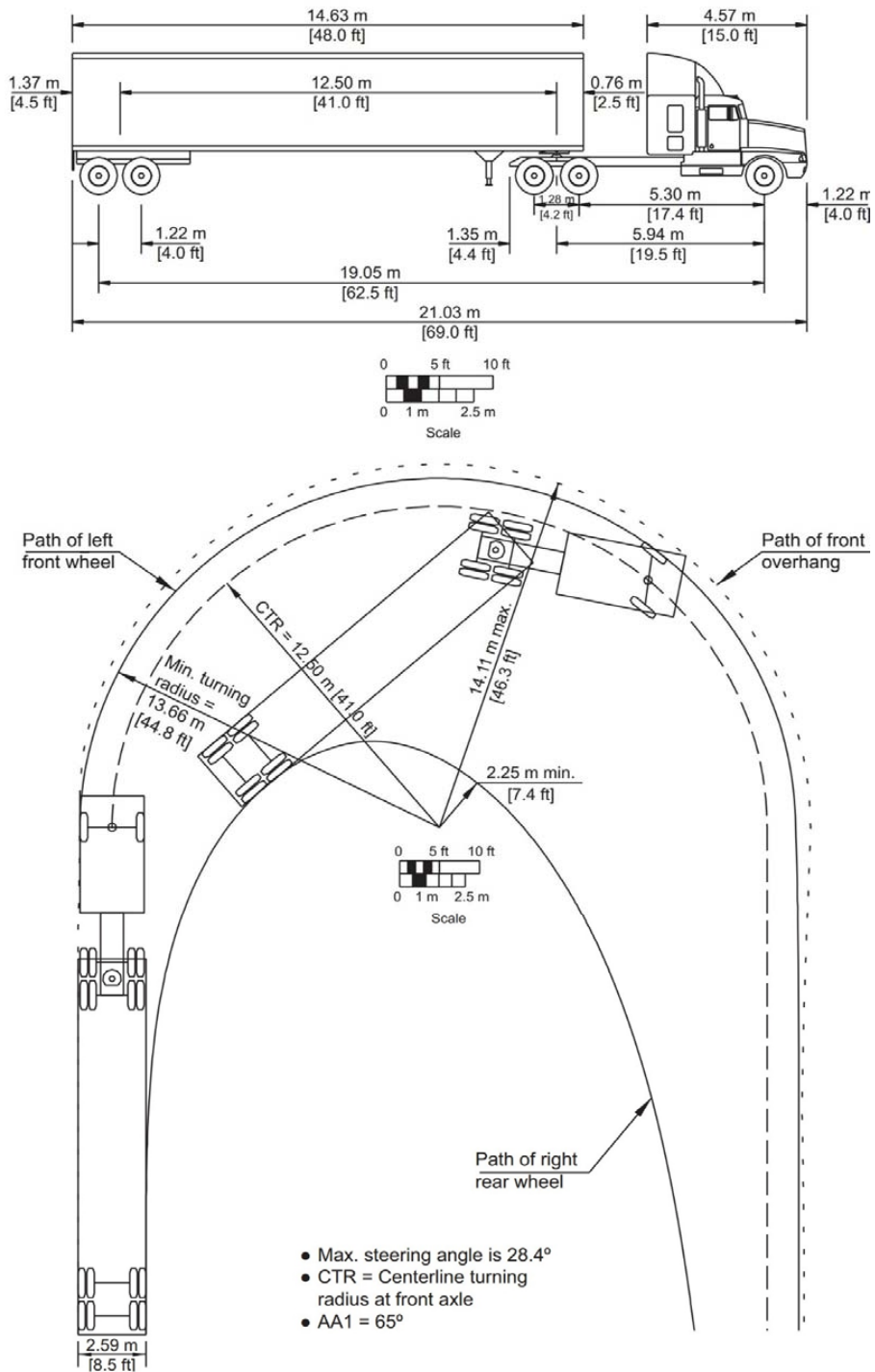


Figure 6.2 Minimum Turning Path for Interstate Semitrailer (WB-19) Design Vehicle

#### 6.2.1.2 Minimum Turning Radius

The minimum turning radius is a critical parameter defined by the AASHTO guide for the selected design vehicle, in this case, the WB-19. AASHTO recommends a minimum turning radius of 13.66 meters for the WB-19 Design Vehicle, as shown in the figure.

To maintain geometric symmetry and consistency with the existing layout, the minimum turning radius for this study is set at 15 meters for all approaches. This ensures that the intersection can accommodate the turning needs of the chosen design vehicle without compromising safety or efficiency.

### 6.3 LAYOUT OPTIONS

Geometric analysis of Barry's Bay intersection reveals sharp turning with low turning radius for Eastbound Right turning traffic. Therefore, to enhance the geometry of intersection, space available adjacent to fuel station is utilized to following two layout options which are satisfying the prevailing requirements to enhance the geometric features of Barry's Bay Intersection.

#### 6.3.1.1 Option 1: Addition of Right Turning Short Lane on South Approach

Layout Option 1 has been devised in view of testing scenario as evaluated in previous chapter. This layout primarily focuses on achieving marginal improvements in traffic flow performance. It makes effective use of the available space adjacent to the fuel station on the South Approach.

In Option 1, a right-turning short lane, measuring 3.5 meters in width and 30 meters in length, is introduced. Additionally, a simple curve with a turning radius of 15 meters is implemented on both the West and South Approaches to facilitate smoother turning movements.

#### **Advantages**

- Marginal improvement in Traffic Flow Performance: This option shows slight enhancements in the performance of traffic flow indicators.
- Dedicated lane for Northbound Right Turning Traffic: The addition of a dedicated right-turning lane caters to the specific needs of right-turning vehicles.
- 15 meters turning radius to support movement of WB-19 Vehicle: The provided turning radius aligns with the recommendations for accommodating the chosen design vehicle.
- No change in the angle of intersection: The South Approach retains a 90-degree angle with Opeongo Line, maintaining consistency with the existing layout.
- Largely following the existing geometry: Option 1 builds upon the existing layout, reducing the need for extensive changes.

The figure below illustrates Option 1, showcasing the added right-turning short lane on the South Approach and the associated curve with a 15-meter turning radius on the West and South Approaches



Figure 6.3 Layout Option 1: Addition of Right Turning Short Lane on South Approach

**Disadvantages**

- Available space for expansion has been completely utilized: This option maximizes the use of available space, potentially limiting future expansion possibilities.
- Heavy Vehicle turning right from West Approach towards South Approach needs to encroach the opposite lanes: Due to the absence of a dedicated right-turn lane for heavy vehicles, they may encroach into opposing lanes during their turning maneuver.
- Addition of dedicated Right Turning lane on South Approach may add to confusion among commuters: The intersection's stop-controlled nature, coupled with the introduction of a dedicated lane on low traffic South Approach, could lead to confusion, particularly for drivers on approaches with higher traffic.

6.3.1.2 Option 2: Enhanced Turning Radius and Geometry

Option 2 takes a different approach, aiming to enhance the overall geometry of the intersection while preserving symmetry. In this option, the short right-turning lane, as introduced in Option 1, is sacrificed in favor of improving the intersection's geometry.

To achieve this, Option 2 incorporates a 3-centered curve with radii of 45-15-45 meters for Right Turning traffic on both the West and South Approaches. This adjustment also entails a slight change in the angle of intersection to 85 degrees with Opeongo Line. However, this change is made in a way that does not encroach upon the existing sidewalk along the Commercial Storefronts. Furthermore, the design distributes available space along the fuel station symmetrically on both sides of the South Approach, creating opportunities for future expansion.

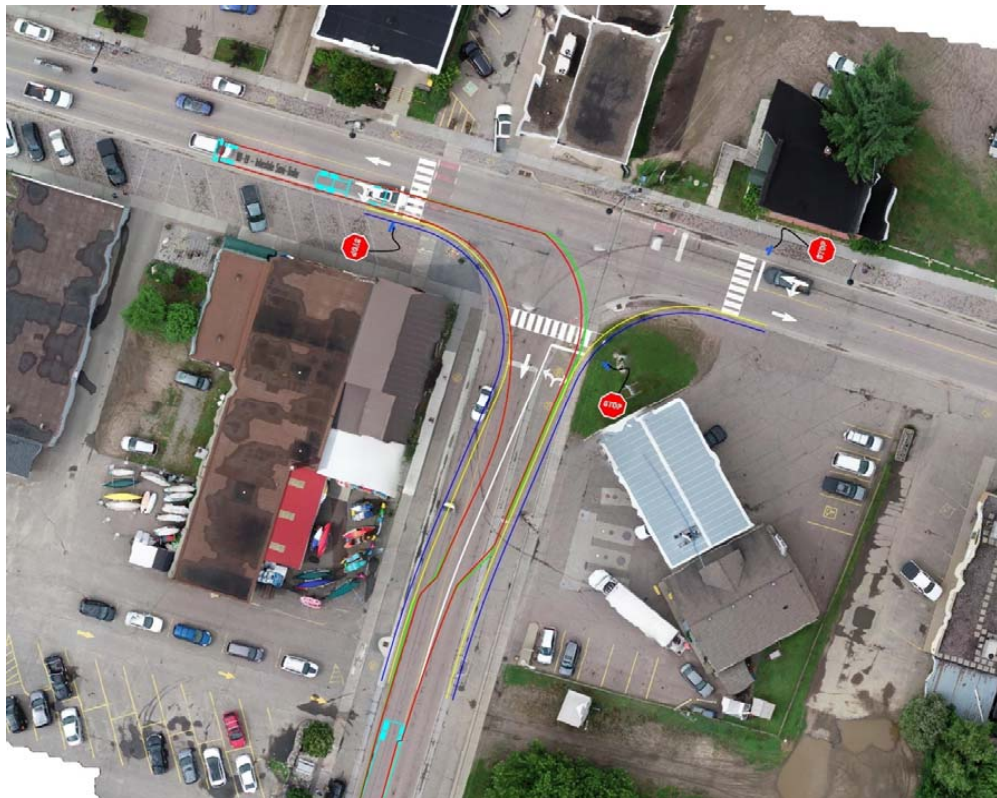


Figure 6.4 Layout Option 2: Enhanced Turning Radius and Geometry

The above figure provides a visual representation of Option 2, showcasing the 3-centered curves with radii of 45-15-45 meters on the West and South Approaches and the adjusted angle of intersection.

**Advantages**

- The introduction of a 3-centered curve with radii of 45-15-45 meters efficiently accommodates the swept path turning movement of the WB-19 vehicle.

- Option 2 maintains a symmetrical design, ensuring consistency and balanced lane configurations across all approaches.
- The allocation of space on both sides of the South Approach sets the stage for potential expansion while maintaining geometric balance.
- This option builds upon the existing layout with only marginal enhancements to improve the turning radius. This minimizes disruptions.

**Disadvantages**

- Unlike Option 1, Option 2 does not include a dedicated right-turning lane, potentially affecting right-turning vehicle efficiency.
- The angle of intersection shifts from 90 degrees to 85 degrees to accommodate the 3-centered radius. This change may require some adjustment for drivers.
- Heavy Vehicle turning right from West Approach towards South Approach needs to encroach the opposite lanes.

**6.4 COMPARISON BETWEEN LAYOUT OPTIONS**

In terms of geometry and lane configuration, the existing layout employs a 1+1 lane configuration across all approaches with a 10-meter turning radius on the West Approach. Option 1 introduces a dedicated short right-turn lane on the South Approach while maintaining 1+1 lanes on East and West Approaches with a 15-meter turning radius. Option 2, the enhanced geometry option, also maintains a 1+1 lane configuration but significantly improves turning radius by introducing a 3-centered curve with a 45-15-45 meter radius on both the West and South Approaches.

Regarding traffic flow performance, all three options result in a Level of Service (LOS) of B and an average delay of approximately 13 seconds per vehicle, indicating comparable traffic flow characteristics.

The prominent features of these options include the design vehicle, where Options 1 and 2 utilize the WB-19 Interstate Semitrailer, a substantial improvement over the existing SU-9 Single Unit Truck in terms of length. Additionally, Option 2 slightly adjusts the angle of intersection to 85 degrees while maintaining a symmetric design and space for future expansion. However, all options necessitate heavy vehicles to encroach on opposite lanes during right turns from the West Approach to the South Approach.

The comparison between the different layout options for Barry's Bay Intersection, as presented in Table below, highlights several key features that influence the decision-making process for geometric enhancements.



Table 6-2 Comparison between Layout Options

Description	Existing	Option 1 with Short Lane	Option 2 with Enhanced Geometry
<b>Geometry</b>			
Lane Configuration	1+1 on all approaches	1+1 on East and West Approaches 2+1 on South Approach with dedicated short Right Turn Lane	1+1 on all approaches
Supplied Turning Radius	10m	15m	15m
Curve Type	Simple	Simple	3 Centered (45-15-45 m)
<b>Traffic Flow Performance</b>			
Level of Service	B	B	B
Average Delay (s/ veh)	13.2	13	13.2
<b>Prominent Features</b>			
Design Vehicle	Single Unit Truck (SU-9) 9.14 meter length	Interstate Semitrailer (WB-19) 21.03 meter length	Interstate Semitrailer (WB-19) 21.03 meter length
Angle of Intersection	90 Degrees	90 Degrees	85 Degrees
Space for Expansion	Yes	No	Yes
Symmetric Design	Yes	No	Yes
Heavy Vehicle Encroachment in Opposite Lane	Yes	Yes	Yes

The comparison underscores that Option 2, with its emphasis on enhanced turning radius and geometry, presents significant geometric improvements while preserving the existing symmetric design and accommodating future expansion. Despite the trade-off of the additional right-turning lane, Option 2 aligns with design standards, maintains an acceptable Level of Service (LOS) of B, and offers the advantages of improved geometry and future expansion potential. Thus, Option 2 emerges as the preferred choice for geometric enhancement at Barry's Bay Intersection

## 6.5 PREFERRED LAYOUT: OPTION 2 WITH ENHANCED GEOMETRY

With the thorough analysis of the existing layout and two proposed geometric enhancements for Barry's Bay Intersection, Option 2, which focuses on enhanced turning radius and geometry, stands out as the preferred choice for geometric enhancement. This recommendation is based on several key advantages it offers in comparison to both the existing layout and Option 1, as well as the rationalization of its disadvantages.

### Advantages of Option 2 over the Existing Layout:

1. **Improved Turning Radius:** Option 2 significantly enhances the turning radius on the West and South Approaches, accommodating the WB-19 Interstate Semitrailer with more efficiency. This improvement ensures safer and smoother turns for heavy vehicles.

2. **Symmetric Design:** Option 2 maintains a symmetric design, aligning with the existing layout's pleasing geometric configuration. This symmetry contributes to the overall aesthetic appeal of the intersection.
3. **Space for Expansion:** Option 2 preserves space for future expansion needs, allowing for potential adjustments and improvements without compromising existing structures or access to commercial establishments.
4. **Acceptable Level of Service:** Despite the trade-off of the additional right-turning lane, Option 2 still achieves a Level of Service (LOS) of B, indicating satisfactory traffic flow conditions.

**Advantages of Option 2 over Option 1:**

1. **Enhanced Geometry:** Option 2 offers substantial geometric improvements, particularly with the introduction of a 3-centered curve with a 45-15-45 meter radius on both the West and South Approaches. This improvement ensures efficient movements for heavy vehicles and minimizes the need for encroachment into opposite lanes.
2. **Preservation of Existing Geometry:** Option 2 maintains a slightly adjusted angle of intersection at 85 degrees with Opeongo Line while preserving the geometry in front of the Commercial Storefronts. This adjustment minimizes encroachments and maintains safer traffic flow.

**Rationalization for Option 2:**

1. **Sacrifice of Additional Lane:** While Option 2 sacrifices the additional right-turning lane proposed in Option 1, the enhanced geometry ensures that right-turning movements are accommodated efficiently. The sacrifice of this lane is justified by the geometric benefits gained.
2. **Encroachment in Opposite Lanes:** Similar to Option 1, Option 2 also necessitates heavy vehicles to encroach on opposite lanes during right turns from the West Approach to the South Approach. However, this is a common challenge in compact intersections and does not significantly impact the overall performance of Option 2.

In light of these advantages and the minimal significance of the disadvantages, Option 2 represents the most suitable choice for optimizing the geometric layout of Barry's Bay Intersection. This recommendation ensures improved safety, efficient traffic flow, and the potential for future expansion, making it the ideal solution for enhancing the intersection's performance and safety for all road users.

## 7. RECOMMENDATIONS

Based on the comprehensive analysis and evaluation of various geometric layout options for Barry's Bay Intersection, the following recommendations are put forth:

- **Adoption of Option 2 - Enhanced Turning Radius and Geometry:** It is strongly recommended that Option 2, which focuses on enhancing the turning radius and overall geometric design, be adopted as the preferred choice for geometric enhancement at Barry's Bay Intersection. This recommendation is made considering the following key factors:
  - **Improved Turning Radius:** Option 2 significantly enhances the turning radius on the West and South Approaches, ensuring safer and more efficient turns for heavy vehicles like the WB-19 Interstate Semitrailer.
  - **Maintained Symmetric Design:** Option 2 retains a symmetric design, complementing the existing layout's aesthetic appeal and preserving the intersection's overall balance.
  - **Space for Future Expansion:** Option 2 preserves valuable space for potential future expansion needs, providing flexibility for accommodating growth and adjustments.
  - **Acceptable Level of Service:** Despite the sacrifice of the additional right-turning lane proposed in Option 1, Option 2 still achieves a Level of Service (LOS) of B, signifying satisfactory traffic flow conditions.
- **Detailed Geometric Design:** The implementation of Option 2 should include a thorough and detailed geometric design plan, addressing the following specific features:
  - **Setting Out:** Precise setting out of all road elements, including lanes, curves, and intersections, must be meticulously planned and executed to ensure accuracy during construction.
  - **Spot Levels:** Comprehensive spot level surveys should be conducted to establish precise elevations and gradients for the entire intersection area, aiding in effective drainage and gradient control.
  - **Junction Grading Contours:** Develop a grading plan that incorporates contour lines to ensure proper surface drainage and minimize water pooling or runoff issues within the intersection.
  - **Pavement Standard Details:** Specify the type and thickness of pavement materials, considering factors such as traffic load, climate, and soil conditions, to ensure long-lasting road surfaces.
  - **Kerb and Gutter Details:** Design the kerb and gutter configurations to facilitate efficient water drainage and provide safe separation between road and pedestrian areas.
  - **Alignment/Profile of Junction:** Define the exact alignment and profile of the junction, including vertical and horizontal curvature, to ensure safe and smooth vehicle transitions.
- **Safety Considerations:** Continuous monitoring and evaluation of safety measures should be integrated into the design and operation of Barry's Bay Intersection. Special attention should be paid to signage, lane markings, and traffic control devices to ensure the safe and efficient movement of vehicles, especially during the transitional phase.
- **Public and Stakeholder Engagement:** Engaging with the local community and stakeholders, including nearby businesses and property owners, is essential. Their input and feedback should be

considered during the implementation phase to address any concerns and foster support for the project.

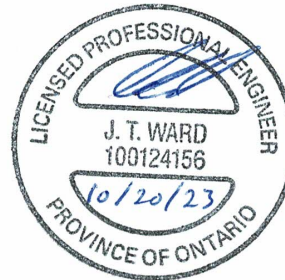
- **Periodic Performance Evaluation:** Once Option 2 is implemented, ongoing monitoring and evaluation of the intersection's performance should be conducted. This will allow for necessary adjustments and improvements to be made based on real-world usage and changing traffic patterns.
- **Consideration of Environmental Impact:** While enhancing the intersection's geometry, it's crucial to assess and mitigate any potential environmental impacts. Measures to reduce noise, air pollution, and disruption to the local ecosystem should be integrated into the project plan.
- **Budget and Resource Allocation:** Adequate funding and resources should be allocated for the successful implementation of Option 2. A well-structured project plan should be developed, outlining timelines, budgets, and responsible parties.

In conclusion, the adoption of Option 2 for the geometric enhancement of Barry's Bay Intersection is recommended due to its significant advantages in terms of improved geometry, maintained symmetry, and future expansion potential. With a detailed geometric design plan that includes all the specified features, careful planning, adherence to standards, and ongoing safety considerations, Option 2 has the potential to optimize traffic flow, enhance safety, and provide a better transportation experience for all road users at this critical intersection.



Jason Ward, P. Eng.

Perspective Engineering Inc.



## GLOSSARY

**AASHTO Manual:** The American Association of State Highway and Transportation Officials (AASHTO) manual that provides guidelines and standards for the design and construction of highways and transportation facilities.

**All Way Stop:** A traffic control measure at an intersection where all approaches are required to stop before proceeding.

**Approach:** A roadway segment leading to an intersection from a specific direction.

**Capacity:** The maximum number of vehicles that a roadway or intersection can accommodate within a given period.

**Capacity Utilization:** The degree to which the capacity of a roadway or intersection is being utilized by traffic.

**Congestion:** Traffic congestion occurs when the volume of traffic exceeds the capacity of the road or intersection, resulting in slower speeds and longer travel times.

**Control Delay:** The time delay experienced by vehicles at an intersection due to traffic control measures.

**Critical Movement:** A movement that requires careful consideration due to its impact on overall traffic flow and safety.

**Degree of Utilization (X):** A measure of how much the capacity of a roadway or intersection is being used by traffic.

**Departure Headway (Hd):** The time interval between the departure of successive vehicles from a stopped position.

**Geometry Group:** A set of related geometric features, such as lanes, turning radii, and median islands, that define the layout of an intersection.

**HCM (Highway Capacity Manual):** An authoritative manual that provides methodologies for analyzing the capacity and level of service of transportation facilities.

**Heavy Vehicles (%):** The percentage of heavy vehicles, such as trucks and buses, in the total traffic volume.

**Intersection Delay, s/veh:** The time delay experienced by a vehicle at an intersection.

**Intersection Layout:** The arrangement of lanes, markings, signs, and signalization at an intersection.

**Intersection LOS:** The Level of Service (LOS) of an intersection, indicating the quality of traffic flow and congestion.

**Lane Flow Rate:** The number of vehicles passing through a lane per unit of time.

**Mvmt Flow:** Movement flow, referring to the flow of vehicles in a specific direction at an intersection.

**Number of Lanes:** The count of lanes available for traffic on a roadway.

**Opposing Approach:** The direction of traffic flow that is opposite to a given approach at an intersection.

**Opposing Lanes:** Lanes on the opposing side of the roadway that carry traffic in the opposite direction.

**Peak Hour Factor:** A factor used to estimate traffic volume during the peak hour.

**Queuing:** The formation of a line or queue of vehicles, often caused by congestion or traffic signals.

**Service Time:** The time a vehicle spends within an intersection while passing through.

**Short Lane:** A designated lane for specific turning movements, often used to separate turning traffic from through traffic.

**Sign Control:** Traffic control achieved through the use of signs, rather than signals.

**Test Scenario:** A hypothetical layout or design used for evaluating traffic performance improvements.

**Topographic Survey:** A survey that measures the elevation and contours of the land to create a detailed map of its features.

**Traffic Vol, veh/h:** Traffic volume, indicating the number of vehicles passing through a location per unit of time.

**Traffic Volume by Lane:** The number of vehicles passing through a specific lane per unit of time.

**Volume Left (% of total):** The percentage of traffic volume making left turns at an intersection.

**Volume Through (% of total):** The percentage of traffic volume continuing straight through an intersection.

**Volume Right (% of total):** The percentage of traffic volume making right turns at an intersection.

**Volume Left (% of total):** The percentage of traffic volume making left turns at an intersection.

**Volume Through (% of total):** The percentage of traffic volume continuing straight through an intersection.

**Volume Right (% of total):** The percentage of traffic volume making right turns at an intersection.

**X (Degree of Utilization):** A measure of how much the capacity of a roadway or intersection is being used by traffic.

**Y/N (Convergence):** A binary indication of whether traffic converges or merges at a specific location.



January 8, 2024

Dear Head of Council, Deputy Head of Council and Councillors,

Your local Public Works department provides invaluable services within your community. Without the dedicated public works employees that you are fortunate to have, many basic functions in your community would not be able to happen. Without maintained roads, your emergency services (police, fire, and ambulance) would not be able to respond to calls, school buses could not run to get children to school, and your residents would not be able to leave to work, school, appointments, children's extra-curriculars and any other activity important to them. Additionally, as you work with the provincial government to tackle the housing crisis, your communities require more core infrastructure to handle the growth. For the health and safety of our communities it is important we keep our Public Works department staff complement full, and well trained.

Public Works departments across the province have already begun to feel the impacts of labour shortages, and as we will begin to see many retirements across the province, the shortage will become even more exasperated. From a recent survey that AORS completed with public works departments from across Ontario, we know that 91.5% of respondents will be hiring entry level positions in the next three to five years. However, we are already seeing the start of the labour shortage. From our survey, we found that 70% of respondents already reported getting less than five applications for entry level positions when posted, and the top three challenges municipalities are currently facing is a lack of applicants, applicants that do apply not meeting the required qualifications and municipalities having to compete with private sector positions.

Over the last year, AORS has been dedicating much of our advocacy to encouraging youth to consider careers in public works through career fairs, local government presentations to students, developing printed resources for guidance counsellors and much more. AORS has also been working closely with Fanshawe College Corporate Training Solutions to develop a Municipal Operator Course that would train potential municipal equipment operators to come to your municipality with the basic knowledge they need to begin maintaining your core infrastructure. This would be the first course of its kind that would attract potential students from across the Province of Ontario. To fund this endeavor, AORS has applied for a Skills Development Fund through the Province's Ministry of Labour, Training, Immigration and Skilled Trades. We are reaching out to you for your support in our application and your advocacy to the province on why having more – and qualified – applicants to our public works departments are so imperative.

We would ask that you consider passing the following motion:

*WHEREAS, municipal public works departments from across the Province of Ontario provide invaluable services to our communities ensuring the health and safety of all residents;*

*AND WHEREAS, if it was not for our municipal public works employees from across the Province of Ontario maintaining our public roads systems, our communities would not be able to function as*

*emergency personnel could not respond to calls, school buses could not get our children to school, residents would not be able to get to work, school or appointments and many more basic functions would not be able to happen;*

*AND WHEREAS, municipal public works departments are already feeling the impacts of a labour shortage, which will only be exasperated over the next three to five years, which will cause levels of service municipalities are able to provide to ensure the health and safety of our residents to decrease;*

*AND WHEREAS, there is currently no provincial-wide course that properly trains potential municipal public works employees, specifically relating to municipal heavy equipment.*

*THEREFORE IT BE RESOLVED, that (INSERT MUNICIPALITY NAME) supports the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address this issue;*

*AND THAT, (INSERT MUNICIPALITY NAME) calls on the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment Operator Course in 2024 through the Skills Development Fund;*

*AND THAT, a copy of this resolution be sent to the Minister of Labour, Training, Immigration and Skilled Trades David Piccini, (INSERT MUNICIPALITY'S NAME)'s Member of Provincial Parliament (INSERT LOCAL MPP NAME) and the Association of Ontario Road Supervisors.*

We appreciate your on-going support and should you have any questions or concerns, please do not hesitate to contact AORS for all things municipal public works!

Best regards,



John Maheu  
AORS Executive Director



Dennis O'Neil  
AORS Member Services Coordinator



Christie Little  
AORS Training and Programming Coordinator



Kelly Elliott  
AORS Marketing and Communications Specialist





**Legal Services / Clerk's Department**

789 Broadway Street, Box 3000  
Wyoming, ON N0N 1T0

Telephone: 519-845-0801

Toll-free: 1-866-324-6912

Fax: 519-845-0818

Appendix IV

February 23, 2024

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

Dear Premier Ford:

**Re: Lambton County Council Motion**

Please be advised that at its regular meeting of February 07, 2024, Lambton County Council Passed the following resolution:

#25: Ferguson/Bradley:

**WHEREAS** the Province of Ontario has agreed to assume responsibility for the Gardiner Expressway and the Don Valley Parkway from the City of Toronto, which will be uploaded to the Province of Ontario;

**WHEREAS** like the City of Toronto, The Corporation of the County of Lambton and all municipalities in the Province of Ontario are experiencing significant financial and budgetary pressures including those related to infrastructure development, maintenance and repairs, and are seeking reasonable solutions to address the same while balancing their financial books;

**WHEREAS** the uploading of municipal highway infrastructure to the Province of Ontario or, alternatively, appropriately increasing the Ontario Community Infrastructure Fund to Ontario municipalities will assist municipalities in addressing such financial challenges;

**THEREFORE, BE IT RESOLVED:**


- a) That the Province of Ontario: (i) upload from local municipalities the responsibility of and costs associated with the continued construction, operation, and maintenance of major municipally-owned highways throughout the Province of Ontario to the Ontario Ministry of Transportation; or (ii) alternatively, if uploading is not the preferred option of the Province and/or local municipality, to appropriately increase the

Ontario Community Infrastructure Fund to municipalities so as to fairly and equitably allocate resources to Ontario municipalities.

- b) That a copy of this resolution be circulated to all municipalities in Ontario; the Association of Municipalities of Ontario; Sarnia-Lambton MPP, Bob Bailey; the Ontario Minister of Transportation, the Hon. Prabmeet Singh Sarkaria; and the Premier of Ontario, the Hon. Doug Ford.

Carried.

Kind Regards,

DocuSigned by:  
  
5897867E2272445...

Olivia Leger

Clerk/County Solicitor

Encl #CC 04-10-24

cc: Association of Municipalities of Ontario  
All Ontario Municipalities  
Bob Bailey, M.P.P. Sarnia-Lambton Riding  
Hon. Prabmeet Singh Sakaria, Ontario Minister of Transportation

**COUNTY OF RENFREW**

**BY-LAW NUMBER 33-24**

**A BY-LAW TO DESIGNATE COUNTY ROAD 16 (VICTORIA STREET) AT WOLFE AVENUE  
AS A PEDESTRIAN CROSSOVER**

---

WHEREAS the Highway Traffic Act, R.S.O. 1990, c.H.8, as amended, defines a pedestrian crossover as “any portion of a roadway distinctly indicated for pedestrian crossing by signs on the highway and lines or other markings on the surface of the roadway as prescribed by the regulations”;

AND WHEREAS it is deemed expedient to designate certain portions of roadways as pedestrian crossovers;

AND WHEREAS the Town of Petawawa has requested the installation of a pedestrian crossover in accordance with the Highway Traffic Act and County of Renfrew Corporate Policy No. PW-14, Pedestrian Crossings on County Roads, as may be amended periodically;

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

1. THAT County Road 16 (Victoria Street) at Wolfe Avenue be designated as a pedestrian crossover.
2. THAT this By-law shall come into force and take effect upon the completion of the construction of the pedestrian crossover, including all required signage and line painting.

READ a first time this 27th day of March 2024.

READ a second time this 27th day of March 2024.

READ a third time and finally passed this 27th day of March 2024.

---

PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK



## TOWN OF PETAWAWA

1111 Victoria Street, Petawawa, Ontario K8H 2E6 • Telephone: 613-687-5536 / Fax: 613-687-5973  
www.petawawa.ca

January 9, 2024

Lee Perkins, Director of Public Works & Engineering  
County of Renfrew  
9 International Drive  
Pembroke, ON K8A 6W5

Dear Mr. Perkins:

**RE: Proposed Pedestrian Crossover at the intersection of Victoria Street and Wolfe Avenue**

Please be advised that the following resolution was passed at the meeting of Council held January 8, 2024:

Resolution #7

**Moved by Theresa Sabourin**

**Seconded by Lisa Coutu**

*That Council of the Corporation of the Town of Petawawa requests permission from the County of Renfrew to install a new Pedestrian Crossover (PXO) (Level 2 Type B in accordance with Ontario Traffic Manual Book 15) at the intersection of Victoria Street (CR-16) and Wolfe Avenue; and*

*That Council of the Corporation of the Town of Petawawa shall be responsible for all costs associated with the initial installation of the Pedestrian Crossing, including signage and pavement markings associated with the crossing, as well as the replacement of the Pedestrian Crossing; and*

*That the County of Renfrew shall be responsible for the costs associated with the annual operation and maintenance of the Pedestrian Crossing and signage, with the Town of Petawawa being responsible for the annual pavement markings associated with the crossing.*

**CARRIED**

I trust this is satisfactory. Please contact me should you have any questions or concerns arising from the foregoing.

Sincerely,

Colin Howard, Dipl.Bus.Admin, Dipl.M.M  
Director of Legislative Services/Clerk

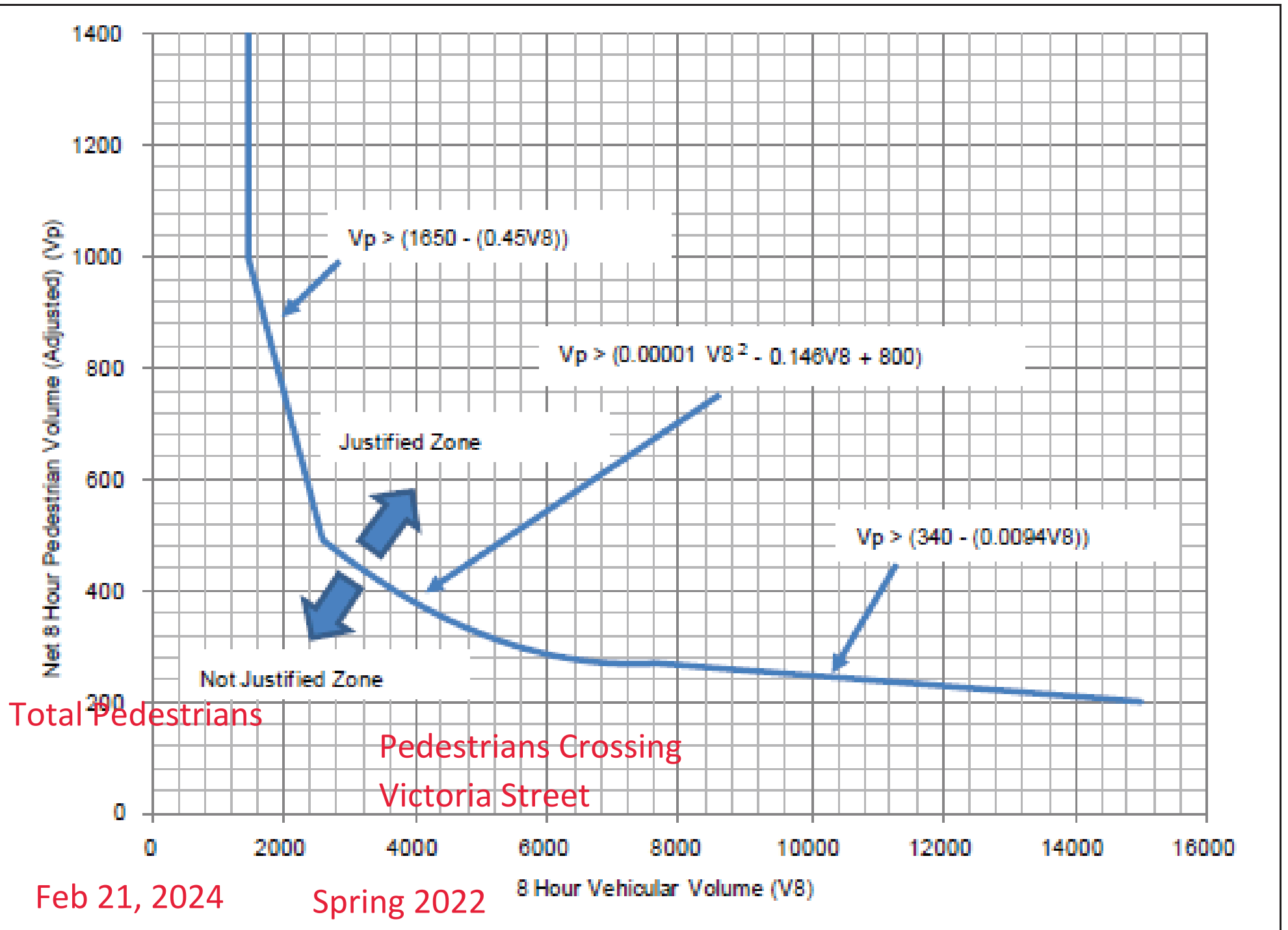


Figure 3: OTM Book 12 Justification 6 - Pedestrian Volume

**COUNTY OF RENFREW**

**BY-LAW NUMBER 34-24**

**A BY-LAW FOR THE EXECUTION OF CONTRACT PWC-2024-09  
REHABILITATION OF COUNTY STRUCTURES C001 (BERLANQUET CREEK CULVERT)  
AND C134 (CAMPBELL DRIVE CULVERT)**

---

WHEREAS under Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the Municipal Corporation of the County of Renfrew has the authority to pass by-laws to enter into contracts to construct and maintain County Roads and Bridges;

AND WHEREAS public tenders were requested for the rehabilitation of C001 (Berlanquet Creek Culvert), located on County Road 5 (Stone Road), Township of Admaston/Bromley, and C134 (Campbell Drive Culvert), located on Campbell Drive, Township of McNab/Braeside, under Contract PWC-2024-09 in accordance with County of Renfrew Corporate Policy, GA-01 Procurement of Goods and Services;

AND WHEREAS the tender submitted by Clearwater Structures Inc., Ajax, Ontario, was reviewed and accepted by the Operations Committee.

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

1. THAT the Council of the County of Renfrew approve of the awarding of Contract PWC-2024-09 for the rehabilitation of C001 (Berlanquet Creek Culvert), located on County Road 5 (Stone Road), Township of Admaston/Bromley, and C134 (Campbell Drive Culvert), located on Campbell Drive, Township of McNab/Braeside, as submitted by Clearwater Structures Inc., Ajax, Ontario, in the amount of \$833,656.50, plus applicable taxes.
2. THAT the Warden and Clerk be empowered to do and execute all things, papers and documents necessary to the execution of the said contract.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27th day of March 2024.

READ a second time this 27th day of March 2024.

READ a third time and finally passed this 27th day of March 2024.

---

PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK

**COUNTY OF RENFREW**

**BY-LAW NUMBER 35-24**

**A BY-LAW FOR THE EXECUTION OF CONTRACT PWC-2024-10  
REHABILITATION OF COUNTY STRUCTURE C204 (BELLOWES CREEK CULVERT)**

---

WHEREAS under Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the Municipal Corporation of the County of Renfrew has the authority to pass by-laws to enter into contracts to construct and maintain County Roads and Bridges;

AND WHEREAS public tenders were requested for the rehabilitation of C204 (Bellows Creek Culvert), located on County Road 12 (Westmeath Road), approximately 4.5km east of County Road 21 (Beachburg Road), Township of Whitewater Region, under Contract PWC-2024-10 in accordance with County of Renfrew Corporate Policy, GA-01 Procurement of Goods and Services;

AND WHEREAS the tender submitted by Premier North Ltd., Huntsville, Ontario, was reviewed and accepted by the Operations Committee.

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

1. THAT the Council of the County of Renfrew approve of the awarding of C204 (Bellows Creek Culvert), located on County Road 12 (Westmeath Road), approximately 4.5km east of County Road 21 (Beachburg Road), Township of Whitewater Region as submitted by Premier North Ltd., Huntsville, Ontario, in the amount of \$963,752, plus applicable taxes.
2. THAT the Warden and Clerk be empowered to do and execute all things, papers and documents necessary to the execution of the said contract.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27th day of March 2024.

READ a second time this 27th day of March 2024.

READ a third time and finally passed this 27th day of March 2024.

---

PETER EMON, WARDEN

---

GWEN DOMBROSKI, CLERK

**COUNTY OF RENFREW**

**BY-LAW NUMBER 36-24**

**A BY-LAW FOR THE EXECUTION OF AN EXTENSION TO CONTRACT PWO-2023-03  
FOR PAVEMENT MARKING**

---

WHEREAS under Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the Municipal Corporation of the County of Renfrew has the authority to pass by-laws to enter into contracts to construct and maintain County Roads and Bridges;

AND WHEREAS public tenders were requested for pavement marking under Contract PWO-2023-03 in accordance with County of Renfrew Corporate Policy, GA-01 Procurement of Goods and Services;

AND WHEREAS By-law 57-23 was adopted April 26, 2023 awarding the tender to Trillium Pavement Marking, Carleton Place, Ontario;

AND WHEREAS Clause-19.1 of Contract PWO-2023-03, contains provisions to permit an extension of the contract for up to four additional one-year periods subject to satisfactory service, price, terms and conditions.

NOW THEREFORE the Council for the Corporation of the County of Renfrew hereby enacts:

1. THAT the Council of the County of Renfrew approve the extension of Contract PWO-2023-03 for pavement marking for an additional year (2024), as submitted by Trillium Pavement Marking, Carleton Place, Ontario, in the amount of \$690,471.23, plus applicable taxes.
2. THAT the Warden and Clerk be empowered to do and execute all things, papers and documents necessary for the execution of the said Contract.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27th day of March 2024.

READ a second time this 27th day of March 2024.

READ a third time this 27th day of March 2024.

---

PETER EMON, WARDEN

---

GWEN DOMBROSKI, CLERK



March 27, 2024

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. Bioeconomy Development Opportunity (BDO) Zone Report and Rating**

Attached as Appendix I is the Bioeconomy Development Opportunity (BDO) Zone report and rating. Staff will be marketing, promoting and hosting a public webinar on the results of the report over the coming months.

### **2. 1030 Lea Street – New Build – Progress Report**

Progress continues 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. Status of the overall project is approximately 70% complete. The exterior siding is roughly 80% complete. The interior insulation and vapor barrier are 90% complete. Drywall including taping and finishing is roughly 60% complete. Plumbing and electrical is roughly 75% complete. Authorized changes to date total \$165,934.58, with a revised construction value to date of \$3,280,614.31.

### **3. Eganville Paramedic Base – Progress Report**

Work on the retrofit of the new Eganville Paramedic Base is ongoing. A [Zencity](#) webpage for the project, featuring construction updates, provides the viewer with a description of the project along with progress images. The status of the overall project is approximately 60% complete. The current interior phase on the lower and upper levels including the washrooms, insulation, vapor barrier, drywall, and taping is approximately 75% complete. The contractor is on schedule to have this phase completed in the early second quarter. There have been no changes to the contract value to date in this phase.

### **4. Paramedic Base Storage Shed – Renfrew County Place**

Tenders were requested for the construction of a Storage Shed at Renfrew County Place, 450 O'Brien Road, Renfrew, Ontario, and the results received are as follows:

1. Stephen Sons Construction Inc., Douglas, Ontario	\$128,600
2. 11425579 Canada Inc. O/A William Sons, Petawawa, Ontario	147,700

3. TS General Contracting, Pembroke, Ontario	155,500
4. Fred Trottier Construction Limited, Ottawa, Ontario	226,510
5. Brawn Construction Ltd., Ottawa, Ontario	240,900
6. Premium Construction, Ottawa, Ontario	275,890
7. Orr Developments Inc., Arnprior, Ontario	Rejected
All amounts exclude applicable taxes.	

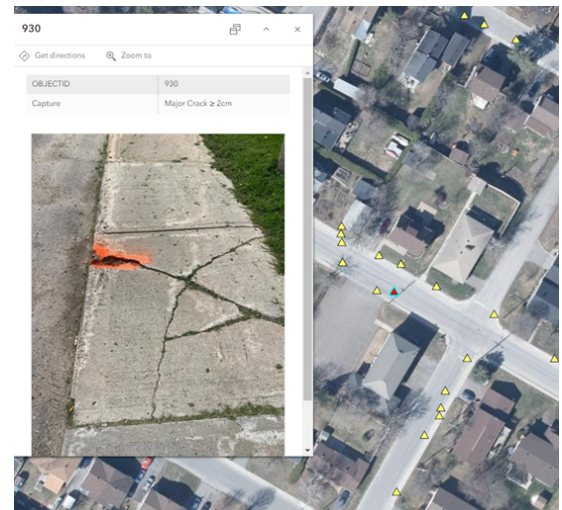
Staff confirmed there are sufficient funds available in the budget to move forward with the project as tendered. The contract has been awarded to Stephen Sons Construction Inc., Douglas, Ontario.

## 5. Enterprise Licensing Agreement – ESRI

The County of Renfrew entered into an Enterprise Licensing Agreement (ELA) with ESRI in 2022 for the use of their product for both the County and local municipalities. The funding is being covered by the County of Renfrew and the modernization grant for the first three years. This agreement provides unlimited license access to ESRI’s ArcGIS Software, including ArcGIS and ArcPro, at all software levels and specialized extensions for technical data analysis. Additionally, we now have unlimited ESRI usernames that grant access to ArcGIS Online for both the County and local municipalities, where we can create and publish web maps and applications.

GIS staff sent an email to all local municipalities encouraging them to explore the numerous possibilities for utilizing GIS tools. This year is a great opportunity to test out field maps, Survey123, and Quick Capture with staff and summer student positions. These tools can be either used privately for municipal projects or made publicly available to provide or gather information. Examples of how the tools can be used includes public works, planning, tourism, asset management, tracking/inspections of licensed items (i.e. complaints, dog tags, short-term rentals, trailers, etc.). If municipalities need assistance in setting up a work plan for data collection or upgrading existing information, they can reach out to the County’s GIS team.

As an example, Arnprior has been using the QuickCapture app to generate maps for compliance with sidewalk minimum maintenance standards. Their Summer Students geolocate and photograph all significant cracks, and paint those that exceed 2cm. In the past, they have generated public facing maps to send to a sidewalk grinding company with data points for just the repairs within their scope of work. They are piloting a separate quick capture app that allows workers to log when a repair is complete with a geolocated photo.



Looking ahead to 2025, our three-year financing arrangement will expire. Staff will be developing a cost-sharing plan with all 17 municipalities to ensure the continuation of the ELA.

6. **County of Renfrew Official Plan Amendment No. 44 (OPA 44) – Alternative Notice Provisions**

As directed by Council, staff have initiated an Official Plan Amendment No. 44 (OPA 44) to implement alternative notice provisions due to the closing down of some of the print media, which makes meeting Planning Act requirements for providing printed notice impossible for some municipalities. The Planning Act allows for local alternatives for providing notice, on the requirement that the Official Plan contains policies specifying details of the alternative notice. The County has circulated a draft wording of the proposed policy changes to local municipalities for comments.

The Development and Property Committee will host the required public meeting in accordance with the Planning Act on April 9, 2024 at 9:30 a.m. at the start of the Development and Property Committee meeting. The Notice of Application and Public Meeting has been posted in all the local newspapers (print and electronic), and the County of Renfrew website and social media platforms, to meet the requirements of a 20-day notice. The notice was also sent to the local municipalities for posting on their websites.

7. **Town of Deep River Official Plan Amendment No. 6 (OPA 6)**

The Town of Deep River adopted Official Plan Amendment No. 6 to the Town's Official Plan. The County of Renfrew provided approval for the amendment, which proposed to re-designate the lands from Residential to Residential - Exception Five, in order to permit future development on partial servicing (municipal water and individual septic systems). The new policies are proposed to ensure that future residential development will be designed to be compatible with the surrounding neighbourhood. This amendment was approved by the County on February 27, 2024.

**RESOLUTIONS**

8. **Support for the Modernization of VIA Rail's Long-Distance, Remote and Regional (LDRR) Fleet**

**RESOLUTION NO. DP-CC-24-03-32**

Moved by Chair

Seconded by Committee

THAT County Council direct the Warden to send a letter to the Honourable Christyia Freeland, Deputy Prime Minister and Minister of Finance, and the Honourable Pablo Rodriguez, Minister of Transport in support of modernizing VIA Rail's long-distance,

remote and regional fleet to provide passengers with a more reliable, appropriate, comfortable, sustainable and accessible travel experience.

### **Background**

VIA Rail is seeking support for the modernization of their long-distance, remote and regional fleet by advocating for increased funding from the federal government.

Operating since 1977 and under a Crown Corporation structure, VIA Rail is Canada's only nationwide passenger rail service serving destinations from coast-to-coast-to-coast. The service provides vital access to many Canadian destinations, including remote and Indigenous communities, and offers a popular way of travel for Canadians and thousands of visitors from around the world who choose to explore the country by rail each year.

Despite the fleet being a vital link for remote and Indigenous communities and contributing significantly to regional economies, the current fleet serving these regions dates back to the 50s and 60s and has become obsolete, does not meet regulatory standards for accessibility, and is past its prime.

VIA Rail has introduced an additional repair program for the fleet over the next few years, however, certain cars will still need to be phased out as early as 2032, in accordance with the engineering standards for the length of service life. Without the necessary equipment, certain routes could be significantly affected.

In an effort to avoid this scenario, VIA Rail submitted a business case to the federal government in July 2022, outlining the critical situation of the fleet, indicating it would take almost 10 years for new trains to enter service.

At a time when some airlines and bus companies are reducing service, passenger rail transport is more important than ever. The connections provided by VIA Rail play an important role in the development and growth of regional, sustainable, accessible, Indigenous, and year-round tourism. Not to mention, new equipment will also pay long-term economic, social and environmental dividends, contributing to Canada's ambitions for a sustainable future.

While Renfrew County no longer benefits from passenger rail service, it is a popular service used by many of our residents and businesses, with stations located in nearby Smiths Falls, Fallowfield, and Ottawa. It is also an important transportation link for many tourists that come to the region, including international visitors travelling along the Québec City-Windsor corridor.

9. **2024 Ottawa Valley Tourist Association Budget**

**RESOLUTION NO. DP-CC-24-03-33**

Moved by Chair

Seconded by Committee

THAT County Council adopt the Ottawa Valley Tourist Association 2024 budget as presented.

**Background**

The Ottawa Valley Tourist Association (OVTA), the City of Pembroke, and the County of Renfrew are partners in the delivery of tourism marketing and tourism business development for the City of Pembroke, Renfrew County, and the Ottawa Valley. This relationship and the financial support provided by the County of Renfrew and the City of Pembroke is guided by County Council By-law 46-23, which adopted an Agreement for a five-year term from 2023-2027 in 2023. In that Agreement, the annual budget approval is obtained first by the OVTA Board of Directors, secondly by approval of City of Pembroke Council and thirdly, by approval of County of Renfrew Council. The OVTA Board and City of Pembroke Council have both approved the 2024 OVTA budget, which is attached as Appendix II.

10. **Renfrew County Forest Tract Renaming Initiative**

**RESOLUTION NO. DP-CC-24-03-34**

Moved by Chair

Seconded by Committee

THAT County Council direct staff to request a meeting with Norm Lemke, Ontario Municipal Liaison and the Ontario Ministry of Indigenous Affairs for an update on the Agreement in Principle and the communication process.

**Background**

In 2022, in the spirit of reconciliation, it was recognized that the Indian River Tract of the Renfrew County Forest should be renamed. On February 8, 2022, the Development and Property Committee passed Resolution No. DP-C-22-02-14 directing staff to engage with the Algonquins of Ontario to review the Indian River Tract name and request possible new names that may reflect the historical significance of the geographic location of the tract to the Algonquin Nation and to provide candidates for a new tract name to Committee for review at a future date.

In February 2022, a request was made by Warden Robinson to the Algonquins of Pikwakanagan First Nation (AOPFN) to propose alternative names for the Tract.

Several follow-ups have occurred since 2022 and recently discussion has occurred with Councillors of the AOPFN. It has been communicated by the Councillors that staff, knowledge keepers, and language specialists will be required for this consultation, and there will be an associated cost for this and any other consultation. It should be noted

that all previous consultations for activities on the Renfrew County Forest (2017-26 Forest Management Plan, communication about forest values, seeking assistance for updating signage, and other items as they arise) has occurred through the Algonquins of Ontario office. It has been communicated by the AOPFN that any consultation should occur separately from now on, consultation is expected on all activities that occur on Renfrew County Forests, and a cost would be associated with all AOPFN staff time.

11. **Another Pulpwood Mill Closure**

**RESOLUTION NO. DP-CC-24-03-35**

Moved by Chair

Seconded by Committee

THAT County Council direct the Warden to send a letter of support to the Minister of Natural Resources and Forestry, and the Premier's Office, for biomass initiatives that can benefit the wood basket of Renfrew County mills; AND FURTHER THAT staff continues to be engaged and support the forest sector on any biomass project possibilities in our area; AND FURTHER THAT this issue be raised at any appropriate delegation opportunity.

**Background**

Cascades corrugated medium mill in Trenton, Ontario has permanently closed. Traditionally, this has been a major destination for pulpwood, particularly poplar pulpwood from forestry operations in Renfrew County. This follows the closure of other feasible local pulpwood destinations in recent years in Espanola and Thurso.

The few remaining pulpwood mills (Rayonier in Maniwaki and Temiskaming) will feel additional pressure and will likely be unable to take all material from this area. As a result, some harvest areas with high pulpwood volumes will have to be bypassed, meaning sawmills will receive less sawable materials. The increased complexity and less area available for harvest will further exasperate the already challenged logging workforce, attracting less entrants and making it even less viable to invest in new equipment. There will also be continued negative impacts on the forest, as areas with a high component of over mature and degrading poplar will continue to decline and succumb to natural mortality.

No forest sector can be viable without a market for low-end material. Local industry and government reports point to biomass as being the solution to the excess of pulpwood volume. Recently, three local mills were the recipients of funding to explore possibilities for local biomass facilities.

**BY-LAWS**

**12. PWC-2024-11 – Rehabilitation of Three Bridges – Algonquin Trail**

**RESOLUTION NO. DP-CC-24-03-31**

Moved by Chair

Seconded by Committee

THAT County Council approve Contract PWC-2024-11 as submitted by Grand-Calumet Construction Inc., Luskville, Québec for the rehabilitation of three bridges located on the Algonquin Trail, in the area of Garrison Petawawa, near Deluthier Road and Landry Road, Town of Laurentian Hills, in the amount of \$386,524.31, plus applicable taxes; AND FURTHER THAT County Council adopt a By-law to Authorize Execution of the Contract.

**Background**

Construction of the Algonquin Trail through Garrison Petawawa to connect with the open section near Chalk River is continuing. At this time, the rehabilitation of three bridges in the northern section is required in order to allow for the application of base and surface granular materials to continue. Once these three bridges are rehabilitated, it will permit the development of the remaining section, approximately 4.4km, of trail to be completed.

Tenders were requested for the rehabilitation of the three bridges, and the results received are as follows:

1. Grand-Calumet Construction Inc., Luskville, Québec	\$386,524.31
2. Lyncon Construction Inc., Lynden, Ontario	450,252.82
3. Dalcon Constructors Ltd., Ottawa, Ontario	483,500.00
4. KB Civil Constructors Inc., North York, Ontario	489,999.99
5. Bonnechere Excavating Inc., Renfrew, Ontario	529,500.00
6. Willis Kerr Contracting Inc., Mountain, Ontario	603,007.00
7. GIP Paving Inc., Kingston, Ontario	796,319.50

All amounts exclude applicable taxes.

**Financial Implications**

The 2024 Algonquin Trail Development budget includes funds in the amount of \$4,029,538; of which, approximately \$1,200,000 was estimated for the rehabilitation of the three bridges and completion of the trail connection through Garrison Petawawa. Staff confirm that there are sufficient funds allocated to complete the rehabilitation of these three bridges on the Algonquin Trail in Garrison Petawawa.

13. **Delegation of Authority to GIS Coordinator**

**RESOLUTION NO. DP-CC-24-03-37**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law to delegate authority for sharing GIS data with corporations to the GIS Coordinator.

**Background**

There are several corporations that utilize municipal GIS data to provide their services, including Google, Waze, and Community maps. Many Renfrew County residents and visitors (to and through the County) rely on these programs mainly for navigation purposes. To ensure that routes and navigation is accurate on these web based services, staff needs to provide updates to these corporations. Recently, these companies requested that the data be provided in a manner that is clear that it is coming from a person who has the authority to “bind the corporation” or “authorized by the County of Renfrew to share this information” and that the data can be freely shared without any confidentiality or copyright concerns. Instead of bringing these updates or requests for data to Committee or the Chief Administrative Officer, staff recommends that this role and authorization be delegated to the GIS Coordinator. This proposed By-law has been reviewed with the Clerk and IT Manager.

The authority would include the following:

- a) Determine the specific GIS data to be shared with corporations, taking into account factors such as accuracy, relevance, and potential impact on public safety.
- b) Ensure the secure transfer of GIS data to corporations, ensuring compliance with applicable privacy and data protection laws.
- c) Enter into agreements or contracts with corporations governing the sharing of GIS data, including provisions related to data usage, confidentiality, and liability.
- d) Monitor the use of shared GIS data by corporations and take appropriate measures to address any issues or concerns that may arise.

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



## Bioeconomy Development Opportunity Zone Risk Rating

# 'AA'

The Renfrew County, ON, Bioeconomy Development Opportunity Zone is rated 'AA'. Abundance of available pulpwood and sawmill chip feedstocks, coupled with recent significant decreases in demand for these resources, create a favourable supply situation.

### Rating Parameters:

Category	Rated Quantity	Delivered Price	BDO Zone Size
Sawmill Chip	85,000 gmt/yr	\$65-\$75/gmt	130-km drive distance from Pembroke, ON
Pulpwood	400,000 gmt/yr	\$50-\$60/gmt	

## BDO Zone Assets

- At least 480,000 gmt/yr of pulpwood is estimated to be potentially accessible in the BDO Zone, of which 400,000 gmt/yr is available at low risk.
- In addition to the annual availability, there is a glut of pulpwood currently available for harvesting, resulting from closures of pulp mills over the past two decades
- Distance advantage over most competitors for sawmill chips.
- Sustainably managed and certified forests.

## BDO Zone Liabilities

- Contracting logging capacity due to higher operational costs and aging workforce.
- Potential risks related to procuring pulpwood from private forests.
- Suppliers subject to the same external risk exposure.

## BDO Zone Risk Rating

The Renfrew County, ON, Bioeconomy Development Opportunity Zone is rated 'AA,' or 'low' risk.

Risk Rating Grades are defined as follows: AAA (*extremely low*), AA (*very low*), A (*low*), and BBB (*low-moderate*), BB (*moderate*), B (*moderate-high*), CCC (*high*).

### Renfrew County, ON, BDO Zone



### Scoring & Rating Methodology

In assessing the biomass supply chain risk for the Bioeconomy Development Opportunity (BDO) Zone, 72 Risk Indicators from the [Canadian Standards for Biomass Supply Chain Risk \(BSCR\)](#) were applied. These BDO Zone Risk Indicators are the subset of BSCR Risk Indicators applicable to evaluating feedstock risk within a BDO Zone.

Feedstock quantities are expressed in green metric tons per year (gmt/yr). While feedstock costs are expressed in Canadian (CAD) dollars. Maximum transport distance is based on a 130-km driving distance from the centre point (Pembroke, ON).

The BDO Zone rating is based on an aggregation of the scores assigned to each BDO Zone Risk Indicator (RI) assessed in this report. First, each BDO Zone Risk Indicator is given a **Raw Risk Likelihood (RRL)** score, which denotes the likelihood of a risk to future BDO Zone projects due to the Risk Indicator. RRL Scores are scaled as either *very low* (2), *low* (4), *medium* (6), *high* (8), or *very high* (10).

Next, each BDO Zone Risk Indicator is given a **Raw Risk Impact (RRI)** score, which denotes the impact on a future BDO Zone project due to the Risk Indicator. RRI scores are scaled as either *very low* (2), *low* (4), *medium* (6), *high* (8), or *very high* (10). Impact level scores are based on the impact level of a risk on the successful development and deployment of a BDO Zone project, with no mitigation measures.

Then, the **Gross Risk Indicator (GRI)** score is calculated as the product of the RRL and the RRI

scores. For example, if the 'Competitor Price and Price Sensitivity' is scored at a RRL of 2 and a RRI of 9, then the GRI for this risk indicator is  $2 \times 9 = 18$ .

If the analyst deems that a typical bio-based project could put in place economically reasonable measures or best practices that mitigate either the likelihood (RRL) or the impact (RRI), or both, then the GRI will be notched accordingly.

Finally, the **Loaded RI** score for each Risk Indicator is calculated as the product of the Total Notch and the GRI score, which is the final score for that indicator.

Loaded RI scores of 20 or less are deemed *very low risk*; scores between 21 and 40 are deemed *low risk*; scores between 41 and 60 are deemed *medium risk*; scores between 61 and 80 are deemed *high risk*; and scores of 81 and greater are deemed *very high risk*.

The total risk rating for the BDO Zone is the average of all Loaded RI scores. The BDO Zone score for Renfrew County is **14.84 out of 100, resulting in an 'AA' designation**.

All scoring and rationale for each Risk Indicator are provided in Appendix B.

### Analyst Notes

Based on our analysis, the Renfrew County BDO Zone offers an abundant supply of low-grade roundwood, commonly known as pulpwood, which holds immense potential for new projects. Our

estimates indicate an availability of at least 483,000 green metric tons per year (gmt/yr) of pulpwood within the BDO Zone. Among this supply, we believe that approximately 400,000 gmt/yr can be sourced at a low risk, presenting a highly favourable feedstock opportunity. In addition to this annual estimate, there is a glut of pulpwood available in the short-term, resulting from decreased demand over the past two decades.

In addition to the significant pulpwood availability, the BDO Zone is home to 10 sawmills, collectively generating over 440,000 gmt/yr of wood chips. We estimate that at least 85,000 gmt/yr could be accessed by a new project located in Pembroke, at an average price of \$65-\$75/gmt delivered.

It is important to note that this analysis excludes three other by-product streams produced by the sawmills; namely bark, sawdust, and shavings. These by-products have already secured multiple well-paying markets, and in the case of bark, a large consumer of bark is expected to start operations in a two-to-three-year timeframe. For these reasons, the risk profile of bark, sawdust, and shavings is deemed high, and therefore these feedstock types are not considered in this rating.

Additionally, we have excluded logging residue from our assessment. Logging residue exhibits a lower quality compared to pulpwood and carries a

significantly higher cost. Moreover, acquiring logging residue entails a higher risk due to the lack of established supply chains for its collection and processing. Given the abundance of pulpwood and its advantageous risk profile, we find no justification in assessing logging residue for the BDO Zone.

### BDO Zone Assets

The Renfrew County BDO Zone boasts an abundance of pulpwood, partly attributed to the closure of significant pulpwood consumers over the past two decades. Notably, a pulp mill in Portage-du-Fort ceased operations in 2008, consuming an estimated 600,000 gmt/yr of pulpwood. Similarly, in 2019, a pulp mill in Thurso also shuttered its operations. These closures have left a void in the market, with no replacements for the lost demand. Consequently, pulpwood often traverses long distances, up to 500 km, to reach current markets.

Pembroke enjoys favourable proximity to major woody biomass suppliers in the region. Notably, large sawmills cluster around Pembroke. The Roseburg Forest Products MDF plant is a large consumer of wood chips and is located right in Pembroke; however, the other consumers are located at considerable distances from the sawmills. This makes Pembroke an attractive location, especially in the light of increasing transport costs.

From a sustainability perspective, a large portion of the BDO Zone comprises public forests that

undergo rigorous certification and adhere to ecological guidelines. Privately owned forests are required to protect endangered species and their habitat, under the Endangered Species Act (2007).

#### **BDO Zone Liabilities**

Sawmills, the primary suppliers of bark and wood chips, are subject to external risk factors, including economic fluctuations affecting the housing market. Despite these challenges, sawmills within the BDO Zone have demonstrated resilience historically, as there have been no known sawmill closures following the 2008 financial crisis.

The declining availability of labour for feedstock production presents a significant challenge within the BDO Zone. An aging workforce and the lack of replacements, particularly in logging companies (which are often small, family-owned businesses), further exacerbate the issue. Escalating costs of insurance, capital, and equipment add to the complexities of sustaining logging operations.

For new bio-projects seeking to augment the existing market demand for roundwood, the contracting logging workforce poses considerable risk. To address this concern, a potential mitigation strategy lies in vertical integration. By internally hiring logging crews and procuring equipment, a bio-project assumes operational risks while reducing the dependence on outsourced harvesting from a contracting workforce. Several

sawmills in Ontario and Quebec are currently exploring such strategies.

A large portion of the forests in the BDO Zone are privately owned. While these private forests have traditionally been managed for timber production, the landowner profile is evolving, with many now managing forests for recreational purposes. Additionally, the lack of a transparent timber marketing board serving landowners creates risks associated with procuring pulpwood from private forests.

The Species at Risk Act (SARA), a provincial regulation aimed at protecting species, can significantly impact timber harvesters, leading to increased costs and potential liabilities. Although its objective is species preservation, SARA's mechanisms can prove detrimental to the forest industry, generating risks for biomass consumers.

#### **Infrastructure Profile**

The BDO Zone infrastructure risk is deemed 13.6 out of 100, which is considered good.

Pembroke has a population of approximately 14,000. It is situated on the Trans-Canada Highway 17 and Highway 41. The nearest marine port is the Port of Johnstown, located 211 km from Pembroke. The Port of Montreal, the second-largest container port in Canada, is 345 km away.

There are two industrial parks with sites available for development: TransCan Corporate Park and McCool Business Park. Both are owned by the Corporation of the City of Pembroke and are

connected to natural gas supplied by Enbridge, as well as electrical supply by Hydro One and Ottawa River Power Corp.

Social infrastructure, including educational institutions and community services, provides a supportive environment for workforce development and community engagement.

Renfrew County has a total labour force of 49,115. The minimum wage in Ontario is CAD \$15.50 per hour. The average hourly wage for all occupations in Renfrew County is \$20, with a median income of \$42,000 per year. Pembroke's average household income is \$69,000 annually. The average value of a housing unit in Renfrew County is \$447,444.

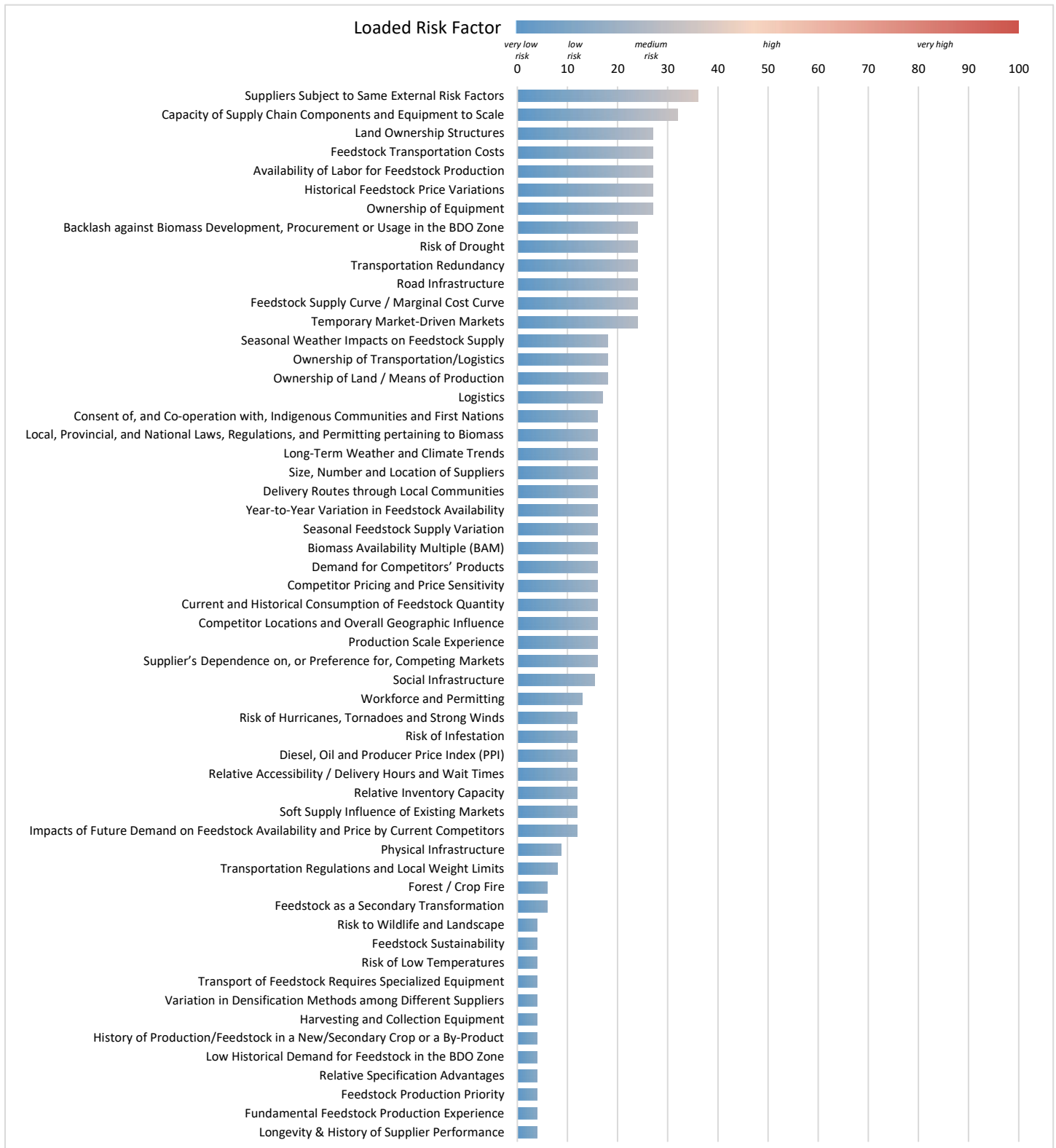
#### **Technical Contact**

Marcin Lewandowski  
Senior Director, Operations & Risk  
Ecostrat Inc.  
[marcin@ecostrat.com](mailto:marcin@ecostrat.com)

#### **Business Contact**

Jordan R. Solomon  
President & CEO  
Ecostrat Inc.  
[jordan.solomon@ecostrat.com](mailto:jordan.solomon@ecostrat.com)

Figure 1: Risk Indicators (Sorted by Risk Level)



**Table 1: Risk Indicators and Associated Scores**

<b>Feedstock Supply Chain Risk Indicators</b>		<b>Raw Risk Likelihood</b>	<b>Raw Risk Impact</b>	<b>Gross Risk Indicator</b>	<b>Mitigation /Notching</b>	<b>Loaded RI Score</b>
<b>Category 1.0: Supplier Risk</b>						
1.1.1	Longevity & History of Supplier Performance	2	2	4	NN	4
1.2.1	Supplier’s Dependence on, or Preference for, Competing Markets	4	8	32	50%	16
1.3.1	Ownership of Land / Means of Production	4	6	24	25%	18
1.3.2	Ownership of Equipment	6	6	36	25%	27
1.3.3	Ownership of Transportation/Logistics	6	6	36	50%	18
1.3.4	Feedstock as a Secondary Transformation	4	2	8	25%	6
1.4.1	Fundamental Feedstock Production Experience	2	2	4	NN	4
1.4.2	Production Scale Experience	4	4	16	NN	16
1.5.1	Supplier’s Equipment Efficiency	NR	NR	NR	NR	NR
1.6.1	Feedstock Production Priority	2	2	4	NN	4
<b>Category 2.0: Competitor Risk</b>						
2.1.1	Competitor Locations and Overall Geographic Influence	4	8	32	50%	16
2.1.2	Current and Historical Consumption of Feedstock Quantity	2	8	16	NN	16
2.1.3	Competitor Pricing and Price Sensitivity	4	8	32	50%	16
2.1.4	Impacts of Future Demand on Feedstock Availability and Price by Current Competitors	2	6	12	NN	12
2.1.5	Soft Supply Influence of Existing Markets	4	6	24	50%	12
2.1.6	Temporary Market-Driven Markets	4	6	24	NN	24
2.2.1	Relative Inventory Capacity	6	4	24	50%	12
2.2.2	Relative Accessibility / Delivery Hours and Wait Times	6	4	24	50%	12
2.2.3	Relative Specification Advantages	2	2	4	NN	4
2.2.4	Demand for Competitors’ Products	2	8	16	NN	16
<b>Category 3.0: Supply Chain Risk</b>						
3.1.1	Biomass Availability Multiple (BAM)	2	8	16	NN	16
3.1.2	Feedstock Supply Curve / Marginal Cost Curve	8	6	48	50%	24
3.1.3	Seasonal Feedstock Supply Variation	4	8	32	50%	16
3.1.4	Year-to-Year Variation in Feedstock Availability	4	8	32	50%	16
3.2.1	Historical Feedstock Price Variations	6	6	36	25%	27
3.2.2	Low Historical Demand for Feedstock in the BDO Zone	2	2	4	NN	4
3.2.3	History of Production/Feedstock in a New/Secondary Crop or a By-Product	2	2	4	NN	4
3.3.1	Diesel, Oil and Producer Price Index (PPI)	8	2	16	25%	12
3.3.2	Currency Risk	NR	NR	NR	NR	NR
3.3.3	Border Risk	NR	NR	NR	NR	NR
3.3.4	Temporary Externality-Driven Markets for Feedstock	NR	NR	NR	NR	NR
3.4.1	Harvest and Collection Practices and Schedules	NR	NR	NR	NR	NR
3.4.2	Harvesting and Collection Equipment	2	2	4	NN	4
3.4.3	Variation in Densification Methods among Different Suppliers	2	2	4	NN	4
3.4.4	Availability of Labor for Feedstock Production	6	6	36	25%	27
3.5.1	Feedstock Transportation Costs	6	6	36	25%	27
3.5.2	Diesel Cost Impacts	NR	NR	NR	NR	NR
3.5.3	Transport of Feedstock Requires Specialized Equipment	2	2	4	NN	4
3.5.4	Delivery Routes through Local Communities	2	8	16	NN	16
3.5.5	Transportation Regulations and Local Weight Limits	4	2	8	NN	8
3.5.6	Road Infrastructure	4	6	24	NN	24
3.5.7	Transportation Redundancy	6	8	48	50%	24
3.6.1	Size, Number and Location of Suppliers	4	8	32	50%	16
3.6.2	Suppliers Subject to Same External Risk Factors	6	8	48	25%	36
3.6.3	Land Ownership Structures	6	6	36	25%	27
3.7.1	Seasonal Weather Impacts on Feedstock Supply	4	6	24	25%	18
3.7.2	Long-Term Weather and Climate Trends	4	8	32	50%	16
3.7.3	Forest / Crop Fire	6	2	12	50%	6
3.7.4	Risk of Infestation	6	2	12	NN	12
3.7.5	Risk of Hail	NR	NR	NR	NR	NR
3.7.6	Risk of Flood	NR	NR	NR	NR	NR
3.7.7	Risk of Drought	6	8	48	50%	24
3.7.8	Risk of Hurricanes, Tornadoes and Strong Winds	4	6	24	50%	12
3.7.9	Risk of Low Temperatures	2	2	4	NN	4
3.8.1	Government Subsidies for Feedstock Production or Utilization	NR	NR	NR	NR	NR
3.8.2	Local, Provincial, and National Laws, Regulations, and Permitting pertaining to Biomass	8	2	16	NN	16
3.8.3	Backlash against Biomass Development, Procurement or Usage in the BDO Zone	6	8	48	50%	24
3.8.4	Consent of, and Co-operation with, Indigenous Communities and First Nations	2	8	16	NN	16

3.8.5	Food Security Concerns	NR	NR	NR	NR	NR
3.9.1	Feedstock Sustainability	2	2	4	NN	4
3.9.2	Risk to Soil Quality	NR	NR	NR	NR	NR
3.9.3	Risk to Surface and Groundwater	NR	NR	NR	NR	NR
3.9.4	Water Use	NR	NR	NR	NR	NR
3.9.5	Pesticide Risk to Human and Ecosystem Health	NR	NR	NR	NR	NR
3.9.6	Risk to Wildlife and Landscape	2	2	4	NN	4
3.9.7	Biomass Classified as Genetically Modified Organism (GMO)	NR	NR	NR	NR	NR
<b>Category 4.0: Feedstock Scale-up Risk</b>						
4.1.1	Feedstock Quality at Production Scale	NR	NR	NR	NR	NR
4.1.2	Capacity of Supply Chain Components and Equipment to Scale	8	8	64	50%	32
<b>Category 5.0: Infrastructure</b>						
5.1	Physical Infrastructure	2.8	3.0	9.6	5%	8.8
5.2	Logistics	3.5	4.5	17.0	-	17.0
5.3	Social Infrastructure	3.7	3.7	15.4	-	15.4
5.4	Workforce and Permitting	3.5	3.5	13.0	-	13.0
<b>Average</b>						<b>14.84</b>

DRAFT



**Renfrew County, ON, BDO Zone Independent Review Committee (IRC)**

**David Wybou** – County of Renfrew

**Melissa Marquardt** – County of Renfrew

**Lacey Rose** – County of Renfrew

**Dean Felhaber** – Ben Hokum & Son Limited

**Ted Murray** – Murray Bros. Lumber Company Ltd.

**Matthew Mertins** – Roseburg Forest Products

**Dean Johnson** – DF Johnson & Associates

**Leo Hall** – Opeongo Forestry Service

**Malcolm Cockwell** – Haliburton Forest & Wildlife Reserve

**Grant Gulick** – Gulick Forest Products Ltd.

**Nick Gooderham** – Ottawa Valley Forest Inc.

**Megan Hundt** – Killaloe Wood Products Ltd.

## APPENDIX A: BIOMASS AVAILABILITY AND PRICING

Here, we establish the parameters for the BDO Zone, which includes the available feedstock quantity and pricing for a potential new bio-project. The feedstock quantity is evaluated based on the Biomass Availability Multiple (BAM), which takes into account the redundancy required for a low-risk supply chain. The pricing reflects the anticipated price for a new bio-project, assuming additional demand equal to the rated feedstock quantity. It is important to note that the pricing does not necessarily reflect the current market price, but rather the expected price available for a new bio-project. However, there is typically a small difference between the current market pricing for feedstock and the anticipated pricing

### FOREST RESIDUE

We have assessed the utilization of forest residue within the BDO Zone. Presently, the incorporation of forest residue is not a viable option due to its prohibitively high costs associated with collection and processing. According to local experts, past trials have revealed that forest residue costs are double that of pulpwood.

Considering the BDO Zone's ample availability of pulpwood and the considerable expense linked to forest residue, along with the inherent risks involved in establishing a forest residue supply chain, we have made the decision to exclude forest residue from factoring into the BDO Zone rating.

### SAWMILL RESIDUALS

There are 10 sawmills located within the BDO Zone, as indicated in Table C-1 and Map C-3 of Appendix C. Our estimates reveal that these sawmills collectively generate an estimated 740,478 gmt/yr (green metric tons per year) of sawmill residuals. This comprises 443,791 gmt/yr of wood chips, 121,483 gmt/yr of sawdust, 71,333 gmt/yr of shavings, and 103,871 gmt/yr of bark.

It is important to note that most of these residuals currently have existing markets. However, we are particularly interested in assessing the portion of these residuals that could realistically be made available to a potential bio-project in the Pembroke area. To arrive at this evaluation, we have considered several crucial variables:

- Transportation costs have experienced a significant increase, rising from an average of \$5.50/mile in 2022 to \$7.20/mile in 2023. This escalation underscores the growing importance of proximity between suppliers and buyers.
- The largest consumer of wood chips and sawdust generated in the region is Pembroke MDF. In 2022, the Roseburg Forest Products MDF plant in Pembroke consumed 256,000 gmt of wood chips and 108,000 gmt of sawdust. The second most important consumer of wood chips and sawdust is Ensyn in Renfrew, ON. Other large markets for wood chips are located relatively far and consume residuals generated within the BDO Zone in times of surplus.
- Currently there is a glut of bark in the market resulting from lower demand from Pembroke MDF. However, Pembroke MDF indicated that it plans to install a large bark boiler, eventually consuming substantial quantities of bark.
- Significant competition exists for shavings, mainly from the animal bedding market.
- Recently, a pulp mill in Thurso, QC, has ceased operations. This mill was a significant purchaser of residuals generated in the BDO Zone.

Based on the insights garnered from the market feedback, our assessment indicates that there is substantial demand for sawdust and shavings from high-value markets. As a result, the risk profile of these two feedstock streams is relatively high. Consequently, in our evaluation, we are only considering bark and wood chips as viable feedstock streams:



- **Bark:** The sawmills located within the BDO Zone generate an estimated 103,871 gmt/yr of bark. While there is currently a surplus of bark in the market, Roseburg Forest Products in Pembroke indicated that, in 2026, it is planning to install a large boiler consuming 125,000 gmt/yr of bark. Therefore, if Roseburg moves forward with the plan, which we believe is likely, as Roseburg was previously the largest consumer of bark and understands the economics of a bark boiler, then there will be no surplus of bark in the market. Therefore, bark is not assessed as part of this BDO Zone.
- **Wood Chips:** Within the BDO Zone, an estimated 443,791 gmt/yr of wood chips are generated by sawmills.
  - Although all wood chips currently generated within the BDO Zone have markets (refer to Map C-4, Appendix C), they tend to gravitate towards closer markets. This is due to the high transportation cost compared to the final cost of delivered wood chips. If a new bio-project were to be located in Pembroke, it would 'short-haul' most of the existing markets, thus becoming a more competitive market for sawmills.
  - However, it is important to consider that to mitigate the risk, individual sawmills would not want to commit all of their residuals to one buyer. As a result, sawmills will likely continue to supply a portion of their wood chips to current buyers, even if those buyers are located at larger distances.
  - To calculate the quantity of wood chips potentially available to a new bio-project in Pembroke, we make the following assumptions:
    - The Roseburg Forest Products MDF plant in Pembroke will continue to consume 256,000 gmt/yr of wood chips<sup>1</sup>.
    - Sawmills located in the BDO Zone will continue supplying other markets at a rate of 30% of their remaining production volume. This rate is considered conservative, as most sawmills will likely redirect the majority of their remaining wood chips to Pembroke due to the significantly shorter haul distance.
    - Therefore, the calculation is as follows:  $70\% * (443,791 \text{ gmt/yr} - 256,000 \text{ gmt/yr}) = 131,454 \text{ gmt/yr}$ .
    - To account for uncertainty in analysis, we assume a redundancy factor (Biomass Availability Multiple) of 1.5x. In other words, to mitigate against potential errors in our calculations and assumptions, we rate this BDO Zone at 50% lower than what we think is potentially available to a new bio-project. Therefore, the quantity of wood chips potentially available to a new bio-project at a 1.5x BAM level is:  $131,454 \text{ gmt/yr} / 1.5 = 87,636 \text{ gmt/yr}$ . We round off this estimate to 85,000 gmt/yr.
    - Based on direct feedback from sawmill operators as well as local experts, the expected delivered average price of woodchips, given the additional demand of 85,000 gmt/yr in Pembroke, is \$65 - \$75/gmt.

**Therefore, this BDO Zone is rated for 85,000 gmt/yr of Sawmill Chip at \$65 - \$75/gmt delivered.**

## PULPWOOD

The Renfrew County BDO Zone consists of three separate forest management jurisdictions: 1) Public forests in Ontario administered by the Ontario Ministry of Natural Resources and Forestry; 2) Public forests in Quebec administered by the Quebec Ministry of Natural Resources; 3) Private forests. To assess potential pulpwood availability, we look at each of these categories separately.

### Quebec

- Over 99% of the Quebec portion of the Renfrew County BDO Zone is located within the Outaouais region. The BDO Zone is comprised of 138,439 hectares (ha) of public forest and 256,288 ha of private forest.

<sup>1</sup> Data provided by Roseburg Forest Products representative.

- In relation to public forests, there are several management units that partially overlap with the BDO Zone. These include: i) 071-51 with a 7% overlap; ii) 071-52 with a 21% overlap; iii) 072-51 with a 3% overlap; iv) 073-51 with a 14% overlap; v) 073-52 with a 14% overlap; and vi) 074-51 with a 41% overlap.
- To estimate the quantity of pulpwood potentially available from each management unit, we multiply the overlap factor by the total pulpwood availability of the management unit. The total pulpwood availability was provided by the Quebec Ministry of Natural Resources. The estimated pulpwood availability from public forests in the Quebec portion of the BDO Zone is 13,919 gmt/yr, of which 10,393 gmt/yr are hardwoods, 2,786 gmt/yr are softwoods, and 740 gmt/yr are poplars.
- Regarding pulpwood potentially available from private forests in the Quebec portion of the BDO Zone, our estimates are based on a 2021 report prepared by WSP for the Quebec Ministry of Natural Resources (WSP Ref: 201-03354-002, Table 14). According to this report, there is a potential availability of 150,924 gmt/yr of pulpwood from private forests in the Outaouais region. Given that 33.7% of private forests in the Outaouais region are also located in the Renfrew County BDO Zone, we estimate that the potential availability of pulpwood from private forests within a 130-km drive of Pembroke is 50,887 gmt/yr. This includes 13,829 gmt/yr of hardwoods, 5,178 gmt/yr of softwoods, and 6,437 gmt/yr of poplars.
- In conclusion, we estimate that a total of **64,806 gmt/yr** of pulpwood is potentially available from the Quebec portion of the Renfrew County BDO Zone.

## Ontario

- Forests located in Ontario are categorized into public forests, also referred to as Forest Management Units (FMUs) and private forests. The BDO Zone is comprised of four FMUs: Ottawa Valley Forest (93% overlap with the BDO Zone), Algonquin Park Forest (29% overlap), Mazinaw-Lanark Forest (19% overlap), and Bancroft-Minden Forest (13% overlap). Pulpwood availability was acquired from each FMU's Forest Management Plan, and in particular, Table FMP-14, which indicates planned harvesting quantities.
- The availability estimates were then adjusted based on the percent overlap with the BDO Zone. The following is a breakdown of pulpwood availability by FMU<sup>2 3</sup> (details provided in Table C-2, Appendix C):
  - Ottawa Valley Forest: estimated availability of 99,048 m3/yr
  - Algonquin Park Forest: estimated availability of 104,693 m3/yr
  - Mazinaw-Lanark Forest: estimated availability of 11,426 m3/yr
  - Bancroft-Minden Forest: estimated availability of 9,599 m3/yr
- For simplicity of calculation, we assume that one cubic meter is equal to one green metric ton of pulpwood. Therefore, in total, there is **224,765 gmt/yr** of pulpwood available in the BDO Zone from public lands in Ontario.
- To estimate pulpwood availability from private forest lands, we assumed that pulpwood ratio in private forests is equal to that in public forests. For example, the ratio of pulpwood to other timber in the public lands of the Ottawa Valley Forest is 0.59 m3/ha/yr; we apply the same ratio to private forests within the Ottawa Valley Forest. All calculations are listed in Table C-3 in Appendix C. Based on these assumptions, the following volumes of pulpwood are available from private lands in Ontario:
  - Ontario Valley Forest: estimated availability of 136,262 m3/yr
  - Algonquin Park Forest: none (all lands are public)
  - Mazinaw-Lanark Forest: estimated availability of 34,756 m3/yr
  - Bancroft-Minden Forest: estimated availability of 22,459 m3/yr

<sup>2</sup> Note that the original values are provided in cubic meters. For the purposes of this report, we assume that one cubic meter of roundwood is equal to one metric ton.

<sup>3</sup> Tables FMP-14 identify utilized and unutilized biomass. For the purposes of this report, we consider only unutilized quantities. It should be noted, however, that recent closure of the pulp mill in Espanola is likely to result in a portion of the 'utilized' biomass become available.

- For simplicity of calculation, we assume that one cubic meter is equal to one green metric ton of pulpwood. Therefore, in total, there is **193,477 gmt/yr** of pulpwood available in the BDO Zone from private lands in Ontario.
- Therefore, we estimate that **within the BDO Zone there is 483,048 gmt/yr of Pulpwood** potentially available (Table C-4, Appendix C).
- To account for estimation errors and unforeseen risks related to access to pulpwood, we apply a Biomass Availability Multiple (BAM) of 1.2x. We are confident with a low BAM, as our estimates are based either on government provided data or on conservative estimates. Furthermore, our estimates do not take into account the fact that currently there is a glut of pulpwood in the forest due to low demand, driven by closures of pulp mills. Finally, we think that our estimate is indeed conservative, as historically pulp mills used to consume roughly twice as much pulpwood as the estimated 483,048 gmt/yr.
- Considering the BAM of 1.2x, we believe there is at least 402,540 gmt/yr of Pulpwood potential available at low risk (Table C-4, Appendix C). We round this estimate to 400,000 gmt/yr, for which this BDO Zone is rated.

#### Pricing

- Based on direct feedback from the local market and sawmilling industry, the expected delivered price of pulpwood is \$50 - \$60/gmt.

**Therefore, this BDO Zone is rated for 525,000 gmt/yr of pulpwood at \$50 - \$60/gmt delivered.**

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## APPENDIX B: RISK INDICATOR SCORING METRICS

### CATEGORY 1.0: SUPPLIER RISK

#### 1.1 Risk Factor: Credit-Worthiness/Future Solvency of Suppliers

##### 1.1.1 Longevity & History of Supplier Performance

**Rationale:** Number of years in business is a positive indicator of future solvency. Historical performance is an indicator of future performance.

**Risk Information:** The forest industry in the BDO Zone boasts a rich and longstanding history. The average age of the sawmills situated within the BDO Zone is 82 years, with the oldest sawmill having been operational since 1847. This extended period of operation reflects the industry's resilience and enduring presence in the region.

Renfrew County, known for its robust sawmilling industry, has exhibited stability during recent economic downturns. Notably, large sawmills in the County have retained continual production amid these recessions, further attesting to the sector's strength and continuity. Although smaller sawmills closed, the larger sawmills remained in operation.

Given the close correlation between the longevity of the logging industry and that of the sawmilling industry, we can confidently draw similar conclusions about the number of years these businesses have been in operation.

<b>Raw Risk Likelihood (RRL)</b> The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>Score</b> 2
<b>Raw Risk Impact (RRI)</b> The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>Score</b> 2
<b>Gross Risk Indicator (GRI)</b> The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>Score</b> 4
<b>Mitigation/Notching</b> <i>RRL Mitigation (Notch)</i> No adjustment.  <i>RRI Mitigation (Notch)</i> No adjustment.  The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	<b>Notch</b> NN
<b>Loaded RI Score</b> The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>Score</b> 4

#### 1.2 Risk Factor: Conflicts of Interest/Vested Interest with Competing Market(s)

##### 1.2.1 Suppliers' Dependence on, or Preference for, Competing Markets

**Rationale:** Suppliers may have a vested interest or preference to supply to specific competitors for biomass feedstock. Preferences may be due to historical, long-term, or personal relationships, less stringent feedstock quality requirements, more flexible operating hours by competing markets, or suppliers' dependence on competing markets to accept or purchase other products/by-products. During periods of feedstock shortage such suppliers may be more likely to allocate the scarce supply to a competitor resulting in supply disruptions for the Issuer.

**Risk Information:**

*Chip:* We have identified 10 consumers of sawmill chip within a 260-km drive of Pembroke. The most significant consumer is the Roseburg Forest Products MDF plant in Pembroke, intaking 256,000 gmt/yr of wood chips. Due to the MDF plant's impact on the market, our analysis assumes that the quantity consumed by the MDF plant will not be

available to a new buyer, and therefore we discount it from the rated quantity. Other markets for sawmill chips, as shown on Map C-4 in Appendix C, are located relatively far from most sawmills. Feedback from some of these sawmills indicates that there are no dependencies on current consumers, and that decisions with respect to the choice of the market for sawmill residuals are mainly made based on pricing and transportation distance.

*Pulpwood:* The region boasts an abundance of pulpwood, and it plays a crucial role in providing access to larger-diameter timber for sawmills. As a result, any new consumer of pulpwood would be warmly welcomed in the region.

**Impact.** Potential influence of competitors on suppliers can have significant impacts to a new project.

<b>Raw Risk Likelihood (RRL)</b> The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>Score</b> 4
<b>Raw Risk Impact (RRI)</b> The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>Score</b> 8
<b>Gross Risk Indicator (GRI)</b> The Gross Risk Indicator (RRL × RRI) is 32 out of 100.	<b>Score</b> 32
<b>Mitigation/Notching</b> <i>RRL Mitigation (Notch)</i> No adjustment.  <i>RRI Mitigation (Notch)</i> By focusing feedstock procurement on pulpwood, a new bio-project would significantly mitigate against this RI.  The Total Notch (RRL Notch × RRI Notch) is 50%.	<b>Notch</b> 50%
<b>Loaded RI Score</b> The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>Score</b> 16

### 1.3 Risk Factor: Supplier Control Over Production and Transportation

#### 1.3.1 Ownership of Land/Mean of Production

**Rationale:** Suppliers that own land where feedstock is produced, or a production facility, tend to have better control of supply chains and present lower degrees of supply risk.

**Risk Information:**

*Chip:* When considering the means of production for sawmills, the associated risk is deemed to be low. This is primarily because sawmills have ownership over both their production facilities and the land on which they operate. This level of ownership provides a sense of stability and control, reducing potential risks related to production.

*Pulpwood:* The risks connected to the ownership of land concerning the pulpwood supply are assessed as moderate. We consider estimates on pulpwood availability from public lands to be conservative, as they are provided by the provincial governments.

On the other hand, the other 50% of the forest is privately owned. These private woodlots are generally managed for recreational purposes, rather than timber production. There is an ongoing trend of transitioning from woodlots managed for timber to what are commonly referred to as 'hobby' woodlots, as landowners no longer rely on the forest for their livelihoods. Additionally, there is a lack of expertise in woodlot management, resulting in a lower likelihood of economically viable pulpwood from these private woodlots.

However, although there is a great deal of uncertainty associated with pulpwood available from private lands, we account for that uncertainty through discounting the quantity of pulpwood evaluated in this rating.

<b>Raw Risk Likelihood (RRL)</b> The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>Score</b> <b>4</b>
<b>Raw Risk Impact (RRI)</b> The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>Score</b> <b>6</b>
<b>Gross Risk Indicator (GRI)</b> The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>Score</b> <b>24</b>
<b>Mitigation/Notching</b> <i>RRL Mitigation (Notch)</i> The BDO Zone and its surrounding areas boast a plentiful supply of pulpwood. In the event that obtaining pulpwood from private forests presents challenges, a project can still access pulpwood from Algonquin Park Forest, albeit with a marginal difference in transport costs. While not explicitly assessed here, and therefore not accounted for in the quantity estimates, anecdotal information indicates the presence of substantial quantities of low-grade timber in the Algonquin Park region. Also, expanding the supply basin on the Quebec side would likely significantly increase pulpwood availability.  <i>RRI Mitigation (Notch)</i> No adjustment.  The Total Notch (RRL Notch × RRI Notch) is 25%.	<b>Notch</b> <b>25%</b>
<b>Loaded RI Score</b> The Loaded RI Score ((1-Total Notch) × GRI Score) is 18 out of 100.	<b>Score</b> <b>18</b>

### 1.3.2 Ownership of Equipment

**Rationale:** In most cases, suppliers which own or lease equipment for harvest, collection and processing feedstock are lower risk than those who are not. For example, third-party harvesting equipment may not be available when required. Short harvest windows may be missed if a farmer and contractor cannot schedule harvest times that are convenient and quantity shortages can result. However, in some circumstances reliance on third-party equipment to harvest or produce feedstock can decrease supply chain risk. For example, when harvesting agricultural residues such as corn stover, the use of a third-party company with standard equipment specializing in harvesting, collection and transportation may decrease quality variations (e.g., ash content) of the final feedstock.

**Risk Information:** The production of sawmill residuals and pulpwood necessitates logging equipment, as both of these feedstock streams are derived from timber harvesting operations. Sawmill residuals, being a byproduct of lumber production, rely on access to appropriate timber harvesting equipment. Similarly, pulpwood is harvested concurrently during these timber harvesting operations.

Within the BDO Zone, the logging industry is primarily composed of small, family-owned companies. However, the sector faces various challenges, such as an aging workforce, higher insurance costs, and increased capital and equipment expenses. These factors have led many loggers to make the decision of closing down their businesses. As a result, some sawmills opt to invest in establishing their own logging crews and acquiring logging equipment to secure a stable supply of timber.

However, it is important to note that the extent to which sawmills currently own logging equipment remains relatively limited. Despite the move towards internalizing logging operations, the majority of sawmills still rely on external logging contractors to fulfill their timber harvesting needs.

<b>Raw Risk Likelihood (RRL)</b> The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>Score</b> <b>6</b>
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<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 36 out of 100.	<b>36</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>25%</b>
A new bio-project can hire its own crews and purchase logging equipment to support sawmills in harvesting operations, and therefore mitigate the risk of lack of equipment ownership and risks related to the contracting logging sector.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 27 out of 100.	<b>27</b>

### 1.3.3 Ownership of Transportation/Logistics

**Rationale:** In most cases, suppliers that own or lease transportation equipment necessary to transport biomass from forest or field are lower risk than those who do not. However, in some circumstances, reliance on third parties to transport biomass is common practice and does not contribute to risk.

**Risk Information:**

*Chip:* The transportation of sawmill residuals is typically facilitated through the use of walking-floor trailers or open top vans. Notably, sawmills usually possess an adequate fleet of trucks and trailers, enabling them to transport their entire sawmill residual output. As a result, the risk associated with bark and chip transportation equipment is considered low.

*Pulpwood:* The transportation of pulpwood involves the utilization of log trailers, typically owned by logging companies. At present, the market possesses a sufficient number of log trailers to cater to the transportation needs of existing sawmills and pulp mills. Our estimates indicate that an additional demand of 350,000 gmt/yr of pulpwood would necessitate approximately 17 logging trucks.<sup>4</sup> While a considerable portion of this demand can be met using existing infrastructure, some of it would require new log truck purchases.

The challenges confronting the logging sector, such as an aging workforce and increased costs, contribute to the moderate risk related to pulpwood transportation equipment. Although the existing infrastructure can accommodate a portion of the increased demand, there remains a need for additional log truck purchases to fulfill the entirety of the new demand for pulpwood transportation

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 36 out of 100.	<b>36</b>

<sup>4</sup> Assumptions: 30 gmt per payload; average 2 trips per truck per day; 350 operational days per year: 350,000 / (30\*350\*2) = 17

<p><b>Mitigation/Notching</b></p> <p><i>RRL Mitigation (Notch)</i> No adjustment.</p> <p><i>RRI Mitigation (Notch)</i> A new bio-project can purchase its own log trucks to effectively mitigate potential log truck shortages in the market.</p> <p>The Total Notch (RRL Notch × RRI Notch) is 50%.</p>	<p><b>Notch</b> 50%</p>
<p><b>Loaded RI Score</b></p> <p>The Loaded RI Score ((1-Total Notch) × GRI Score) is 18 out of 100.</p>	<p><b>Score</b> 18</p>

### 1.3.4 Feedstock as a Secondary Transformation

**Rationale:** A secondary transformation dependent upon the production of primary products, e.g., forest residues, corn stover, bark, or sawmill chips (unless from a dedicated chip mill) are all secondary transformations of a primary product.

Risks are higher if feedstock is a secondary transformation of a primary, more valuable product. It may not be economical for suppliers to produce biomass on its own, in the absence of markets for the primary product. For example, a supplier may produce dimensional lumber as its primary product and wood chips as a by-product, therefore relying on the health of the housing market for production levels. If the demand for dimensional lumber drops, so can the availability of sawmill residues.

In case of agricultural feedstocks such as corn stover, the feedstock is a by-product of a primary crop. Since the primary crop is significantly more lucrative than the residue, it will be a priority for the producer. If production of the primary crop requires resources to be taken away from the production of secondary crop (e.g., in case of shorter harvesting windows due to weather), the secondary feedstock supply will suffer. In times of stretched resources, suppliers may also perceive harvesting and collection of the feedstock as a nuisance, potentially decreasing production levels.

Understanding the economic drivers for suppliers' primary product can help gauge risk levels for secondary transformation biomass products.

**Risk Information:**

Chip production, being secondary transformations, are by-products of lumber production. As a result, the output of chips is closely tied to the lumber market's dynamics and the sustained operations of sawmills.

However, historical data demonstrates the resilience of sawmills within the BDO Zone to the fluctuations in the lumber market. The demand for lumber is strongly influenced by housing starts in both Canada and the United States. Following the 2008 financial crisis, which led to a significant contraction in housing starts and subsequent declines in lumber prices, all sawmills in the BDO Zone managed to remain operational. This resilience suggests that these sawmills have employed effective strategies, such as product and market diversification or above-average efficiency, to navigate through fluctuating lumber markets successfully.

This conclusion is further substantiated by feedback received from local experts, who indicate that lumber markets are typically not the constraining factor for local lumber output. Instead, the primary challenges lie in accessing logging infrastructure and securing economically viable timber sources.

As a result, while lumber markets remain an important consideration when evaluating chip production as secondary transformation, we assess the risk as moderate. The demonstrated resilience of sawmills to market fluctuations



contributes to a more balanced outlook, although vigilance and adaptability are still necessary to address potential market shifts.

Regarding pulpwood, risks related to feedstock as a secondary transformation are not relevant due to its primary nature in the forest industry's supply chain.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 8 out of 100.	<b>8</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>25%</b>
In case of chip shortages, a new bio-project can substitute these feedstocks with pulpwood, as there is an abundance of pulpwood.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 6 out of 100.	<b>6</b>

#### 1.4 Risk Factor: Supplier Experience

##### 1.4.1 Fundamental Feedstock Production Experience

**Rationale:** Risk is higher when suppliers have limited experience with planting/growing/harvesting/processing and/or collecting biomass. Limited experience may be common for stover or forest residue supply chains where farmers or forestry producers may have no previous experience.

**Risk Information:** The sawmilling and logging sectors have had a long presence in the region. We do not expect any risks related to fundamental feedstock production experience.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

1.4.2 Production Scale Experience

**Rationale:** Scale-up entails risk. Risk is higher when suppliers have limited experience with the production of the quantity of feedstock required.

**Risk Information:**

*Chip:* there is no risk associated with scale-up experience, as chips are by-products of lumber production.

*Pulpwood:* with multiple sawmills and pulp mills operating in the region, loggers have a great deal of experience harvesting pulpwood. There is low risk associated with pulpwood production scale experience (note that the risks associated with logging capacity scale up are addressed in other parts of this rating).

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

1.5 Risk Factor: Supplier Harvesting/Collection/Processing Capacity

1.5.1 Supplier’s Equipment Efficiency

**Rationale:** Equipment efficiency significantly influences supplier’s feedstock production capacity. Understanding supplier’s equipment capability enables understanding of their ability to produce feedstock of suitable quality.

**Risk Information:** This RI is not relevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	<b>NR</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	<b>NR</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	<b>NR</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	<b>NR</b>
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	<b>NR</b>

1.6 Risk Factor: Supplier Motivation

1.6.1 Feedstock Production Priority

**Rationale:** When biomass feedstock is a secondary or non-core line of business, or when it is a by-product or a residual from a more valuable primary product, then suppliers may not put in sufficient effort for consistent production. Risk of breach increases when production and/or delivery of feedstock compromises a supplier’s ability to make a primary product.

When biomass feedstock is a by-product of another main higher margin or main product (e.g., corn stover (e.g., corn) or forest residues (e.g., pulpwood)) supply may not be a top priority for a supplier.

**Risk Information:**

*Chip:* The generation of sawmill residuals, which arise as a secondary outcome of lumber production, is not the primary focus for sawmills. Nonetheless, sawmills demonstrate a degree of consistency in residual production due to the necessity of maintaining lumber production levels to sustain their operations. Furthermore, sawmills exhibit an interest in supplying pulp mills and other residual markets with these by-products, as they rely on these markets to absorb the surplus residuals during heightened production periods. Anecdotal evidence indicates that at least one sawmill in the area processes pulpwood into chips to ensure sufficient deliveries to pulp mills. Given these factors, we assign a low-risk rating to the issue pertaining to the priority of sawmill residual production.

*Pulpwood:* Within the forest industry, the production of pulpwood takes precedence, as it is often a crucial prerequisite for the simultaneous harvesting of sawtimber.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

CATEGORY 2.0: COMPETITOR RISK

2.1 Risk Factor: Influence on Feedstock Supply of Existing Markets

2.1.1 Competitor Locations and Overall Geographical Influence

**Rationale:** Competitors’ locations relative to siting locations within a BDO Zone can affect the viability of procuring feedstock and the cost of that feedstock. Accurate and detailed competitor mapping provides an understanding of the geographical influence a competitor may have on new plants within a BDO Zone, including competitive advantages such as short hauling.

**Risk Information:**

*Chip:* The main competitor for chip is the Roseburg Forest Products MDF plant in Pembroke, consuming 256,000 gmt/yr. Other significant, although more distant competitors, include: Resolute Forest Products in Gatineau, QC, White Birch Paper in Gatineau, QC, Louisiana-Pacific in Bois-Franc, QC, Lauzon Recycled Wood Energy in Papineauville, QC, Rayonier in Temiskaming, QC, Norampac in Trenton, ON, and Curran Renewable Energy in Massena, NY. Considering that we discounted the quantity of chip consumed by Roseburg, due to the relatively significant distances of these competitors from Pembroke, we deem the risk posed by the geographic influence of competitors on wood chip supply to be of moderate significance.

*Pulpwood:* Despite the utilization of pulpwood by some of the same competitors, our availability estimates have already factored in the current pulpwood consumption levels. Moreover, all pulp mills are located at considerable distances from Pembroke.

**Impact.** Competitors' geographic location can have a very significant influence on feedstock availability.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 32 out of 100.	<b>32</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
Risks related to competitors' geographic influence on wood chip supply can be effectively mitigated by substituting wood chips with pulpwood.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

**2.1.2 Current and Historical Consumption of Feedstock Quantity**

**Rationale:** Clear understanding of feedstock consumption by key competitors for each rated type of feedstock in the BDO Zone is essential to quantifying competitor risk.

Understanding current consumption and historical trends of feedstock utilization can provide valuable information about feedstock price elasticity during shortages, and insight into events that may impact future supply conditions. It can enable more accurate estimates of the sensitivity of feedstock availability to potential future consumption levels or to the impact of external events (e.g., weather events, structural economic changes, seasonality, or policy change).

**Risk Information:**

*Chip:* The movement of chips generated by sawmills in the BDO Zone covers considerable distances, reaching up to almost 500 km from Pembroke. Over time, local demand for wood chips has experienced a substantial downturn, marked by the closure of the Portage-du-Port plant (which consumed approximately 200,000 gmt/yr of sawmill chip) in 2008 and the closure of the Thurso pulp mill facility (with consumption estimated at 250,000 gmt/yr) in 2019. Although the Quebec government's efforts to revive the Thurso plant may potentially restore demand in the future, historical trends indicate a significant decline in wood chips consumed within the BDO Zone, necessitating the transportation of

the product over longer distances. As a result, the risks related to the current and historical fluctuations in the usage of sawmill chips are considered low.

*Pulpwood:* The closures of the two pulp mills, as discussed earlier, have had an impact on the demand for pulpwood. The substantial surplus of pulpwood in the BDO Zone indicates that the remaining competitors for pulpwood pose minimal risk to the local pulpwood supply.

It is important to note that historical pricing data for Ontario is not available, rendering it impossible to ascertain the extent to which pulp mill closures influenced prices. Nonetheless, anecdotal input from local experts suggests that, as anticipated, prices experienced a significant decline following the closures.

**Uncertainty.** The lack of historical pricing data creates uncertainty in the analysis.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

### 2.1.3 Competitor Pricing and Price Sensitivity

**Rationale:** Understanding how much competitors pay (or receive) for different feedstock types is an essential step to determining competitiveness of Issuer and to accurate assessment of the delivered cost range in the BDO Zone rating.

Current and historical prices paid/received by competitors provide insight into their procurement behaviours and exert pressure on suppliers in the BDO Zone. Such as ability/willingness to pay premiums for feedstock during times of feedstock shortage or reduce prices (or cut off deliveries) during gluts. Competitors that have an ability to offer higher prices for feedstock during feedstock shortages can pose significant risk to Issuer.

Knowledge of competitor pricing and price sensitivity is also an essential prerequisite to formulating a feedstock cost curve which can enable predictions of feedstock redundancy, i.e., how much feedstock could become available at different pricing levels (see Category 3–Supply Chain Risk 3.1.3).

**Risk Information:** Historical data on woody biomass pricing in the BDO Zone is unavailable, and the sensitivity of pricing information has deterred competitors and sawmills from sharing current pricing data. Instead, sawmills have provided expected pricing, considering the possibility of increased demand.

*Chip:* Sawmill chips produced in the BDO Zone can move large distances, which can mean that 1) diminished local demand may compel sawmills to reduce chip prices to explore distant markets, and 2) buyers might exhibit a significant tolerance for chip price hikes. The latter scenario poses a risk concerning the potential for sawmill chip price increases,

driven by competitors' price tolerance. However, the fact that chips are capable of covering large distances also serves to mitigate the significance of this risk indicator.

*Pulpwood:* Given the abundance of pulpwood in the BDO Zone, as well as in Ontario and Quebec in general, the sensitivity of competitors to pulpwood pricing is not a concern from a risk perspective.

**Uncertainty.** Due to the lack of historical pricing data our conclusions are based on deduction, introducing uncertainty into the analysis.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 32 out of 100.	<b>32</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
Competitor pricing and price sensitivity risk pertains mainly to sawmill chip. Assuming feedstock flexibility, the ample supply of pulpwood allows for chip removal from the feedstock mix, effectively mitigating this risk indicator (note that risks related to the lack of historical data remain).	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

#### 2.1.4 Impacts of Future Demand on Feedstock Availability and Price by Current Competitors

**Rationale:** Feedstock utilization in a BDO Zone can change over time. Expansion of feedstock demand by current competitors can put additional pressure on feedstock and can lead to higher prices, feedstock disruptions, shortages or supplier breach or other types of supply chain disruption.

If current markets for feedstock have been publicly signalling the potential for increased demand for feedstock (in the case of a sawmill adding a shift, or pulp mill potentially expanding into production of renewable chemicals, for example), high interest in a supply basin can make suppliers overconfident, leading to a supplier-controlled market where short-term contracting becomes the norm and supply chain reliability is compromised for the Issuer. If and when it occurs, increased demand on feedstock may decrease availability and increase cost for new plants within the BDO Zone.

**Risk Information:** We found no evidence that current competitors plan to expand their operations. Operational expansion plans often remain unreported. In case we are incorrect with our assessment we ranked impact as medium.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 12 out of 100.	<b>12</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 12 out of 100.	<b>12</b>

### 2.1.5 Soft Supply Influence of Existing Markets

**Rationale:** In some cases, existing markets for feedstock may be able to exert high degrees of pressure over local suppliers, effectively enabling control feedstock, especially during times of shortage. This control can derive from qualitative or “soft” factors such as long previous relationships between local suppliers and existing markets for feedstock.

**Risk Information:** The risk associated with the soft supply influence of existing markets holds significance concerning the supply of sawmill chips. Sawmills maintain longstanding relationships with operational consumers and have a vested interest in fostering the continuous success of these facilities.

Nevertheless, while the risk of soft supply influence of existing markets is a valid consideration, we consider it to be negligible in relation to pulpwood, as pulpwood is abundantly available in the region.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>50%</b>
<i>RRI Mitigation (Notch)</i> Risks related to soft supply influence on existing markets on wood chip supply can be effectively mitigated by substituting wood chips with pulpwood.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 12 out of 100.	<b>12</b>

### 2.1.6 Temporary Market-Driven Markets

**Rationale:** Alternative, non-traditional, market-driven competitors for feedstock can drive feedstock demand in unusual circumstances. A BDO Zone Rating Issuer based on corn stover as a feedstock, for example, would not typically compete with higher-end animal feed markets due to quality issues. However, in times of significant hay shortage (e.g., during

drought), farmers use corn stover in place of hay, driving the price of feedstock and decreasing availability for bio-projects.<sup>5</sup>

**Risk Information:** Certain temporary (seasonal) markets for bark and pulpwood include landscaping and firewood, respectively. While these markets can exert a notable influence, we have already factored in the demand they generate.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>

## 2.2 Risk Factor: Specific Competitors’ Competitive Advantage

### 2.2.1 Relative Inventory Capacity

**Rationale:** The more inventory a competing biomass facility is able to store, the more competitively pressure it can exert on supply. Ability to store large inventories allows competitors to purchase inventory when the prices are low, potentially giving it an economic advantage. Additionally, the ability to store inventory during feedstock supply surpluses can enable competitors to continue to intake feedstock when the Issuers plant (with lesser inventory capacity) may be forced to put suppliers on quota. Larger inventory capacity on the part of competing markets thereby creates supplier loyalty and can make it more difficult for new projects to secure supply without paying a significant premium.

**Risk Information:** While data regarding the inventory capacities of competitors was not accessible, it is reasonable to assume that these mills, being sizable operations, likely possess substantial inventory capacities. However, it is important to acknowledge that the relatively considerable distance of these pulp mills from Pembroke constrains the extent of competitors' influence on the BDO Zone, even if their feedstock inventory capacities are indeed substantial.

**Impact.** Most large competitors are located relatively far from Pembroke, which limits the impact their inventory capacities pose to the supply chain.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>

<sup>5</sup> Bergtold, 2018.



<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> Wood chips are the only type of feedstock under constraint in the BDO Zone. Fully substituting wood chips with pulpwood should effectively mitigate risks related to competitors' feedstock inventory capacities.	<b>50%</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 12 out of 100.	<b>12</b>

### 2.2.2 Relative Accessibility/Delivery Hours and Wait Times

**Rationale:** The value attributed by suppliers to local competing markets for biomass is often directly related to the degree of flexibility the market provides in terms of delivery hours, and the more efficiently discharge can occur.

**Risk Information:** Data on delivery hours and wait times for the competitors were unavailable. However, the uncertainty related to the lack of these data is limited by the relatively considerable distance of most of these pulp mills from Pembroke.

**Impact.** The significant distance of most major competitors from Pembroke restricts the potential influence that feedstock intake flexibilities may exert on the supply chain.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> Wood chips are the only type of feedstock under constraint in the BDO Zone. Fully substituting wood chips with pulpwood should effectively mitigate risks related to competitors' relative accessibility.	<b>50%</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 12 out of 100.	<b>12</b>

### 2.2.3 Relative Specification Advantages

**Rationale:** When choosing a market for biomass feedstock, suppliers not only look at price, but also at relative quality requirements or specifications. It is important to understand feedstock quality specifications for competing markets within the BDO Zone in order to accurately quantify the risk that competitors can exert on the Issuer's supply chain.

**Risk Information:** In this assessment we assume that a new bio-project would be able to intake woody biomass that is available in the market. From this perspective, competitors do not have relative feedstock specification advantages.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>

<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

2.2.4 Demand for Competitors’ Products

**Rationale:** Increased demand for competitor’s final product can cause an increased demand for feedstock by the competitor. For example, an increased demand for wood pellets due to high energy prices in Europe or for biofuels due to a favourable clean fuels policy can cause increased pellet/biofuel production by competing markets. Thereby driving demand for feedstock within a BDO Zone.

**Risk Information:** Other than the Roseburg Forest Products MDF plant in Pembroke, which has been accounted for in our estimates, the primary competitors for woody biomass produced in the BDO Zone consist of pulp and paper mills. Global projections indicate a forecasted increase in demand for pulp and paper, estimated at 0.72% based on the Compound Annual Growth Rate (CAGR).<sup>6</sup> While it remains uncertain how local producers will respond to this global demand, our assessment indicates that the forecasted CAGR of 0.72% is not sufficiently substantial to warrant expectations of significant expansions by current competitors.

**Uncertainty.** In the realm of market forecasts, a notable level of uncertainty prevails, encompassing the potential impact of global market dynamics on local supply chains. For instance, a decline in global demand for pulp may lead to the closure of inefficient pulp mills in specific regions, while more efficient pulp mills could witness expansions during subsequent market rebounds.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	

<sup>6</sup> Source: <https://www.globenewswire.com/en/news-release/2023/05/24/2674939/0/en/Latest-News-Pulp-and-Paper-Market-to-Worth-USD-372-70-Billion-by-2029-Fortune-Business-Insights.html>

The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

**CATEGORY 3.0: SUPPLY CHAIN RISK**

*3.1 Risk Factor: Feedstock Availability*

*3.1.1 Biomass Availability Multiple (BAM)*

**Rationale:** Biomass Availability Multiple (BAM) indicates the degree of redundancy in an Issuer’s supply chain in relation to the rated quantity in the BDO Zone. BAM is the mean ratio of biomass feedstock available to a project, in relation to delivered cost, divided by the Issuer’s mean rated quantity. BAM is a strong indicator of supply chain resilience when stressed by supply shortage and/or supplier breach. BAMs of 1.5 or higher are generally signals of lower feedstock risk for new projects in BDO Zones.

**Risk Information:** BAM calculations are already accounted for in the initial biomass quantity set up in Appendix A.

*Chips:* To account for uncertainty in analysis we assume a redundancy factor (Biomass Availability Multiple) of 1.5x. In other words, to mitigate against potential errors in our calculations and assumption we rate this BDO Zone at 50% lower than what we think is potentially available to a new bio-project. Therefore, the quantity of wood chips potentially available to a new bio-project at a 1.5x BAM level is: 131,454 gmt/yr / 1.5 = 87,636 gmt/yr; or 85,000 gmt/yr rounded off.

*Pulpwood:* We are confident with a low BAM of 1.2, as our estimates are based either on government provided data or on conservative estimates. Furthermore, our estimates do not take into account the fact that currently there is a glut of pulpwood in the forest due to low demand, driven by closures of pulp mills. Finally, we think that our estimate is indeed conservative as historically pulp mills used to consume roughly twice as much pulpwood as the estimated 483,048 gmt/yr.

Considering the BAM of 1.2x, we believe there is at least 402,540 gmt/yr of pulpwood potential available at low risk (Table C-4, Appendix C). We round this estimate to 400,000 gmt/yr, for which this BDO Zone is rated.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

3.1.2 Feedstock Supply Curve/Marginal Cost Curve

**Rationale:** The greater the feasible transport distance, the more feedstock is accessible to the Issuer, but at a higher delivered cost. The feedstock supply curve, sometimes referred to as the marginal cost curve, is a function of feedstock availability over its cost which is primarily, but not exclusively, a function of distance. The feedstock supply curve is used to determine the availability of redundant feedstock at various price points, and the cost of replacing feedstock with substitutes located at different distances.

Feedstock cost curves are useful in determining supply chain resilience; they provide information about the cost of feedstock availability in times of supply disturbance. Biomass supply chains are prone to supply disturbances over time; suppliers can become insolvent, or weather events can temporarily disrupt feedstock availability. When a disturbance occurs, the Issuer may need to source replacement feedstock from different suppliers at different locations and costs. A biomass supply curve indicates quantities of feedstock available at various price levels from suppliers generally located further away than core supplier.

**Risk Information:** The sawmill chip supply curve, depicted in Chart C-1 within Appendix C, reveals a relative scarcity of sawmill residuals generated within a 40 km drive distance of Pembroke. Despite the fact that approximately 50,000 gmt/yr of sawmill chip is generated within 40 km of Pembroke, these chips are likely spoken for by the Roseburg Forest Products MDF plant. The quantity of generated sawmill chip increases significantly at distances over 50 km, with about 223,000 gmt/yr generated within 80 km. The quantity further increases to over 400,000 gmt/yr within 100 km.

As for pulpwood, spatial data with any level of accuracy were not obtainable, leading to the inability to construct a pulpwood supply curve. However, anecdotal information suggests a high density of forests with available pulpwood in Renfrew County, indicating a potentially positive supply curve given the general abundance of pulpwood.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>high</i> , therefore the RRL is 8 out of 10.	<b>8</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 48 out of 100.	<b>48</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
In this assessment we assume that a new bio-project can economically substitute sawmill chip with pulpwood.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>

3.1.3 Seasonal Feedstock Supply Variation

**Rationale:** Biomass supply can present significant seasonal supply variations. Seasonal supply variations combined with limitations associated with longer-distance transportation and storage can lead to BDO Zone biomass supply imbalances<sup>7</sup> and can manifest in shortages and higher costs for Issuers.

<sup>7</sup> Golecha & Gan 2016.

**Risk Information:**

*Chips:* Lumber production typically experiences seasonal variations in response to the demand from the construction industry. During the winter months, lumber production tends to slow down compared to the summer months. The extent of this production fluctuation is contingent upon prevailing lumber prices, the individual sawmills' operational efficiencies, and their market access capabilities. The seasonality of sawmill residual supply is further accentuated by the fact that most sawmills, primarily due to space limitations and fire hazards posed by chip piles, do not maintain inventories of the residuals. Instead, they sell these residuals to the market as they are generated.

*Pulpwood:* The harvesting seasons for pulpwood depend on the specific silvicultural system employed. Within the BDO Zone, more than half of timber is harvested through the partial cutting system, generally occurring between January and March when the ground is frozen. Clear cuts, on the other hand, are carried out during the spring and summer, when there is a higher risk of damaging remaining trees. Additionally, timber harvesting ceases for a period of time during the spring break-up.

In summary, chip production peaks in the spring and summer months, while pulpwood production reaches its highest levels during the winter months.

**Impact.** Feedstock supply seasonality has a potential to result in temporary feedstock shortages.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 32 out of 100.	<b>32</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>50%</b>
<i>RRI Mitigation (Notch)</i> Traditional users of sawmill residuals and pulpwood have successfully addressed the feedstock supply seasonality by maintaining large inventories. The presence of a substantial and well-managed feedstock inventory should effectively alleviate the risk of feedstock shortages resulting from production seasonality.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

**3.1.4 Year-to-Year Variation in Feedstock Availability**

**Rationale:** Biomass can have significant year-to-year supply variations due to variability in yield from biomass harvesting operations, particularly with agricultural biomass.

**Risk Information:** In the BDO Zone, the year-to-year fluctuation in feedstock availability is primarily attributed to changing demand for feedstock rather than changing supply. Despite experiencing tumultuous conditions over the past two decades, sawmills in the BDO Zone have demonstrated resilience, remaining operational and sustaining their production lines.

**Chip:** Owing to several sizable markets, the demand for sawmill chips remains relatively stable. Coupled with consistent chip production, the year-to-year variation in wood chip availability is low. However, it is important to note that there remains a risk of potential sawmill closures.

**Pulpwood:** The forest contains an abundant supply of pulpwood. Although its actual availability is constrained by logging capacity (addressed in other sections of this report), we do not anticipate significant year-to-year variation in its availability.

**Impact.** Year-to-year variation in feedstock availability has the potential to result in temporary feedstock shortages.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 32 out of 100.	<b>32</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
Based on historical data, the sole feedstock stream where we identified a potential risk concerning the year-to-year variation in availability is bark. However, this risk can be effectively mitigated through feedstock substitution, which allows for feedstock flexibility.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

### 3.2 Risk Factor: Historical Issues

#### 3.2.1 Historical Feedstock Price Variations

**Rationale:** If volatility is shown in the historical feedstock price, then the risk of future price fluctuation is elevated. If feedstock prices have historically exceeded the price at which the Issuer would have to cease operations or breach a financial covenant (i.e., the “red line” feedstock cost), then mitigation measures should be put in place.

**Risk Information:** Historical pricing data for wood chips, or pulpwood are not compiled in Ontario. This absence of historical pricing availability and pricing transparency introduces risk. However, it is worth noting that the lack of historical data is of lesser relevance in understanding pulpwood pricing risk, given the significant surplus of pulpwood, leading to price insensitivity.

**Impact.** Due to the surplus of standing pulpwood, its price is predictable, limiting the impact of the lack of historical data to the risk profile.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 36 out of 100.	<b>36</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> During periods of wood chip price increases, these feedstocks can be effectively substituted with pulpwood, which offers a more predictable pricing trend.	<b>25%</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 27 out of 100.	<b>27</b>

### 3.2.2 Low Historical Demand for Feedstock in the BDO Zone

**Rationale:** If Issuer BDO Zone does not have history of developed, large-scale feedstock procurement, suppliers may not have sufficient expertise in feedstock production to ensure reliable supply, especially in early years. This can be particularly true for forest residues where typically the infrastructure for collection, processing and delivery is immature.

Where supply chains are not well-established, risk can be mitigated when new bio-based plants control a higher degree of feedstock processing. For example, if a BDO Zone rating is issued for clean wood chips and the historical demand in the Zone has been exclusively for pulpwood, then supply chain risk will be decreased for new bio-based plants that intake of pulpwood and manage log debarking and chipping internally. Rather than requiring inexperienced suppliers to deliver debarked wood chips.

**Risk Information:** Despite encountering substantial pulp mill closures over the past two decades and experiencing a recent decline in the demand for bark, the demand for woody biomass has demonstrated sufficient resilience.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 3.2.3 History of Production/Feedstock is a New/Secondary Crop or a Byproduct

**Rationale:** If feedstock is a new/secondary crop or a by-product, suppliers may either lack sufficient experience to mitigate risk, or be unable to react to such risk. Secondary crop or by-product producers may be less likely to prioritize production.

For new crop types, inexperience in planting, harvest, collection, and yield data may pose higher levels of risk.

If feedstock is a secondary transformation (i.e., wheat straw, corn stover, or forest residue), then production can be subject to variables beyond suppliers' control (e.g., changing demand for sawtimber, or primary crop prices).

**Risk Information:** Suppliers have significant experience producing sawmill residuals and pulpwood in the BDO Zone.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>

<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>

<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	

<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 3.3 Risk Factor: Non-Weather Based Externalities

#### 3.3.1 Diesel, Oil and Producer Price Index (PPI)

**Rationale:** Diesel, oil, and PPI can impact feedstock cost of harvest and collection over time. Sensitivities to worst case scenarios should be run.

**Risk Information:** The impact of diesel prices can exert a considerable influence on transport costs. For instance, in 2021, the transport cost stood at approximately \$5.50 per loaded mile, whereas in 2022, it escalated to \$7.20 per loaded mile. Given the significant fluctuations in diesel prices, as evident from the period between 2020 and 2022, we assess the risk related to diesel prices as substantial. However, it is noteworthy that since competitors for biomass are located relatively distant from the BDO Zone centre point, higher diesel costs can prove advantageous to a new project. This is due to the fact that the larger the portion of transportation cost in the total feedstock cost, the more critical the proximity to markets becomes.

**Impact.** The Impact Level of diesel, oil, and producer price index is assessed as low due to the abundance of pulpwood in the BDO Zone and the tendency of sawmill residuals generated in the area to be transported over relatively large distances.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>high</i> , therefore the RRL is 8 out of 10.	<b>8</b>

<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>

<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>



<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> The fluctuating cost of diesel can be effectively mitigated by sourcing feedstock from closer distances. The presence of abundant pulpwood within the BDO Zone indicates that large quantities of pulpwood could be feasibly obtained from relatively close proximity. Consequently, the substitution of sawmill residuals with pulpwood offers a viable strategy to alleviate the impact of fluctuating diesel costs.	<b>25%</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 12 out of 100.	<b>12</b>

### 3.3.2 Currency Risk

**Rationale:** Where feedstock is purchased in a currency different than that which a new bio-based plant will locate in a BDO Zone, currency exchange rates and volatility can constitute risk exposure. BDO Zones that cross the US-Canada border, for example, which intake feedstock from both countries are exposed to such currency risk.

**Risk Information:** The BDO Zone is within Canada, therefore the currency risk is irrelevant to this rating.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	<b>NR</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	<b>NR</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	<b>NR</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	<b>NR</b>
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	<b>NR</b>

### 3.3.3 Border Risk

**Rationale:** Where feedstock is transported cross-border to another country, risk exposure to border closures and crossing delays becomes present. The availability of trucks willing to do cross-border runs is limited, which can decrease supply chain flexibility and resilience. Plants near the US-Canada border which intake feedstock from both countries are exposed to these risks.

**Risk Information:** The BDO Zone is within Canada, therefore the border risk is irrelevant to this rating.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	<b>NR</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	<b>NR</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	<b>NR</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
Total Notch (RRL Notch × RRI Notch) is not rated.	<b>NR</b>

<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR
<b>3.3.4 Temporary Externality-Driven Markets for Feedstock</b>	
<b>Rationale:</b> Alternative, non-traditional, externality-driven competitors for feedstock can drive feedstock demand (and cost) in unusual circumstances. For example, an Issuer using corn stover as a feedstock would not typically compete with the higher-end animal feed market. However, in times of significant hay shortage (e.g., during drought), farmers may use corn stover as hay replacement, driving the price of stover feedstock and decreasing its availability for bio-projects. <sup>8</sup>	
<b>Risk Information:</b> This RI has been already addressed in RI 2.1.6. To prevent double-counting risk, we mark this RI as irrelevant.	
<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

**3.4 Risk Factor: Risks Related to Feedstock Production, Harvest and Collection**

**3.4.1 Harvest & Collection Practices & Schedules**

**Rationale:** Differences in harvest timing and practices used can create risk to both the quantity and quality of feedstock. For example, feedstock harvested by different suppliers in different windows can undergo varying levels of exposure to sun, wind, and moisture, leading to variations in delivered feedstock quality.

For example, agricultural feedstocks and energy crops have optimal harvesting windows to ensure minimal moisture content. In certain BDO Zones these harvesting windows may coincide with heightened weather risk such as frost or rain.

**Risk Information:** This RI is irrelevant to the Renfrew County BDO Zone.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

<sup>8</sup> Bergtold, 2018.

### 3.4.2 Harvesting & Collection Equipment

**Rationale:** Different types of harvesting and collection equipment used by suppliers in a BDO Zone can have a significant impact on the quality and availability of feedstock. Use of different types and combinations of harvesting, collection and processing equipment among suppliers can lead to non-homogeneous feedstock. Equipment that is not designed specifically for biomass cultivation, harvesting and collection, can increase feedstock quality risks.

Relevant equipment should be specified for the sake of product consistency and risk reduction.

**Risk Information:** Pulpwood harvesting and collection equipment used in the BDO Zone does not affect the variation in pulpwood quality. (Note that this RI is irrelevant to sawmill residual supply chains.)

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 3.4.3 Variation in Densification Methods Among Different Suppliers

**Rationale:** The shape and density of the unit in which feedstock is supplied can impact feedstock cost and quality. Standard feedstock densification modes for biomass consist of round or square bales, pellets, cubes, chips, or grindings. The size of wood fibre processed in a grinder is less homogenous than if a chipper is used.

Bales of different densities can absorb moisture at different rates. In certain cases, round bales have been viewed as problematic due to their uneven moisture content distribution.<sup>9</sup>

**Risk Information:** There is no variation in densification methods among feedstocks this BDO Zone is rated for.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>

<sup>9</sup> Huhnke, 2018.

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 3.4.4 Availability of Labor for Feedstock Production

**Rationale:** Skilled labour shortages can be difficult to remedy in the short-term. Availability of suitable labour in an area can impact the ability to procure sufficient feedstock quantities on required schedules. Labor risks are higher where supply chains are not yet active; or for Issuer’s for whom large feedstock requirements, or development of new (or expanded) supply chains, demand significant additions to the local labour force.

**Risk Information:**

*Chip:* Chips are a by-product of lumber production. Chip quantity estimates in this report assume current and expected production levels, with presently available labour.

*Pulpwood:* A scarcity of loggers and logging truckers is prevalent within the BDO Zone. The costs associated with running a logging business, encompassing insurance, capital, and equipment costs, have witnessed significant escalation in recent years, while wood prices have experienced a decline since the 2008 financial crisis. As a result, logger margins have dwindled, impeding the entry of new market players. Coupled with an aging logging workforce and a dearth of skilled labour, the risk of logging labour shortage is deemed substantial.

However, feedback from local experts indicates that the logging industry should be able to meet an additional demand of 525,000 gmt/yr. The demand from sawlogs from sawmills is healthy and keeps logging crews employed, so a large portion of the additional demand for pulpwood should be met by these logging crews.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 36 out of 100.	<b>36</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> To counteract logging capacity shortages, certain sawmills have adopted the approach of hiring their own logging crews. A new bio-project can also opt for vertical integration, following a similar approach, as a partial measure to mitigate the risks associated with the availability of labour for feedstock production.	<b>25%</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 27 out of 100.	<b>27</b>

### 3.5 Risk Factor: Transportation

#### 3.5.1 Feedstock Transportation Costs

**Rationale:** Transportation can be one of the most significant cost components of biomass supply chains. The average transport cost and percentage of total feedstock cost attributable to transport should be known.

Transport distances of 80-120 km for biomass feedstocks are typical but larger distances can be common. Where average transport distance from suppliers to Issuer is high, the supply chain is subject to greater sensitivities to risks, such as increases in diesel cost, weather impacts, mechanical breakdown, and by the demand for scarce feedstock from competitors closer to the source.

Understanding average transport distance can help flag higher-risk BDO Zones where transport distance materially exceeds the average.

**Risk Information:** As of the date of this report, the average transportation cost in the BDO Zone stands at \$4.50 per loaded km. Given a supply basin of 130 km with an average transport distance of approximately 80 km, the average transport cost amounts to \$360 per load. In specific terms, a typical load of chips comprises about 25 metric tons, while a load of pulpwood holds around 33 metric tons. As a result, the transport cost translates to \$14.40 per metric ton for chips, and \$10.91 per metric ton for pulpwood.

For wood chips, we estimate the delivered cost to be in the range of \$65 to \$75 per metric ton, with the transport cost accounting for 19% to 22% of the total cost. As a result, the transport cost is moderately significant to wood chip supply, and any variations in transport cost pose a moderate risk to the supply.

Similarly, for pulpwood, we estimate the delivered cost to be in the range of \$50 to \$60 per metric ton, with the transport cost representing 18% to 22% of the total cost. As a result, the transport cost is moderately significant to pulpwood supply, and any variations in transport cost pose a moderate risk to the supply chain.

**Impact.** Impact level is increased due to recent increases in transport costs.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 36 out of 100.	<b>36</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>25%</b>
To control for transport cost, a new bio-project can focus its procurement efforts on widely abundant pulpwood.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 27 out of 100.	<b>27</b>

3.5.2 Diesel Cost Impacts

**Rationale:** Changes in diesel cost impact transport cost over time. Sensitivities to worst case scenarios should be run.

**Risk Information:** Risks related to this RI have been already addressed in RI 3.3.1 above. To prevent risk double-counting, this RI is deemed irrelevant.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

3.5.3 Transportation of Feedstock Requires Specialized Equipment

**Rationale:** Requirements for specialized transport equipment (e.g., walking-floor trailers) can increase supply chain risk. Where there is low availability in required transportation equipment, equipment owners have increased leverage over transportation prices and supply chain resiliency can be lower.

**Risk Information:**

*Chip:* Sawmill residuals are typically transported either in open-top vans or walking floor trailers. Of the two options, walking floor trailers are more costly, granting facilities with truck tippers and the capability to accommodate open-top vans a competitive edge. In this rating, we presume that a new bio-project would be of sufficient scale to incorporate truck tippers, thus leading to a low risk related to specialized equipment for transporting sawmill residuals.

*Pulpwood:* Pulpwood is typically transported using traditional log trucks and, as such, does not necessitate specialized transport equipment.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	2
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	2
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	4
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	NN
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	4

### 3.5.4 Delivery Routes through Local Communities

**Rationale:** Transportation of biomass can become a nuisance to local communities, especially if a large number of trucks pass through residential and school areas. Local communities often have power to force regulations regarding truck transport, impeding the ability BDO Zone suppliers to transport feedstock.

**Risk Information:** Pembroke is situated in a rural region with a substantial history in the forestry sector. Given this context, we anticipate that the risk associated with delivery routes through local communities is low.

**Impact.** The impact of community backlash arising from increased traffic can be significant. As this analysis is at an early stage, there remains a degree of uncertainty regarding potential transport routes.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

### 3.5.5 Transportation Regulations & Local Weight Limits

**Rationale:** In many BDO Zones, transportation is regulated based on seasonal road conditions. These regulations (e.g., “frost laws”) often take the form of weight restrictions or limits on the number of trucks allowed on roads. Such regulations can impede the project’s ability to source sufficient feedstock or increase the cost of doing so at certain times of the year.

**Risk Information:** Road weight limits in Ontario are governed by the Highway Traffic Act, which allows for load weight limit increases for raw forest products (pulpwood) during the winter months when forest roads freeze. Conversely, during spring thaws, weight limits may be further reduced, with some municipalities implementing reduced road weight limits between early March to late May.<sup>10</sup>

Trucking regulations, particularly those related to electronic tracking systems, pose challenges for truckers and are generally unpopular among the aging trucker workforce, which comprises the majority of the trucker workforce in the region. This issue becomes relevant as the supply chain is currently facing shortages in logging truckers. However, other regulations do not appear to hinder the supply of woody biomass. Large consumers of biomass have successfully procured feedstock for decades, underscoring that any risks related to transportation regulations and local weight limits are considered low.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>

<sup>10</sup> Source: <https://511on.ca/list/seasonalloads>; <https://ontruck.org/ontario-reduced-load-spring-thaw-restrictions/>

<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRI × RRI) is 8 out of 100.	<b>8</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRI Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRI Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 8 out of 100.	<b>8</b>

### 3.5.6 Road Infrastructure

**Rationale:** Feedstock cost and availability can be a function of road infrastructure, in particular the accessibility the infrastructure provides to feedstock. Issues with road networks will translate directly to risks to feedstock supply.

**Risk Information:**

*Chip:* Road infrastructure does not represent a risk factor for sawmill residual supply.

*Pulpwood:* The availability of logging roads is crucial for loggers to efficiently harvest pulpwood. However, it is worth noting that logging roads are already constructed for sawtimber harvesting, and pulpwood harvesting takes place concurrently. As a result, while access to logging roads remains essential, we do not foresee significant risks related to logging road infrastructure.

**Uncertainty.** There is a degree of uncertainty in our assessment of logging road availability, as the sources used are anecdotal.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRI Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRI Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>



### 3.5.7 Transportation Redundancy

**Rationale:** Transport equipment redundancy is important for dealing with seasonally variable feedstock supplies as well as the risk of equipment breakdowns.

**Risk Information:**

*Chip:* The transportation of sawmill residuals typically involves the utilization of walking-floor trailers or open-top vans. Sawmills generally maintain a sufficient fleet of trucks and trailers, enabling them to transport their entire sawmill residual output. While we lack specific data on the exact number of trucks and trailers available in the region, we anticipate that the equipment quantity is adequately tailored to meet local supply chain requirements, with minimal redundancy.

*Pulpwood:* Pulpwood transportation involves the use of log trailers, often owned by logging companies. Presently, the market possesses an ample number of log trailers to cater to the transportation needs of existing sawmills and pulp mills. Our estimations suggest that an additional demand of 350,000 gmt/yr of pulpwood would necessitate approximately 17 logging trucks. While a significant portion of this demand can be met using existing infrastructure, some may require the acquisition of new log trucks. Similar to sawmill residuals, though precise data on the exact number of trucks and trailers available in the region is unavailable, we expect that the equipment quantity is adequately aligned with local supply chain demands, with minimal redundancy.

In summary, a new bio-project would generate a significant increase in demand for woody biomass, for which there may be an insufficient number of transportation equipment available. However, in the short-term, any shortages of transport equipment in the supply chain could be mitigated by importing equipment from adjacent regions. In the long-term, the supply chain should adapt to accommodate the heightened demand.

**Impact.** Potential shortages in transportation can exert a significant impact on the supply chain. Moreover, there exists a degree of uncertainty concerning the actual number of trucks and trailers available for feedstock delivery.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 48 out of 100.	<b>48</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>50%</b>
<i>RRI Mitigation (Notch)</i> The bio-project can effectively mitigate against the risk of insufficient equipment redundancy through vertical integration, i.e., purchasing and operating its own fleet of trucks and trailers.  The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>

### 3.6 Risk Factor: Supply Chain Resiliency

#### 3.6.1 Size, Number and Location of Suppliers

**Rationale:** In general, a supply portfolio involving multiple suppliers of various sizes (and from multiple BDO Zones) is important for ensuring steady and uninterrupted feedstock supply with minimal price fluctuations. If a small number of

large suppliers provides a high proportion of total feedstock, a disruption or supplier breach will have greater impact on the supply chain. In such cases the risk of disruption is lower, but the impact of those disruptions is higher. Conversely, many small suppliers are less likely to have the capacity to withstand internal disruptions and thus may be more likely to breach. Here, risk of disruption is higher, but their likely impact is lower. The number of suppliers as well as the ratio of small to large suppliers should be optimized.

There is no pre-determined number or optimal ratio of suppliers, although having too many or too few can both pose higher degrees of risk.

**Risk Information:**

*Chip:* Within the BDO Zone, we have identified 10 sawmills, and their locations and relative sizes are illustrated in Table C-1 and Map C-3 in Appendix C. Among them, five sawmills are categorized as large, generating over 40,000 gmt/yr of chips; four sawmills are considered medium, producing between 20,000 and 40,000 gmt/yr of chips; and one sawmill generates around 3,000 gmt/yr of chips. This mix of large and medium potential suppliers is regarded as favourable for a new bio-project.

Distance-wise, large sawmills are distributed evenly across the BDO Zone, with four large sawmills within 50 km of Pembroke. The largest sawmill, generating over 130,000 gmt/yr of chip, is located 107 km from Pembroke.

**Impact.** The impact of the size, number, and location of suppliers is considered significant in any woody biomass supply chain.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 32 out of 100.	<b>32</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>50%</b>
<i>RRI Mitigation (Notch)</i> The risk pertains mainly to wood chip supply. Assuming feedstock flexibility, wood chips can be substituted with pulpwood, effectively mitigating the risk.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

**3.6.2 Suppliers Subject to Same External Risk Factors**

**Rationale:** When a single risk event can impact the feedstock production ability of all (or most) suppliers, then feedstock risk is higher and supply chain resiliency is lower. Resilience is maximized when biomass supply chains exhibit diversity in spatial location (i.e., geography), production practices and other elements of supply chain structures such that the impact of single high-risk events have varying impacts on suppliers.

**Risk Information:** Suppliers operating within the Renfrew County BDO Zone are exposed to various common external risks that can significantly impact their operations. The performance of the forest products industry is closely tied to the overall state of the economy, with its fortunes fluctuating in response to economic conditions. Solid wood products,

such as softwood lumber, are particularly sensitive to economic conditions as they serve as crucial raw materials for new construction, with their demand closely linked to the housing market.

Logging activities within the Zone are also subject to macroeconomic factors, most notably the housing market. Downturns in the market can pose a threat to the viability of sawmills, subsequently impacting the harvest of sawtimber and pulpwood.

Additionally, increased prices of natural gas can introduce risks to the industry. In response, facilities may choose to burn their own residuals, particularly bark, for energy generation purposes. This can result in these materials being less available and more expensive for potential bio-based projects. Therefore, it is crucial for new operators in the Renfrew County BDO Zone to be aware of these external risks and incorporate them into their business plans to effectively navigate and mitigate potential challenges.

Nonetheless, the risk is mitigated by the relatively large number of sawmills in the BDO Zone.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 48 out of 100.	<b>48</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>25%</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
The abundance of pulpwood in the region allows for feedstock substitution, partially mitigating against the risk of suppliers being subjected to the same external risks.	
The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 36 out of 100.	<b>36</b>

### 3.6.3 Land Ownership Structures

**Rationale:** The ownership (or control) of the land base on which feedstock is produced can have significant impact on Issuer’s feedstock risks. Risk of long-term variation in stumpage cost for wood fibre (i.e., the cost that one pays to a landowner for the right to cut and purchase their wood fibre) for example are much higher in the US where >90% of the land is private, and thus stumpage cost is determined on a competitive auction basis. Conversely, in Canada >90% of the land is owned by the Crown and stumpage is allocated by the government.

**Risk Information:** In Ontario, the risk associated with pulpwood supply is notably higher when forests are privately owned, as forest landowners have varying forest management objectives. The profile of a forest owner in Southern Ontario is undergoing changes, with many individuals purchasing forests for leisure purposes, often without optimizing timber production. Furthermore, woodlot ownership is scattered, with no single marketing body, making it challenging for buyers to procure pulpwood.

Conversely, pulpwood available from public lands overseen by the OMNRF (Ontario Ministry of Natural Resources and Forestry) can be considered more secure, although this should be assessed on a case-by-case basis. Nonetheless, the

risk that wood supply will decrease in the long-term is present. Some of the reasons include natural disturbance, species at risk, and inclusion of protected areas.

**Impact.** The fact that a large portion of forestland in the BDO Zone is privately owned, and the increasing trend of private woodlot ownership leaning towards recreational forests rather than timber management, can have a somewhat significant impact on the supply chain.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 36 out of 100.	<b>36</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>25%</b>
Sawmills located in the BDO Zone conduct frequent timber harvesting on private lands. A new bio-project can cooperate with these sawmills to coordinate harvesting and access pulpwood from private lands at lower risk. Such strategy would partially mitigate risks related to private land ownership.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 27 out of 100.	<b>27</b>

### 3.7 Risk Factor: Climate and Natural Risks

#### 3.7.1 Seasonal Weather Impacts on Feedstock Supply

**Rationale:** Seasonal weather impacts are defined as those deriving from natural weather variations (i.e., spring thaws, rainy seasons, or dry seasons – as opposed to from singular weather events like fires, droughts, or hurricanes). Seasonal weather changes can be a significant risk factor affecting feedstock availability, quality, and price.

Given the major influence that weather has on multiple aspects of growing, harvesting, and transporting biomass, it is difficult to predict the availability of biomass at a specific location at different points in the future with a high degree of certainty. However, it is still possible, using past data and statistical models, to generate reasonable upper/lower bound estimates of biomass production in any given year in a wider supply basin. Such estimates are important in assessing feedstock risk and enable accurate assessment of the efficacy of Issuer’s mitigation methods.

**Risk Information:** Spring thaw is an annual weather occurrence that exerts an impact on the production of woody biomass in the region. During this period, the ground becomes too wet for logging operations to be carried out effectively. Typically, logging operations cease for a duration of 2 to 4 weeks during spring thaw, and recent years have shown slightly extended thaw periods.<sup>11</sup> It is important to note that from the perspective of this rating, spring thaw may impact pulpwood availability, but it may not necessarily affect sawmill residual availability. Sawmills often build up timber inventory to sustain operations throughout the thaw.

In the BDO Zone, there has been an increase in the frequency of wind storms over the past few years. These wind storms can result in tree blow downs, making pulpwood harvesting more challenging and, consequently, more expensive.

<sup>11</sup> Source: local expert, could not be confirmed by quantitative data.

However, it is worth considering that large swaths of blown-down trees can also be seen as a short-term opportunity for a bio-project. Blown-down trees are seldom of high enough quality to be used as sawtimber but can instead be utilized as pulpwood, presenting a potential feedstock source for the project. Nonetheless, larger disturbances result in lower wood supply in the medium-to-long term.

**Impact.** Occasionally, seasonal weather events, especially wind storms, can have significant impacts on standing trees.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>25%</b>
<i>RRI Mitigation (Notch)</i> All large facilities in the region employ substantial feedstock inventories as a means to buffer against seasonal feedstock supply interruptions caused by weather conditions. Given that weather interruptions in the BDO Zone are generally of short duration, the presence of a large inventory is expected to effectively mitigate any risks related to seasonal weather impacts on feedstock supply.  The Total Notch (RRL Notch × RRI Notch) is 25%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 18 out of 100.	<b>18</b>

### 3.7.2 Long-Term Weather and Climate Trends

**Rationale:** In certain BDO Zones, climatic trends and significant potential changes to future weather patterns can create feedstock risk.

**Risk Information:** The BDO Zone has been witnessing visible signs of a warming climate. Some of the effects observed include an extended spring break-up season, during which logging operations are typically impeded. Additionally, there have been instances of tree insect and disease outbreaks, such as beech bark disease. However, it is worth noting that, to date, these diseases and insects have not significantly affected commercial tree species. Moreover, the region is also expected to experience more frequent droughts that can lead to tree mortality. The increased frequency of wind storms is also attributed to the changing climate.

Despite these climate-related challenges, the impact on feedstock supply is somewhat limited. Most disturbances caused by climate change are likely to occur over time, allowing the supply chain to adapt accordingly. Furthermore, the abundance of pulpwood in the region provides a buffering effect against the impacts of climate change on feedstock supply.

**Impact.** The long-term impacts of climate change on local forests can be hard to predict.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>

<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 32 out of 100.	<b>32</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
A large feedstock inventory can mitigate against risks related to impacts due to climate change.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is 16 out of 100.	<b>16</b>

### 3.7.3 Forest/Crop Fire

**Rationale:** Forest/crop fires, especially when occurring at large-scale, destroy feedstock and create shortages.

Fire-prone conditions are predicted to increase across Canada. This could potentially result in a doubling of the amount of area burned by the end of this century compared with amounts burned in recent decades. Boreal forests, which have been historically greatly influenced by fire, will likely be especially affected by this change.

Other climate change impacts that could add damaged or dead-wood to the forest fuel load (e.g., as a result of insect outbreaks, ice storms, or high winds) may increase the risk of fire activity. New research is aimed at refining these climate change estimates of fire activity, and at investigating adaptation strategies and options to deal with future fire occurrence. There is growing consensus that as wildfire activity increases, fire agency suppression efforts will be increasingly strained. However, analyses of fire history suggest that it is the effect of climate variability on precipitation regimes that is the primary reason for the decreasing fire activity in the southern BDO Zone of Canada.

**Risk Information:** Historically, the BDO Zone has not encountered significant forest wildfires (please note that the large fires in the 2023 season occurred north of the BDO Zone and in Quebec). While forest fires do pose a risk in the BDO Zone, this risk is somewhat mitigated by the fact that the forests in the region are mixed, reducing their susceptibility to insect outbreaks. Such outbreaks can lead to tree mortality, rendering the forests more vulnerable to forest fires.

Nevertheless, the expected increase in heat waves due to climate change implies that forest fires remain a potential risk to the woody biomass supply chain.

It is essential to acknowledge that heightened forest fire risk can also trigger societal awareness of increased forest fuel loads. Consequently, this awareness may foster an environment that promotes biomass harvesting as a measure to mitigate fire hazards.

**Impact.** The geographic extent of most forest fires is generally limited. Specifically, within the settled area of the BDO Zone, it is anticipated that any forest fires would be swiftly extinguished to prioritize community safety, thereby restricting the fires' impact on fibre supply. Moreover, the heightened risk of forest fires can raise public awareness regarding the accumulation of forest fuels, potentially fostering an environment that encourages biomass harvesting as a proactive measure.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>

<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 12 out of 100.	<b>12</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
Due to the fact that forest fires are relatively short-lived, a large feedstock inventory can mitigate against risks related to their impacts.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 6 out of 100.	<b>6</b>

### 3.7.4 Risk of Infestation

**Rationale:** Risk of future infestation, including its estimated consequences on feedstock supply, should be calculated into the overall risk profile.

Since forest insect populations are influenced by environmental conditions, future changes in climate can be expected to significantly alter the outbreak dynamics of certain forest insect species. In some cases, larger and more frequent insect outbreaks may occur, but in other cases recurring outbreaks may be disrupted or diminished. As climate continues to change, we can expect more situations, particularly at the margins of tree ranges, where sub-optimal conditions for tree growth and reduced tree vigour can lead to outbreaks of forest insects.

**Risk Information:** According to insights from local experts, potential insect outbreaks are considered the most probable disturbance to occur in the BDO Zone forests. While the risk is partially mitigated by the fact that the forests are of mixed composition, meaning an insect outbreak would only have a partial impact on the landscape, it is essential to acknowledge that the risk remains tangible.

**Impact.** Insect outbreaks happen over time, allowing for biomass supply chains to adjust.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 12 out of 100.	<b>12</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 12 out of 100.	<b>12</b>

### 3.7.5 Risk of Hail

**Rationale:** Hail has negligible impact of forestry biomass but is one of the principal destroyers of agricultural crops in North America.

There is much uncertainty about the effects of anthropogenic climate change on the frequency and severity of extreme weather events like hailstorms and their subsequent economic losses. Some studies indicate a strong positive relationship between hailstorm activity and hailstorm damage, as predicted by minimum temperatures using simple correlations. This relationship suggests that hailstorm damage may increase in the future if global warming leads to further temperature increase.

**Risk Information:** Risk of hail is irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

### 3.7.6 Risk of Flood

**Rationale:** Floods can cause catastrophic disruption and delay in feedstock supply. Where there is high risk of flood and thus negative impact to feedstock supply, the BDO Zone rating should account for this risk.

**Risk Information:** Risk of flood is irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

### 3.7.7 Risk of Drought

**Rationale:** Droughts can cause significant disruptions to feedstock supplies across entire BDO Zones for extended periods of time, especially in case of agricultural residues and energy crops. Parts of Western Canada are experiencing more frequent and severe droughts, and scientists expect drought to affect new areas across Canada going forward.

Tree species are adapted to specific moisture conditions. Having less water available through drought has a range of negative impacts on the health of forest ecosystems. Direct impacts include reduced growth, increased tree mortality and failure to regenerate. Indirect impacts include reduced ability to defend against insects and disease, and increased fire risk. These impacts can affect the availability of wood fibre for an Issuer.



**Risk Information:** Anticipated more frequent heat waves resulting from climate change contribute to the continued significance of droughts as a risk to the supply chain. While forecasting the exact risk of drought over an extended period is challenging, there is an expectation of increased occurrence of drought periods within the next two decades.

**Impact.** Drought can create dangerous conditions for loggers to operate in. Extended drought periods can therefore have a significant impact on woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 48 out of 100.	<b>48</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>50%</b>
<i>RRI Mitigation (Notch)</i> Due to the fact that droughts are relatively short-lived, a large feedstock inventory can mitigate against risks related their impacts. The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>

### 3.7.8 Risk of Hurricanes, Tornadoes and Strong Winds

**Rationale:** Hurricanes, tornadoes, and strong winds can destroy timber stands, crops, and feedstock piles. They can also delay forestry and agricultural operations. Hurricanes and tornadoes can indirectly cause temporary shortages of available transportation as available trucking moves to handle higher value disaster related contracts. For example, Katrina cleanup limited availability of live-bottom trailers in the North and South-East of the US for several months as truckers shifted operations to handle more lucrative government contracts.

Although scientists are uncertain whether climate change will lead to an increase in the number of hurricanes, warmer ocean temperatures and higher sea levels are expected to intensify their impacts.

Recent analyses conclude that the strongest hurricanes occurring in some BDO Zones including the North Atlantic have increased in intensity over the past two to three decades.

**Risk Information:** In recent years, the BDO Zone has observed an elevated occurrence of wind storms, including tornadoes, leading to tree blow downs that can complicate and raise the cost of timber harvesting. However, amidst this challenge, there arises an opportunity for a bio-project, as the large swaths of blown-down trees are typically of lower quality and not suitable for sawtimber use, presenting the chance to utilize them exclusively as pulpwood feedstock.

**Impact.** Occasionally, seasonal weather events, especially wind storms, can have significant impacts on standing trees.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>

<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
Weather interruptions in the BDO Zone are relatively short, a large inventory should effectively mitigate any risks related to seasonal weather impacts on feedstock supply.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 12 out of 100.	<b>12</b>

### 3.7.9 Risk of Low Temperatures

**Rationale:** Low temperatures can cause crop failure, leading to shortages of biomass. Additionally, low temperatures can have adverse impacts on the operations of feedstock processing equipment in Northern BDO Zones.

**Risk Information:** While temperatures in the BDO Zone can indeed reach low levels, anecdotal data indicates that they have not been sufficiently extreme to impede forest operations for extended durations. As a result, we do not anticipate significant risks to the supply chains stemming from low temperatures.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 3.8 Risk Factor: Political and Social

#### 3.8.1 Government Subsidies for Feedstock Production or Utilization

**Rationale:** Feedstock that is directly subsidized through government programs can pose greater long-term risk than feedstock that is not. Subsidies may be subject to amendment or repeal, sometimes with minimal notice.

*NOTE: This risk indicator refers to direct feedstock subsidies only; it does not apply to government subsidies that pertain indirectly to the operations of the Issuer such as Loan Guarantees or to the markets for products produced by the Issuer.*

**Risk Information:** No government subsidies for feedstock production were identified. This risk indicator is irrelevant to the BDO Zone.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

3.8.2 Local, Provincial, & National Laws, Regulations, & Permitting Pertaining to Biomass

**Rationale:** Feedstock whose production is directly dependent on local, provincial, or national laws or government regulations can pose greater long-term risk than feedstock that is not, since laws and regulations may be subject to amendment or repeal.

If utilization of biomass requires specific permits (i.e., percentage removal of forest residues or corn stover, allowable cut limits, air emission, storage permits, rights-of-way, overweight permits for trucks, cross-border permitting for shipment of biomass, chain of custody, or certification of sustainability) then likelihood of obtaining such permits and/or complying with permitting requirements should be examined.

**Risk Information:** The Species at Risk Act (SARA) presents a notable challenge to the forestry sector, particularly in the BDO Zone. The legislation includes protections for various species, including turtles that are prevalent in the region. As a result, logging operations are subject to timing restrictions to safeguard these species, limiting logging activities to only six months of the year in some areas. This poses significant difficulties for loggers, as they must cover equipment costs each month. SARA's impact extends to approximately 30% of productive land in Renfrew County.

**Impact.** In our estimate of available pulpwood, we have already accounted for potential impacts to the supply chain due to SARA.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>high</i> , therefore the RRL is 8 out of 10.	8
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	2
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	16
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	NN
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	16

**3.8.3 Backlash Against Biomass Development, Procurement or Usage in the Region**

**Rationale:** Public backlash against biomass development in the Issuer BDO Zone can directly impact Issuer’s ability to procure, transport, trans-load, store, or utilize feedstock by affecting local policies, regulations, and Issuer’s ability to obtain necessary permitting.

**Risk Information:** In Ontario, there is a negative sentiment associated with using pulpwood for energy production, especially when clear-cutting entire stands of forests dominated by pulpwood may compromise ecological value. Community members emphasize the importance of preserving ecological integrity and maintaining a balance between economic activities and environmental considerations.

Additionally, a growing conservation and recreational movement among private landowners is influencing forestry practices. Private landowners, who own around 50% of the forestland in Renfrew County, are increasingly cautious and discerning about engaging in certain forestry operations. They are mindful of forests' role in combating climate change and may have reservations about practices that appear counterproductive to conservation efforts.

In light of these considerations, new operators should adopt sustainable forestry practices and emphasize the positive environmental impact of their projects. By aligning with local values and demonstrating responsible forest management, operators can address concerns and navigate potential challenges related to pulpwood utilization. Building a reputation as environmentally responsible and community-conscious partners will be essential to fostering greater acceptance and cooperation within the Renfrew County BDO Zone.

**Impact.** Local opposition can be detrimental to new projects and stifle their development.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	<b>6</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 48 out of 100.	<b>48</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
The proponent can mitigate the risk related to potential backlash against feedstock use by an educational campaign focusing on economic development, job security, as well as sustainability of operations and the “waste-to-product” concept.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>

**3.8.4 Consent of, and Co-operation with, Indigenous Communities and First Nations**

**Rationale:** Where new project development on or near Indigenous or First Nation land, or where near Indigenous or First Nations exert influence over feedstock producing areas, consent of, and co-operation with, Indigenous communities and First Nations decreases Issuer risk.

**Risk Information:** The Algonquin Land Claim remains an ongoing matter, and while the exact timeline for resolution is uncertain, it is anticipated that the claim will be concluded within the next few years. Approximately 7% of Renfrew County is included in this land claim (Map C-5, Appendix C).

**Impact.** Any bio-project developing in the BDO Zone should consult with the Algonquin First Nations. A lack of consent from the First Nations would have a significant negative impact to a project.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

### 3.8.5 Food Security Concerns

**Rationale:** Despite the fact that any significant correlation between food prices and biofuel production is unclear, claims that biofuel production has driven up food prices, taken food from communities or had a negative impact on land use can fuel public backlash. For example, removal of biomass may raise public concerns relating to food security if Issuer feedstock requires the use of land that would otherwise be used for growing food.

**Risk Information:** Risks related to food security concerns are irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	<b>NR</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	<b>NR</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	<b>NR</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	<b>NR</b>
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	<b>NR</b>

## 3.9 Risk Factor: Sustainability and Environmental Concern

### 3.9.1 Feedstock Sustainability

**Rationale:** Public concerns about sustainability of feedstock production can jeopardize biomass feedstock operations. Sustainability certification schemes should be utilized where applicable to ensure that feedstock comes from sustainable sources.

Canada leads all countries with 166 million hectares of certified forests, a figure that is nearly four times more than second place United States at 47 million hectares.

**Risk Information:** All Crown lands within the Renfrew County BDO Zone are subjected to rigorous certification processes, ensuring adherence to sustainable forest management practices. These certifications, provided by either the Forest Stewardship Council (FSC) or the Sustainable Forestry Initiative (SFI), serve as a guarantee that forest operations conducted within these areas meet the highest standards for sustainable harvesting. The certification criteria encompass a comprehensive range of factors, including sustainable harvest practices, watercourse protection, soil conservation, and more. In addition to the Crown lands, many private forests in the BDO Zone are also certified by the Forest Stewardship Council (FSC), further reflecting the commitment to sustainable forestry practices.

A market for biomass material would allow for more undersized and unmerchantable material to be harvested from already allocated areas, improving forest health and conditions for forest regeneration.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 3.9.2 Risk to Soil Quality

**Rationale:** Soil sustainability can be defined as management of soil in a way that does not exert any negative or irreparable effects either on the soil itself or any other systems. There is a diversity of approaches to soil sustainability in jurisdictional guidelines for forest biomass harvesting and production. For different feedstock types, there are also different thresholds at which feedstock removal causes significant negative consequences on soil.

Poor soil quality that negatively impacts the long-term sustainability of the feedstock can entail long-term feedstock risk. Sub-optimal soil management can leave exposed soil post residue-harvest which can lead to soil wash-off and soil carbon loss from precipitation and wind. Over-harvesting of biomass also depletes the carbon stock in the soil and creates a negative feedback loop which can degrade the soil and its nutrients.

**Risk Information:** This risk indicator is irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	<b>NR</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	<b>NR</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	<b>NR</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

### 3.9.3 Risk to Surface and Groundwater

**Rationale:** Excessive nutrient runoff from biomass feedstock production can accumulate in surface waters and result in algal blooms and hypoxia which can lead to habitat loss for aquatic species higher up the food chain and alter aquatic ecosystem food webs. Damage to aquatic ecosystems can cause social and regulatory backlash. Water intake issues can also increase risk.

**Risk Information:** This risk indicator is irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

### 3.9.4 Water Use

**Rationale:** Biomass feedstock operations can have significant impacts on the hydrological flux (infiltration, groundwater recharge, interception, and transpiration) of ecosystems. This can lead to water shortages, lower yields, and backlash from regulatory bodies if management plans are not properly instituted.

**Risk Information:** This risk indicator is irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

### 3.9.5 Pesticide Risk to Human and Ecosystem Health

**Rationale:** Application of pesticides (i.e., herbicides, fungicides, and insecticides) on agricultural and forest landscapes can result in adverse health effects for humans and ecosystems. If pesticide application is required in feedstock production, the impact must be considered in the BDO Zone rating.

**Risk Information:** This risk indicator is irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

### 3.9.6 Risk to Wildlife and Landscape

**Rationale:** Biomass production and supply chain operations with negative impacts on wildlife and landscape are at a greater long-term risk of encountering project setbacks and disruptions.

**Risk Information:** Public forests within the BDO Zone are overseen and regulated by the OMNRF and are subjected to stringent guidelines regarding wildlife and landscape conservation, including forest certification systems, like FSC. Private forests, which comprise approximately 50% of the forests in Renfrew County, are less likely to be managed according to these guidelines. However, all forests in Ontario are subject to the Species at Risk Act (SARA), and Endangered Species Act (2007) which require the protection of species at risk and their habitat.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	2
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	2
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	4
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	NN
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	4

### 3.9.7 Biomass Classified as Genetically Modified Organism (GMO)

**Rationale:** There are various risks associated with GMOs such as migration or dispersion across the landscape, which can generate community backlash and create supply chain risk. GMOs can also be heavily regulated. If planning to grow or procure GMO feedstocks, especially purpose-grown energy crops, it is important to understand the risks.

**Risk Information:** This risk indicator is irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR



<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

## CATEGORY 4.0 FEEDSTOCK SCALE-UP RISK

### 4.1 Risk Factor: Feedstock Scale-Up

#### 4.1.1 Feedstock Quality at Production Scale

**Rationale:** The physical and chemical properties of feedstock used in lab, pilot and field testing can fail to be representative of feedstock generated by large-scale operations.

It is important to conduct tests on feedstock representative of that which will be produced by large-scale operations. Failure to adequately test the full range of parameter values can result in severe problems during scale-up.

**Risk Information:** This risk indicator is irrelevant to woody biomass supply chains.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>not relevant</i> , therefore the RRL is not rated.	NR
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>not relevant</i> , therefore the RRI is not rated.	NR
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is not rated.	NR
<b>Mitigation/Notching</b>	<b>Notch</b>
The Total Notch (RRL Notch × RRI Notch) is not rated.	NR
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score (Total Notch × GRI Score) is not rated.	NR

#### 4.1.2 Capacity of Supply Chain Components & Equipment to Scale

**Rationale:** Scale-up risk increases if supply chain components, or underlying feedstock infrastructure necessary for these components, cannot scale to handle Issuer feedstock requirements and throughput capacity. Capacity to scale should be demonstrated.

**Risk Information:** The scale-up of the supply chain primarily focuses on pulpwood, as chip supply chain is already well-established in the region. However, there are notable risks associated with pulpwood supply chain scale-up that warrant consideration:

- i) The logging workforce in the BDO Zone is facing an aging demographic, and younger generations display limited interest in pursuing careers within the forest industry. Given that many logging businesses are small and family-owned, the lack of workforce replacement poses a significant challenge to sustain and expand operations.
- ii) The cost of operating a logging business has seen substantial increases, marked by higher insurance rates, elevated capital costs, and escalated equipment expenses. These mounting financial burdens impact the feasibility of expanding pulpwood supply chain components.

iii) The log truck industry is also grappling with workforce challenges, as retiring log truck drivers often encounter a lack of incoming replacements to sustain the workforce. Notably, our assessment indicates that an additional 17 log trucks are required to accommodate the delivery of the 350,000 gmt/yr of pulpwood within the BDO Zone's capacity.

As a result, the risks related to the capacity of pulpwood supply chain components and equipment to successfully scale are deemed significant. The shortage of skilled labour and financial constraints may impede the smooth expansion of the pulpwood supply chain. Addressing these challenges and implementing effective strategies to attract and retain a skilled workforce and secure adequate financing will be crucial in overcoming these potential limitations.

The potential inability of the supply chain to scale to meet additional biomass demand can result in extended feedstock shortages.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>high</i> , therefore the RRL is 8 out of 10.	<b>8</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>high</i> , therefore the RRI is 8 out of 10.	<b>8</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 64 out of 100.	<b>64</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>50%</b>
A new-bio project can vertically integrate by hiring its own logging crews and purchasing logging and trucking equipment to mitigate the risk of the supply chain components and equipment to scale.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 32 out of 100.	<b>32</b>

## CATEGORY 5.0: INFRASTRUCTURE RISKS

### 5.1 Risk Factor: Physical Infrastructure

#### 5.1.1 Land Parcel

**Risk Information:** Pembroke, with a population of roughly 14,000, is the centre point for supply and supply chain analysis. It provides access to major routes, notably Trans-Canada Highway 17 and Highway 41, and offers promising industrial facilities and ample sites for development. The TransCan Corporate Park and the McCool Business Park have been chosen at this time as the industrial sites with the most promise for bio-based project development for purposes of infrastructure scoring. Note that there are other sites that could be considered and developers are encouraged to speak with local economic development staff. Both the TransCan Corporate Park and the McCool Business Park are within Pembroke city limits, and offer competitive land pricing at \$12,000/acre.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 5.1.2 City Ownership

**Risk Information:** Both industrial sites (TransCan Corporate Park and McCool Business Park) in the City of Pembroke are owned by the Corporation of the City of Pembroke.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 5.1.3 Industrial Land Use Zone

**Risk Information:** Land use/zoning is in place for general industrial development in the City of Pembroke. The TransCan Corporate Park is zoned as an Economic Enterprise Zone (M2), while the McCool Business Park is designated as a General Industrial Zone M1 (light-industrial zoned area), with the ability to attain permitting of M2 (heavy-industrial zoned area).

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

#### 5.1.4 Natural Gas Line

**Risk Information:** Natural gas in the County of Renfrew and the surrounding Pembroke region is mainly supplied by Enbridge. Natural gas connections are already linked for both sites (TransCan and McCool), with Enbridge supporting 281 bcf of natural gas storage capacity within the region west of Ottawa. Medium-large sized commercial operations in Pembroke can anticipate fixed rates between 29.6¢ to 30.3¢ p/m<sup>3</sup>.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

#### 5.1.5 Electrical

**Risk Information:** The County of Renfrew has electrical supply overseen by Hydro One, Ottawa River Power Corp., and Renfrew Power Generation. These entities ensure both residential and commercial consumers in the region receive consistent access to power. Recent indications for commercial supply in Pembroke have a price ranging between 10.50¢-11.29¢ p/KWH, with connectivity already provided to commercial customers at TransCan and McCool.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 5.1.6 Fresh Water Supply

**Risk Information:** All major towns in the County of Renfrew have access to city water. Pembroke has two major zones of public water supply; Zone II covers both industrial sites in Pembroke, extending into the Township of Laurentian Valley. The aquifer housing the wells in this zone is highly vulnerable to contamination lacking requisite hydrogeologic barriers.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>50%</b>
<i>RRI Mitigation (Notch)</i> Risk is deemed low, requiring some minor investments to be made to the Zone II hydrogeologic barriers within the greater Pembroke region. As this will be completed in the next 5 years the risk is still deemed as manageable.	
The Total Notch (RRL Notch × RRI Notch) is 50%.	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 8 out of 100.	<b>8</b>

### 5.1.7 Sewage Disposal Trunk Line

**Risk Information:** The city of Pembroke has access to city sewage; however, these services do not extend beyond the town limits of Pembroke (18 km SW of Pembroke). All industrial operations in Pembroke that produce contaminants beyond acceptable levels must pretreat their waste prior to disposal. The Ottawa Valley Waste Removal Center offers tipping fees for \$250/MT for this particular waste.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

### 5.1.8 Drainage and Stormwater Management

**Risk Information:** Pembroke has an effective drainage and stormwater management system, encompassing both engineered infrastructure and natural methods to manage stormwater runoff. The TransCan Corporate Park and the McCool Business Park have access to this storm drainage system, as well as adjacent ditches. The City of Pembroke has taken adequate precautions to mitigate potential flooding, particularly during heavy rainfall in the surrounding area.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 5.1.9 Available ICT (Information & Communication Technology) Services

**Risk Information:** Pembroke's industrial areas, specifically the TransCan Corporate Park and the McCool Business Park, are equipped with tailored connectivity solutions, including customizable fibre optic and cable internet services. Standard phone and DSL services are provided by Bell, while fibre optic access spans the Hwy 417/17 corridor through Bell, Cogeco, and NRTC Communications. Alternative connectivity options exist via private line-of-sight solutions and satellite providers like Xplornet and Starlink. Cell coverage is generally strong, but some rural pockets in Renfrew County exhibit inconsistent service.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

5.1.10 Infrastructure – Landfill/Alternative Markets for Waste Disposal

**Risk Information:** In the nearby vicinity of Pembroke, there are designated solid waste disposal facilities. The Ottawa Valley Waste Removal Center (located 20 km from Pembroke) is the closest landfill and has tipping fees of \$100/tonne for standard bagged/sorted garbage/building materials and \$250/MT fee for unsorted construction materials. We consider these tipping fees relatively high. Currently the landfill does not present any capacity issues, and is deemed open to prospective new commercial entities for disposal services. It is the responsibility of commercial entities operating in the TransCan Corporate Park and McCool Business Park to manage and transport their solid waste to the specified facilities.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>

5.2 Risk Factor: Logistics

5.2.1 Road and Highway Access and Intersection

**Risk Information:** The TransCan Corporate Park and the McCool Business Parks benefit from a strategic location within the Ottawa Valley. The Hwy 17/417 offers direct routes to Ottawa, Cornwall, Montreal, Kingston, and Toronto. Highways 60, 62, and 41 offer accessibility to regions like Huntsville, Barrie, Peterborough, Belleville, and more. From these industrial parks in Pembroke, the distances to major centres are as follows: Ottawa is 146 km away, Montreal is 355 km, and Toronto is roughly at 387 km.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>

<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 5.2.2 Ocean/River Access

**Risk Information:** The Port of Johnstown is 211 km from Pembroke, and is one of Eastern Ontario's premier ports that provides inland deep marine dockage for shipping and receiving dry bulk cargo such as grain, aggregates, road salt, slag etc. The Port of Montreal is 345 km from Pembroke, and is the second-largest container port in Canada. It has direct access to the Atlantic Ocean via the St. Lawrence River.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>

### 5.2.3 Railway Service

**Risk Information:** There is a 40 km spur line that connects the Beachburg Sub to Ottawa, and further to the east through the Ottawa Rail terminal, and to the US with the CN Rail. This is roughly 135 km from the TransCan Corporate Park and McCool Business Park. Currently, Nylene (Manufacturer of Nylon Resin) is using the rail to import raw materials from Virginia, US. However, the company feels that the rail is underutilised and can accommodate more traffic, and is inviting other industries to share the tracks maintained by them.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>



<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	<b>6</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRI × RRI) is 24 out of 100.	<b>24</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRI Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRI Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 24 out of 100.	<b>24</b>

#### 5.2.4 Accessibility to Airport

**Risk Information:** The Pembroke Airport is a regional airport located in the city of Pembroke, in Renfrew County. The airport primarily serves general aviation, with no scheduled commercial airline services. However, it plays a vital role in supporting local businesses and aviation-related services, including aircraft maintenance, fuelling, and rental. The Ottawa/Macdonald-Cartier International Airport, a major international gateway, is located in Ottawa and is about an hour's drive from Pembroke. Other significant airports in proximity to Pembroke include: Mirabel International Airport, Montreal, approximately 250 km away; Pierre Elliot Trudeau Airport, Montreal, roughly 340 km away; Toronto Pearson International Airport, about 400 km away; and Billy Bishop Toronto City Airport, approximately 390 km away.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRI Mitigation (Notch)</i>	<b>NN</b>
No adjustment.	
<i>RRI Mitigation (Notch)</i>	
No adjustment.	
The Total Notch (RRI Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

### 5.3 Risk Factor: Social Infrastructure

#### 5.3.1 Healthcare Facilities

**Risk Information:** The Renfrew Victoria Hospital, which is 57 km from Pembroke, provides a wide range of services including emergency care, diagnostic imaging, surgery, and rehabilitation. The Pembroke Regional Hospital, has approximately 900 staff members, offers services in emergency and intensive care, medical/surgical care, acute mental health, orthopaedics, and obstetrics. Other hospitals/clinics near Pembroke are - Arnprior Regional Health (84 km), Deep

River & District Hospital (53 km), and St. Francis Memorial Hospital (81 km). According to the Canadian Community Health Survey research (CCHS), the Renfrew County area when compared with the broader Ontario healthcare system was viewed as a low/neutral risk of material deprivation of basic healthcare necessities.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

### 5.3.2 Educational Facilities

**Risk Information:** There are a good number of schools and higher educational institutes in the Renfrew County area, with remote campuses in Pembroke. Elementary and secondary school education is provided by four school boards, of which two are in Renfrew County. The Renfrew County District School Board comprises twenty-four elementary schools, seven secondary schools, and four alternative schools. The Renfrew County Catholic District School Board provides twenty elementary schools, two secondary schools, and two alternative schools. Two Ottawa based school boards - Conseil Des Écoles Publiques de l'Est de l'Ontario / Eastern Ontario French-Language Public School, and Conseil des écoles Catholiques du Centre-Est / Eastern Ontario French-Language Catholic School offer elementary and secondary education in French. Pembroke has some options for post-secondary education nearby including Algonquin College's Pembroke campus with the addition of the Renfrew campus many locals have the option to complete higher education without the need to relocate. The University of Ottawa also offers courses at Algonquin College in Pembroke. Two major Canadian universities, Carleton University, and the University of Ottawa, are within 145 km from Pembroke.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>2</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>2</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>4</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	

<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	4

### 5.3.3 Transportation Facilities

**Risk Information:** Pembroke is in the early stages of establishing a new public transit system, with the proposed system expected to include electric buses in response to growing demand for public transport for commuters.

Labour commuter data for Pembroke reveals that 78% of the employed labour force uses private cars, trucks, or vans for their commute, with 55% having a commuting duration of less than 15 minutes, indicating relatively short travel distances for work. Public transit is currently not a commuting option, underscoring the need for the proposed transit system.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>medium</i> , therefore the RRL is 6 out of 10.	6
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>medium</i> , therefore the RRI is 6 out of 10.	6
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 36 out of 100.	36
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	NN
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 36 out of 100.	36

### 5.3.4 Recreational Facilities

**Risk Information:** Pembroke has extensive recreational amenities. The city boasts 200 acres of parkland and a 1.5 km waterfront walkway that showcases the scenic beauty of the region. There are six ball diamonds, five regulation soccer fields, and nine mini-pitch soccer fields. Additionally, there are 58 serviced camping spots, and the Pembroke Marina houses 100 boat slips. Riverside Park is another highlight, offering a diverse range of recreational spaces. Broadening the view to the wider Renfrew County, there are ample recreational options - ranging from parks, swimming facilities, playgrounds, tennis courts, and golf courses to hiking trails, skating rinks, skiing, snowshoeing, and snowmobiling. A particularly notable addition is the expansion of the Ma-Te-Way Activity Centre, a 76,500 ft<sup>2</sup> facility adjoining the existing arena in Ma-te-Way Park.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	2
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	2
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	4

<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>4</b>

### 5.3.5 Cultural Facilities

**Risk Information:** Pembroke, has multiple cultural amenities that reflect a diverse heritage and dynamic arts community. The city is home to several art galleries that showcase both local and regional artists. Other facilities include the Pembroke Heritage Murals and the Upper Ottawa Valley Heritage Centre. Additionally, Pembroke is known for its lively festivals, including the annual Canada Day celebrations and the Pembroke Old Time Fiddling and Step Dancing Championships, drawing visitors and performers to the region.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

### 5.3.6 Public Safety

**Risk Information:** The total crimes in Renfrew County are 3,842 for every 100k people in the region. The crime rate of Renfrew County is 9% lower than the national average, and is safer than 60% of the cities in Canada. Year over year, the crime in the region has decreased by 18%. In Pembroke, the crime rate (violent and non-violent) is low (5.9%) with a 25% decrease in reported incidents/crimes within city limits, contributing to the overall safety of the region. The Pembroke Fire Department offers emergency management services and actively seeks and trains volunteer firefighters to ensure the community's safety.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>

<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

5.3.7 Housing

**Risk Information:** There is a variety of housing available within Renfrew County and Pembroke in particular. Within Renfrew County the average value of a housing unit is \$447,444. According to Statistics Canada 2021, there are 51,134 housing units in total, where 33,640 of them are occupied by owners, and 11,260 are occupied by renters; and a significant number of units rented are between \$ 1700 to \$ 2500. Pembroke has similar values for housing prices, however with slightly more affordable renting options available with an average monthly rent at \$1,100 monthly. There are roughly 7,000 privately owned dwellings within Pembroke, with 2,700 rented.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

5.4 Risk Factor: Workforce and Permitting

5.4.1 Labor Availability

**Risk Information:** There is a good labour market for new industrial development. According to Statistics Canada 2021, Renfrew County has a total labour force of 49,115; an employment rate of 56.8%; unemployment rate of 7.2% and participation rate of 61.2%. The major industries in the region are - Public administration (8190 people); Healthcare (6840 people); Construction (4800 people); Professional services (3835 people); and Manufacturing (3035 people). Pembroke comparatively has an average labour size of just over 6,000 people, with an unemployment rate of 4.5%. The median age in the region is 45; 81.6% of the residents have a high school diploma; and 50.5% of them have a diploma/degree. The local workforce is accustomed to commuting for work, with daily commutes averaging 20-45

minutes to their respective location(s) of employment, with potential facilities drawing from Petawawa, Chalk River, Renfrew, and other municipalities in the area.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

#### 5.4.2 Labor Cost

**Risk Information:** The minimum wage rate in Ontario is \$15.50 per hour for most workers. While further county comparisons for minimum hourly wages are inconclusive, Ontario holds the fourth highest minimum wage in Canada and Quebec (directly across the river from Pembroke) maintains a minimum payable wage of \$14.60 per hour. According to Statistics Canada 2020, the average hourly wage for all occupations in Renfrew County is \$20 per hour, with a median income of \$42,000 per year. Pembroke has an average household income of \$69,000 per year.

<b>Raw Risk Likelihood (RRL)</b>	<b>Score</b>
The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>4</b>
<b>Raw Risk Impact (RRI)</b>	<b>Score</b>
The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>4</b>
<b>Gross Risk Indicator (GRI)</b>	<b>Score</b>
The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>16</b>
<b>Mitigation/Notching</b>	<b>Notch</b>
<i>RRL Mitigation (Notch)</i> No adjustment.	<b>NN</b>
<i>RRI Mitigation (Notch)</i> No adjustment.	
The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	
<b>Loaded RI Score</b>	<b>Score</b>
The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>16</b>

#### 5.4.3 Training Programs/Community College

**Risk Information:** Algonquin College in Pembroke Campus is recognized for technical courses in natural resource management and other programs training industrial skills.

<b>Raw Risk Likelihood (RRL)</b> The risk likelihood is deemed <i>very low</i> , therefore the RRL is 2 out of 10.	<b>Score</b> <b>2</b>
<b>Raw Risk Impact (RRI)</b> The risk impact is deemed <i>very low</i> , therefore the RRI is 2 out of 10.	<b>Score</b> <b>2</b>
<b>Gross Risk Indicator (GRI)</b> The Gross Risk Indicator (RRL × RRI) is 4 out of 100.	<b>Score</b> <b>4</b>
<b>Mitigation/Notching</b> <i>RRL Mitigation (Notch)</i> No adjustment.  <i>RRI Mitigation (Notch)</i> No adjustment.  The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	<b>Notch</b> <b>NN</b>
<b>Loaded RI Score</b> The Loaded RI Score ((1-Total Notch) × GRI Score) is 4 out of 100.	<b>Score</b> <b>4</b>

5.4.4 Permit Process

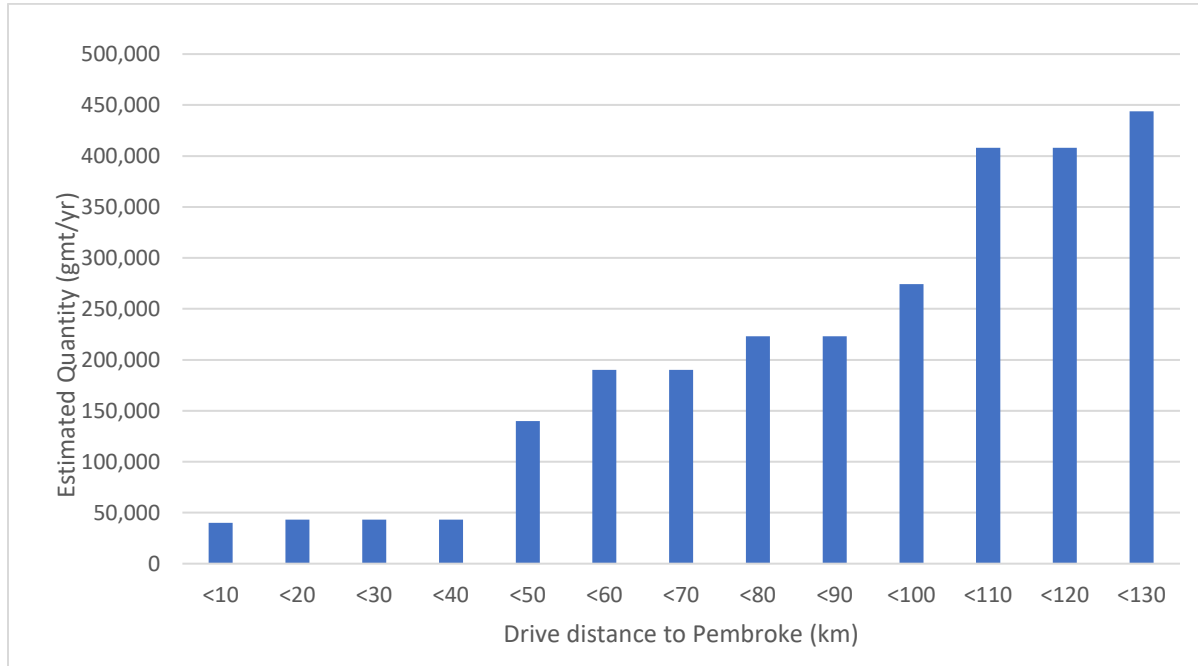
**Risk Information:** Permitting process is described on the Pembroke Municipal Website. The City of Pembroke has a well-established economic development department and supports timely processing for all projects spanning from light industrial to heavy industrial development. The permitting process ranges between 2 to 6 months.

<b>Raw Risk Likelihood (RRL)</b> The risk likelihood is deemed <i>low</i> , therefore the RRL is 4 out of 10.	<b>Score</b> <b>4</b>
<b>Raw Risk Impact (RRI)</b> The risk impact is deemed <i>low</i> , therefore the RRI is 4 out of 10.	<b>Score</b> <b>4</b>
<b>Gross Risk Indicator (GRI)</b> The Gross Risk Indicator (RRL × RRI) is 16 out of 100.	<b>Score</b> <b>16</b>
<b>Mitigation/Notching</b> <i>RRL Mitigation (Notch)</i> No adjustment.  <i>RRI Mitigation (Notch)</i> No adjustment.  The Total Notch (RRL Notch × RRI Notch) is NN (No Notch).	<b>Notch</b> <b>NN</b>
<b>Loaded RI Score</b> The Loaded RI Score ((1-Total Notch) × GRI Score) is 16 out of 100.	<b>Score</b> <b>16</b>

## APPENDIX C: TABLES AND FIGURES

### CHARTS

Chart C-1. Sawmill chip generation curve



### TABLES

Table C-1. Sawmill chip generation estimates by sawmill and distance

Sawmill*	Drive Distance to Pembroke (km)	Feedstock Species Group	Estimated Sawmill Chip Generation (gmt/yr)
Sawmill 1	10	Softwood / hardwood	40,132
Sawmill 2	15	Softwood	3,075
Sawmill 3	43	Softwood	46,801
Sawmill 4	47	Softwood	50,000
Sawmill 5	55	Softwood / hardwood	50,000
Sawmill 6	77	Softwood	33,036
Sawmill 7	92	Softwood / hardwood	26,755
Sawmill 8	92	Softwood / hardwood	24,428
Sawmill 9	107	Softwood / hardwood	133,774
Sawmill 10	129	Softwood	35,789
<b>TOTAL</b>			<b>443,791</b>

\*Note that we keep sawmill names confidential due to privacy concerns.



**Table C-2. Unutilized Merchantable Pulpwood and Undersize and Defect Wood in the Ontario Part of the BDO Zone**

FMU	Overlap with BDO Zone	Merchantable Pulp in FMU (m3/yr) from FMP-14 (unutilized)	% assumed available	Merchantable Pulp in FMU (m3/yr) from FMP-14 (utilized)	% assumed available	Merchantable Pulp in BDO Zone (m3/yr)	Undersize & Defect in FMU from FMP-14 (utilized and unutilized) (m3/yr)	Undersize & Defect in BDO Zone (m3/yr)	Total in FMU (m3/yr)	Total Estimated pulpwood/undersized/defect volume in BDO Zone (m3/yr)
OVF	0.93	42,408	1.0	55,573	0.73	77,168	23,527	21,880	121,507	99,048
APF	0.29	109,426	1.0	178,400	0.6	62,775	144,544	41,918	432,371	104,693
MLF	0.19	31,951	1.0	48,400	0.4	9,749	8,824	1,677	89,175	11,426
BMF	0.13	24,416	1.0	68,610	0.4	6,742	21,979	2,857	115,004	9,599
<b>Total</b>										<b>224,765</b>

**Table C-3. Pulpwood (Undersize and Defect) Availability from Private Forest Lands in the Ontario Part of the BDO Zone**

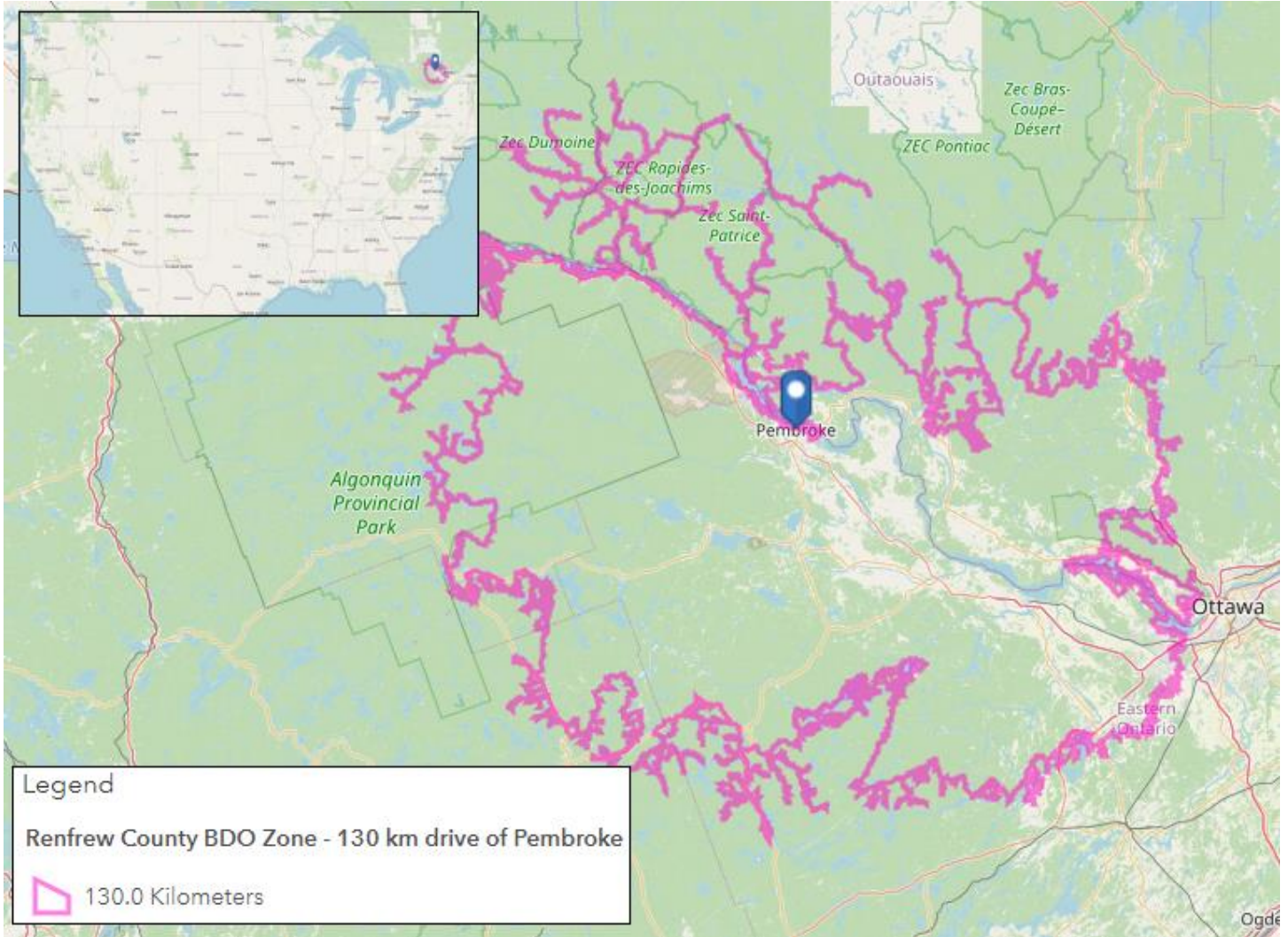
FMU	Overlap with BDO Zone	Productive Forest Area (ha)	Private Forest Area in the BDO Zone (ha)*	Ratio assumed from Crown land (m3/ha/yr)	Estimated volume in BDO Zone (m3/yr)
OVF	0.93	250,452	232,920	0.59	136,262
APF	0.29	n/a			
MLF	0.19	379,064	72,022	0.48	34,756
BMF	0.13	394,000	51,220	0.44	22,459
<b>Total</b>					<b>193,477</b>

**Table C-4. Pulpwood (Undersize and Defect) Potential Availability in the BDO Zone**

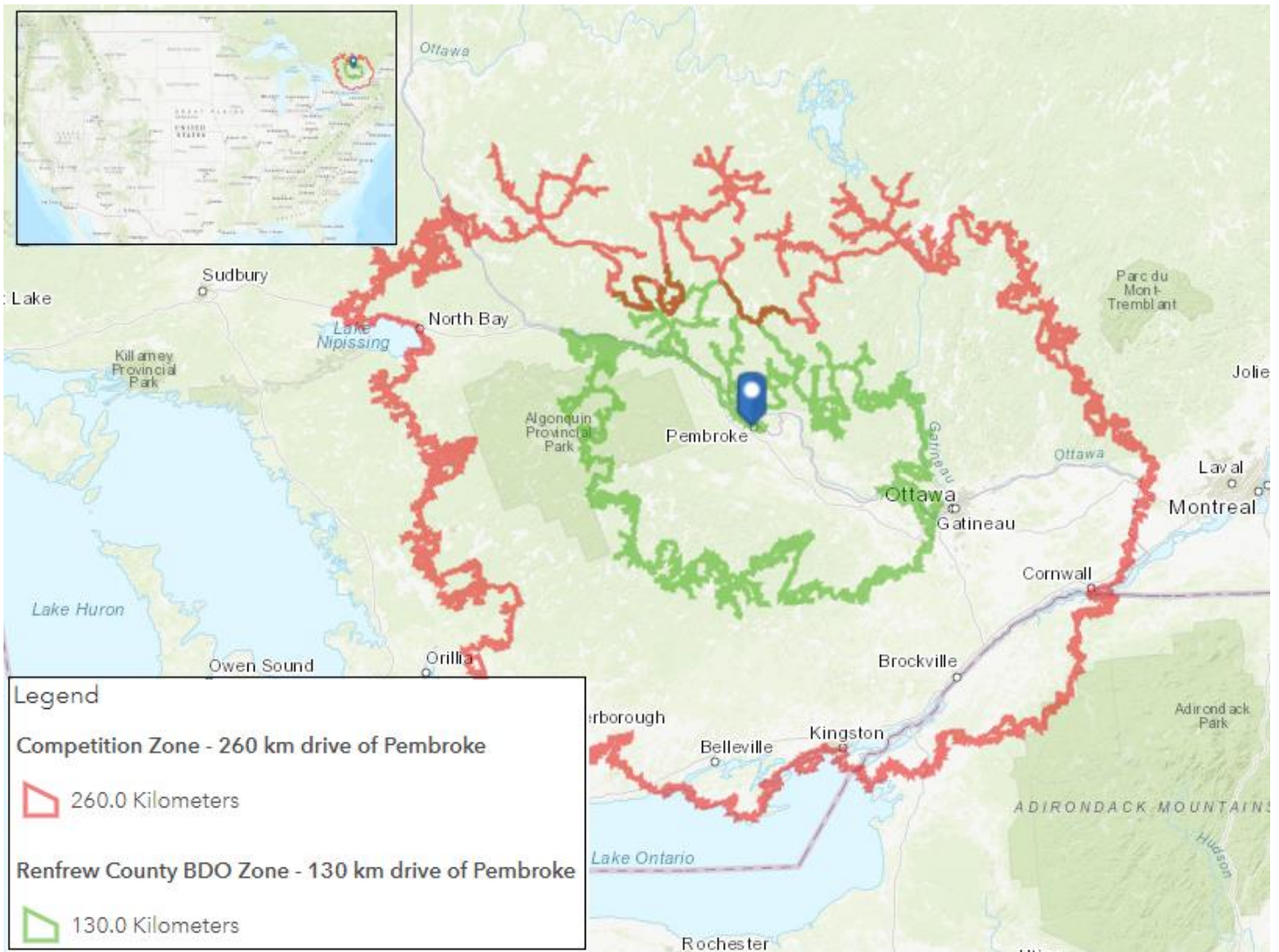
Province and Ownership	Potential Pulpwood Availability (gmt/yr)	Potential Pulpwood Availability at BAM = 1.2x (gmt/yr)
Quebec Public	13,919	11,599
Quebec Private	50,887	42,406
Ontario Public	224,765	187,304
Ontario Private	193,477	161,231
<b>Total</b>	<b>483,048</b>	<b>402,540</b>

MAPS

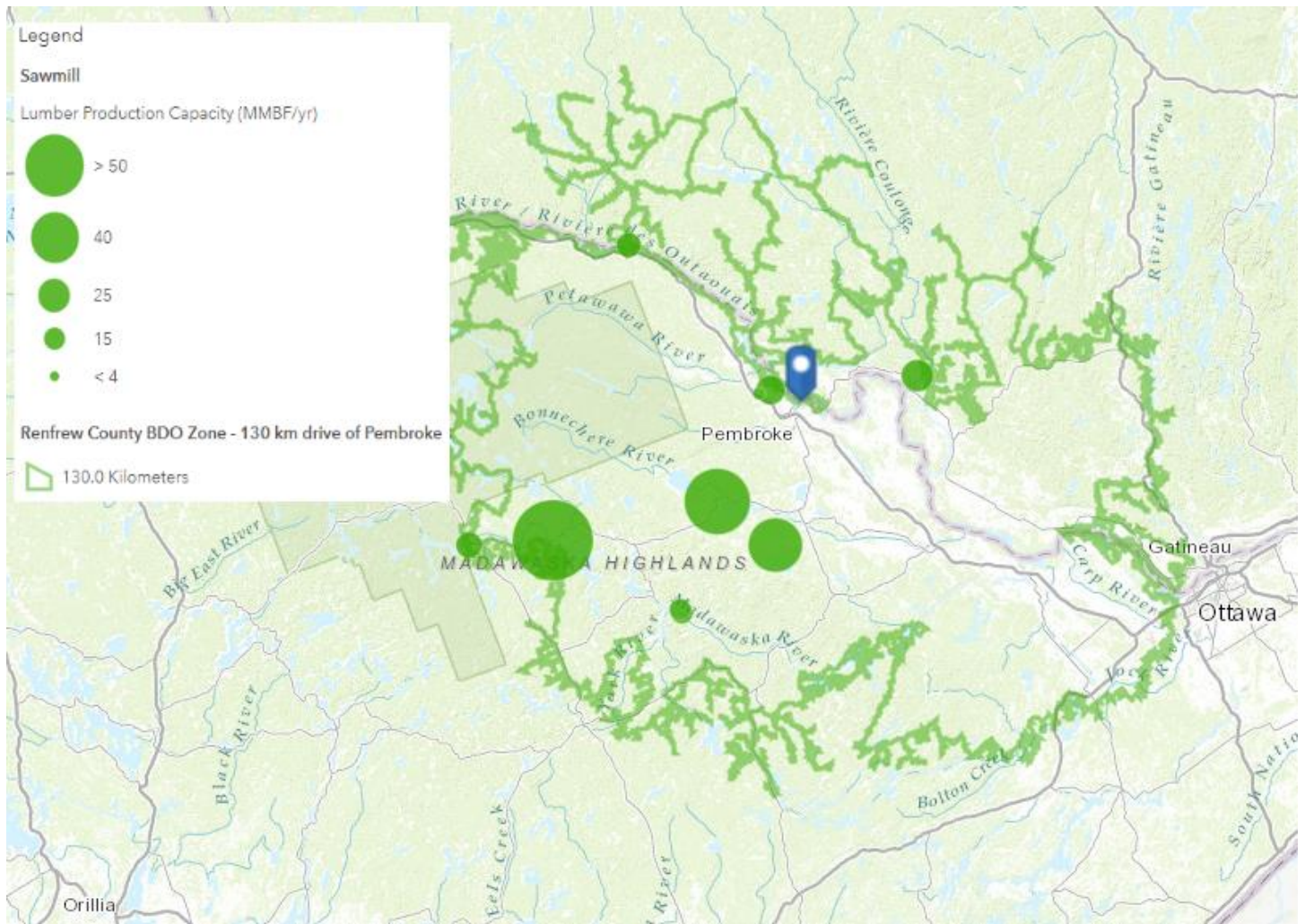
Map C-1. Renfrew County BDO Zone defined by a 130-km drive distance of Pembroke, ON



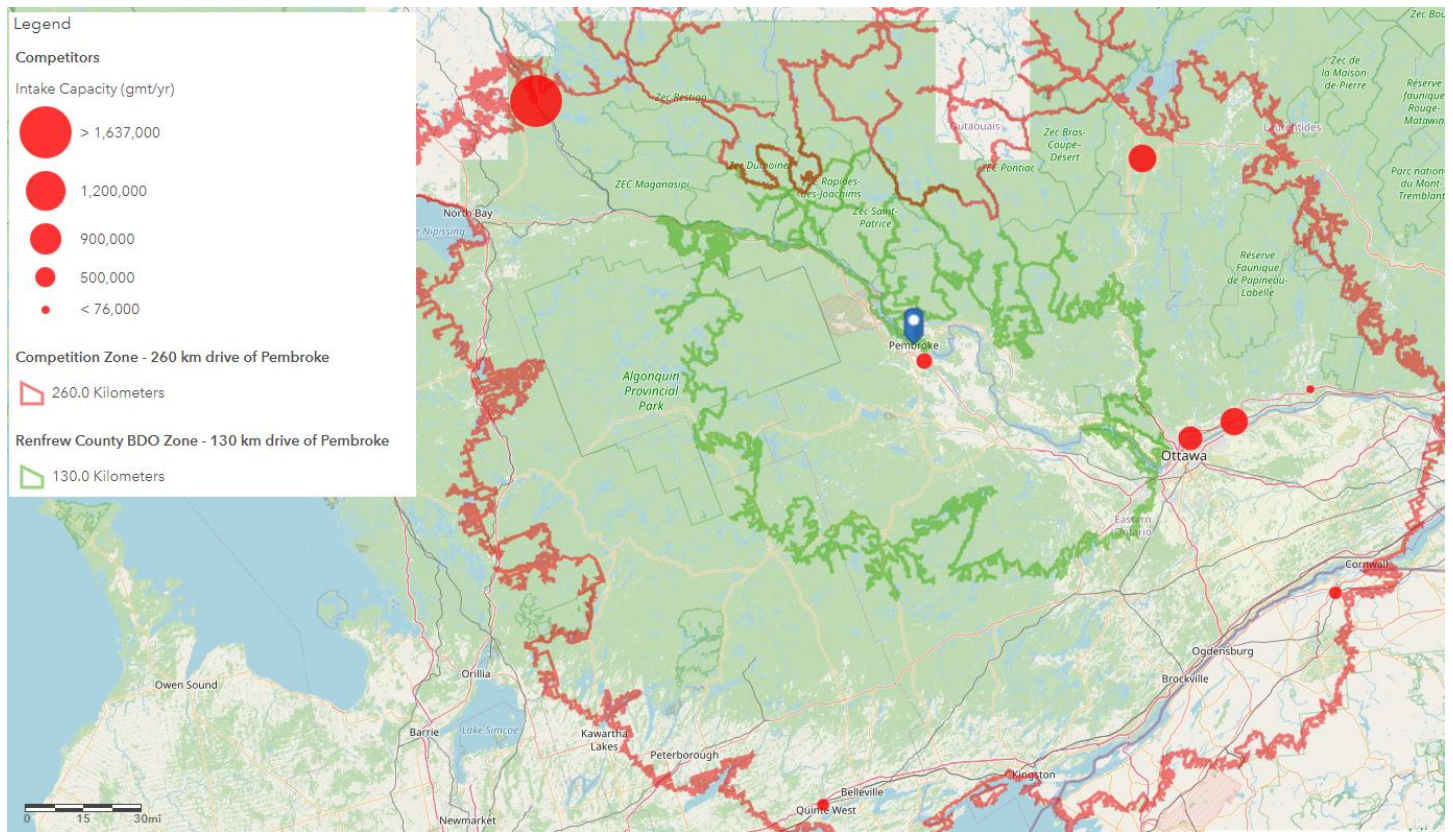
Map C-2. Renfrew BDO Zone and the Competition Zone



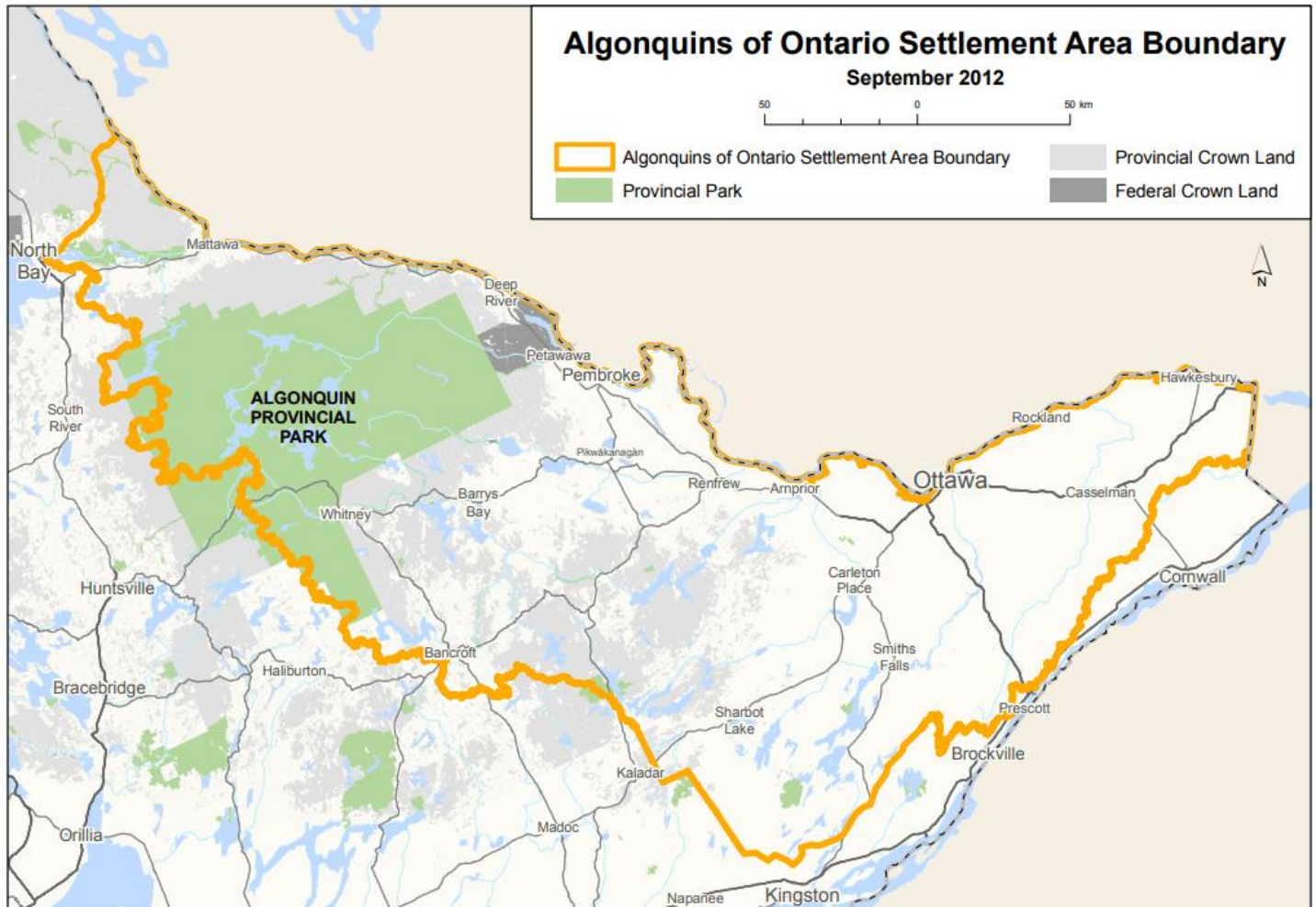
Map C-3. Sawmills within the Renfrew County BDO Zone



Map C-4. Competitors within 260-km drive of Pembroke, ON



Map C-5. Algonquins of Ontario Settlement Area Boundary



## APPENDIX D: LEGAL DISCLAIMER

This BDO Zone Rating (the “Rating”) is prepared for, and provided to, Renfrew County, ON, and is intended to be read and used in its entirety and not in parts. Separation or alteration of any section or page from the main body of this Rating is expressly forbidden. In preparing this Rating, Ecostrat has used information obtained from third parties or otherwise publicly available. All such information has not been independently validated, verified, or confirmed by Ecostrat (except where otherwise specifically indicated) and Ecostrat makes no representation or warranty as to the accuracy or completeness of any information provided by third parties or otherwise publicly available.

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All information included is based on information available on the date hereof and neither Ecostrat nor the members of the BDO Zone Advisory Committee are under any obligation to update the information herein. No investor, security holder, or other person should rely on the content of this report in any way in connection with the purchase or sale of any security.

**OTTAWA VALLEY TOURIST ASSOCIATION**  
**2024 Budget**

Description	2023 Budget	2024 Budget
SALARIES	181,904	198,296
BENEFITS	62,516	66,938
<hr/>		
PURCHASED SERVICE - ADMINISTRATION	244,420	265,234
<hr/>		
ANNUAL MEETING	5,000	5,000
BOARD/COMMITTEES	3,000	4,000
TELEPHONE & CELL PHONES	2,420	2,425
MERCHANDISE	500	0
AUDIT	2,260	2,200
BAD DEBTS EXPENSE	0	0
CONFERENCES & TRAINING	3,000	1,000
VISITOR CENTRE	2,500	2,500
DISTRIBUTION & SHIPPING	10,000	10,500
INSURANCE	2,370	2,300
INTEREST	1,000	900
LEGAL	0	1,000
MARKETING	60,122	60,000
MEDIA RELATIONS	10,000	7,500
MEMBERSHIPS	2,330	4,000
OFFICE EXPENSE	1,500	6,000
POSTAGE	0	0
WEBSITE	1,000	1,500
HR RECRUITMENT	0	0
ROAD MAP	19,125	25,670
MEMBERSHIP MANAGEMENT	900	1,450
TRAVEL TRADE	7,000	6,000
SPECIAL PROJECTS	50,000	75,000
TRAVEL	7,000	4,000
TRF TO RESERVES	0	0
WORKSHOPS & EVENTS	3,000	2,500
<hr/>		
OTHER COSTS	194,027	225,445
<hr/>		
MISCELLANEOUS	0	0
ROAD MAP	23,425	29,520
ANNUAL MEETING	5,000	5,000
CITY OF PEMBROKE REVENUE	32,253	32,871
COUNTY CONTRIBUTION - STAFFING	244,420	265,234
COUNTY REVENUE - DIRECT PAYMENTS	45,855	33,750
MARKETING PARTNERSHIPS	5,000	8,500
MEMBERSHIP	1,600	1,700
MERCHANDISE	500	2,000
SPECIAL PROJECTS	0	0
TRANSFER FROM RESERVE	27,394	109,604
VALLEY EXPLORE	0	0
WORKSHOPS & EVENTS	3,000	2,500
<hr/>		
TOTAL REVENUES	438,447	490,679
<hr/>		
<b>SURPLUS / (DEFICIT)</b>	<b>0</b>	<b>0</b>



**COUNTY OF RENFREW**

**BY-LAW NUMBER 40-24**

**A BY-LAW FOR THE EXECUTION OF CONTRACT PWC-2024-11 FOR THE  
REHABILITATION OF THREE BRIDGES – ALGONQUIN TRAIL**

---

WHEREAS under Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the Municipal Corporation of the County of Renfrew has the authority to pass by-laws to enter into contracts to exercise any of its powers in respect of culture, parks, recreation or heritage matters on the land;

AND WHEREAS public tenders were requested for rehabilitation of three bridges located on the Algonquin Trail, in the area of Garrison Petawawa, near Deluthier Road and Landry Road, Town of Laurentian Hills under Contract PWC-2024-11 in accordance with County of Renfrew Corporate Policy GA-01, Procurement of Goods and Services;

AND WHEREAS the tender submitted by Grand-Calumet Construction Inc., Luskville, Québec, was reviewed and accepted by the Development and Property Committee.

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

1. THAT the Council of the County of Renfrew approve of the awarding of Contract PWC-2024-11 for rehabilitation of three bridges located on the Algonquin Trail, in the area of Garrison Petawawa, near Deluthier Road and Landry Road, Town of Laurentian Hills as submitted by Grand-Calumet Construction Inc., Luskville, Québec in the amount of \$386,524.31, plus applicable taxes.
2. THAT the Warden and Clerk be empowered to do and execute all things, papers and documents necessary to the execution of the said contract.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27th day of March 2024.

READ a second time this 27th day of March 2024.

READ a third time and finally passed this 27th day of March 2024.

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PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK

**COUNTY OF RENFREW**

**BY-LAW NUMBER 41-24**

**A BY-LAW TO DELEGATE AUTHORITY TO THE GIS COORDINATOR  
FOR SHARING GIS DATA WITH CORPORATIONS**

---

WHEREAS the County of Renfrew recognizes the importance of maintaining accurate and up-to-date geographical information system (GIS) data for the benefit of residents and businesses within the County;

AND WHEREAS navigation applications such as Google Maps, Waze, and ESRI play a crucial role in providing accurate navigation services to the public;

AND WHEREAS the County of Renfrew seeks to collaborate with corporations such as Google, Waze, and ESRI to ensure the continual accuracy and effectiveness of navigation applications;

AND WHEREAS it is deemed necessary and expedient to delegate the authority to share GIS data with these corporations to the GIS Coordinator of the County of Renfrew;

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

**1. Definitions**

In this By-law, unless the context otherwise requires:

- i) "GIS Coordinator" refers to the individual appointed by the County of Renfrew to oversee the management and maintenance of geographical information system data.
- ii) "Corporations" refers to entities such as Google, Waze, ESRI, and any other organization involved in providing navigation services.

**2. Delegation of Authority**

The County of Renfrew hereby delegates authority to the GIS Coordinator to share GIS data with corporations, including but not limited to Google, Waze, and ESRI, for the purpose of updating and improving navigation applications.

**3. Scope of Authority**

The GIS Coordinator is authorized to:

- i) Determine the specific GIS data to be shared with corporations, taking into account factors such as accuracy, relevance, and potential impact on public safety.

- ii) Ensure the secure transfer of GIS data to corporations, including compliance with applicable privacy and data protection laws.
  - iii) Enter into agreements or contracts with corporations governing the sharing of GIS data, including provisions related to data usage, confidentiality, and liability.
  - iv) Monitor the use of shared GIS data by corporations and take appropriate measures to address any issues or concerns that may arise.
4. 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.
5. THAT this By-law shall come into force and take effect upon the final passing thereof.

READ a first time this 27th day of March, 2024.

READ a second time this 27th day of March, 2024.

READ a third time and finally passed this 27th day of March, 2024.

---

PETER EMON, WARDEN

---

GWEN DOMBROSKI, CLERK

March 27, 2024

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. Community Services Manager Job Descriptions**

In response to evolving organizational objectives and corporate strategic goals, the job descriptions for the Community Services managers have been updated. The revisions aim to enhance alignment with current priorities and ensure that managers are equipped to drive initiatives that resonate with our overarching vision. The Community Services Manager positions are listed below with their primary area of responsibility:

- Manager of Community Housing – manage programs and supports for Community Housing tenants and work collaboratively with Development and Property Department to revitalize housing stock and increase supply of affordable housing in Renfrew County
- Manager of Community Supports – manage delivery of financial programs and supports for low-income families and support implementation/operation of the mesa team to help increase community wellness
- Manager of Children’s Services – manage childcare programs and services, including the Canada-Wide Early Learning and Child Care program, promoting child development, and fostering a safe and nurturing environment for children

By integrating these updates, we anticipate greater synergy between the responsibilities of the Community Services managers, other departments within the corporation, and the corporation’s overall strategic direction.

### **2. Mesa Supportive Housing**

In the pursuit of tackling chronic homelessness within Renfrew County, an interdisciplinary collaborative team of county staff, in partnership with community service providers, is moving forward with a transitional supportive housing model. With a clear vision of prioritizing a “Housing First” approach, this model aims to establish supportive housing for individuals enduring chronic homelessness, defined as lasting more than six months and compounded by health complexities such as mental health disorders and/or addictions. The mesa supportive housing initiative embodies this vision, offering comprehensive wrap-around supports to facilitate independent living. While still in its early planning stages, this initiative is progressing rapidly. County staff are diligently crafting a memorandum of understanding to secure rental acquisition of approximately 20 units within the Pembroke area. The ambitious objective is to welcome the first guests into their new homes by the fall of 2024, marking a significant

stride towards addressing homelessness and fostering stability and health within the community.

**3. Ontario Works Service Plan**

Attached as Appendix I is the 2024 Ontario Works Service Plan. The Service Plan outlines service delivery strategies which will be undertaken to achieve provincial performance outcome targets considering community needs, caseload demographics, and internal resources. The Service Plan is submitted to the Ministry of Children, Community and Social Services as a required component of the service contracting process. It provides a comprehensive outline of how the municipal Service System Manager will perform all program management and risk management activities.

**4. Ontario Municipal Social Services Association Letter to the Ministry of Education**

Attached as Appendix II is a letter dated January 29, 2024, from the Ontario Municipal Social Services Association (OMSSA) to the Minister of Education, Stephen Lecce, regarding the reduction of early years and child care administrative funding for municipal Service System Managers in 2024. The letter speaks to the importance of the partnership between the province and municipalities in the continued implementation of the Canada-Wide Early Learning and Child Care (CWELCC) system and addresses concerns relating to the many additional requirements that have been added to Service System Managers due to CWELCC and how the reduction in administrative funding is detrimental to the work involved.

The letter proposes a meeting between OMSSA's Board of Directors and the Minister of Education, Deputy Minister, and Assistant Deputy Minister to discuss a reconsideration of the administrative funding changes in order to effectively move forward with the goals of CWELCC in the Province of Ontario.

**5. Affordable Housing Summit – April 4, 2024**

Attached as Appendix III is information on an Affordable Housing Summit, Renfrew County is gearing up to host on April 4, 2024, at the myFM Centre in Renfrew, bringing together industry experts and potential partners to delve into opportunities surrounding the utilization of vacant municipal land, innovative approaches to existing properties, and fostering collaboration to tackle pressing housing needs. Developers, non-profit organizations, and companies interested in exploring development opportunities are encouraged to secure their seat by registering on [Eventbrite](#).

This initiative enhances Strategic Goal #5, Attainable Housing and Infrastructure.

Also, attached as Appendix IV, is information regarding an upcoming Eastern Ontario Regional Housing Summit, scheduled for May 28, 2024 at the Ottawa Events and Conference Centre, Ottawa, Ontario.

6. **Homelessness Prevention Program (HPP) Investment Plan 2024-2025**

The Ministry of Municipal Affairs and Housing provided a letter to the County of Renfrew on March 24, 2023, regarding the planned HPP allocations for the fiscal periods of April 1, 2023, up to March 31, 2026.

Program Fiscal Year	Allocation Amount
2022-2023	\$1,785,700
2023-2024	\$3,569,200
2024-2025	\$3,569,200
2025-2026	\$3,569,200

Service Managers must follow the Homelessness Prevention Program Guidelines regarding eligible expenses; however, they have flexibility in choosing how to best use the provincial funding for local programs and services that address and prevent homelessness.

The Renfrew County Housing Corporation Board of Directors approved the proposed HPP Investment Plan for 2024/2025 which seeks to continue existing core services and expand upon strategies that address chronic homelessness and health complexities by creating new transitional and supportive housing as follows:

Proposed Services 2024-2025	Proposed Allocations for 2024-2025	Allocations for 2023-2024
<b>Emergency Minor Home Repair Program</b> <ul style="list-style-type: none"> <li>• Maximum \$7,500 for urgent home repairs</li> <li>• Total estimated applications:                             <ul style="list-style-type: none"> <li>○ 20 or more approved applications</li> </ul> </li> </ul>	\$150,000	\$150,000
<b>Rent Supplement Program</b> <ul style="list-style-type: none"> <li>• Private Market Rent-Geared-To-Income                             <ul style="list-style-type: none"> <li>○ Total Estimated Caseload – 35 paid by HPP</li> <li>○ Approximately 45 cases are funded through the RCHC budget</li> </ul> </li> </ul>	\$200,000	\$200,000
<b>Rent Allowance Program</b> <ul style="list-style-type: none"> <li>• \$300/month households without children</li> <li>• \$400/month households with children</li> <li>• Total estimated caseload:                             <ul style="list-style-type: none"> <li>○ Without children – 135 households \$486,000</li> <li>○ With children – 70 households \$336,000</li> </ul> </li> </ul>	\$822,000	\$845,000
<b>Emergency Housing Assistance Program</b> <ul style="list-style-type: none"> <li>• Rent arrears and utility arrears, other emergency expenses to aid in housing retention or acquisition</li> <li>• Up to \$1,500 per year for households without children</li> <li>• Up to \$2,000 per year for households with children</li> </ul>	\$850,000	\$845,740

<b>Proposed Services 2024-2025</b>	<b>Proposed Allocations for 2024-2025</b>	<b>Allocations for 2023-2024</b>
<b>She C.A.N</b> <ul style="list-style-type: none"> <li>Grants of up to \$5,000 to help victims of intimate partner violence with housing stability</li> <li>Endorsed by Council on March 28, 2023, in follow up to the Culleton, Kuzyk &amp; Warmerdam inquest recommendations</li> </ul>	\$100,000	\$100,000
<b>Hoarding and High Content Supports Pilot</b> <ul style="list-style-type: none"> <li>Purchase of service for training, mentorship of RCHC staff, and clinical care of RCHC tenants</li> <li>To improve &amp; promote safe housing through health-focused practices</li> </ul>	\$105,000	\$0
<b>Homelessness Coordinator – Contract</b>	\$90,100	\$0
<b>Supportive Transitional Housing</b> <ul style="list-style-type: none"> <li>For capital and/or operating expenses</li> </ul>	\$823,640	\$0
<b>Food Security and Winter Warmth Programs</b>	\$250,000	\$250,000
<b>Capital (affordable housing units)</b>	\$0	\$1,000,000
<b>Administration (maximum 5% allowed)</b>	\$178,460	\$178,460

7. **Renfrew County Hoarding Management Proposal**

Renfrew County Housing Corporation caseworkers have heightened wellness check inspections since January 2024, in direct response to escalating occurrences of tenant-caused building damages, hoarding, and squalor. Initial investigations indicate that approximately 70 residences are grappling with varying degrees of high content scenarios necessitating interventions to uphold tenant safety and property integrity.

As defined in the proposal, attached as Appendix V, hoarding constitutes a recognized mental health disorder. While not all instances of high content scenarios stem from hoarding, there exists a notable prevalence indicating the potential presence of other health ailments. This strategy aims to expedite the connection of tenants with therapeutic support services, enhance staff capabilities in managing high content situations through education and collaboration with healthcare professionals, and mitigate safety hazards posed by such residences.

The Renfrew County Housing Corporation Board of Directors approved the proposal from the Pembroke Regional Hospital Mental Health Service as presented.

All of which is respectfully submitted.

Anne Giardini, Chair

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



**2024 Ontario Works Service Plan  
County of Renfrew**

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# Overview

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The Ministry of Children, Community and Social Services (MCCSS) and Social Assistance (SA) delivery sites share the common goal of improving employment results for people relying on social assistance. This service plan template is the tool used for SA delivery sites to document the service planning required activities, including the strategies to achieve performance outcomes.

## How to use this template

This template is **used in conjunction with the Main Guidelines Document**, which outlines key information, including required and optional planning activities.

This template is mandatory and is to be completed using the allotted space and uploaded to TPON as part of the service agreement.

## Corresponding Guides, Tools, and Templates

Please refer to the following guides/tool if you require assistance:

1. Main Guidelines Document
2. Supplementary Guidelines Document
3. Community Service Inventory Tool (optional)
4. Performance Outcomes Risk Assessment Template
5. Privacy Risk Assessment and Privacy Maturity Self-Reporting Tool

# Section 1 – Conduct Community Analysis

In this section, SA delivery sites provide a summary of the community context in which Ontario Works person-centered supports and services and employment assistance is delivered over the four-year service planning period

## 1.1 Key Caseload Demographics

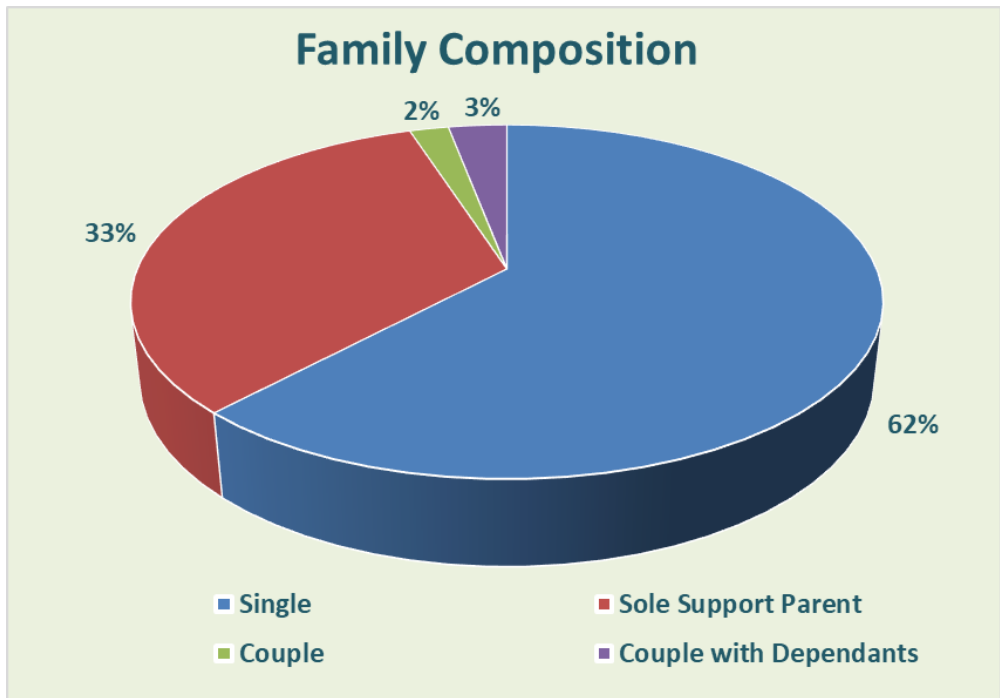
Enter a **focused overview of the key findings** from the current demographic composition of the caseload and anticipated changes over the service plan cycle:

### Enter a focused overview of key caseload findings (500 words max recommended)

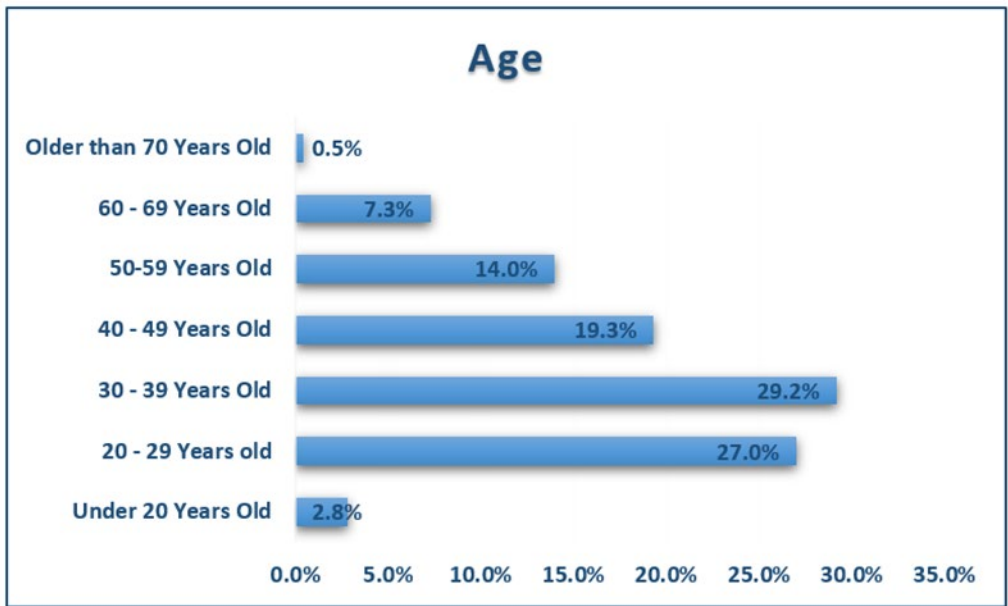
- Experienced a significant reduction in caseload during the pandemic; however, throughout 2022 and 2023 the caseload increased steadily and by the end of 2023 we had returned to pre-pandemic levels (2019 Average monthly caseload size was 1240).

Month	2023 Total Caseload	2022 Total Caseload
January	1,161	1,052
February	1,167	1,083
March	1,182	1,118
April	1,185	1,127
May	1,189	1,147
June	1,182	1,143
July	1,168	1,120
August	1,167	1,132
September	1,161	1,149
October	1,187	1,131
November	1,209	1,143
December	1,204	1,124

- Most recipients are single people (62%) followed by sole support parents (33%).



- The majority of recipients are between 30-39 years old.



Represented demographic data remains consistent in both age range and family composition type over the last 3 years.

- As of October 2023, 187 out of 1187 Ontario Works recipients in Renfrew County had reported employment earnings.

October 2023 OW Clients with Earnings			Clients Referred to Employment Ontario to date (Oct. 1/23 - Jan. 28/24)	
Number of Earners	Reported Earnings	Average Monthly Earnings Per Earner	Number of Files Referred	Monthly File Referral Average
187	\$ 210,964.81	\$ 1,128.15	174	44

## 1.2 Service Needs (EST Prototype sites only for 2024)

A **focused assessment of key service needs** (in relation to your caseload) that have linkages to meeting the performance outcomes:

### Enter focused assessment of service needs (500 words max recommended)

- Homelessness is increasing in Renfrew County. Between April 2023 and January 2024, we have recorded a total of 94 participants on our Homelessness By-Name Enumeration List. Of that total, 56 people have reported chronic homelessness. The majority of these individuals are in receipt of Ontario Works or Ontario Disability Support Program.
- Rents have increased significantly over the past 3 years with the average monthly rent for a 1-bedroom unit in Renfrew County being \$1533. Many Ontario Works recipients are precariously housed or at an elevated risk of losing their housing as a result of rising rent costs.
- Food insecurity is impacting all Ontario Works recipients as the cost of living has increased significantly over the past several years and the OW rates have not kept pace. Foodbanks in Renfrew County are reporting higher than ever seen before demand and are challenged to keep up with the volume. They are also reporting higher numbers of employed income earners accessing their services.
- Lack of available licenced child care is a barrier for sole support parents and families with children to be able to participate in employment readiness activities. All licenced centres in Renfrew County have significant waiting lists and there are no priority spaces available for OW recipients.
- Many of our clients experience mental health challenges and cognitive impairments and the lack of primary care physicians and psychiatric supports in Renfrew County is a barrier to them receiving the care, diagnosis, treatment, and services they need. Clients requiring hospitalization for serious mental health issues would be required to travel to the Royal Ottawa Hospital in Ottawa.
- The opioid crisis is being acutely experienced in Renfrew County. Our local paramedic service reports that use of Narcan treatment occurs during nearly every shift. In 2023 there were 34 deaths in Renfrew County related to overdose. This is 2-3 times higher than in past years. Our neighbours in Pikwakanagan

have recently declared a state of emergency due to the level of opioid overdoses experienced in 2023. Renfrew County has limited addictions treatment programs, and many residents are required to travel outside of our community to access residential treatment facilities.

- There is no form of public transportation anywhere in Renfrew County, and there is no Uber service available. Many recipients live in highly rural areas without a personal vehicle and face significant barriers in accessing programs and services.

### 1.3 Community Needs Assessment

Use the information from your community needs assessment and parts 1-2 to identify the following as it relates to social assistance:

#### **Strengths: Identify existing strengths and resources**

- Strong community partnerships exist.
- Very positive working relationship with Service System Manager, Serco Canada Inc., and all Employment Ontario (EO) offices in Renfrew County. Caseworkers from EO come into our offices on a weekly basis, and SA caseworkers work out of EO offices on a weekly basis. This enables effective communication, relationship building, immediate problem-solving, and coordinated/seamless supports for clients. Our office recently hosted a working meeting/luncheon for local EO/SA caseworkers which was very well received.
- The County of Renfrew Community Services Management team participates on the local Intimate Partner Violence Committee. This enables our management staff to learn of upcoming training opportunities for staff and to discuss policy development/revision through an IPV lens.
- Local Human Services Integration efforts have taken place resulting in all Community Services staff working out of two main sites and an ability to support clients with accessing Community Housing and Child Care programs and services and working internally to identify how to wrap supports around clients.
- Our office is a part of the Renfrew County Community Risk Watch Table (formerly known as the Situation Table) which provides coordinated interventions for individuals identified to be at an acute elevated risk.
- Internal collaboration with other County of Renfrew departments (especially Emergency Services and Development & Property) occurs regularly which allows our office to access expertise, training opportunities, and innovative approaches to service delivery.

#### **Gaps: Determine where there may be gaps in services or required resources**

- Insufficient affordable housing rental units available
- Lack of primary care physicians
- Waiting lists to meet with a psychiatrist
- Waiting lists to access addictions treatment services
- Lack of affordable childcare and Early Childhood Educator (ECE) staffing shortage
- Food insecurity and limited hot meal programs in many rural areas of Renfrew County of Renfrew
- Lack of public transportation

- Cell phone service gaps
- Lack of affordable access to internet for low-income families

### **Challenges: Common themes around concerns/challenges that impact SA**

- Low levels of education or education completed at the basic level
- Challenges accessing apprenticeship opportunities including challenges obtaining necessary educational prerequisites, lack of employers willing to take on apprentices, and difficulty navigating the system
- Many recipients have a criminal record and are unable to access in-demand occupations (such as Personal Support Workers and Early Childhood Educators) without being bondable
- Lack of housing options including a shelter or transitional/supportive housing

### **Opportunities: Current or upcoming opportunities that can be leveraged by SA**

- The County of Renfrew Council has made it a priority (strategic goal #5) to increase the level of attainable housing
- Council has recognized the growing challenges in our community around homelessness, mental health, and addiction and has approved a multi-departmental partnership to implement mobile homelessness response teams (staffed by paramedics and crisis workers) during non-traditional service hours including evenings and weekends to increase supports to highly vulnerable clients experiencing homelessness, mental health or addictions challenges

## **Section 2 – Review Performance Outcome Targets**

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Enter the ministry prescribed targets in the “Outcome” section in the budget submission in TPON.

## **Section 3 – Develop Service Strategies**

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This section establishes the contracted expectations of all SA delivery sites and connects the first two planning components (i.e., community analysis and performance outcome targets).

### **3.1 Risk Assessment**

Complete the risk assessment using the **Performance Outcomes Risk Assessment template**. For more information refer to the Main Guidelines document

## 3.2 Equity, Diversity and Inclusion Strategy

**Part A:** Articulate specific tactics that will consider the needs of equity seeking groups from the initial service planning stages through to delivery.

**Enter the local equity, diversity, and inclusion strategy here (500 words max recommended)**

- Develop an Equity, Diversity and Inclusion strategy by:
  - Building staff knowledge through training and development
  - Reviewing policies through an equity, diversity, and inclusion lens to ensure our client service strategies are inclusive
  - Meet with equity seeking groups to obtain their input and feedback on current policies and practices and new strategies to better support equity seeking groups
  - Ensure staff participation on the County of Renfrew Corporate Equity, Diversity, & Inclusion Committee to ensure linkages between our office and the corporation as a whole in terms of service delivery methodologies, recruitment strategies, customer-service expectations
  - Participate in other local community groups as requested to ensure that our office continues to obtain stakeholder input and feedback into our service delivery approaches

**Part B:** Complete the French Language Services strategy using the ministry provided templates. For more information refer to the Main Guidelines document.

## 3.3 Logic Model

A logic model maps the linkages between services delivered and performance outcomes. It is a tool to support how service strategies will help to achieve targets and is included as part of the Service Planning template.

Complete one logic model for each of the 4 performance outcomes. For 2024, only complete the “Highest Risk(s) Mitigation” section for only the two identified outcomes. Add or remove rows, as needed. Refer to Main Guidelines Document, Appendix # for completed example.

### Definitions:

- Inputs:** Describe the organizational, community and/or external inputs within your organization used to coordinate services to meet the stated performance outcome (e.g., staffing, internal processes, training, relationship with community organizations, gaps in services, etc.).
- High Risk:** Identify the highest risks as indicated in the Performance Outcomes Risk Assessment Template. Note for 2024, this will only be applicable to 2 performance outcomes and will be indicated on the applicable logic model templates.
- Activities:** Operational and strategic activities (e.g., processes, tools, events, actions, etc.) that will be carried out as part of the strategy (e.g., staff training, recruitment, staff supports, community relationships, retention strategies, workshops, etc.).
- Expected outputs linked to outcome:** What are your expected results given the planned activities and what changes do you expect to realize?



**Performance Outcome 1:  
Ontario Works adult and ODSP non-disabled adults with participation requirements have an Action Plan**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> <li>Invest in staff</li> </ul>	<ol style="list-style-type: none"> <li>Provide staff with high quality training opportunities to support them in the delivery of person-centered supports</li> </ol>	<ul style="list-style-type: none"> <li>Staff available to support timely case management with clients</li> <li>Clients understand their expectation to actively participate in person-centered supports and/or with EO while in receipt of Ontario Works</li> <li>Open communication and consistent understanding between SA &amp; EO caseworkers regarding appropriate referrals, utilization of the joint technology, and types of participation expenses available through both programs</li> </ul>
<ul style="list-style-type: none"> <li>Focus on teamwork and a healthy workplace culture</li> </ul>	<ol style="list-style-type: none"> <li>Provide opportunities for team development and safe debriefing practices to prevent staff burnout</li> </ol>	
<ul style="list-style-type: none"> <li>Effective communication strategies</li> </ul>	<ol style="list-style-type: none"> <li>Ensure staff understand expectations of them as we transition into EST and ensure that mechanisms are in place to bring questions/issues to Serco and communicate consistently with SA &amp; all EO delivery offices</li> </ol>	
<ul style="list-style-type: none"> <li>Support clients to ensure seamless transition to EST</li> </ul>	<ol style="list-style-type: none"> <li>Implement a ‘Worker of the Day’ model to ensure that there is always a SA caseworker available to meet with clients walking into our office or calling with an urgent matter that cannot wait for their assigned caseworker to assist with</li> </ol>	
<ul style="list-style-type: none"> <li>Build &amp; maintain strong community partnerships to help connect clients with the external support services they need</li> </ul>	<ol style="list-style-type: none"> <li>Maintain a current list of Community Resources on our website so that both clients and staff can easily access contact/service information about other community agencies that they need</li> </ol>	
<ul style="list-style-type: none"> <li></li> </ul>	<ol style="list-style-type: none"> <li></li> </ol>	
<ul style="list-style-type: none"> <li></li> </ul>	<ol style="list-style-type: none"> <li></li> </ol>	

**Highest Risk(s) from Risk Assessment Template (applicable to the two in the risk assessment only):**

**Performance Outcome 2:  
Ontario Works adult and ODSP non-disabled adults with participation requirements are referred to EO**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> <li>Partnership with SSM</li> </ul>	<ol style="list-style-type: none"> <li>Participate actively in Super meetings with Serco and EO offices to communicate opportunities and challenges</li> <li>SA &amp; EO caseworkers working out of other agency's office on a regular basis to enhance communication and build relationships</li> <li>Enhance communication between offices to support mutual clients and collaborate where needed on the best approach to support clients with participation expenses</li> </ol>	<ul style="list-style-type: none"> <li>Increased understanding of SA/EO caseworker roles, and more time for client interactions with staff will increase completion of client's participation agreement / action plans</li> <li>All EO service providers are aware of the referral process, the need to align services, communicate regularly, and work collaboratively</li> <li>Increased community engagement and relationships enable our staff to more quickly and seamlessly connect clients to the services they need</li> <li>Additional training &amp; structured business processes will help staff build confidence with the new tools and processes and complete CA/AP for all non-disabled adults more quickly</li> <li>Enhanced communications with clients and greater transparency of programs will help build trust and decrease client confusion regarding service expectations</li> </ul>
<ul style="list-style-type: none"> <li>Establishment of an EST Lead</li> </ul>	<ol style="list-style-type: none"> <li>Ensure dedicated focus on providing our staff with the tools and supports needed to have a successful EST transition</li> <li>Develop local business processes to outline staff expectations, service practices related to EST</li> <li>Deliver staff training and refresher training on CA &amp; AP</li> <li>Provide leadership from within the team regarding the completion of CA/AP, referrals to EO</li> </ol>	
<ul style="list-style-type: none"> <li>OW-ODSP Joint Client Advisory Committee Meetings</li> </ul>	<ol style="list-style-type: none"> <li>Obtain feedback from clients on the EST transformation and any areas for improvement</li> <li>Promote the use of MyBenefits and paperless communication strategies to enhance services for clients and reduce administration thereby allowing more time for delivery of person-centered supports</li> </ol>	
<ul style="list-style-type: none"> <li>Develop relationship with Meta Employment Services and Performance Plus</li> </ul>	<ol style="list-style-type: none"> <li>Invite these agencies, contracted by Serco to support job seekers with disabilities, to staff meetings so SA caseworkers can learn more about what they offer</li> <li>Build relationship with agencies providing services to clients to enhance communication between organizations</li> </ol>	
<ul style="list-style-type: none"> <li></li> </ul>	<ol style="list-style-type: none"> <li></li> </ol>	
<p><b>Highest Risk(s) from Risk Assessment Template (applicable to the two in the risk assessment only):</b></p>		

**Performance Outcome 3:  
Ontario Works cases exit to employment**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<b>Highest Risk(s) from Risk Assessment Template</b> - <u>Do not complete for this performance outcome for 2024</u>		

**Performance Outcome 4:  
Ontario Works cases do not return to the program within one year**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<b>Highest Risk(s) from Risk Assessment Template</b> - <u>Do not complete for this performance outcome for 2024</u>		

## Section 4 – Manage Program Delivery

In this section, SA delivery sites will identify key program management activities to ensure the program supports program integrity and is delivered in accordance with legislative and policy requirements.

### 4.1 Service Delivery Expectations

Develop an outline of how service delivery expectations will be managed to ensure the program is delivered in accordance with legislative and policy requirements and that financial assistance expenditures are accurate and meet ministry expectations (refer to Main Guidelines Document)

<b>Enter outline for each are of focus below (suggest 250 words max recommended per area)</b>
<b>Essential information reviewed and verified by 3<sup>rd</sup> party checks prior to transferring to ODSP (within the last 12 months)</b>
<ul style="list-style-type: none"> <li>Caseworker to complete ODSP File Transfer Checklist to ensure all criteria are met before transferring the file to ODSP.</li> </ul>
<b>24-month Reassessment (including Third Party Checks) on all OW cases</b>
<ul style="list-style-type: none"> <li>Provide direction to staff to input a task on the integrated case for 24 months, (or 12 months if the client is applying for ODSP) to conduct file reviews and third-party checks.</li> </ul>
<b>Timely follow up on deferrals from participation in employment related activities</b>
<ul style="list-style-type: none"> <li>Provide direction to staff to input a task on the integrated case to review participation deferrals. As clients are being supported in active participation with person-centered supports, the number of deferrals is much lower than prior to EST.</li> </ul>
<b>EVP is assigned and completed in established timeframes</b>
<ul style="list-style-type: none"> <li>Review EVP Performance and Activity reports to ensure EVP reviews are completed within established timeframes. Supervisors will conduct regular reviews of case audits completed by the EVP caseworker to validate outcomes and ensure proper procedures are being followed.</li> </ul>
<b>Application of up to 10% recovery rate for all overpayments</b>
<ul style="list-style-type: none"> <li>Review Overpayment Reports to ensure 10% recovery rate is being applied consistently and supervisors conduct file reviews to ensure notes are in place to document reason for any recovery rate lower than 10% and the approved time frame for reduced rate.</li> </ul>
<b>Financial assistance expenditures (subsidy claims submissions) are accurate and meet ministry expectations (list all Ontario Works benefits managed outside of SAMS and identify supporting documentation that will be provided with adjustments to subsidy claims and describe business practices for Ontario Works benefits managed outside of SAMS)</b>

- Dedicated finance staff who complete the subsidy claims and make the appropriate adjustments using the information from the CRS880 report.
- Subsidy Claims are completed on a monthly basis, with support from the Finance & OW Managers

## 4.2 Analysis of Resources

Conduct an analysis of resources using the **Supplementary Reporting Tool**. For more information refer to the Main Guidelines document.

## 4.3 Monitoring Activities

Demonstrate how SA delivery sites will be prepared to support the monitoring activities by documenting its approach to readiness from combination of resource, awareness and understanding perspectives.

For example, the SA Delivery sites will be ready to support by reviewing and becoming familiar with all relevant materials provided by the ministry to understand the monitoring activities and OW’s roles and responsibilities.

**Enter the approach for monitoring here (suggested 250 words max recommended per area)**

**Overall Readiness** (i.e., how your site will be ready to continuously support the monitoring activities)

- We commit to having a resource ready to support the monitoring activities.

**Submission of actual expenditures** (i.e., how to ensure your site will be able to submit the actual expenditures in a timely manner and engage in discussion when varied from budget)

- We will continue to submit the actual expenditures via TPON at interim and year-end

**Submission of outcomes achieved** (i.e., how to ensure your site will be able to submit the actuals in a timely manner and engage in discussions on outcome performance)

- We will continue to submit actuals at interim/year-end and provide MCCSS with additional information upon request (further variance explanations) when performance outcome targets are not achieved

**Performance reports** (i.e., how to ensure your site will be ready to leverage ministry provided reports in monitoring outcomes and key program delivery expectations)

- We will discuss results of existing/new performance report results/analysis with program supervisor

**Quality Assurance (QA) reviews** (i.e., how to ensure your site will be ready to leverage the results from the ministry performed QA reviews to determine possible course corrections, related monitoring and need for service plan amendments)

- We will provide MCCSS with additional information on the area selected for review by the Ministry to inform planning the Quality Assurance review

**Risk Mitigation Testing** (i.e., how to ensure your site will be ready to use ministry provided testing scripts to carry out testing of mitigation for the highest risks impacting performance outcomes as well as how the results of the testing will be used by your site)

- Use ministry created test scripts / questions to carry out the testing (what is working as intended and what is not) and submit back testing templates

## 4.4 Privacy

Conduct a Privacy Risk Assessment using the **Privacy Risk Assessment Template and Privacy Maturity Self-Reporting Tool**. Instructions are included within the document, but for more information refer to the Supplementary Guidelines.

**January 29, 2024**

Hon. Stephen Lecce

Minister of Education

5th Floor, 438 University Ave.

Toronto, Ontario

M7A 2A5

Sent by email to: [Stephen.Lecce@pc.ola.org](mailto:Stephen.Lecce@pc.ola.org)

## Re: Reduction in Early Years and Child Care Administrative Funding

Dear Minister Lecce,

The Ontario Municipal Social Services Association (OMSSA) and its members who make up the 47 Ontario's Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) want to thank you and our government for its leadership in making the Canada-Wide Early Learning & Child Care a reality for families and communities in Ontario.

We also want to acknowledge the hard work of Holly Moran and staff at the Ministry and the support they continue to provide Municipal Service Managers as the sector transitions through this significant change.

We are confident that by working in true partnership, the Province and Municipalities can and will ensure a full and successful implementation of the Canada-Wide Early Learning & Child Care (CWELCC) program in Ontario. Further, that by understanding each other's pressures and challenges and working together through them, that the planned child care spaces expansion plans will be fully developed.

Ontario's CMSMs and DSSABs are concerned with approximately \$85.5M in administrative reductions announced in December 2023. This announcement comes as a surprise to many Service Managers and will have a negative impact on municipal budgets and risks successful implementation of CWELCC in Ontario.

As the Ministry has seen in recent months, the sector needs strong Municipal Service Managers who will be able to provide supports to operators through this significant transitional phase, who will hold operators accountable for agreed upon targets and remove the politics from the real work that needs to be done in the community and for the families that are counting on the Province and Municipalities to get this right.

The reductions to CMSMs and DSSABs has inadvertently signaled a weakening relationship between the Ministry and Municipal Service Managers and is introducing a layer of volatility into the sector that is not needed or desired.

OMSSA's Board of Directors is requesting a meeting to further discuss these changes with yourself, Deputy Minister Kate Manson-Smith, and Assistant Deputy Minister Holly Moran.

### **Background and Context:**

Ontario is unique within Canada in that 47 municipal CMSMs and DSSABs are the Service System Managers for early years and child care. Service System Managers play a central role in the planning, funding, administration, and operation of early years and licensed child care services.

The Federal-Provincial CWELCC agreement, with a \$13.2B federal allocation to Ontario over five years, allows for a 10% administration threshold. The standard administration allocation for most provincial programs is 10%. Service System Managers are required to implement CWELCC and transform the existing system.

In 2019, the Province of Ontario signaled that pre-CWELCC administrative funding would be changed in two phases: first, by switching from 100% funded to a 50/50 provincial-municipal cost-share, and second, by reducing the threshold from 10% to 5%. These changes were temporarily deferred in 2019, and then further deferred given the pressures associated with managing the COVID-19 pandemic.

In 2021, the province instituted the first cost-share change, and in 2022, the second change related to the decrease in expenditure threshold. However, in response to the ongoing pandemic recovery, the province instituted a one-time transitional grant that completely offset the reduction in funding arising from these policy changes, up to and including the 2023 allocation.

In April 2022, a memo from the Ministry of Education stated that *“Administrative funding will be restored, as we recognize this is not the time to implement the previously announced funding cuts.”* In December 2023, the Ministry announced the administrative changes would be fully implemented with the expiry of the one-time transitional grant funding with an \$85.5M impact. Administration funding now represents 1% of the total allocation for CWELCC and is insufficient to manage the existing Early Years and Child Care system and implement the Federal-Ontario agreement that allows for up to 10% in administration support.

OMSSA calls on the Ministry of Education to reverse changes to administrative funding originally announced in 2019 and uphold its commitment communicated in April 2022 to restore the funding. One-time funding was helpful during the pandemic and recovery, but adequate and sustainable funding is required to support the implementation of CWELCC in Ontario.

### **Impact of Lost Funding and New Administrative Requirements:**



Service System Managers face a total reduction in funding of \$85,500,000. Individually urban, suburban, rural, and Northern communities will see significant reductions in funding.

For example, in the City of Toronto, the total impact is \$24M. York Region will see a reduction of \$6.7M. The City of Ottawa's reduction is \$4.7M, the City of Hamilton's reduction is \$3.7M, Niagara Region's reduction is \$1.6M, Durham Region's reduction is \$3.7M, the City of Greater Sudbury's reduction is \$1.2M. In Norfolk County, the reduction is \$432,916. The County of Dufferin's reduction is \$180,000, and Rainy River DSSAB's reduction is \$222,479. All 47 CMSMs and DSSABs will see a reduction in funding.

CWELCC implementation brought additional requirements that did not exist prior to the announcement on administration reductions. Some examples of new requirements include:

- New CWELCC implementation and management, extensive communication and change management with the sector, multiple iterations of guidelines.
- New increased oversight of CWELCC child care (monitoring of accountability requirements and financial viability, compliance audits, etc.)
- Implementation of a new CWELCC funding formula and the extensive change management that will be required for child care providers.
- New municipal role in licensing requests and revisions.
- For emerging issues, develop and implement an application process.
- New Growth Plans as an addendum to Service Plans.
- New Access & Inclusion Framework requiring collaboration with service providers and new data reporting.
- New Cross Jurisdictional Fee Subsidy Agreements.
- New EarlyON Mental Health Initiatives.
- New CWELCC expansion targets and extensive recurring reporting requirements.

CMSMs and DSSABs continue to face increased administrative pressures in its role as Service System Manager, arising from the ongoing and prescribed implementation of the CWELCC system, as well as regulatory changes, and new and changing provincial direction for program delivery.

### **Risk to CWELCC Implementation:**

Child care and early learning services are critical to the social and economic well-being of families and the community. Service Managers need to be supported with adequate and appropriate funding, tools and other resources to realize the success of the CWELCC implementation.

Timing of requirements must be adequate to achieve the intended objectives with reliable and fulsome data. Reductions in administrative funding will result in service delays and additional

costs to municipalities. It puts at risk successful and full implementation which will have a negative impact on children and their families.

The ability to implement the new policies and programs is contingent upon corresponding administration. Without adequate and sustainable funding, CMSMs and DSSABs will need to prioritize delivery based on funding. With increased administration and requirements associated with the CWELCC implementation, now is not the time, nor it is appropriate, to reduce funding to CMSMs and DSSABs.

The provincial government must follow through on the commitment it made in 2022 and fully restore this funding. An examination of the need for increasing service system planning resources must also be included the Program Review in 2024 to determine what is needed going forward.

**Partnership between Municipalities and the Province of Ontario on Early Years and Child Care:**

OMSSA and its Members appreciate the partnership and consultation that has occurred over early years and child care initiatives in Ontario.

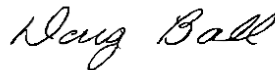
The scope of child care and early learning services provided by municipalities has increased over time and the lingering effects of the pandemic are still putting financial pressures on municipal budgets. Municipalities are facing fiscal challenges and can only raise money through property tax increases and user fees. Our members cannot run deficits and cannot afford any downloading or reductions in funding.

OMSSA and its Members respectfully ask the Ministry of Education to reconsider these administrative funding changes. We request to further discuss this issue ahead of the upcoming Ontario Budget. OMSSA and its Members stand committed to our provincial partnership and goal to fully implement CWELCC across the Province of Ontario.

Sincerely,



Henry Wall  
President



Doug Ball  
Executive Director

CC :

Kate Manson-Smith, Deputy Minister of Education

Holly Moran, Assistant Deputy Minister of Education

Hon. Jenna Sudds, Minister of Families, Children and Social Development

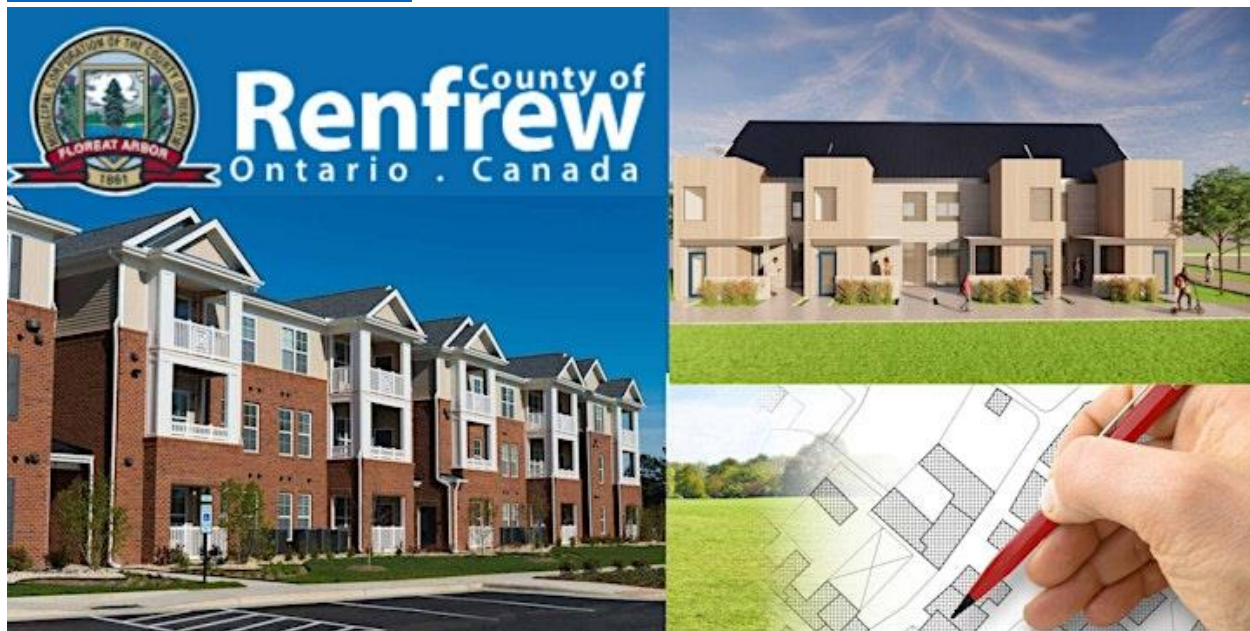
# County of Renfrew Affordable Housing Summit

April 4, 2024, 9:30 a.m to 4:00 p.m

myFM Centre, 1 Ma Te Way Park Drive, Renfrew, ON

Tickets available at Eventbrite

<https://www.eventbrite.ca/e/county-of-renfrew-affordable-housing-summit-tickets-847371229157?aff=oddtcreator>



## Agenda

9:30 a.m – 10:00 a.m Registration and Networking

10:00 a.m – 10:30 a.m Welcome and Opening Remarks

10:30 a.m – 12:00 p.m Real-Estate and Innovative Partnerships

12:00 p.m – 12:45 p.m Lunch

12:45 p.m – 1:45 p.m Canada Mortgage and Housing Corporation

1:45 p.m – 2:45 p.m Infrastructure Ontario

2:45 p.m – 3:00 p.m Break

3:00 p.m – 3:30 p.m A Vision for the Future

3:30 p.m – 4:00 p.m – Next Steps

To reserve a display area to share your organization's information or for general inquiries, please contact Jennifer Dombroskie at [jdombroskie@countyofrenfrew.on.ca](mailto:jdombroskie@countyofrenfrew.on.ca) or 613-312-2735. Lunch and refreshments included.

# EASTERN ONTARIO REGIONAL HOUSING SUMMIT

Presented by 

May 28, 2024 10:00 am – 4:00 pm  
Ottawa Events and Conference Centre, 200 Coventry Rd, Ottawa

The 2024 Housing Summit will explore how are we coordinating as a region to ensure a sufficient housing supply for residents now and in the future, as well as offering the variety of housing that people want and can afford, and that fits with the lifestyle they want in their particular stage of life.

The Summit will look at population trends and housing demand in Eastern Ontario – both from people moving out of major centres in the area into the smaller surrounding rural communities, and the influx of population and subsequent housing demand into Eastern Ontario from other parts of the province.

We'll also look at both how the regional economy impacts housing demand, and conversely how housing affordability and supply in the region will affect our economy.

The Ontario Home Builders' Association's Eastern Ontario Regional Group is home to over 800 firms in the residential construction and professional renovation industry, spanning west to east from Peterborough to Ottawa and north to south from Algonquin Provincial Park to the Seaway Region.

Hosted by:



## AGENDA

9:00	10:00	Registration
10:00	10:30	<b>Opening Remarks and Introductions</b>
10:30	12:00	<b>Plenary Session: Population Migration and Housing Demand in Eastern Ontario</b> Mike Moffat, Senior Director, Smart Prosperity Institute
12:00	13:00	Lunch

### *Breakout Sessions Round 1 13:00 -14:00*

#### **Housing in Smaller Municipalities**

Moderated by Eastern Ontario Wardens' Caucus

- Regional Advocacy and the 7 in 7+ Regional Housing Plan
- Frontenac Municipal Services Corporation Communal Servicing in Rural Communities
- Rural Ontario Institute's Rural Housing Information System

#### **Housing in Urban Centres**

Moderated by Greater Ottawa Home Builders' Association

- Housing Pledges from the Province
- Infill Housing
- Expansion Lands

### *Breakout Sessions Round 2 14:00 -15:00*

#### **Economic Development/Drivers in Eastern Ontario**

Moderated by Eastern Ontario Business Journal

- Panel & Discussion

#### **Innovation in Housing**

- Modular Housing
- Capacity for Building
- Impact on Housing Solutions for Eastern Ontario

15:00	16:00	<b>Plenary Session and Closing Remarks</b>
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## Renfrew County (RC) Hoarding Management

### A Proposal submitted by:

Pembroke Regional Hospital Mental Health Service Renfrew County (PRH-MHSRC) to:

RC Community Services Committee under the *Homeless Prevention Program* with the goal to:

- *Improve housing stability for the Residents living with Serious Mental Illness*

**Author:** Mireille Delorme, Director PRH-MHSRC

### **At Issue- The Challenge that Hoarding +/- Squalor presents for Renfrew County Housing and Home Preservation for people living with Mental Illness**

**Hoarding** is understood as a mental health disorder where an individual has strong urges to acquire and save items and experiences distress at the thought of discarding them which results in an accumulation that covers the living area. Hoarding may also involve keeping many animals without the ability to care for them adequately.

While our understanding of hoarding has grown, it is not complete. Hoarding is accepted as a mental health condition in the *Diagnosis and Statistical Manual of Mental Disorder (DSM-5)*. It is often associated with other conditions including anxiety, depression, trauma, obsessive compulsive disorder and even a genetic pre-disposition.

Different estimates of prevalence lead us to believe that the incidence of hoarding could range anywhere from 2% to 6 %. We can speculate then that Renfrew County could easily count at least two thousand dwellings where hoarding is developing.

Not every situation involving large accumulation of content affecting function in and around the home is because of a mental health disorder per se. Individuals may find themselves living in similar conditions which have developed because of mobility loss, impaired cognitive impairments from traumatic or acquired brain injury, compounded by other health and social factors including substance use.

**Hoarding** is to be distinguished from **Squalor**, which is the degradation from filth or neglect, e.g. rotting food, human or animal waste and infestation. Hoarding does not automatically lead to squalid conditions.

### **Hoarding is associated with many risks and problems.**

Financially, income is often spent or sacrificed on unnecessary acquisitions or storage unit rentals. Staying sufficiently organized to pay bills and taxes becomes a challenge at the expense of one's utilities, home ownership or rental options.

Hoarding also strains relationships and can lead to social, emotional isolation with neighbors, family and friends having different perspectives on household clutter.

Basic activities of daily living like cooking, laundry, bathing may become compromised from blocked passageways or occupied counter, floor and any other surfaces.

Finally, hoarding poses health and safety risks from unsanitary conditions, falls or entrapment to the home occupants and those who need to enter the home such as social and health care providers, or even the Fire Department in case of fire.

**At issue** is also the fact that preservation of a rental dwelling as a healthy, functional and neighborly home can be a real challenge when dealing with hoarding. In these situations, **Renfrew County Housing** is routinely confronted with the need to intervene to promote home safety and prevent evictions. Thousands of dollars and important human resources can be spent cleaning out a home only to discover that infestation, squalor and high content has re-emerged months later.

The root cause of hoarding is not always clear, and the optimal approach required for a lasting solution can be elusive. MHSRC can offer guidance but only in a limited capacity given the human resource shortage.

**The Ask-** The following is a request to the **RC Community Services Committee** to fund one dedicated, full-time equivalent hoarding specialist position from the PRH-MHSRC, for the duration of one year, to support direct intervention and capacity building in collaboration with Renfrew County Housing Staff and other key community partners including Fire Departments.

## Proposal Components

It can be difficult to determine where to start the decluttering process when confronted with competing needs. A three-tiered approach to managing hoarding is accepted as **best practice** guiding assessment and intervention objectives for all involved.

The **first tier** focuses on the elimination of immediate risks related to fire, egress, and home occupants' basic needs. The **second-tier** intervention focuses on order compliances often essential to home preservation in a rental situation. Finally, the **third tier** focuses on quality-of-life improvement based on the occupant's goals.

Based on this intervention framework, the MHSRC would collaborate with RC Housing towards **the following goals**:

1. Building RC Housing Case Worker capacity for assessment and intervention through education, training and mentorship;
2. Providing direct assessment, consultation and recommendations guiding interventions including system navigation;
3. Providing direct intervention through the group "Buried in Treasure" education/support group;
4. Facilitating the development of a community-based protocol for intervention involving key partners including the Fire Departments and SPCA.

## Anticipated Output

1. Protocol for assessment and intervention based on the three-tiered approach
2. Inter-agency collaborative model and protocol guiding RC Housing, MHSRC, Fire Department and other key agencies by clarifying roles and priority interventions
3. Direct client referral consultations and recommendations including time limited intervention
4. Provision of "Buried in Treasure" education/support group to those Clients referred and meeting the inclusion criteria based on presenting condition.
5. Provision of risk factor screening tool(s) that would facilitate early identification and monitoring of those Client residents most likely to develop hoarding behavior.

## Anticipated Short-Term Benefits

Over the course of this 12-month collaboration, RC Housing should experience the following benefits:

1. Reduce, towards gradual elimination RC Housing homes with hoarding level 4 (\*) and over on the Clutter Image Rating Scale (CIRS) (Ref.1). (\*) Occupants will have an average of two minutes to evacuate a home on fire before the smoke levels are toxic. This drops to 30 seconds when home clutter is 4 or higher on the CIRS.
2. Significant reduction in the number of RC Housing homes requiring Tier 1 and 2 interventions.
3. Increased RC Housing Caseworker confidence and ability for early identification of hoarding risks and prioritize monitoring needs. (\*) as defined by the implementation team.
4. Increased RC Housing Case Worker confidence and ability to conduct hoarding assessments to determine those situations within their scope of intervention and those where a referral to MHSRC is indicated for more guidance.
5. Increased RC Housing Case Worker confidence and ability to implement strategies to support goal achievement for Tier one and two (respectively, addressing imminent risks and correcting orders to pass inspections) up to tier three (improvement of quality of life).
6. Improved RC Housing Resident access to MHSRC for consultation and time limited intervention needed to inform fulsome recommendations.
- 7/ Improved access to RC Residents meeting criteria to MHSRC “Buried in Treasure” group intervention.
8. Increased identification and referral number to health and social services required to support recovery.
9. Improved confidence and clarity about respective agency roles and priority actions amongst the key community partners calling to respond to hoarding issues including Fire Department, SPCA.
10. Baseline information on the number of hoarding and squalor risk home to be able to provide closer monitoring.



11. Increase RC Housing health and safety practice when dealing with high content and squalor conditions.

### **Potential Long-Term Benefits**

1. Decreased risks of entrapment and fires associated to hoarding
2. Decreased incidences of infestation due to hoarding and squalor
3. Decreased incidences of animal hoarding identified per year.
4. Decreased incidences of public complaints associated with hoarding and squalor.
5. Increased public awareness about hoarding as a mental health condition requiring support.

### **Proposal Expenses:**

Cost of 1 FTE MHSRC Hoarding Specialist Resource (12 months' Salary-Benefits): \$97,000.

Travel Cost Budget to direct Resident Homes (12 months): \$8000.000 (@.57 per km)

**Total:** \$105,000

**Proposed Implementation date: April 1<sup>st</sup>, 2024**

**First deliverable-** Work Plan for the following 12 calendar months

### **References:**

1. Clutter Image Rating Scale:  
<https://kwprofessionalorganizers.com/2016/07/clutter-image-rating-tool/>
2. Edsell-Vetter, Fulton and Hacker, (August 2015), *Effective Hoarding Intervention, Using a case management model for reducing clutter and changing behavior*

March 27, 2024

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. Community Paramedic Program**

#### Mental Health Training

Community Paramedics were invited to the Algonquins of Pikwàkanagàn First Nation for an extensive third-party mental health training session led by the Algonquins of Pikwàkanagàn First Nation Mental Health Team. This specialized training equipped practitioners with enhanced skills and knowledge to engage and align with relevant local and broader knowledge and initiatives within the indigenous health circle.

#### Stakeholder Meetings and Training Sessions - mesa

Community Paramedics engaged in meetings with stakeholders at the Grind Pembroke to discuss the creation of a comprehensive plan to provide support and resources for the precariously housed and mental health population in Renfrew County. Recognizing the importance of leveraging existing programs and services in a team-based approach to address identified barriers and challenges to safety and well-being and building a communication strategy platform to align with the mesa strategy. In addition to these meetings, Community Paramedics, in collaboration with Public Health, conducted CPR and Naloxone training sessions for volunteers working with vulnerable populations to enhance community safety and response in critical situations.

### **2. Paramedic 9-1-1 Operational Update**

Ongoing benefits continue to be seen from the implementation of the additional 24 hours of paramedic coverage that began in July 2023. There is a steady decrease in operational staff end of shift overtime and a corresponding reduction in meal claim costs. Improved workload distribution across Paramedic units has resulted in increased availability for emergency response with a more consistent geographic spread of available units.

#### Commander in Dispatch

The presence of a Paramedic Service Commander in the Ministry of Health Renfrew Communication Centre has led to a marked increase in situational awareness for operations. As a result, there is enhanced deployment of 911 Paramedic Units, improved coordination of specialty teams such as Sierra Team and Peer Support, and optimized use of Emergency Response Units and Operational Commanders. With the impending

implementation of the Medical Priority Dispatch System at the Renfrew Central Ambulance Communications Centre, there have been significant planning and deployment related sessions over the past year. Public information will be available soon.

**3. Butterfly Approach Project – Miramichi Lodge**

Meaningful Care Matters Nurse Consultant Mary Kneale conducted an audit of the Miramichi Lodge 1A Resident Home Area (RHA) on Tuesday, February 27, 2024 for the Butterfly Model of Care Accreditation certification. The management team, staff, and volunteers have completed extensive training and have embraced a cultural shift to “feelings-based care” in support of meaningful engagement with residents living with dementia. Council will be kept apprised of the accreditation results.

**RESOLUTIONS**

**4. Quality Improvement Plans**

**RESOLUTION NO. H-CC-24-03-35**

Moved by Chair

Seconded by Committee

THAT County Council authorize the Warden, Chief Administrative Officer, and the Director of Long-Term Care to sign and submit the Quality Improvement Plans (QIPs) for Bonnechere Manor and Miramichi Lodge and submit to Health Quality Ontario before the March 31, 2024, deadline.

**Background**

Ontario Health, Ministry of Health, and the Ministry of Long-Term Care continue to align quality improvement efforts to better reflect current priorities and health system changes and requires the submission of an annual Quality Improvement Plan (QIP). A QIP is a formal, documented set of commitments that a health care organization makes to its residents, staff, and community to improve quality through focused targets and actions. QIPs are used in many sectors to assist organizations in delivering quality programs and services. Ontario Health defines the priority indicators and populates the relevant data through the annual resident satisfaction survey and the Resident Assessment Instrument – Minimum Data Set (RAI-MDS).

## 5. Long-Term Care Homes Smoking Policy

### **RESOLUTION NO. H-CC-24-03-36**

Moved by Chair

Seconded by Committee

THAT County Council recommends that Policy G-009 Smoking Regulations for the County of Renfrew Long-Term Care Homes, Bonnechere Manor and Miramichi Lodge remain applicable, permitting residents of Bonnechere Manor and Miramichi Lodge to smoke on the properties, in a designated outdoor smoking area.

#### **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.

After reviewing the smoking practices at both Homes over the past year, each Home has noted an increase in applicants who smoke seeking placement. At times, this presents as a challenge where a resident no longer able to smoke independently in a safe manner, requires smoking cessation and is unwilling to do so. Notwithstanding, the rationale to permit resident smoking on Home grounds as a means to mitigate potential injury associated with vacating each of the Home properties remains germane. Council's support is requested for the County of Renfrew Long-Term Care Homes Policy G-009 Smoking Regulations, remain applicable until such time a reassessment maybe warranted.

## **BY-LAWS**

## 6. Emergency Management Funding

### **RESOLUTION NO. H-CC-24-03-32**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law to accept the Community Emergency Preparedness Grant - Transfer Payment Agreement that outlines the approved funding and required actions to receive \$49,600 in support of emergency preparedness in the County of Renfrew.

#### **Background**

Attached as Appendix ES-I is a Letter of Approval, containing funding terms and conditions, from Ms. Ruby Nayyar, Senior Manager, Design and Implementation Unit, Emergency Management Ontario confirming funding and providing terms of from the Community Emergency Preparedness Grant ("CEPG") Program in the amount of \$49,600 in support of emergency preparedness in the County of Renfrew. The agreement for this funding was previously circulated to Council.

This initiative supports Strategic Goal #6, Environmental Resiliency.

**7. 2023/24 – 2025/26 Community Paramedic Website and Education Agreement**

**RESOLUTION NO. H-CC-24-03-33**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law authorizing the Warden and Clerk to sign an agreement with Ontario Health for the development of a Community Paramedicine website in consultation with industry partners.

**Background**

Ontario Health will provide funding to the County of Renfrew, to develop a Community Paramedicine website in consultation with industry partners, including migrating the current Community Paramedic Secretariat domain and establishing an online knowledge translation tool for Community Paramedicine programs and partner organizations.

**8. Local Priorities Fund – Miramichi Lodge**

**RESOLUTION NO. H-CC-24-03-37**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law authorizing the Warden and Clerk to sign the 2023/24 Local Priorities Fund – Batch 3 Agreement for specialized equipment associated with IV and wound care in the amount of \$47,100 with Ontario Health.

**Background**

Ontario Health, through Ontario Health East, advised the Corporation of the County of Renfrew, Miramichi Lodge will receive one-time funding in the amount of \$47,100 in the fiscal year 2023-24 to support the purchase of specialized equipment and/or associated training for IV care and wound care that commonly lead to avoidable emergency department visits.

**9. Short-Stay Respite Care Beds Agreement with Ontario Health**

**RESOLUTION NO. H-CC-24-03-38**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law authorizing the Warden and Clerk to sign the 2024 Short-Stay Respite Care Beds Agreement with Ontario Health for the operation of two short-stay respite care beds at Miramichi Lodge, effective January 1, 2024, to December 31, 2024. CARRIED.

**Background**

Miramichi Lodge agreed to operate two short-stay respite care beds in 2024. Ontario Health, through Ontario Health East, informed Miramichi Lodge on March 1, 2024, of the

approval to operate two short-stay respite care beds effective January 1, 2024, to December 31, 2024.

Ontario Health, through Ontario Health East, advised that Bonnechere Manor's two short-stay respite care beds will be discontinued in 2024 and that the beds will be converted to long-stay beds. Bonnechere Manor will consider the reopening of the two short-stay beds in 2025 if the staffing complement permits.

All of which is respectfully submitted.

Michael Donohue, Chair

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

**COUNTY OF RENFREW**

**BY-LAW NUMBER 42-24**

**A BY-LAW TO ENTER INTO AN AGREEMENT WITH THE PROVINCE OF ONTARIO TO ACCEPT THE  
COMMUNITY EMERGENCY PREPAREDNESS GRANT IN SUPPORT OF EMERGENCY PREPAREDNESS IN  
THE COUNTY OF RENFREW**

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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 the Province of Ontario to accept the Community Emergency Preparedness Grant - Transfer Payment Agreement that outlines the approved funding amount and required actions to receive \$49,600 in support of emergency preparedness in the County of Renfrew.

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 the Province of Ontario.
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 March 2024.

READ a second time this 27th day of March 2024.

READ a third time and finally passed this 27th day of March 2024.

---

PETER EMON, WARDEN

---

GWEN DOMBROSKI, CLERK

**Treasury Board Secretariat**  
Emergency Management Ontario

25 Morton Shulman Avenue  
Toronto ON M3M 0B1

**Secrétariat du Conseil du Trésor**  
de la gestion des situations d'urgence Ontario

25, rue Morton Shulman Toronto  
ON M3M 0B1



Craig Kelley  
The County of Renfrew  
9 International Drive  
Pembroke  
ON  
K8A6W5  
ckelley@countyofrenfrew.on.ca

Date: February 27, 2024

**Re: Approval Letter for Community Emergency Preparedness Grant ("CEPG") Program**

Dear Craig Kelley:

On behalf of the Province of Ontario (the "Province"), I am pleased to inform you through this Approval Letter that your application to the CEPG Program has been approved for a grant in the amount of **\$49,600.00** in support of your emergency preparedness project as described in section E of your application form (Case Number 2023-11-1-2336692854).

The mandate of Emergency Management Ontario ("EMO") is to ensure that Ontarians are safe, practiced and prepared before, during and after emergencies. This includes access to resources to support emergency management and preparedness. The CEPG Program supports this mandate by providing funding to help community organizations purchase emergency supplies, equipment and services.

As part of the CEPG Program, all funding recipients must comply with the terms and conditions contained within section I of the application form, for the entire duration of the agreement. In accordance with these terms and conditions, you should also be aware of and comply with the following:

**A. Communications Protocol:**

Applicants wishing to publicly communicate about their funding will require prior approval from the Province. Please send an email to [EMOCommunityGrants@ontario.ca](mailto:EMOCommunityGrants@ontario.ca) seeking approval of publications. Approval may take up to 30 days, please plan communications accordingly and in advance.

In addition to providing the Province with notice before communicating publicly, your organization/municipality/location may be asked to coordinate announcement timing with the Province.



**B. Key Dates:**

- i. Effective Date: February 27, 2024
- ii. Completion Date: August 30, 2024
- iii. Report back date: September 13, 2024
- iv. Expiry Date: October 31, 2024

**C. Approved Budget:**

Please see the following approved budget below. As a successful applicant, you will be required to adhere to this approved budget.

<b>Expense Category</b>	<b>Approved Budget</b>
Supplies	2,800.00
Capital Equipment	20,500.00
Operating Equipment	6,000.00
Services	0.00
Training	20,300.00
Administration Costs	0.00
Other	0.00
<b>Total Funding</b>	<b>49,600.00</b>

Approved costs for each recipient are limited to a maximum of \$50,000, as reflected in the approved budget above. Any additional costs in excess of this amount incurred to complete the Project (including in-kind contributions) are the full responsibility of your organization.

**D. Report Back Requirements:**

Pursuant to the terms and conditions and as described in section H of the application form, all recipients of grant funding are required to report back to the Province by the deadline set out above.

Failure to meet any of these reporting requirements may impact your organization's ability to receive holdback funding (if applicable) and eligibility for future funding in any future iterations of the CEPG Program. Please refer to Transfer Payment Ontario ("TPON") for the report back template and instructions.

**E. Payment Schedule:**

The following is an overview of the payment schedule for your organization:

<b>Payments</b>	<b>Amount</b>	<b>Payment Date</b>
Funding release	49,600.00	Up to 15 Business Days after the Business Day that all of the following have been received by the Province: <ul style="list-style-type: none"> <li>• Copy of notification to elected official/head for awareness; and</li> </ul>

		<ul style="list-style-type: none"> <li>• Certificate of insurance.</li> </ul>
Holdback funding release (if applicable)	\$0	Up to 10 Business Days after the Province's acceptance of the Report Back.
<b>Total Project Funding</b>	<b>49,600.00</b>	

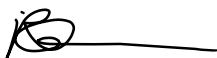
**Action Required – to be completed within 10 Business Days of receipt of this letter.**

The release of project funds will be subject to your acknowledgement of this Approval Letter by completing the following steps and the submission of supporting documentation in the TPN portal:

1. Provide a copy of notification that the elected official or head (i.e., Chief, Regional Chair, Mayor, Warden, Head of Council, President) of your organization is aware of the approved project funding.
2. A certificate of insurance with a commercial general liability limit of not less than \$2 million (\$2,000,000) in the organization's name must be provided, which confirms the insurance coverage and indemnity required by the terms and conditions of the grant program, including any additional requirements pursuant to section 12.0 of the general terms and conditions, signed by an authorized insurance representative. The certificate of insurance must:
  - Identify a duration of coverage for the organization up to the Expiry Date shown above.
  - Identify the Treasury Board Secretariat as an additional insured, represented in the following language, "His Majesty the King in right of Ontario as represented by the President of the Treasury Board and the members of the Executive Council of Ontario, and their directors, officers, advisors, agents, appointees and employees".
  - Confirm the insurance policy includes a cross-liability clause and contractual liability coverage; and
  - Include a statement that the Certificate Holder will be notified of any cancellation or material change within 30 days.
3. If not set up, register for direct deposit at the following link: [Doing business with the Government of Ontario | ontario.ca](https://www.ontario.ca/doing-business)

Should you have any concerns or questions regarding this Approval Letter specifically, please reach out via email to [EMOCommunityGrants@ontario.ca](mailto:EMOCommunityGrants@ontario.ca) or please call 1-855-216-3090.

Looking forward to collaborating with you.



Ruby Nayyar  
 Senior Manager, Design and Implementation Unit,  
 Emergency Management Ontario  
 Treasury Board Secretariat

**COUNTY OF RENFREW**

**BY-LAW NUMBER 43-24**

**A BY-LAW TO ENTER INTO AN AGREEMENT WITH ONTARIO HEALTH FOR THE DEVELOPMENT OF A COMMUNITY PARAMEDICINE WEBSITE IN CONSULTATION WITH INDUSTRY PARTNERS.**

---

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 Ontario Health for the development of a Community Paramedicine website in consultation with industry partners.

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 Ontario 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 March 2024.

READ a second time this 27th day of March 2024.

READ a third time and finally passed this 27th day of March 2024.

---

PETER EMON, WARDEN

---

GWEN DOMBROSKI, CLERK



February 16, 2024

Michael Nolan  
Chief Paramedic & Director, Emergency Services  
Corporation of the County of Renfrew  
9 International Drive  
Pembroke, ON K8A 6W5

**RE: 2023/24 – 2025/26 COMMUNITY PARAMEDICINE WEBSITE AND EDUCATION AGREEMENT**

Dear Michael,

We are pleased to provide you with the 2023/24 – 2025/26 Community Paramedicine Website and Education Agreement (the “**Agreement**”) for your organization.

Funding provided via the Agreement is intended to develop a Community Paramedicine website, migrating the current Community Paramedic Secretariat domain and establishing an online Knowledge Translation tool for Community Paramedicine programs and partner organizations.

The Agreement and its corresponding Schedules are attached, the preparation and implementation of which are guided by, among other things, the Ontario Government's Transfer Payment Accountability Directive. Please be advised that the terms and conditions of the Agreement are mandatory and non-negotiable.

**NEXT STEPS:**

- Please sign the attached Agreement and return an electronic copy to [HealthSystem.Agreements@ontariohealth.ca](mailto:HealthSystem.Agreements@ontariohealth.ca) **within 1 week upon receipt of this letter.**
- If you have any questions about the Agreement, please contact Simone Walters, Manager, Performance and Accountability, Regional Programs, Ontario Health at [Simone.Walters@ontariohealth.ca](mailto:Simone.Walters@ontariohealth.ca).
- If you have any questions about the Best Care in Primary Care program, please contact Lora VanBerlo, Director, Health Equity and Priority Populations, Ontario Health at [Lora.Vanberlo@ontariohealth.ca](mailto:Lora.Vanberlo@ontariohealth.ca).

We would like to take this opportunity to thank you for your leadership, support, and commitment to advancing Community Paramedicine through your participation in the Agreement.

Sincerely,



Elham Roushani  
Chief Financial Officer  
Ontario Health



Wilfred Cheung  
Interim Chief Regional Officer, Toronto and East  
Ontario Health

cc: Samatha Colwell-Castles, Director, System Strategy, Planning, Design & Implementation, Ontario Health

Encl.

**2023/24 – 2025/26 COMMUNITY PARAMEDICINE WEBSITE AND EDUCATION AGREEMENT**

**THIS AGREEMENT** is effective as of the 1<sup>st</sup> day of January, 2024 (the “**Effective Date**”) between **ONTARIO HEALTH (“OH”)** AND **CORPORATION OF THE COUNTY OF RENFREW** (the “**Recipient**”)

(Each of OH and the Recipient is a “**Party**” to this Agreement, and both are the “**Parties**”.)

**BACKGROUND**

- A.** OH wishes to engage the Recipient to participate in one or more OH Program(s) as described in Schedule “B” (the “**Program**”) commencing on January 1, 2024 and ending on March 31, 2026. For clarity, each period commencing on April 1 and ending on the immediately following March 31 is referred to herein as a “**Fiscal Year**”.
- B.** In furtherance of the Program, and at the request of the Ministry of Health (the “**Ministry**”), OH has agreed to transfer certain funds to the Recipient to address, among other things:
  - a. Technical and content requirements gathering;
  - b. Implementation of web hosting, software and licensing, security and development and design for a website; and
  - c. Ongoing service, technical support and management including maintenance, updates, and content design and creation.
- C.** Subject to the terms and conditions of this Agreement, OH has identified that the Recipient should receive funding to address the purposes set out above.

**IN CONSIDERATION** of the mutual covenants and agreements contained in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

**1. SCHEDULES**

1.1 This Agreement includes and incorporates the following schedules:

- Schedule “A”: Funding
- Schedule “B”: Performance Requirements
- Schedule “C”: Reporting Requirements
- Schedule “D”: Subcontractor Requirements

## 2. REPRESENTATIONS, WARRANTIES AND COVENANTS

2.1 **General.** The Recipient represents, warrants and covenants that:

- (a) it is, and will continue to be for the period during which this Agreement is in effect, a validly existing legal entity or partnership, existing under applicable provincial and federal laws, with full power to fulfill its obligations under this Agreement;
- (b) it has, and will continue to have for the period during which this Agreement is in effect, the experience and expertise necessary to carry out the Program;
- (c) it is, and will continue to be for the period during which this Agreement is in effect, in compliance with all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules and by-laws related to any aspect of the Program, the Funds, and this Agreement, including, without limitation O. Reg. 114/94 of the *Medicine Act, 1991* (collectively, “**Applicable Law**”);
- (d) if the Recipient is an integrated community health services centre, as such term is defined in the *Integrated Community Health Services Centres Act, 2023*, the Recipient shall deliver to OH a copy of the license as set out in Section 4(1) of the *Integrated Community Health Services Centres Act, 2023*;
- (e) if the Recipient is a long-term care home, as such term is defined in the *Fixing Long-Term Care Act, 2021*, the Recipient shall deliver to OH a copy of the license or approval as set out in Section 98(1) of the *Fixing Long-Term Care Act, 2021*;
- (f) the Recipient will, upon request, provide to OH a copy of any other license, permit, approval or certificate required in order for the Recipient to operate in compliance with Applicable Laws and to perform its obligations under this Agreement and the Program; and
- (g) unless otherwise provided for in this Agreement, any information the Recipient provided to OH in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete for the period during which this Agreement is in effect.

2.2 **Execution of Agreement.** The Recipient represents and warrants that it has:

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

- 2.3 **Governance.** The Recipient represents, warrants and covenants that it has, and will maintain, in writing for the period during which this Agreement is in effect:
- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient’s organization;
  - (b) procedures to ensure the ongoing effective functioning of the Recipient;
  - (c) decision-making mechanisms for the Recipient;
  - (d) procedures to enable the Recipient to manage Funds prudently and effectively;
  - (e) procedures to enable the Recipient to complete the Program successfully;
  - (f) procedures to enable the Recipient, in a timely manner, to identify risks to the completion of the Program, and strategies to address the identified risks;
  - (g) procedures to enable the preparation and delivery of all reports required pursuant to Subsection 4.2; and
  - (h) procedures to enable the Recipient to deal with such other matters as the Recipient considers necessary to ensure that the Recipient carries out its obligations under this Agreement.
- 2.4 **Supporting Documentation.** Upon request, the Recipient will provide OH with proof of the matters referred to in this Section 2.

### 3. FUNDING

- 3.1 Subject to the terms and conditions set out in this Agreement, OH shall provide the Recipient with funding for the Program in the amounts and in accordance with the requirements specified in Schedule “A” (the “**Funds**”). OH is not obligated to provide any Funds beyond the maximum aggregate amounts set out in Schedule “A”.
- 3.2 All Funds specified in Schedule “A” are provided to the Recipient for: (a) Performance Requirements that must be completed by the end of the Fiscal Year and in accordance with the terms and conditions of this Agreement; and (b) Reporting Requirements that must be completed in accordance with the terms and conditions of this Agreement.
- 3.3 Notwithstanding any provision in this Agreement, the payment of any Funds to the Recipient is conditional upon OH’s receipt of funds from the Ministry designated for the purposes of the Program and in such amounts sufficient to cover the funding obligations of OH under this Agreement.



- 3.4 The Parties acknowledge that the Ministry may make additional funding allocations in connection with the Program to OH. In the event that OH transfers such additional funding to the Recipient, the terms and conditions of this Agreement shall apply.
- 3.5 Without limiting any rights of OH herein, the Recipient shall, upon expiry or early termination of this Agreement, return to OH any unspent Funds remaining in its possession or control, unless otherwise agreed to by OH in writing. Funds spent by the Recipient in breach of this Agreement are subject to immediate repayment to OH upon demand.
- 3.6 In connection with the Program, the Recipient may choose to engage a subcontractor to ensure adequate completion of the Program. Where this occurs, the Recipient shall enter into a performance agreement with such subcontractor to bind the subcontractor to the applicable obligations and requirements of the Recipient in this Agreement. The performance agreement between the Recipient and the subcontractor shall include the requirements outlined in Schedule “D”. The engagement of a subcontractor shall not relieve the Recipient of its obligations under this Agreement and the Recipient shall at all times remain jointly and severally liable for the acts or omissions of its subcontractors.
- 3.7 Upon direction from OH, the Recipient shall return all unspent Funds to OH following the end of the Fiscal Year settlement process. Notwithstanding the foregoing, OH may, in writing, permit the Recipient to retain any unspent Funds if OH determines the Recipient has successfully completed the Performance Requirements set out in Schedule “B” for one or more OH programs.

#### **4. PERFORMANCE AND REPORTING REQUIREMENTS**

##### **4.1 Performance Requirements - General**

- 4.1.1. The Recipient shall actively promote the quality standards as identified by OH and perform the requirements, deliverables, and expectations as described in Schedule “B” (collectively, the **“Performance Requirements”**).
- 4.1.2. At all times and notwithstanding the expiration of the Term (as defined below) of this Agreement, the Recipient agrees to continually support and promote the improvement of performance and quality indicators determined by OH from time to time, including the priority indicators included in the applicable performance scorecards issued by OH.

##### **4.2 Reporting Requirements**

- 4.2.1. The Recipient agrees to provide to OH the reports, updates, and performance data as specified in Schedule “C”, in accordance with the timelines and content requirements set out therein (the **“Reporting Requirements”**). The Reporting Requirements will address both short and long-term needs, and will be reviewed on a periodic basis with the Recipient at such times as determined by OH.

- 4.2.2. In addition to the Reporting Requirements specified in Schedule “C”, the Recipient agrees to submit to OH any other reports reasonably requested by OH, in the form, and in accordance with the timelines as agreed to with the Recipient.
- 4.2.3. Each Party confirms its commitment to working collaboratively to continually improve the performance and quality of the Program over time.

## **5. PERFORMANCE AND REPORTING MANAGEMENT**

### **5.1 Reviews**

- 5.1.1. OH will conduct periodic performance reviews to assess progress against the Performance Requirements and compliance with the Reporting Requirements at such times as determined by OH.
- 5.1.2. In the event that the Recipient fails to achieve any of the Performance Requirements, OH may take any or all of the following actions: (i) work together with the Recipient to improve performance; (ii) require the Recipient to immediately repay the proportion of the Funds that relates to the outstanding Performance Requirements; (iii) adjust or withhold future funding from OH; and (iv) take such other action as OH deems advisable in the circumstance.
- 5.1.3. Notwithstanding anything to the contrary, if OH determines, acting reasonably, that the Performance Requirements and Reporting Requirements are, in whole or in part, unable to be achieved by the Recipient due to factors beyond the Recipient’s control, OH will collaborate with the Recipient to develop and implement a mutually agreed upon joint response plan which may include an amendment to the Recipient’s obligations under this Agreement. For clarity, in such event, failure to meet an obligation under this Agreement will not be considered to be a breach of this Agreement to the extent that such failure is caused by a factor beyond the Recipient’s control, as determined by OH acting reasonably.

## **6. IN-YEAR RECONCILIATION, ADJUSTMENTS, & YEAR-END SETTLEMENT**

### **6.1 In-Year Reconciliation and Adjustment**

- 6.1.1. An in-year reconciliation process may be undertaken by OH in its sole discretion, and at such time as determined by OH.
- 6.1.2. As a result of the in-year reconciliation process, where OH, in consultation with the Recipient, determines that an in-year re-allocation of Allocated Volumes to another organization is required, OH will effect such adjustment by providing written notice to the Recipient. If necessary, OH may require the Recipient to return to OH that portion of the Funds already paid by OH that relates to the re-allocation. Any re-allocation will be documented in an in-year re-allocation letter from OH.

## 6.2 Year-End Settlement

- 6.2.1. OH will also undertake a settlement process following the end of the Fiscal Year to determine whether all Performance Requirements have been successfully performed.
- 6.2.2. Where Performance Requirements have not been successfully performed, upon written notice to the Recipient, the Recipient shall forthwith return to OH that portion of the Funds that relate to the performance shortfall.
- 6.2.3. Year-end settlement will be conducted using the settlement criteria and system as set out in Schedule "A".
- 6.2.4. OH will endeavour to complete the year-end settlement by September 30 of the Subsequent Fiscal Year, provided that OH receives all necessary data required to perform the year-end settlement within the requested time frame.

## 7. CHANGE IN LEGAL STATUS

- 7.1 The Recipient shall provide thirty (30) days' written notice to OH prior to any dissolution, amalgamation, legal or business name change or any other action that would change the legal status of the Recipient. The notice should outline the details of such actions, including without limitation, the Recipient's new legal name, operating name, contact information, address, and authorized signatories, as applicable. Failure to provide such notice may result in delays in or cancellation of the payment of Funds.

## 8. TERM & TERMINATION

- 8.1 This Agreement shall commence on the Effective Date and continue until March 31, 2026 (the Term).
- 8.2 Notwithstanding Subsection 8.1, in the event that OH pays funds to the Recipient in respect of the Program for a new term following the end of the Term: (a) the terms of this Agreement shall continue to apply to such funds with the necessary modifications until a new funding agreement ("**New Agreement**") is entered into between the Parties for the new term ("**New Term**"); and (b) OH is not obligated to provide such funds in the same amounts as set out in Schedule "A". Upon execution of the New Agreement, such funds shall be deemed to have been provided pursuant to, and shall be governed by, the provisions of the New Agreement.
- 8.3 OH reserves the right to withhold payment of any and all funds to the Recipient in respect of the Subsequent Fiscal Year in the event that the Subsequent Agreement is not executed within forty-five (45) calendar days of issuance to the Recipient by OH.
- 8.4 Acceptance by the Recipient of funds paid by OH in respect of the Program for the Subsequent Fiscal Year shall evidence the Recipient's acceptance of Subsection 8.2 and Subsection 8.3.

- 8.5 Either Party may terminate this Agreement at any time upon the provision of a minimum of ninety (90) calendar days' prior written notice to the other Party.
- 8.6 OH may immediately terminate or amend this Agreement upon written notice to the Recipient, without liability, if: (i) the funding allocated to the Recipient under this Agreement is not paid to OH by the Ministry; (ii) the funding commitment is otherwise cancelled by the Ministry; or (iii) OH deems such termination or amendment to be in the public interest or in the best interest of the healthcare system in Ontario.
- 8.7 In the event of termination, the Recipient shall be entitled only to the amount of Funds earned pursuant to this Agreement up to the effective date of such termination.

**9. RECORD MAINTENANCE**

- 9.1 The Recipient shall maintain: (a) all financial records (including invoices) relating to the Funds provided hereunder in a manner consistent with accounting principles generally accepted in Canada; and (b) all non-financial documents and records relating to the Recipient's performance of its obligations hereunder in accordance with the Recipient's reasonable document retention policies.

**10. COMPLIANCE**

- 10.1 The Recipient shall have full and direct responsibility for compliance with any federal and provincial requirements pertaining to disclosure or payment of income taxes, unemployment insurance contributions, workplace safety and insurance premiums, HST, Canada Pension Plan contributions or any other payments or contributions which may be required in respect of the fees and expenses to be paid by the Recipient to any of its employees, agents or consultants employed or retained by the Recipient in connection with this Agreement. The Recipient agrees to indemnify and hold OH harmless from any and all claims, losses or demands made against OH with respect to any such taxes, contributions, remittances, premiums, withholdings, or similar payments.

**11. INDEMNITIES AND INSURANCE**

- 11.1 The Recipient agrees to defend, indemnify and save OH harmless from any and all claims, losses or demands made against OH arising from any act, omission, fault, default or negligence of the Recipient, its employees, agents, subcontractors, or consultants directly related to the performance or non-performance of its obligations under this Agreement.
- 11.2 During the period in which this Agreement is in effect the Recipient shall maintain in full force and effect general liability insurance for a minimum of CAD \$2,000,000 for any one occurrence. Such insurance shall name Ontario Health as additional insured, but only with respect to this Agreement. The general liability insurance shall include at least the following:

- products and completed operations;
- personal injury;
- cross liability;
- contractual liability;
- thirty (30) days' prior written notice of material change to, cancellation, or non-renewal of the policy.

The Recipient shall provide OH with evidence of insurance upon request.

## 12. CONFLICTS OF INTEREST

- 12.1 The Recipient shall ensure that the performance of its obligations hereunder is carried out in all its aspects without any actual, potential, or perceived conflict of interest by any person, in whatever capacity.
- 12.2 The Recipient shall disclose to OH in writing without delay any actual, potential, or perceived situation that may be reasonably interpreted as an actual, potential, or perceived conflict of interest.
- 12.3 In the event that an actual, potential, or perceived conflict of interest is identified, OH reserves the right to suspend the payment of Funds until the actual, potential, or perceived conflict of interest is resolved to the satisfaction of OH, acting reasonably. If any conflict of interest cannot be resolved to the satisfaction of OH, acting reasonably, OH may terminate this Agreement and the Recipient will forthwith repay all Funds paid by OH, if required by OH in writing.

## 13. PRIVACY AND ACCESS

- 13.1 The Recipient acknowledges that the performance of the Parties' obligations under this Agreement does not involve the access, collection, use and/or disclosure of personal health information ("PHI"), as that term is defined under the Ontario Personal Health Information Protection Act, 2004 ("PHIPA"), and/or personal information ("PI"), as defined under the Ontario Freedom of Information and Protection of Privacy Act ("FIPPA"), on behalf of OH. Notwithstanding the foregoing, if the Recipient is required to access, collect, use and/or disclose PHI and/or PI in connection with this Agreement, the Recipient agrees that it will comply with all applicable privacy legislation, including PHIPA and/or FIPPA.
- 13.2 In the event that the Parties' obligations under this Agreement are subsequently amended in writing to involve the disclosure of PI and/or PHI to OH, or the collection of PI and/or PHI from OH, the Parties agree that:
- (a) the terms and conditions respecting such collection and/or disclosure of PI and/or PHI shall be governed by the terms of OH's standard form of a Master Data Sharing Agreement (the "Master DSA") which shall be executed between the Parties prior to such collection and/or disclosure of PI and/or PHI;

- (b) in accordance with the terms of the Master DSA, to the extent that the Recipient agrees to disclose PHI and/or PI to OH under this Agreement (or any amendments thereafter), the names and descriptions of the data elements to be disclosed by the Recipient to OH, as well as the transfer method, timing and frequency respecting such disclosure(s), shall be as set forth or otherwise referenced in Schedule "C" to this Agreement; and
  - (c) for clarity, in the event this Agreement expires or terminates, the Master DSA in accordance with its own terms and conditions will continue to apply to the collection, use and disclosure of PHI and/or PI between OH and the Recipient as set out in Schedule "C".
- 13.3 OH is designated as an "institution" within the meaning of FIPPA and as a result, all persons may have a legal right of access to information in the custody and/or control of OH, subject to a limited set of exemptions. Notwithstanding any provision in this Agreement, the Recipient acknowledges and agrees that this Agreement and any records or information related to this Agreement, or any portion thereof, may be disclosed in accordance with the provisions of FIPPA, based on an access request to a Party, an order of the Information and Privacy Commissioner or as otherwise required under Applicable Law. In the event that the Recipient is designated as an "institution" within the meaning of FIPPA, OH acknowledges and agrees that this Agreement and any records or information related to this Agreement, or any portion thereof, may be disclosed in accordance with the provisions of FIPPA, based on an access request to a Party, an order of the Information and Privacy Commissioner or as otherwise required under Applicable Law.

#### 14. CONFIDENTIALITY

- 14.1 All information, data, material, notes, documents, memoranda, computer programs, files and other information of any kind provided by OH to the Recipient in connection with this Agreement (collectively, "**Confidential Information**") shall remain the property of OH, and, upon the termination or expiry of this Agreement for any reason whatsoever, the Recipient shall return all Confidential Information to OH or otherwise securely destroy the Confidential Information to the satisfaction of OH.
- 14.2 The Recipient shall not disclose, or in any way use, either directly or indirectly, any Confidential Information either during the period during which this Agreement is in effect or at any time thereafter, except strictly in connection with the performance of its obligations hereunder, as permitted under this Agreement or as expressly authorized by OH. Except for PHI and PI, this restriction shall cease to apply to information ordered to be disclosed by a court of competent jurisdiction or otherwise required to be disclosed by law, or to information which becomes available to the public generally, other than by reason of a breach of this clause.

#### 15. VERIFICATION & AUDIT

- 15.1 On reasonable notice to the Recipient, OH, the Auditor General of Ontario (the “**AG**”) and/or independent audit professionals acting on behalf of OH and/or the AG (collectively, the “**Auditors**”) shall be permitted access to relevant financial records, patient charts and other information in the custody or control of the Recipient in order to verify any information submitted by the Recipient to OH hereunder. Except for the AG, any other auditors shall first enter into confidentiality obligations reasonably acceptable to the Recipient and OH.
- 15.2 The Recipient and OH acknowledge that the Auditors, in conducting such an audit, may review records in the custody or control of the Recipient which contain PI and/or PHI, subject to the applicable obligations of the Recipient and/or the Auditors under PHIPA and/or FIPPA in respect of the collection, use and disclosure of such records for auditing purposes. In accordance with s. 39(1)(b) of PHIPA, the Recipient agrees to disclose records in the custody or control of the Recipient which contain PHI to the Auditors provided that the Auditors do not remove any records containing such PHI from the Recipient’s premises in conducting the audit.

## 16. DISPUTE RESOLUTION

- 16.1 Each Party agrees to utilize all reasonable efforts to resolve any dispute, whether arising during the period this Agreement is in effect or at any time after the expiration or termination of this Agreement, which touches upon the validity, construction, meaning, or performance of this Agreement or the rights and liabilities of the Parties or any matter arising out of or connected with this Agreement, promptly and in an amicable and good faith manner by negotiations between the Parties.
- 16.2 Either Party may refer any dispute to a dispute management committee, consisting of senior managers of each of the Parties who have the authority to bind such Party (the “**Dispute Management Committee**”). The Dispute Management Committee shall meet as soon as is reasonably possible after a dispute is referred to it, giving due regard to the nature and impact of the issue under consideration.

## 17. GENERAL

- 17.1 OH may amend this Agreement, acting reasonably, by providing written notice of the amendment to the Recipient and such amendment shall be effective ten (10) business days after such written notice has been provided.
- 17.2 This Agreement shall enure to the benefit of, and be binding upon, the Parties hereto and their respective heirs, executors and successors, but shall not be assignable by any of the Parties hereto without the prior written consent of the other Party.
- 17.3 This Agreement shall be interpreted and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.


- 17.4 Subsection 3.5, Subsection 3.6, Subsection 3.7, Subsection 5.1.2, Subsection 6.2, Subsection 8.2, Subsection 8.3, Subsection 8.4, Section 9, Section 10, Subsection 11.1, Section 13, Section 14, Section 15, Section 16, Section 17 and all other provisions of this Agreement which are by their nature intended to survive the expiration or termination of this Agreement shall not be prejudiced by and shall survive such expiration or termination.
- 17.5 This Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained herein and supersedes all prior oral or written representations and agreements. In the event of any conflict between this Agreement and the Master DSA in respect of the collection, use or disclosure of PHI or PI by OH, the terms of the Master DSA prevail.
- 17.6 The invalidity or unenforceability of any provision or covenant contained in this Agreement shall not affect the validity or enforceability of any other provision or covenant herein contained and any such invalid provision or covenant shall be deemed to be severable.
- 17.7 No waiver of any provision of this Agreement shall be effective unless it is in writing and signed by the Party against which it is sought to be enforced. The delay or failure by either Party to exercise or enforce any of its rights under this Agreement shall not constitute or be deemed a waiver of that Party's right to thereafter enforce those rights, nor shall any single or partial exercise of any such right preclude any other or further exercise of these rights or any other right.
- 17.8 This Agreement may be executed in counterparts and when each Party has executed an identical counterpart and delivered a copy thereof to the other Party, then all the counterparts taken together shall be deemed to constitute a single identical agreement dated as of the Effective Date.


*[Signature page follows]*



IN WITNESS WHEREOF this 2023/24 – 2025/26 COMMUNITY PARAMEDICINE WEBSITE AND EDUCATION AGREEMENT has been executed by the Parties hereto.

**ONTARIO HEALTH**

By:   
Name: \_\_\_\_\_  
Name: Elham Roushani  
Title: Chief Financial Officer,  
Ontario Health  
Date: February 16, 2024

By:   
Name: \_\_\_\_\_  
Name: Wilfred Cheung  
Title: Interim Chief Regional Officer, Toronto and  
East  
Ontario Health  
Date: February 16, 2024

**CORPORATION OF THE COUNTY OF RENFREW**

By: \_\_\_\_\_  
Name:  
Title:  
Date:

I have the ability to bind the organization.

**2023/24 – 2025/26 COMMUNITY PARAMEDICINE WEBSITE AND EDUCATION  
AGREEMENT**

**DATE: 16-FEB-2024**

**SCHEDULE "A"  
FUNDING**

**A. Introduction**

The Recipient shall participate in the Program(s) for which Funds have been allocated, as specified in this Schedule "A".

**B. Funding**

The Recipient will receive the following Funds for the following Program(s):

**Organization Name:** Corporation of the County of Renfrew

**Planning – Year 1 (2023/24)**

<b>Funding Item</b>	<b>2023/24 Allocated Funding</b>
Technical & Content Requirements Gathering, Software and Licensing and Planning of Web Hosting and Design, In-Person Education and Engagement Event planning	\$ 37,325

**Implementation – Year 2 (2024/25)**

<b>Funding Item</b>	<b>2024/25 Allocated Funding</b>
Implementation of Web Hosting, Software and Licensing, Security and Development and Design for Website	\$ 28,525

**Operations and Sustainability Planning – Year 3 (2025/26)**

<b>Funding Item</b>	<b>2025/26 Allocated Funding</b>
Ongoing Service, Technical Support and Management including Maintenance, Updates, and Content Design and Creation	\$ 10,525

**C. Allocation Approach**

The Funds noted in the tables above will be used by the Recipient for the development and maintenance of the Community Paramedicine Website inclusive of the phases as outlined below.

Funding should be used to support operational costs associated with implementing the performance expectations as described in Schedule "B".

### Planning – Year 1 (2023/24)

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- Technical & Content Requirements Gathering
- Software and Licensing
- Planning of Web Hosting and Design
- In-Person Education and Engagement Event

### Implementation – Year 2 (2024/25)

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- Web Hosting
  - Domain Registration including annual renewal
  - Server Maintenance
- Software and Licensing
  - Operating System Licensing
  - Software Licenses (i.e., Firewall, cybersecurity)
- Security
  - SSL/TLS Certificates
  - SSL/TLS encryption
  - Firewall and Security Services
- Development and Design
  - Web development including plug-ins and utilities as determined through the consultation process and requirements set by OH

### Operations and Sustainability Planning – Year 3 (2025/26)

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- Backup and Recovery: create and store copies of data
- Support and Maintenance
  - Technical Support: technical support services or personnel
  - Maintenance and Updates: ongoing maintenance, updates, and bug fixes.
- Monthly updates and content design and creation

### D. Settlement Criteria

The following settlement criteria will be used for the following Program(s).

#### Planning – Year 1 (2023/24)

---

Performance Deliverables have been specified in Schedule “B”, and each Performance Deliverable has been assigned a percentage of the total initiative’s funding (the “Funding At Risk”). In the event that the Recipient does not meet the specified Compliance Threshold for a Performance Deliverable in alignment with the Program Expectations, OH will recover the corresponding Funding At Risk for that Performance Deliverable.

## **Implementation – Year 2 (2024/25)**

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Performance Deliverables have been specified in Schedule “B”, and each Performance Deliverable has been assigned a percentage of the total initiative’s funding (the “Funding At Risk”). In the event that the Recipient does not meet the specified Compliance Threshold for a Performance Deliverable in alignment with the Program Expectations, OH will recover the corresponding Funding At Risk for that Performance Deliverable.

## **Operations and Sustainability Planning – Year 3 (2025/26)**

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Performance Deliverables have been specified in Schedule “B”, and each Performance Deliverable has been assigned a percentage of the total initiative’s funding (the “Funding At Risk”). In the event that the Recipient does not meet the specified Compliance Threshold for a Performance Deliverable in alignment with the Program Expectations, OH will recover the corresponding Funding At Risk for that Performance Deliverable.

**SCHEDULE “B”****PERFORMANCE REQUIREMENTS****A. Introduction**

The Recipient shall perform the Performance Requirements as specified below, for the Program(s) for which the Funds have been allocated as specified in Schedule “A”. The Funds should be applied in support of the Goals and Funding Purpose specified below and the Recipient shall adhere to the Program Expectations specified below.

As per Subsection 5.1.2 of the Agreement, in the event that the Recipient fails to achieve any of the Performance Requirements, OH may take any or all of the following actions: (i) work together with the Recipient to improve performance; (ii) require the Recipient to immediately repay the proportion of the Funds that relates to the outstanding Performance Requirements; (iii) adjust or withhold future funding from OH; and (iv) take such other action as OH deems advisable in the circumstance.

Associated Reporting Requirements are detailed in Schedule “C”.

**B. Performance Requirements****Planning – Year 1 (2023/24)**

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**I. Goals and Funding Purpose**

The goals and purpose of the funding include:

- Consulting with OH to capture the technical and content requirements for implementation of a Community Paramedicine website.
- Delivery of a draft plan for an in-person educational and engagement event in the OH East region.

**II. Program Expectations**

The Recipient will:

1. Submit a quarterly report as outlined in Schedule “C” by March 22, 2024.
2. Submit a year-end report as outlined in Schedule “C” by May 1, 2024.

**III. Performance Deliverables**

The Recipient’s performance will be measured against the Program Expectations and the following Performance Deliverables. Should performance not meet the specified Compliance Threshold, OH may require the Recipient to submit an action plan, in addition to other actions as OH deems advisable in the

circumstance in accordance with Subsection 5.1.2 of the Agreement and Part A (Introduction) of this Schedule “B”.

#	Performance Deliverable	Compliance Threshold	Funding At Risk (%)
1	Develop draft costs for the development and maintenance plan for community paramedicine website migration, following 3 phased proposal.	To be completed by March 22, 2024, and draft included with the quarterly report.	60%
2	Initiate a needs assessment, which will: <ul style="list-style-type: none"> <li>• Examine the current website and mirror the content to be hosted.</li> <li>• Determine the requirements of the website, including the content and elements for interaction.</li> <li>• Ensure the technical requirements and content requirements meet the needs of the Ontario Community Paramedicine Knowledge Exchange Committee (OCPKEC).</li> </ul>	To be completed by March 22, 2024, and draft included with the quarterly report.	15%
3	Begin the transfer of the Registrar for the domain name.	To be completed by March 22, 2024, and a status update included in the quarterly report.	15%
4	Conduct a quarterly meeting with OCPKEC to develop engagement resources (i.e. website content and other ad hoc OCPKEC needs as identified).	To be completed by March 22, 2024, and update included in the quarterly report.	5%
5	Deliver a pilot in-person educational and engagement event in the OH East region and complete a close-out report on the number and type (e.g. primary care, Home and Community Care Support Services (HCCSS), HCCSS service provider organization (SPO), paramedic services, etc.) of participants and survey feedback. When conducting the survey, the Recipient must comply with applicable privacy legislation including the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The Recipient must not include personal information in survey feedback shared with OH.	In-person educational and engagement event completed by January 19, 2024.  Close-out report to be submitted by to OH by March 22, 2024.	5%

## Implementation – Year 2 (2024/25)

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### I. Goals and Funding Purpose

The goals and purpose of the funding include:

- Migration of the Community Paramedicine website from the current Community Paramedic Secretariat domain into an updated and refreshed domain that includes all pre-existing resources, updated resources, and newly developed practice tools for providers
- Establishment of an online knowledge translation tool for Community Paramedicine programs and partner organizations
- Implementation of web hosting, software and licensing, security, and website development and design

### II. Program Expectations

The Recipient will:

1. Collaborate with Regional and Provincial partners and the OCPKEC working groups on integrating OCPKEC working group outputs, such as practice tool kits for providers, and embed these into the website.
2. Finalize the costs for the development and maintenance plan for community paramedicine website migration, needs assessment and draft plan for a pilot in-person educational and engagement event in the OH East region. Provide a year-end report outlining website activity and usage.
3. Deliver quarterly and year-end reports as outlined in Schedule “C”.

The Recipient is also required to ensure the following website requirements are met:

1. The average response time for any load or update of all or a portion of a page within the website shall be 1.5 seconds or less.
2. The response time must not exceed 2 seconds.
3. Published web assets must be available 24 hours a day, 7 days a week with target uptime of 99.9% through Recipient’s proposed web hosting services.
4. Quarterly status reports are to be provided to the OCPKEC and Ontario Community Paramedicine Provincial Advisory Committee (OCPPAC) on the Community Paramedicine Website Workstream as outlined in Schedule “C”.

### III. Performance Deliverables

The Recipient’s performance will be measured against the Program Expectations and the following Performance Deliverables. Should performance not meet the specified Compliance Threshold, OH may require the Recipient to submit an action plan, in addition to other actions as OH deems advisable in the

circumstance in accordance with Subsection 5.1.2 of the Agreement and Part A (Introduction) of this Schedule “B”.

#	Performance Deliverable	Compliance Threshold	Funding At Risk (%)
1	Complete the transfer of the Registrar for the domain name and transfer the existing web files to the server and install website and site files on the server.	To be completed by March 31, 2025, and update included in the year-end report.	15%
2	Launch / migrate Community Paramedicine website domain.	To be completed by March 31, 2025, and update included in the year-end report.	60%
3	Update server operating systems, web server, Hypertext Preprocessor (PHP), and the database system for security and performance on a daily basis.	To be completed by March 31, 2025, and update included in the year-end report.	15%
4	Conduct quarterly meetings with OCPKEC to develop engagement resources (i.e. website content and other ad hoc OCPKEC needs as identified).	To be completed by March 31, 2025, and update included in the year-end report.	10%



## Operations and Sustainability Planning – Year 3 (2025/26)

### I. Goals and Funding Purpose

The goals and purpose of the funding include:

- Provision of ongoing service and technical support, and management of the website including maintenance, updates, and content design and creation; including backup and recovery of website.

### II. Program Expectations

The Recipient will:

1. Provide technical support services, ongoing maintenance updates, and bug fixes.
2. Develop a disaster recovery plan to handle unexpected outages or data loss.
  - a. The recovery plan must include the implementation of backups and a clear recovery process.
3. Deliver quarterly and year-end reports as outlined in Schedule “C”.

### III. Performance Deliverables

The Recipient’s performance will be measured against the Program Expectations and the following Performance Deliverables. Should performance not meet the specified Compliance Threshold, OH may require the Recipient to submit an action plan, in addition to other actions as OH deems advisable in the circumstance in accordance with Subsection 5.1.2 of the Agreement and Part A (Introduction) of this Schedule “B”.

#	Performance Deliverable	Compliance Threshold	Funding At Risk (%)
1	Update and maintain website on an ongoing basis for the duration FY2025/26.	To be completed by March 31, 2026 and update included in the year-end report.	20%
2	Provide quarterly reports and a year-end report as part of the year-end settlement process, both outlining website activity and usage.	To be completed by March 31, 2026.	40%
3	Ensure ongoing website compliance with relevant laws and regulations.	To be completed by March 31, 2026 and update included in the year-end report.	15%
4	Develop a disaster recovery plan to handle unexpected outages or data loss including implementation of backups and a clear recovery process.	To be completed by March 31, 2026 and plan included in the year-end report.	15%

#	Performance Deliverable	Compliance Threshold	Funding At Risk (%)
5	Conduct OCPKEC quarterly meetings to develop engagement resources (i.e. website content and other ad hoc OCPKEC needs as identified).	To be completed by March 31, 2026 and update included in the year-end report.	10%

**SCHEDULE “C”****REPORTING REQUIREMENTS****A. Introduction**

The Recipient shall submit reports, updates, and performance data to OH as specified below, for the Program(s) for which the Funds has been allocated as specified in Schedule “A”.

**B. Reporting Requirements****Planning – Year 1 (2023/24)**

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**Purpose**

- Assess performance against Schedule “B” requirements.

The reporting outlined below must not include any personal information (PI) or personal health information (PHI).

**a. Quarterly Reporting**

The Recipient will submit a quarterly status report to the OCPKEC and OCPPAC on the Community Paramedicine Website Program Expectations and Deliverables outlined in Schedule “B”. The quarterly status report is to include progress updates on the gathering of the technical and content requirements and plans for the in-person educational and engagement event in the OH East region.

The Recipient may use a format of its choosing to present the quarterly status report to OCPKEC and OCPPAC and must also submit the report by no later than March 22, 2024 to [OH West Reports@ontariohealth.ca](mailto:OHWestReports@ontariohealth.ca), Samantha Colwell-Castles at [Samantha.Colwell@ontariohealth.ca](mailto:Samantha.Colwell@ontariohealth.ca) and Lora VanBerlo at [Lora.VanBerlo@ontariohealth.ca](mailto:Lora.VanBerlo@ontariohealth.ca).

**b. In-Person Educational and Engagement Event Reporting**

The Recipient will submit a close-out report documenting accomplishments against the Performance Deliverables specified in Schedule “B” (OH may include additional informational requirements).

The Recipient may use a format of its choosing and must submit the close-out report to [OH-WestReports@ontariohealth.ca](mailto:OH-WestReports@ontariohealth.ca), Samantha Colwell-Castles at [Samantha.Colwell@ontariohealth.ca](mailto:Samantha.Colwell@ontariohealth.ca) and Lora VanBerlo at [Lora.VanBerlo@ontariohealth.ca](mailto:Lora.VanBerlo@ontariohealth.ca) by no later than March 31, 2024.

## Implementation – Year 2 (2024/25)

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### Purpose

- Assess performance against Schedule “B” requirements.

The reporting outlined below must not include any PI or PHI.

#### a. Quarterly Reporting

The Recipient will submit quarterly status reports to the OCPKEC and OCPPAC on the Community Paramedicine Website Program Expectations and Deliverables outlined in Schedule “B”. The quarterly status reports are to include analytics on the status and usages of the website, e.g., number of websites visits and number of clicks on document access points.

The Recipient may use a format of its choosing to present the quarterly status reports to OCPKEC and OCPPAC and must also submit the reports by June 21, 2024; September 20, 2024; December 20, 2024; March 21, 2025 to [OH West-Reports@ontariohealth.ca](mailto:OH-West-Reports@ontariohealth.ca), Samantha Colwell-Castles at [Samantha.Colwell@ontariohealth.ca](mailto:Samantha.Colwell@ontariohealth.ca) and Lora VanBerlo at [Lora.VanBerlo@ontariohealth.ca](mailto:Lora.VanBerlo@ontariohealth.ca).

#### b. Year-End Reporting

The Recipient will submit a year-end report documenting accomplishments against each of the Program Expectations and Performance Deliverables as outlined in Schedule “B” (OH may include additional informational requirements).

The Recipient may use a format of its choosing and must submit the year-end report by no later than May 1, 2025 to [OH-West-Reports@ontariohealth.ca](mailto:OH-West-Reports@ontariohealth.ca), Samantha Colwell-Castles at [Samantha.Colwell@ontariohealth.ca](mailto:Samantha.Colwell@ontariohealth.ca) and Lora VanBerlo at [Lora.VanBerlo@ontariohealth.ca](mailto:Lora.VanBerlo@ontariohealth.ca).

## Operations and Sustainability Planning – Year 3 (2025/26)

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### Purpose

- Assess performance against Schedule “B” requirements.

The reporting outlined below must not include any PI or PHI.

#### a. Quarterly Reporting

The Recipient will submit quarterly status reports to the OCPKEC and OCPPAC on the Community Paramedicine Website Program Expectations and Deliverables outlined in Schedule “B”. The quarterly status reports are to include analytics on the status and usages of the website, e.g., number of websites visits and number of clicks on document access points.

The recipient may use a format of its choosing to present the quarterly status reports to OCPKEC and OCPPAC and must also submit the reports by June 20, 2025; September 19, 2025; December 19, 2025; March 20, 2026 to [OH West Reports@ontariohealth.ca](mailto:OH-West-Reports@ontariohealth.ca), Samantha Colwell-Castles at [Samantha.Colwell@ontariohealth.ca](mailto:Samantha.Colwell@ontariohealth.ca) and Lora VanBerlo at [Lora.VanBerlo@ontariohealth.ca](mailto:Lora.VanBerlo@ontariohealth.ca).

#### b. Year-End Reporting

The Recipient will submit a year-end report documenting accomplishments against each of the Program Expectations and Performance Deliverables outlined in Schedule “B” and must include website activity and usage (OH may include additional informational requirements).

The Recipient may use a format of its choosing and must submit the year-end report to: [OH-West-Reports@ontariohealth.ca](mailto:OH-West-Reports@ontariohealth.ca), Samantha Colwell-Castles at [Samantha.Colwell@ontariohealth.ca](mailto:Samantha.Colwell@ontariohealth.ca) and Lora VanBerlo at [Lora.VanBerlo@ontariohealth.ca](mailto:Lora.VanBerlo@ontariohealth.ca) by no later than May 1, 2026.

**SCHEDULE “D”****SUBCONTRACTOR REQUIREMENTS****A. Background**

In order to develop the Community Paramedicine Website, Recipients may engage with subcontractors (each a “Subcontractor”).

**B. Funding Requirements**

1. Funding will be provided by OH to the Recipient and will be settled in accordance with the terms of this Agreement.
2. The terms and conditions related to all funding provided by the Recipient to the Subcontractor will be determined directly by the Recipient and the Subcontractor and outlined in agreements between the Recipient and the Subcontractor.
3. The Recipient is responsible for ensuring that deliverables performed by the Subcontractor are subject to the expectations outlined in Schedules “B” and “C” of this Agreement, as appropriate.

**C. Data Reporting Requirements**

1. All deliverables performed by the Subcontractor must be reported in accordance with Schedule “C” of this Agreement. It is the responsibility of the Recipient and Subcontractor to work on reporting, as needed.
2. The Recipient should work with the Subcontractor to ensure high quality data, monitor data quality errors, and update data, as needed.
3. If data cannot be submitted as per Schedule “C” or if there are known issues in data quality, OH should be notified by the Recipient immediately.

**D. OH-Recipient Reporting Requirements**

1. A copy of the year-end settlement between the Recipient and the Subcontractor may be requested by OH.

**COUNTY OF RENFREW**

**BY-LAW NUMBER 44-24**

**A BY-LAW AUTHORIZING THE WARDEN AND CLERK TO EXECUTE AN AGREEMENT BETWEEN THE COUNTY OF RENFREW AND ONTARIO HEALTH FOR IV AND WOUND CARE SPECIALIZED EQUIPMENT.**

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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 Ontario Health for the 2023/24 Local Priorities Fund – Batch 3 Agreement for specialized equipment associated with IV and wound care in the amount of \$47,100.

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 Ontario 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 27<sup>th</sup> day of March 2024.

READ a second time this 27<sup>th</sup> day of March 2024.

READ a third time and finally passed this 27<sup>th</sup> day of March 2024.

---

PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK



**SENT ELECTRONICALLY**

ONTARIO HEALTH EAST REFERENCE# AL\_178-2023-451\_C

February 9, 2024

Mr. Mike Blackmore  
Director of Long-Term Care  
Corporation of the County of Renfrew, in respect of the Miramichi Lodge  
470 Albert Street  
Renfrew, ON K7V 4L5  
Email: MBlackmore@countyofrenfrew.on.ca

Dear Mr. Blackmore,

**Re: 2023/24 Local Priorities Fund – Batch 3**

Ontario Health, through Ontario Health East, is pleased to advise that Corporation of the County of Renfrew, in respect of the Miramichi Lodge will receive one-time funding for 2023/24 in the amount of **\$47,100** to support the Local Priorities Fund (the “Initiative”).

Details of the funding and the terms and conditions on which it will be provided are set out in the attached **Appendix A and the Schedules**, if any.

In accordance with Section 22 of the *Connecting Care Act, 2019*, Ontario Health hereby gives notice that, subject to your organization’s agreement, it proposes to amend the Long-Term Service Accountability Agreement (LSAA) between Corporation of the County of Renfrew, in respect of the Miramichi Lodge and Ontario Health with effect as of the date this letter is signed back by your organization. To the extent that there are any conflicts between the LSAA and this letter, the terms and conditions in this letter, including **Appendix A and the Schedules**, if any, will govern. All other terms and conditions in the LSAA will remain the same.

Financial records of this allocation are to be maintained for year-end evaluation and settlement in accordance with the LSAA and/or Ministry policy.

Please indicate your organization’s acceptance of the LSAA amendment set out in this letter, including Appendix A and the Schedules, if any, by signing below and returning the signed version of this entire letter (pages 1-5) via email to [OH-East\\_Submissions@ontariohealth.ca](mailto:OH-East_Submissions@ontariohealth.ca) **on or before February 16, 2024**.



If you have any questions or concerns, please contact Rachelle Williams, Lead, Performance, Accountability and Funding Allocation at [Rachelle.Williams@ontariohealth.ca](mailto:Rachelle.Williams@ontariohealth.ca) or at 437.290.5945.

I would like to take this opportunity to express my sincere appreciation for your continued contribution to the provision of high-quality services in our community and look forward to maintaining a strong working relationship with you.

Sincerely,



\_\_\_\_\_  
Signature

Eric Partington  
Vice President, Performance, Accountability and Funding Allocation  
Ontario Health East

Attachments: Appendix A: Funding Details and Sign-Back Form  
Schedule A: Terms and Conditions

c: Wilfred Cheung, Interim Chief Regional Officer, Toronto and East  
Peter Emon, Warden, County of Renfrew, Corporation of the County of Renfrew  
Tunde Igli, Director, Performance, Accountability and Funding Allocation, Ontario Health East  
Rachelle Williams, Lead, Performance, Accountability and Funding Allocation, Ontario Health East

## Appendix A Funding Details and Sign-Back Form

### 1.1 Funding Deliverables and Purpose

**Licence Holder/Health Service Provider (HSP):** Corporation of the County of Renfrew, in respect of the Miramichi Lodge

**HSP Integrated Financial Information System (IFIS) Number:** 25

**Project/Program Name:** 2023/24 Local Priorities Fund – Batch 3

Transfer Payment Business Entity (TPBE)	Fiscal Year	A	B	C=A+B	D	Project/Program Description/Purpose
		One Time Funding	Pro-Rated Base Funding	Total Cash Flow	Annualized Base Funding	
Nursing Home Not For Profit (NH-NFP)	2023/24	\$47,100	N/A	\$47,100	N/A	Local Priorities Fund – Batch 3
<b>Total Allocation</b>		<b>\$47,100</b>	<b>N/A</b>	<b>\$47,100</b>	<b>N/A</b>	

PROPOSAL DESCRIPTION			PROPOSAL FINANCIALS	RECOMMENDATIONS			
One Time or Multi Year	Specialized Needs Addressed By Proposal (e.g. Dementia, Wound, Bariatric etc.)	LPF Eligible Category (e.g. Specialized Staffing, Service or Equipment, minor capital)	Item Description	Quantity	Unit Cost	Recommended Pro-Rated FY 23/24 Budget	Total FY 23/24 Funding per LTCH
One-time	IV Care	Specialized Equipment	IV Supplies-Cleo Sets	50	\$128	\$ 6,400	\$47,100
One-time	Wound Care	Specialized Equipment	Wound closure supplies-Specialty Mattresses	3	\$7,000	\$ 21,000	
One-time	Wound Care	Specialized Equipment	Wound closure supplies-Wound Vacuum draining system	1	\$19,000	\$ 19,000	
One-time	Wound Care	Specialized Equipment	Wound closure supplies-Lidocaine injectable	2	\$150	\$ 300	
One-time	Wound Care	Specialized Equipment	Wound closure supplies-incision glue	10	\$40	\$ 400	

## 1.2 Reporting Requirements

Please reference Schedule A for details.

## 1.3 Terms and Conditions:

Corporation of the County of Renfrew, in respect of the Miramichi Lodge acknowledges and agrees that:

- (i) Funding will be provided via Electronic Funds Transfer (EFT).
- (ii) Funding will be used for the specified activities only and cannot be allocated for any other purpose without written approval from Ontario Health and/or the Ministry.
- (iii) Funding will be spent by March 31 of the fiscal year. No carry-forward of unspent funds is permissible.
- (iv) Unspent funding or funding used for purposes not authorized by these terms and conditions is subject to recovery by Ontario Health and/or the Ministry in accordance with the LSAA and/or Ministry policy.
- (v) Reporting will be submitted as outlined in the LSAA unless otherwise set out in the **Appendix A and attached Schedule(s), if any**.
- (vi) It will provide additional information and documentation related to this funding at the request of Ontario Health and/or the Ministry.
- (vii) This funding will not increase risk to the organization's multi-year expense limits and annual balanced budget requirements.
- (viii) Funding under this Agreement is conditional upon an appropriation of moneys by the Legislature of Ontario to the Ministry and funding of the Funder by the Ministry pursuant to the Enabling Legislation.

*Your signature below confirms acceptance of the funding and performance accountabilities set out in this funding letter. Please sign below according to the requirements of your organization (e.g., by-laws, delegation of authority etc.).*

**AGREED TO AND ACCEPTED BY:**

Corporation of the County of Renfrew, in respect of the Miramichi Lodge

**By:**

---

Name of Binding Authority (Please Print)	Signature	Date
---	-----------	------

I have the authority to bind the organization.

**\*\*Please provide Delegation of Authority documentation if signing on behalf of Head of Organization.**

Please scan and email back the signed version of this entire letter (pages 1-5) **on or before February 16, 2024** to [OH-East\\_Submissions@ontariohealth.ca](mailto:OH-East_Submissions@ontariohealth.ca).

**COUNTY OF RENFREW**

**BY-LAW NUMBER 45-24**

**A BY-LAW AUTHORIZING THE WARDEN AND CLERK TO EXECUTE AN AGREEMENT BETWEEN THE COUNTY OF RENFREW AND ONTARIO HEALTH TO OPERATE TWO SHORT-STAY RESPITE CARE BEDS AT MIRAMICHI LODGE EFFECTIVE JANUARY 1, 2024 TO DECEMBER 31, 2024.**

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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 Ontario Health for the operation of two short-stay respite care beds at Miramichi Lodge, 725 Pembroke Street West, Pembroke, Ontario, effective January 1, 2024 to December 31, 2024.

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 Ontario 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 27<sup>th</sup> day of March 2024.

READ a second time this 27<sup>th</sup> day of March 2024.

READ a third time and finally passed this 27<sup>th</sup> day of March 2024.

---

PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK

**SENT ELECTRONICALLY**

ONTARIO HEALTH EAST REFERENCE# AL\_2640

March 1, 2024

Mr. Mike Blackmore  
Director of Long-Term Care  
Corporation of the County of Renfrew in respect to Miramichi Lodge  
470 Albert Street  
Renfrew, ON K7V 4L5  
Email: [MBlackmore@countyofrenfrew.on.ca](mailto:MBlackmore@countyofrenfrew.on.ca)

Dear Mr. Blackmore,

**Re: 2024 Short-stay Respite Care Beds Approval**

Ontario Health, through Ontario Health East, is pleased to advise that Corporation of the County of Renfrew in respect to Miramichi Lodge has been approved to operate **2** Short-Stay Respite (SSR) Care beds effective January 1, 2024 to December 31, 2024, in accordance with the *Operation of Short-stay Beds Policy* for licensed or approved Long-term Care Home beds that are operated as SSR Care beds under the Fixing Long-Term Care Act, 2021, Ontario Regulation 246/22.

In accordance with Section 22 of the *Connecting Care Act, 2019*, Ontario Health hereby gives notice that, subject to your organization's agreement, it proposes to amend the Long-Term Service Accountability Agreement (LSAA) between Corporation of the County of Renfrew and Ontario Health with effect as of the date this letter is signed back by your organization. To the extent that there are any conflicts between the LSAA and this letter, the terms and conditions in this letter, including **Appendix A and the Schedules**, if any, will govern. All other terms and conditions in the LSAA will remain the same.

Please indicate your organization's acceptance of the LSAA amendment set out in this letter, including Appendix A and the Schedules, if any, by signing below and returning the signed version of this entire letter (pages 1-3) via email to [OH-East\\_Submissions@ontariohealth.ca](mailto:OH-East_Submissions@ontariohealth.ca) **within 10 business days of the date of this letter.**

If you have any questions or concerns, please contact Carl Bonura, Director, Capacity, Access & Flow, at [carl.bonura@ontariohealth.ca](mailto:carl.bonura@ontariohealth.ca).

I would like to take this opportunity to express my sincere appreciation for your continued contribution to the provision of high-quality services in our community and look forward to maintaining a strong working relationship with you.

Sincerely,



---

Signature

Eric Partington  
Vice President, Performance, Accountability and Funding Allocation  
Ontario Health East

Attachments: Operation of Short-stay Beds Policy

c: Wilfred Cheung, Interim Chief Regional Officer, Toronto and East  
Peter Emon, Warden, County of Renfrew, Corporation of the County of Renfrew  
Carl Bonura, Director, Capacity, Access & Flow, Ontario Health East  
Tunde Igli, Director, Performance, Accountability and Funding Allocation, Ontario Health East  
Rachelle Williams, Lead, Performance, Accountability and Funding Allocation, Ontario Health East

Please sign below according to the requirements of your organization (e.g., by-laws, delegation of authority etc.).

**AGREED TO AND ACCEPTED BY:**

Corporation of the County of Renfrew in respect to Miramichi Lodge

**By:**

---

Name of Binding Authority (Please Print)	Signature	Date
---	-----------	------

I have the authority to bind the organization.

**\*\*Please provide Delegation of Authority documentation if signing on behalf of Head of Organization.**

Please scan and email back the signed version of this entire letter (pages 1-3) **within 10 business days** of the date of this letter to [OH-East\\_Submissions@ontariohealth.ca](mailto:OH-East_Submissions@ontariohealth.ca).



March 27, 2024

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. Save the Date - 17<sup>th</sup> Annual Wardens Golf Tournament – Friday, June 7, 2024**

The 2024 Warden's Golf Tournament has been scheduled for Friday, June 7, 2024 at the Dragonfly Golf Links – 955 Opeongo Road, Renfrew. Details are currently being finalized, but the entry fee will once again include green fees, riding cart, boxed lunch, swag bag, after game appetizers and door prizes. Online registration will be available in the upcoming month, so please save the date for this exciting fundraising event. The County of Renfrew is looking forward to another successful year.

### **2. Save the Date - 2024 Annual Service Awards – Thursday, November 21, 2024**

In 2024, the County of Renfrew introduced a different format for the County of Renfrew Service Awards and Staff Appreciation, with last year's event being held in November at Pembroke Festival Hall. Staff are planning on repeating this very successful staff appreciation evening on Thursday, November 21, 2024; the Chief Administrative Officer/Deputy Clerk has promised to start shopping for new shiny pants much earlier. Staff are working on the agenda for this event and will release information once details have been confirmed. For now, please note the date in your calendar.

This initiative contributes to Strategic Plan Goal #2, Workforce Development.

### **3. Employee Recognition Q3 2023**

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 I is the bulletin announcing the round of winners and nominees of the County's Employee Recognition Program for the Q3 period of July to September, 2023. Q4 closed December 31, 2023 and staff are currently distributing the Certificates and taking the photos; this information will be provided at a future meeting. Nominations are now open for the January to March 2024 period, closing March

31. 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.

#### 4. **Recruitment Efforts – Career Fairs**

On February 13, 2024, Human Resources Manager Greg Belmore, Human Resources Coordinator Amanda Nesbitt, Commander Kerri-Lynn McGrath and Bonnechere Manor Administrative Assistant II Megan Ferneyhough, attended a career fair at Algonquin College in Ottawa from 10:00 a.m. to 3:00 pm. This provided an excellent opportunity for staff to promote County of Renfrew and lower tier available positions, but also promote the County as a place to search for employment opportunities. This event was very well attended, with over seventy employers present.

On February 22, 2024 members of the County of Renfrew Human Resource Division attended a career fair hosted by Ontrac at the Renfrew Legion from 12:30 to 3:30 pm.

These initiatives are in support of Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2024.

#### 5. **2024 Tax Policy**

The Treasurer hosted a Tax Policy Working Group meeting on Monday, March 4, 2024 at 11:00 a.m. and all the local municipal treasurers were invited to attend. A Tax Policy Working Group Report and Taxation By-laws will be provided at the April meeting of the Finance and Administration Committee, which will include all recommendations from the March Tax Policy Working Group meeting.

#### 6. **Investment Update**

As requested at the Committee meeting, staff have included additional information within the investment update. However, due to changes in the investment policy, benchmarking against external interest rates is no longer prescribed. Also, BMO Nesbitt Burns statements have changed format and are no longer conducive to being attached; therefore, the details were summarized and provided below.

The municipality has the power to invest under Section 418 of the *Municipal Act, 2001*, *S.O. 2001 c.25* and only in those securities prescribed under the Eligible Investments Regulation (O. Reg. 438/97) to the Municipal Act as may be amended from time to time.

The Treasurer of the municipality shall prepare and provide to the council, each year or more frequently as specified by the council, an investment report.

In accordance with the County of Renfrew’s Corporate Policy GA-06 – Investment Policy, cash not required for current operations may be invested and reinvested with a view to:

- a) Securing safety of the principal contributed to the Fund;
- b) Maintaining a high degree of liquidity within the Fund; or
- c) Obtaining a competitive rate of return through a diversified portfolio of permitted investments.

All investments shall be selected based on the projected cash flow requirements, keeping the total investment portfolio within the following parameters:

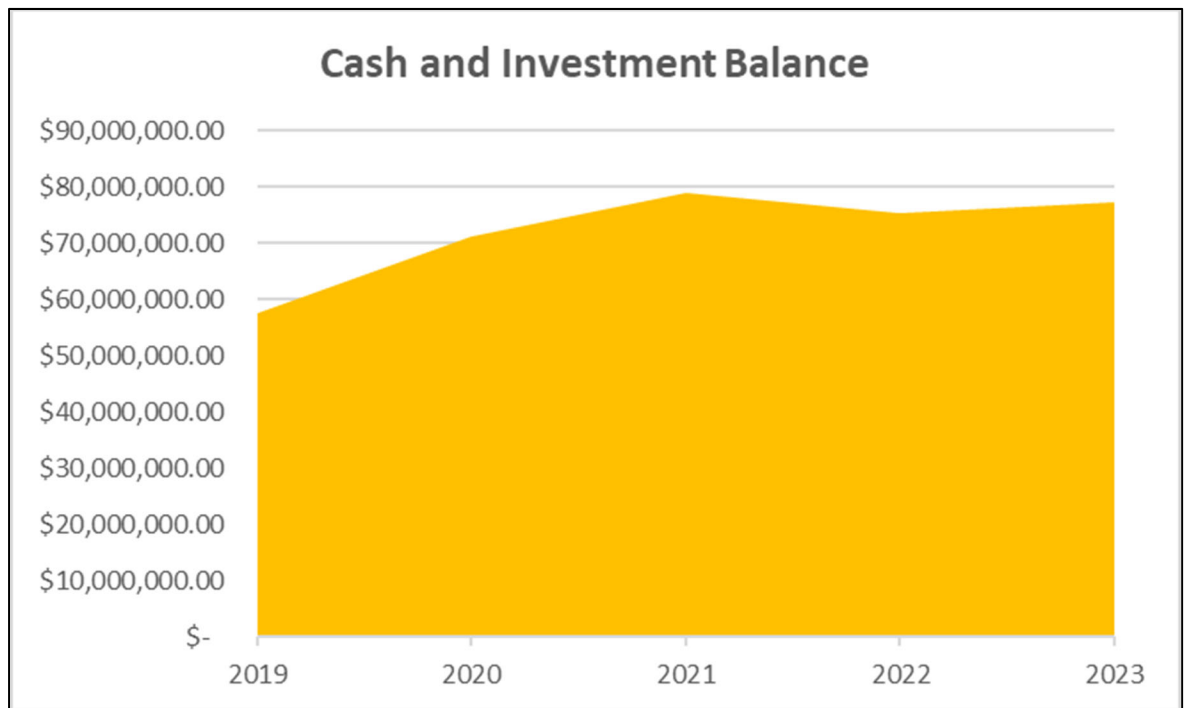
Type of investment, as defined by O. Reg. 438/97	Minimum – Maximum percent of total investment portfolio
O. Reg. 438/97 s.2(1), (federal, provincial and municipal indebtedness)	0% - 100%
O. Reg. 438/97 s.2(3) (schedule 1,2 and 3 bank deposit receipts, notes, and similar instruments)	0% - 100%
O. Reg. 438/97 s.2(4) (bank and credit union guaranteed bonds)	0% - 25%
O. Reg. 438/97 s.2(7.1) and s.2(8.1) (corporate bonds and shares invested through One Investment)	0% - 20%

No more than 20% of the total investment portfolio will be made up of instruments issued or guaranteed by a single entity/organization, with the exception of a Canadian Federal or Provincial Government or Schedule 1 bank.

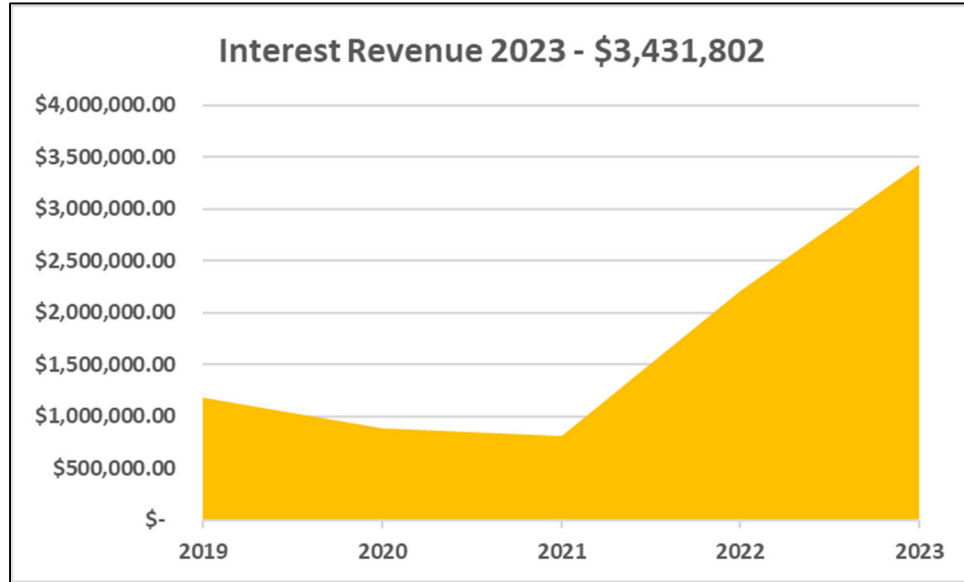
The investment report referred to shall contain:

- (a) a statement about the performance of the portfolio of investments of the municipality during the period covered by the report:

	<b>Maturity Date</b>	<b>Interest Rate</b>	<b>Face value as at December 31, 2023</b>	<b>Face value as at December 31, 2022</b>
BMO RAAG operating bank accounts	Current	Prime less 1.5%	\$70,057,336	\$68,079,937
Bank of Montreal GIC	November 6, 2023	3.51%		\$1,000,000
Bank of Montreal GIC	May 8, 2024	2.63%	\$1,000,000	\$1,000,000
CDN Western Bank	May 8, 2024	2.90%	\$1,000,000	\$1,000,000
Bank of Montreal GIC	September 23, 2024	4.55%	\$500,000	\$500,000
Bank of Montreal GIC	October 15, 2024	2.31%	\$1,000,000	\$1,000,000
Bank of Montreal GIC	May 7, 2025	2.11%	\$1,000,000	\$1,000,000
Equitable Bank GIC	September 23, 2026	2.15%	\$100,000	\$100,000
Equitable Trust GIC	September 23, 2026	2.15%	\$100,000	\$100,000
Home Trust GIC	September 23, 2026	2.15%	\$100,000	\$100,000
Home Equity Bank GIC	September 23, 2026	2.15%	\$100,000	\$100,000
Manulife Bank GIC	September 23, 2026	1.75%	\$600,000	\$600,000
Presidents Choice Bank GIC	September 23, 2026	1.95%	\$100,000	\$100,000
RFA Bank of Canada GIC	September 23, 2026	1.85%	\$100,000	\$100,000
Canadian Western Bank GIC (shared - RCHC)	November 25, 2027	5.15%	\$100,000	\$100,000
Home Equity Bank GIC (Shared - RCHC)	November 25, 2027	5.16%	\$100,000	\$100,000
BMO Trust Company GIC	December 6, 2027	4.75%	\$400,000	\$400,000
Bank of Montreal GIC	November 6, 2028	5.45%	\$1,000,000	
<b>Totals</b>			<b>\$77,357,336</b>	<b>\$75,379,937</b>



Interest Income	
2019	\$1,180,324
2020	\$884,752
2021	\$814,343
2022	\$2,201,552
2023 (unaudited)	\$3,431,802



Average BMO RAAG Balance	
Jan-23	\$ 66,932,760.44
Feb-23	\$ 62,072,075.66
Mar-23	\$ 62,837,788.39
Apr-23	\$ 74,815,782.02
May-23	\$ 72,870,303.82
Jun-23	\$ 70,465,663.35
Jul-23	\$ 78,592,912.94
Aug-23	\$ 74,861,187.20
Sep-23	\$ 71,456,920.62
Oct-23	\$ 75,080,777.36
Nov-23	\$ 68,782,217.63
Dec-23	\$ 61,296,088.10
<b>Average</b>	<b>\$ 70,005,373.13</b>

- (b) a description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality:

<b>Maturity Dates:</b>	<b>Balance</b>	<b>Percentage of Portfolio</b>	<b>Average Interest Rate</b>
Current	\$70,057,336	91%	5.70%
2024	\$3,500,000	5%	2.89%
2025	\$1,000,000	1%	2.11%
2026	\$1,200,000	2%	1.91%
2027	\$600,000	1%	4.89%
2028	\$1,000,000	1%	5.45%
	<b>\$77,357,336</b>	<b>100%</b>	<b>5.46%</b>

- (c) a statement by the Treasurer as to whether or not, in their opinion, all investments were made in accordance with the investment policies and goals adopted by the municipality:
- It is the opinion of the Treasurer, that all investments were made in accordance with the investment policies and goals adopted by the County of Renfrew.
- (d) a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security.
- Redeem one Bank of Montreal GIC that is maturing November 6, 2023 for \$1,000,000 and reinvest in a Bank of Montreal 5.45% GIC for \$1,000,000 maturing November 6, 2028.

## RESOLUTIONS

### 7. June Standing Committee Meeting

#### RESOLUTION NO. FA-CC-24-03-35

Moved by Chair

Seconded by Committee

THAT the Finance and Administration Committee meeting be held on Monday, June 17, 2024.

#### Background

Due to a significant conflict that would result in the absence of our Warden, the Chair of the Finance and Administration Committee, the Chief Administrative Officer and the Clerk, a change in date for the June Standing Committee Meeting has been approved.

Section 74 (a) of the Procedural By-law states:

Committees will meet at such time and place as the Presiding Officer determines, subject to the direction of Council. Presiding Officer will utilize as a guideline for consideration to change the time, date or location of a committee meeting, a 60-day notice requirement and subject to 100% agreement of committee members. Failing full agreement of a revised date, the original meeting date will remain.

## BY-LAWS

### 8. Employment By-law #1

#### **RESOLUTION NO. FA-CC-24-03-36**

Moved by Chair

Seconded by Committee

THAT County Council approve the following changes to the Non-Union Staff Salary Grid within Employment By-law #1:

1. Reclassification of the following positions:

a. Manager, Human Resources from Group 10 to Group 11;

AND FURTHER THAT the revised Employment By-law # 1 be adopted.

#### **Background**

A summary of the changes to Employment By-law #1 include items approved at the January 2024 budget workshop, Policy B-04 Classification Review System adjustments and the results of a housekeeping exercise are as follows:

#### **B-04 Classification Review System Adjustments**

Consistent with County of Renfrew Policy B-04 Classification Review System, a review of positions that had not had updated and approved job descriptions, nor updated job evaluations, was required in the Human Resources Division. At the request of the Chief Administrative Officer, and to avoid undue bias and/or influence from those affected by the evaluation, a third-party evaluator was enlisted to provide this evaluation; Jane Mizanski of Gallagher Benefit Services (Canada) Group Inc. Accordingly, these positions were scored utilizing the County of Renfrew's job evaluation tool which resulted in changes in their respective points; however only affecting grid movement of one position on the Employment By-law #1 staff salary grid. The following positions were evaluated:

Manager, Human Resources: from Group 10 to Group 11; and

Human Resources Coordinator: no change in Grouping.

### 9. User Fee By-law and Schedule

#### **RESOLUTION NO. FA-CC-24-03-38**

Moved by Chair

Seconded by Committee

THAT County Council adopt a revised By-law to Establish and Require Payment of User Fees and Charges; AND FURTHER THAT the previous User Fee By-law 69-23 be repealed.

#### **Background**

As part of our annual budget process, a review is made of the County of Renfrew User Fee By-law and Schedule.

**Administration** – The Hourly Rates have not been changed since 2016, the proposed increase represents an ongoing effort for cost recovery.

**Public Works** – The Operations Committee approved a recommendation that County Council implement a \$750.00 fee for speed/traffic review requests. To achieve a balance between the quantity of applications and the associated expenses for the requested studies, a fee of \$750.00 covers the services of the infrastructure technician. This includes tasks such as installing and overseeing data collection, interpreting the gathered data, and preparing a report for County Council. Currently, most county roads are designed for efficient material and goods transportation at a speed rating of 80 km/hr. Requests for speed reductions are typically denied based on the road geometry—characterized by straightness, width, and well-defined shoulders and ditches—which does not yield the intended impact. Additionally, the prevailing industry norm acknowledges that, in the majority of studies conducted in recent years, up to 15% of drivers exceeding the posted speed limit is considered acceptable. People engage in speeding for various reasons, and it's important to note that individual motivations may differ. This change in fee structure has been reflected in the User Fee By-law. Staff indicated that traffic counts and speed studies are completed on all county roads on a five-year continuous basis. These completed studies are available to any local municipality free of charge, but if a current request is required, the \$750.00 is being proposed on a cost recovery basis only for staff time required to complete the request.

Service	Current Fee	Proposed Fee
<b>Administration</b>		
<b>All Departments</b>		
<b>Hourly Rates (travel time is 50% of service rate)</b>		
- CAO/Department Head	<del>130.00</del>	<b>140.00</b>
- Manager/Supervisor	<del>100.00</del>	<b>110.00</b>
- Technical / Coordinator	<del>75.00</del>	<b>80.00</b>
- Maintenance/Janitorial Person	<del>65.00</del>	<b>70.00</b>
- Clerical	<del>55.00</del>	<b>60.00</b>
<b>Public Works</b>		
<b>Cost Recovery – Requests for a Traffic Review</b>	<b>NEW</b>	<b>750.00</b>

There were no further changes recommended by any other departments to the User-Fee By-law for 2024.

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

**RESOLUTION NO. FA-CC-24-03-39**

Moved by Chair

Seconded by Committee

THAT County Council cancel the following Corporate Policy:

a) J-06 Return of Service Incentive Program;

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**

Our Committee is recommending that County Council cancel Corporate Policy J-06 Return of Service Incentive Program.

All of which is respectfully submitted.

Jennifer Murphy, Chair

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

# Employee Recognition Results

## July to September – 2023

On April 26, 2023, the County of Renfrew 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 us to promote a workplace culture that strives to recognize and appreciate the commitment, dedication and contributions of all employees at the County of Renfrew.

Below you will find the winners and nominees from the nomination period, which ran July through September of 2023.

### Winners:

#### **Honesty & Integrity – Barb Tierney**

Barb is an Administrative Commander for the Department of Emergency Services. Barb was nominated in all 5 categories with their Honesty & Integrity standing out. Barb demonstrates honesty and fairness and is a reliable individual that holds themselves to a high standard in her work ethic, quality of work and their commitment to the Department and to the County of Renfrew.

#### **Professionalism – Bill Matschke**

Bill is Building Custodian with Renfrew County Housing Corporation. Bill was nominated in all 5 categories with their Professionalism standing out. Bill takes pride in keeping the buildings in pristine condition, they assist tenants with mobility issues and advocates for them when they require additional support.

#### **Client Service Orientation – Denver Mullen**

Denver is a Recreation Programmer at the Bonnechere Manor. Denver was nominated in all 5 categories with their Client Service Orientation standing out. Denver makes the clients in the Adult day program feel special with their caring and loving ways. Denver has been driving the clients out on the town on the facility bike which is becoming quite the hit across the community.

#### **Focus on Results – Daryl Cybulski, Jeff Tomasini, Aaron Weisenberg, Jeff denHollander, Liam Levair, Maverick Bozak and Joseph Luckovitch**

Daryl, Jeff, Aaron, Jeff, Liam, Maverick and Joseph are the day labour crew for the Department of Public Works & Engineering. They were nominated in 3 of the 5 categories with Focus on Results standing out. The day labour crew is assigned the projects that have the most unknowns, are more complex, or have high risk of overages, yet they always manage to complete them on time and usually under budget.

### Teamwork – Tanis Lavigne

Tanis is the Early Years Supervisor with the Department of Community Services. Tanis was nominated in 4 of the 5 categories with their Teamwork standing out. Tanis has taken the time out of their schedule to organize County Administration Building potlucks to help bring the staff in the various departments in the building closer together.

### Nominated Employees:

Angela Yahnke	Jen Lepine	Michelle Cassista
April Nolan	Jessica Johnston	Mike Behm
Asia Krystie	Jessica Tavares	Bryton Weckworth
Bernadette Plummer	Josie De Jesus-Shaw	Mireya Aguilar Moreno
Brittani Jefferson	Kate Purdy	Nancy Lemire
Calvin Mcilwrath	Kate Telecki	Shelly Lee
Darlene Hodgins	Kayla Burton	Sonia Mick
Erin Nighbor	Kelly Latendresse	Stephanie Stoppa
Erin O'Reilly-Olsheskie	Kenzie Jones	Susan Robertson
Evelyn Vanstarkenburg	Kim Barr	Tanya Sullivan Coady
Glenn Villeneuve	Lee Perkins	Terri Fleury
Husam Ali	Linda Magill	Sarah Dagenais
James Innes	Magda Weron	Tina Peplinskie
Jane O'Keefe	Mary Rowe	Vanessa Gagne
Jarret Latendresse	Rebecca Ellis	

We thank all nominators for nominating these employees this quarter. Please continue to nominate your colleagues for October to December. Nomination forms are available on the County Website, Staff Intranet or from Human Resources.



**Denver Mullen, Bonnechere Manor Adult Day Program client Teresa Haley and Dean Quade**



**Craig Kelley, Taylor Hanrath, Jeff denHollander, Liam Levair, Daryl Cybulski, Maverick Bozak, Joseph Luckovitch and Lee Perkins. Missing: Aaron Weisenberg and Jeff Tomasini**



**Laura LePine, Margo Smith, Tanis Lavigne and Craig Kelley**



**Craig Kelley, Michael Nolan, Barb Tierney and Dave Libby**



**Craig Kelley, Jason Davis, Bill Matschke, Kevin Raddatz, Tony Ashley and Dennis Lazary**

**COUNTY OF RENFREW**

**BY-LAW NUMBER 37-24**

**EMPLOYMENT BY-LAW # 1 FOR COUNTY OFFICERS AND STAFF**

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WHEREAS the Council of the Corporation of the County of Renfrew deems it advisable to employ County Officers and Staff under and subject to the provisions of a By-law;

AND WHEREAS the Ontario Municipal Act empowers Council to pass such a By-law regulating the appointment, duties and remuneration of such Officers and Staff;

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

**ARTICLE 1 - INSURANCE AND HEALTH BENEFITS**

**PART A - Full-Time Employees**

**1. Pension**

The Ontario Municipal Employees Retirement System Pension Plan shall apply as per the OMERS Agreement.

**2. Life Insurance**

The Employer shall pay 100% of the premiums for Basic Group Life Insurance coverage and Accidental Death or Dismemberment. From age 71 to 75, "life coverage" will be at a rate of 50% of the coverage provided in the original plan for non-union employees.

**3. Extended Health Care**

The Employer shall pay 100% of the premiums for the Extended Health Care Plan. There is a drug dispensing fee cap of \$8.50.

**4. Dental Plan**

The employer shall pay 100% of the standard dental plan (prior year ODA schedule).

In additional, major restorative coverage is provided at 50% co-insurance to a maximum of \$2,000 per year per insured. Orthodontic coverage is provided at 50% co-insurance to a lifetime maximum of \$2,000 per insured.

**5. Health Care Spending Account**

In addition to the Extended Health and the Dental Plan, full-time employees have access to an annual Health Care Spending Account. The Health Care Spending Account is set at \$850.00 annually. This is prorated for new employees.

**6. Optional Life Insurance/Optional Accidental Death & Dismemberment Insurance**

Employees may participate in an Optional Life Insurance Program and an Optional Accidental Death & Dismemberment Program within the terms and conditions of the policy, provided the employee assumes full responsibility for the premiums.

**7. Early Retiree Benefit**

The employer shall pay 100% of the premiums for employees who qualify under OMERS for an Early Retirement Plan for full-time employees as follows:

- For all employees who retire after March 1, 2021 there is no lifetime maximum cap for all health and dental claims.

**ARTICLE 2 - PAID HOLIDAYS**

Thirteen paid holidays shall be provided. Specific days are outlined in the Corporate Policies and Procedures Manual.

**ARTICLE 3 - OTHER ALLOWANCES**

**1. Mileage Allowance**

For the use of vehicles authorized by the employee's supervisor, the employee shall receive a mileage allowance established at the maximum automobile allowance rate approved by the Canada Revenue Agency (CRA).

**2. Cost of Living Allowance**

The County of Renfrew's non-union salary grid is to be adjusted annually based on the June twelve (12) month average of the Consumer Price Index (CPI) for Ontario (all items) as determined by Statistics Canada, and the adjustment is effective for Pay Period #1 each year. This adjustment will not be lower than any increase negotiated between the County and any of its union collective agreements.

**3. Meals, Gratuities and Incidental Expenses**

While attending conferences, conventions, seminars, workshops or business meetings, employees will receive actual expenses supported by receipts of up to \$95.00 per day.

**4. Safety Footwear Allowance**

- (a) Employees who are required by nature of their job to wear safety footwear on a regular daily basis shall be provided the following annual allowance:  
Effective January 1, 2024: Full-time - \$300.00 per annum  
Part-time - \$150.00 per annum
- (b) Employees who are required by nature of their job to wear safety footwear on an occasional basis will be provided with the above allowance once every three years.

**ARTICLE 4 - RATES OF PAY**

Schedule "A" - Non-Union Salary Grid and Classifications

**ARTICLE 5 - ADJUSTMENT DATE**

The next adjustment date shall be Pay Period #1, 2025 or earlier as deemed appropriate by Council.

**ARTICLE 6 - ENFORCEMENT AND GENERAL**

- 1. Matters pertaining to working conditions and employment are also set out in the Corporate Policies and Procedures Manual. The manual should be referred to for additional information about the employment conditions contained in this by-law.
- 2. Any other amendments to this By-law shall be recommended by the Finance and Administration Committee to County Council in the form of a replacement By-law.



3. This By-law shall not be interpreted to contradict or violate any statute or regulation of the Province of Ontario.
4. By-law 29-24 is hereby repealed.
5. This By-law shall come into force and be effective Pay Period # 1, 2024 except where otherwise noted.
  - 5.1 Reclassifications shall be effective the Pay Period immediately after the date of the adoption of this By-law.

READ a first time this 27th day of March, 2024.

READ a second time this 27th day of March, 2024.

READ a third time and finally passed this 27th day of March, 2024.

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PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK

**County of Renfrew Non-Union Staff Salary Grid**  
**Schedule "A"**  
**Effective: Pay Period #1, 2024**

Group	Step 1	Step 2	Step 3	Step 4	Step 5 Job Rate	Merit
1	24.48	25.22	25.99	26.76	27.57	1335.00
2	25.72	26.50	27.29	28.10	28.95	1554.00
3	30.44	31.35	32.30	33.27	34.27	1781.00
4	32.03	32.99	33.98	34.99	36.05	1991.00
5	35.10	36.16	37.25	38.37	39.53	2224.00
6	38.59	39.75	40.95	42.18	43.44	2445.00
7	42.14	43.39	44.70	46.03	47.43	2671.00
8	46.88	48.29	49.73	51.22	52.76	2891.00
9	53.41	55.01	56.66	58.36	60.11	3169.00
10	55.91	57.58	59.30	61.08	62.93	3449.00
11	59.64	61.42	63.25	65.15	67.11	3727.00
12	63.28	65.19	67.15	69.15	71.24	4007.00
13	67.53	69.55	71.63	73.79	76.00	4278.00
14	72.16	74.33	76.55	78.85	81.22	4557.00
15	76.79	79.09	81.45	83.91	86.42	4839.00
16	80.11	82.51	85.00	87.54	90.16	5060.00
17	83.42	85.93	88.51	91.17	93.89	5287.00

Classification	Permanent Rate
Student (under 18)	15.60
Student (18 and over)	16.55
Lead Hand Premium	2.00
Grader Operator Premium	1.25
Shift Premium	0.85
Weekend	0.50
Commander Shift Premium	0.75

Revised: February 2024

**County of Renfrew Staff Classifications and Salary Ranges**

<b>GROUP</b>	<b>HOURLY (\$)</b>	<b>POSITION</b>	
1	24.48 – 27.57	<ul style="list-style-type: none"> <li>Administration Clerk</li> </ul>	
2	25.72 – 28.95	<ul style="list-style-type: none"> <li>Administrative Assistant I</li> <li>Labourer</li> </ul>	<ul style="list-style-type: none"> <li>Logistics Clerk</li> <li>Maintenance Person</li> </ul>
3	30.44 – 34.27	<ul style="list-style-type: none"> <li>Accounting Clerk</li> <li>Administrative Assistant II</li> <li>Administrative and Business Development Assistant</li> <li>Court Service Specialist</li> <li>Customer Service Representative</li> </ul>	<ul style="list-style-type: none"> <li>Intake Coordinator</li> <li>Program Officer</li> <li>Scheduling Clerk</li> <li>Sign Shop Fabricator</li> </ul>
4	32.03 – 36.05	<ul style="list-style-type: none"> <li>Administrative Assistant - Finance</li> <li>Data Analysis Coordinator</li> <li>Economic Development Coordinator</li> <li>Help Desk Support</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion Coordinator</li> <li>Licensed Home Visitor</li> <li>Tourism Industry Relations &amp; Digital Marketing Coordinator</li> <li>Truck/Equipment Operator</li> </ul>
5	35.10 – 39.53	<ul style="list-style-type: none"> <li>Administrative Assistant III</li> <li>Eligibility Coordinator</li> <li>Forestry Technician</li> <li>GIS/Planning Technician</li> </ul>	<ul style="list-style-type: none"> <li>Junior Planner/Land Division Secretary-Treasurer</li> <li>Media Relations and Social Media Coordinator</li> <li>Tourism Development Officer</li> </ul>
6	38.59 – 43.44	<ul style="list-style-type: none"> <li>Accounting Technician</li> <li>Assistant Food Services Supervisor</li> <li>Building Infrastructure Coordinator</li> <li>Civil Designer</li> <li>Community Housing Coordinator</li> <li>Engineering Technician</li> <li>GIS Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure Coordinator</li> <li>IT Technician</li> <li>Junior Planner</li> <li>Mechanic</li> <li>Ontario Works Agent</li> <li>Payroll Administrator</li> <li>Trails Coordinator</li> </ul>
7	42.14 – 47.43	<ul style="list-style-type: none"> <li>Capital Projects Coordinator</li> <li>Child Care &amp; Early Years Supervisor</li> <li>Client Programs Supervisor</li> <li>Community Housing Supervisor</li> <li>County Planner</li> <li>Early Years Supervisor</li> <li>Human Resources Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure Technician</li> <li>Operations Coordinator</li> <li>Patrol Supervisor</li> <li>Small Business Advisor</li> <li>Social Worker</li> <li>Systems Analyst</li> </ul>
8	46.88 – 52.76	<ul style="list-style-type: none"> <li>Administration Supervisor</li> <li>Business Development Officer</li> <li>Construction Supervisor</li> <li>County Forester</li> <li>Dietitian</li> <li>Environmental Services Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>Food Services Supervisor Network Administrator</li> <li>Prosecutor (Bilingual)</li> <li>Senior Planner</li> <li>Supervisor, Ontario Works</li> <li>Supervisor, Technical Services</li> </ul>
9	53.41 – 60.11	<ul style="list-style-type: none"> <li>Employee Health Coordinator</li> <li>Manager, Economic Development Services</li> </ul>	<ul style="list-style-type: none"> <li>Manager of Legislative Services / Clerk</li> <li>Manager, Provincial Offences</li> <li>Physiotherapist</li> </ul>

GROUP	HOURLY (\$)	POSITION	
10	55.91 – 62.93	<ul style="list-style-type: none"> <li>• Commander</li> <li>• Manager, Child Care Services</li> <li>• Manager, Housing and Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, Information Technology</li> <li>• Manager, Ontario Works</li> <li>• Manager, Real Estate</li> <li>• Resident Care Coordinator</li> </ul>
11	59.64 – 67.11	<ul style="list-style-type: none"> <li>• Manager, Capital Works</li> <li>• Manager, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, Operations</li> <li>• Manager, Planning Services</li> </ul>
12	63.28 – 71.24	<ul style="list-style-type: none"> <li>• Deputy Chief Clinical Programs</li> <li>• Deputy Chief Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Care</li> <li>• Manager of Finance/Treasurer</li> </ul>
13	67.53 – 76.00	<ul style="list-style-type: none"> <li>• Nurse Practitioner</li> </ul>	
14	72.16 – 81.22		
15	76.79 – 86.42	<ul style="list-style-type: none"> <li>• Administrator, Bonnechere Manor</li> </ul>	
16	80.11 – 90.16		
17	83.42 – 93.89	<ul style="list-style-type: none"> <li>• Director, Corporate Services/Deputy Treasurer</li> <li>• Director, Development &amp; Property</li> <li>• Director, Emergency Services /Chief Paramedic Services</li> </ul>	<ul style="list-style-type: none"> <li>• Director, Long Term Care</li> <li>• Director, Public Works &amp; Engineering</li> <li>• Director, Community Services</li> </ul>

Revised: March 2024

**COUNTY OF RENFREW**  
**BY-LAW NUMBER 38-24**  
**A BY-LAW TO ESTABLISH AND REQUIRE PAYMENT**  
**OF USER FEES AND CHARGES**

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WHEREAS the Council of the Corporation of the County of Renfrew may pass by-laws establishing and requiring the payment of fees and charges for information, services, activities and use of County property.

AND WHEREAS By-laws imposing such fees and charges are authorized by Section 391 of the *Municipal Act, 2001*, and various other provisions of the Act and by various other statutes.

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the County of Renfrew enacts as follows:

1. Council hereby establishes the fees and charges as set out in Schedule "A".
2. No request by any person for any information, service, activity or use of County of Renfrew property described in Schedule "A" will be processed or provided unless and until the person requesting the information, service, activity or use of County of Renfrew property has paid the applicable fee or charge in the prescribed amount as set out in the applicable Schedule.
3. The fees and charges as listed in Schedule "A" will be subject to the Harmonized Sales Tax (H.S.T.) where applicable.
4. Schedule "A" is an integral part of this By-law.
5. Should any part of the By-law, including any part of Schedule "A", be determined by a Court of competent jurisdiction to be invalid or of no force and effect, it is Council's intention that such invalid part of the By-law shall be severable and that the remainder of this By-law including the remainder of Schedule "A", as applicable, shall continue to operate and to be in force and effect.
6. This By-law supersedes all previous resolutions and By-laws with respect to the fees and charges as outlined within Schedule "A".
7. That By-law 69-23 is hereby repealed.
8. This By-law shall come into force and take effect upon the passing thereof, except where otherwise noted.

READ a first time this 27th day of March, 2024.

READ a second time this 27th day of March, 2024.

READ a third time and finally passed this 27th day of March, 2024.

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PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK

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**Corporation of the County of Renfrew  
Schedule A  
User Fees and Charges**

March 27, 2024

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## Administration

### All Departments

Service	Fee
<b><u>Photocopying</u></b>	
<b><u>Monochrome</u></b>	
- First page	1.00
- Each additional page (letter)	0.20
- Each additional page (ledger)	1.00
<b><u>Colour</u></b>	
- Letter (per page)	1.50
- Ledger (per page)	3.00
<b><u>Maps</u></b>	
Letter and Legal (per image)	2.00
Tabloid (11 x 17 ledger)	3.00
Larger	7.50
Double-sided lamination (each page in addition to print charge)	see hourly rates
Development of custom maps (minimum ½ hour charge)	see hourly rates
<b><u>Scanning Services</u></b>	
- First image	5.00
- All subsequent images in the same work order	1.00
- Digital File (pdf, jpg)	10.00
- Large Format Scanning (per image)	100.00
- Air Photo Imagery (Digital Raster Acquisition Program East – DRAPE) (per 1km x 1km tile)	50.00
Plus hourly wage for Administrative Assistant (minimum ½ hour charge)	see hourly rates
<b>NSF Cheques</b>	35.00
<b>Hourly Rates (travel time is 50% of service rate)</b>	
- CAO/Department Head	140.00
- Manager/Supervisor	110.00
- Technical / Coordinator	80.00
- Maintenance/Janitorial Person	70.00
- Clerical	60.00

### Corporate Services

#### Finance

Service	Fee
Late Payment Fees on all overdue accounts (except levy installments)	2% per month after 60 days

## Development and Property

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

## Emergency Services

Service	Fee
Paramedic Service	225.00
Special Events – 4 hour minimum	per hour
PHIPPA requests related to Ambulance Call	100.00
Reports from legal counsel	

## Public Works

Service	Fee
<b>Tender Document</b>	
Based on Printing Costs	0 to 150.00
Construction and engineering	by project
Entrance permits	150.00
Special vehicle permits	
- Daily	75.00
- 3 Month	125.00
- Annual	250.00
Tourism signs	
30cm x 120 cm (Attraction Locator) - 5 - Year Term	300.00
60 cm x 240 cm (Regular Attraction) - 5 - Year Term	425.00
Field advertising signs – all areas – 3-Year Term	450.00
Cost Recovery for Damage to County Property	Per Incident
Cost Recovery - Requests for a Traffic Review	750.00



## Bonnechere Manor

Service	Fee
Guest meals	15.00 per person
<u>Day Program</u>	
- full day attendance rate	25.00
- bath while attending day program	10.00
Staff accompaniment - per hour	Current wage rate for position + HST
Personal Equipment Repairs – per hour	Current wage rate for position + HST
Classroom (2 <sup>nd</sup> Floor), Boardroom (1 <sup>st</sup> Floor), Day Program Area (1 <sup>st</sup> Floor – no charge for resident use), Family Conference Area *Additional costs for special set-up/large numbers etc.	200.00* each rental
Room Rental – Renfrew Rotary Hall Auditorium (1 <sup>st</sup> Floor) *Additional costs for special set-up/large numbers etc. ** Director of Long-Term Care has discretion on a case by case basis to reduce / waive costs if resident activity or community fundraiser.	250.00* each rental
Family Overnight Suite – Available at no cost to families of palliative residents of Bonnechere Manor. Cost for overnight accommodation for families of other residents.	85.00 per night
Chapel * Charge is applicable to external requests that are not residents of Bonnechere Manor.	225.00
Additional Items:	
- Dishes and/or Cutlery	1.00/place setting
- 100 Cup Coffee/Tea Percolator (empty)	23.00
- 55 Cup Coffee/Tea Percolator (empty)	17.00
- Tablecloth (72")	8.00
- Tablecloths (any other size)	6.00

## Miramichi Lodge

Service	Fee
Guest Meals – In Home	15.00 per person
Meals on Wheels	15.00 per person
Staff Accompaniment – per hour	Current wage rate for position + HST
Personal Equipment Repairs – per hour	Current wage rate for position + HST
Room Rental – Community Centre – (Area I or II) *Additional costs for special set-up/large numbers etc. ** Director of Long-Term Care has discretion on a case by case basis to reduce / waive costs if resident activity or community fundraiser.	250.00* each rental
Room Rental – Community Centre – (Area I and II) *Additional costs for special set-up/large numbers etc.	310.00* each rental
Meeting Room (1 <sup>st</sup> Floor), Family Dining Room (charge only when used for a meeting space) *Additional costs for special set-up/large numbers etc.	200.00* each rental
Boardroom (3 <sup>rd</sup> Floor) *Additional costs for special set-up/large numbers etc.	200.00* each rental
Meeting Room - Other *Additional costs for special set-up/large numbers etc.	200.00* each rental
Family Overnight Suite - Available at no cost to families of palliative residents of Miramichi Lodge. Cost for overnight accommodation for families of other residents.	85.00 per night
Chapel * Charge is applicable to external requests that are not residents of Miramichi Lodge.	225.00
Additional Items:	
- Dishes and/or Cutlery	1.00/place setting
- 100 Cup Coffee/Tea Percolator (empty)	23.00
- 55 Cup Coffee/Tea Percolator (empty)	17.00
- Tablecloth (72")	8.00
- Tablecloths (any other size)	6.00

**COUNTY OF RENFREW**

**BY-LAW NUMBER 39-24**

**A BY-LAW TO AMEND BY-LAW 63-03 HUMAN RESOURCES CORPORATE  
POLICIES AND PROCEDURES FOR THE COUNTY OF RENFREW**

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WHEREAS on October 29, 2003 the Corporation of the County of Renfrew enacted By-law No. 63-03, a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew;

AND WHEREAS it is deemed desirable and expedient to amend the said By-law for the purpose of establishing a new policy and/or amending and/or removing an existing policy;

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

1. That the following new and/or amended and/or policies to be removed attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
  - J-06 Return of Service Incentive Program (removed).
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27th day of March, 2024.

READ a second time this 27th day of March, 2024.

READ a third time and finally passed 27th day of March, 2024.

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PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK

**COUNTY OF RENFREW**

**CORPORATE SERVICES/DEVELOPMENT PLANNING DEPARTMENT REPORT**

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**TO:** County Council

**FROM:** Daniel Burke, Treasurer and Bruce Howarth, Manager of Planning

**DATE:** March 27, 2024

**SUBJECT:** Notice of Motion Tabled from February 28<sup>th</sup>, 2024 – Re Town of Arnprior request for participation in a Brownfield Remediation Tax Assistance Program

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At the February 28, 2024 County Council meeting direction was given to staff to provide a report regarding participation in a Brownfield Remediation Tax Assistance Program.

Upon review, the County is currently prohibited from participating in a lower-tier community improvement plan (CIP) under Section 28(7.2) of the Planning Act; the section of the Act dealing with Community Improvement Plans. This section states that the council of an upper-tier municipality may make grants or loans to the Council of a lower-tier municipality (and a lower-tier to an upper-tier) for the purposes of carrying out a CIP, but only if the Official Plan of the municipality making the grant or loan contains provisions relating to the making of such grants or loans. In order to proceed with this request, the County would be required to amend the Official Plan to implement a policy that would allow the County to participate in a lower-tier CIP. Counties that have undertaken this process combine the Official Plan policy with a “Regional Revitalization Program” or a “Regional Incentives Program”. These programs identify regional goals (as opposed to local goals) and set the standards and incentives contained in a local CIP that the County would be willing to support.

As an example, in the County of Stormont Dundas and Glengarry (SDG), the Regional Incentives Program is a collaborative effort between the County and their local municipalities. Applications are generally received and initially reviewed by staff of the local municipality, then reviewed by County staff and forwarded to a Regional Incentives Program Approvals Committee. The Regional Incentives Approvals Committee is responsible for recommending the approval of Regional Tourism grants to County Council. Final approval for all grants rests with SDG County Council. SDG offers the following grants under this program:

1. Façade, Signage, and Property Improvement Grant.
2. Building Improvement/Restoration Grant.
3. Building Conversion/Expansion Grant.

4. Feasibility, Design, and Study Grant.
5. Planning Application and Permit Fees Grant.

Participation of the County in a Tax Increment Equivalent Grant as proposed by the Town of Arnprior is first to be included in the Official Plan, and then detailed in a regional program. Once these are implemented, the County could consider supporting the Town's request.

In addition to our primary discussion, the mesa project places significant emphasis on housing availability and affordability. Through the mesa approach, we recognize the interconnectedness between mental health, substance use, addiction, and the rising demand for emergency and social services, necessitating strategic planning and investment in housing. The mesa initiative promotes proactive efforts to develop and endorse effective, inventive solutions to housing challenges, spearheaded collaboratively by the County of Renfrew. One potential avenue for exploration by the County involves instituting a County-wide CIP to support affordable housing endeavors.

According to the Planning Act, only "prescribed upper-tier municipalities" possess the authority to implement a CIP. Presently, the only prescribed upper-tier municipalities include the Regions of Durham, Halton, Niagara, Peel, Waterloo, York, the District of Muskoka, and the County of Frontenac. Notably, the Planning Act outlines distinct differences in CIP usage between lower-tier and upper-tier municipalities. A prescribed upper-tier municipality is constrained to incorporate the following three elements into a CIP: infrastructure falling within the upper-tier municipality's jurisdiction, land and structures within and adjacent to existing or planned transit corridors with potential for concentrated mixed-use development, and affordable housing initiatives. Given that Renfrew County lacks jurisdiction over water or wastewater services and lacks planned transit corridors, only the third element, affordable housing, holds particular relevance for consideration. To the best of our knowledge, there isn't an existing instance of an upper-tier CIP solely dedicated to affordable housing. Establishing a CIP specifically tailored to affordable housing would empower the County to offer incentives and collaborate with developers to augment the supply of much-needed housing, aligning with the mesa action model.

Therefore, staff are seeking direction from Council on how to proceed:

- A. Amend the County of Renfrew Official Plan to implement enabling policies and direction to draft a Regional Incentives Program. The Regional Incentives Program would implement policies and guidelines regarding which lower-tier CIP programs the County would participate in.
- B. Pursuing a change to the regulation under the Planning Act to become a "Prescribed Upper-Tier Municipality" for the purposes of developing an affordable housing CIP.
- C. Pursue option A and option B concurrently, allowing for participation in lower-tier CIP's as desired, as well as a dedicated County of Renfrew CIP for affordable housing.
- D. Do not proceed with any of the above.

**COUNTY OF RENFREW**

**BY-LAW NUMBER 53-24**

**A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL  
OF THE COUNTY OF RENFREW AT THE MEETING HELD  
ON MARCH 27, 2024**

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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 27<sup>th</sup> day of March 2024.

READ a second time this 27<sup>th</sup> day of March 2024.

READ a third time and finally passed 27<sup>th</sup> day of March 2024.

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PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK